

How can life quality of citizens and communities be improved through co-creation?





Seminar on co-creation: Plan

- **Lecture:** Introducing the concept of co-creation. Deciding on a co-creation approach: Why and when?
- **Group work and plenum dialogue:** Where might co-creation be a relevant approach in your practice?
- **Lecture:** Examples of co-creation from a Danish context
- **Group work and plenum dialogue:** Sharing your own success-stories on collaboration and co-creation
- **Lecture:** How to lead and facilitate co-creation processes: Possibilities, pitfalls and a checklist to get started
- **Conclusive discussion** and goodbye

Introducing myself

- Researcher – industrial Ph.d.
- 'Co-creation initiated by the municipality'
(Samskabelse i kommunale rammer)
- Consultant advising municipalities on citizen involvement and co-creation
 - CEO, Center for Citizen Involvement (Center for Borgerdialog)
 - Working with strategy, leadership, skills and networks



Introducing the concept of co-creation: A new form of governance and citizen involvement



Co-creation on the public agenda



Citizen involvement version 1.0, 2.0, 3.0



What are we talking about? Co-creation – co-production

Co-creation: Consumers as co-creators

- The private sector
- Design thinking
- User-driven innovation
- New technologies and platforms

Co-production: Citizens as co-producers

- Public welfare
- Governance and democracy
- Power
- Roles of citizens, civil servants and politicians



Co-creation – governance perspective

Governance paradigme	Trad. Public Administration	New Public Management	New Public Governance
Governing principle	Hierarchy:	Market:	Network:
Role of the municipality	Authority	Supplier of services	Arena for co-creation
Core argument	Governance based on laws and regulations leads to efficiency and equality	Efficient and 'user-friendly' governance – methods from private enterprises	Efficient and legitimate governance by including relevant and affected actors
Role of politicians	Sovereign decision maker	A board setting the direction	Political leadership of community
Role of civil servants	Experts, following the rules	Producing public service	Facilitating collaboration between stakeholders
Role of citizens	Passive: Client, voter	Passive: Customer, consumer	Active: Co-creator of welfare



Co-creation - key elements

*“Public actors and citizens **collaborate** to make better use of each other’s **assets, resources and contributions** to **achieve** empowerment, better outcomes or improved efficiency”*

(Bovaird & Löffler, 2014)

Key elements:

- Collaboration
- Synergy
- New roles and relations





The vision: Changing roles and relations

*"Co-production means delivering public services in an **equal and reciprocal relationship** between professionals, people using services, their families and their neighbours. Where activities are co-produced in this way, both services and neighbourhoods become far more **effective agents of change**"*

(Nesta: Boyle & Harris, 2010)



The 'logic' of co-creation

- All actors possess valuable resources and knowledge
- All affected stakeholders should participate
- Collaborating on a common task
- A common responsibility
- Building networks and communities
- Blurring the boundaries between citizens and public professionals



A quick conversation with your neighbour

- Your practice today: In terms of citizen involvement - which version dominates your work today: 1.0, 2.0 or 3.0?

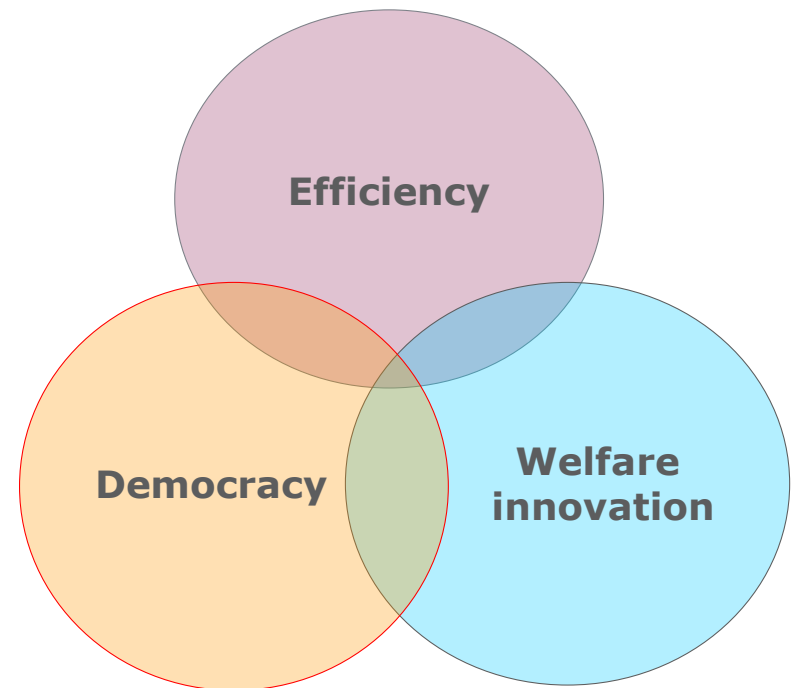


Deciding on a co-creation approach: Why and when?



