

Towards a Roadmap for Co-creation

PRACTICAL IDEAS AND USEFUL TOOLS D7.1

COSIE

Co-creation of Service Innovation in Europe



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Foreword

The editors would like to thank all the CoSIE partner members and institutions who have contributed to creating this document. The content is a result of a combination of numerous countrywide reports along with conversations, workshops and idea-generating activities carried out by service providers and academic partners. It should be considered as a first stepping stone towards a roadmap for the co-creation of public services that will include many more types of stakeholders and will be constantly modified throughout the course of the CoSIE project. The roadmap looks to incorporate reflection and lessons learnt from all our pilot public service programmes in an effort to advance knowledge and share best practice in co-creation. Special thanks go to Alexandros Sakellariou of Panteion University (Athens) for his synthesis report of the state of the art across Europe in co-creation trends.

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1. What do we mean by co-creation?

The various previous definitions of co-creation can be found in WP2.2 , but for the purposes of this approximation to a roadmap, we will focus on the role of the citizen or service user and broadly adopt the following definition:

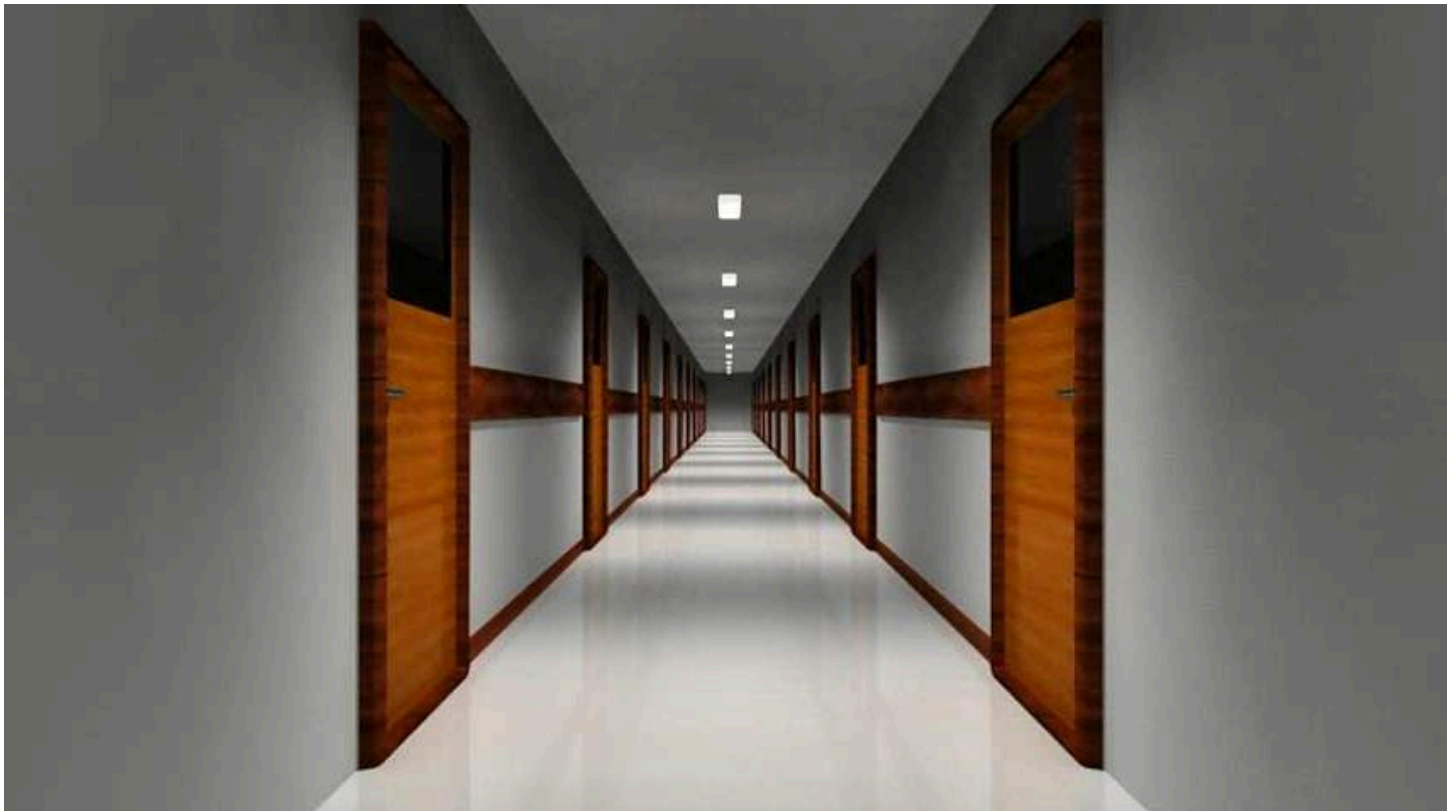
Co-creation in CoSIE is a collaborative activity that aims to enrich and enhance the value in public service offerings. Co-created activities occur at any stage in the development of new service and during its implementation (value-in-service-usage). It is manifested in a constructive exchange of different kinds of resources (ideas, competences, lived experience, etc.) that enhance the experienced value of public service. Individual and public value may be understood in terms of increased wellbeing, shared visions for the common good, policies, strategies, regulatory frameworks or new services.

