

How to promote the ‘*people helping people*’ approach within existing EU city networks?

PEOPLE HELPING PEOPLE

.....
the future of public services

“Activate your internal resources along the implementation of your IAP to be the flagship city in your country regarding public service reform”

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1. WHY WE CHECKED EUROPEAN NETWORKS

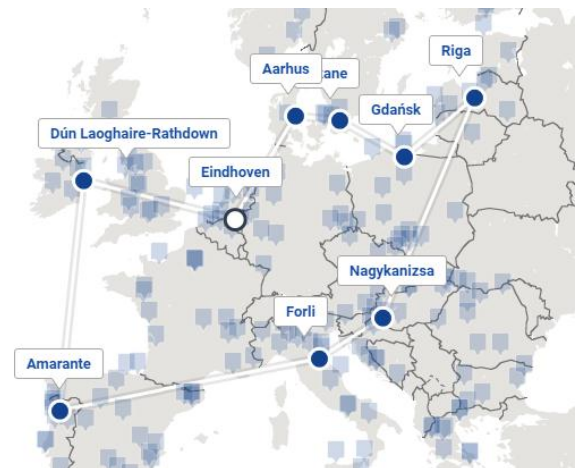
1.1. Introduction

The nine partner cities of the “CHANGE! - social design of social public services” URBACT Action Planning Network tackles a new and ground-breaking theme in European context: “people-powered public services” or the “people helping people” approach. Partner cities intend to co-design (social design) their social public services towards a more collaborative service provision by fostering relationships among citizens within their local social networks. This means creating an Integrated Action Plan which engages volunteers to improve communities and reduce costs of public services at the same time.

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PEOPLE-POWERED PUBLIC SERVICES. That's the focus of the 9 cities of the CHANGE! network.



Lead Partner: Eindhoven - Netherlands

In line with the approved Application Form, besides Integrated Action Plans to be produced by each partner city, the CHANGE! network shall also prepare a transnational study that aims to help CHANGE! partner cities to see and evaluate what extent their project theme (people helping people approach) is known and covered within existing EU networks dealing with urban development. Regarding this, the application form's core question is whether it is feasible to launch a new European platform or network of co-operative cities or more specifically of cities promoting people-powered social services or it is better to promote the theme within existing networks somehow. The question is valid: while the London based innovation agency, Nesta talks about the future of public services along people-powered services, the theme is not covered for example by the Urban Agenda.

Based on the results of the questionnaires made with several EU networks, the study recommends not to launch a new network as such. But at the same time more interviewees highly need to disseminate the theme among the network members or even create a space (e.g. a new working group) for this topic within the network. So after analysing the relevance of the theme within different networks, the study provides concrete recommendations for CHANGE! on how to embed this theme into the operation of existing networks.

1.2. So why the ‘people helping people’ approach is novel (by Ferenc Szigeti-Böröcz, Lead Expert)?

The rapid transformation of our society (translated into unseen and ever increasing challenges such as the ecological crisis, demographic change, constant labour market disparities, mobility, security, increasing number of chronic diseases, depression, isolation and ageing, migration, the scale of inequality, etc.) and the digital revolution, along with budgetary cuts pose huge challenges for governments, including the future of public services.

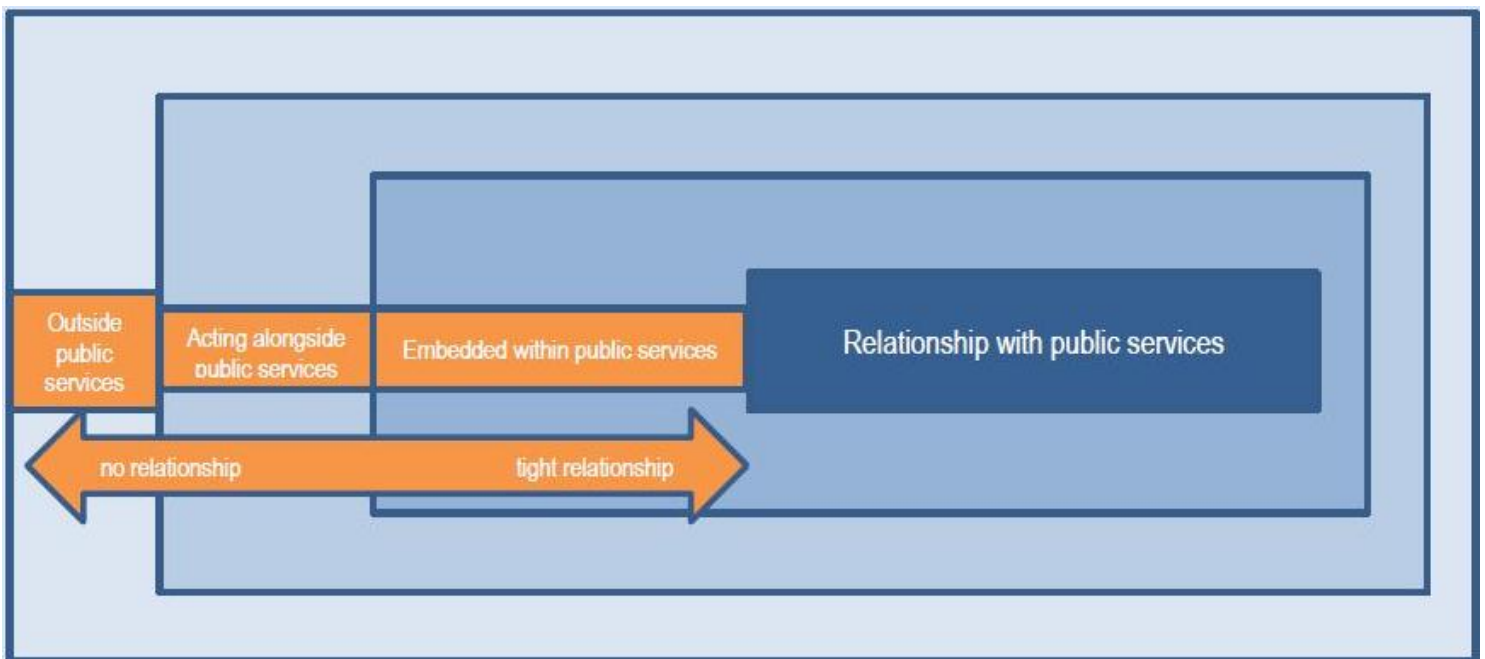
While policies and initiatives are more and more popular with regards to ‘*open data*’, ‘*open decision-making*’ and the cross-cutting fields (transparency, participation, collaboration), methods on how to open up public services, especially social services are far less known, citizen engagement in public services is still not significant.

“Welfare State products used to be good solutions for the previous, rather predictable life paths, but, in nowadays’ globalised world, they are simply not good enough anymore and they are also becoming more and more expensive” - said Jeroen Hoenderkamp, strategic advisor of the city of Eindhoven (Lead Partner of the CHANGE! network) where the [WeEindhoven](#) model has been tested in the recent years.

The ideal public service provision should be more personal and local with less funding available, and this requires delivery models that engage citizens more actively. Engaging citizens in public services means learning how to unlock and embed their knowledge, skills and personal experience, and how to create bridges among these by activating their social networks. This is called ‘*people-powered public services*’ or ‘*people helping people*’ or simply ‘*social action*’.

Whatever terminology is used, these expressions refer to various activities undertaken voluntarily to benefit others (from small and often informal acts of being kind with our neighbours, through one-off volunteering in a time of crisis or in response to a specific request, to formal, regular volunteering). The key question is how people’ volunteering efforts could be embedded in public services to make them more collaborative and efficient. Mobilising people to help each other in or alongside public services should be the core organising principle for public services in order to be able to “do more for less” in the future.

This “playground” is visualised by the below chart, created based on Nesta. So within the CHANGE! network we talk about fancy initiatives such peer-support type of activities, befriending schemes, generating new relationships to boost social action, personal budgets, time-banks, reciprocity through regulation, giving right to people, etc. We know that it is a lovely topic as it puts humans into the centre, but rather complex too. There is a long tradition of people helping people in almost every county in Europe, but there is the potential for far more to be done.



However, speaking about the collaborative capacity in community, and the absorbing potential related to social innovation, the level of general trust (trusting in people) and institutional trust and other socio-economic factors such as the level of voluntary work have to be taken into consideration. This makes the picture even more complex and often resulted in bottlenecks regarding community engagement.

Although the evidence base is still weak around this topic, the first outcomes suggest that services which are better aligned with the needs and wants of local people run more efficiently and cost effectively, while significantly contribute to social cohesion as well.

At the moment we can witness different experiments on very different scale in Europe. Whatever will be the outcomes of these initiatives, and whatever will be recommended by the first evidence, at the moment it seems that effective services are local, help people help themselves and focus on people’ capabilities instead of their needs.

1.3. The methodology

The study is based on desk-research, phone (Eurocities, CITYMART, Urban Agenda, Cities of Service, Co-Operative Councils Innovation Network and Social Innovation Community) and personal interviews (Eurotowns, ERRIN, EUKN and ENoLL). In addition, with DG Regio information has been exchanged via e-mails. First, a list of all major networks dealing with urban development and public service innovation has been made based on a desk research. At this stage an attempt has been also made to describe the potential link between the appropriate network and the topic (how the network deals with the topic or similar topics) and to detect possibilities to channelize people-powered public services to the operation of the given network (which are the most relevant fields of operation where the theme can potentially fit to). The following networks has been identified for interviews:

1. Eurocities (network of major European cities)
2. Eurotowns (Europe-wide network for towns and cities with populations between 50,000 and 250,000)
3. Errin Network (European Regions Research and Innovation Network)
4. EUKN (European Urban Knowledge Network)
5. CITYMART (Citymart empowers city officials to better serve their communities through access to data, insights, and peers)
6. European Network of Living Labs
7. Relevant partnerships of the Urban Agenda

The above organisations have been contacted by a tailored questionnaire (see it in the appendices) via phone conversations or personal interviews. In order to get to know whether there is indeed a room for launching a new network, existing networks dealing with more or less the same topic in a dedicated region have also been contacted. The below organisations were contacted by phone or via SKYPE (and not necessarily with the questionnaire):

8. Cities of Service (US)
9. Co-operative Councils Innovation Network in the UK
10. Social Innovation Community (EU-wide)

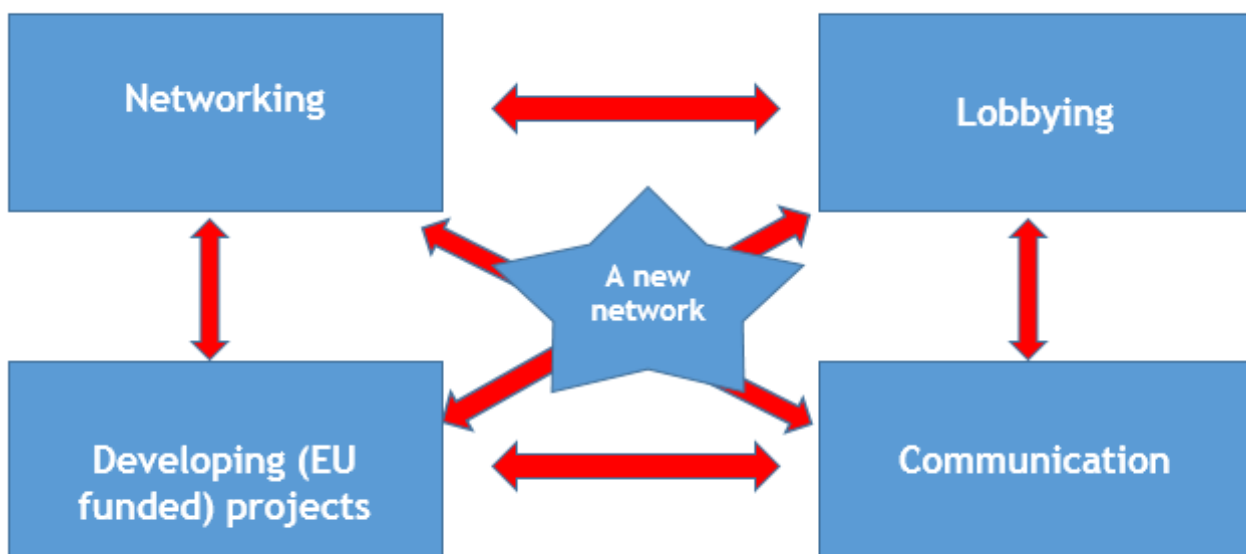
Last, but not least DG Innovation (11) was also contacted as it contributes to the tasks related to public service reform in Europe.

