

A TOOLKIT FOR CO-CREATION IN PUBLIC SERVICES

to accompany the CoSIE Constellations Roadmap
for Co-creation



COSIE

Co-creation of Service Innovation in Europe



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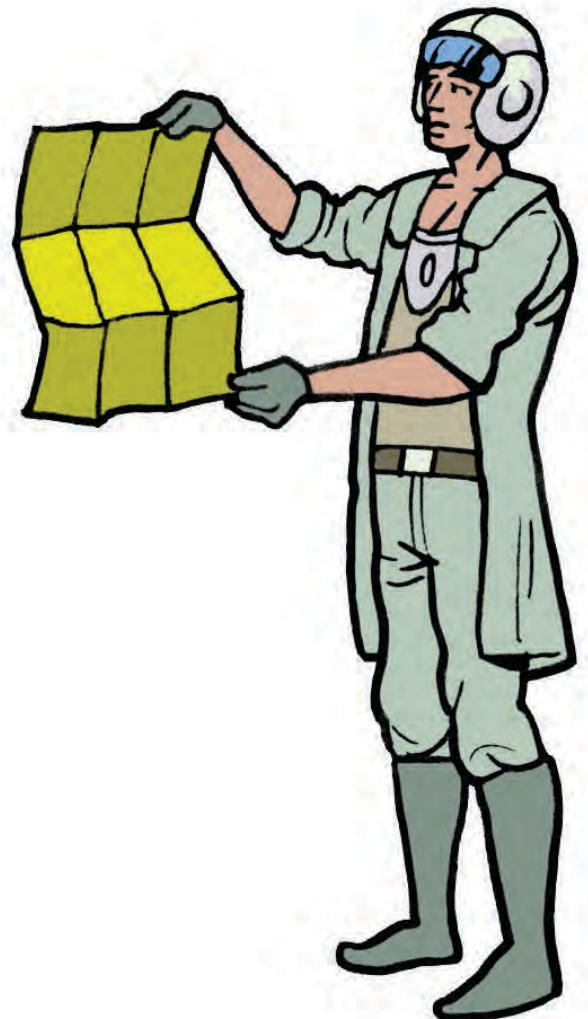
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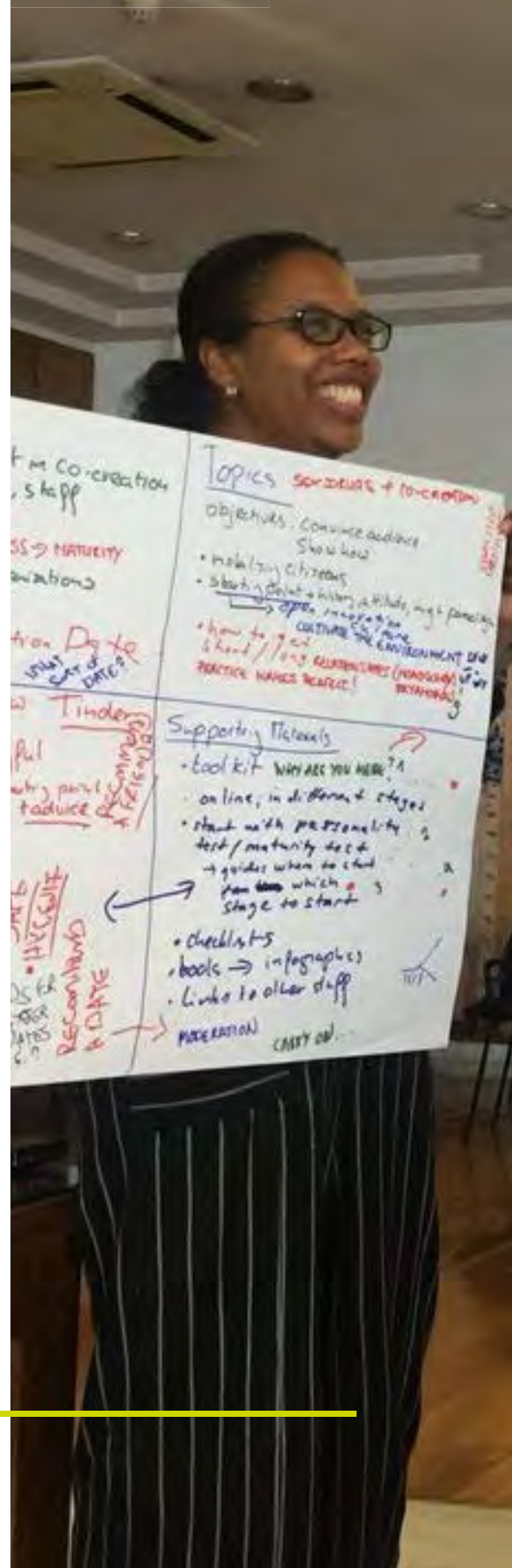
ABOUT

This toolkit is designed to be a collection of useful, easily accessible and understandable ideas for anyone interested in co-creation activities. The different headings for each of the sections relates to the various quadrants of the CoSIE constellations for co-creation illustrated on the roadmap that comes with this toolkit and a series of other products, which are all available on the main project website:

<https://cosie.turkuamk.fi/roadmap>

The tools and suggested activities relate to the four different quadrants of the roadmap: one that looks at a linear model of co-creation that might make up a typical route towards embedding co-creation practices with notions of design, implementation and evaluation, along with surrounding themes, such as personalisation or stakeholder engagement. The other constellations that make up this connected co-creation universe examine Systemic factors that broadly affect service delivery in the public domain or Catalysts for co-creation that might help to smooth out and stimulate the co-creation process. Last, though certainly not least, the Ethical Compass presents elements that reflect the values of the service provider and how they might want to interact with those accessing the services they provide and other stakeholders.

In many of the explanations, we refer to the term public service organisation (or PSO) to refer to the service provider, which in the case of the CoSIE pilots, refers to many different sectors of public service.



HOW TO USE THE TOOLKIT

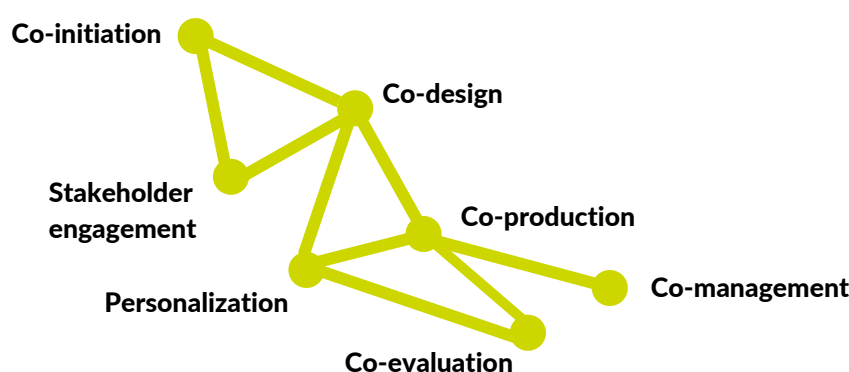


Each organisation can choose the tools it thinks best serve the purposes of their co-creation activities. However, in the introduction to each of the different concepts, there are tools suggested that have worked well in the CoSIE co-creation pilot schemes. Section one of the kit includes a description of a variety of tools that might be useful for approaching general themes across the co-creation spectrum, such as mapping key stakeholders or ways of using design thinking to inform and develop ideas. Part two shows tools that were can be applied at a variety of places along the co-creation journey and do not necessarily fit into any of the `constellations' described above, including methods such as Lived Experience Storytelling or the Living Labs material called the CoSMoS tool,

The toolkit has several links to other documents and material that you might find useful in shaping your own co-creation journey, whilst the roadmap itself has clickable hyperlinks that will take you to the corresponding elements of the toolkit. You don't have to use all these tools, just cherry pick the ones that suit your journey. The one thing that all these tools have in common is that they are designed to be used collaboratively, some perhaps within your organisation at a very initial stage and others with varied groups of stakeholders to jointly create the building blocks of a public service founded on different perspectives with a common goal.

A TYPICAL ROADMAP FOR CO-CREATION

The CoSIE constellations for co-creation in public services roadmap starts with a typical roadmap for setting out a way of approaching co-creation. There are many different concepts and expressions commonly associated with co-creation. The map shown below is not meant to be prescriptive, each service should pick and choose at what moments and how it implements the various elements of co-creation, though some may fall into a logical order along the journey.



You might find different definitions in the numerous open data sources that are available on co-creation but here are some that we have adopted in the CoSIE project which might help to clarify their meanings in a co-creation context.

Co-creation in public services

Quoting the reverse side of the roadmap, we describe co-creation as “a collaborative activity between service providers, citizens and other stakeholders with the aims to enrich and enhance the value in public service offerings. Value may be understood in terms of increased wellbeing and shared visions for the common good that lead to more inclusive policies, strategies, regulatory frameworks and services.” You may find that your own journey of introducing co-creation practices will bring up new definitions of co-creation, but this is part and parcel of the exploratory nature of building something with different perspectives and people.

Co-initiation

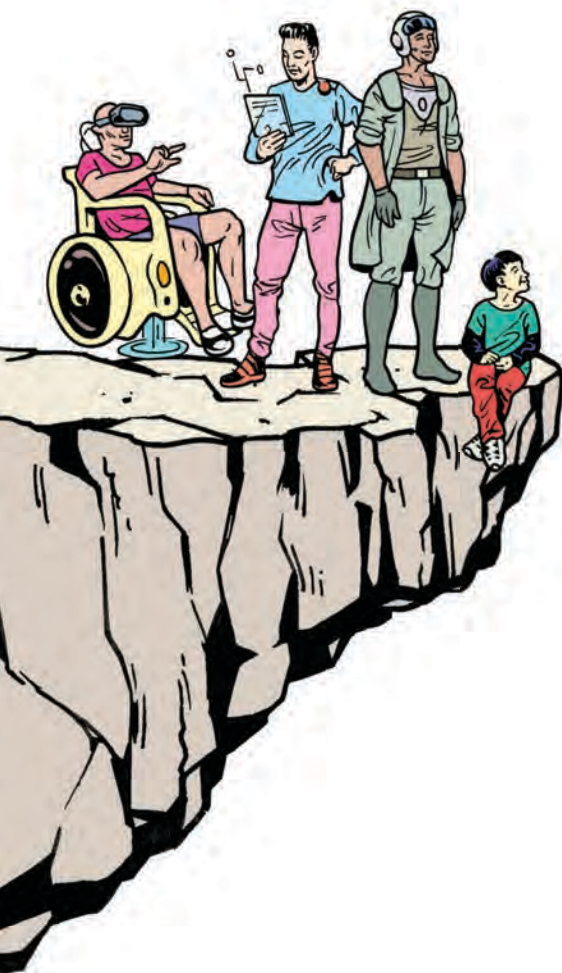
Sometimes a co-creation process can be initiated by just one party or organisation, but often two or more organisations of different types (education institutions, NGOs, government organisations etc. will come together with a common aim and begin to engage with other stakeholders and interested parties. In the case of the CoSIE project, these were mainly universities and public service administrations, although some NGOs played important roles, as in the Estonian case with the NGO Helpific.

Stakeholder engagement

Getting people on board with your co-creation process and activities can be the hardest part of the process and the roadmap gives clues and advice as to how to do this effectively in The System quadrant. We revisit stakeholder engagement in two of the tools available later on in this kit. It is important to remember that stakeholder engagement is not one step along the co-creation path, which is why a linear map is not ideal for understanding co-creation. Engaging both new actors and keeping your original stakeholders interested and engaged are equally important. So activities to support this engagement need to occur all through the process, while different strategies are needed for different types of stakeholder. The stakeholder mapping tool will help you to do this.

Co-design

Designing how a service should look together with people who might be directly or indirectly involved with the service once it is implemented is one of the most challenging but also enjoyable, fun and rewarding steps you will take along the co-creation process. This was done in a variety of stages and different ways by the CoSIE pilots, but always as a process that took several meetings and days spent together to allow the input of a wide variety of actors.



Co-implementation

Citizens, service providers, experts in the field and a plethora of other agents, such as financial institutions can be vital parts of the actually putting the service designed together into practice. Keeping up the standards proposed during initial co-creation design thinking, which often projects a best-case scenario, will need everyone to pull together and ensure that the service is implemented both as it was intended, and improved upon, thus reflecting any evaluation actions (see below).

Co-evaluation

As indicated on the map, the evaluation of any process should not only take place at one particular point in time but occur throughout in a process of continuous learning. Again, depending on the context of the public service, there will be ample opportunity for a co-evaluation of the service, with beneficiaries or potential beneficiaries of the service, service providers, outside experts, families of beneficiaries or the wider stakeholder group.



Some of these evaluations will be formal, such as a knowledge exchange event (see tools) while others may simply consist of a discussion between members of the community after an event. These evaluations should be documented in some way.

Personalisation

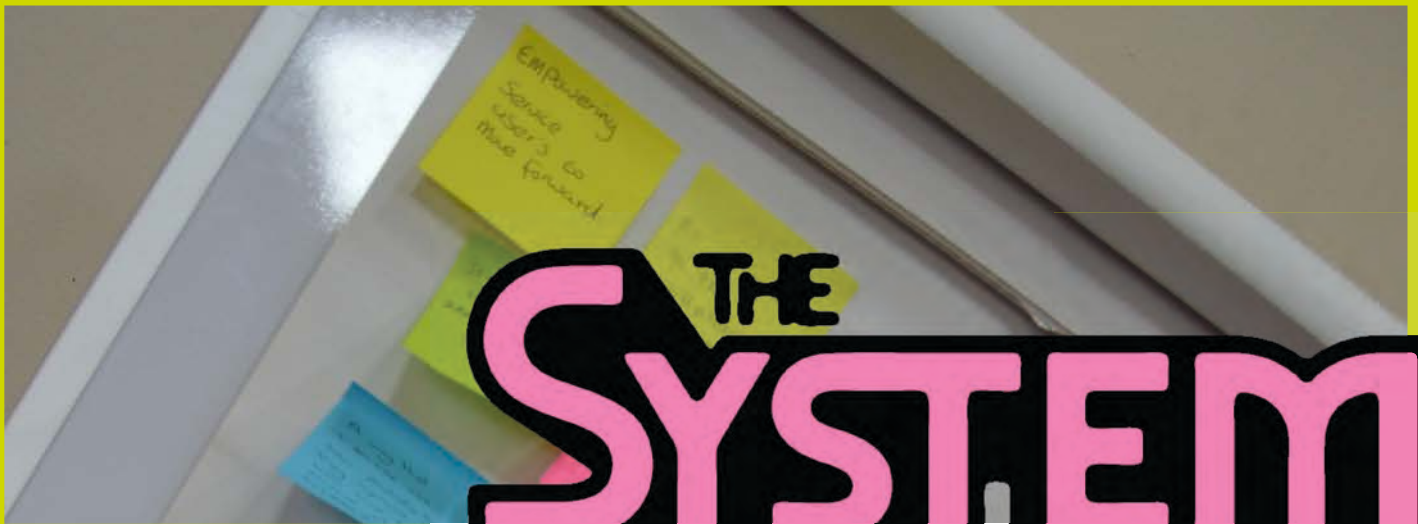
Public services need to be tailored to meet people's individual needs. A one-size-fits-all perspective can no longer be deemed sufficient to cater for a diverse but inclusive society. In CoSIE, our UK pilot provides an example of personalised public services whose co-creation techniques were an innovation in the probation sector. The CoSIE consortium has written a toolkit that can support people working in probation to create a working culture of personalisation in their service. It can be accessed here:

<https://cosie.turkuamk.fi/uploads/2020/03/e248b5de-personalisationinprobationservicedigital-3.pdf>

Co-management

It is not conventional practice for public service organisations to enter into a joint management of services with citizens, often due to issues of accountability and liability. Often contexts mean that there are constraints and limitations regarding the extent to which a service can be co-managed. However, some of the CoSIE pilots, such as the Spanish case involved an environment where co-management was a possibility. In this case, all decisions were suggested, discussed and decided upon by the group, in most cases, service providers and, principally people who accessed the service. The benefits of a co-management system can be enormous, but careful facilitation is needed to ensure that they continue to be effective. All the CoSIE pilots are described at:

<https://cosie.turkuamk.fi/pilots>

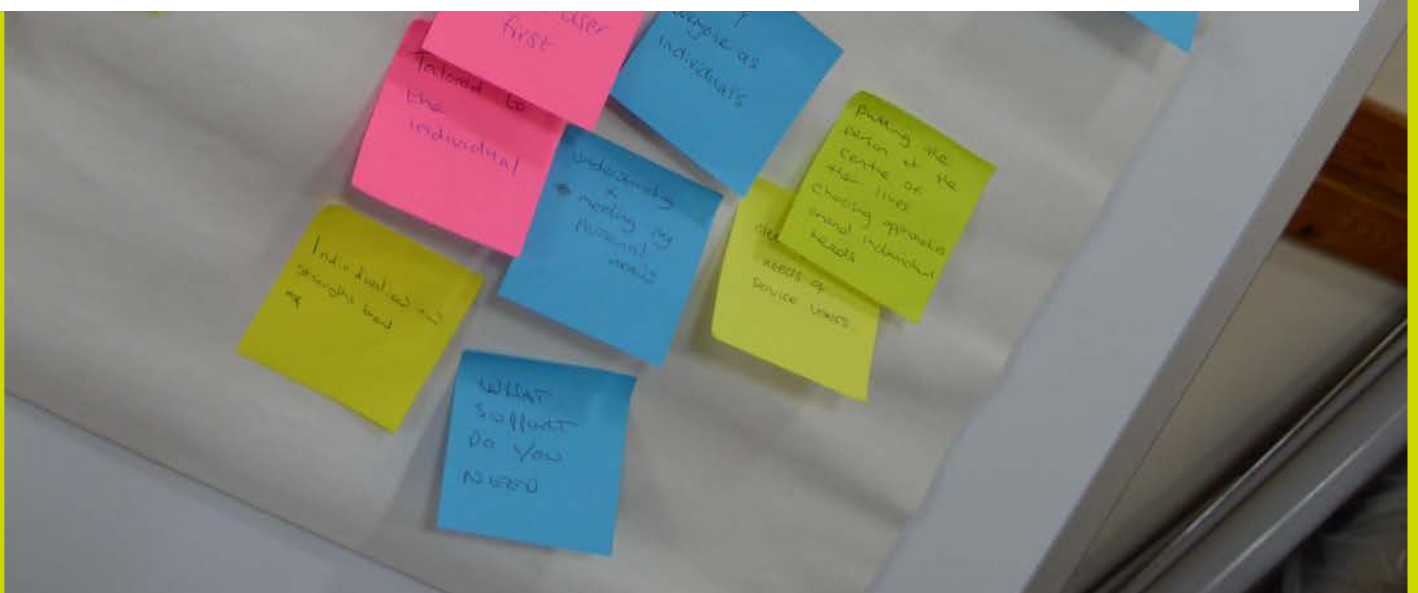


THE SYSTEM

This part of the toolkit will help you to think about the context of your co-creation activity and corresponds to the concepts in the top right quadrant of the roadmap. It deals with concepts that affect the broad system of delivery of public services and deals with questions such as contextual factors, the benefits and risks of co-creation, resource allocation, the nature of innovation in co-creation or its relationship with technology.

In order to examine more closely some of the points contained in the System with regard to your own organisation, you might want to look at the short animated video on the System that looks at two questions: 'What if your service has never done co-creation before?' and 'What if there's pressure to scale up your service?' The animations is accompanied by a series of reflective questions to get you and your co-creators thinking about these issues in relation to your organisation. You can access the video at:

<https://cosie.turkuamk.fi/roadmap>



STAKEHOLDER MAPPING



Your main stakeholders will be vital to the success of your co-creation project. These are the people who are likely to participate in the different stages of your co-creation process. It's worth remembering that not all your stakeholders will always be available, but as the roadmap states, their input and contribution to your process might be invaluable. The CoSIE project puts stakeholder engagement into five different stages:

1. Identifying relevant stakeholders
2. Analysing the role of stakeholders
3. Planning engagement methods
4. Planning and implementing concrete engagement activities
5. Monitoring engagement

For the first stage of the process (identifying relevant stakeholders), we would suggest that organisations use the software of the CoSMoS tool described at in the tools section. This tool allows you to create a map of the organisation that also shows its relationships with groups outside, thereby allowing you to visualise

networks and identify any gaps in the stakeholders you might want to engage for the co-creation process.

Once you have identified the list of potential stakeholders to include in your co-creation activities, you might want to use the stakeholder map on the next page. The stakeholder map consists of eight squares with various categories to be filled in by the team you bring together at this initial stage, probably, though not limited to, people within your organisation.

These categories are:

Name and contact details

Not all details might be known at the first meeting but they can be researched and filled in at a later date.

Impact

What are the motives for inviting this stakeholder to participate in the co-created service? Are they high, low or medium impact actors?

Influence

What is the sphere of influence of the central stakeholder? Are there potentially other essential agents that might be convinced through networking to participate in some of the co-creation activities?

Key interests

What do you know about this stakeholder that might convince them to participate in your scheme? What sort of sectors do they work in or volunteer in? What might they get out of participating in the co-creation of your service?

Potential contribution

What co-creation actions could they participate in? Is there involvement more appropriate for design, implementation or evaluation? Or perhaps all three?

Potential barriers

What might stop them from wanting to participate? Are there ways to anticipate and overcome these barriers? Are there any difficulties that might arise from their involvement e.g. conflict with other co-creators?

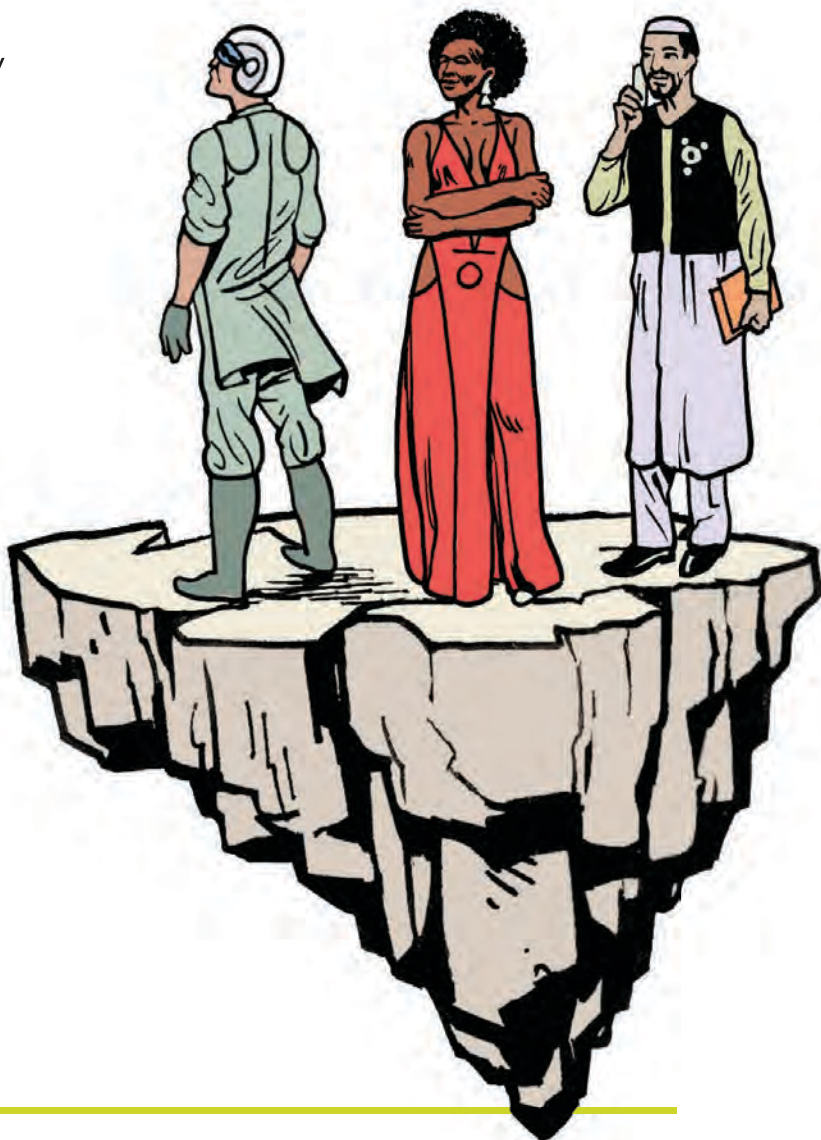
Engagement strategies

What is the best way to get this person on board? Is there a payoff for their participation? How is it best to make the initial contact and who should be the person to make it?

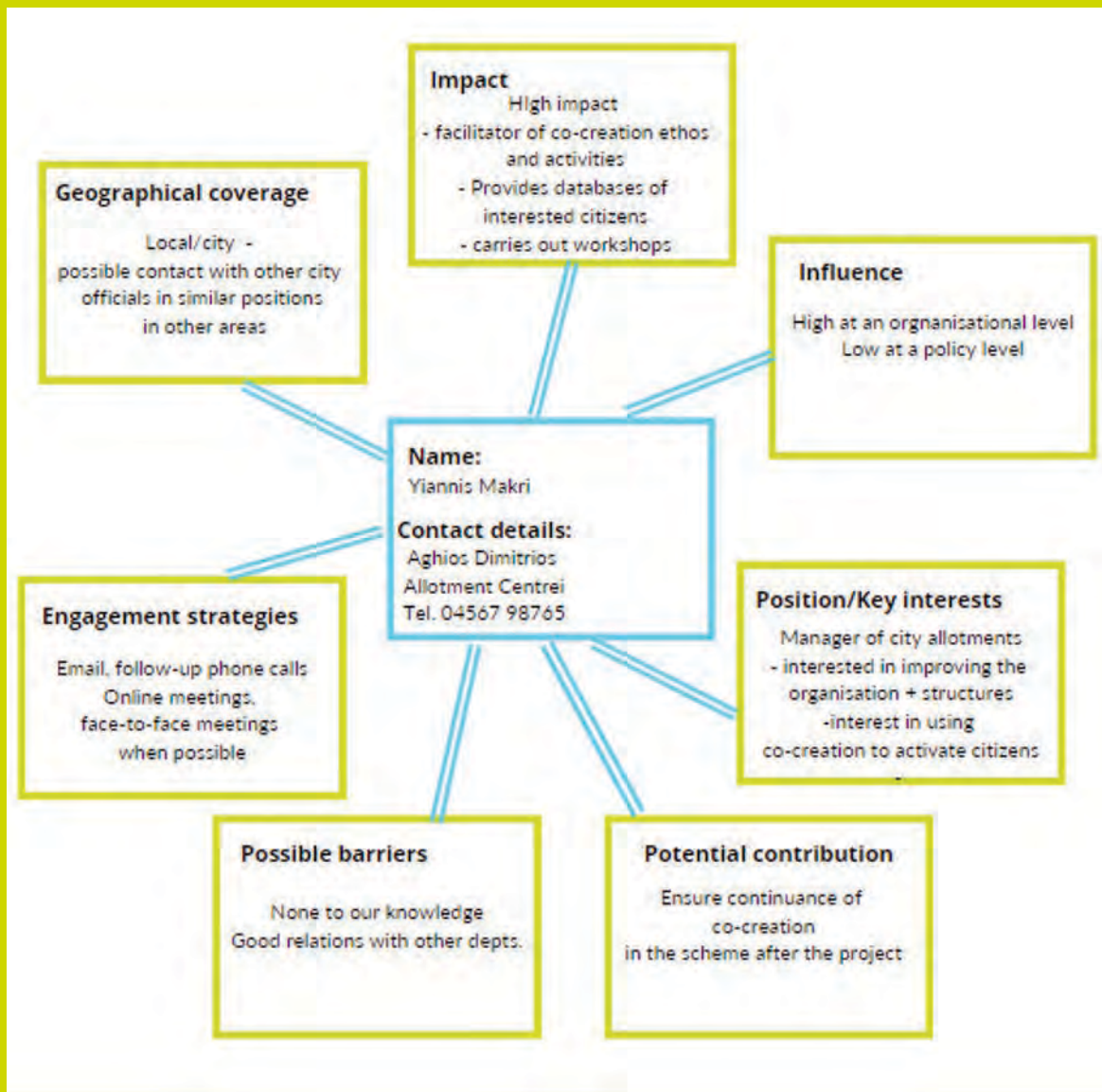
Geographical coverage

Particularly in terms of engaging agents such as policy level co-creators, how far does their sphere of influence go? Do they work mostly at a local, regional or national level? Try to represent a many different levels as possible.

On the next page you can see an example of the stakeholder mapping tool in reference to one of the stakeholders from the Greek test site pilot. The name and contact details are fictitious to protect anonymity.