This first definition will be revised and developed in a white paper currently being facilitated by members of the CoSIE innovation board with the help of feedback from our pilot programmes.

2. What does a roadmap for co-creation look like?

A roadmap for co-creation is dependent on many agents and factors and is specifically moulded by each context. It is not a path set in stone, but evolves alongside the context in which it is applied. In order to have a shared understanding of co-creation, we propose five fundamental questions based on elements that have emerged from the discussions and research carried out to this point.

These questions concern: **context**, **core concepts** to consider, **facilitators** of co-creation, **barriers** to co-creation and **tools** for overcoming some of those barriers.



3. What is the context of your co-creation project?

Sector

What sector(s) are you undertaking your co-creation pilot in and how has co-creation previously been adopted in these? (e.g. education, criminal justice system, healthcare etc.)

Setting

Where is your co-creation pilot set and how does this impact on your project? (e.g. geographic, political, cultural landscape etc.)

Scope

What are the desired outcomes of your co-creation project and what resources do you have to achieve them? (e.g. funding, capacities of people involved, type of change desired - individual, behavioural, neighbourhood, organisational, ideological, systemic etc.)

Stakeholders

Who are the people and demographics you need to involve in the co-creation project? How will they be affected by it and how can they impact it (positively and/or negatively)? (e.g. service users, front-line staff, management and strategic management, policy makers, local and national press, etc.) (see WP3)

4 What core concepts of co-creation will you use in your project?

The concepts that appear below are key words taken from examples of collaborative service creation in all participating CoSIE countries (see WP2.2).



What core concepts of co-creation will you use in your project?

All example projects can be found on the individual national reports for WP2.1

Co-initiation

Stakeholders form a part of the movement that spurs the creation of a new public service from the very start of the process.

Example project: Finland, *Programme 1. Service design with risk groups of social and health care*

Co-design

Stakeholders jointly come up with ideas for the various parts of a public service, how it will be delivered and whom it needs to reach.

Example project: Italy, *Programme 2. Futura Trento. Il bello ci salverà.*

Co-implementation

Stakeholders are not only recipients of a service, but actively participate in putting it into practice throughout the lifetime of the scheme.

Example project: Finland, *Programme 4. Citizen-driven development in local service reform: May I help you?*

Co-production

Stakeholders collaboratively produce materials and share perspectives in a way that public services undergo a continuous evolution and improvement.

Example project: UK, *Programme 2. Community-led support (CLS)*

What core concepts of co-creation will you use in your project?

User involvement

The user is at the core of the co-creation process.

'Nothing designed for me without me.'