Based on all of this the recent report has been made.

1.4. The importance of networking within a wider strategic framework

Despite the fact that for the first sight indeed there is a room in the European space for such a novel and important theme and thus CHANGE! partner cities might feel that there would be an added-value of such a new platform, it is worth having a greater look on the importance and reality of networking in Europe, especially since generally speaking roughly only one in twenty EU-funded networks can continue networking after the project closure (as Ms Zsuzsanna Bódi from ENoLL reported).

Four interrelated activities shall be taken into account while stepping into the EU arena with a new network. These four activities shall be centred around a clear and focused policy message and a well distinctive theme that interlinks the local with the EU level. This can be depicted as follows:



In order to fully benefit from the opportunities that an EU network might offer, the following measures are recommended:

- Based on the medium/long term vision and ambitions, CHANGE! partners are to create a strategic plan of the network in cooperation with related partners;
- Translate this into a European strategy, i.e. find the correlation between network ambitions and the Urban Agenda;
- Ensure a political will for being active in networking - for this, the added value of participation in EU projects (money wise and knowledge wise) should be clearly explained to the decision-makers. But how CHANGE! partners can mobilise financial support if there is no funds available on EU level? The commitment of the highest level officials is thus crucial;

- Set up clear responsibilities and efficient coordination mechanisms within and outside the new organisation, e.g. dedicate contact persons with a mandate;
- Create a platform, where network members meet regularly (represented on a high level), review the agenda, discuss current opportunities, generate project ideas and share roles and responsibilities;
- Assess the progress and results and define future actions.

So, besides having a look on the European space itself regarding the establishment of a new platform, it is worth thinking over the efforts needed for such a new platform. It is not about continuing a network, but to reach a goal and generate added-value through the new platform/network.

Networks are of course important since through organization of networks one (city) can increase its influential power by inviting others dealing with the same issue. It does not make sense if a single actor tries to change the world by convincing authorities through lobbying. Imagine one city with for example 100.000 inhabitants initiating a new regulation versus 100 cities with each 100.000 citizens! It is as simple as that (Eurotowns and Eurocities are great examples at this point).

Networks are effective in communicating between regional, national and European levels and authorities too. By doing so, they can make their point at a higher level to influence policies, while filtering the core messages from higher levels, they can inform their 'members' about what is coming to them in the near future. By setting up a communication strategy in a network, cities can enhance lobbying and disseminate their knowledge beyond their network to wider audiences. The communication strategy encompasses websites, social media like twitter, newsletters, events and active participation on various forums. All of this requires resources in terms of not only money, but dedicated staff as well.

Proper dissemination of knowledge to a wider audience is a core principle of each EU-funded projects (however often dissemination activities are rather poor). To disseminate and replicate the knowledge and findings of EU-funded projects - which is by the way an obligation - cities can frequently use the power of networks depending on the project theme. The outcome of EU-funded projects, especially if they are concluded by papers, reports and recommendations can be spread at a final event to special targeted audiences, like other networks, the Members of European Parliament, officers of the European Commission but also national ministries and regional politicians. Often this is done in a forum discussion. Another level is the national level, and indeed CHANGE! partners cities are also financed to spread the knowledge as widely on national forums as possible.

Influencing or lobbying national ministries or regions must start during the project lifetime. If a project can build up massive reputation among Brussels based umbrella organisations and networks, and if it has strong strategies and people with the right skills in place (“engines”), they are often invited automatically to take a part in such platforms.

If a network can mobilise enough capacities to be born, it can operate in a coherent and consistent way with a focused agenda as described above, thus members can benefit in several ways. These benefits are:

- **Knowledge:** the network brings together knowledge from different partners in different context and settings. Knowledge exchange is enhanced through meetings, communication, projects, allowing speeding up the learning curve of an organization, avoiding costly mistakes and overcoming more easily the barriers related to ‘reinventing the wheel’. Latest insights are likely to be shared and good practices adapted to the local needs and context.
- **(EU-)Funding:** as explained above to be entitled to more complex EU-funding often networks of international actors are required. This is the case in transnational and interregional programs and calls under Horizon2020.
- **Other resources:** being part of a network means in principle access to each other members network as well as to the networks contacts. This leads apart to maybe funding to ‘other resources’ like people that are highly influential or opinion leaders, media or institutions that care for the networks cause. One can also think of providing of facilities might it be machinery, equipment or simply meeting rooms etc. This could also be in the field of human resources like hands on power with PhD students or trainees from educational institutes. It could also be methodologies or toolboxes that can be transferred and applied. Invitations to other working groups or forums can be classified under this as well.
- **Internationalization of the agenda:** a network exists by adding up the common parts of the individual interests of members. A good reason for entering the international arena through a network can be ‘taken the next step’. Once a city has outgrown it’s local, (EU)regional or national context as it might be an innovator or early adapter with a good practice, the natural next step is to ‘internationalize’ the agenda by stepping up to the EU-level. A network can cater for this ambition, while collectively it can ‘address’ a new item and put it in the(EU-) political arena, as to gain attention. With the Urban Agenda of the EU under development, it seems right of local authorities to ask attention for their needs and challenges, like on the social agenda CHANGE! is addressing.

- Creating momentum: at local level policy makers of different sectors have to compete as to get and keep the attention of local politicians, city management and derived here from resources. Often good initiatives die a slow death due to energy lost and difficult to overcome barriers. The energy related to being part of a network and even more if participating on an international project, can keep the momentum going at local level providing a constant flow of new energy and enhancing taking daring steps at local level. If there is a good balance, the local energy flows back to the international network level keeping the momentum going there as well.
- Feeding back on national and regional levels: if an international network is successful, it gains influence at EU-level, which nowadays is highly important for national levels. There is an estimate that over 70% of legislation at national level derives from EU-legislation. EU directives set the framework for national laws and regulations. Also national governments are likely to translate EU strategies like the EU2020 strategy and indicators to national & regional strategies, which nowadays is common in the so called European semester. At regional level we see these policies back in e.g. the RIS, the regional smart specialization strategies. So increasingly the road to national governments goes via Brussels that has open ear for the concerns of urban authorities.

The core question towards CHANGE! partner cities regarding lobbying and creating a new network is what they really want, what resources they can mobilise even after the project closure and what they have already made.

2. NETWORKS INTERVIEWED

2.1 Eurocities

Eurocities is the network of major European cities (cities with more than 250.000 inhabitants or smaller cities/urban networks that form an associated partner). Eurocities was founded in 1986 by the mayors of six large cities: Barcelona, Birmingham, Frankfurt, Lyon, Milan and Rotterdam. Today, Eurocities brings together the local governments of over 140 of Europe's largest cities and over 45 partner cities (covering ca. 130 million citizens across 39 countries). Through six thematic forums, a wide range of working groups, projects, activities and events, Eurocities offers members a platform for sharing knowledge and exchanging ideas. Eurocities influences and works with the EU institutions to respond to common issues that affect the day-to-day lives of Europeans.

In line with the results of the interview that was made with the representative of Barcelona, president of Eurocities' Social Affairs Forum, the topic is too transversal to launch an own network, but on the other side there is a need to listen the key policy implications CHANGE! partners formulate. There are two potential ways of cooperating with Eurocities and putting the 'people-helping-people' approach higher in their agenda.

1. The Social Affairs forum works through working groups and the best fitting one is about 'smart social inclusion'. The policy messages from the CHANGE! networks could indeed feed the work of this group. In 2017, the working group will focus on: innovative ways to finance social inclusion including gaining more knowledge on Social Impact Bonds and crowdfunding; gathering good practices on cities promoting social entrepreneurship and supporting the development of the social economy; exploring ways to promote social inclusion and employment through social innovation; exploring ways to foster the development of local eco-systems engaging stakeholders from the social economy.

In line with the rules, new working groups or themes within a working group can only be addressed within Eurocities, if there is at least the interest of 4 cities, who are willing to put in the energy as to get things organized. The social affairs forum has to decide on such an initiative. Currently the Change! cities of Eindhoven, Aarhus, Gdansk and Riga are members of Eurocities and the Social Affairs Forum, but only Riga is a member of the working group on 'Smart Inclusion'. They can initiate such a dialogue within the organisation.

2. Another possibility is the Social Affairs Forum's next meeting in Utrecht on 7-8th of March, 2018 where the Lead Expert might give a presentation.

2.2 Eurotowns

The Eurotowns network was established in 1991 as a network for towns and cities with populations between 50,000 and 250,000. The mission of Eurotowns is to support medium-sized cities in Europe to strengthen their role as attractive, inclusive and sustainable partners. The network also wants to give voice to medium-sized cities within the representative bodies of the European Union.

People helping people approach is indirectly covered by the taskforce on social inclusion which works on the theme “volunteering” and “youth” in a complex way since several Eurotowns member cities faced decentralization of social services to the local level in the last years especially related to youth care. This is why questions like how to include people to local public policies, how to increase self-reliance so that people use less public services and how citizens can be encouraged to provide services to fellow citizens have been discussed in details recently. This taskforce is led by the Swedish city of Eskilstuna, where for instance a study visit was also organised.

Since Eurotowns is an active network, it can inform its member cities about the most innovative urban policies. Eurotowns is open to welcoming new members. Any European city can become a member if the number of their inhabitants is between 50.000 and 250.000 people. The first year of participation is for free to give a city an insight on how the network works and what it delivers. From the 2nd year an annual fee of € 3500 applies: if a city actively participates it gets a return on investment as upon the exchanges 50% of travel and accommodation costs will be reimbursed for 2 persons per city for 2 nights. An active city can get a yearly return like this up to 6000€.

But Eurotowns is a relatively small network, so it is interested in having a presentation about the results of the CHANGE! network, if possible. According to Eurotowns it is not realistic to launch a new network around people-powered services since the theme is too general or horizontal, equally fitting to lots of different policies (ageing, youth, health, etc). The topic is not distinctive enough.

2.3 European Regions Research and Innovation Network (ERRIN)

Founded in 2001, ERRIN is a unique Brussels-based platform of more than 120 regional stakeholders most of whom are represented by their Brussels offices. The network mainly represents regions with a strong research & innovation profile, thus social aspects are less dominant in their work which is focused mainly around technical innovation. Questions related to the public service reform is neither really tackled.