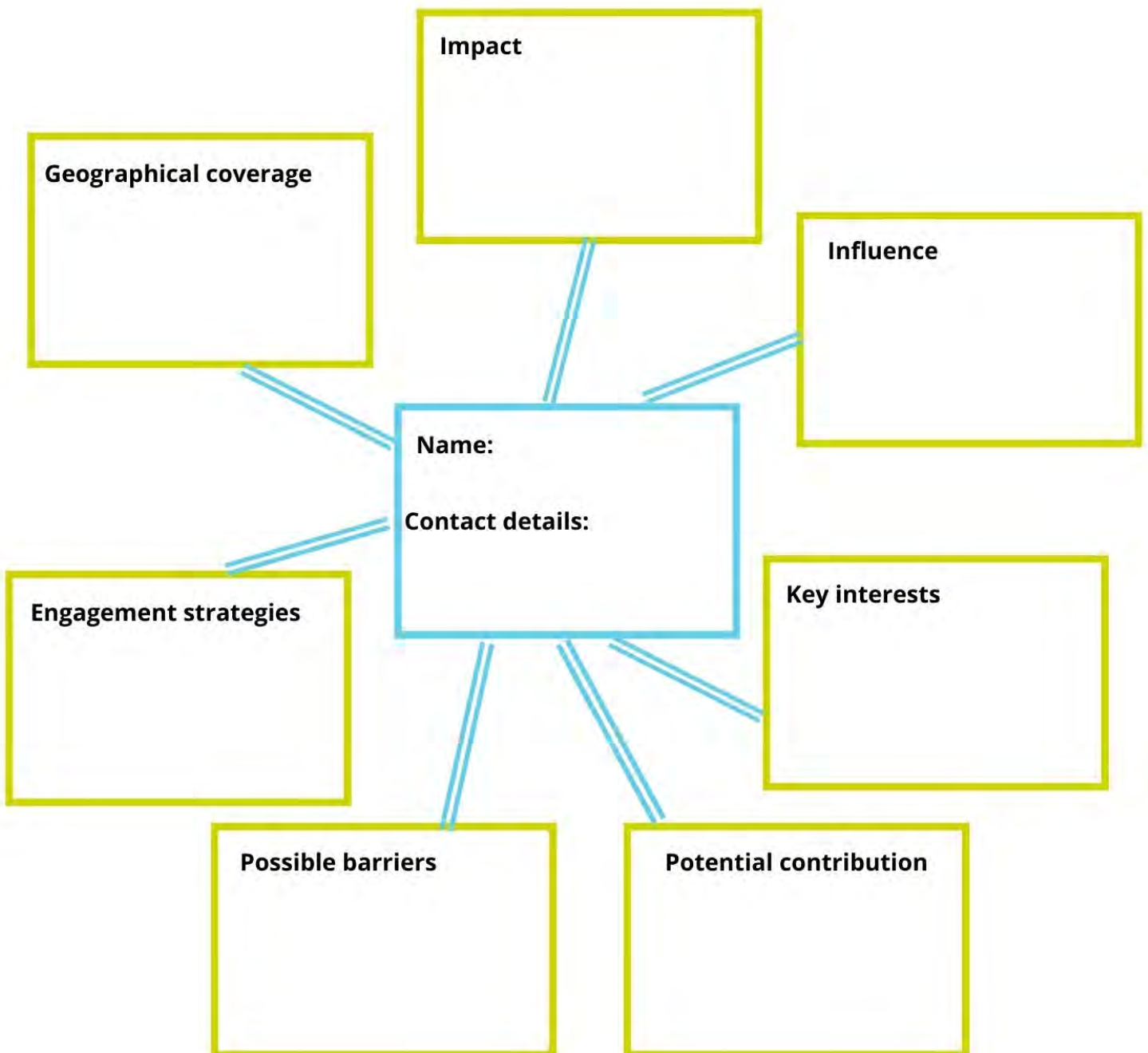
Stakeholder Map Example



THE SYSTEM

Mapping stakeholders

Using the instructions on the previous page, fill in the following information for each of your major stakeholders in your co-creation process



RESOURCE ALLOCATION



It has often been mentioned by service providers, e.g. during the Community Reporter interviews of the CoSIE project, that they are wary of introducing co-creation into their practices, firstly because it is more or less unknown territory to them (as opposed to consultation via rapid surveys) but also because the preparation, meeting time, range of stakeholders involved, evaluation elements etc. appear to be resource-heavy, both in time and potentially financially. By this we mean that resources tend to be scarce in the public sector, and having to devote resources to something that is new, and thereby has no track record in terms of its returns for the organisation, means a reallocation of resources that are deemed essential in other areas.

As the UK pilot mentions in the video of the overview on the pilot in probation services, frontline public service workers are often overloaded with new schemes and new informatics systems, which makes it hard to introduce any innovations that can be time-consuming, such as co-creating the personalisation of probation services. To watch the overview video where one of the key stakeholders discusses this topic, please go to:

<https://cosie.turkuamk.fi/services-for-low-and-medium-risk-offenders/>

You will find overview videos of all the pilots on their individual pages at:

<https://cosie.turkuamk.fi/pilots/>

Part of the reticence about resourcing co-creation is that the process can be quite intensive. As our Estonian pilot describes “While planning the social hackathon, the involvement of more vulnerable groups must be carefully considered. It requires a special strategy and (human etc.) resources to make it work well and to give the expected outputs”.

Therein lies the importance of participants seeing that their actions, time and efforts are being actively listened to, and taken into account in decision-making mechanisms. Co-creation of services depends on its participants perceiving the value in terms of improving service quality, and ultimately the wellbeing of the people that access them.

The experience of CoSIE has been that it is rewarding for almost everyone that participates fully in the service co-creation process, and that it allows them to see and value perspectives that otherwise would have gone unnoticed. In order for this to occur in the way it is intended, there need to be Catalysts and facilitators, such as those described in the next section of this toolkit.

Introducing co-creation to new or existing public services, may take time, energy and resources, but the rewards can be enormous, as demonstrated by the take-up of these new services into local or national policy in several cases, such as Hungary, Estonia or Spain.



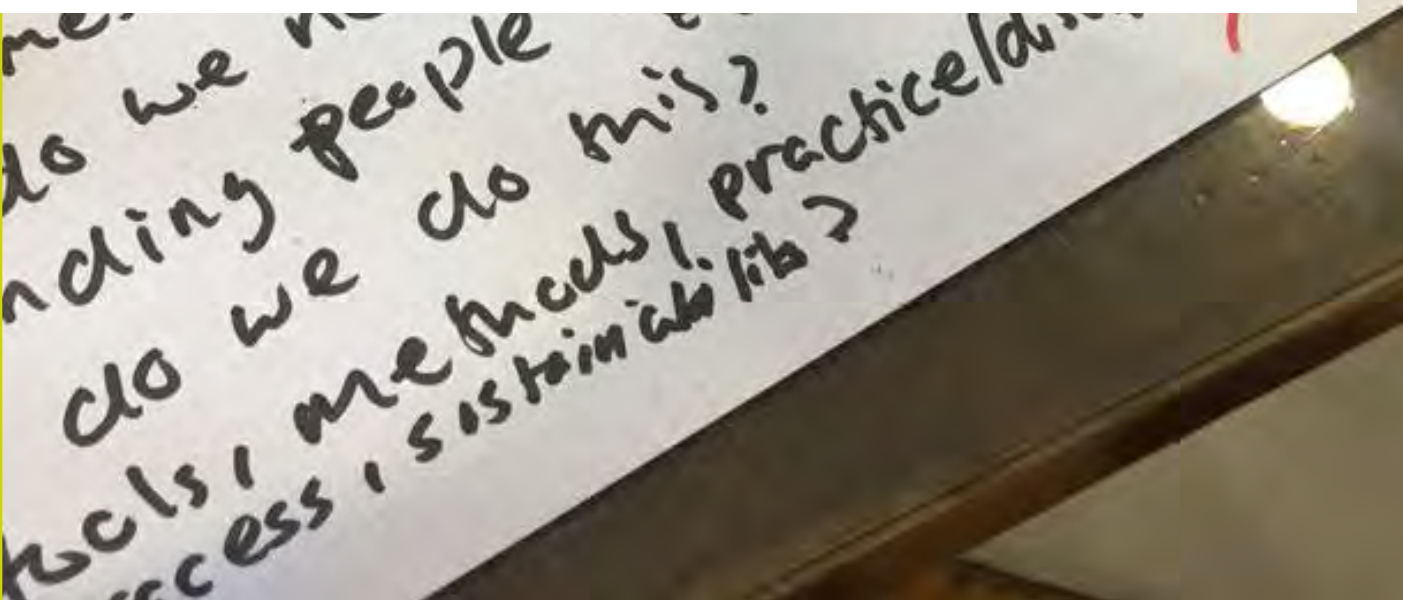


ETHICAL COMPASS

The ethical compass constellation on the roadmap describes the values that underpin the reasons for introducing co-creation practices and ideas into our organisations. Designing a co-creation process or focus should be preceded by a discussion of these values, highlighting those that represent the way you work or, perhaps more importantly, how you would like to see your organisation working. In this section, you will find some tools for thinking about the underpinning ethical values of your organisation.

In order to examine more closely some of the points on the ethical compass constellation with regard to your own organisation, you might want to look at the short animated video that has been produced in reference to this area. The video poses two major questions: 'What if your service works on a deficit model?' and 'What if some voices try to take over the process?' This animation is accompanied by a series of reflective questions to get you and your co-creators thinking about these issues in relation to your organisation. You can access the video at:

<https://cosie.turkuamk.fi/roadmap>



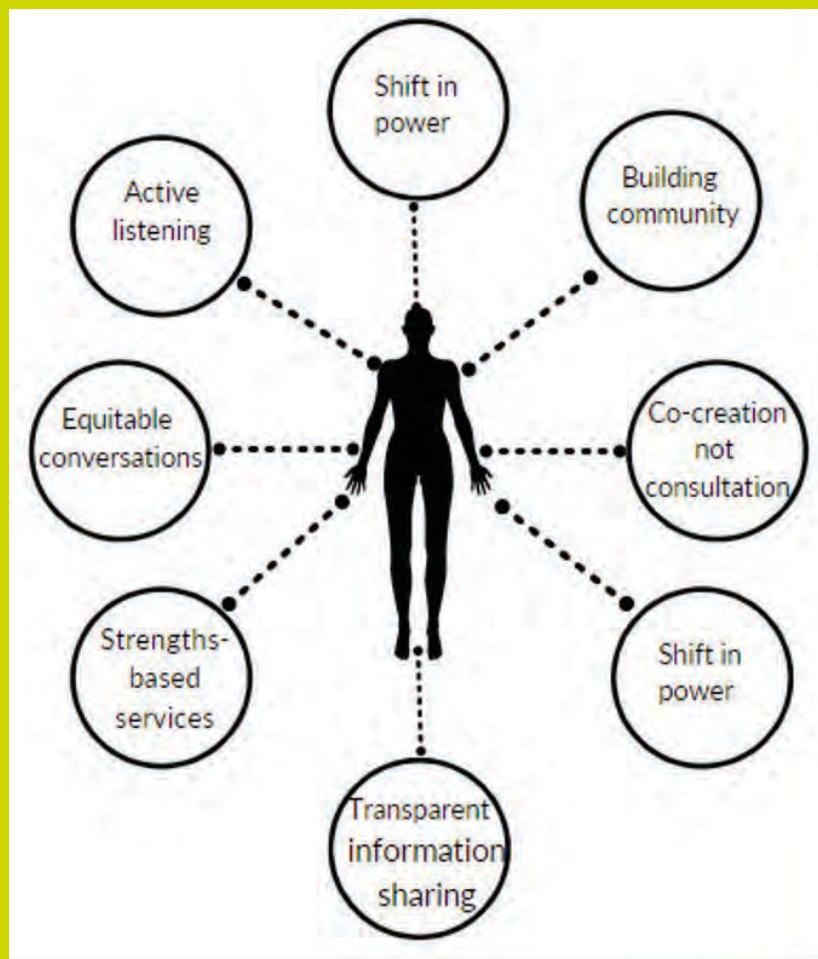
ETHICS MAPPING

This tool enables you to establish the values that underpin your own context and thus begin to plan the elements of co-creation that you will introduce based upon those values. You may well identify other values that are relevant to your context that do not appear on the map and you

should include these in your own ethical compass.

The example below is taken from our Greek pilot scheme, which was used as the test site working with the findings and learning from the other CoSIE pilots.

