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Co-VAL [770356] “Understanding value co-creation in public services for transforming European PAs”



D8.1 Co-design of Panel Report

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Document description	This delivery presents the goals and working methods of the stakeholder panel, as well as the outcome of interactions between Co-VAL full members and Co-VAL panel members.

Document Revision History

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V0.1	18/10/2018	First draft version of the deliverable	UAH
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Executive Summary

The purpose of having a panel of stakeholders in Co-VAL is to guide research activities through the vision of practitioners, experts and policy makers, whose task is to work on transformation processes at the high level of European Public Administrations (PAs). This will ensure the results of Co-VAL to respond to main questions and problems in implementing transforming initiatives, especially if they involve co-creation. Knowledge of the Co-VAL consortium on transformation through value co-creation will be shared with the stakeholders and that is expected to have an impact on current actions for transforming European public administration.

The Co-VAL stakeholder panel consists of about 25 stakeholders working together with Co-VAL consortium members, with a high interest and expertise on issues related to the research areas of Co-VAL. Stakeholders were selected on the basis of their interest in the topic and the experience-expertise they can bring to the panel. Knowledge will be shared from stakeholders to Co-VAL researchers, giving Co-VAL research a practice-led perspective and helping to increase the applicability and sustainability of policy recommendations. The panel will meet four to five times along the three years of the project and will stay engaged during the time in between meetings. After the discussion in the first panel meeting, as part of the co-design of the panel work, discussions will be organized around some thematic areas, which will be tackled in parallel sessions of focus groups during the panel meetings. Two priority thematic areas have been chosen: 1) e-government and digital transformation, and 2) Service design/Living labs/innovation networks.

The most important space for the sharing of knowledge will be the panel meetings. In these meetings, the panel will use some work methods to facilitate collaboration and share.

- Discussion rounds
- Parallel sessions and focus groups
- Design thinking

Stakeholders will stay engaged through the sharing of documentation produced by the project, such as meeting minutes, public deliverables and policy briefings. They will also be asked to give some feedback on the design and implementation of the tracker prototype for monitoring policy implementation.

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List of Terms and Abbreviations

Abbreviation	Definition
WP	Work package
PA	Public administration

1 Introduction

The panel co-design is understood in the context of CO-VAL policy impact and the need for more interactions with stakeholders. The body of research on public administration (PA) has achieved a limited impact in the practice and policy of European governments. Typically, research projects delivered a substantial review of the state of the art, a set of well-designed pilots, and a well-written, ambitious exploitation plan. However, while project insight was significant, the actual impact on practice was very limited. Co-VAL aims to overcome this paradox by dedicating a major part of the project to achieving policy impact. Rather than focusing on a set of micro-actions, it already includes activities for scaling up public sector innovation at a systemic level, by leveraging and learning from the substantial amount of innovation that is already taking place. Too often governments are considered purely as resistant to change, while in reality, they have to deal with a complex reality and negotiate constantly their action. Co-VAL recognizes this and aims precisely to empower the innovators inside public administrations (policy-makers and practitioners) by providing them with the best possible evidence, ambitious policy recommendations, and ways to demonstrate progress.

Activities of Co-VAL's policy pillar cover the knowledge to implement policy recommendations. Co-VAL will provide structured knowledge based on good practices and open platforms for mutual learning among governments. It will create a trusted space for honest and direct dialogue between practitioners and researchers, through a set of state-of-the-art instruments. WP8 in particular aims to ensure information sharing and knowledge flows between the research and policy community, and within each community based on peer to peer mechanisms. The idea is that stakeholders can be engaged since the very early stages of the project to participate in the coproduction of the ideas, approaches, and policy outcomes of the project.

The stakeholder panel consists of a panel that includes all Co-VAL consortium members and stakeholders working in or for European PAs at the local, regional, and national levels. The panel members have been selected after a launch of a call of expression of interest where dynamic value co-creation experiences are reported. The task involves the launch of the call; selection of stakeholders, 4-5 meetings budgeted under this WP, and the interactions with the panel all along the project. All partners involved in WP8 collaborate in this task by facilitating contact, interactions, and supporting the organizations of the meetings.

1.1 Purpose and Scope

Having permanent feedback from practitioners and experts is common practice in research for validating results. Nonetheless, the purpose of creating a panel of stakeholders to engage in Co-VAL is wider than getting result validation. It is to guide research activities with the vision of practitioners, experts and policy makers, whose task is to work on transformation processes and initiatives at a high level of European PAs. This will help to ensure the results of Co-VAL respond to the main questions and problems in implementing transforming initiatives, especially when they involve any kind of value co-creation with citizens and organisations. Co-VAL results should not just be significant, but they should also be a source for applicable policy and sustainable action. That is why having a panel of stakeholders sharing their knowledge along with Co-VAL's research development will be useful too. In

addition, as part of the purpose of the stakeholder panel, knowledge of the Co-VAL consortium on transformation through value co-creation will be shared with the panel and that is expected to have an impact on transforming European PAs as Co-VAL is being developed.