Besides technical innovation themes like advanced manufacturing and nanotechnology, there are some working groups where the theme can be relevant, but only with some extent:

- Health (as peer support can be significant at this field)
- Smart cities (there are always less attention to smart people, thus smart cities should have a support system to upscale grass-root people helping people approaches)
- design and creativity (as social design of services can apply here).

So on one hand, the theme is not really relevant, however, if there are enough interests by members a new working group or sub theme in a group can be started (a new working group can only be started if another one is eliminated, as there is a limited handling capacity). On the other hand ERRIN just entered to an ESPON project looking at the question of multilevel governance related to demographic change, when authorities have to face reducing services. ERRIN is on board of this project, participation in a future partner meeting or seminar on behalf of the CHANGE! network can be highly relevant (travel costs can be reimbursed).

2.4 European Urban Knowledge Network (EUKN)

The European Urban Knowledge Network (EUKN) is the only independent Member State driven network in the field of urban policy, research and practice. As a network of national governments, EU Member States and knowledge institutes, EUKN is a major actor in EU policy-making related to urban issues and thus through its policy labs it has direct links to the people helping people approach. Related to the theme, among others EUKN in the last years had:

- research on civic economy (incl. small scale projects, conference and publication) - the CHANGE! Baseline Study referred to it
- research and conference on 'How to deal as city with civic initiatives' (2016)
- involvement in partnerships related to the Pact of Amsterdam. EUKN is supporting a number of Urban Agenda partnerships through conferences.

EUKN recommends to feed existing networks with this innovative theme, but not to launch a new network as the topic is indeed too general/horizontal. EUKN works with National Focal Points: a city can push the national focal point, and this way it can contribute to an international EUKN meeting (policy lab).

As for concrete contributions, in 2018 a policy lab on integrated neighbourhood development will take place in France and Germany, and EUKN is thinking about inputs from the Netherlands or Belgium, thus the findings of the CHANGE! network, especially related to Eindhoven can be shared there (Lead Partner or Lead Expert). Preparation is done by the Dutch Ministry of the Interior & Kingdom Relations.

2.5 CITYMART

Citymart is an (mainly) online platform bringing together supply and demand for solutions driven by mobile technologies related to societal challenges in cities. It emerges from the former Living Labs Global organisation a non-profit association promoting service innovation in cities. Citymart empowers city officials to better serve their communities through access to data, insights, and peers. At this moment ca. 100 cities have joined, while there are ca. 17000 solutions available through the platform. The network works with a core partnership of eight US cities and partners like the Bloomberg Foundation.

As Nesta as a knowledge partner gives strong support to Citymart, people helping people approach is known by the organisation, however it is definitely not in the focus of the network. It is a topic indirectly relevant for Citymart (e.g. peer support activities through mobile applications).

Taking into consideration the above facts, Citymart offers an online demonstration but in return Citymart would also like to give a demonstration to the CHANGE! network. It all works on line, so no physical meeting is required.

2.6 European Network of Living Labs (ENoLL)

The European Network of Living Labs is the international federation of benchmarked Living Labs in Europe and worldwide. It was founded in 2006 under the auspices of the Finnish European Presidency. As an umbrella organisation supporting living labs as user-centred, open innovation ecosystems based on systematic user co-creation approach, integrating research and innovation processes in real life communities and settings, the common point with the CHANGE! network is user-centred service design.

ENoLL derives from an EU-subsidized project and today has more than 150 active members worldwide, including active members in 20 out of the 28 EU Member States, 2 of the candidate countries and it presents 5 continents in addition to Europe. Within ENoLL there is a specific group working on public sector innovation, and this work is also related to DG Innovation (see in the next chapters). ENoLL frequently organises innovation camps to have new visions on service delivery. What's more, at this moment ENoLL is working on behalf of the European Commission on a Social Innovation Award to be given to the best people-centred or place-based design (theme has not set yet).

Thus ENoLL is open for new ideas and therefore CHANGE! partner cities should contact and work together with national living labs (the cooperation with national living labs might have a relevance to the IAPs too). In addition ENoLL is also interested in having a workshop or presentation at one

of its major events (however the executive council of ENoLL shall decide on this). If they accept it should be a decision made on a win-win situation. In any case, someone shall advocate this issue in the board.

2.7 Urban Agenda

Regarding the Urban Agenda three different partnerships have been identified as relevant in connection with the people helping people approach: 1. Housing, 2. Urban Poverty, and 3. Inclusion of Migrants and Refugees. However the potential links with these partnerships are not direct, the approach most likely can be disseminated in these groups as a method creating added value in services relevant in those thematic fields.

It was also confirmed by Laura Colini, URBACT Programme Expert who represents the URBACT Programme within the above partnerships. Based on the SKYPE conversation the recommendation is to share the interim and final report of CHANGE! with these groups (and her) and to draft an article for the urbact.eu site about how people-powered social services can create added-value for the above partnerships of the Urban Agenda.

2.8 Cities of Service (USA)

Cities of Service is a national non-profit organisation in the USA that helps mayors build stronger cities by changing the way local government and citizens work together. Cities of Service coalition cities tap into the knowledge, creativity, and service of their citizens to help identify and solve pressing local challenges by creating new and better opportunities for people to give their time to make a difference to issues they care about, like helping young people succeed, supporting older people to live great lives or improving the physical environment. Cities of Service requires a comprehensive co-design of public services in the frame of a service plan, focusing on high impact areas through meaningful local partnerships, cross-sector collaboration, strong leadership (through the appointment of a Chief Service Officer) and best practices.

Between 2014 and 2016 Nesta supported seven local authorities in the UK to adapt and explore the opportunity of the Cities of Service model as a way to harness volunteers to meet city wide challenges. Nesta together with Bloomberg Philanthropies and the Cabinet Office wanted to replicate this successful approach in the UK. Seven UK cities joined to the Cities of Service movement. Each city received grant funding, as well as mentoring and advice from US colleagues leading successful Cities of Service programmes.

Bristol, Kirklees, Plymouth and Portsmouth each received grants of £180,000 to fund the creation of a Chief Service Officer post and to support new initiatives that mobilise citizens to make a

difference to specific challenges. Barnsley, Swindon and Telford & Wrekin received grants of £30,000 to support new initiatives that mobilise citizens to make a difference to specific challenges. All UK cities were supported to identify local challenges, mobilise volunteers and measure the impact volunteers had for improving people's lives and/or the local environment.

There was a phone conference with Mauricio Garcia, Rachel Geller, Nikola Pavelic from Cities of Service and Joe Micheli from City of York (Head of Commissioning - Early Intervention, Prevention & Community Development).

Joining to the Cities of Service collation is highly relevant for CHANGE! partner cities to keep the momentum they gained within URBACT, and indeed Cities of Service is working on the internationalisation of the coalition. IT is thus recommended to invite Cities of Service to the final conference.

Also, as extending the coalition is a reality, which might generate almost the same situation than launching a new platform, based on the interview we can state that motivating partner cities to join to this existing network (and motivating other cities from their countries through partner cities) would have a much higher impact.

2.9 Co-operative Councils Innovation Network (UK)

The Co-operative Councils' Innovation Network is a collaboration between local authorities who are committed to finding better ways of working for, and with, local people for the benefit of their local community. Their work recognises the need to define a new model for local government built on civic leadership, with councils working in equal partnership with local people to shape and strengthen communities. The network is open to all UK councils regardless of political affiliation who can demonstrate innovation and a willingness to drive forward the Co-operative Council agenda.

According to a [new report](#) about the network (March, 2017) twenty-two councils have now declared themselves 'co-operative' in the UK and become members of the Co-operative Councils' Innovation Network (CCIN). They can be proud of the value set they have created, and proud of the changes in culture and practice they have sought to achieve.

During the study visit in London CHANGE! partner cities had an insight how this network works ([case study](#)). As this network as such is unique in Europe and highly relevant for CHANGE! partner cities, based on the interview with Nicola Huckerby responsible for Communications, Membership and Events at CCIN and the above report, important policy messages can be derived for CHANGE! partner cities.

One of the conclusions of the report is that Co-operative Councils have made important progress against stated aims. “Where the Co-operative Council concept has been an explicit part of councils’ outward facing identity and narrative, the evidence from our research suggests that most staff and some local partners can give a clear and coherent account of what it means to be a Co-operative Council, and why this is different from what’s gone before”. One of the key benefits of CCIN for member cities in the first five years was the creation of a new language and a new conceptual framework as well as the building of successful flagship co-operative projects (just as how CHANGE! fosters partners to create local impact through small-scale symbolic actions).

To this end, most CCIN councils have a number of publicly visible flagship projects that they can - and have - pointed to as evidence of a different approach being put into practice. Some examples are listed below. What’s more important is Co-operative Councils have been building the pre-conditions for deeper public service reform as a route to a more socially and economically sustainable future. There are big choices ahead.

One of the flagship projects is the Co-operative Oldham Fund (COF), a sustainable source of funding to help drive social action and community initiatives in that borough. It provides grants to help deliver innovative community initiatives that generate lasting and sustainable benefits for local people.

Another one - relevant for CHANGE! partners as a recommendation - is the Local Community Budget Scheme launched by Stevenage Borough Council in 2011 to help community groups and organisations to develop an idea, support an existing initiative or deliver a local priority. Stevenage Borough Council Councillors each have a budget of £2,500 and the Youth Mayor a budget of £3,300: a total of £100,800 to be allocated to support initiatives across the Borough.

Besides transforming local participatory budget schemes to support grass-root people helping people initiatives, the main recommendation is to establish similar networks in CHANGE! partners’ countries.

A more general recommendation from CCIN is to push the appropriate national bodies to establish a national fund to accelerate local people helping people initiatives just like Nesta goes within its Centre for Social Action Innovation Fund.

2.10 Social Innovation Community (SIC)

SIC is the community for social innovators across Europe, funded by a Horizon 2020 Programme, and run by a consortium of 12 leading organisations across Europe. SIC runs until 2019. The main goal of the organisation is to make the work of dozens of social innovation organisations and networks in Europe better coordinated and more visible to achieve critical mass.

The main focus of SIC is social innovation as such thus many of its sub-networks are relevant regarding the people helping people approach as follows:

The Public Sector Social Innovation Network aims (a) to create connections between civil servants (mainly medium-ranking officials) at European level, (b) to promote learning across different policy areas (at regional level) and (c) to promote social innovation policies and/or programmes in at least three of these five policy areas: employment, health, education, social services and environment. Community-led Innovation Network focused on grassroots networks and organisations that are deeply embedded within their communities, and who seek to tackle the everyday challenges experienced by individuals and neighbourhoods. The Regions and Cities Network aims to engage a diverse range of actors that address territorial and urban challenges by mobilising creative communities, organisations and creative citizenship.

Well, the main recommendation for CHANGE! partner cities regarding SIC is to spread its knowledge with peer cities in their countries. It is also obvious that the presence of SIC argue that there is a need for a new platform.

2.11 DG Innovation

The EU has no competence in driving public sector reforms. Reform agendas are the responsibility of national governments. The EU can only provide recommendations (including citizen engagement and participation) to governments and may - wherever possible and agreed by member states - complement their actions at EU level, demonstrating clear EU added value.

Participatory and co-creation processes and public sector reforms are addressed by different initiatives and studies. Within the report "[Powering European Public Sector Innovation](#)", an expert group formulated three cross-cutting recommendations for establishing a high-level governance structure in the EU, which will be crucial for making a new European innovation architecture for the public sector a reality:

1. A European Public Sector Innovation Platform (a coordination body);
2. Mainstreaming public sector innovation across all EU policy areas (comprehensive review of major EU initiatives, leading to proposals for concrete changes);
3. Launching a new public sector innovation movement (launch of a series of small-scale, highly networked activities that build on how social movements form and scale-up).

