Working group Smart Social Inclusion
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Draft Minutes

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Apologies: Vienna, Ghent, Belfast, Ljubljana, Hengelo, Porto, Utrecht, Milan, Newcastle and Rotterdam

Meeting documents, including presentations are available here (login required).

Introduction to the SPIDER conference and determination of questions

The cities exchanged on the key features of the service design, mainly the participation of users in the elaboration of services, the cost-effective approach and the digitalisation of services, and their practices in these fields.

Brno has a community planning with providers, users and public officials for the elaboration of social services. However, it is still difficult to involve users, as a local research shows: only 16% of people had knowledge about the role of social services. It would therefore be interesting for them to learn from Cardiff on users' participation. For the future, the city would also like to broaden the concept to other services such as health services.

Riga focuses also on citizens' participation, communication to users and holistic approach. For instance departments work more closely to improve information. It will be interesting for Riga to see how these questions are handled in the service design.

The Hague is faced with the necessity to do the same with less. As a consequence, the city is working on more digitalisation and more effective services. Service design could therefore be used in The Hague as an innovative and cost-effective process. The city also underlined the fact that it is difficult to involve users and to explain to them why they should participate.

Cardiff explained that following the budget cuts, the city had an important and useful citizens'consultation to gather information on their needs and how services should be designed to be more effective and still answer to people's needsOn the digitalised services, **Tallinn** is interested in knowing how the project's partners and cities manage the access to digitalised services for elderly people. The Hague and Riga explained that they have programmes to support elderly and/or migrants in acquiring the necessary skills to handle digitalised services.

Wg members also determined the more important questions to ask to the project team (WD2):

- What are the benefits of service design for cities?
- What are the benefits for users?
- How does the project take into account the difficulty for some people to access digital services?
- Is there a definition of service design?
- They would also like to have some examples and case studies.

Feedback session on SPIDER presentations

The working group was interested in the work package 3 on cultural change in public authorities. The aim of this work package is to change culture and hence processes in the public sector to make them simpler for civil servants and users. Cities also concluded that what the project's team wanted to show is that service design can be used for any and everyproject. That is why the work packages are very different.

No impact or final evaluation of the project's results were presented. It will therefore be interesting for cities to see the evaluation at the end of the project in the summer 2015.

Members had some questions after the joint meeting, as there was no time for questions/answers. They would like to have more information on:

- precise definition of service design and the methodology

- the impact of service design on users and on local authorities budget

- evidences to prove that the methodology is better than other innovative processes

- the strengths and weaknesses of the model as well as on the sustainability of the model

- the transferability of the model

Nantes, Brno and The Hague found interesting the fact that universities and research were involved in the project. They would like to know more on this partnership (contract, procurement…)

Cardiff, one of the SPIDER partners, explained that the major improvement coming from the project and the use of service design is the better understanding of users needs to tailor services accordingly.

Feedback session on Porto and social entrepreneurship

The working group pursued its work on social entrepreneurship. Members discussed Porto's study visit and what was interesting for them. They also explained their activities on social entrepreneurship.

The Hague explained that the fact that Porto's incubator is based on social return as well as in some cases on financial return was really interesting. By way of example, the project on sewing fashion, which is based on the redesign of old clothes by a fashion designer, has a social return on investment, as people working there were long-term unemployed, and a financial return on investment as the clothes are sold to sustain the project. The Hague

has also an interesting project with a sewing social enterprise, Dress for success: the enterprise repairs old suits for disadvantaged people to have clothes for job interviews.

In **Riga**, social entrepreneurship is mostly developed through NGOs. Projects helping people with disabilities to enter the labour market through social enterprises are for instance developed. One problem for the city to intervene in this process is that it cannot provide venue to start-ups (same for **Tallinn**).

For **The Hague**, what is interesting is the fact that the incubator provides not only venues for start-ups but also knowledge on business through partnership with private companies.

