



Civil Servants and Citizens Co-Creating Better Public Services



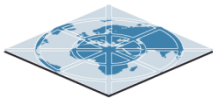
ShaShaSha Session, 8 December 2011

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Chief Executive
Governance International



‘Innovation of public services’ – what does it mean?

- ☐ For politicians: “More votes!”
- ☐ For managers: “Faster promotion!”
- ☐ For staff: “More people will give me orders but no more budget”.
- ☐ For citizens: “Better services? Nobody told me that those public services were available to me!”
- ☐ Or does it simply mean: “We have to do cheaper what we are already doing?”



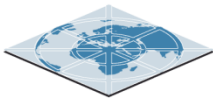
What will be the most important challenge for your organisation in 2012...?

A question for you ...

A. Improve the quality of public services for citizens?

or

B. Help citizens to improve their quality of life?



Let's be more specific: What do elderly people with visual impairments need most?





Study on the needs of elderly people with visual impairments

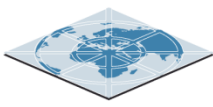
What public managers and staff think elderly people need:

- 1) More information about public services (64%)**
- 2) More information about specific support (54%)**
- 3) Get to know people and make friends (36%)
- 4) To talk with someone about personal issues (18%)

What elderly people really want:

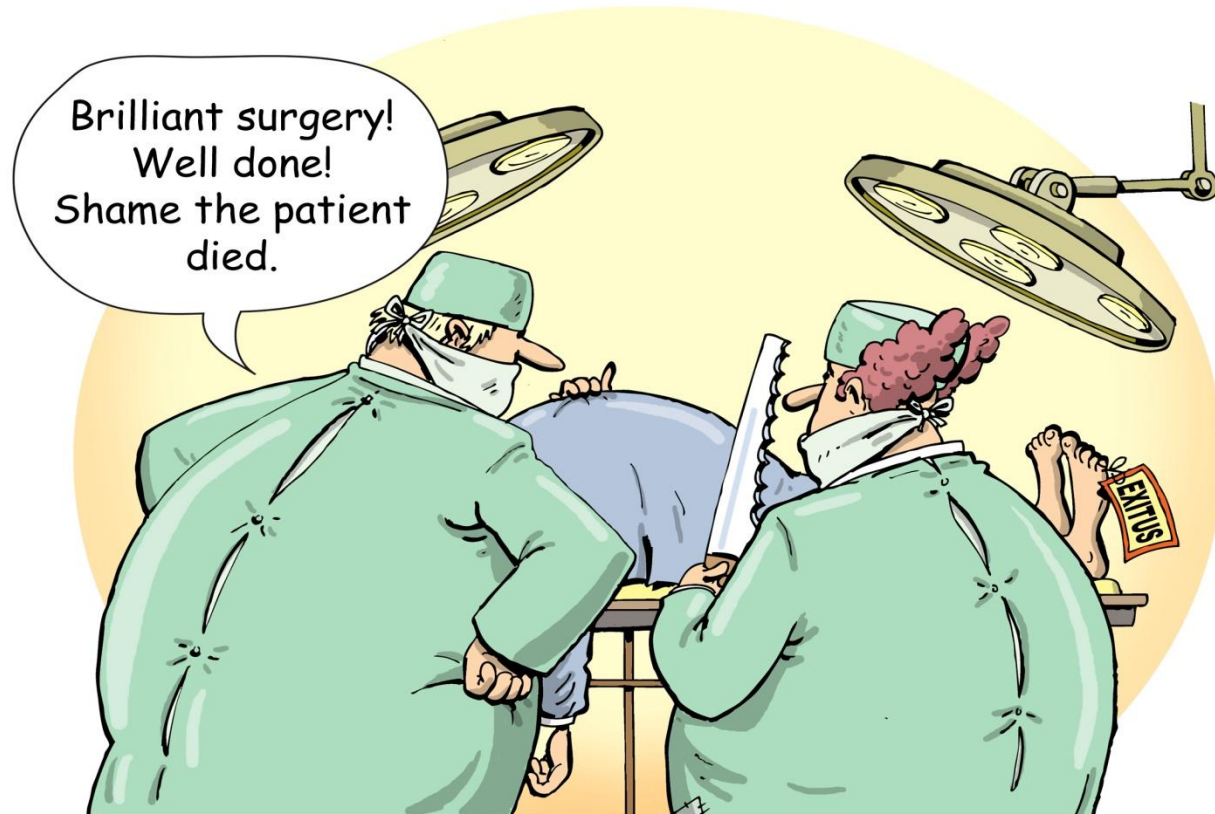
- 1) Get to know people and make friends (91%)**
- 2) To talk with someone about personal issues (62%)**
- 3) More information about public services (53%)
- 4) More information about specific support (47%)

