



**Kolding  
Kommune**  
triangle region denmark

We design for life



Designing for People & Policies

# Cases



United Nations  
Educational, Scientific and  
Cultural Organization

City of Design  
**Kolding**  
We design for life

Designated  
UNESCO Creative City  
in 2017





## Welcoming Global Societies for Cultural Exchange, Business and Collaboration

The honourable designation of Kolding Municipality as a member of the UNESCO Creative Cities Network (UCCN) – Design is a huge milestone in the development of Kolding as a design community!

Seven years ago Kolding Municipality acknowledged the need for new ways of developing new approaches to welfare, social responsibility, cultural creativity and business development. The City Council adopted a strategic vision: 'We Design for Life'. Today Kolding has succeeded in implementing design thinking in several areas.

Developing a design-driven community is still a main goal for the city, and design thinking has the capacity to play a decisive role in developing the Nordic welfare system version 2.0.

The membership of the UCCN – Design is a great opportunity for Kolding to share and spread first-hand experience with design-driven innovation in the public sector, in business environment, in education and research and in the field of cultural exchange and collaboration.

The membership also enables Kolding to develop and expand national and international networks and to function as a vibrant and sharing partner of other design communities. Collaboration and cultural exchange are essential to the city's ambition to become a full-scale design-thinking community.

MAYOR JØRN PEDERSEN



Designing for People & Policies

# Cases



# Communication of the Design Concept

## Challenge:

The staff at "Nicolai for Børn" identified a challenge, when design learning was implemented in the schools in Kolding Municipality. Many teachers had difficulties translating the design concept into practice and not least explaining to the pupils what 'design' can be used for. They therefore set themselves a task: 'How can we contribute to communicating the design concept to pupils in Kolding Municipality in a fun, challenging and relevant way?'

## Intention/Objective:

The aim of the project was to understand the design concept and to give the teachers concrete examples of the application of design methods in their teaching. The aim was also to involve the children in design processes, giving them an opportunity to experience concrete examples and gain an understanding of the design concept. The objective was also to demystify the concept and to make the teachers more comfortable using design in their teaching.

## Process:

The process began with a seminar for teachers in Kolding Municipality. The seminar clarified the great demand for and potential of the issue, and consequently, a project manager with a design degree from Design School Kolding was hired. A large-scale design process was conducted. The first stage – the discovery stage – involved interviews, observations and questionnaire surveys. Subsequently, focus was limited to the subject mathematics, as the first stage revealed that especially mathematics teachers had difficulties incorporating design into their teaching. It was then decided that the project

should result in an exhibition at "Nicolai for Børn", based on mathematics, where both pupils and teachers could experience the design process.

## Results:

The result of the process was the exhibition 'X=42', through which more than 800 pupils from Kolding Municipality experienced the design process up close. The six rooms at "Nicolai Kunst & Design" were structured as a design process. The first room represented the entrance, where the participants would define their task/challenge. The second room was research, where the participants would determine which facts they had to work on. The third room constituted idea development, where new opportunities were discovered through play. The fourth room was a 'passage' for resting, reflecting or moving forwards. In the fifth room mathematical principles were used to design and test a product, and in the sixth room the participants would present the result to their classmates.

## What's Next?/Status:

The exhibition received positive feedback from both teachers and pupils as well as children's cultural centres and libraries throughout the country. The pupils said that working with mathematics in this way had been fun, and the teachers had felt comfortable exploring the design concept and were encouraged to implement it in their teaching. The exhibition itself has been 'boxed' and is ready to be used in other Danish institutions – as a flagship communicating the design strategy of Kolding Municipality to children.

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Administration  
Children and Education

Participants  
Nicolai for Børn  
Designer Laura Locher  
800 teachers and pupils from Kolding Municipality



# Policy Development Based on the Vision ‘We Design for Life’

## Challenge:

Back in 2013 the challenge was to develop four new committee policies guided by the vision ‘We Design for Life’, which was meant to set clear political goals and a course for the strategy. But how do you develop policies using design?

## Intention/Objective:

The aim of the project was for the administration and its political committees to translate the vision into reality. The goal was thus to ensure that all future policies, strategies and action plans were related to the municipality’s main vision. The objective was to make the vision relevant, to evaluate existing policies and to actively involve the political committees.

## Process:

From the middle of 2013 and until the local elections, the City and Development Administration implemented a process together with the administration’s three political committees at the time with a view to evaluating, developing and adjusting policies to ensure that they were consistent with the goal of the vision. The development consultants began by collecting data and gaining an overview of existing policies, action plans, strategies etc. In the innovation phase six idea development workshops were conducted with the committees, employees from Kolding Municipality, external collaborators and citizens. In the concept development phase four new committee

policies were outlined as a starting point, after which they were tested at four separate workshops. Finally, after the design process, the four policies were adjusted and submitted.

## Results:

The four committee policies were approved in June 2014. One result of the process is feedback from the involved political committees and a wish to continue to use this form of dialogue and cooperation in the future. Another result is the experience with design processes gained by the organisation.

## What’s Next?/Status:

The adoption of the committee policies and political focus areas in June 2014 completed the project. In a subsequent survey the committee chairs have indicated that the vision has become an active part of the work of the political committees, that they as politicians feel greater ownership of the policies, that both cooperation within the committees and between the committees and the administration has improved, and that they feel that they have acquired new tools for political dialogue. The political committees feel that the diversity in terms of political persuasion has benefitted the process and in fact led to the realisation that everyone wants the same – to create a better Kolding.