Why co-create?

- **Democracy**
 - Political trust and participation
 - Social capital/active citizenship
- **Efficiency**
 - More efficient governance
 - 'Get more for less'
 -
- **Welfare innovation**
 - Solving 'wicked problems'
 - New solutions to welfare services



Flood protection: The municipality as 'supplier' or 'facilitator'

Roskilde: The municipality as 'supplier' of flood protection measures

Korsør: The municipality as 'facilitator' of community groups developing dyke solutions





Cycling without age: 'The right to feel the wind in your hair'

- Voluntary 'pilots' offer rickshaw bicycle-rides to the elderly. The municipality finances the rickshaw bikes. Public employees motivate, facilitate and participate
- Organized and coordinated by voluntary 'pilotes'. 70 Danish municipalities, - 3600 'pilotes'. Internationally: 24 countries
- Value for all participants: Building new friendships and relations, network and companionship, joy og life and work
- Video: Cycling with Thorkild
<https://www.youtube.com/watch?v=niuXqXFIWS4>

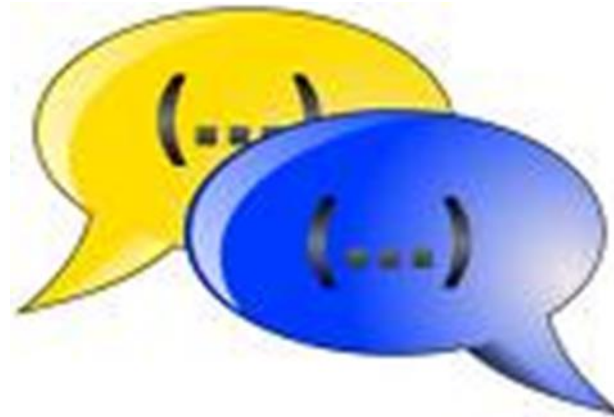


Deciding on a co-creation approach - questions to ask yourself:

- Is this a wicked problem? Do we know the challenge? Are we able to solve it on our own?
- Which context? Analyzing the situation and stakeholders – their position, interest and resources
- Conflicting interests? Might co-creation be a way to build trust and join interests?
- Bottom-up: Should we accept invitations to co-create from communities and citizens?

Round-table dialogue

- In which ways could a co-creation approach be relevant for your daily practice?
- Which tasks or challenges in your work might call for a co-creative approach?



Examples of co-creation from a Danish context



Co-creation at three different levels

- **Co-governance - political level:** Citizens/local communities participate in policy-formulation, prioritating resources
- **Co-management – local level:** Local communities produce welfare in collaboration with public professionals
- **Co-production – individual level:** Citizens – and their networks co-produces public welfare

(Pestoff et al., 2012)

Co-creation: Which role for citizens?

Co-initiator

Agenda setting and
initiating

Co-designer

Designing and deciding

Co-implementer

Implementing and
producing



'Co-creating' a youth policy

The municipality of Gentofte

- New structure of political committees: Provisional 'task committees' (§ 17.4. udvalg): Inviting citizens and other stakeholders to co-create policies and strategies with politicians
- The councilors decide on the task of the committee and select the participants: Mission and competence profile
- An example: Five politicians developing a youth policy in collaboration with 10 young people. Other examples: Policies of culture, business, elderly
- Demanding in terms of time and resources. Political engagement and inspiration. Role dilemmas. Lowest common denominator?