Source: Martin Willis and Eileen Dunstan, University of Birmingham, 2009



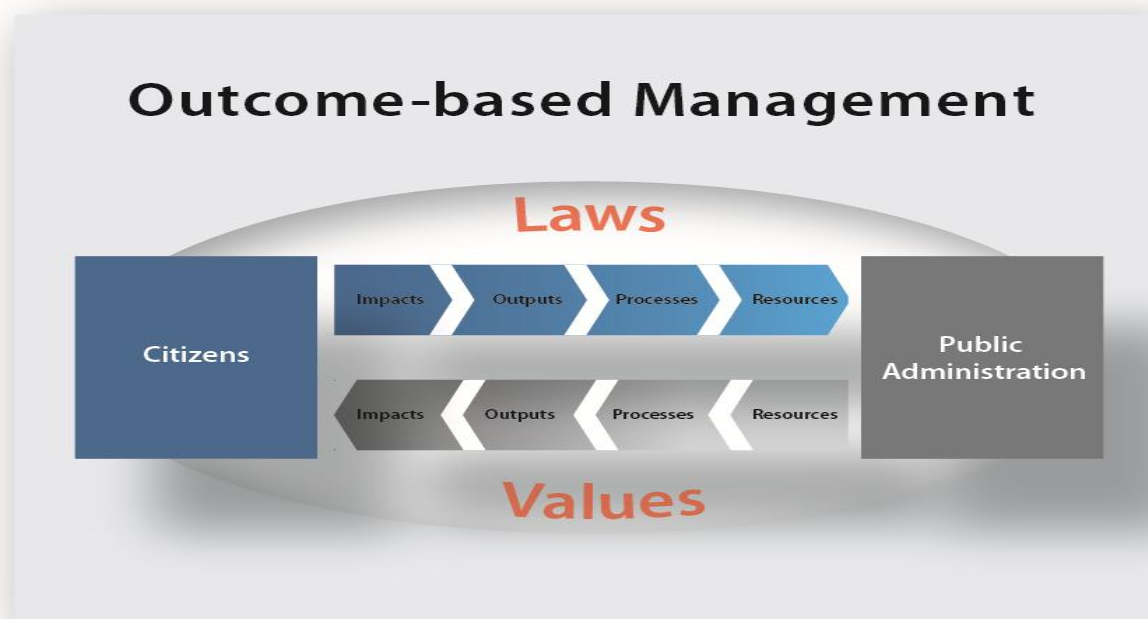
This requires a new perspective ...

Do outcomes matter?





... with consequences for the innovation of public services





The necessity to pose a new question to citizens

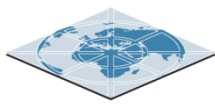
NOT ONLY...

“Are you satisfied with our services?”

... BUT ALSO

“How can we improve your quality of life?”





... and finally, we have to ask a new question to our staff

NOT ONLY...

“How can we improve your competencies?”