Nantes was sceptical on partnerships with private companies because one can wonder why a private company would like to be involved in such social projects. However, it is true that corporate social responsibility is more and more important and that such partnerships are really useful for social enterprises, which is a major argument in their favour. What is also interesting in Porto's example is that it is not necessary for social entrepreneurship to stay in the field of charity. They can also produce jobs and growth and be sustainable. They have therefore a role to play in the society but also in the economy.

Nantes also shared with the working group that the city is supporting a centre for social innovation, similar to an incubator, called Ecossolies[1]. Nantes would like to involve public and private investors and will look at Porto's example on this matter. It is therefore very interesting for the French city to continue to have study visits and work on social entrepreneurship.

Brno has also an incubator but it is more research-oriented, even if there is a part of social elements with innovative projects for elderly people.

Cardiff presented a project, the Casserole Club[2] it has developed in the field of social entrepreneurship, which is based on Meals On Wheels[3]. Families and isolated elderly people are put in contact so that families cook more than they need and bring a meal to an elderly neighbour. The project has important benefits in terms of social inclusion. However, it is now under review since other services have become available and the project's sustainability has also become an issue. The number of people cooking has decreased and the project is now relatively expensive.

However, the project idea is still interesting and relevant for other cities such as **The Hague**.

Targeted presentations from cities

The Hague

The Hague gave a presentation on poverty approach in the city. The Hague's view is that poverty is a complex phenomenon in which the dimensions of income, health, education, empowerment and opportunities for participation play an important role. It is the potential consequence of risk factors such as unemployment, low income and the fact that some people are not able to participate in the society. To fight against poverty, the main focus in the Dutch policy is to combat unemployment. However, as the fight against

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[1] The Ecossolies is an association in the region of Nantes that brings together professionals, companies, institutions and activists who recognize themselves in the social and solidarity economy (ESS) in order to develop projects.

[2] https://www.casseroleclub.com/

[3] The concept of delivering meals to those unable to prepare their own Today, Meals on Wheels programs generally operate at the county level or smaller. Programmes vary widely in their size, service provided, organisation and funding.

poverty is largely decentralised in the Netherlands, The Hague was able to set up a more extensive policy and address several issues:

1. Optimal accessibility, use and publicity of municipal policy regarding poverty reduction

2. Equal opportunities for children from low-income families (free schools, material assistance…)

3. Reduction of financial barriers for social participation of the elderly poor

4. Balancing the household expenses

5. Being active (work, sports, volunteering)

6. Cooperating with stakeholders in the city

One of the tools created to address these issues is the City pass to provide disadvantaged people access to courses, libraries, cultural and arts events, recreational activities, free transports for elderly people… Work activation measures and assistance to unemployed people, such as social media courses, trainings on how to write a good job application are also provided.

Finally, an important part of The Hague's policy is based on easier applications for social benefits and the city pass. People can apply online and the validation and the payment of social benefits are automatic. The aim of this digitalisation is to facilitate and make quicker the access to social benefits and hence answering users' needs. However, one difficulty is that because of the privacy laws, it is difficult to totally ease the service by using scanned documents for instance. In this regard, the city of The Hague would like to see if it can use service design to improve its service and answer even more to people's needs. In particular, The Hague would like to better take into account the needs of working poors, migrants and elderly people.

Cardiff said that if The Hague can prove the benefits in facilitating the services through scanned documents and digitalisation, maybe the laws could be eased.

Nantes

Nantes gave a presentation on their microcredit project. It aims at preventing insolvency and fighting against bank exclusion, as well as reaching those who have no access to social rights, especially working poors and pensioners.

The implementation is done as follow: the city guarantees an individual loan to applicants after having analysed their whole social situation. The loan is paid by private banks, through a partnership between the city and seven banks. The minimum amount of the loan is 300€ and the maximum is 3.000€. The repayment should be done in 6 to 36 months and the interest rate is 3,5%.

Due to this analysis of applicants' social situation and a holistic approach, people are oriented to the most adequate services, which are not necessarily a loan. In fact, the city finds more appropriate solutions for 90% of the applicants. These solutions can be for instance housing benefits for young people, rescheduling people's debts, giving applicants

advice on budget management. A one stop shop service for budget advice and application for loans has also been created.