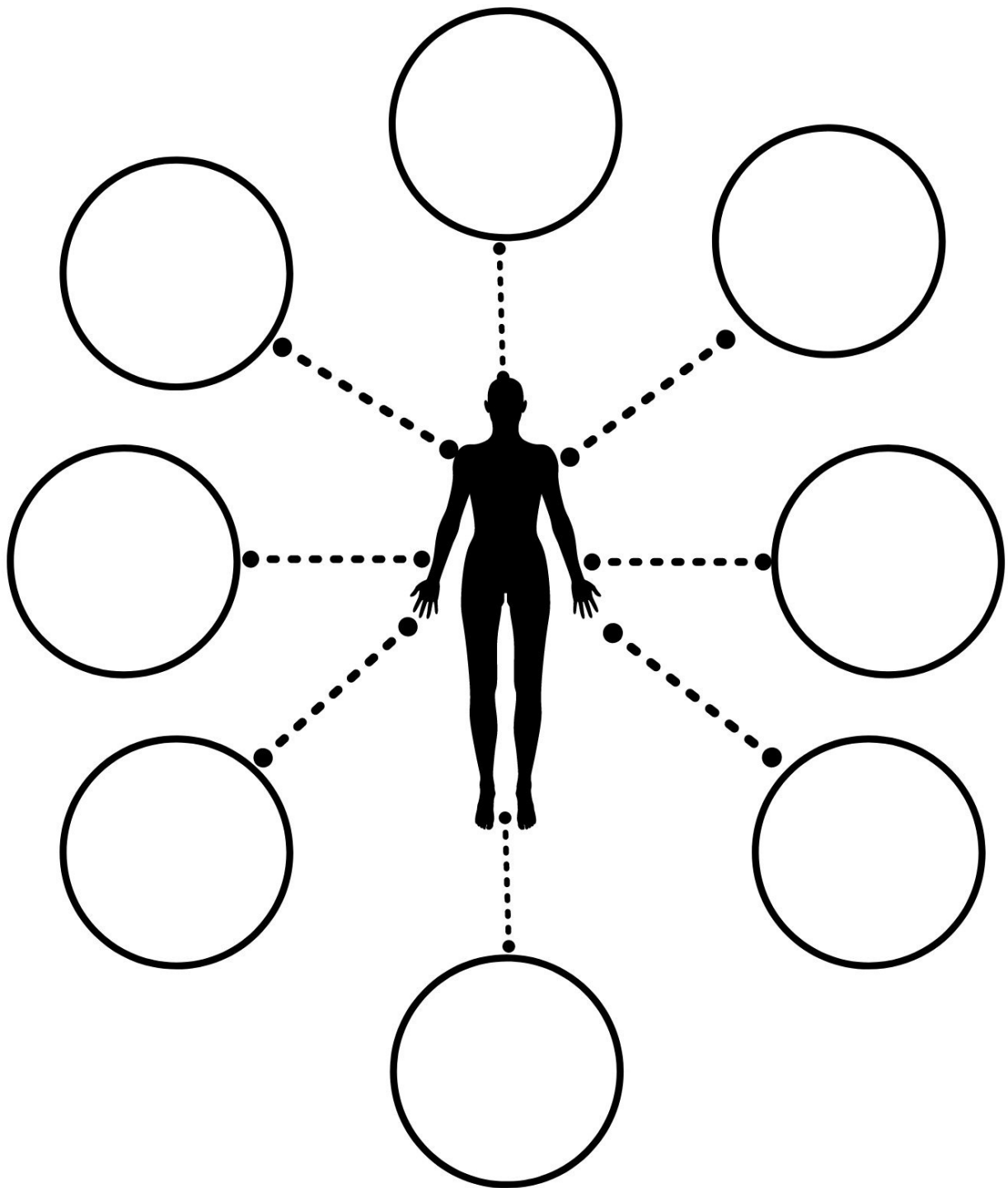
Ethics Map Example



ETHICAL COMPASS

Our ethical compass

Map out the core values that underpin your your co-creation activities

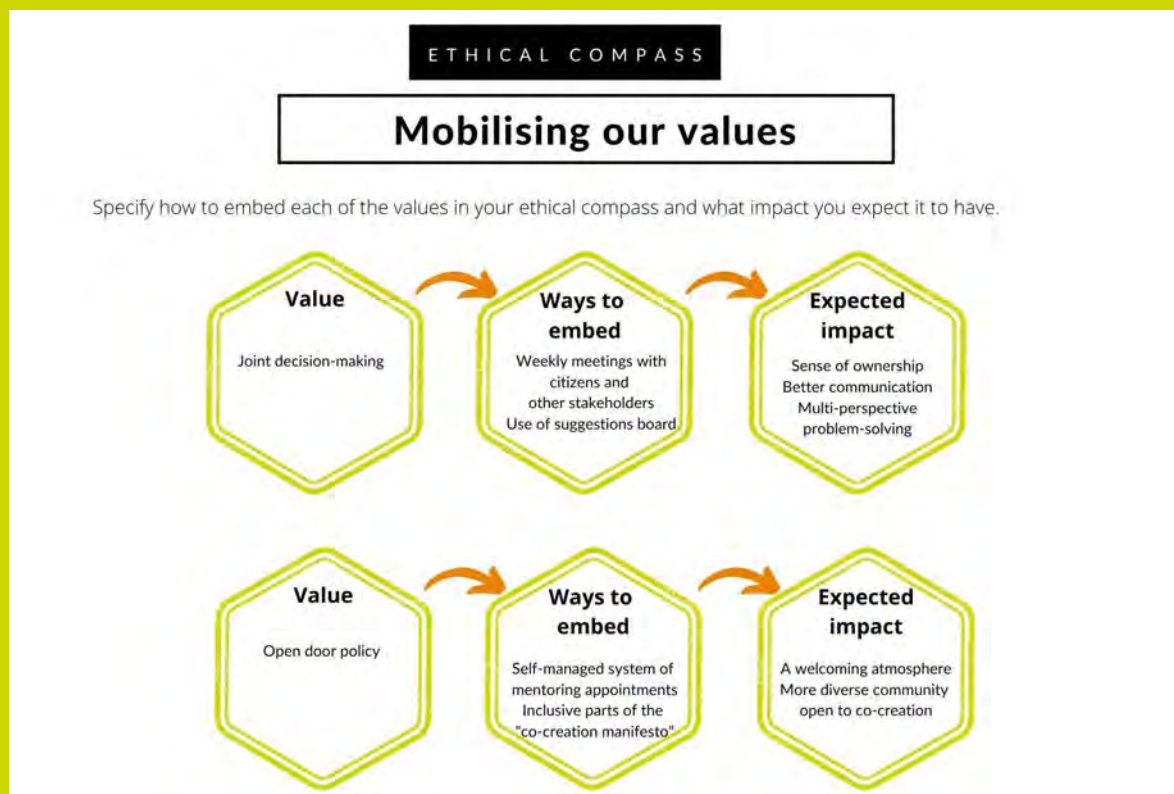


MOBILISING VALUES

Once you have completed your ethical compass, look at the following table to discuss and make notes on ways you can embed that value in practice and finally what you hope the impact will be. Like all new actions, we cannot be sure of the outcomes of co-creation, and sometimes there may be unexpected or indirect impacts that are hard to foresee.

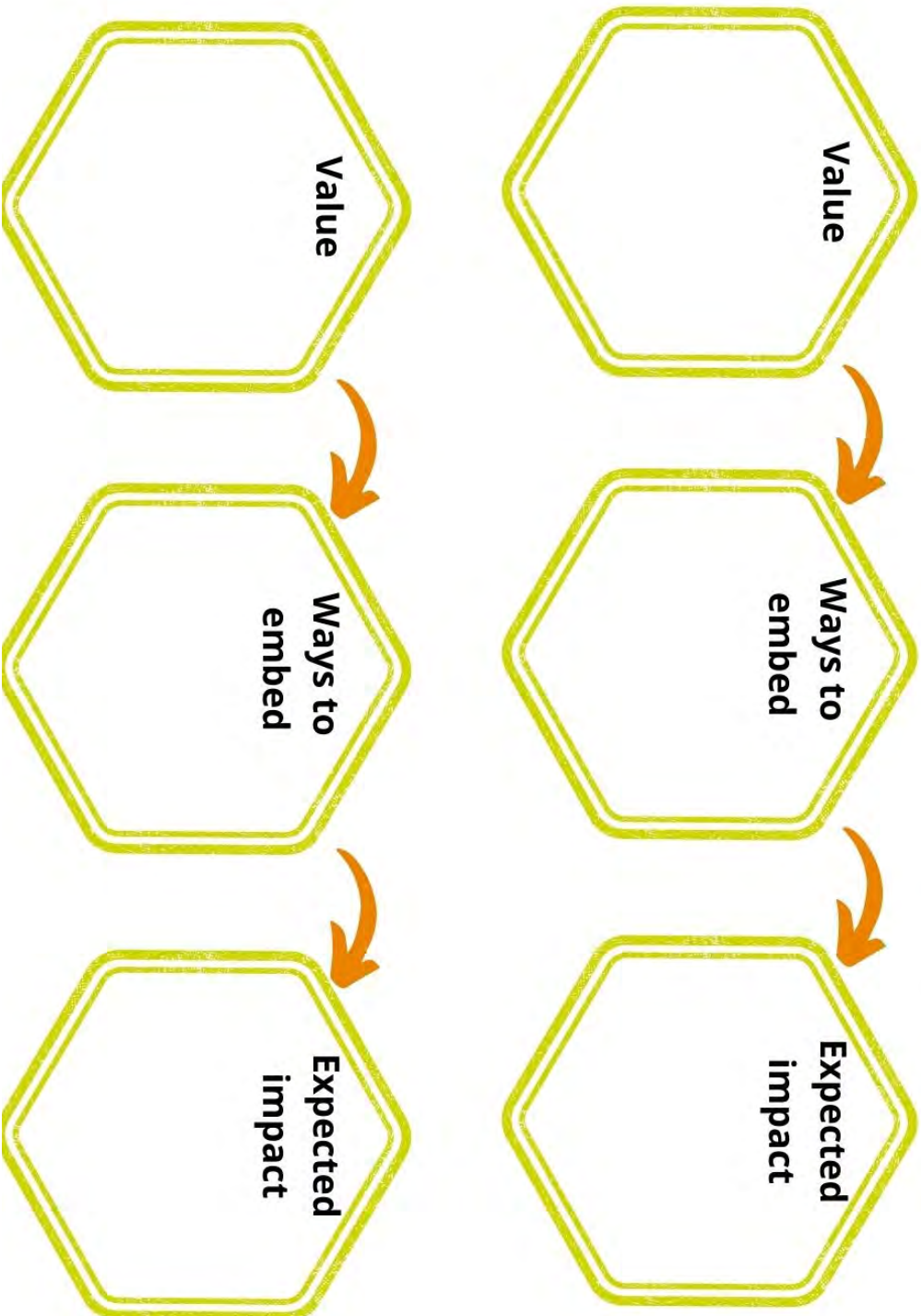
The example below comes from the Spanish pilot and in this case, the impacts were realised and confirmed in evaluation interviews carried out using lived experience storytelling methods.

Mobilising Values Example



Mobilising our values

Specify how to embed each of the values in your ethical compass and what impact you expect it to have.

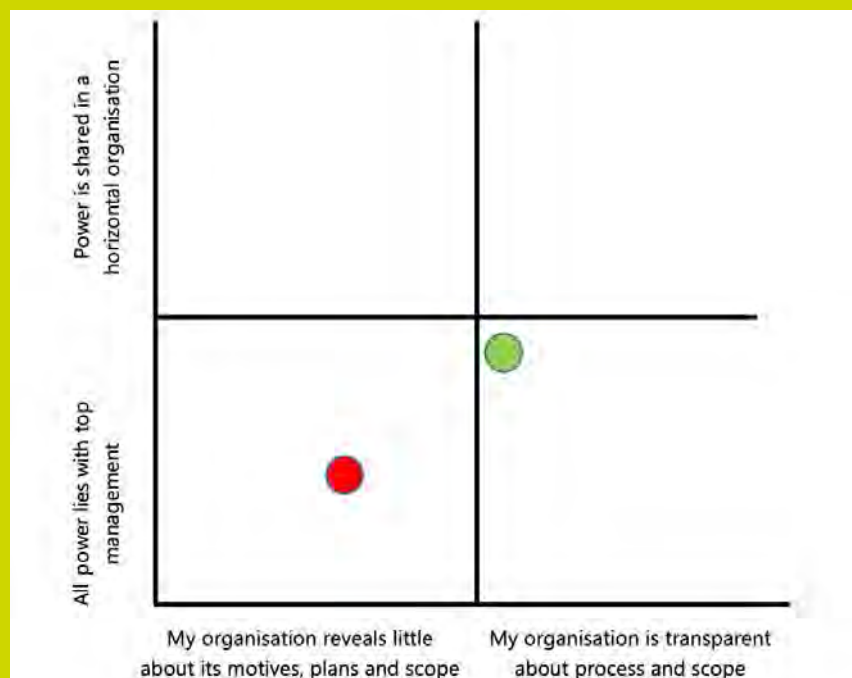


TRANSPARENCY AND POWER SHARING

One of the pillars of the ethical compass on the CoSIE roadmap deals with the relationships between public service organisations and stakeholders they want to engage in participation. Shifts in power are nuanced and very context-dependent, but they form an integral part of the co-creation process. Some would argue that without a change in mentality on the part of the public service organisation that recognizes the need for a shift in power. Another key element is that trust can only be built between service provider and stakeholder if there is real transparency about what the service should be achieving via its co-creation processes and the extent to which it shares the scope and reach of the service openly with co-creators.

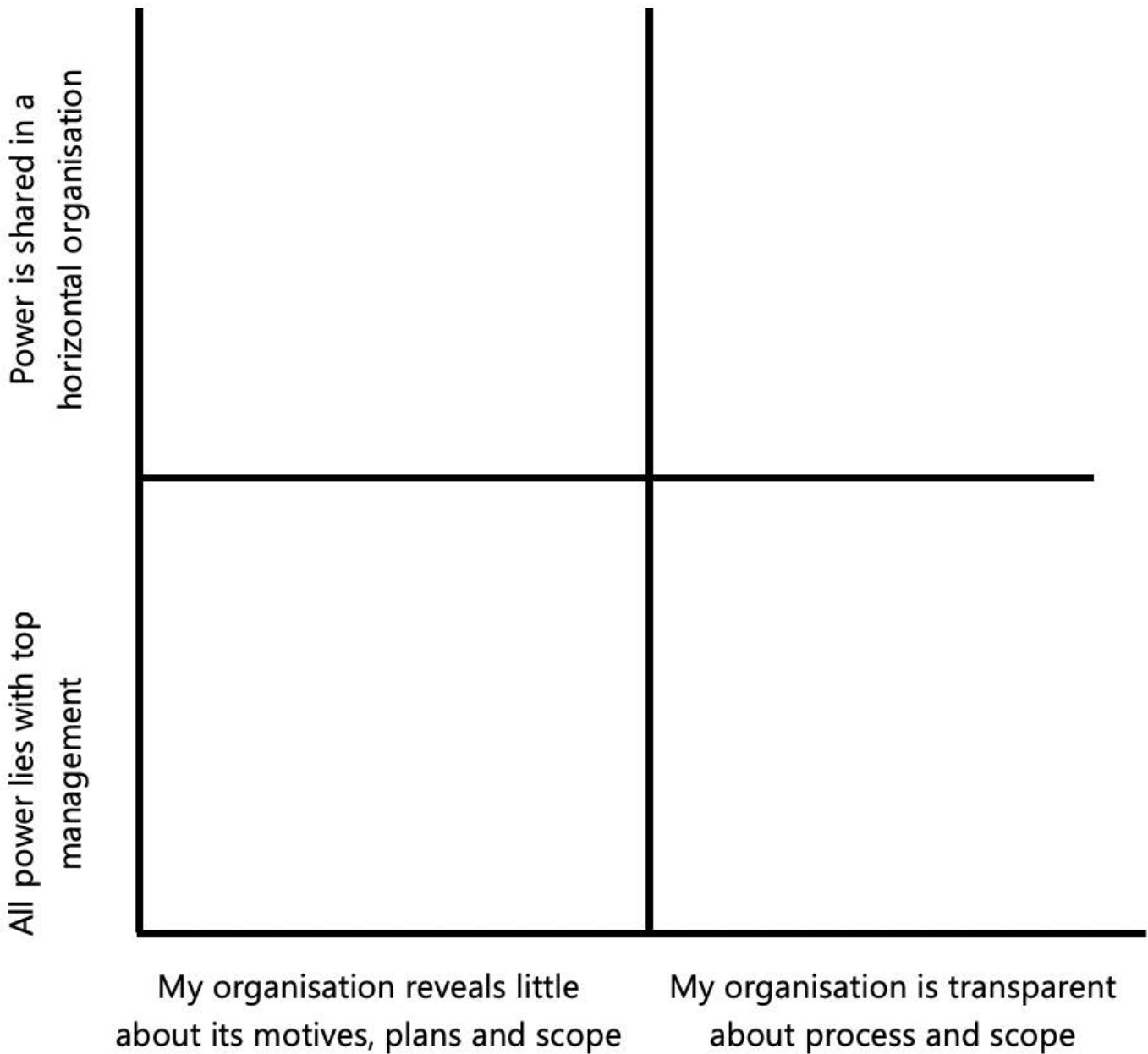
The matrix below combines these two questions as a starting point for discussion about the sharing culture of the organisation both in terms of power and organisation. The orange dot indicates where you see your organisation now and the green one where you realistically think it might be after a co-creation process.