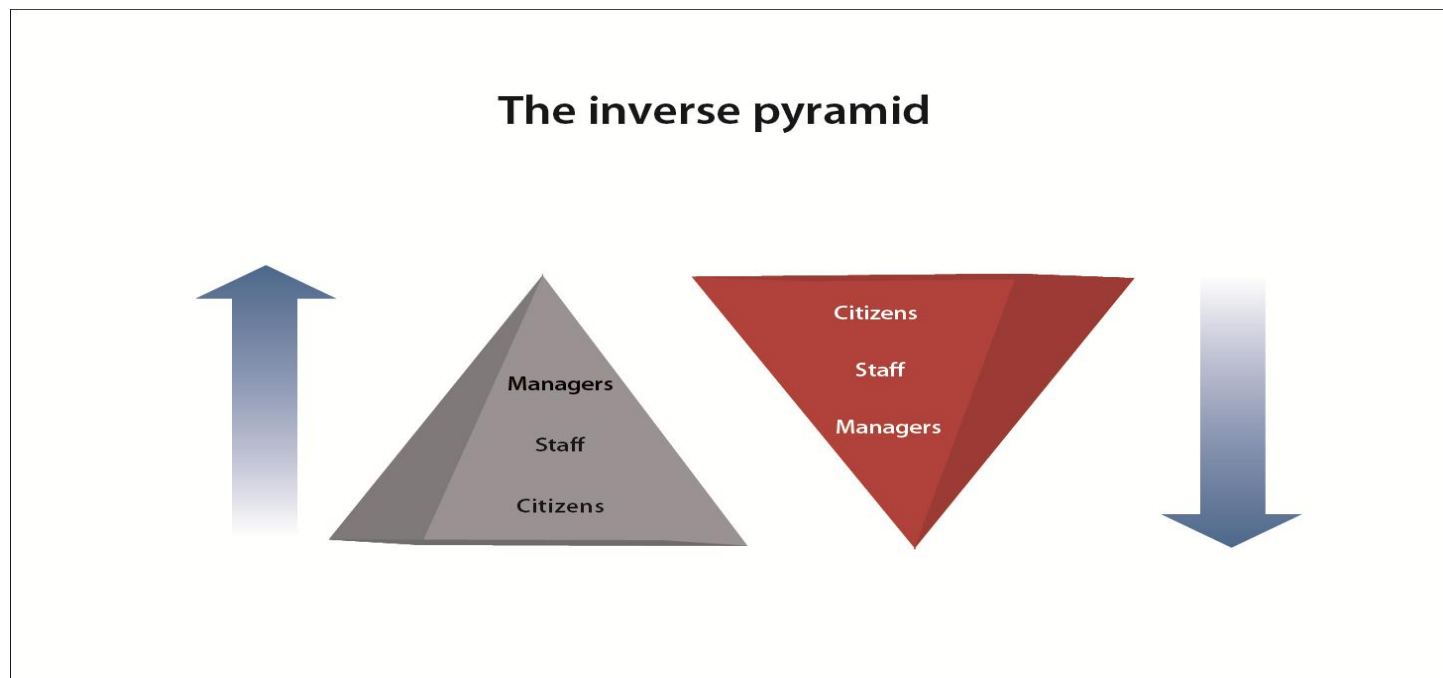
... BUT ALSO

“How can we best use your skills, expertise and networks?”





A citizen-centred public administration: citizens as a starting point ...





Why 'co-production' of public services?

SERVICE USERS know things that many professionals don't know ...

... and can make a service more effective by going along with its requirements.

... and have time and energy that they are willing to put into helping others.

CIVIL SERVANTS remain vital to excellent services – but their focus is now on helping citizens to help themselves.





What isn't co-production

Who is involved?	Involvement of service users and communities		
Involvement of professionals	<i>Level of involvement</i>	<i>high</i>	<i>low</i>
	<i>high</i>	Co-production	Traditional service provision
	<i>low</i>	Self-help	Little service provision