Example project: Hungary, *Programme 1. Smart City Debrecen*

Participation

Simply for users and other stakeholders to be present during the co-creation process is insufficient, methods need to ensure that each voice is fully heard

Example project: Netherlands, *Programme 1. Co creation in monitoring and evaluation of local social services*

Citizen influence

The experience of users and a variety of experts is vital to the production, design and implementation of public services.

Example project: Estonia, *Estonian Union Child Welfare Youth Council*

Citizen activation

Co-creation processes must be facilitated in a way that they encourage citizens to be an active part of public service provision.

Example project: Poland, *Programme 1. Civic budget in Wrocław as an example of co-creation of public services at urban level*

What core concepts of co-creation will you use in your project?

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.

Example project: UK, *Programme 1. Individual Budgets Pilot Programme*

Dialogue

The spaces used to facilitate co-creation processes must encourage communication and dialogue between stakeholders. Trust and comfort are essential, especially for vulnerable groups.

Example project: Sweden, *Programme 2. The Participatory Model in Social Services*

Engagement

The process needs to be facilitated and presented in a way that stakeholders can relate to the topic being addressed and make it their own.

Example project: Spain, *Programme 3. Co-creation of personal assistance services (SAP) in the Madrid region*


Public deliberation

It should be stressed that this is a transparent process made by the public for the public, with no hidden agenda.

Example project: Greece, *Programme 3: SynAthina, Municipality of Athens*

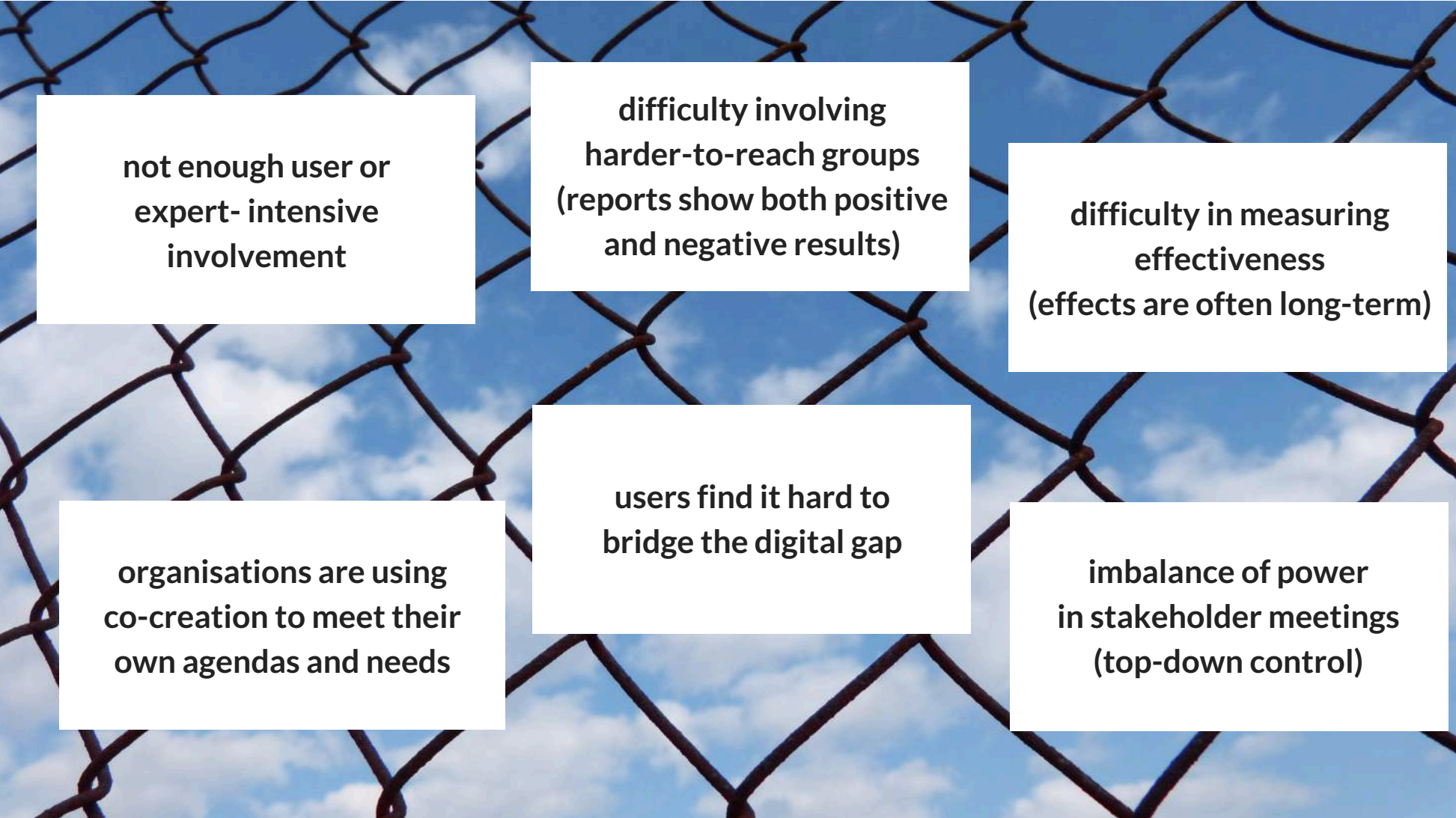
5. What are the facilitators of co-creation in your project?