The project has several advantages. It is a good opportunity for social workers to reach out to people who were not in the system. Around 10% of applicants were not known by social services and have been helped since their application. The service is also cost-effective as the city only guarantees the loan and does not pay it. The city had to pay only 20.000€ since the beginning of the project.

Nantes presented the project's main results to the members:

- 95% repaid their loan
- The average standard of living has increased from 756€ to 859€
- People who did not want to come to social services have been reached out by social services

For the future, Nantes wants to make its microcredit possibilities more attractive in decreasing the interest rate and increasing social and budget guidance. The city will also work to improve the impact assessment of the project. Finally, Nantes would like to improve its project capacity to reach young people. Nantes requests cities to share similar projects. Please contact Nicolas Joffraud.

Cardiff advised Nantes to use different channels such as social media to reach young people. These channels have been used by Cardiff in the SPIDER project and were quite successful.

The Hague finds the possibility to have people out of the system in view and to find alternative solutions to them particularly interesting.

Brno had a similar project some years ago. But the national law allowing this type of projects has been abolished at the end of the 1990's. It is still a problem because people who used loans are not always covered by social services. Nantes explained that the advantage of the project is that the city is not paying directly the loan.

Riga was also interested in the project. The city has a similar project targeting only students. This broader view is therefore interesting.

Milan (Lucia Scopelliti was unable to attend this meeting)

Paula Popoire Gomes, the Chair of the working group, presented some features of Milan's work on social entrepreneurship. It is based on the conviction that smart cities strategies should not be only about technical issues but should also take into account social inclusion. The second basis for Milan's work is the belief that a second welfare, private, should complement the first welfare, public. Social entrepreneurship should therefore be focused on the immediate needs of the society. In response to these convictions, Milan has developed a social incubator, FabriQ which is intended to host young entrepreneurial start-ups whose activities have a social impact.

Working group business

The working group adopted the work report 2014 and the work Plan 2015.

Paula Popoire Gomes, the chair of the working group (The Hague) informed the working group that due to internal reasons, she might not be able to stay chair of the working group. She will keep the working group up-to-date on this issue.

Action List

- After the meeting, members will send their feedback to the chair and EUROCITIES on the SPIDER conference.
- The wg's feedback and impressions will be sent to the SPIDER team.

- Marie Tempesta from EUROCITIES will pass on the information on the work package 1 to the working group Employment and on the work package 2 to the working group Active and healthy ageing.

- The working group agreed on pursuing the collection of examples on social entrepreneurship.
  Milan, a new member of the working group has interesting good practices such as an incubator. It would be interesting to organise a study visit there. Nantes would be interested in visiting other incubators and then organised itself a study visit to its future incubator.

- The working group discussed the events that could be organised in 2015:
  - Next meeting will be organised in Osmangazi, alongside the SAF meeting. Paula has been in touch with Osmangazi to potentially organise a study visit during the meeting. The Chair and EUROCITIES will keep the members of the working group informed (see agenda).
  - The autumn meeting will be organised in Tallinn, towards end September. The city of Tallinn, the Chair and vice-Chair and EUROCITIES will work on an agenda and a study visit and will inform the members as soon as possible. During this meeting, a first draft of the work report 2015 and the work plan 2016 will be presented to the members.
  - One training on the methodology of assessment of social experimentation (preparation to a call for proposals from the European Commission)
  - One training on social return on social investment (a follow up of the previous training)
- The members are also willing to invite an expert on Social Impact Bonds during one of their meetings.

Annexes

Presentation of the SPIDER project, team is led by Paul Thurston

The project is led by the National Centre for Product Design & Development Research of Cardiff and brings together Cardiff city council, Partas (NGO, Dublin), the Border, Midlands and Western Regional Assembly (Ireland), Design Flanders, Geel (Belgium), Maaslands (Belgium), the Association of Flemish cities and municipalities (Belgium) and the Conseil Général of Seine Maritime (France).