Under these three cross-cutting recommendations nine specific recommendations were also formulated (three on leading innovation, four on enabling innovation and two on informing innovation). Among these the below ones can be relevant in the mirror of other recommendations (especially the one on establishing national networks of co-operative councils):

- A programme to empower and network innovative public leaders through workshops. The EU wants to promote innovation and needs therefore to ensure that decision-makers, leaders and 'doers' have the right mind-set, skills and support to drive innovation within the public sector. The intent is to focus on 50,000 key actors in the public sector, for them to understand innovation approaches, techniques and tools, to promote innovation in their own organizations, and to be able to lead specific innovation initiatives. It should be delivered within a three-year timeframe, to create a positive 'innovation shock' in the public sector in Europe.
- Establish a 'Right to Challenge' mechanism. This would give organizations (e.g. schools, local governments, cities, regions) and Member States the right to apply for an exemption from an existing or new rule or regulation. To be granted this right, applicants must show 'proof of concept': how they would be better able to innovate without a specific rule or regulation.
- Public Sector Angel Fund. Public managers are facing various disincentives to innovate, ultimately leading to their strong avoidance of risk. Oftentimes, the problems they face can be tackled in multiple ways, but because of restrictions in the level and type of resources that they have access to, the easiest and most tested ways are almost always chosen. This leads to path-dependencies and a lock-in effect, thus precluding any experimentation or exploration of new solutions. A provision of a simple administrative procedure and fast (with decision in 2-3 weeks) access to a funding of more atypical, innovative ideas (that would otherwise be extremely difficult to finance or allocate resources to) would reduce a significant barrier for innovation activities in the public sector. A 'fund of funds' should be created as a strategic initiative, with several funding mechanisms (national or European) to enable innovation activities in the public sector and the take-off of an experimentation culture. Applicants to such an 'angel fund' (thus called

as a reference to the early-stage investments provided to entrepreneurs in the private sector) would be public managers, at national as well as regional/local level.

- A Dynamic Innovation Toolbox: web-based, high quality innovation toolbox targeted at public managers and staff across the EU. There are two main components of the toolbox: 1. a coherent set of tools focusing on collaborative innovation processes, including methodologies in human centred design and co-creation; 2. comprehensive inventory of 'tools of government': a repository of innovative new approaches which may be applied by policy makers and public managers to achieve better public services and outcomes.

In addition to this, the EC participates in the [Observatory of Public Sector Innovation](#) run by OECD (and funded from Horizon 2020) but it is not the main focus of the EC. The Observatory is studying cases where participation and citizen engagement is involved to redesign public services, but it does not do a comprehensive and systematic mapping of examples from national contexts. Another relevant initiative is the [European Capital of Innovation \(iCapital\) Award](#) that recognizes cities for outstanding innovation efforts and achievements by convening the innovation ecosystem to solve challenges, including citizen engagement efforts.

Obviously, the realistic recommendation for CHANGE! partner cities is to study these platforms and spread the knowledge with peer-cities and to be the flagship cities within their countries.

3. TO BE (HAVE) OR NOT TO BE (HAVE): RECOMMENDATIONS FOR THE CHANGE! NETWORK

Taking into account the “reality” (for example that CHANGE! network runs until 3 May 2018 and after that time it is not likely that each partner will/can put too much energy in further dissemination activities; there is no partner city in the network who can be the advocate of people helping people approach in the European arena, but implementing the IAPs calls further actions from each city), the following practical recommendations can be made based on the desk research and interviews.

1. Do not launch a new EU level network, but activate your internal resources along the implementation of your IAP to be the flagship city in your country regarding public service reform (create national network)!

According to most networks interviewed it is not realistic and needed to launch a new network around people-powered services in the European space since the theme is too general or horizontal, equally fitting to lots of different policies (ageing, youth, health, etc). On the other hand, the topic is not “distinctive” enough (like child-friendly cities).

While implementing future CHANGE activities (namely the final local dissemination event and the implementation of the IAP, and if relevant, the local Year of Change) position your city as flagship or advocate of public reform change through the following potential steps:

A) Never stop learning and local networking! Use your local dissemination meeting (when you disseminate your IAP) and especially the Year of Change (if apply), and take the opportunity while implementing the IAP to study the above platforms and be active members of them (opportunities by DG innovation, SIC) and spread the knowledge with peer-cities from your country. Inviting living labs (ENoLL) working in your country or the EUKN National Focal Point is a great opportunity for instance.

B) Provide local grants (in the frame of the IAP) and transform local participatory budget schemes to support grass-root people helping people initiatives (lesson learnt and recommendation from the Co-operative Council Innovation Network)!

C) Be the flagship of change and establish Co-operative Council Innovation Network within your country!

D) As an ending step within CHANGE! influence the appropriate national bodies to establish a national fund to accelerate local people helping people initiatives (e.g. like the Centre for Social Action Innovation Fund).

E) Effective and inspirational innovation labs exist in many highly developed countries (e.g. Nesta or the Behavioural Insights Team in the UK, MindLab in Denmark, Innovation Bureau in Seoul, South Korea). Push your government as a flagship city to establish a similar agency to re-imagine public services.

2. Do not launch a new EU level network, but activate your city and promote the approach in existing transnational networks

A) Join to the Cities of Service coalition as it is highly relevant along the implementation of your IAP to keep the momentum!

B) Join to EU wide city networks like the Eurotowns or Eurocities and create forums internally to disseminate the people helping people approach (e.g. within Eurocities three cities are enough to create a new working group, but cities should take the lead to organise the working group itself. Although Eindhoven will not be the lead, but within CHANGE! there are three other Eurocities members - Riga, Gdansk and Aarhus).

3. Disseminate CHANGE! results at different network meetings!

A) Eurocities's Social Affairs Forum meeting in Utrecht on 7-8 March (LE might make a presentation if the final report is ready at that time).

B) Eurotowns's future Social Inclusion Task Force meetings - LE.

C) Participate (LE) in the meeting to be organised by ERRIN with the ESPON project

D) Participate (LP) in EUKN's next policy lab meeting on integrated neighbourhood development in spring, 2018.

E) Participate in the next joint ENoLL meeting (LP shall advocate this issue in the board through Brainsport)

F) CHANGE! partners are to organise an online meeting with Citymart!

G) Build up a national level strategic plan related to your IAP (with whom the results should be shared and why on national level). The LP/LE should share project results with umbrella organisations (e.g. Urban Agenda)

H) The LE is to draft an article for the URBACT website about how people-powered social services can create added-value for the above partnerships of the Urban Agenda

I) Invite city networks (Eurocities, Eurotowns, Cities of Service) to the final conference!

4. LIST OF APPENDICES (QUESTIONNAIRES: TEMPLATE, EUROTOWNS, ERRIN, EUKN, CITYMART, ENOLL, EUROCIITIES)

00: Questionnaire and project background

How to promote the approach of 'people-powered public services' within existing EU city networks?

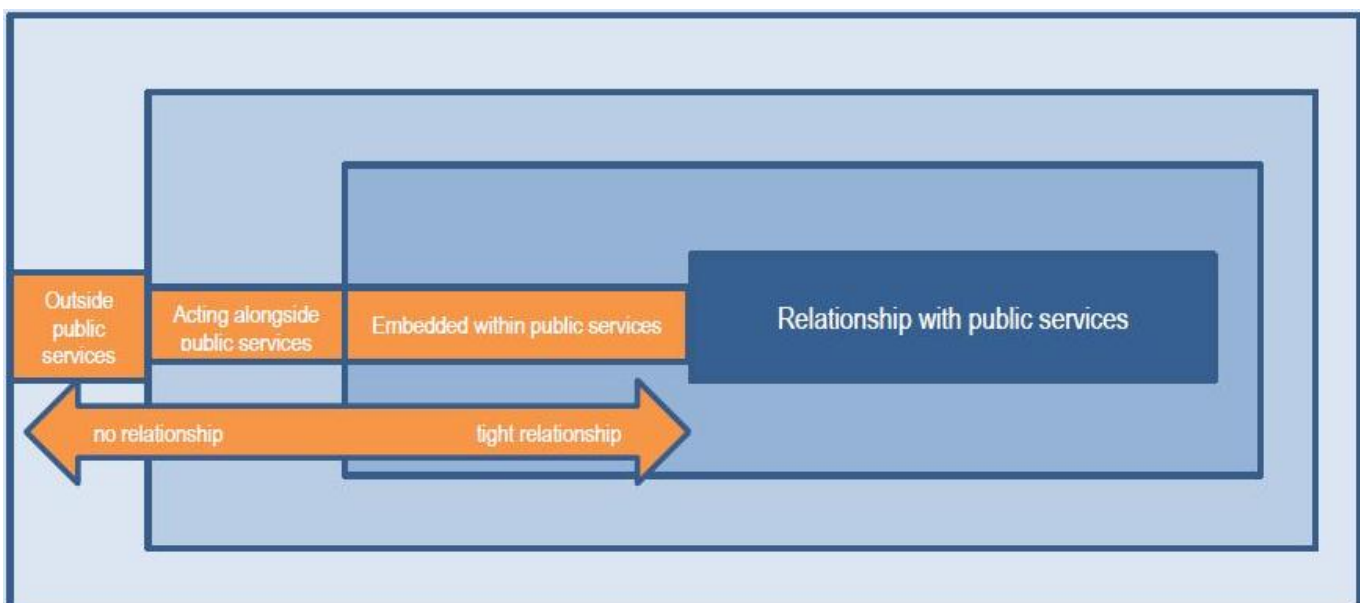
Why this topic (based on the Baseline Study)?

The rapid transformation of our society (translated into unseen and ever increasing challenges such as the ecological crisis, demographic change, constant labour market disparities, mobility, security, increasing number of chronic diseases, depression, isolation and ageing, migration, the scale of inequality, etc.) and the digital revolution, along with budgetary cuts pose huge challenges for governments, including the future of public services.

While policies and initiatives are more and more popular with regards to 'open data', 'open decision-making' and the cross-cutting fields (*transparency, participation, collaboration*), methods on how to open up public services, especially social services are far less known, citizen engagement in public services is still not significant.

"Welfare State products used to be good solutions for the previous, rather predictable life paths, but, in nowadays' globalised world, they are simply not good enough anymore and they are also becoming more and more expensive" - said Jeroen Hoenderkamp, strategic advisor of the city of Eindhoven (Lead Partner of the CHANGE! network) where the [WeEindhoven](#) model has been tested in the recent years.

The ideal public service provision should be more personal and local with less funding available, and this requires delivery models that engage citizens more actively.



Engaging citizens in public services means learning how to unlock and embed their knowledge, skills and personal experience, and how to create bridges among these by activating their social networks. This is called ‘*people-powered public services*’ or ‘*people helping people*’ or simply ‘*social action*’.

Whatever terminology is used, these expressions refer to various activities undertaken voluntarily to benefit others (from small and often informal acts of being kind with our neighbours, through one-off volunteering in a time of crisis or in response to a specific request, to formal, regular volunteering). The key question is how people’ volunteering efforts could be embedded in public services to make them more collaborative and efficient.

Mobilising people to help each other in or alongside public services should be the core organising principle for public services in order to be able to “do more for less” in the future.