Administration  
City and Development

Participants  
Development consultants from the City and Development Administration  
50 employees from Kolding Municipality  
Planning and Environment Committee  
Technical and Housing Committee  
Cultural Affairs and Recreation Committee  
D2I – Design to Innovate



# My Plan

## Challenge:

Sickness benefit is an area characterised by a high degree of centralised management and regulation. Conducting sickness benefit follow-up really entails that every last detail of the process, for both citizens and caseworkers, is subject to regulation.

## Intention/Objective:

A design process was implemented in the area with a view to inspiring the area to try new paths, and these new paths were created by internal and external actors in co-operation – a cooperation characterised by a large degree of citizen involvement with a view to getting their ideas for the optimal sickness benefit process. The main goals were: better citizen experiences, better staff experiences and better results.

## Process:

The project completed Kolding Municipality's design process model from discovery to implementation. Initially, a team of design and innovation consultants explored the sickness benefit department. The consultants participated in various meetings, interviewed citizens etc. From the discovery phase the participants gained a series of insights on which the further design process towards implementation could build.

## Results:

From interviews and feedback from citizens it has become clear that My Plan makes a difference. The citizens have reported that they now feel like an active part of their own case process. My Plan gives them an overview of appointments and helps them make sense of the complex follow-up plan. The staff are also happy with My Plan. It clearly structures their interviews with citizens and is a useful tool for the matching of expectations. Several members of staff have said that My Plan helps play down the 'system' and thus change negative expectations about the system into more positive ones.

## What's Next?/Status:

We have developed a prototype of My Plan + 22 weeks and one for the employment clarification process. My Plan + 22 weeks is currently being tested. The testing of the latter prototype has been postponed and is not expected to commence until mid-May 2016.

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Administration  
**Employment and Integration**

Participants  
**The entire sickness benefit department (approx. 80 employees)**  
Companies  
Citizens  
General practitioners  
Internal design and innovation consultants





# School and Cultural Design Date

## **Intention/Objective:**

Following the new municipal primary and lower secondary school reform, local cultural and associational life must come to play a role in schools. The aim of the project was therefore to discover how collaboration between school and culture could contribute to increasing the learning of the pupils based on the reform's idea of 'open schools'.

## **Process:**

The task group took as its starting point and completed each stage of Kolding Municipality's design model. For example, the group worked with tools for idea generation and user involvement. The basic method consisted in using design to facilitate open dialogue and joint development – the group had to move from 'we have tried that' and 'we usually ...' to 'could we help each other ...' and 'how do you think we could ...'.

## **Results:**

In the design process the idea emerged of gathering representatives from each school and cultural institution in

Kolding Municipality for an annual dating event. The aim of the dating event was to provide a forum for 'flirtation' between people of different professions and thus create new partnerships.

## **What's Next?/Status:**

In January schools and culture participated in the second dating event, and a third is currently being planned. In other words, a concept has been developed, and while the overall idea does not change, the concept is subject to constant development. Both teachers and cultural actors have shown an interest in expanding the concept to other contexts – e.g. to enable schools to establish contact and possible partnerships or collaboration with the business community and cultural institutions to establish contact with day care centres or institutions of further education located in Kolding.

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Administration  
**City and Development**

Participants  
**Representatives of cultural institutions**  
**Municipal primary and lower secondary schools**  
**Pedagogical Centre**  
**Children and Education Administration**  
**City and Development Administration**



# Help the Fish

## Challenge:

Many citizens and companies are unaware that most rain water grids lead directly into the water environment, where paint, oil, soap and chemicals can cause great damage. Unfortunately, the wildlife in the streams regularly suffer serious damage due to contaminated water coming from rain water grids.

## Intention/Objective:

The overall objective of the project was to try to stop the discharge of environmentally damaging substances from industrial and residential areas. The project area was limited to the urban area surrounding the stream Dalby Møllebæk, where rain water grids lead directly into the stream. The project included an information campaign targeted at approx. 200 companies and approx. 500 homes.

## Process:

The design process was conducted with the help of an external graphic designer and an external illustrator, the Communications Department in Kolding Municipality and employees from environmental services. Various forms of communication, including concepts involving nudging, were tested.

## Results:

Plastic sheets in positive colours containing slogans and information were produced and mounted by all rain water grids in the area. Posters and flyers were also produced.

In addition, a cartoon was produced communicating the problem and the solution. Citizens can view the film using QR codes for smartphones or by accessing Kolding Municipality's homepage, thereby increasing public awareness of the problem.

## What's Next?/Status:

Well over 200 companies received a visit, where they learned how the rain water system in the area is structure, and they were offered information material and labels for their rain water grids. In addition, flyers were distributed to approx. homes in the surrounding area, and plastic sheets were mounted by all rain water grids on public roads in both areas.

The cartoon has been used extensively in Kolding Municipality. So far it has been shared and viewed more than 20,000 times in a number of contexts.

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Administration  
City and Development

Participants  
Environmental Services, City and Development Administration  
Brændkjærskolen  
Communications Department  
External design and animation company



# Dullerfikis – Innovative Hygiene

## Challenge:

Insufficient hygiene in the day care centres is a challenge with great financial and health-related consequences. Sickness absence among both children, staff and parents results in loss of resources and reduced health and well-being at both institution and society levels. The project 'Dullerfikis' was meant to help solve this problem.

## Intention/Objective:

The main goal was to improve the hygiene in the day care centres and, thereby, the health and well-being of children and adults. The project aimed to reduce the spread of infectious diseases and thus to lower the degree of sickness absence among both children and staff.