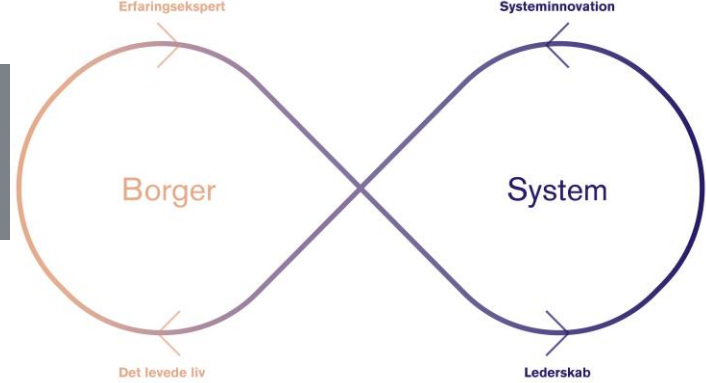
Co-create Aarhus: Supporting citizen-driven initiatives

- Citizen-driven communities: Communal gardens
- The municipality supports citizen-driven initiatives building communities for a greener city
- Value in terms of improved health: Physical activity, better mental health, relations and sense of belonging
- Cost-benefit evaluation: One Danish kr. invested generates 7 kr. worth of societal value – in a 10 year perspective

Sewage planning in the rural area of Kirkerup: Local knowledge is gold

- Local protests: "Transporting our shit by taxi"
- Time out
- Local sparring group established
- New plan including local knowledge
- Developing a new model for sewage plans





Vulnerable youth as 'experience experts'

- Improving the treatment of 'vulnerable youth' through a citizen-design process: Exploring and experimenting. Main perspective: Empathy and understanding of the needs of vulnerable youth
- Exploring present challenges from a multitude of perspectives: Citizens, managers, employees. The citizens as 'experience experts'
- Collaborative design of citizen-centered experiments leading to new partnerships, equal relations, learning and new practices
- www.borgerdesign.dk/



Co-creating employment: Personalized budgets

- 'Longterm unemployed citizens at the lead': 50.000 Danish kr. for unemployed citizens to spend as they like. A total of 97 participants
- Personal and meaningful support. Principle: The citizen is the expert on employment barriers – decides on the investment plan
- Evaluation: Employment effect: 60% employed or self-employed. Empowerment effect: 85 % more self confident
- Video: <https://www.sus.dk/fra-kontanthjaelp-til-job-naar-langtidsledige-tager-teten/>



Dialogue in pairs

Sharing your stories – and learning from them

1. Spend two minutes one by one reflecting: Think of a case of successful collaboration with citizens or other external stakeholders
2. Interview each other in pairs about the cases: What happened, in which way was this a succesful case? What value and effect did it bring?
3. Reflect together on the prerequisites for succesful collaboration: What did you do, that made a difference in this case?

How to lead and facilitate processes of co-creation



Co-creation = re-distribution of power



*"Coproduction almost always means a **redistribution of power** among stakeholders.*

*The very process of moving to greater coproduction is necessarily highly political and calls into question the **balance of representative democracy, participative democracy and professional expertise**"*

(Bovaird, 2007)

Co-creation may pose challenges

Governance and democracy:

- Changing roles for all actors
- Who governs – who is governed?
- Who are legitimate participants?
- Risk of inequality
- Who is responsible?

Efficiency an innovation:

- What results?
- Is it worth the investment?





My research: Leading co-creation processes

'To support the relevant and affected stakeholders across organizations in collaborating to solve common challenges'

- **Leading networks and collaboration processes:**
 - Actors participate voluntarily
 - Actors have different power-bases and interests
 - Actors may have different understandings of the task at hand
 - Goals are negotiated and agreed on collaboratively

(Ansell & Gash 2007, 2012)



Important leadership interventions in co-creation processes

Hands off leadership:

- Framing the co-creation
- Establishing goals and conditions
- Selecting and mobilizing participants
- Connecting democratic arenas

Hands on leadership:

- Building trust and relations
- Developing common understanding
- Supporting reciprocal learning processes

The glass ceiling

**The 'invisible power' of co-creation:
Power to define and frame:**

- What participants are 'in' – or 'out'?
- Defining the task of the collaboration: What challenges are 'in' or 'out'?
- Defining the goal of the co-creation process
- What kinds of knowledge and resources are 'in' – or 'out'?