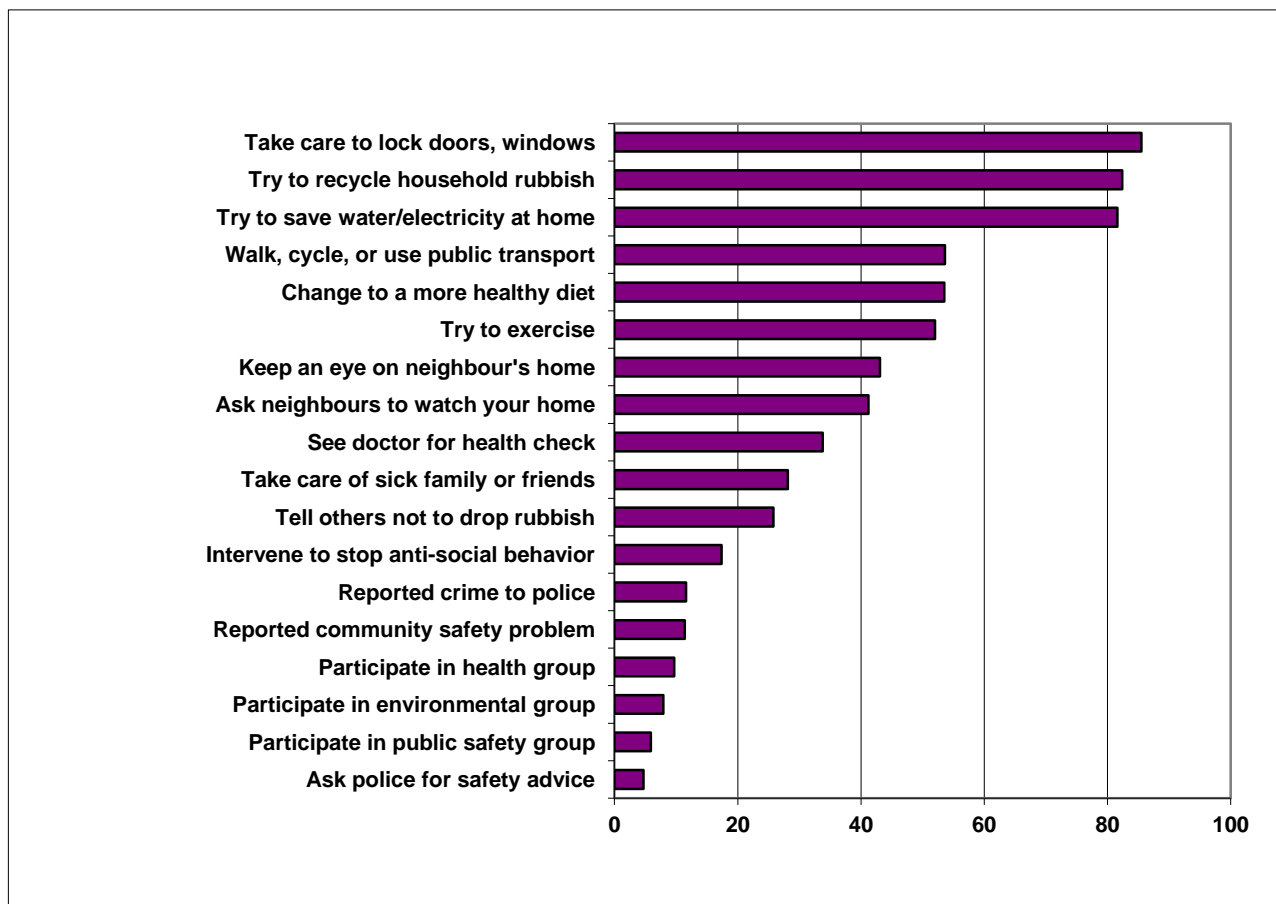


Distinctive principles of co-production

- Co-production conceives of service users and civil servants as *active asset-holders* rather than passive consumers/workers.
- Co-production promotes *collaborative rather than paternalistic relationships* between staff and service users.
- Co-production puts the focus on *delivery of outcomes* rather than just services.
- Co-production may be ...
 - *substitutive* (replacing government inputs by inputs from users/communities)
 - OR
 - *additive* (adding more user/community inputs to professional inputs or introducing professional support to previous individual self-help or community self-organising).