## Process:

The project was divided into three areas:

1. Knowledge and innovation partnerships were established between private companies, public institutions and the vocational and university colleges in the Region of Southern Denmark, the aim of which was to determine whether there was a basis for developing new products.
2. An innovation initiative was launched in cooperation with University College South Denmark, and it has resulted in pedagogical material in the form of prototypes within the 'Dullerfikis' concept.
3. A design process was implemented among relevant pedagogical staff and the health visitors with a view to finding common ground in the hygiene project.

## Results:

Under the name 'Dullerfikis' a series of prototypes were developed. They can be used directly in the effort to improve the hygiene in all institutions in the municipality. 'Dullerfikis' is a big dust bunny, which through stories, games and pedagogical activities aims to make hygiene a fun topic for the children. For example, the 'Dullerfikis' products produced include a digital film, books, a teddy bear, a website etc.

And the project put Kolding Municipality on the map as the winner of the Hygiene Prize of the Year 2015.

## What's Next?/Status:

In connection with the project it became clear that hygiene-related routines have been adjusted and improved. To maintain focus on hygiene after the project Children's Services has launched an implementation phase. Here the annual hygiene week, among other things, brings into focus 'Dullerfikis' and the material developed in the project period.

The health visitors and Children's Services in Kolding Municipality will in cooperation carry on and continue to develop the project and knowledge on hygiene.

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Administration  
**Children and Education**

Participants  
**Health Visitors, the Senior Citizens and Social Affairs Administration**  
**The Cleaning Department, the City and Development Administration**  
**University College South Denmark**  
**IBA International Business Academy, Kolding**  
**Four private companies: SMI, DEB, ORAS, KÄRCHER**



BLIV KLOGERE PÅ, HVORDAN DU KOMMER I LIGEVÆGT

LIGEVÆGT OG AKTIVE FÆLLESSKABER

Forløbet har betydet at jeg har fået det meget bedre med mig selv. Mine tanker om mad, krop og vægt fylder mindre og det giver mig ro og overskud til det, der er vigtigt for mig at bruge mit liv på. Jeg ses stadig med nogle af de andre fra holdet og vi gør ting sammen som giver mening for os forskellige steder i Kolding

**FAKTA**  
Varighed 12 uger, 1 gang om ugen, 2,5 time pr gang. Holdforløb med op til 15 personer. Mulighed for individuelle samtaler undervejs, medarbejdere med psykologfaglige og sundhedsfaglige kompetencer

Jeg er ikke alene! Jeg får indsigt i, hvorfor det er så svært. Jeg bliver klar over, hvad der skal til og hvordan jeg kan begynde at øve mig. Jeg får simple redskaber der giver mig mere energi og tilfredshed med det jeg gør.

**FAKTA**  
Varighed 24 uger, 2 gange om ugen hhv. 2,5 time og 1,5 time. Holdforløb med op til 15 personer. Mulighed for individuelle samtaler undervejs, medarbejdere med psykologfaglige og sundhedsfaglige kompetencer

Jeg over mig i de ting, jeg vil ændre og deler erfaringer med de andre fra mit hold. Vi laver simple og sjove fysiske øvelser sammen, der gør mig stærkere både fysisk og mentalt. Jeg bliver klar på, hvordan jeg kan holde fast i de gode ændringer på lang sigt. Mit selvværd og mit overskud stiger.

...og jeg har altid en livline til Sundhedscenteret, hvis jeg får brug for det

# Ligevægt (Equilibrium)

## Challenge:

The challenge that started the project 'Ligevægt' was that, despite that we've never known more about health and weight loss than we do today, we can see that the number of people who are either obese or have an eating disorder is steadily rising.

In a local setting, there is a tendency that people who attend the weight loss programs offered by health professionals end up weighing more in the long run than they did when they entered the program in the first place.

Both health professionals and people express that they need something else than these programs offer.

The previous weight loss programs have primarily revolved around diet and exercise where weight loss has been the main success criteria.

## Objective:

Kolding Municipality's program, 'Ligevægt', tries to offer another approach to obesity. 'Ligevægt' can be directly translated to equilibrium and the program tries to offer a sense of equilibrium and balance in the lives of the people. With this program, Kolding Municipality has tried to develop a new type of program that is experienced as meaningful by the people attending it. The program tries to change the way people think about health, food, physique and weight. The outcome of that is more peace and happiness in life. A side effect will often be that people will lose weight, but that is not the main aim of the program.

## Process:

The project 'Ligevægt' started with a hypothesis that skewed weight loss programs could contribute to a rise in the amount of people with an eating disorder. It was suspected that the ideologies behind traditional weight loss programs are similar to those of people with eating disorders. Simultaneously, there was a political wish in

that a new program for heavily obese people should be designed.

Following this hypothesis, it was decided to start over from scratch with a new design process.

There was collected insights from citizens and health professionals through interviews and workshops that were complemented by additional research and experiences.

The main insights were transformed into thematics that were used to create a concept model for a new program for obese people and people with compulsive overeating. The concept model was tested and evaluated by citizens and health professionals before the program started.

In April 2018, practical testing of the new program started with two groups with 15 people each. In the fall of 2018, two additional test groups will start the program. The program will be continuously evaluated and developed.

## Results:

As the program is still in practical testing, there is no concrete results to show. However, even though the program has not been directly advertised, there is an immense interest from the people of Kolding. There is already a long waiting list.