The aim of the project is to raise awareness on the use of service design in public services across Europe. Service design is a methodology to align providers and users in designing new services or improving existing services. According to the SPIDER project team, it should be used because:

- Current methods for innovation are not working very well
- It provides focus to solve complex problems
- There is a need for effective new ideas quickly, making change is complex and in particular when the public sector faces budget cuts

There are five steps to design a project:

- Framing the challenge
- Developing the concept
- Developing a prototype
- Testing a prototype
- Delivering on a full scale

Focussing on 3 core challenges faced by all public authorities in areas of health and social care, innovation and culture and youth unemployment, the SPIDER project is composed of four work packages

WP1 driving an active youth workforce

The objective is to prepare young disadvantaged people not in employment for professional environment and to increase the uptake of jobs and apprenticeship. The aim is to involve 400 young people in the service. 4.000 additional citizens should benefit from the service.

In Cardiff, the city Council and its local partners work to connect young people across the city with employment opportunities and support the process of service design in taking into account all stakeholders. In this regard, they have developed Pointr, a software to help young people find the service they need (e.g. a vacancy, a training...) and they are continuously developing a multi-stakeholders' panel. The Pointr application is also developed in Dublin and Geel.

In Dublin, Partas (local association working on unemployment) has received a service design training and is now working in partnership with a second chance education service, "the Youth Reach" to redesign this service and ensure that users' needs are better taken into account. In this regard Partas is developing a multi-stakeholders consultation with teachers, young people, their parents and the public authorities on the service to understand every stakeholder's needs and try to answer them.

The third partner in this work package is Geel (Flanders). There, the city has set up training for people working with NEETs on service design. The aim is to ensure that the

services targeting NEETs take into account the needs of the beneficiaries and are as effective as possible.

WP2 Extending independent living for elderly people

The partners use the service design for services to Alzheimer patients.

The project pilot in Sligo (Ireland) is a Saturday care centre for Alzheimer patients. A workshop with key stakeholders such as public authorities, care givers and patients was organised to understand their wishes and needs before setting this new service up.

The results are so far very good. Care givers said the Saturday care centre had very positive effects on patients and asked for the service to continue.

In Cardiff, the city designs a dementia re-ablement[4] services with care givers and patients.

Maaslands (Belgium) is working on the independence and socialisation of elderly people. The partners organised a study visit of a residential care centre using service design.

WP3 Cultural change within public authorities

The aim is for public authorities to integrate new working methods and new public service concepts by encouraging a cultural change.

In Seine Maritime, the aim of the pilot is to improve support for RSA (French minimum income) beneficiaries by using service design. The Conseil Général has created a website mapping of social services to ensure that beneficiaries know the more adequate services and a platform to facilitate exchange between beneficiaries. Finally, to ensure the cultural change, trainings on service design for civil servants and in the future for social workers are organised.

WP4 Building sustainable capacity in public authorities

The aim of this work package is to raise awareness and embed best practices in service design among public authorities. A service design training package for civil servants has been developed as well as a script and a toolkit for other organisations to train their staff. The partners will also receive feedback from trainees to reconsider the training and improve it. They are also developing case studies on their website to inspire other organisations. In the university of Maaslands, a service design course for students will be experimented.

The case studies can be interesting for the working group to have more examples on service design.

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[4] Reablement is a short and intensive service, usually delivered in the home, which is offered to people with disabilities and those who are frail or recovering from an illness or injury.
The purpose of reablement is to help people who have experienced deterioration in their health and/or have increased support needs to relearn the skills required to keep them safe and independent at home.

SPIDER Conference

The working group assisted to the conference of the SPIDER project

Vaughan Gething, Deputy Minister for Health and Social care of Wales, explained that citizens' expectations in public services do not level down even if the budget does. In this regard, it is necessary to do the same with less and therefore to make public services more effective. Through service design, public services are made more effective and tailored to citizens' needs. In particular, it should be used in fighting against youth unemployment and improving health care as it is done in the SPIDER project.