The purpose of having a panel of stakeholders within Co-VAL is also to comply with the H2020-SC6-CULT-COOP-2016-2017 call, which frequently mentions the need and importance of engaging stakeholders in research tasks. Even though the call specifications address the project as a whole, and the stakeholder panel is conceived as one task within WP8, the way the panel is planned to work makes it a place (one among others in the project, but a core one) for convergence of research results in all WPs. In order to illustrate this, next it is going to be mentioned how the stakeholder panel tackles some specifications in the Call text:

The actions need to engage multidisciplinary and multi-sectoral teams to explore the complexity of public services, enablers for PAs, identify the necessary changes, risks and barriers to implementation, assess the potential of different policy domains and explore feasibility in different PA contexts (across a representative set of the Member States and different levels of governments).¹

The Co-VAL stakeholder panel includes stakeholders coming from private, academic, and government backgrounds, ensuring a multi-disciplinary and multi-sectoral approach. It also ensures an overall representation of the Union and different contexts of PA.

It is essential that users are a fundamental part of any proposed project and proposals may want to validate the prototype developed in the any of the above [concrete policy recommendations, and transferability and sustainability of results].²

Co-VAL is designed to co-produce its research and policy works with high and permanent interactions between Co-VAL teams and stakeholders. The users of Co-Val are the policy makers that could make use of its results and are expected to be engaged since the very beginning. Co-VAL has designed the panel and rest of tasks in WP8 to achieve continuous knowledge sharing and co-design and co-production of activities among stakeholders.

Analysing the drivers and enabling factors for societal actors to engage in public service or policy co-creation and identifying different sustainability models (such as for example Public Private Partnerships, government spin-offs, hybrid government teams, etc.).³

The empirical research will analyse sustainability models and the role of social innovation in structural transformation. As part of the policy pillar of Co-VAL, the stakeholder panel also has a take on sustainability models.

Panel goals

These are the goals of the Co-VAL stakeholder panel, as ordered after the panel's main purpose. The list intends to represent the most relevant and important goals, though it is not an exhaustive list.

¹ CULT-COOP-11-2016-2017 – Understanding the transformation of European public administrations https://cordis.europa.eu/programme/rcn/700269_en.html.

² Idem.

³ Idem.

- Facilitate information sharing and knowledge flows between the research and policy community, and within each community based on peer to peer mechanisms.
- Enrich the research findings from other WPs with a practice-led perspective.
- Engage stakeholders in co-creation of Co-VAL research.
- Get feedback from stakeholders for focusing future research.
- Promote applicability and sustainability of policies.

1.2 Structure of the Deliverable

The deliverable is structured as follows:

- Section 2 of this report describes the selection process for stakeholders.
- Section 3, describes how the panel will be organised and implemented.
- Section 4 presents the conclusions to this report.
- Section 5 consists of an annex with the list of stakeholders and a summary of the first panel meeting, which was already carried out.

2 Selection of panel members

Co-VAL has designed WP8 for knowledge exchange with different communities, including a set of policy makers representing different realities of the PA in Europe. For that reason, the work carried on is co-produced with stakeholders: a panel of about 25 policy makers and practitioners who will be permanent members of Co-VAL throughout the project duration. They represent different EU realities and backgrounds (Nordic Europe, Central Europe, South Europe, Eastern EU countries, UK), different levels of PA (central, regional, municipal) and different public services (no preference for a particular type of public service or sector). They have been selected mainly on the basis of their interest in the topic and the experience-expertise they can bring to the panel.

2.1 Member profiling

Under a principle of co-production, stakeholders in the panel help to co-produce the research results by providing inputs and feedback about experiences of co-creation of value in four specific areas of co-creation: digitalization, service design, *living-labs*, and structural transformation. The outputs of panel meetings help to guide the theoretical research and the recommendations of policy for practitioners. Thus, Co-VAL is shaped by stakeholder participation. The presence of top-partners will be critical for success.

An ideal profile of a panel stakeholder should include: i) large experience in top management areas of PA, ii) deep understanding of the public service delivery process, especially the interaction between users and providers, iii) participation in the implementation of new services or substantial changes to those already existing.

2.2 Building up a list of candidates

Candidates should be practitioners but also knowledgeable on the research topics, having in mind to cover the research areas in the project. Initially, it was proposed to have in the panel not only policy makers and practitioners but also some representatives of associations, public institutions and research centers at the European level. However, early at the beginning of the project, the consortium decided to have instead representatives at EU level in the policy tasks of WP9.