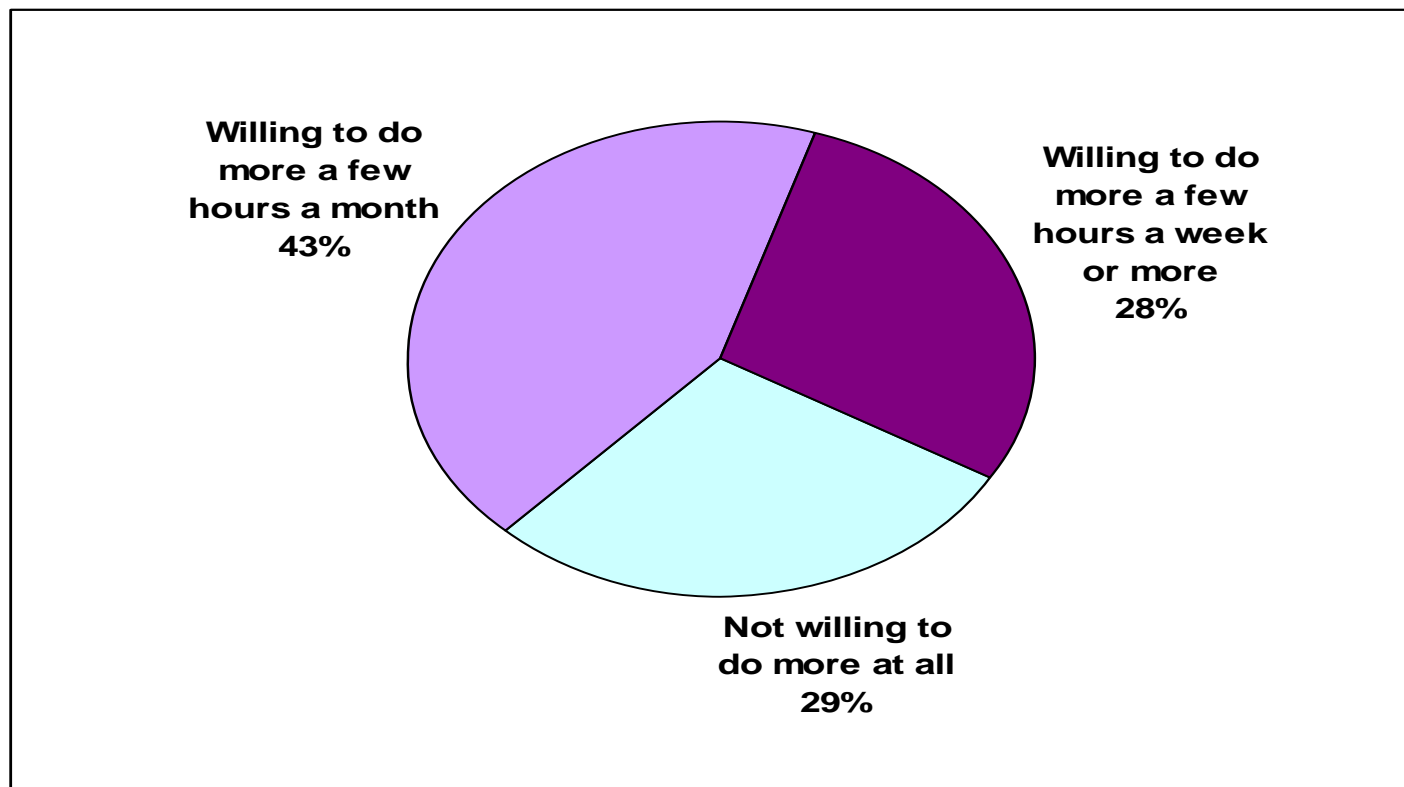
What citizens like doing most and not so much



Source: European Study prepared for the 5th European Public Sector Quality Conference in Paris, 2008.