The people in the test group express that this new approach feels meaningful and strengthening for their sense of self-worth and quality of life.

## What's next?:

The program will be continuously evaluated and developed to ensure that the groups, which start in 2019, will experience an even better and more meaningful program. Now the question is; how can we use this new approach to health promotion in other aspects of the health sector in Kolding Municipality.

Administration  
**Senior Citizens and Social Affairs**

Participants  
**Citizens**  
**Employees from Health Centre Kolding**  
**Employees from Development**

# Self-worth and Coherence

## Challenge:

We dream about creating an experience of self-worth and coherence for the citizens in the meeting with the Department of Senior Citizens and Social Affairs in Kolding Municipality. We also believe that we have to ask the users how they actually experience this meeting if we want to reach our goals. We will only get the full picture of how we can do better by viewing ourselves in their perspective. The challenge therefore was to create and implement a new vision and strategy for the department with the experiences of the users as the starting point.

## Intention/Objective:

The project should result in a vision and strategy creating a clear and simple framework for all employees ultimately resulting in better user experiences for the citizens. The vision and strategy should not only be owned by management - it should, in form and content, make sense in the everyday work of all employees as well.

## Process:

The process was kicked off by sending four designers into the field where they spend three months interviewing and observing 300+ citizens and employees. All the data from these studies was transformed into insights applying to all five areas of the Department of Senior Citizens and Social Affairs. These insights then formed the starting point for creating a new vision and strategy. In the concept developing phase the managing director, the heads of the five department areas as well as the different leadership teams all were involved in creating and validating the vision and strategy throughout the different maturity stages of the concept. External experts were used as 'obstructions' throughout the process creating the right amount of disturbance to ensure fresh input and high quality in the final concept. The final concept for the vision and strategy was approved by the political committees and was subsequently presented to the leadership and employees marking the kick-off of the implementation phase.

The implementation phase has a strong focus on the management and leadership layer in the organisation, and is still ongoing work. To ensure understanding and implementation of vision and strategy all leaders are gathered at a workshop every quarter. The leaders are crucial in the implementation process in order to ensure ownership and understanding among their employees and therefore the application of vision and strategy is practiced on real life cases during the workshops. To support the practice and aid the everyday work there is an ongoing process of developing and testing concrete tools supporting the vision and strategy.

## Results:

The vision and strategy as well as the implementation plan (hereunder the workshops with leaders) are the main outcomes of the project. The vision and strategy consists of 1 vision and 5 simple guidelines for conduct. The vision and guideline are tied to a model that gives directions for the approach when working with the needs of the citizens: 1. Start by asking questions and make an effort to understand the citizen, 2. Discuss meaningful solutions together with the citizen and finally 3. Make the solutions possible by bringing professional knowledge and offers in action. The vision and strategy model with guidelines is the only 'product' and it is being introduced in various formats – the most powerful being a large carpet version of the model. These physical objects help facilitate the discussion of cases and obstacles in a constructive manner across professionals and departments resulting in new ideas and solutions maintaining the right approach to the citizen and ultimately reaching our vision: Self-worth and coherence in all you say and do!

## What's Next?/Status:

The implementation process is still ongoing – it takes time to reach all corners of the organisation and it will be the focus for years to come. The main effort is put on supporting the various departments in practising the approach and transitioning the vision and strategy into an everyday mind-set and work routines as well as clearing away some of the bigger bumps on the road through strategic projects.

Administration  
**Senior Citizens and Social Affairs**

Participants  
**300+ citizens and employees**  
**Managers and leaders from the Department of Senior Citizens and Social Affairs**  
**Group of external experts**



# The Kolding Libraries

## Challenge:

The Kolding Libraries' contract for logistics and library services was about to expire (26 January 2016).

## Intention/Objective

When the Kolding Libraries had to find a new collaborator to solve various logistics and library services, they used design processes to identify their needs. Here the libraries wanted to determine whether the services could be performed by a work integration social enterprise, that is, a company that focusses on the social aspect in creating jobs for citizens who fall outside the labour market.

## Process:

One of Kolding Municipality's design and innovation consultants and a designer completed a needs assessment and an innovation phase. The libraries' needs and interfaces were mapped through interviews, observations and photo registration of relevant key figures and working conditions.

## Results:

The result was a mapping of the services provided by the Kolding Libraries, which made it possible to draw up requirements specifications for the tender documents. This subsequently led to a contract with Virksomhedsporten.

The cooperation agreement underpins Kolding Municipality's socioeconomic strategy, 'A Surplus of Resources', which aims to implement more socio-economic initiatives in the municipality. It is the first library in Denmark to integrate social economics into its main tasks.

The design process has also had a positive effect on other large projects at the Kolding Libraries, for example a new design project and the effort to establish a new communicator role, both of which were inspired and enriched by the design process.

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Administration  
City and Development

Participants  
Design and Innovation Consultant in Kolding Municipality  
External Designer  
Staff at the Kolding Libraries



# Social Inclusion Within Family Day Care

**Challenge:**

The concept of social inclusion is not only used in primary and lower secondary school. But how can social inclusion be implemented fast and in a way that makes it visible to both parents and staff?

**Intention/Objective:**

The aim of the project was to implement social inclusion in family day care fast and in a way that made it visible to parents and the 370 members of staff using action learning and research.

**Process:**

Approx. 80 members of staff (reflection partners) met with the remaining staff. They adopted a systematic approach causing a shift in focus from the individual to co-creating, learning communities. In addition, they used the tool 'Success Sun' for feedback. Here the professional qualifications of the day nurses in relation to social inclusion were implemented.