Power Sharing Matrix Example



ETHICAL COMPASS

Power Sharing Matrix



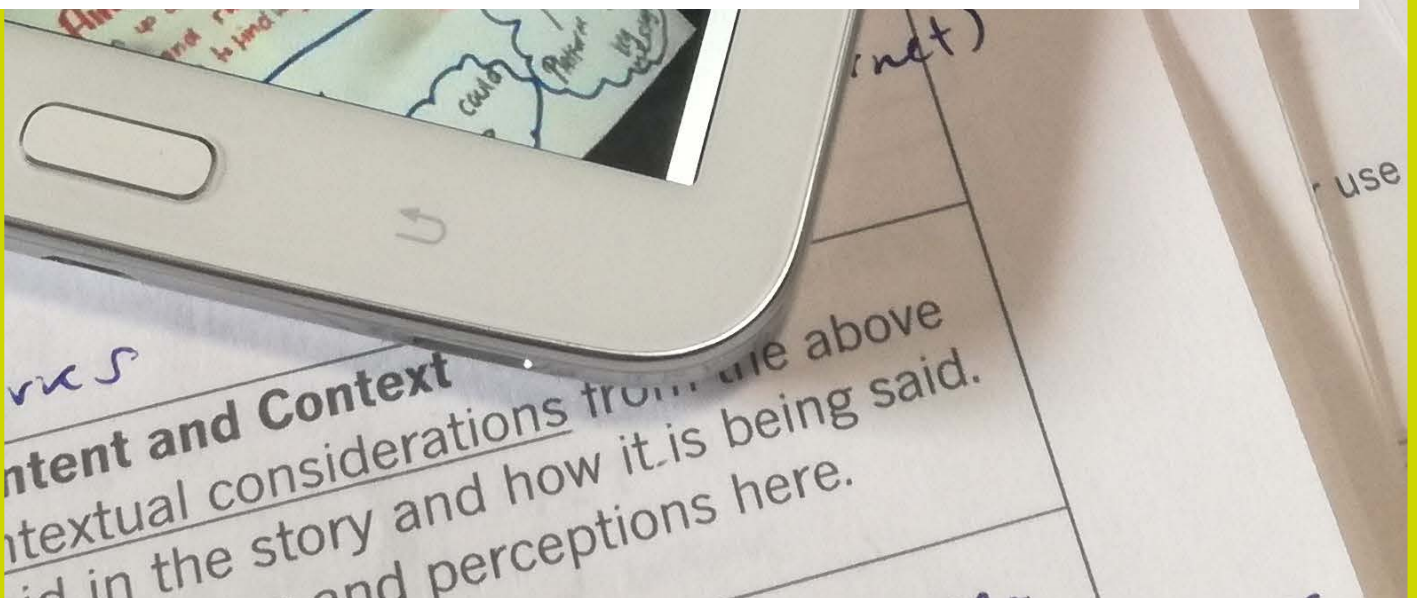


CATALYSTS

After the initial stages of deciding who your important actors are, how you might engage them and what values underpin your co-creation project, one of the most difficult tasks involves thinking about how to start the process or what to do if you get stuck somewhere along the way. The tools used and tested in the CoSIE project have been essential catalysts for the different processes.

As a stimulus for discussion in your organisation or teams of co-creators, you might want to look at a short animated video on Catalysts that looks at two questions: 'What if your service isn't engaging with citizens?' and 'What if failure isn't an option and there is no culture of continuous learning?' The animation is accompanied by a series of reflective questions to get you and your co-creators thinking about these issues in relation to your organisation. You can access the video at:

<https://cosie.turkuamk.fi/roadmap>



REFLECTIVE STARTING QUESTIONS



Bring together a group of people for an initial co-creation session from your organisation (the more varied the perspectives the better in terms of gender, position, cultures, etc.) to consider these five questions as starting points for discussion, as suggested in the catalysts for co-creation in the CoSIE roadmap. Remember that any programme for co-creation depends highly on the context in which it is to take place; that context will define the scope of the actions and the potential impact on the service overall.

What is the context of our co-creation project?

A discussion on the service context where co-creation is to be applied should look at the particularities of the service in terms of sector, geography and the agencies or groups that are key to the process of service provision. This exercise will help you later to create a strategic stakeholder map.

What core concepts of co-creation will we use in our project?

Consider each of the four constellations on the CoSIE map. Which of the elements on the typical constellation will form a part of your plans. For example, is personalisation of the service an important element for incorporating co-creation into your working practice? Take a look at the 'flower' of concepts on the document 'Towards a roadmap for co-creation' as a starting point available at:

<https://cosie.turkuamk.fi/publications>

What facilitators are available to us?

Consider the elements that are in your favour – e.g. what will enable the incorporation of key groups into your co-creation team? Are there ready-made databases that will make this task easier? What is it about your service that makes it a good environment for co-creation? Refer to the ethical compass section of the roadmap for ideas and values that underpin the things you do or the nature of your organisation that make it fertile ground for co-creation.

What barriers or constraints are we facing?

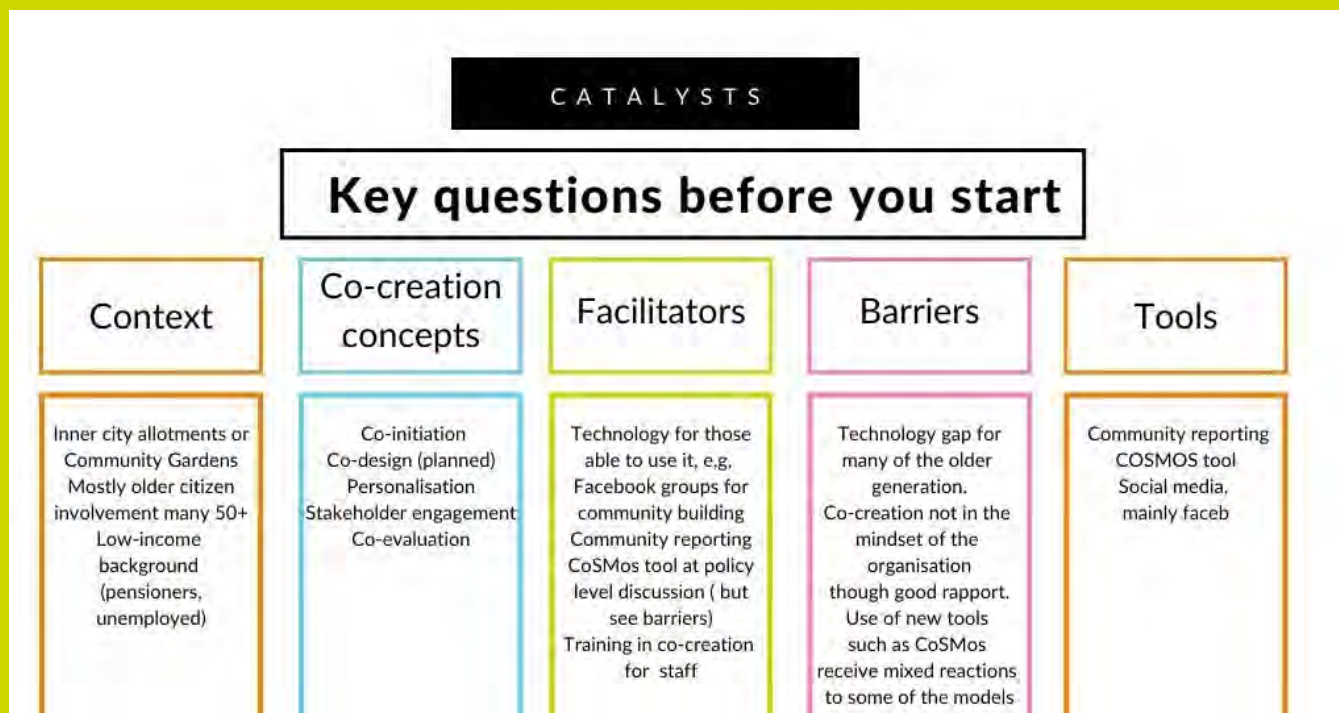
Just as some of the contextual factors around your service will enable co-creation, there will be others that make co-creation practices, such as joint decision-making or co-evaluation more challenging. Consider again the core concepts you have identified that you would like to incorporate and the barriers that exist to their introduction.

What specific tools can I use to enable the process?

The list of tools on the back of the COSIE roadmap provides a number of options for using tools that can be helpful at various stages of the evolution of a co-created service. At these initial stages of discussion, the co-creation of service model and the analytic model provided in the living labs' CoSMoS tool is a useful means of creating a visual representation of the organisation, which can be a good starting point for discussing the context of the organisation and the agents that will play a significant part in its development.

On the next page you can find a tool to help you address some of the questions of context and below is an example taken from the Greek CoSIE pilot.

Key Questions Example



CATALYSTS

Key questions before you start

Context

Co-creation
concepts

Facilitators

Barriers

Tools

ENGAGEMENT STRATEGIES

There are a wide range of strategies available for public service organisations to engage with their citizens, and their goal is to engage people not only on a surface level and get them to participate in a day or two's events, but to create a long lasting engagement and understanding of the reasons behind the co-creation practices. Below, we describe a series of actions taken by the CoSIE pilot schemes to attempt to build this relationship with different stakeholders.

During the Italian pilot, whose principle aim was to co-create an app to improve the problem of childhood obesity, the Local Health authority organised an event for families where children were invited to participate in games, including a taste test of different sorts of healthy foods. While this was going on, parents were engaged in conversations and posting messages about topics such as physical activity and nutrition. These types of activity were key to getting a core group of people together who would feel involved in the ongoing development of the app. Simply organising some activities where people can get together to have fun and also be creative is a great idea for starting to build a community for co-creation.

In Spain, Community Reporting was used to run a workshop with citizens to talk about their journeys that had led them to want to be self-employed, helping them to explore their motives and personal histories in ways they had never before



considered. These sessions also allowed for service beneficiaries to become acquainted with the use of simple editing software tools that they could use to develop their own materials for publicizing their activities. Offering people skills that can use outside of just the domain of the co-creation activities adds extra incentive for citizens to become actively involved.

In the case of the Neuwegein pilot in the Netherlands, the space in which any engagement of citizens was to take place was paramount to their process. The idea was to get people from a particular neighbourhood to think up ways of improving problems of waste that had built up around the blocks of flats. In order to do this, flat one of one block of flats was made into an open space, which made access for neighbours extremely easy and made them comfortable enough to express their ideas and sentiments openly.

Top Tips

1. Find a space where everyone feels welcome and they feel at home or at least on neutral ground.
2. Make the first encounters relaxed affairs. Including activities involving food or games can be a great way to break the ice.
3. Sometimes we can't expect people to come to us, it can be more productive to go to where people already are. This could mean joining a Facebook group or popping down to a community coffee morning.
4. It's ok to start small. Find a core group of people who want to make this happen and use both their offline and inline networks.
5. Use a mix of methods to find participation. We can't expect people to interact in ways that are easiest for us.



THE COSMOS TOOL



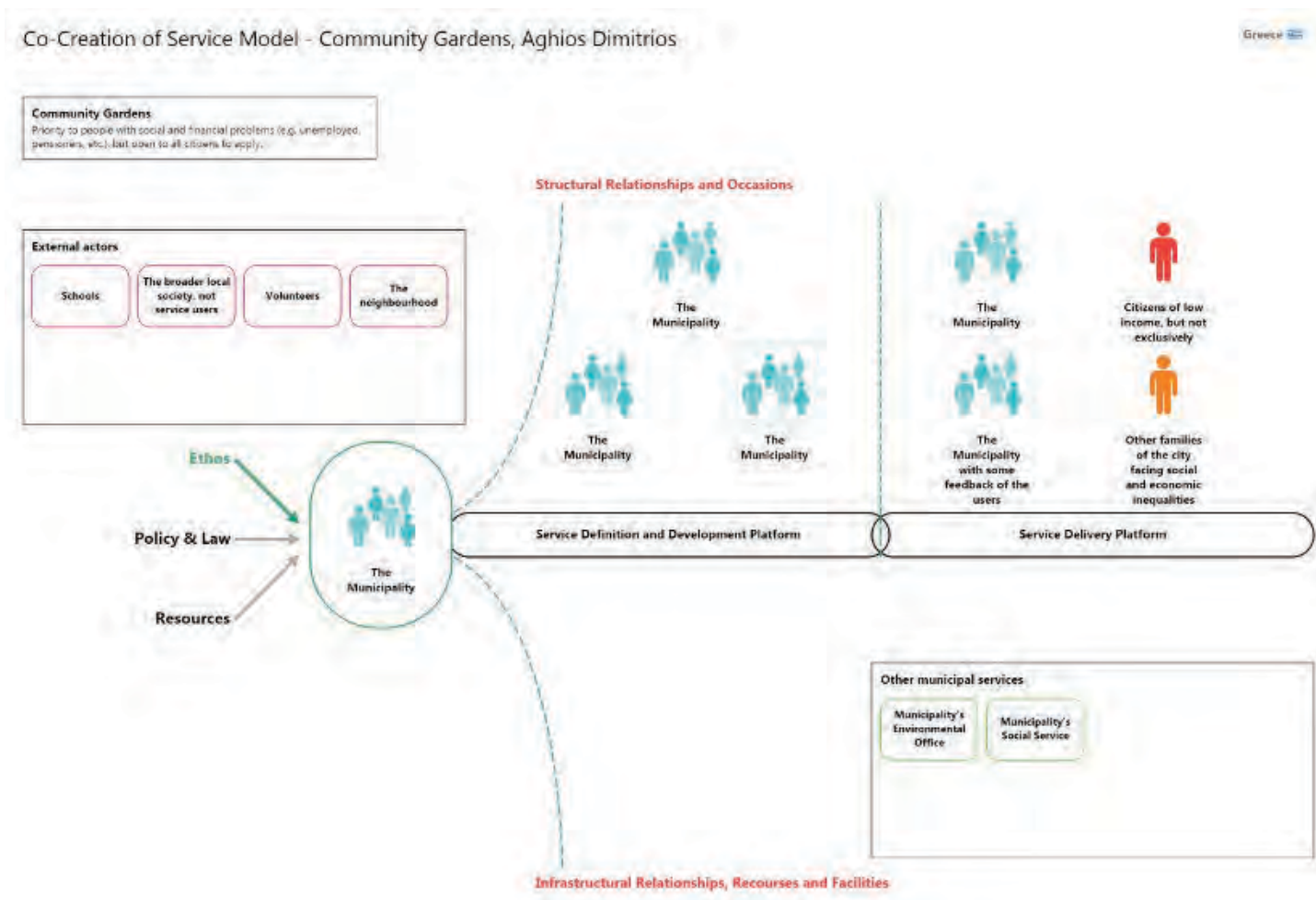
Established from a Living Lab methodology, CoSMoS (Co-Creation Service Modelling System) permits the stakeholders involved with social and service innovation to visually and interactively position themselves within their service and social innovation environment. It creates pictures and models of several aspects of the way public service organisations function, from analysing the relationships and communication channels inside and with the PSO to providing an overview of the user journey. The CoSMoS tool works extremely well when applied in conjunction with more enriched data using methods such as lived experience storytelling to give a complete picture of the service experience, and allowing the service provider to sense check and evaluate its initial ideas and models.

CoSMoS was developed in response to the needs of practitioners and other actors involved in co-creation activities to provide stimuli for discussion and a gateway into an easy-to-use visualisation of how the service providers currently function, as well as a tool for gauging how it looks following a co-creation of a new service or parts of an existing one.

The digital representation of these models, which also allows for the collection of external websites, images and files, and social media and open data sources for simple referencing and wider discussions, can be completed interactively or offline, individually or within a workshop environment. The outputs can then be shared and compared with a range of involved stakeholders in the form of a boundary object to extend the discussion regarding the service and social innovation.