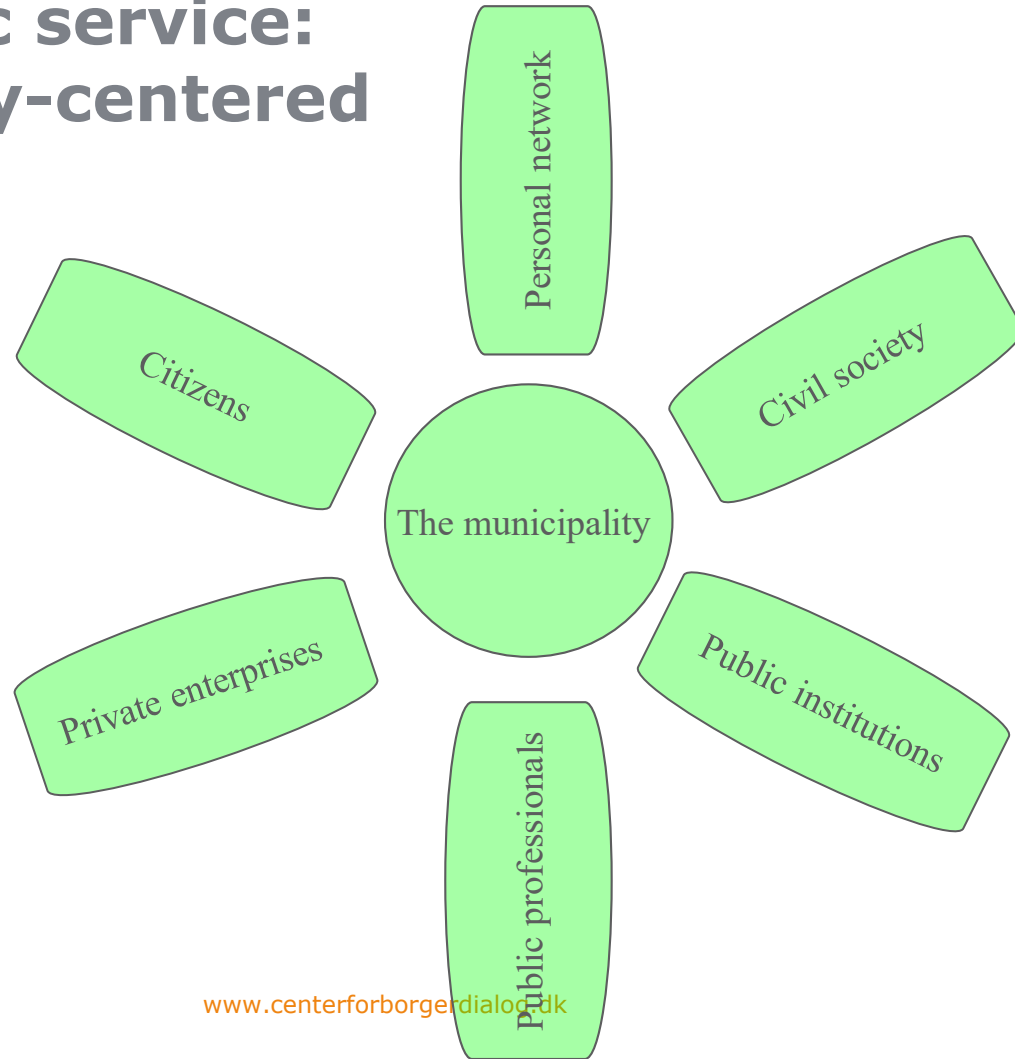


The glass ceiling – what is it made of?