So what needs to happen in order to facilitate the co-creation process? The workshops, conversations, and individual country studies came up with the following ingredients. Each process of co-creation will be different but here are some positive elements you might want to consider ticking off in your design and implementation.

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- 1. All participants should feel able to express themselves freely
 - 2. Local people value conversations with a variety of agents on matters they feel are socially important
 - 3. Participation with vulnerable groups is often higher (IMPORTANT: see barriers on next page)
 - 4. Co-creative action strengthens relations between the public, private and third sectors
 - 5. A fully integrative co-creative process keeps all stakeholders on the map and makes them feel part of a genuine effort for positive change
 - 6. The support of public servants is vital in co-creative public service processes, they need to understand their role as facilitators, be well-informed and well-trained
 - 7. There needs to be an open, frequent and informed consideration of best practices

6. What are the barriers to co-creation in your project?

Experiences of co-creation among our partners and other attempts at collaborative service creation around Europe have come across some important barriers that merit consideration from the initial design stage. Not all of these may be specific to your case, but they are worth bearing in mind as they may crop up along your path to service creation.



not enough user or expert- intensive involvement

difficulty involving harder-to-reach groups (reports show both positive and negative results)

difficulty in measuring effectiveness (effects are often long-term)

organisations are using co-creation to meet their own agendas and needs

users find it hard to bridge the digital gap

imbalance of power in stakeholder meetings (top-down control)

What are the barriers to co-creation in your project?

lack of resources for
implementation

lack of trust in/suspicion
of the public sector

public servants are not
well-informed of
an ethical facilitative
use of co-creation methods

lack of sufficient information
provided to stakeholders/
users

political environment
not ready

lack of feedback to
improve the process

7. What tools could you use as part of your co-creation process?

In order to enable the introduction of facilitators and overcome some of the barriers previously identified, CoSIE proposes the use of certain tools. Where and how partners use these tools is up to the service co-designers and implementers but their integration should be part of a carefully pre-planned process.



Community Reporting allows people to tell authentic stories about lived experience offering vital insights into their lives. Through creating spaces where people can describe their own realities, Community

Reporting enables people to:

1. Find their voice
2. Challenge perceptions
3. Be part of a conversation of change

The Living Lab at UNEW generates diagrammatic representations and creates material through discussions which take place around them. It enables the co-creation process through