The structure of the design process ensured that the professional competences spread through the organisation via the 80 reflection partners, each of

whom were responsible for knowledge-sharing with five of their colleagues. Using the Success Sun professional competences also spread to the parents of four children per day nurse. The desired professional competences were thus implemented at all levels.

**Results:**

Social inclusion via action learning has made sure that the learning resulting from the project is useable in practice. The day nurses have adjusted their work to ensure that it is always based on the needs of the individual child. This gives the children a sense of being important actors in their own lives as well as in the lives of others. The tool, the 'Success Sun', forms a basis for knowledge sharing and dialogue with parents, who are able to help by demonstrating tolerance and showing an interest in each child.

The project has given the participants experience with the development of learning in practice, and the municipality is currently considering using action learning in other contexts.

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Administration  
**Children and Education**

Participants  
**Family day care in Kolding Municipality**



# The Warm-Hearted Job Centre

## Challenge:

The Job Centre in Kolding set itself the following task: 'The employees at The Job Centre work hard to improve the conditions of the unemployed, but the public feels that they take more than they give. How can we change that?'

## Intention/Objective:

There were several objectives behind the project, but they were all based on the idea of making the centre more warm-hearted. The goal was to make the unemployed and the centre's collaborators feel that the employees were highly committed to their work. This had to be evident from the interaction between employees and citizens, but also from the physical decoration, from new initiatives and from all communication material.

## Process:

To jump-start the project, the participants produced an idea catalogue containing e.g. an analysis of the existing phone culture. Subsequently, a staff workshop was conducted focussing on designing a 'warm-hearted telephone conversation'. Then a script for such conversations was produced.

The existing facilities were photographed, the 'user's journey' through the centre was mapped based on portraits of citizens and an inspirational concept for the decoration of the facilities of Dieselvej was created. Based

on the ideas and wishes of the staff three architectural firms submitted their proposals for a café in the reception area.

The entire process has focussed on the citizens and the staff and their needs, and the ideas are based on the Job Centre's experience of the needs of the citizens.

## Results:

In September 2015 the Job Centre conducted an evaluation of the 'Warm-Hearted Job Centre'. The survey was conducted among citizens who visited three of the centre's facilities in the period and drew on various statistical material. The survey showed that the citizens are very satisfied with the help and answers they get from the staff at the Job Centre. They describe the staff as friendly, smiling, helpful and professionally competent.

## What's Next?/Status:

Due to the great demand for the new interview rooms, a process has been launched to create such rooms at Staldgården, which offers counselling of citizens with sickness absence.

In addition, letters sent by the Job Centre are currently being examined to ensure that they too are in keeping with the ideas behind the warm-hearted job centre.

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Administration  
**Employment and Integration**

Participants  
**Citizens**  
**Employees from the Job Centre**  
**Idea Captain Carsten Borch**  
**Lighting Expert Lisa Lings**  
**Interior Designer Bettina Therese Møller**  
**Arkitekt MAA Viggo Bach Nielsen**  
**Design Students from Design School Kolding**



# Health Centre Kolding

**Challenge:**

How do you create 'a single point of entry to easy, well-known and accessible offers'? And how do you create relevant offers that make sense and are connected to the life of the citizens in general?

**Intention/Objective:**

The aim of the project was to answer the above questions through a design process focussing on the users. To offer the best possible services within the new framework.

**Process:**

A series of design methods were used, including the business model Canvas, user journeys, interviews with 10 citizens (representing typical examples in the given departments), interviews with 10 employees (those in front), observation (design-anthropological approach), idea generation, visualisation and prototyping/validation.

The interviews with the citizens resulted in insight into needs and wishes, while the cross-disciplinary discussion and validation of the visualised ideas and insight of managers and team leaders from each of the five departments under Healthcare resulted in mutual inspiration.

**Results:**

In connection with the design process 27 new concepts and ideas for services and frameworks were developed.

The design process has, among other things, resulted in the integration of wayfinding into decoration and more cooperation with the hospital, which is located next door to the Health Centre.

**What's Next?/Status:**

Phase one of Health Centre Kolding opened on 1 January 2015. The construction of phase two has been put out to tender and is expected to open in December 2017. The latter will include 24-hour rehabilitation and special offers under Dental Services.

The construction of phase one involved design processes both in relation to better services within the new framework and the decoration hereof. This approach was continued in phase two.

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Administration  
**Senior Citizens and Social Affairs**

Participants  
**Managers and team leaders from Healthcare**  
**Employees from Healthcare**  
**Citizens**



# Treasury

## **Intention/Objective:**

The aim of the Treasury has been to create a resource facility supporting innovative and creative design processes among children and young people in the institutions in Kolding Municipality. The idea was to enable the institutions to collect surplus and recycled material and to use them in play, learning and design.

## **Process:**

The process has largely built on elements from design models. The discovery phase and first idea generation process began at a meeting between staff from Children and School Services. The project 'Treasury' was then carefully worked out at cross-sectional meetings with representatives from Nicolai for børn, Children Services, After-School and School Services and the Pedagogical Centre. Elisa Theil and Lisbet Larsen (Treasury masters) then rethought the project description, concept and goal and made them more concrete by producing idea catalogues, models and moodboards, which were presented and discussed on an ongoing basis in the steering group affiliated to the project.

## **Results:**

The Treasury is up and running and expanding in various directions. The participants constantly strive to attract

more donors to ensure that the shelves are always full, but also to ensure that the material available at the Treasury varies and is new to the users.