This “playground” is visualised by the below chart, created based on [Nesta](#). So within the CHANGE! network we talk about fancy initiatives such peer-support type of activities, befriending schemes, generating new relationships to boost social action, personal budgets, time-banks, reciprocity through regulation, giving right to people, etc. We know that it is a lovely topic as it puts humans into the centre, but rather complex too. There is a long tradition of people helping people in almost every county in Europe, but there is the potential for far more to be done.

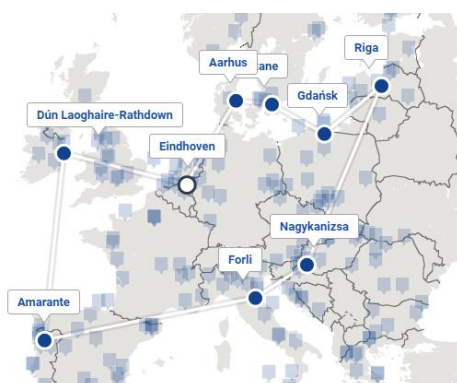
However, speaking about the collaborative capacity in community, and the absorbing potential related to social innovation, the level of general trust (trusting in people) and institutional trust and other socio-economic factors such as the level of voluntary work have to be taken into consideration. This makes the picture even more complex and often resulted in bottlenecks regarding community engagement.

Although the evidence base is still weak around this topic, the first outcomes suggest that services which are better aligned with the needs and wants of local people run more efficiently and cost effectively, while significantly contribute to social cohesion as well.

At the moment we can witness different experiments on very different scale in Europe. Whatever will be the outcomes of these initiatives, and whatever will be recommended by the first evidence, at the moment it seems that effective services are local, help people help themselves and focus on people’ capabilities instead of their needs.

The URBACT CHANGE! network

The nine partner cities of the “*CHANGE! – social design of social public services*” URBACT Action Planning Network (see partner below on the map) intend to co-design (social design) their social public services towards a more collaborative service provision by fostering relationships among citizens within their local social networks. This means creating an Integrated Action Plan which engages volunteers to improve communities and reduce costs of public services at the same time.



Besides Integrated Action Plans to be produced by each partner city, in line with the approved Application Form within the CHANGE! network we shall also prepare a transnational output, which is a “thematic dissemination or capitalisation plan” and a brief feasibility study.

Thematic dissemination plan & feasibility study

This is based on a desk research related to whether the ‘*people-helping-people*’ approach is known and used by existing city networks in the EU. In order to evaluate what extent the above theme is covered within networks, the below questionnaire is to be filled in by the selected URBACT expert, Mr [Twan De Bruijn](#) in connection with each of the previously identified networks: 1. Eurotowns, 2. Eurocities, 3. Errin, 4. EUKN, 5. citymart.com, 6. ENOLL, 7. Living Labs, 8. relevant work streams of the Urban Agenda, 9. Cities of Service, 10. DG Innovation, 11. Social Innovation Platform, 12. Co-operative Councils Innovation Network.

The results of the questionnaires should clearly answer how the theme is used within the appropriate network and how to create a space for this topic at existing networks to move forward or, if the theme is not covered, to establish a kind of work stream for that. The results of the questionnaires also help CHANGE! partner cities to decide whether it is relevant to launch a European platform or network of co-operative cities or more specifically of cities promoting people-powered social services, or it is better to embed this theme to existing networks somehow. We kindly ask you to help our work by providing information for us!

Thank you in advance on behalf of the CHANGE! team: [Ferenc Szigeti-Böröcz](#), lead expert

Further reading about the CHANGE! network

- [Baseline Study](#)
- [Towards people-powered public services: Four UK case studies](#)
- [Case study on Amarante](#) (PT): Better orchestrating voluntary resources alongside public services
- [Case study on Gdansk](#) (PL): Incentivising community actions and public servants for improved service outcomes
- articles on www.urbact.eu/change
- [People helping people: the future of public services](#) (Nesta)

Questionnaire on ‘*people-powered public services*’

This questionnaire aims to detect what extent the ‘people-powered services’ approach is known and used within your organisation and what steps can be made to embed this theme (better) to your work. This is a rather horizontal issue, using the power of the ‘people-helping-people’ approach can either apply for youth, ageing or employment policies, community building and health issues. Although the questionnaire is short and simple, different questions might be more important at different organisations to be interviewed.

1. Your name and contact details (e-mail, phone):

2. General profile of the organisation you represent (prefilled by the interviewer):

3. Does your organisation deals with “*social design of public services*” in general? If yes, how exactly (regular workshops dedicated to the theme, etc.)?

4. Is your organisation familiar with the 'people-helping-people' approach? YES/NO

5. If yes, how did your organisation deal with the people-helping-people approach so far? What steps (lectures on the theme with an expert, establishing a separate work stream, highlighting good practices, preparation of guidelines, organisation of study visits or hackathons, etc.) did you make? Please explain the details!

6. If not, please explain how the theme can be relevant for your work at the organisation? How exactly can you embed this topic somehow into your work? For which part of the organisation is it relevant and why (please give contact details if relevant)?

7. If the topic is already covered by your organisation, can you please think over what actions you might need within the organisation to further elaborate the theme with network members?

8. Would you be interested in a tailored presentation to be done by the CHANGE! network? If yes, what about exactly and when is it possible (until May 2018) to realise such a contribution and for which part of the organisation (please share contact details)?

9. How can other cities join to your organisation/network?

10. Do you think that establishing a network dedicated to "*people-powered cities*" make any sense in European context? Please briefly explain your opinion!

11. Please share any other remarks or comments you might have in your mind!

Thank you very much for your support on behalf of the CHANGE! network!

01: Filled in questionnaire: Eurotowns

1. Your name and contact details (e-mail, phone):

<http://eurotowns.org/>

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Director European Affairs
Municipality of Schiedam

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E: let.hulshof@schiedam.nl

Schiedam has been an active member within the network and Mrs. Leonie Hulshof has been personally involved over a long time now.

2. General profile of the organisation you represent (prefilled by the interviewer):

The Eurotowns network was established in 1991 as a network for towns and cities with populations between 50,000 and 250,000. The Mission of Eurotowns is to support medium-sized cities in Europe to strengthen their role as attractive, inclusive and sustainable partners. The network wants to give voice to medium-sized cities within the representative bodies of the European Union. Specific aims are to:

- Reinforce the dialogue between cities from different European regions
- Raise the awareness of institutional, political, economical and civil society partners about the process of European integration and European policies (Europe 2020) that are of particular relevance to the network
- Develop concrete actions and projects
- Give voice to best practices and to innovative policies proposals promoted by European cities

Contribute to the strategy, to their debate and to the preparation of cities for new European programmes. For this the network works with task teams (which are equal to what other networks may call working groups). The network structure is a light one, meaning that the presidency is a light one and rotates amongst the members in the network. For this money is made available for the city providing the presidency and appointing a city officer for supporting the network.

3. Does your organisation deals with “social design of public services” in general? If yes, how exactly (regular workshops dedicated to the theme, etc.)?

Within Eurotowns there is an active task team on social inclusion which deals amongst others on the big issues and challenges that are at stake. Amongst the issues so far dealt with which might relate to Change! activities have been organized:

- A 3 years task team on volunteering: how to include people within local public policies, by working on 2 strands:
 - o how creating self-reliance so that people use less public services
 - o how can citizens be encouraged to provide services to fellow citizens.
- The work done lead for city of Eskilstuna in volunteering policy designed predominantly based on good practice in Schiedam. Social design of services: which common ground do we have and how to exchange know how and best practices? Exchange about youth at risk, unemployment and education.

4. Is your organisation familiar with the ‘people-helping-people’ approach? YES/NO

Yes, for those cities (5 up till 10 who have been active) e.g. youth policies – e.g. the role of the informal network, relation between street culture – school culture and home culture.

5. If yes, how did your organisation deal with the people-helping-people approach so far? What steps (lectures on the theme with an expert, establishing a separate work stream, highlighting good practices, preparation of guidelines, organisation of study visits or hackathons, etc.) did you make? Please explain the details!

- Exchange of good practices – in the network they look for good practices that often have a common ground (like how to organise things in a different way)
Another one in this respect is the different integrated approach and way of working can be such a common denominator in all cities (Schiedam shared its practice of installing a Board for Advice for the Social Domain)
- Several cities in the Eurotowns network faced the decentralization of the social services especially related to youth care to the local level; they went to Eskilstuna (Sweden) as a kind of deep dive exchange what to do since Eskilstuna has already been dealing with this for a longer time. More info in the block below.
- A follow up on this was organized in Hastings (UK) since they were dealing very good with risk youth and families. There the recipe was to invite the street culture over to more formal settings;
- In Schiedam then the Task team Social Inclusion had an interesting follow up, learning from a collaboration between a vocational school with the Rotterdam University highlighting the youth culture on school, at home and on the street.

In general the Task Teams work pragmatic and step by step they decide whether to go further and how to shape their common activities.

The Task Teams make a report after these visits and report them back at the networks Annual General Assembly by power point presentations;



The project "Support and Empowerment for Youth at Risk" was a project for training and networking for youth workers, responsible for the most disadvantaged young people. The project aimed to meet the permanent thematic priority, "social inclusion".

The seven participating municipalities from six countries were all members in the European network for middle sized cities Eurotowns: Eskilstuna (Sweden); Schiedam and Helmond (The Netherlands), Sindelfingen (Germany) Reggio Emilia (Italy), Hasselt (Belgium) and Girona (Spain).

One important, identified, shared problem was related to youth poverty. The projects main target group were young people (age 13-20), who are disadvantaged compare to their peers and live in poverty, due to for example social barriers, educational difficulties and health problems. For some, it's also a matter about e.g. addiction, crime, integration problems, unfinished school (dropouts) and unemployment. The current financial situation requires European cities to think about new, innovative and cost effective solutions to combat poverty among youth.

Eskilstuna was responsible for a six days study visit programme. The programme presented different aspects of the issue such as how to empower the young persons to become active citizens, how to create a more inclusive society, youth unemployment, leisure, migrants, health and housing problems. There were presentations about competence, responsibilities and financial issues. Two methods were highlighted. One with an integrated approach, about how to gather all organisations and persons connected to the young person e.g. social services, school, leisure organisations, police, volunteers and family members. Another method was to discuss and learn more about informal learning.

Since all the partners were public organisations, and have responsibility for the issue, all partners will transfer applicable new knowledge in their organisations.

6. If not, please explain how the theme can be relevant for your work at the organisation? How exactly can you embed this topic somehow into your work? For which part of the organisation is it relevant and why (please give contact details if relevant)?

-

7. If the topic is already covered by your organisation, can you please think over what actions you might need within the organisation to further elaborate the theme with network members?

In general the Task Teams work pragmatic and step by step they decide whether to go further and what step to take next. It is more an organic approach based on needs and progress made.

8. Would you be interested in a tailored presentation to be done by the CHANGE! network? If yes, what about exactly and when is it possible (until May 2018) to realise such a contribution and for which part of the organisation (please share contact details)?

Yes, there will be a meeting in Detmold (Germany) by Mid-February 2018 (13th till 15th) of the Task Team Social Inclusion. There will be an emphasis on studying CSR, corporate social responsibility. How to work with small and middle-sized companies and use the economic aspects together with social responsibility as a factor of growth for the society and the companies themselves. One of the aspects is how to include the citizens of the city to volunteer and help and how to deal with the labor market organizations and officials.

On November 30 there will be a Executive Council meeting of Eurotowns in Halmstad (Sweden). There th option of a tailored made presentation will be discussed. A skype meeting or a call on beforehand with the Lead Expert could give more information abouton the different themes and how these might fit in to the Detmold meeting.