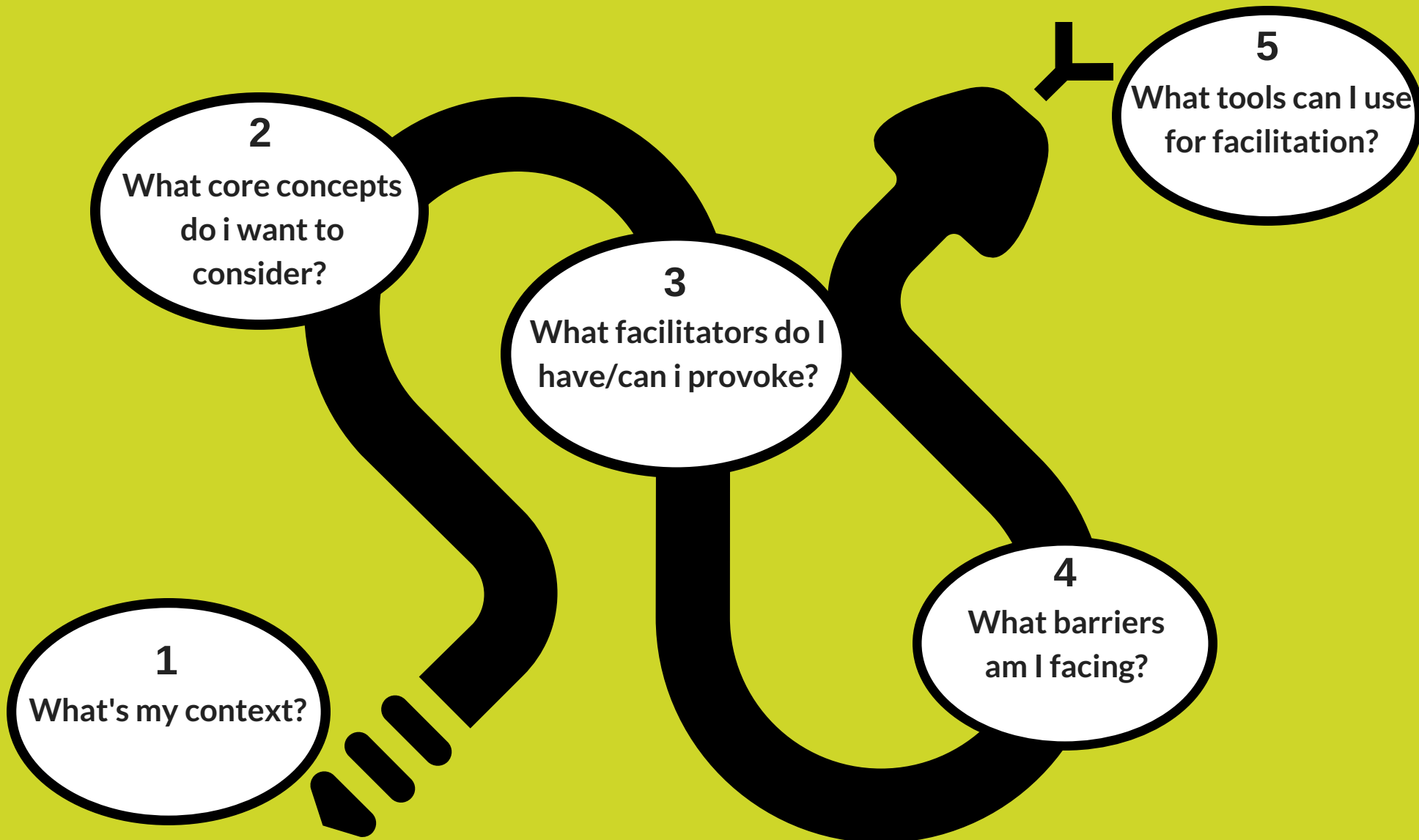
1. Conversational models which map roles and responsibilities
2. Process oriented models representing processes, buffers and flows.
3. The physical distribution of processes over real geographies and facilities

CoSIE collects, stores and analyzes **ICT-based and open data**, from the project pilots and from wider society to facilitate co-creation in service design. CoSIE curates and moderates data into relevant channels and converts them into usable forms according to the specific needs of pilot schemes.



8. So what does our map look like now?

Rather than a map we've used a snake to represent the road we would like you to consider when you come to create your pilots. Our snake poses a number of questions that, with your help, we will look to solve and add to over the coming months to create a truly useful tool for co-creation in public services across Europe.



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