The potential of co-production



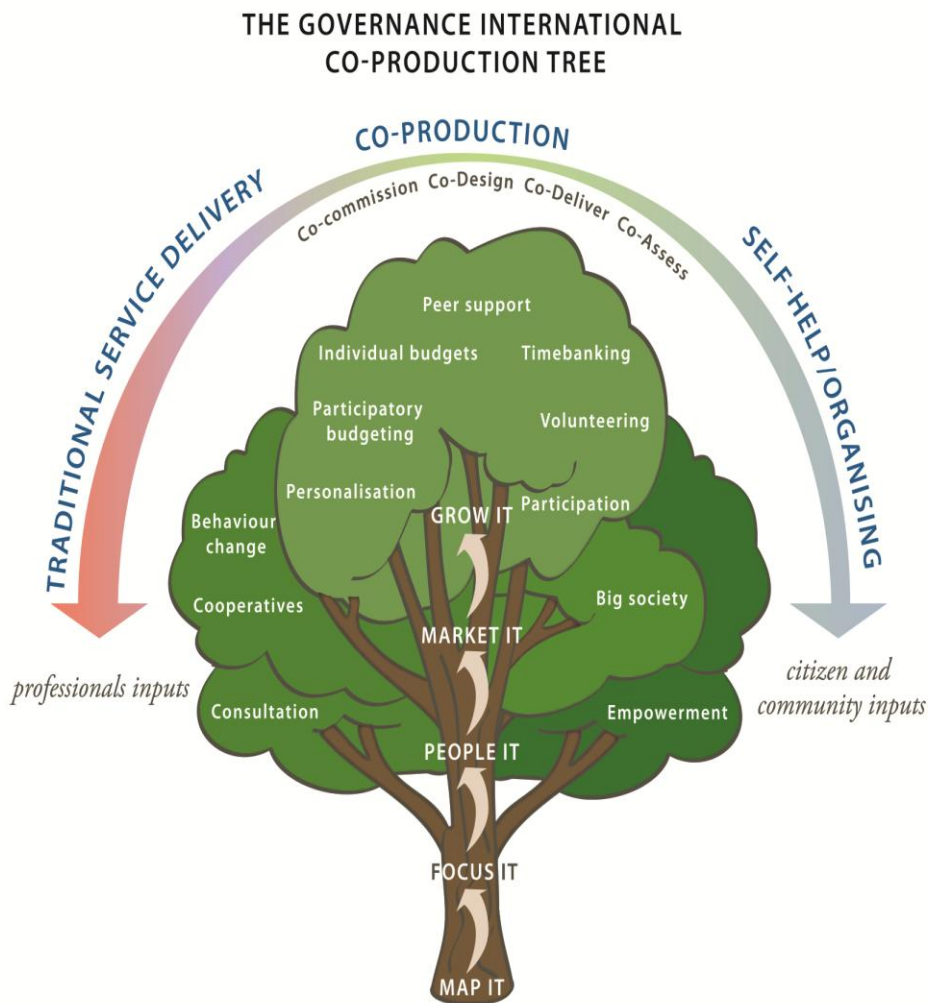
Source: European Study prepared for the 5th European Public Sector Quality Conference in Paris, 2008.



Potential limitations

Not everyone WANTS to co-produce, not everyone CAN co-produce – we need a variety of service models.

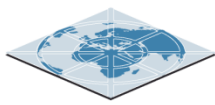
Co-production is generally not ‘free’ – it requires resources and investment for its full potential to be realised.





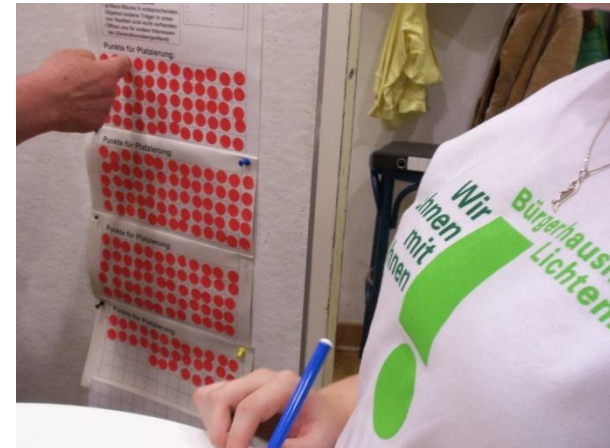
Shifting from traditional service provision to public service co-production