Phil Bale, the Leader of Cardiff City Council, explained that his city's engagement in Europe through EUROCITIES and projects such as SPIDER was really important to tackle challenges faced by cities, in particular austerity and growth.

Dom Campbell, from Futuregov, explained that service design is based on the understanding of issues and a problem-solving approach. Through this innovative process, citizens are put at the centre of the services and their needs are actually addressed.

He gave some good practices of service design:

- The Lantern project (Australia) is an online tool for exploring care needs. People can assess their needs and find adequate care services in terms of needs, eligibility and location.
- Safe home for life (Australia) is a project based on coproduction aiming at designing childcare services with practitioners and users.
- The casserole club project is similar to project Meals On Wheels. It is based on the consultation of users and the coproduction of the service. By way of example, an SMS platform has been set up and not a web-based platform to avoid e-exclusion of users such as elderly people.

Andrea Siodok, from Policy Lab, called for public authorities to have a "work in progress" approach: the present is never as good as it could be and public authorities as well as every actor should always try to do better. In particular, current budget cuts should lead policy-makers not to level down services but to be creative and improve them. In this regard, open policy-making should be promoted: policy makers should share ideas, inform people and collaborate with them to design new, more effective services and policies. In the United Kingdom, an open ideas day was organised in October 2014, with eight workshops in eight British cities. Nick Clegg, the British deputy Prime Minister explained at the beginning of the day the challenges ahead and citizens came together to discuss solutions. In Manchester for instance, citizens suggested solutions to retain young people in the North of England: a business- and industry-led careers service and employer network to help young people to get the jobs they want in the north.

Amy Whitney and Louise Downe, from the Government Digital Service, explained how their organisation used service design to build the new government website gov.uk. It is simpler, quicker and has been build around users' needs. It is also an attempt to break silos in the government. Due to these changes, the service is 62 million pounds cheaper per year.

Arren Roberts and Simon Penny, from Shropshire Council, made the case for service design. They explained the necessity to put people at the heart of services to ensure that people do want to use these public services. They are especially working on social care and on a project called STEP (simply better together empowering people). This project is based on prevention of further needs and costs for the local authorities. In this regard, there are not eligibility criteria to access social care to ensure that it is easy for people to use it and that everyone's needs are answered as soon as possible. Furthermore, the assessment of needs is shifted from a judgement to a conversation to ensure that users are comfortable and can explain all their issues and needs. This new model of assessment makes it easier for the service providers to find the adequate social care services for everyone. The project is also focused on Community-based resources to support people within their own communities. Finally, the solutions proposed to the user are based on his/her capacities and not on his/her "disabilities" which is more effective and ensure that people do want to use the service.

Marianne Guldbrandsen and Christina Kinneat, from MacMillan, explained the importance of service design for healthcare system. As cancer is becoming a chronic condition with more and more people living with cancer, MacMillan emphasises the fact that services and support to people living with cancer should change and be designedto:

- Develop a human-centred approach

- Prioritise areas for development with users to answer their unmet needs.

- Take into account every stakeholder, including patients, care givers and public authorities.

They presented a project using service design such as "Digital Peer Support". It brings together volunteers and persons living with cancer to give the latter a psychological support. To do so, several tools are used: SMS, e-mails, skype, etc. depending on the needs and the preferences of the person. The service addresses an unmet need of patients as the health services are based on curing cancer, which is good, but not on giving psychological support to persons living with cancer.

Workshop on service design

The workshop

The workshop aimed at giving to attendees an introductory training on several stages and tools of service design, using the toolkit designed by the project's partners. It was based on the example of a service for people with dementia. We did not work on the steps 1 to 5, as the agenda was tight and the first steps aim at defining the challenges and the users, steps that every service provider knows already.

We started with the step 6, the users' journey. The objective of this step is to determine the needs and the activities of the user and linked them to his/her entry point in the service. This helps the service provider to understand which touch point is the more effective for the user to come in contact with the service (e.g. not social media with an elderly person). The process is repeated with every persona, which means every typical character that could use the service (the patient himself, his family, his doctor, etc.).