9. How can other cities join to your organisation/network?

Any European city can become a member if the number of their inhabitants is between 50.000 and 250.000 people. The first year of participation is for free to give a city an insight on how the network works and what it delivers. So participation in year 1 is free for aspirant member cities.

From the 2nd year an annual fee of € 3500 applies: if a city actively participates it gets a return on investment as upon the exchanges 50% of travel- & accommodation costs will be reimbursed for 2 persons per city for 2 nights; An active city can get a yearly return like this up till €6.000,--.

Eurotowns is open to welcoming new members.

10. Do you think that establishing a network dedicated to “people-powered cities” make any sense in European context? Please briefly explain your opinion!

No it is not realistic since the theme is something to generic to which you can not be opposed: it is like do you want to be a climate neutral city.

It is not distinctive enough on one side like e.g; for historic cities or textile cities are good examples. Or child friendly cities.

On the other hand if you would choose it as a theme, than it would be 'a single issue' network missing however the above distinction.

11. Please share any other remarks or comments you might have in your mind!

-

Thank you very much for your support on behalf of the CHANGE! Network

02: Filled in questionnaire: ERRIN

Questionnaire on 'people-powered public services'

This questionnaire aims to detect what extent the 'people-powered services' approach is known and used within your organisation and what steps can be made to embed this theme (better) to your work. This is a rather horizontal issue, using the power of the 'people-helping-people' approach can either apply for youth, ageing or employment policies, community building and health issues. Although the questionnaire is short and simple, different questions might be more important at different organisations to be interviewed.

1. Your name and contact details (e-mail, phone):

Richard Tuffs, now senior advisor (before director)

+32 2 503 25 30

richard.tuffs@errin.eu

Area of special interest: Smart Specialisation

2. General profile of the organisation you represent (prefilled by the interviewer):

Founded in 2001, ERRIN is a unique Brussels-based platform of more than 120 regional stakeholders organization most of whom are represented by their Brussels offices. It is founded out of an ending Framework project, by its original projectpartners as well as new funding stakeholder as e.g. the city of Eindhoven representing the Brainport Region of South East Brabant. ERRIN promotes knowledge exchange between its members, focusing on joint actions and project partnerships to strengthen regional research and innovation capacities. Through these actions ERRIN seeks to contribute to the implementation of the Europe 2020 Strategy, the Innovation Union flagship initiative and Smart Specialization strategies.

It is ERRIN vision to be recognized as an essential European network supporting regions in developing their collaborative and open regional innovation ecosystems to enhance the EU's research and innovation capacity and build a competitive Europe which supports smart, sustainable and inclusive growth in all regions.

It is ERRIN's mission to be a respected, professional, open and dynamic Brussels-based network within the Brussels research and innovation landscape. ERRIN supports regional research and innovation capacity building by facilitating regional collaboration and partnerships and the open and rapid exchange of knowledge in a context of trust and confidence. ERRIN supports its members engage in and shape EU research and innovation policy, develop successful projects at the EU level and raise their profile in Brussels.

Regions are the core members, while representatives from the regions are welcome and active on the network as well.

3. Does your organisation deals with "social design of public services" in general? If yes, how exactly (regular workshops dedicated to the theme, etc.)?

ERRIN mainly focusses on activities where Research and Innovation is at stake. It is not so much into 'governance' where organisations like CEMR (the overarching EU-organisation of all national unions of municipalities and regions) and Eurocities (mainly main cities in EU, with a strong regional or national position). ERRIN only deals with related aspects.

ERRIN works with different Working Groups:

- Advanced Manufacturing & Nanotechnology
- Bioeconomy
- Bluegrowth
- Design & Creativity
- Energy & climate change: this a.o. in an active participation of the European Commissions SET-plan: The European Strategic Energy Technology Plan (SET-Plan) aims to accelerate the development and

deployment of low-carbon technologies. It seeks to improve new technologies and bring down costs by coordinating national research efforts and helping to finance projects.

- Health
- ICT
- Innovation & Investment
- Opening science
- Smart cities
- Smart Specialization
- Tourism
- Transport & Water

The working groups normally meet up at a frequency of 3 or 4 times a year.

It could be that social services are partly covered by health or design but also relates to ICT.

It is always possible to 'add' a new working group, if an other group ceases it's activities and presumed there is enough interest from different members to actively participate in the new one.

4. Is your organisation familiar with the 'people-helping-people' approach? YES/NO

No, but ERRIN stepped on board of an ESPON-project, which might be of interest.

5. If yes, how did your organisation deal with the people-helping-people approach so far? What steps (lectures on the theme with an expert, establishing a separate work stream, highlighting good practices, preparation of guidelines, organisation of study visits or hackathons, etc.) did you make? Please explain the details!

The ESPON project looks at the question of multilevel governance related to demographic change, when authorities have to face reducing services. Of course these services are often public, so the level of these need to be adapted to the future situation. So there is a design question at stake as well as doing research & innovation; On November 17th a meeting is organized in Vilnius, Lithuania related to this.

ERRIN is on board of this project. Participation on behalf of the CHANGE! project is possible e.g. organizing a presentation travel costs can be reimbursed. <https://www.espon.eu/save-date-espon-transnational-seminar-multi-level-governance>

6. If not, please explain how the theme can be relevant for your work at the organisation? How exactly can you embed this topic somehow into your work? For which part of the organisation is it relevant and why (please give contact details if relevant)?

As stated it is relevant as part of health (services), but also relates to Design as well as ICT and Procurement of course.

7. If the topic is already covered by your organisation, can you please think over what actions you might need within the organisation to further elaborate the theme with network members?

At this moment there is just a partly coverage of the theme as part of other themes. However if there is enough interest by members a new working group or sub theme in a group can be started. A full new working group can only be started if another one is eliminated, as there is a limited handling capacity. Any working group will only be operational through the members first and for all. So for this a critical mass of people and energy is needed first.

8. Would you be interested in a tailored presentation to be done by the CHANGE! network? If yes, what about exactly and when is it possible (until May 2018) to realise such a contribution and for which part of the organisation (please share contact details)?

Definitely and yes, maybe during a the Meeting in Vilnius on November 17th. Travel costs incurred are being reimbursed. Please contact Richard Tuffs.

9. How can other cities join to your organisation/network?

The network is mainly representing Regions with a strong Research & Innovation profile, with a base in Brussels; stakeholders from these regions can be present as well as other actors of that region (like cities, regional development agencies, clusters or communities and research institutes) etc.

10. Do you think that establishing a network dedicated to “*people-powered cities*” make any sense in European context? Please briefly explain your opinion!

Yes, as the theme is part of the EU-in urban agenda: However different networks are under different working groups partly dealing with the question of people powered services. From that point of view it is much easier to start a working group or sub theme group then to rather self starting a new network. The latter seems unrealistic if you one have one issue.

11. Please share any other remarks or comments you might have in your mind!

Under the current EU-governance, ERRIN is more focussed on the ‘technology pact’ and less on the ‘social pact’.

Thank you very much for your support on behalf of the CHANGE! network!

03: Filled in questionnaire: EUKN

Questionnaire on 'people-powered public services'

This questionnaire aims to detect what extent the 'people-powered services' approach is known and used within your organisation and what steps can be made to embed this theme (better) to your work. This is a rather horizontal issue, using the power of the 'people-helping-people' approach can either apply for youth, ageing or employment policies, community building and health issues. Although the questionnaire is short and simple, different questions might be more important at different organisations to be interviewed.

1. Your name and contact details (e-mail, phone):

Mart Grisel, Director at the EUKN
Schenkkade 50
2595 AR The Hague
The Netherlands
Tel. +31 650252939

2. General profile of the organisation you represent (prefilled by the interviewer):

The founding of the EUKN lies in the big-and medium cities policy in the Netherlands from the first decade of our century. As to improve policy learning & knowledge exchange first at national level and then at EU-level a policy network has been established under auspices of the Dutch Ministry of the Interior and Kingdom Relations,. The last one under the umbrella of an EGTC.

Nowadays The European Urban Knowledge Network (EUKN) is the only independent Member State driven network in the field of urban policy, research and practice. As a network of national governments, EU Member States and knowledge institutes, the EUKN is involved in EU policy-making.

Due to the more than ten years of experience in the urban field, the EUKN is more than just a knowledge institute. The EUKN is a top-level influencer, and a connector between a multitude of urban networks. As a strategic knowledge partner, the EUKN benefit its members in the form of tailor made services, expert analysis, research assistance, and specific practical assistance such as Policy Labs and webinars. Easy access to a rich e-library containing selected documents on shared standards, EU policies, best practices and up-to-date research is available to all urban leaders, practitioners and policy-makers.

auspices of the Dutch Ministry of the Interior and Kingdom Relations, the Current members come from Belgium, Cyprus, the Czech Republic, France, Germany and the Netherlands. EUKN is leading the way in investigation and dissemination of topical knowledge and the advancement of today's European urban policy and practice.

A unique advantage to our members is our close association with EU, national and regional governmental authorities, and involvement in projects such as the United Nations' New Urban Agenda and the Urban Agenda for the EU. The EUKN continuously supports the Presidencies of the European Union. By responding to the knowledge demands of our members, the EUKN connects urban stakeholders to good policy, practice and research. As a network, the EUKN works towards the Europe2020 goals by promoting smart, sustainable and inclusive European cities.

Their business model evolves around 2 activities:

- Membership activities: policylabs are organized and offered to countries. The methodology is aiming for knowledge exchange at high strategic level
- Research which is linked to members or other relevant activities.

The Website with ongoing activities offers insight in policies: it will be shortly improved.

3. Does your organisation deals with "social design of public services" in general? If yes, how exactly (regular workshops dedicated to the theme, etc.)?

Yes, through policy labs which have direct links to this theme of social design of public services.

Related activities done so far are:

- Research on civic economy (not only the sharing economy) but also small scale projects, citizens to citizens online, a conference and an EUKN publication after the conference bundling findings.
- Research and conference on 'How to deal as city with civic initiatives (2016)' - (Pakhuis de Zwijger Amsterdam meeting) Dealing with the fact that national - regional - local authorities are not organized for this way of working; Policies are not lined up - there is a need to better and quicker react to social innovation & initiatives taken by citizen (see Greek Presidency: good practices related to 'the inclusive city').
- Involvement in partnerships related to the Pact of Amsterdam. EUKN is supporting in a number of partnerships through conferences like on poverty / migrants. EUKN takes her role in Urban Development Group (the meeting of the national ministries in countries responsible for city policies) by a.o. adding to the debate since not all the partnerships are performing well: sometimes elements like multi level governance, citizens & business involvement is missing as well as the European Commission as well. (Each Urban partnership consists of at least 5 cities, 5 countries, 5 stake holders; Urbact is represented in these as well).

4. Is your organisation familiar with the 'people-helping-people' approach? YES/NO

Yes

5. If yes, how did your organisation deal with the people-helping-people approach so far? What steps (lectures on the theme with an expert, establishing a separate work stream, highlighting good practices, preparation of guidelines, organisation of study visits or hackathons, etc.) did you make? Please explain the details!

See above.

There is a clear need to fill it out on political level - give a signal to all partnerships (land use, nature based solutions, climate change, energy efficiency). They all deal with a shortage of citizens / business involvement- and a lack of bottom up way of working involving the civil society.

6. If not, please explain how the theme can be relevant for your work at the organisation? How exactly can you embed this topic somehow into your work? For which part of the organisation is it relevant and why (please give contact details if relevant)?