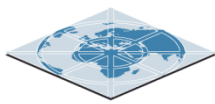




Case 1: Co-commission (Berlin-Lichtenberg, Germany)

- prioritisation of public policies in austerity
- multi-channel interface for suggestions and voting
- co-production offers by citizens at neighbourhood level

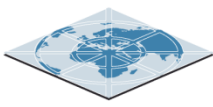




Case 2: Co-Commission (SAVE Award, USA)

- Crucial change of culture – best ideas exist at the frontline, and spirit of putting forward ideas.
- Has involved over 56,000 ideas, winner from top 4 ideas meets Obama.
- 2010 winner– under statute, the Federal Register is currently posted to 25,000 people, but most actually access it online. When the system changed with recipients having to ‘opt-in’, only 500 are now posted out. This approach is now also used in other documents, saving many millions of dollars.





Case 3: Co-design (Modena, Italy)



- The most popular section
- Professional consultants provide advice online



- Information about drugs/new substances
- Regional coordination centres for drug & alcohol abuse



- Counselling about road and safety
- Advice about driving licences

www.stradanove.net



- Counselling about jobs by trade unions
- Particularly about "unusual jobs"



- Cooperation with *Informagiovani* ensures the accuracy and updating of information on study opportunities, leisure activities, rights and duties, travel





Case 4: Co-design of Stockport Council social care website with adult social care users

- Website 'not fit for practice'.
- Working with focus group – simple template across 350 pages.

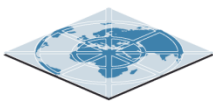
New website allows service users, their family and friends to know what services are available.

Results:

- 100,000+ website visits.
- Calls at contact centre reduced.
- Estimated saving of £300,000 per annum.

Source: Governance International case study at www.govint.org



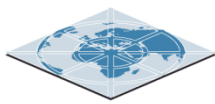


Case 5: Co-deliver public safety (South Somerset)

- Local residents work with police to fight against speeding cars
- 40% reduction in vehicles exceeding the speed limit since monitoring began in July 2007



Source: Governance International case study at www.govint.org



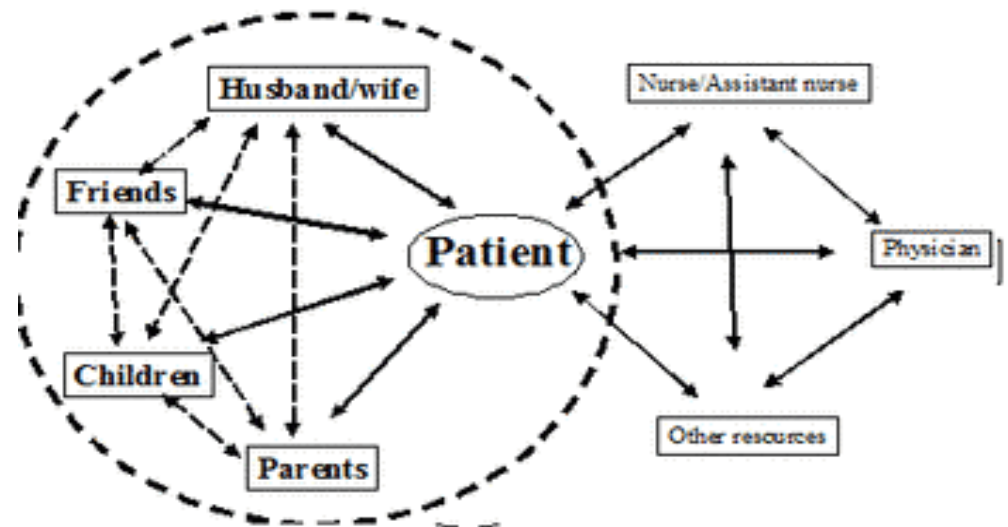
Case 6: Co-deliver better health (Highland Hospital, South Sweden)