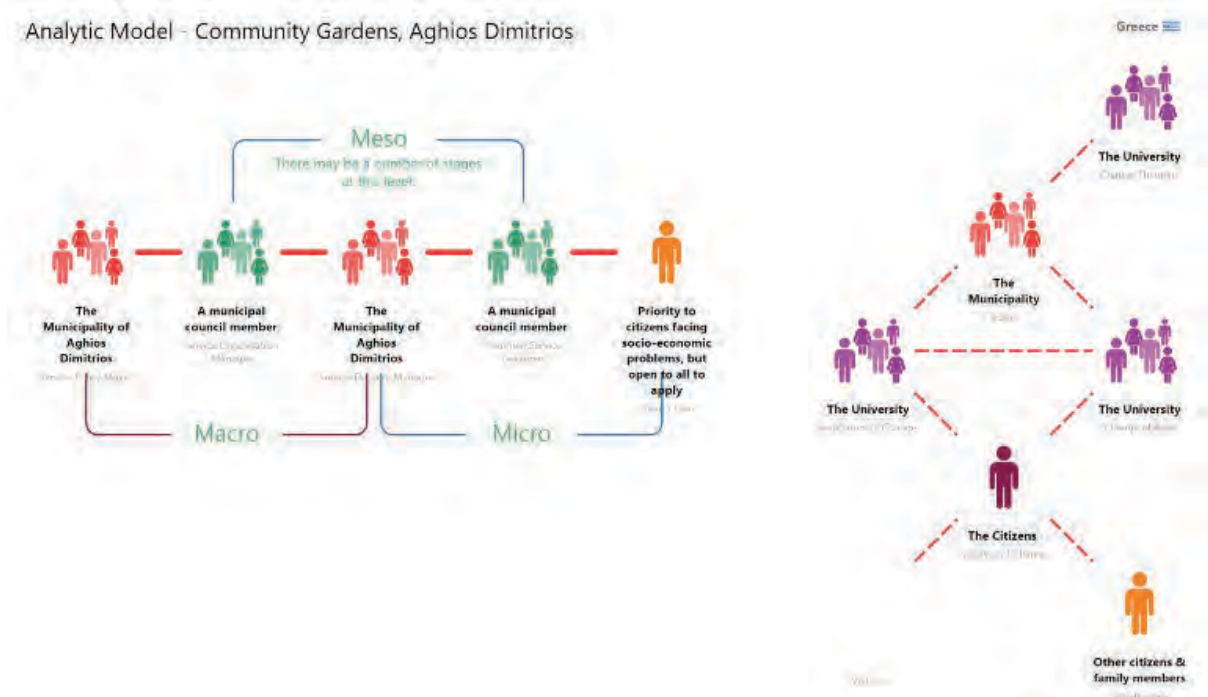
The CoSMoS models

The initial model which we suggest that pilots think about in relation to the innovation of services is the **Co-Creation of Service Model**. The aim of the model is to help those tasked with exploring or assessing the situation to identify the core internal organisational elements, such as ethos or resourcing, and relate them other agents involved in the service delivery. It also supports them to make the distinction between the elements of a service that are specific to that service and supporting service platform aspects. Each pilot can populate some or all of these processes with the identities of actual participants. It represents an attempt to present and interrelate a number of terms and categories to provide the basis for a common language and framing of the service innovation activities.



The **Analytical Model**, which is designed as a probe on the initial service model to identify the specific actors who, at various stages in the development of the initiative. It asks the questions, 'who are the people involved?' and 'how do they affect the system?' identifying three levels of impact, micro (local), meso (organisational) and macro (wider society). All of the models below were completed by the CoSIE Greek pilot on inner city allotments, used as a test site for the roadmap.

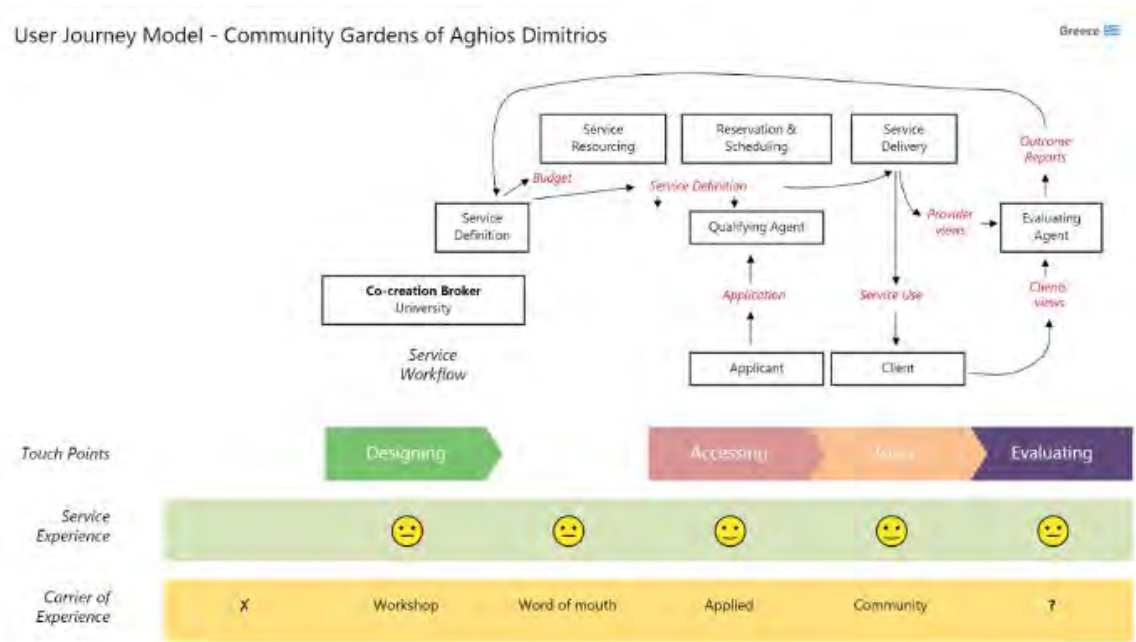
Analytic Model – Community Gardens, Aghios Dimitrios



In the case of our Greek pilot, the models were interpreted as follows: “as it turns out from the co-creation service model and the analytic model, the Municipality dominates the community gardens programme. The model explicitly shows the top-down approach, which of course offers a great opportunity for co-creation to find a place although at the same time could be a barrier for it.”

Another highly useful model is the **User Journey Model**, which allows the service provider to understand and depict the different stages experienced by participants in a co-created service and also identify areas that need development or improvement, based on the experiences of beneficiaries or other wider stakeholders.

User Journey Model – Community Gardens of Aghios Dimitrios

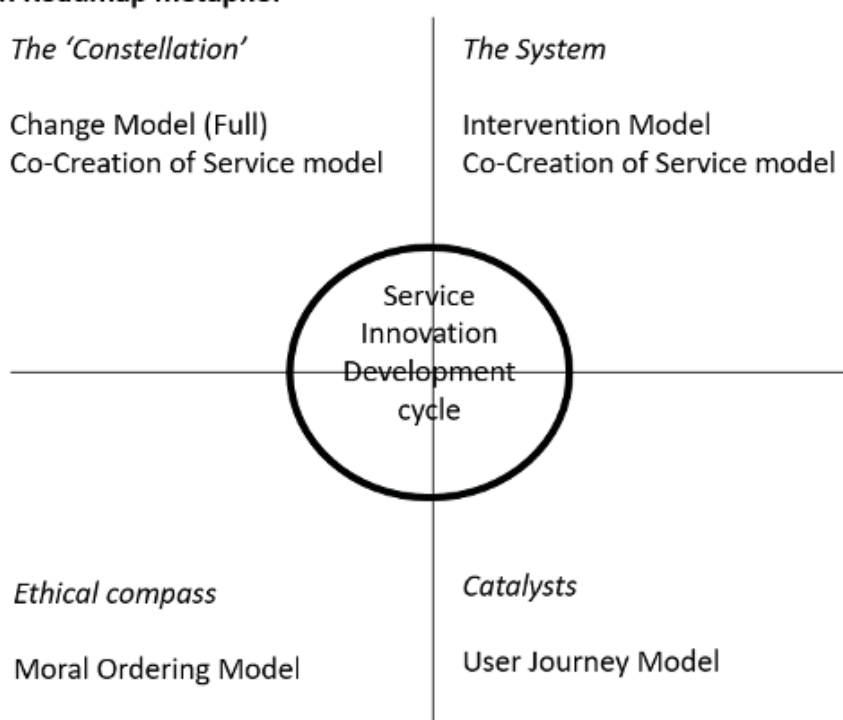


Other available models include a **Change Model**, and **Intervention Theory Model** and a **Moral Ordering Model**.

How does CoSMoS relate to the roadmap?

The different models created for the CoSMoS tools can be mapped onto the different quadrants of the CoSIE Constellations Roadmap, as shown below. This image shows that the models can and should be applied at different moments and for varied purposes during the co-creation process. All together, they act as a package that can guide and encourage innovations in your service.

Locating the work of CoSMoS service innovation project development cycle in the Constellation Roadmap metaphor



Access

This version of CoSMoS and the description of approaches used within CoSIE have been created by Living Lab to ensure that CoSMoS remains available beyond the life of the project for wider usage or for continued use by the services described here. To access the CoSMoS user guide, please visit the website developed by the University of Northumbria:

<https://guide.livinglab.org.uk/books/cosmos-user-guide>

Here you can also find advice on how to access the tool and create your own visual representations to stimulate discussion on your co-creation journey. A publicly accessible version of CoSMoS can be accessed on the link below. This is free-to-use and will also receive ongoing updates and improvements

<https://app.cosmos.livinglab.org.uk/cosmos/>



SOCIAL MEDIA AND OPEN DATA

The use of open data and social media tools depend to a large extent on the context of the services. For example, in CoSIE, the context of the Spanish pilot had a lot more opportunities to harness the opportunities provided by open data and social media than other services, such as the personalisation in probation service in the UK. However, there are open data sources that are useful to every context of service provision, whether this be web-based information about previous attempts to provide co-created service, for example, in the health sector in Italy, or publicly-available information about local economic activity for co-creation to develop rural household economies in Hungary. Most of the material created during the CoSIE project can be openly accessed, and People's Voice Media have made a useful easy-to-access document for all of the lived experience stories with participants and stakeholders classified by story title, topics covered, location and when they were recorded.

[Click here to access the downloadable spreadsheet of the stories.](#)

With regard to social media, it is often the case that public services are wary about using such tools, especially within a co-creation context. See this 'Catalyst' video, for further details:

<https://cosie.turkuamk.fi/roadmap/>

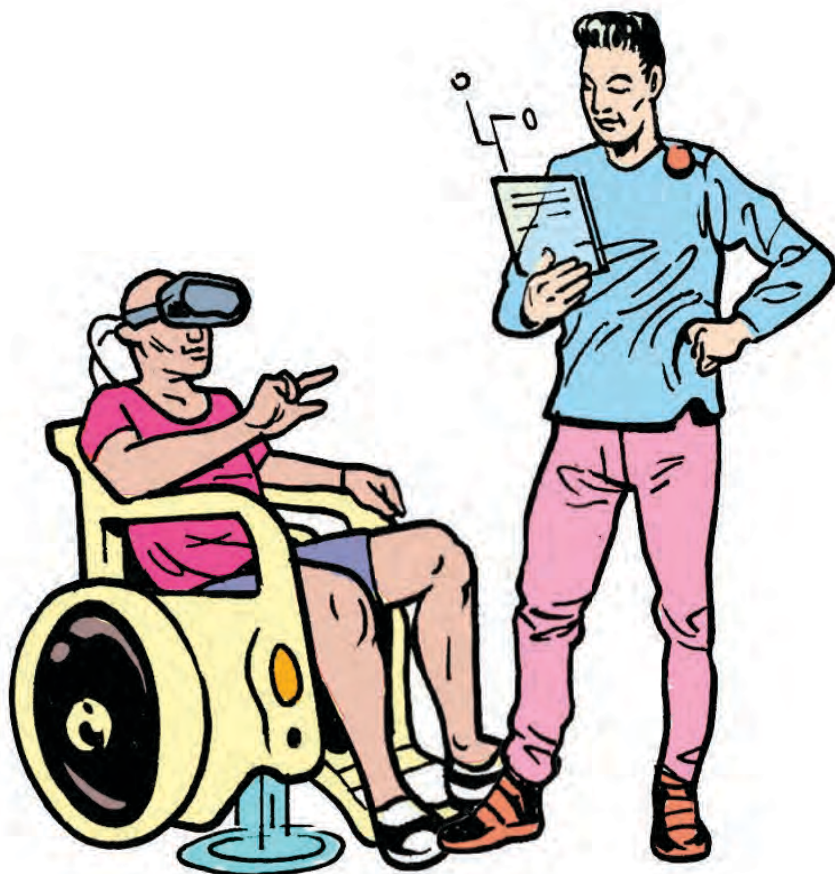
CoSIE has come up with its own tool, called LUUPPI (described below), for analysing the data that is openly available on social media, while the CoSMoS tool also has highly useful features for bringing up data on hashtags or accounts on open data. There is a guidebook to using social media in this context that focuses particularly on Twitter created by the CoSIE consortium entitled “Enabling Co-creation through Twitter – A Guidebook for Research Project Communication”. It is openly available at:

https://storage.googleapis.com/turku-amk/2019/04/final_cosie_guidebook.pdf

The relationship between co-creation practices and technology can be a difficult one. Co-creation is about building bridges between people and fostering relationships that will help to strengthen the desire to improve services, and there are ample examples on CoSIE of technology enabling communication between service provider and beneficiaries (e.g. in the Spanish pilot, where one of the main means of communication was a user-friendly online management platforms). But we can sometimes forget that there is a digital gap when we are dealing with different generations and those levels of knowledge and desire to use technology need to be catered for, as most public services are not only aimed at one age group.

It could be said that it is a case of “horses for courses”. For example, in the Finnish pilot which aimed at reaching young people outside the system, then technology can be an invaluable means of reaching certain sections of the population and beginning a conversation with them. One thing that has appeared clear from the analysis of the stories told by a range of participants using the Community Reporting methodology, is that, even where technology is used as an essential communication tool, there needs to be a humanisation of the service interaction.

In the Spanish context, this paragraph describes their experience with social media and with open data. Social media were almost entirely run by citizens. Due to the content of the Co-Crea-Te





space, Instagram was easily the most popular channel used, although twitter had some impact. Facebook, despite having some impetus behind it originally, tended to drop off over time. However, the amount of activity throughout the duration of the pilot was extremely high and this was mostly due to unguided actions from citizens. The real impact was seen in one particular social media post. This message had little or nothing to do with the actions of the Co-Crea-Te space itself, but rather was a post concerning the city of Valencia's candidacy and amongst the finalists for the European city of innovation awarded by the EU. This post was liked and retweeted by people in the upper echelons of city hall and was picked up and reposted and commented on because of their retweets and likes by other agents. There were up to 160 actions taken on this post, so there are lessons to be learned here.

Co-creation isn't just about creating something within a closed group. There are hundreds of connections to be made and social media is a good way of creating new synergies and even of incorporating new stakeholders into the process.

With regard to open data, there were a number of actions that used existing open data platforms available to citizens. Staff worked together with citizens to design an app which might help service users to identify business opportunities, although the app was not finally developed during the CoSIE project.