By embedding the theme in the different policy labs - where countries meet up. At this moment there is a policy lab under development involving more countries like e.g. radicalisation (Fr,B, NI)

7. If the topic is already covered by your organisation, can you please think over what actions you might need within the organisation to further elaborate the theme with network members?

Next year (first quarter) a policy lab on integrated neighbourhood development will take place by France and Germany - one could think of input from NI / B and involving findings of Change!

8. Would you be interested in a tailored presentation to be done by the CHANGE! network? If yes, what about exactly and when is it possible (until May 2018) to realise such a contribution and for which part of the organisation (please share contact details)?

The 'policy lab' mentioned above is before May (probably February 2018) - the influence or 'working through' at other level could be interesting. The city of Eindhoven or the Lead Expert could be involved. Preparation is done by the Dutch Ministry of the Interior & Kingdom relations. Eindhoven could be involved in the organization.

9. How can other cities join to your organisation/network?

Since EUKN is an EGTC involvement could / should be done through national contacts.

10. Do you think that establishing a network dedicated to "*people-powered cities*" make any sense in European context? Please briefly explain your opinion!

No it is not wise, EUKN rather advocates feeding in in existing networks.

- Partnerships EU-agenda!
- Via National Partnerships

11. Please share any other remarks or comments you might have in your mind!

Please watch out and anticipate on the action plans of 2nd series of Urban agenda before summertime next year8

Thank you very much for your support on behalf of the CHANGE! network!

04: Filled in questionnaire: CITYMART

Questionnaire on 'people-powered public services'

This questionnaire aims to detect what extent the 'people-powered services' approach is known and used within your organisation and what steps can be made to embed this theme (better) to your work. This is a rather horizontal issue, using the power of the 'people-helping-people' approach can either apply for youth, ageing or employment policies, community building and health issues. Although the questionnaire is short and simple, different questions might be more important at different organisations to be interviewed.

1. Your name and contact details (e-mail, phone):

Aida Esteban, Head Business Development,

Tel 0034 637499339

ae@citymart.com

2. General profile of the organisation you represent (prefilled by the interviewer):

Citymart is an (mainly) online platform bringing together supply and demand for solutions related to societal challenges in cities. It emerges from the former Living Labs Global organisation a non-profit association promoting service innovation in cities. **Citymart empowers city officials to better serve their communities through access to data, insights, and peers. By bringing together supply and demand the platform is** expanding the range of procurement for cities considerably. At this moment some 100 cities are world wide on board on one hand, while there are 17000 solutions available through the platform. The network works with a core partnership of 8 US cities and partners like the Bloomberg foundation.

The network allows city officers to be trained so knowledge sharing is at the core. Instead of symptoms it helps looking at root causes and it helps officers to discover and define the problem before looking at what solutions are out there. The platform gives insight in things that cities already have done and best practices. Through the years some 15000 city officials have been trained. The training is a.o; about helping cities to frame the right questions and bring that in an online platform with similar cities and also with supply of solutions;

The platform connects cities / peoples with the same challenges and needs and provides knowledge sharing since there are experts registered as well, one can get in contact with and ask for help.

NESTA as a knowledge partner gives strong support .

Connecting to the platform there are specialist / experts that can provide support for the cities.

The value for the platform is that it is a companion to the cities helping them asking the right question to the market.

- 1) Project inventory: dashboard of own projects – collaborative way within the department: also breaking silos – projects in your own cities and community
- 2) Market intelligence: what solutions are there, what do company do; so catalogue of solutions but also related to good practices bring
- 3) Desk:
 - a) multiply number of bids a city get: how to design your challenge and where to advertise to get more solutions
 - b) expertise and match making

The platform is given to the cities € 25.000,- per year subscription

depending on the number of people within a city subscribe (starting from € 10.000,-). but if a city can't afford special arrangements can be made, offering accessibility to some part of the platform (related to specific topics or themes).

3. Does your organisation deals with “*social design of public services*” in general? If yes, how exactly (regular workshops dedicated to the theme, etc.)?

Yes there are some related to involvement of citizens

4. Is your organisation familiar with the ‘people-helping-people’ approach? YES

5. If yes, how did your organisation deal with the people-helping-people approach so far? What steps (lectures on the theme with an expert, establishing a separate work stream, highlighting good practices, preparation of guidelines, organisation of study visits or hackathons, etc.) did you make? Please explain the details!

The solutions are driven by mobile technologies mainly and related to challenges like energy, congestion, etc. very much in the field of Internet of Things solutions, smartening service delivery.
For Citymart, the online platform is the main tool, while in the days of Living Labs Global inspirational design challenges, open challenges and hackathon like events have been organised. At this moment Citymart is thinking of reintroducing these sort of meetings, that also offered room for matchmaking, networking, showcasing etc.

6. If not, please explain how the theme can be relevant for your work at the organisation? How exactly can you embed this topic somehow into your work? For which part of the organisation is it relevant and why (please give contact details if relevant)?

7. If the topic is already covered by your organisation, can you please think over what actions you might need within the organisation to further elaborate the theme with network members?

8. Would you be interested in a tailored presentation to be done by the CHANGE! network? If yes, what about exactly and when is it possible (until May 2018) to realise such a contribution and for which part of the organisation (please share contact details)?

Yes, but in return Citymart would like to give a demonstration to the network as well. It all works on line, so no physical meeting is required.

9. How can other cities join to your organisation/network?

By becoming a member against a fee, see above.

10. Do you think that establishing a network dedicated to “*people-powered cities*” make any sense in European context? Please briefly explain your opinion!

Yes, but Citymart works and thinks global. Through new ict facilities it is possible to provide mobile solutions.

11. Please share any other remarks or comments you might have in your mind!

Thank you very much for your support on behalf of the CHANGE! network!

05: Filled in questionnaire: ENOLL

Questionnaire on 'people-powered public services'

This questionnaire aims to detect what extent the 'people-powered services' approach is known and used within your organisation and what steps can be made to embed this theme (better) to your work. This is a rather horizontal issue, using the power of the 'people-helping-people' approach can either apply for youth, ageing or employment policies, community building and health issues. Although the questionnaire is short and simple, different questions might be more important at different organisations to be interviewed.

1. Your name and contact details (e-mail, phone):

ENOLL

Zsuzsanna Bodi, director
Pleinlaan 9,
B-1050 Brussel (Belgium)
Director@enoll.org
www.openlivinglabs.eu

2. General profile of the organisation you represent (prefilled by the interviewer):

As to understand what Enoll does, we need understanding what Living Labs (LLs) stand for: they are defined as user-centred, open innovation ecosystems based on systematic user co-creation approach, integrating research and innovation processes in real life communities and settings. LLs are both practice-driven organisations that facilitate and foster open, collaborative innovation, as well as real-life environments or arenas where both open innovation and user innovation processes can be studied and subject to experiments and where new solutions are developed. LLs operate as intermediaries among citizens, research organisations, companies, cities and regions for joint value co-creation, rapid prototyping or validation to scale up innovation and businesses. LLs have common elements but multiple different implementations.

The European Network of Living Labs (ENOLL) is the international federation of benchmarked Living Labs in Europe and worldwide. Founded in November 2006 under the auspices of the Finnish European Presidency, the network has grown in 'waves' up to this day.

The European approach to Living Labs was created in the Unit "Collaborative working environments" of the DG INFSO (now DG CONNECT) in close collaboration with an industrial advisory group on Open Innovation (Open Innovation Strategy and Policy group - OISPG) which was founded by Bror Salmelin. The original concept was updated to open innovation environments attracting inwards investment, both intellectual and financial one ([to read more](#) on the birth of the network, see an interview with Bror Salmelin)

ENOLL derives from an EU-subsidized project and exist some 12 years now. It counts today over 150 active Living Labs members worldwide (409 historically recognised over 11 years), including active members in 20 of the 28 EU Member States, 2 of the candidates and it is present in 5 continents in addition to Europe. Directly, as well as through its active members, ENOLL provides co-creation, user engagement, test and experimentation facilities targeting innovation in many different domains such as energy, media, mobility, healthcare, agrifood, etc. As such, ENOLL is well placed to act as a platform for best practice exchange, learning and support, and Living Lab international project development.

The ENOLL international non-profit association, as the legal representative entity of the network, is headquartered in Brussels, at the heart of Europe.

For effective members & innovation partners ENOLL provides a range of services:

- Brokerage services (in developing project partnerships)
- Learning lab (commercialisation of a living lab experience)
- European experiments (performing tasks in projects like dissemination on behalf of ENOLL)
- Expert groups (leadership of ENOLL thematic groups)
- ENOLL Governance (at the core of ENOLL strategy and policy actions like e.g. In FP9 : quadruple helix – citizen driven experimentation – 'empowering citizens voice' - so far triple helix while we want to do the quadruple helix)
- Cross Border Living Lab Services

On top of this for effective members & innovation partners as well as for 'adherent members'.

- ENOLL label (official world wide recognition)
- Living lab publications

- Collaborations
- Community of experts (sharing & learning)
- ENOLL office (representation and reception)
- Internationalisation (from local to global through ENOLL promotion)

20% of members out of the EU; eg Japan – working together (digital innovation hubs) Other continents

Activities amongst others are opening up data under pressure (e.g. Volkswagen) – more working with the academia / sector & clusters (strong Research part) but also large scale Nature based solutions, Air Pollution, (comparing – dissemination & replication) – new methodologies – parallel experimentation

At this moment ENOLL is working on behalf of the European Commission on an Social Innovation award (User centre award)

There is also the Small giant movement: smaller towns with less inhabitants try to lign up as to despite of their size, kick start developments in smaller interesting niches

3. Does your organisation deals with “social design of public services” in general? If yes, how exactly (regular workshops dedicated to the theme, etc.)?

Yes there is a specific group working on Public sector innovation

Innovation DG Connect – Innovation camps organized into policies and how it works: in case of EU presidency Regions have the possibility to kick start the movement

New members in Living Labs – establishing new labs: using the digitalization as an opportunity

E.g. circular economy &

Mobility

Some labs have hosting organisations with cities focussing on social inclusion and social services: citizens are in the lead themselves (so within cluster organisations)

e.g. Bristol

Bring together the set of living lab: because there is a meeting;

Timewise is the right moment because of Social Innovation award:

- Citizen and people centered design: theme has not set yet – both relevant for the
- Main themes for the Award might be 2 out of 3:
 - Place based design
 - Financial inclusion
 - Resource efficiency

4. Is your organisation familiar with the ‘people-helping-people’ approach? YES

Yes the award is about this – it gives institutions more visibility

5. If yes, how did your organisation deal with the people-helping-people approach so far? What steps (lectures on the theme with an expert, establishing a separate work stream, highlighting good practices, preparation of guidelines, organisation of study visits or hackathons, etc.) did you make? Please explain the details!

Organisation of living labs, see the brochures

ENOLL is currently writing a manifesto format for the movement of LL including open science, social inclusion etc.

6. If not, please explain how the theme can be relevant for your work at the organisation? How exactly can you embed this topic somehow into your work? For which part of the organisation is it relevant and why (please give contact details if relevant)?

7. If the topic is already covered by your organisation, can you please think over what actions you might need within the organisation to further elaborate the theme with network members?

Meeting up and bring in contact with the different Living Labs and organise activities around this.

8. Would you be interested in a tailored presentation to be done by the CHANGE! network? If yes, what about exactly and when is it possible (until May 2018) to realise such a contribution and for which part of the organisation (please share contact details)?