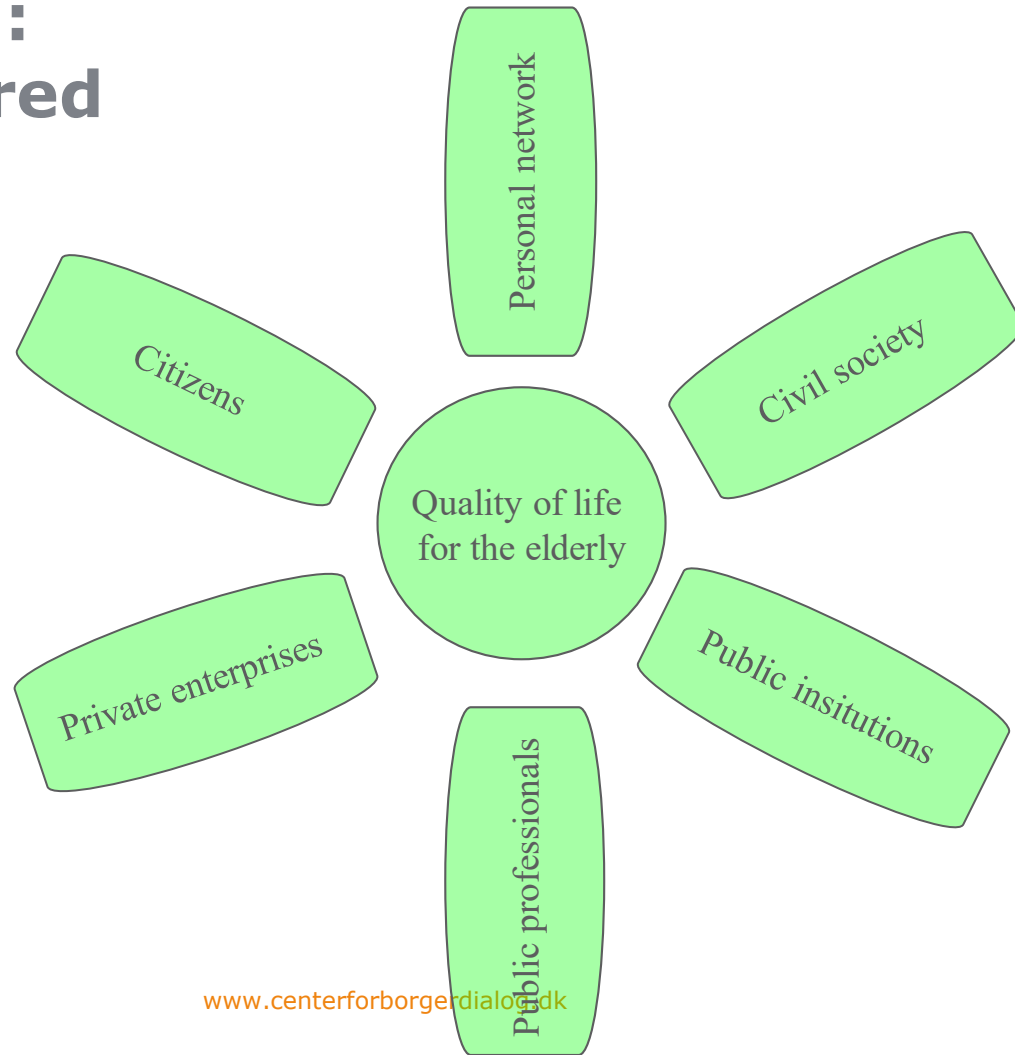
- Time limits and pressure to deliver
- Lack of cross-sector collaboration
- Risk averseness
- Lack of competences
- Doubt and anxiety concerning new roles



Trad. public service: Municipality-centered



Co-creation: Task-centered





Leadership to support co-creation

- **Facilitative:** Supporting citizens/civil society in taking an active role. Focus on resources
- **Sense-making:** Respecting, acknowledging and integrating the participants' different interests and perceptions of challenges and possible solutions
- **Linking:** Striving to link the agenda, interests and resources of different participants navigating in a crosspressure



Working with 'a co-creative mindset'

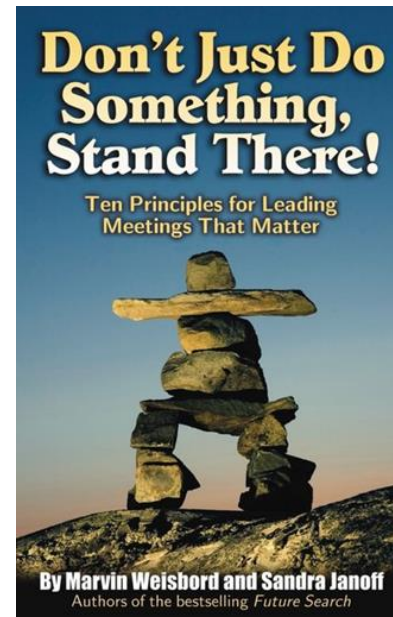
- Use citizens' perception of challenges and needs as the starting point
- Focus on the resources and contribution of citizens
- Analyse 'the system': Identifying other actors to be involved in solving the task at hand
- Focus on relation- and community-building
- Acknowledge and support bottom-up initiatives

A checklist to get started



- Identify a challenge/task suitable for co-creation
- Prepare your organization and managers (administrative as well as political) for co-creation: Chaos, unpredictability and the need for a flexible mandate
- Spend time and energy on preparation: Analysing 'the system' and building relations
- Facilitate a constructive co-creation process by letting go of control, acknowledging differences and being prepared to reframe the task and challenge
- Be patient, brave and ready to learn

Read more about co-creation – and how to facilitate collaboration



<https://hansreitzel.dk/products/samskabelse-af-velfard-bog-47762-9788741272603>