During certain events such as the open day, where the space opened its doors particularly in the neighbourhood to attempt to have outreach to local business and neighbourhood associations, one of the activities was to, in groups of 5 or 6, create a business model canvas based on opportunities provided by the city's open data portal, which were later presented at a planning level to city officials. No more has been known since about these proposals. Open data portals have become a resource often used by mentors as an asset that can be exploited depending on the sector where people are attempting to undertake their venture and this became part of everyday practice.

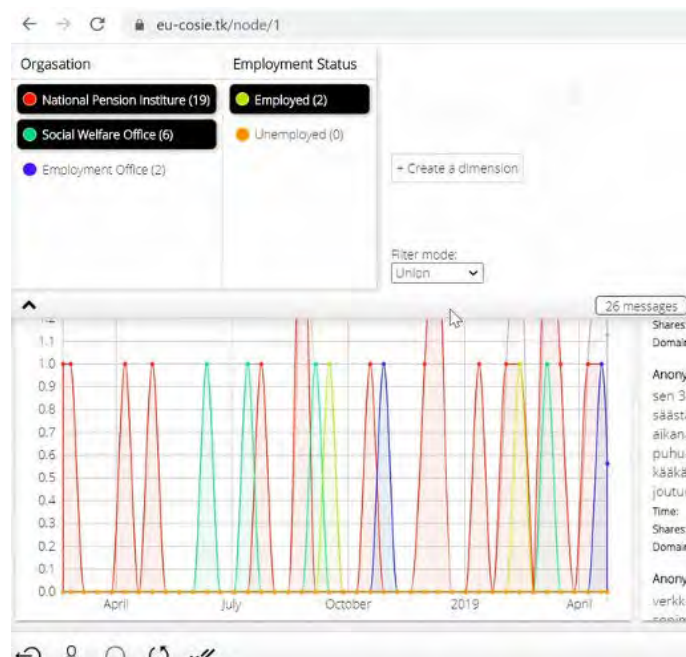
A screenshot of the Co-Crea-Te Valencia pilot twitter account showing 1480 tweets in its 2-year lifespan is shown on the next page.



The LUUPPI tool

One tool that brings together the elements of open data and the analysis of social media activity is a tool created by our Finnish colleagues at TUAS, called LUUPPI. LUUPPI is a cloud-based tool that can be used to filter, visualize, and analyze all kinds of social media messages, news comments and textual open data. It is especially designed for non-technical users so that they can create their own analytical dimensions and categories and attach keywords to them. The keywords are then automatically used to assign tags to the messages based on their text content. The same dimension and categories can be used to filter messages and create visualizations. To find out more about the LUUPPI tool, please visit:

<https://cosie.turkuamk.fi/luuppi/>



LIVED EXPERIENCE STORYTELLING



Lived experience storytelling is a useful tool for gathering insight, creating dialogue and supporting reflection as part of co-creation projects.

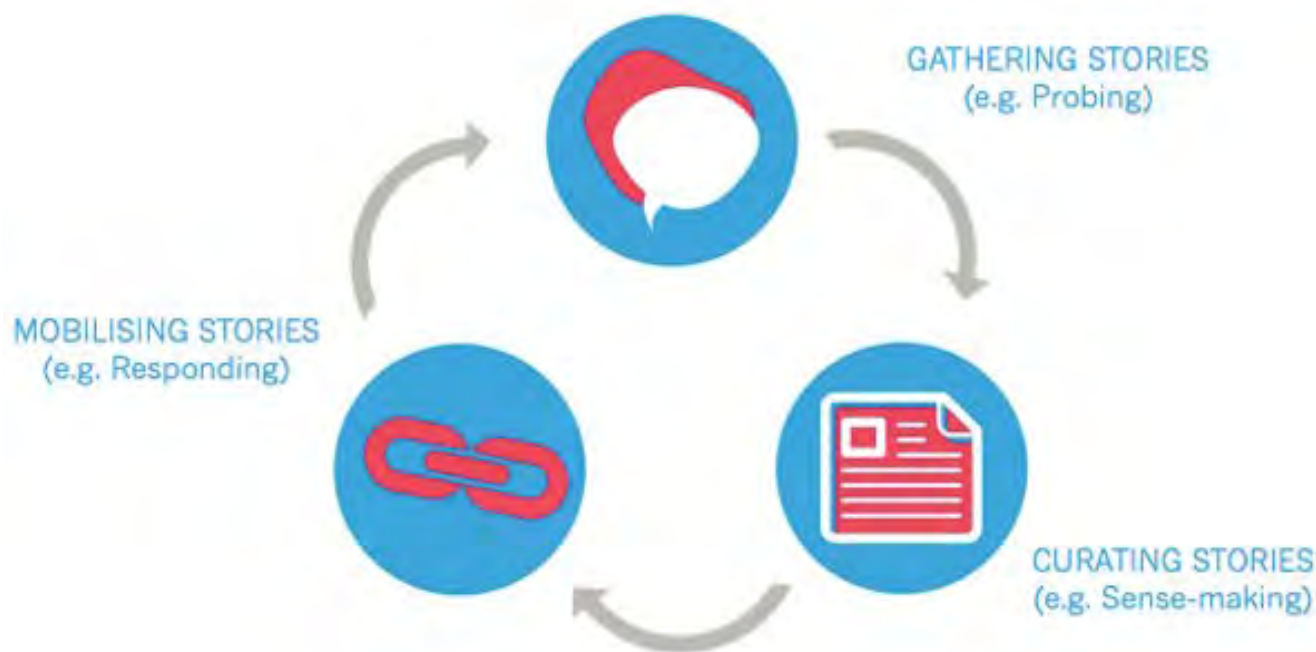
As an insight tool, lived experience storytelling broadly fits into the field of participatory research. It can engage citizens, people who work in services and other stakeholders in sharing their experiences. From these stories, people can work together to identify the insights and learning from the different perspectives represented in them. As a dialogue tool, lived experience storytelling can be used as an initial engagement activity for stakeholders and by bringing different people together to share experience it can help to generate new ideas for public services. It is also a useful communication aid to talk to decision-makers and to exchange knowledge between different people, groups and organisations. As a reflection tool, lived experience storytelling supports people to reflect on their experiences and the experiences of others. This proactive, critical reflection provides people with the space and time to more deeply understand how they and others experience the world. From this perspective it can be seen as a learning and development, or evaluation tool that people can use to identify how public (and other) services can improve.

Community Reporting

In the CoSIE project, the pilots and test site all used Community Reporting to support lived experience storytelling activities in their public services. Originating in 2007, Community Reporting has been developed by People's Voice Media across Europe and as a mixed methodological approach for enhancing citizen participation in research, policy-making, service development, and decision-making processes. It uses digital, portable technologies to support people to tell their own stories, in their own ways via peer-to-peer approaches. It then connects these stories with the people, groups and organisations who are in a position to use the insights within them to make positive social change. Central to Community Reporting is the belief that people

telling authentic stories about their own lived experience offers a valuable understanding of their lives.

Community Reporting has three distinct components – story gathering, story curation and story mobilisation – based around the Cynefin decision-making framework for complex environments (Snowden and Boone, 2007), as depicted below.



Find out more about the Community Reporting approach to story gathering, curation and mobilisation by watching this short animation:

<https://www.youtube.com/watch?v=NHmiuFbhpns>

Community Reporting in Action

Whilst all pilots and the Greek test site applied this methodology in different ways, we will here focus on how the Dutch pilot in the Houten municipality utilised the tool in their pilot. The Municipality of Houten were interested in addressing the issue of unemployment. They wanted to identify ways in which social services could create sustainable and successful matches between employers and people looking for work, particularly people who faced structural or multiple barriers to employment. They used Community Reporting as a means of working more effectively with the lived experience of different stakeholders in the following ways:

Stage 1 - Gathering Stories: The pilot team were trained as Community Reporters and as Trainers, and utilising these skills they gathered stories from people at a

distance to the labour market (i.e., long term unemployed people, people experiencing homelessness, migrant communities etc.), employers, people who have recently secured employment after being unemployed for some time, and people supporting people into employment. They did this through a mixture of training activities and one-to-one dialogue interviewing sessions.

Stage 2 - Curating Stories: The pilot team worked with the academic partner to systematically review the stories they had gathered using an approach akin to discourse analysis (Brown and Yule, 1983). From this, the team used ground theory techniques (Glaser and Strauss, 1967; Tummers and Karsten, 2012) to identify the core insights in the stories and group these into a set of key learnings about the barriers to employment.

Stage 3 - Mobilising Stories: Using these findings as a basis, the pilot team and academic partner ran a Conversation of Change event. Conversation of Change events use Community Reporter stories and other stimuli to prompt a dialogue between various stakeholders that seeks to catalyse change. To facilitate the conversation between different actors in social services and stakeholder involved in the pilot (including people who are unemployed), a story dialogue approach (adapted from Labonte and Feather, 1996) was used. This approach saw attendees of the event discuss extracts from the stories gathered and use these to initiate ideas for how the identified barriers to employment could be overcome.

From the ideas initiative at the Conversation of Change event, the pilot identified a set of interventions they could make at practical and system-levels to support people back into employment.



Starter Storytelling Activity: Snapshot stories

Snapshot stories gather people's perspectives and experiences in a quick way. They only have one question and are a good introductory storytelling activity. To gather them you should:

1. Pick a topic pertinent to your context (e.g., Wellbeing)
2. Work with storytellers to develop an open question based on this topic (e.g., What keeps you well?)
3. Create a space in which people can share their responses with you. You might want to think about how you could record these stories for future activities. Some ideas for this include:
 - people could write down their answers on post-it notes and share them on a board
 - people could record their responses as short audio or video files on smartphones
 - people could draw a response or take a representative photograph



Learning from stories activity: Story Dialogue

Story dialogue, based on the work of Labonte and Feather (1996) is a way of working with lived experience as a tool for learning and change in a practical way. It helps us to:

- Actively listen to people's experiences
- Connect with people's experiences and relate them to our own experiences of the world
- Think about what we have learned from people's stories and what future action it may prompt

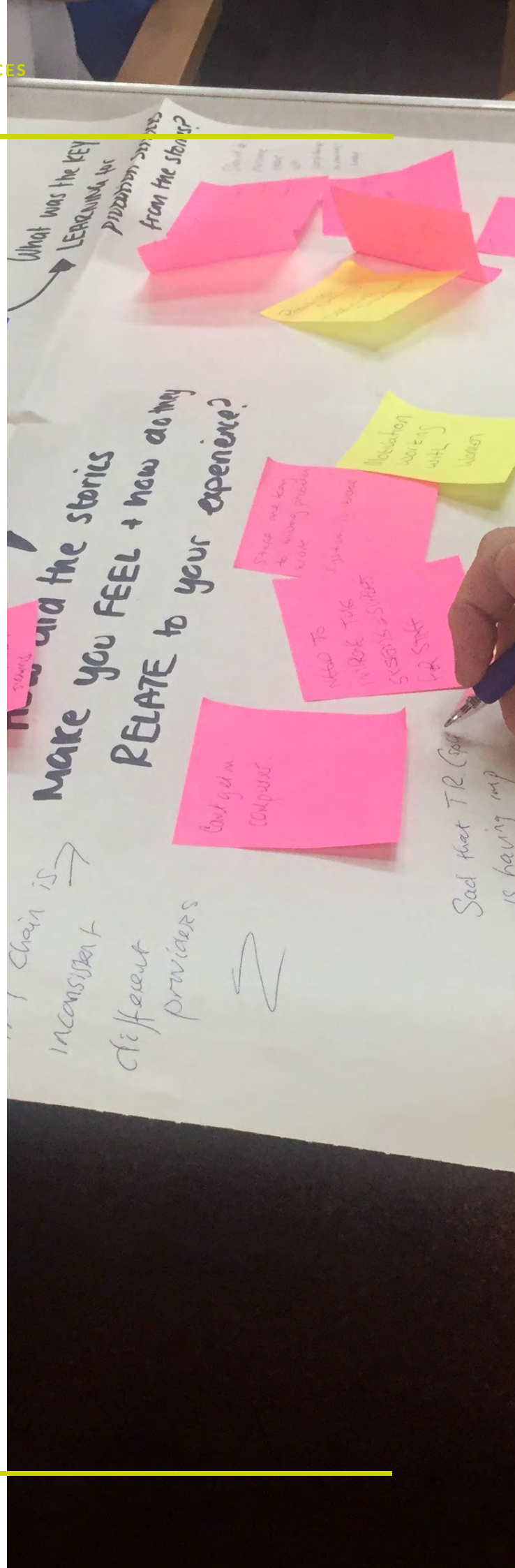
To deliver a story dialogue activity, you should:

1. Get together a group of people you would like to influence with the stories you have gathered
2. Show them a story, an extract from a story or a set of short stories. You could do this by asking people to read stories, view photographs or listen to video and/or audio recordings.
3. When people have 'viewed' the story, you should ask them to identify the key messages in it. You could ask them to do this verbally or by writing them down and then sharing their thoughts with one another.
4. You should then ask them to share how the stories resonate or relate with their own experiences. Again, you could ask them to do this verbally or by writing them down and then sharing their thoughts with one another.
5. You should ask the group to identify what are the key learning points from the stories that relate to the service/context you are working in and how this learning can be used. Again, you could ask them to do this verbally or by writing them down and then sharing their thoughts with one another.
6. Finally, you should ask each individual in the group to identify one key action they can do immediately to put the learning from the stories into practice. Here you should highlight how we all have some power/influence (however small that may be). Again, you could ask them to do this verbally or by writing them down and then sharing their thoughts with one another.

The People's Voice Media team have produced full toolkit - Working with lived experience storytelling as a tool for co-creation - that can be downloaded from the CoSIE website here:

<https://cosie.turkuamk.fi/publications/>

This toolkit provides a complete guide to starting to use lived experience storytelling as a tool for co-creation. It provides examples of practice from the CoSIE pilots, alongside additional tools and activities.



DESIGN THINKING

Though often associated with the area of marketing strategy, there are elements of design thinking that make it highly suitable for adaptation to co-creation in public services. It is a design method that is clearly person-centred and focuses on aspects such as empathy and a deeper understanding of the need for the service in hand from the perspective of those that access them. Design thinking involves a way of thinking as well as a practical application and it can be used to bring out innovative and novel ideas through collaborative actions by identifying alternative strategies to the ones currently in use. It serves to question the assumptions that public service organisations have around a particular issue by both redefining a problem and questioning the implications of the solutions that arise from design thinking activities.

The commonly cited phases of design thinking are as follows (as defined by the Hasso-Plattner Institute of Design Thinking at Stanford). Here, we put these phases into a public service scenario:

Empathise – PSOs or their private counterparts can look to build up a relationship with participating citizens by understanding more about them, their background and what their relationship is with the question in hand, e.g. if they are co-creating part of a health service process, have they previously been directly involved, as a family member, through a sense of civic duty, etc.

Define – collaboratively define what the problems are, question current assumptions, and look at all perspectives – community reporting is a particularly effective tool for these first two stages (see previous section).

Ideate – Use the definition stage as a springboard for gathering new ideas, compare them with current trends and question the impact for different stakeholders. Remember that co-creation and user-centredness are not the same thing, co-creation is about uniting any relevant interested parties in creating innovative solutions.