Yes, but it needs to be a joint movement maybe by organising this face to face while surfing on a bigger event that needs to be organised anyway; However the executive council of ENOLL decides on this. If they accept it should be a decision made on a win / win situation;
Network partners need to be involved – what does it need to financially?
In any case within the board someone needs advocating this e.g. Wim de Kinderen from Brainport Eindhoven needs to sell the project to executive council.

9. How can other cities join to your organisation/network?

Living labs which are basically triple or quadruple helix set need to have cities on board since they are part of this. A city as an entity however can not become member.
Any living lab will first be peer reviewed before admitted.

10. Do you think that establishing a network dedicated to “*people-powered cities*” make any sense in European context? Please briefly explain your opinion!

There are already a lot of networks; it might work, but the target is the same it is an unnecessary competition. Cities have limited resources too:
Some networks managed making next step –
Out of experience: 20 projects wanted to continue – only 1 stayed alive (there is a lot of energy needed, a high level of commitment)

11. Please share any other remarks or comments you might have in your mind!

- ENOLL organises a summer school e.g. on co creation leading to implementation
- Gamification of cross over innovation (only possible through a large basis; d-base) wins in popularity
- Creating new curricula for eg engineers, experts is important as well.
- the Iscape project deals with citizen involvement related to improving Air Quality:
<https://www.iscapeproject.eu/about/>

Thank you very much for your support on behalf of the CHANGE! network!

06: Filled in questionnaire: Eurocities

Questionnaire on '*people-powered public services*'

This questionnaire aims to detect what extent the 'people-powered services' approach is known and used within your organisation and what steps can be made to embed this theme (better) to your work. This is a rather horizontal issue, using the power of the 'people-helping-people' approach can either apply for youth, ageing or employment policies, community building and health issues. Although the questionnaire is short and simple, different questions might be more important at different organisations to be interviewed.

2. Your name and contact details (e-mail, phone):

Torrens Melich Luis,
City of Barcelona (Ajuntament Barcelona)
Tel (34) 675 782 411
& Txema Castiella
Gestor de projectes en Àrea de Cultura i Coneixement
Àrea de Cultura i Coneixement

2. General profile of the organisation you represent (prefilled by the interviewer):

The city of Barcelona is currently president of the EUROCITIES social affairs forum, and therefore on political and civil servant level responsible for setting and managing the agenda, with strong support of the Eurocities office.

EUROCITIES is the network of major European cities. Their members are the elected local and municipal governments of major European cities (more than 250.000 inhabitants or smaller cities/urban networks that form an associated partner). EUROCITIES was founded in 1986 by the mayors of six large cities: Barcelona, Birmingham, Frankfurt, Lyon, Milan and Rotterdam. Eindhoven has been an early hour member too. Today, Eurocities brings together the local governments of over 140 of Europe's largest cities and over 45 partner cities, that between them govern 130 million citizens across 39 countries. Through six thematic forums, a wide range of working groups, projects, activities and events, Eurocities offers members a platform for sharing knowledge and exchanging ideas. Eurocities influences and works with the EU institutions to respond to common issues that affect the day-to-day lives of Europeans.

Eurocities objective is to reinforce the important role that local governments should play in a multilevel governance structure. The network aims to shape the opinions of Brussels stakeholders and ultimately shift the focus of EU legislation in a way which allows city governments to tackle strategic challenges at local level.

Eurocities strategic framework 2014-2020 identifies some of the challenges and opportunities in cities that are closely linked to developments at EU level. It sets out five focus areas to guide their work, which largely align with the EU's strategic priorities.

There are a number of fora: culture, economy, environment, knowledge society, mobility, social affairs, urban development and cooperation forums.

The social affairs forum, which exists next to works to strengthen the involvement of local authorities in the development and implementation of national and EU social policies, as well as promoting the exchange of knowledge between cities on tackling poverty and exclusion.

The Social Affairs forum works through working groups: Roma inclusion, employment, inclusion through education, housing, homelessness, migration & integration, smart social inclusion, urban ageing.

New working groups or themes within a working group can only be addressed, if there is at least the interest of 4 cities, who are willing to put in the energy as to get things organized. The social affairs forum has to decide on this.

3. Does your organisation deal with “social design of public services” in general? If yes, how exactly (regular workshops dedicated to the theme, etc.)?

The main work of the Social Affairs Forum (SAF) in 2017 is focused on four priorities:

- social cohesion and integration of refugees
- inclusive labour markets
- tackling deep-seated poverty and homelessness
- influencing the shaping of the European Pillar of Social Rights

The SAF will continue its work on policy dossiers such as long term and youth unemployment, housing, homelessness, innovation in social services, smart social inclusion, education, active and healthy ageing, migration and Roma inclusion that are at the core of the EU social agenda. This work will be supported by a partnership with the European Commission (2014-2017) under Employment and Social Innovation programme.

The forum will also further develop implementation of the Work Declaration and inclusion of asylum seekers through the "Solidarity Cities" initiative and the "Cities GROW" project. The forum will also look at how the European Social Fund it is put into practice in cities especially in relation to youth employment, preventing early school leaving, improving access to services and supporting the integrated approaches to tackling social disadvantage.

Over the past six years, the SAF's work on active inclusion has helped develop and consolidate the cities' activities. The Forum will continue to draw lessons on past work and projects such as Cities for Active Inclusion, Integrating Cities and labour market inclusion, including green jobs **and social procurement**. Best practices on integrated services for employment, social inclusion and social investment at local level will be built upon.

The Social Affairs Forum plans to work together with the other policy forums in 2017, in particular with the economic development forum, on themes that link social inclusion with other policy areas, such as sharing economy.

The working group 'Smart Social Inclusion' focuses on:

1. better spending for better social outcomes: exploring smarter investments and innovative solutions to respond to reduced public spending and higher demand for social services;
2. cities' role in promoting social entrepreneurship and social economy.

In 2017, the working group will focus on:

- innovative ways to finance social inclusion, including gaining more knowledge on Social Impact Bonds, crowdfunding;
- gathering good practices on cities promoting social entrepreneurship and supporting the development of the social economy;
- exploring ways to promote social inclusion and employment through social innovation;
- exploring ways to foster the development of local eco-systems engaging stakeholders from the social economy.

This translated to the city of Barcelona means that the following projects have been developed:

Yes, it does. The Barcelona City Council is working on it through different spaces. We will give two examples:

1) The **Citizens' Agreement** is the main space for interaction and shared action for welfare and social inclusion of Barcelona. It is integrated by social organizations, NGOs, foundations, professional associations, universities, companies, institutions and the Barcelona City Council. Set up in 2005, it establishes both a new form of participation and policy-making by bringing about a new culture in the management of the welfare system. Its ultimate goal is the creation of a shared strategic framework. No one loses their space for action; rather, it is possible to improve results by combining efforts. The **Citizens' Agreement** has its own structure and spaces of work and participation: working-groups, thematic action networks, general assembly, and steering committee.

2) **decidim.barcelona**, set up in 2016, is the online tool (a platform) for Barcelona residents to have their say, discuss content and keep track of all proposals for the Municipal Action Plan (PAM), which must pave the way for towards building a more inclusive and egalitarian city.

Both are examples of promoting the participation of citizens and social organizations in welfare policies through different forms of deliberation and action.

4. Is your organisation familiar with the 'people-helping-people' approach? YES/NO

Yes

5. If yes, how did your organisation deal with the people-helping-people approach so far? What steps (lectures on the theme with an expert, establishing a separate work stream, highlighting good practices, preparation of guidelines, organisation of study visits or hackathons, etc.) did you make? Please explain the details!

Innovation in social services and smart social inclusion is at the heart of the Eurocities Social Affairs agenda. In Barcelona the people-helping-people approach is behind the will of building a **COMMUNITY SYSTEM OF SOCIAL POLICIES (SCPS)**. This would be the way of putting in practice a coherent and shared approach about citizen and community engagement that, from our point of view, should be at the heart of social policy services. The transversal nature of the community action invites us to think how to make community action an ordinary way of working in the field of public services.

- Social Rights Department of the Barcelona City Council launched during 2017 the **IMPULSEM** program with 3 strategic axes: 1) improve the organization of the provision of the service; 2) reduce bureaucracy and 3) Strengthen community action.

- **The Strategy for the Social Inclusion and Reduction of Inequalities in Barcelona 2017-2027**, that is going to be approved, will articulate the actions of social inclusion of the Barcelona City Council and social organizations of the city with a temporal horizon of ten years in shared objectives promoting co-production through networking and the promotion of collaborative projects. This strategy would pave the way for a **Barcelona social model** that guarantees the social rights of all citizens, with public responsibility and with the collaboration and commitment of the social and civic initiative, and where the co-design and co-production of public policies for social equality is one of its most relevant values.

6. If not, please explain how the theme can be relevant for your work at the organisation? How exactly can you embed this topic somehow into your work? For which part of the organisation is it relevant and why (please give contact details if relevant)?

7. If the topic is already covered by your organisation, can you please think over what actions you might need within the organisation to further elaborate the theme with network members?

An example: cities need **an appropriate legal framework** to ensure a direct and guaranteed implementation of this new approach, which enables them to adapt their local social-policy systems in that direction. That means that changes are needed to transcend the traditional logic of procurement and subsidies that still prevails to this day. It is indisputable that an approach based on the logic of co-production requires a shift of the hegemonic paradigm at the heart of the dynamics of public procurement and a search for suitable devices that genuinely highlight collaboration and cooperation. More actions could be planned related to this question. EUROCITIES supports its member cities through its involvement in several projects to promote and improve strategic public procurement. There is a working group in public services and public procurement.

8. Would you be interested in a tailored presentation to be done by the CHANGE! network? If yes, what about exactly and when is it possible (until May 2018) to realise such a contribution and for which part of the organisation (please share contact details)?

During the Social Affairs Forum meeting in Utrecht on 7-8th of March might be a possibility.

9. How can other cities join to your organisation/network?

Currently the Change! cities of Eindhoven, Aarhus, Gdansk and Riga are members of Eurocities and member of the Social Affairs Forum. The level and degree of involvement changes: there are members that shape the agenda as well as there are members that merely aim on knowledge exchange or are interested just parts of the agenda. The network is open to major cities, meaning cities with a poole position in their national context,

and with at least 250.000 inhabitants. Normally the national members give their advice on the admissibility of a candidate member of a country. The network is also open for 'associated' members meaning urban networks or cities with less inhabitants, who can join in for one of the forums, but have no special position at the overall Eurocities network. For full members the subscription depends on the amount of inhabitants. For the associated members it is also related to the amount of fora they like to attend.

Other cities can join the **Social Affairs Forum (SAF) of EUROCITIES**, which is currently chaired by Barcelona. Among other things it focuses on exploring ways to foster the development of local eco-systems engaging stakeholders from the social economy. Next Social Affairs Forum meeting will take place in Utrecht on 7-8 March.

Only the city of Riga is member of the working group on 'Smart Inclusion'.

10. Do you think that establishing a network dedicated to "*people-powered cities*" make any sense in European context? Please briefly explain your opinion!

Spaces for exchanging knowledge, conveying good practices, creating replication systems, etc. are always welcomed. Several cities in Europe are already creating and trying out experiences that are working to make headway in this approach. However, as the topic is too transversal perhaps it should be integrated in the current networks as one of the challenges that cities should face in the following years.

11. Please share any other remarks or comments you might have in your mind!

Thank you very much for your support on behalf of the CHANGE! network!