User numbers on open days (Wednesdays) are increasing; the Treasury can have as many as 40 users a day. Expanding the opening hours for day nurses before their mass meetings has been a great success. Around 22 day nurses turned up each night.

## **What's Next?/Status:**

What is the status of the Treasury today? The number of users has increased by 200 per cent the past two years. The Treasury is now open to private users as well, who can collect material from the shelves for a small fee. Today 14 private institutions use the Treasury.

The large number of users means that the Treasury experiences a high turnover in materials, as the 'Treasure masters' make sure the shelves are full of different and, if possible, new materials week after week. This has also increased the number of companies donating material to the Treasury.

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Administration  
**Children and Education**

Participants  
**The Children and Education Administration**  
**Nicolai for Børn**  
**Pedagogical Centre**

# Car-Pooling

## Challenge:

Traffic and congestion pose a challenge to Kolding's position as the driver of growth in the Triangle Region, and it is necessary to reduce traffic congestion during rush hours.

## Intention/Objective:

The aim of the project was to test whether design and design thinking could be applied in a meaningful way in such an engineering-heavy area.

This is one of the first times the problem has been approached in a more structured way – simply by using design and design principles in the operations of the administration.

The project simply had to determine whether design and design thinking can be used to make more people ride to work together – benefitting both the environment and the economy of the municipality and the individual citizens.

## Process:

The project completed a practical design process, the main elements of which were:

- In-depth interviews with 34 commuters from a number of institutions and companies.
- Development of a total of 10 suggested solutions published in 'Car-Pooling'.
- Test of suggested solution: car-pooling parking spaces
- Test of suggested solution: car-pooling campaign (Nytov 11).

## Results:

Car-Pooling resulted in several useful, concrete solutions, which also enabled the staff to use behavioural solutions in their work.

Two of the solutions were tested, and the results, although few in numbers, showed great financial effects, especially in the form of saved/better utilised parking spaces.

Approx. 20 per cent of the potential car-poolers from the City and Development Administration chose to participate in the project.

## What's next/status:

The administration continues to work on the project, and in 2017 it plans to test more of the suggested solutions.

The car-pooling car parks have become permanent and are believed to reduce the expenses for car parks considerably.

The car-pooling campaign has been implemented in all municipal workplaces and will, in time, also be introduced in private-sector workplaces in Kolding Municipality.

Administration  
**City and Development**

Participants

**Employees from: Nordea (bank), Kolding Realskole (school), Midtbyens Børnehus (day care centre), Ålykkeskolen (school), the Triangle Region, Ingram Micro, IBC, Blue Kolding, Smurfit Kappa, Bjert Skole (school), LEGO®, Børnehuset Ved Åen (day care centre), the Court in Kolding and the Central Administration, including: HR, the Design Secretariat, the Secretariat of the Management, Communication, the IT Department.**

Kolding Kommune  
City of Design Kolding

# Genbrugsplads

## Plads 2 - Forsøgsplads

### Døgnåben

Køretøjer over 3500 kg ingen adgang.

Køretøjer med erhvervsaffald skal bruge adgangskort og veje ind og ud via brovægten ved affaldskraftvarmeværket Bronzevej 6.

[www.kolding.dk](http://www.kolding.dk)



# Recycling 24/7

#### Challenge:

For many people, time is in short supply. This can make a trip to the recycling depot a challenge. You just cannot make it before closing hour, and as a result your piles of waste grow.

#### Intention/Objective:

These years, Kolding Municipality pitch into the recycling effort. Waste must as far as possible be recycled and reused.

This project was meant to make it easier for citizens to get rid of their recyclable waste. The solution was 24-hour access to the recycling depots.

#### Process:

The Section for Waste Disposal hired a master in design management to kick-start the design process, which ran from the middle of 2015 to the fall of 2016.

The design manager in cooperation with the management planned a design process. The discovery phase was to take place at a recycling depot.

Opportunities were discovered by identifying citizens' and employees' opinion of the depot. Subsequently, the citizens were invited to participate in a focus group under the headline 'The Future Recycling Depot'.

The first insight gained was that the citizens wanted a recycling depot that was open for longer. The existing opening hours (11:00-18:00) did not fit well with the logistic puzzle of people's everyday lives.

Then employees from Operations and Administration visited Kalundborg Municipality, among others, to learn how they had solved these challenges. This gave them many new ideas and insights for the process.

In the process they also developed a communication strategy based on a separate design process. It pointed out a series of personas, who were involved with a view to identifying the citizens' motivation for doing more waste separation.

During the concept development phase the idea of a recycling depot with free access day and night emerged. We used an unutilised area north-west of the recycling depot on Bronzevej. The idea was to enable citizens to get rid of garden waste, soil and some of the most common forms of recyclable waste such as paper, glass and metal day and night uncontrolled. No registration required; you are free to enter.

#### Results:

- Since 1 November 2016 3,700 citizens have signed up for the service.
- In the period 29 November 2016 to 24 January 2017 there have been 4,719 visitors.
- The process gave the staff insight into which types of waste citizens generally have difficulties handling without help.

#### What's Next?/Status:

We are working on making it even easier to access the depots using licence plate recognition.