Prototype – Come up with a real plan of how to implement this new or modified service in the most efficient and effective way possible.



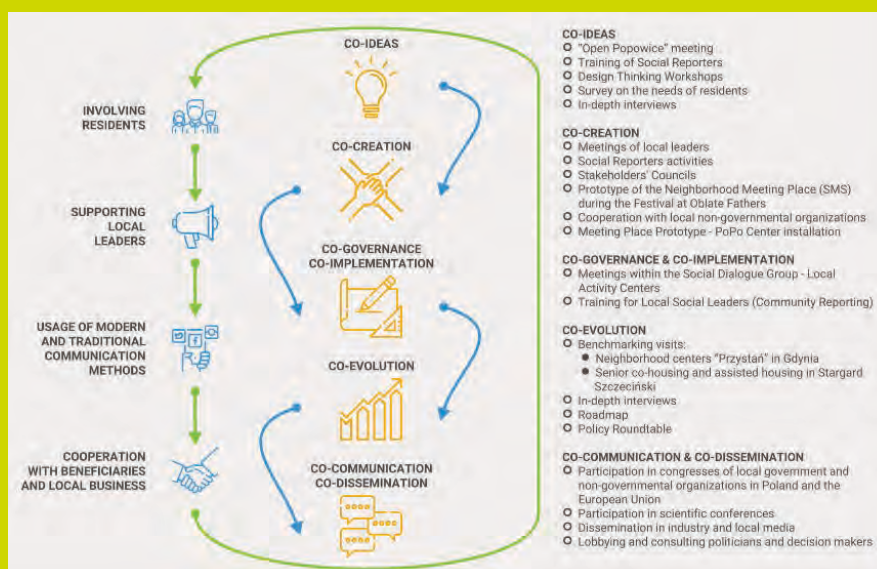
Test – Find a suitable site and context to test out this new idea. In order to test effectively, citizens and public administrations and other, often private, organisations need to work in close collaboration.

Design thinking in CoSIE

Several pilots implemented events based on variations of ‘Design Thinking’. These tend to be fast-paced, highly invigorating and can produce rapid results. The rationale is that services (commercial and public) are essentially relational and can improve their innovative capacities through new forms of social interactions, partnerships and value co-creation. Design thinking was at the heart of the Polish pilot, and it also informed pilots in Estonia and Finland.

In the Polish pilot, whose aim was to promote co-housing initiatives, they engaged a group of students to construct a summer pop-up installation called the ‘PoPo Centrum’ in a green space in the neighbourhood where citizens could come together and join in co-creation activities. They organised design thinking workshops where 35 senior citizens participated. The seniors first clarified the problem and decided on its most important issues. Next, they developed many solutions, creating as many as 108 ideas and suggestions solutions to housing-related issues. The seniors decided that the best way to solve their problems would be to create a meeting place as a space for shared use of the seniors and other residents of the Popowice estate. Participants of the third meeting collectively selected the features of such a place, its appearance, equipment and functional programme. They also created a travel map to and through such a dream place. This was followed by further design meetings bringing in wider stakeholder groups to complete the stages of ideation, prototyping and testing. Below you can see the roadmap created by the Polish team.

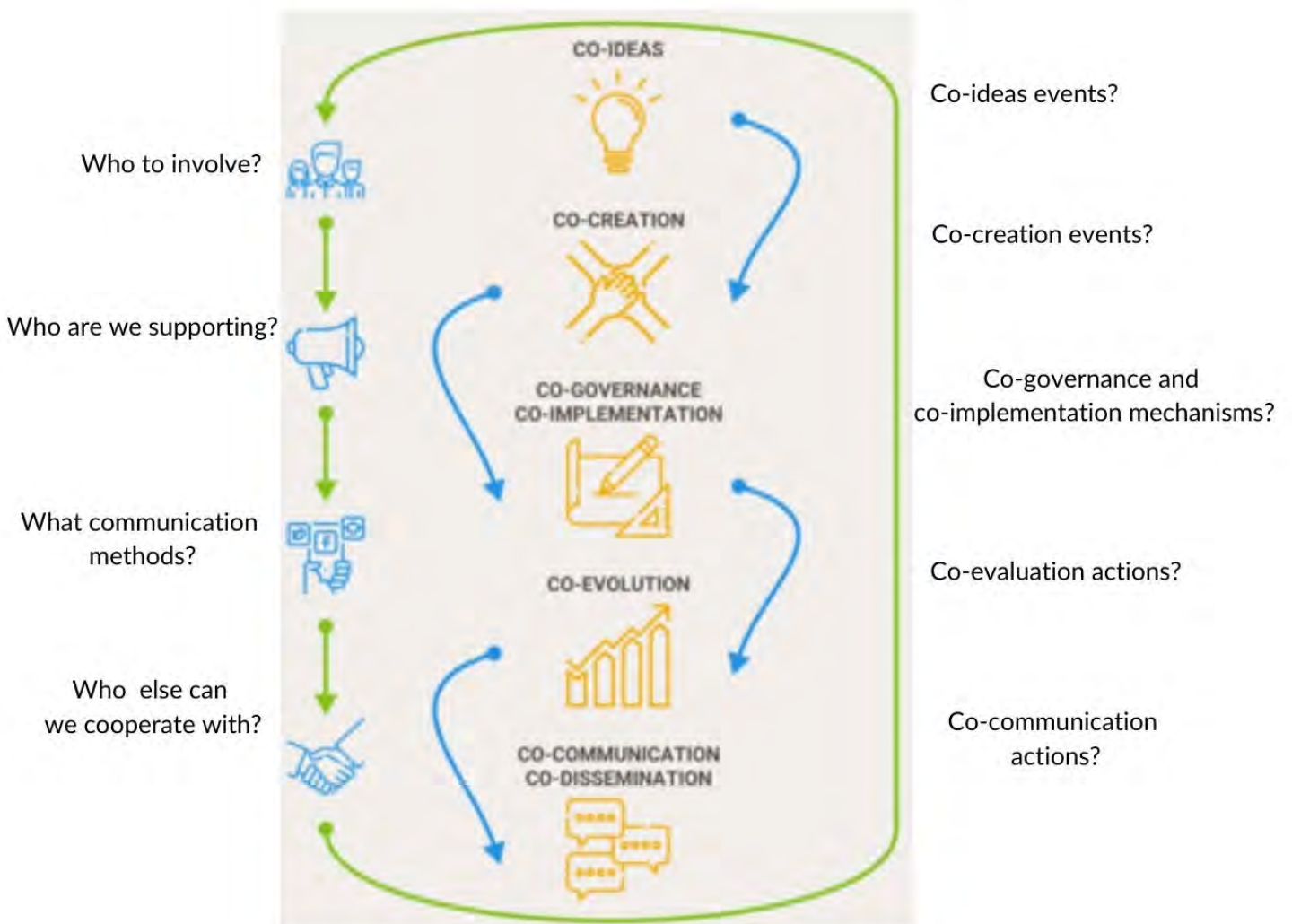
Design Thinking Example



CATALYSTS

Design thinking

Make notes under the headings to the left and right of the diagram



SOCIAL HACKATHONS



A hackathon originally is a sprint-like event in which computer programmers, graphic designers, interface designers, project managers, and subject-matter experts, collaborate intensively on software projects. The goal of a social hackathon is to create teams of people with different kinds of expertise that will allow them to come up with co-create solutions to societal problems. The social hackathons that took place in the CoSIE pilot in Estonia were successful thanks in part to a determined publicity campaign and the format itself was appealing for many participants. It should be noted though that social hackathons can be a very exhausting event where, within a limited space of time, participants are asked to come up with a well-defined solution. Representatives of local governments and the social care sector are not used to this intense development methods and the requirements of immediate results, products, outcomes. In addition to improvements in the mentoring provided to the different teams, the service providers came up with the following ideas to support social hackathons which they put into practice.

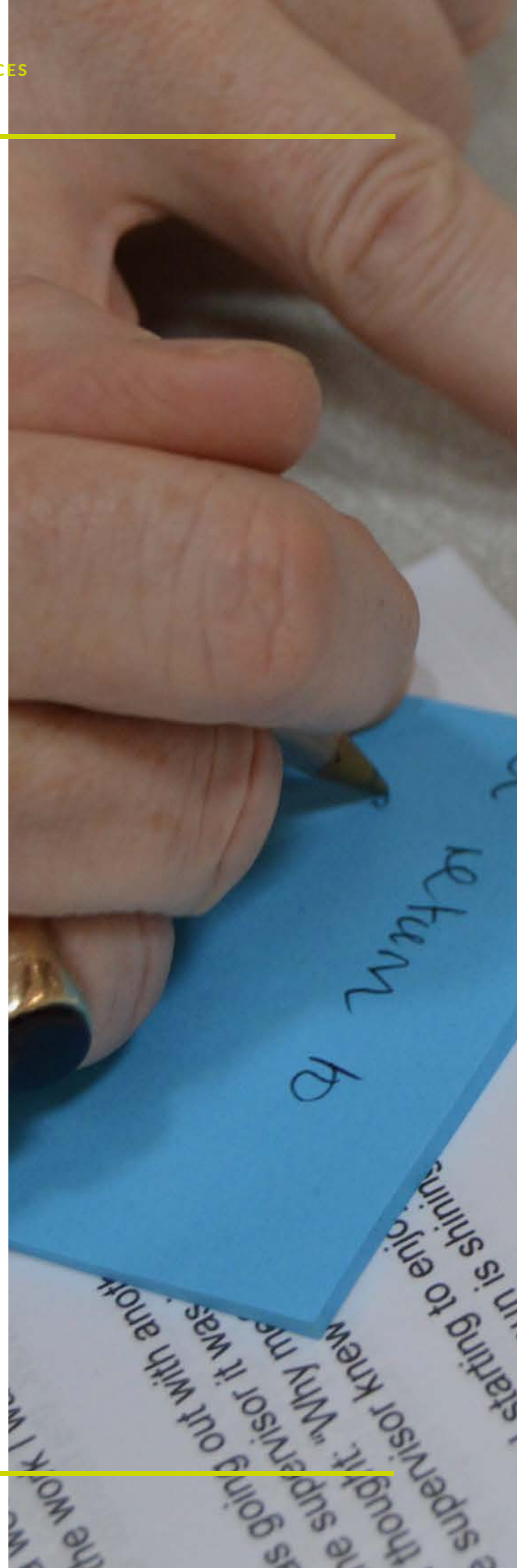
- Improved each hackathons' logistics to be accessible not only physically but also to create an inclusive atmosphere.
- It was important to pay particular attention to language – to abandon jargon and approach stakeholders with a language they are familiar with.
- Visual forms of communication – the pilot hired local artists to create design elements in a style that fit local communities.
- During the follow up process, the pilot connected all these initiatives with local municipalities attempting the incorporation of bottom-up ideas and solutions into the local governments' development plans.

The implementation of the Estonian pilot demonstrates that social hackathons can create space where the innovation of relationships is speeded up. The facilitated events support balance in the power hierarchy and empowerment of disenfranchised groups. These factors are cornerstones for long-lasting co-creation process and outcomes.

For a guide as to how to create your own social hackathon with advice from the Estonian experience, please go to:

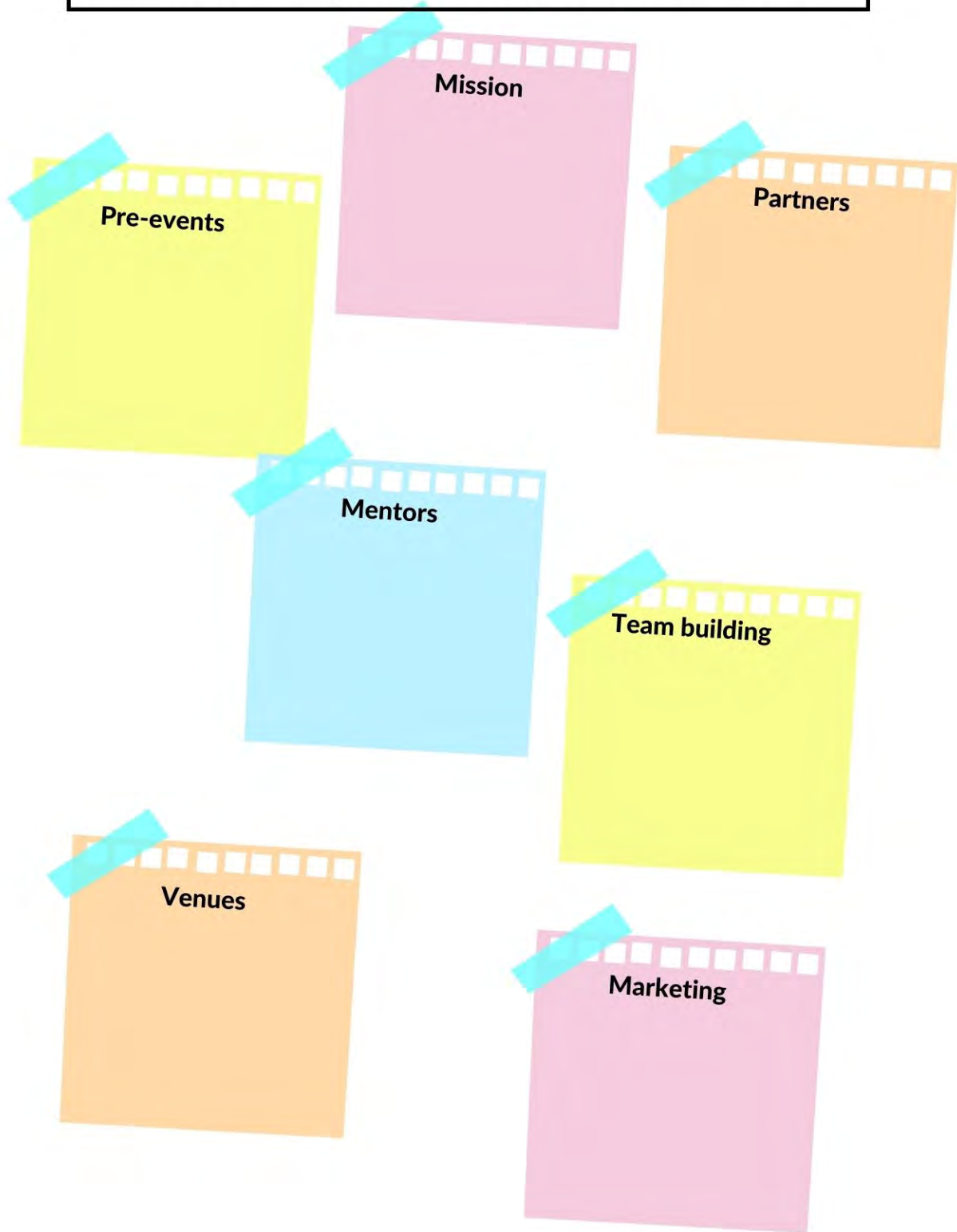
<https://cosie.turkuamk.fi/publications/>

You can also use the planning document on the next page to help you to think through your ideas for your own social hackathon.



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Planning a social hackathon



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Co-creation of Service Innovation in Europe



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