Objective: improve treatment of patients and lower demand on beds in hospital

Tool: Process redesign

Outcome: satisfied patients, satisfied staff, significant reduction in hospitalisation

The "team" from the patients point of view:



Source: Governance International case study at www.govint.org



Case 7: Co-Assess (complaints management, London Borough of Camden)







Home Profile Find People Settings Help Sign out



Home Profile Find People Settings Help Sig

Why
spir
http
3:21 PM



@simon_redfern Parks were locked due to staff shortages. We expect them open tomorrow, pls check here for updates:
www.camden.gov.uk/snow
4:58 PM Feb 2nd from web in reply to simon_redfern

**camdentalking**
Camden Talking





The collage consists of three overlapping screenshots of the Twitter website interface from 2010. The topmost screenshot shows the Twitter logo in the top left and a navigation bar with links: Home, Profile, Find People, Settings, Help, and Sign out. The middle screenshot shows a tweet from @simon_redfern that says "Hi, all Camden parks are open today. Sorry for any inconvenience". The bottom screenshot shows a tweet from camdentalking, which includes a green recycling logo and the text "Camden Talking".

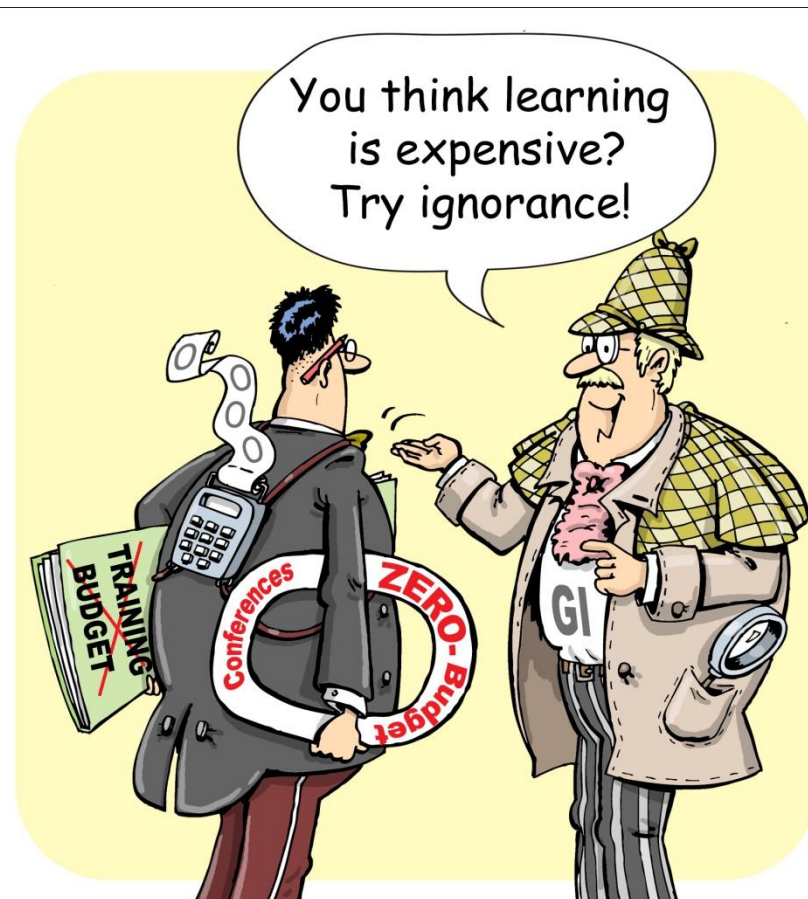


Source: Governance International interview at www.govint.org



Next steps for next practice ...

- promote learning from critical friends through a **peer review approach**
- focus on **comparisons with different organisations**, not with similar organisations!
- **empower staff and citizens to co-produce better outcomes** through new service delivery models and better policies





Most importantly: never say never again!



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Have a look at our case study section and contribute a Belgium case study!