Administration  
**City and Development**

Participants  
**Citizens at the recycling depot**  
**Citizens on Facebook**  
**Staff at the Section for Waste Disposal**  
**Focus group consisting of citizens**  
**The managers and section manager of the City and Development Administration**  
**Design manager during the start-up phase**



# Our Meal – Courage and Enjoyment

## Challenge:

We have focussed on healthy food in the day care centres in Kolding Municipality for many years now, and most centres have adopted a diet policy with guidelines and descriptions of what constitutes healthy food.

But giving the children healthy food is not enough. They also need adults to set the framework for their meals, giving them a sense of security and peace and quiet to enjoy their food.

## Intention/Objective:

The aim of the project was to increase the courage and enjoyment of children in day care centres in Kolding Municipality when it comes to food. The aim was also to strengthen their self-sufficiency, self-confidence and self-worth.

Focus was on creating a basis for meals characterised by peace and quiet, presence and a sense of community as well as a more sensuous relation to food rather than one characterised by bans and finger-wagging.

## Process:

The design process began with observations of lunch meals at five different day care centres in Kolding Municipality and interviews with managers, staff and a few parents.

Photos, quotes, cuttings, diet policies etc. were compiled on a 'project wall', and the most significant and most surprising new insights were highlighted. Based on these insights a prototype for a dialogue tool/game was developed.

The prototype was regularly further developed based on testing at various centres, and the final dialogue tool, Our Meal, was presented to the managers of the day care centres in June 2015.

## Results:

20 copies of the dialogue tool Our Meal were produced and are lent through the Pedagogical Centre and the Department of Health Promotion and Prevention.

The many concrete changes caused by Our Meal in the everyday lives of the children include:

The children at the day care centre Troldeblomst now have a vegetable garden, and they learn more about food and ingredients, strengthening the children's courage and curiosity with regard to food.

The children at the day care centre Kastaniegården now help prepare fruit in the afternoon, which strengthens their motor skills as well as their self-confidence and self-worth, as they are allowed to contribute with something that is important to their small community.

The children at the nursery in Midtbyens børnehus have become more self-sufficient, as several small water jugs and smaller spoons are now available during meals, enabling them to pour food and beverages themselves.

## What's Next?/Status:

Today four institutions in Kolding Municipality have worked with Our Meal. Another eight institutions plan to work with the concept in the course of 2016 and 2017.

Administration  
**Senior Citizens and Social Affairs**  
**Children and Education**

Participants  
**Seven day care centres**  
**Designer Jane Kloster**  
**Students from University College South Denmark, Kolding**  
**Students from the Design School Kolding**



# Cultural Changes in Bramdrupdam Bofællesskaber

## **Challenge:**

Residents and members of staff at the group homes Bramdrupdam Bofællesskaber were rehoused for one and a half years due to new construction, when the homes went from being an institution to being private homes. This made it possible to implement cultural changes to the organisation.

## **Intention/Objective:**

The aim of the project was to acquire new learning in connection with the new situation and to help staff and management to 'ignore' the known and instead identify new paths to cultural changes in everyday life. Focus was also on making the residents, despite their handicaps, co-actors in the society they live in – i.e. the group home, the local area, the municipality and the country.

## **Process:**

The management and the pedagogical coordinator, who acted as project manager, cooperated with the Design Department at Kolding Municipality and the private design company MADE. Their partnership with the surrounding civil society also represented a main part of the process.

## **Results:**

The project has resulted in 'design cafés', where staff members meet and inspire each other. The design process has also caused a general change in the meeting structure throughout the group homes. In addition, a film visualising the guidelines for the homes has been produced in cooperation with the residents and a pedagogue.

The thesis 'Making others happy is to do good' has been articulated, which means that the individual member of staff and resident interact not only as staff and resident, but also at the human level. Much has been done to support the cultural change which formed a basis for the process, and it will continue in the years to come.

The design process at Bramdrupdam Bofællesskaber also led to the design of a series of dolls symbolising the various professions. Today the dolls are used with great success in connection with e.g. staff meetings.

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Administration  
**Senior Citizens and Social Affairs**

Participants  
**40 residents at Bramdrupdam Bofællesskaber and their families**  
**80 members of staff**  
**The design company MADE**



# Sustania

## Challenge:

Based on the sustainability strategy the development group responsible for the project asked themselves the question: 'How can we create an easily available project tool that facilitates more holistic reflection on the impact of a given project on our social values? And can the problem be solved using games?'

## Intention/Objective:

The intention was to create a concrete, physical product, not another 'dead' document, but something that would be easily available and attractive to project groups in the municipality.

## Process:

The process has involved relevant target groups and various competent professionals such as a games researcher, a communicator and a product designer. Focus has especially been on developing mock-ups, that is, physical models for ongoing testing. Through the process a number of mock-ups were developed and tested, narrowing down and further developing the concept and helping the project reach a focussed view on the main issue, namely cross-disciplinary dialogue and

space for such. Using design methods, the participants developed a unique and innovative product which solves the problem – a unique, physical product that is both aesthetically pleasing and functional.

## Results:

The result was not a game, but a tool for dialogue and inspiration – an 'open up' design tool, which contains some game elements. Sustania is a cross-disciplinary dialogue tool for cross-disciplinary projects, which facilitates inspiring, holistic evaluation of the given project. Sustania creates dialogue on the project focussing on shared values and goals.

## What's Next?/Status:

Today Sustania is using in a variety of projects as a start-up phase dialogue tool. Examples of projects that have used Sustania include: the Urban Life Strategy, Design in the Children and Education Administration, the Health Policy, the Green Strategy, Drejen's Overall Plan and others.