The next step is prototyping and testing the service. The service provider must specify each element to be tested (e.g. a web application) and how it will be tested (e.g. focus group, interviews…). It is then necessary to list everything that will be needed for the test, such as staff, venue, material… After the actual test, service providers should not forget to document their users' feedback and review their service in accordance. **Nantes** was interested in this step, similar to the testing developed in product design, to ensure the validity of the service.

The last steps are the service blueprint and the roadmap. For the service blueprint, the objective is to flesh out the user journey in keeping in mind what happens "behind the scene". Here, the service provider should mention what his/her organisation should do to maintain the service. By way of example, if the service is a website, the service provider should ensure that it is kept up-to-date. Concerning the roadmap, its objective is to measure the feasibility of the project and to foresee minimal viable solutions in case the project is not fully implemented.

Interest for cities individually

The training was not long enough to enable cities to apply on their own every step of the service design methodology. However, it can be useful in the sense that some of the tools presented can be used on specific services on their own. By way of example, the users' journey is a good tool to take into account every stakeholder and to see their different points of entry in the service, their needs and the features the service should have to answer them. The main advantage of the workshop was not only to insist on the necessity to take into account users' needs but also to give actual tips to do so.

It was also the opportunity for cities to have a preview on service design and to be convinced by its advantages. Following the training, some cities will maybe be interested in organising a longer training for civil servants and social workers, diffuse the toolkit among their service providers and apply the methodology on their own.

Finally, the workshop was also a good occasion to collaborate with designers and people working in the private and the third sectors. Cities insist often on the necessity for them to liaise with other organisations and to work in partnership with them. This workshop was therefore a good opportunity to see the differences of priorities and ways of working between local authorities and other organisations.

Tallinn

The time for learning was off course very short. It is not certain that the presented methodology could be used in Tallinn, especially because changing planning methodologies requires an agreement within the city and with partners. But hopefully it will be possible to use some elements and tools presented for planning workshops in Tallinn, especially the research question (step 1 of the toolkit) to frame the problem and the users' journey (step 6).

Nantes

What is really interesting in the service design is that it is a bottom-up approach, with a co-production of the services by all the stakeholders. This aspect of co-production, which is close to the citizens dialogue developed in Nantes, is really interesting as tensions can be very high when changes in services are being made. The workshop presented effective tools to ease these tensions in determining one common goal which is the development of an effective service, adapted to users' needs.

The other advantage of the methodology is that it can be used for every project and every topic, even if it is certainly advisable to start with "easy" subjects to convince civil servants and citizens of the methodology's advantages.

Several services could benefit from the service design methodology:

- Potential creation of a database co-produced by the city, social workers and beneficiaries of the RSA (French minimum income) on social workers practices and needs of users and social workers.

- Project with gerontology professionals and users

- Potential creation of a network of stakeholders on the support that should be given to care givers

However, to be used, the methodology would have to be validated by the city as a whole.

Interest for EUROCITIES

Using service design tools for EUROCITIES as a whole might be tricky as services are planning in very different ways across cities. However, it could be used by a group of cities within EUROCITIES to work together on specific services and for instance organise study visits to see how service design is implemented. If members are interested, good practices using service design could also be collected and analysed, in the framework of the working group for example.

Tallinn

For EUROCITIES generally, those tools are maybe not suitable, because service planning processes and delivery systems are different in member cities. However, what could be interesting for EUROCITIES is to compare several planning methodologies in cities through benchmarking.

Bottlenecks

The methodology is not too complicated but it is necessary to be trained to apply it effectively, which can be an obstacle to its success in other organisations. Moreover, in the SPIDER project framework, the impact of service design has not been evaluated yet which could be a problem to convince other organisations to use it.

Replicability

Organisations willing to use the methodology should be trained to do so which can complicate the scaling-up. However as the methodology is applicable to a lot of different projects, its potential for transferability seems high, it can be pick up by any organisation on any subject.