Administration  
City and Development

Participants  
Cross-disciplinary development group from Kolding Municipality  
A games researcher  
A product designer



# Milestone Park

## **Intention/Objective:**

The aim of the project was to develop, establish and implement pedagogical, organisational and physical frameworks for promoting outdoor activities as part of treatment, rehabilitation and health promotion efforts and as an inspiring and motivating outdoor space for the target group. The project also aimed at the following, which was meant to contribute to increasing the target group's joy from doing outdoor activities:

## **Process:**

The project involves the users – the target group and staff – in a design process both to ensure that the physical surroundings and facilities are adjusted and make sense to the users and to give them a sense of ownership and responsibility of the end result. The design process is structured to enable the users to contribute with knowledge and experience. This ensures that the further process and end result are based on the needs identified here.

The development of the physical surroundings and facilities has drawn both on architectural and design competences. We have managed to translate the needs of the users into the physical elements, making their form and function obvious to the target group. It is thus clear that the individual rooms and facilities can do very different things.

In addition to the physical surroundings, the project has also focussed on pedagogical aspects. Here a nature guide, taking the Milestone Park and local area as his starting point, was involved in various processes at the Health Centre in order to qualify various outdoor activities for the citizens.

## **Results:**

A park has been created, which offers outdoor experiences out of the ordinary. Playing, training, rehabilitating, learning or just relaxing. The Milestone Park utilises the great potential of the local area for the benefit of citizens at the Health Centre and patients and relatives at Sygehus Lillebælt, while also managing to invite and attract ordinary citizens to play and be physically active.

## **What's Next?/Status:**

After completing the first stage, the use of the physical surroundings and facilities has been evaluated. The results will be used as status, insight and to adjust and improve the physical elements.

The next stage. We still have resources to develop and improve the park – both in the form of physical changes and in the development of health pedagogical outdoor activities.

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Administration  
**Senior Citizens and Social Affairs**

Participants  
**The project is based on solid project cooperation between Health Centre Kolding, Social Psychiatric Services, the hospital Sygehus Lillebælt and various professions across the municipality. A group of designers and landscape architects were also affiliated to the project group.**





# Eltang on the Move

## Challenge:

How do you develop a future residential area in an innovative and involving way?

## Intention/Objective:

The aim of the project was to break with tradition and try new paths in the process of developing future residential areas. Instead of assigning the creative responsibility to urban planners, potential residents, neighbours, experts and other resource persons were involved in the process.

## Process:

'Eltang on the Move' functioned as an urban design laboratory, where citizens, businesses and experts were able to test their dreams, crazy ideas, oblique approaches and nerdy knowledge in the process of co-creating an attractive and different neighbourhood that both neighbours, residents, investors and decision-makers could see themselves in – today as well as in the future.

Various design and process methods were put into play in the individual phases. The method 'cultural probes' was used in the initial phase. Two families were equipped with a 'tell-tale kit', a camera, notebooks etc. They documented their life in Eltang and shared their thoughts on the town and urban development with the project managers. In addition, the process included so-called 'walk-and-talks',

participation in business meetings, interviews and a Facebook page.

## Results:

In September 2014 the Planning department and an external consultancy presented their overall plan for the new neighbourhood in Eltang. Many have said that they have enjoyed being part of the process right from the start, and that it has given them a sense of ownership of the plan.

## What's Next?/Status:

The district plan for the first phase was passed by the City Council on 11 April 2016.

Land development will commence in the summer of 2016, and sites are expected to be available for purchase in the fall of 2016. The first homes are expected to be built in 2017.

The municipality continues to collaborate with the citizens of Eltang with a view to making them ambassadors for the sale of building sites. In addition, an effort is made to ensure that green areas in the new area are used for recreational activities by both newcomers and established citizens in Eltang.

Administration  
**City and Development**

Participants  
**Planning, the City and Development Administration.**  
Other participants in the project range from pupils in the local schools to the country's leading experts in a given field.



# LUSK

**Challenge:**

According to the new municipal primary and lower secondary school reform pupils must be physically active for 45 minutes each day. The challenge here was to meet this demand in the best possible way.

**Intention/Objective:**

The aim of the project was to ensure that the 45 minutes of physical activity each day made sense and was of a high quality. It had to be inclusive and to be communicable from pupil to pupil.

**Process:**

The pupils drew up ideas for various forms of playground activities. In the subsequent test phase the pupils gave feedback on the various prototypes. The actual design process and subsequent fashioning was conducted by the Children and Education Administration in cooperation with external consultants.

**Results:**

The output of the design process was the card game LUSK, which is applicable for short and long breaks, in the

supporting teaching and as a tool in subject teaching. The game is fun and creates a sense of community and raises the well-being of the pupils. It only takes two minutes to learn, and the duration of the game can range from five to 45 minutes. The pupils who developed LUSK were represented at the Danish learning festival, and they have appeared on TV to talk about the project.

Today 2,000 copies of the game have been produced, and approx. 1,200 games have been distributed among teachers and pedagogues at schools in Kolding Municipality, while approx. 750 games have been distributed outside the municipality.

**What's Next?/Status:**

The municipality is currently considering producing an updated and 'sharper' second edition of the game. The idea is to make it part of a learning project, where a group of lower secondary school pupils will conduct product development, marketing and sales – and thus test the potential of the game.

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Administration  
**Children and Education**

Participants  
**Bramdrup skole**  
**Lyshøjskolen**  
**Munkevænget Skole**  
**Designer Christian Laumark**  
**Designer Jane Kloster**  
**School Services, the Children and Education Administration**



**K**