The process of recruiting the panel stakeholders was organised as follows:

1. Proposition of candidates to be invited to the panel: All Co-VAL consortium teams have a role on this task. Their first responsibility was to suggest candidates within their networks that may be interested in taking part in the panel. Candidates should fit the profile described in section 3.1. The emphasis of the panel is on practice; therefore, candidates are expected to have a direct responsibility in a service, process, policy implementation, etc., involving change and citizen participation. Accordingly, a consultant or a member of a private or third-sector organisation could also be admitted to the panel, as long as they are or have been closely engaged in this kind of initiatives in public administrations.
2. Launch of a call of expression of interest: After candidates were suggested by consortium members, a call of expression of interest was addressed to the candidates by e-mail. The call was a one-page letter describing the purpose and general scope of the Co-VAL research project, and the panel in particular. It also explained the role of panel stakeholders and the

expected contribution. It also briefly mentioned how the panel will meet, work and keep engaged during the project. It finally asked the candidates if they would be willing to participate in the panels.

2.3 Selecting the panel members

After the call was launched and replies were received, the steering committee of Co-VAL decided on the candidates to be selected for the stakeholder panel. Given that all candidates fitted the profile, the main selection criteria was to ensure a good representation of European country members, Co-VAL research areas, and government levels. Once the list of selected candidates was completed, they were addressed a new message with a formal invitation to be a stakeholder of the panel and to assist to the first meeting. The list with all selected panel stakeholders, their organisations, and their positions can be found in the annex.

3 Working method

The stakeholder's panel will meet several times along the three years of the project and will remain engaged in between meetings. Engagement activities are intended to keep a constant feedback. The work and discussion of the panel are organised around some thematic areas, in order to group stakeholders and consortium members into the areas of their interest and expertise. Thematic areas will be tackled in parallel sessions of focus groups during the panel meetings.

3.1 Knowledge sharing

The distinguishing factor of Co-VAL is the focus on helping the uptake of recommendations. For that matter, it will design and implement a knowledge exchange system and platform (of which the stakeholder panel is a part) to make effective the requested actions in the call during and after the project life of Co-VAL. The project is designed to co-produce its research and work on policy with a high engagement between Co-VAL teams and stakeholders. Stakeholders taking part in this knowledge sharing exercise (as well as the organisations they represent) will benefit through accessing first-hand knowledge on value co-creation and a relevant network of multidisciplinary experts – scholars and practitioners as well. The horizontal knowledge-sharing approach of this panel will ensure participants that they will meet their peers in a closed environment and be able to learn from them.

At the base of the work of the panel is the exchange and sharing of knowledge. Knowledge is shared from stakeholders to Co-VAL researchers, thus, giving Co-VAL research a practice-led perspective and to contribute to the applicability and sustainability of policy recommendations. Knowledge is also shared the other way, from researchers to stakeholders, thus, enriching the expertise of practitioners and having an impact on co-creation and transformation practices. Expectedly, the engagement and the work of panel members will be more intense in later stages of the project, when research is more advanced.

The most important space for the sharing of knowledge will be the panel meetings. The panel will meet four to five times along the project. In these meetings, the panel will use specific work methods to facilitate collaboration and share. In particular:

- Discussion rounds: Work package leaders will present to stakeholders the status of their work: planned tasks, goals achieved, preliminar outcomes, future developments, etc. Stakeholders will comment on the validity of concepts, methods, hypotheses, results, focus, and on ways to improve. Leaders will also respond when necessary to stakeholders' questionings. The synthesis of this dialogue will be the outcome of this method and will be helpful for having more robust research outcomes.
- Parallel sessions and focus groups: At some point, the panel will be divided into parallel sessions, working around thematic areas. Groups in parallel sessions will work as focus groups, giving feedback on their perceptions as practitioners of what is important to know about this kind of issues and how it could influence a better practice in the future.
- Design thinking: Techniques of design thinking will also be applied during panel meetings. This technique will be applied in order to produce better research outcomes through the empathy

with users (stakeholders), getting from them new ideas, challenging ours and testing research methods.

The sharing of knowledge will continue in between meetings. Stakeholders will stay engaged through the sharing of documentation produced by the project, such as meeting minutes, public deliverables and policy briefings. They will also be asked to give feedback on the design and implementation of a prototype for a tracker for monitoring policy implementation. Mailing lists will be used for doing so.

3.2 Thematic areas

Thematic areas are 1) e-government and digital transformation, and 2) Service design/Living labs/Innovation networks. The panel discussions will be organised around these two areas; parallel sessions and focus groups will be useful for that. Other thematic areas might be adopted in the future, depending on the outcomes of further discussions and the interest of panel members.

e-Government and digital transformation

This thematic area was chosen because of the interest it caused during discussions in the first panel meeting and the questions it raised. Many processes of PA transformation go through the digital, and e-government has gone along with the change of paradigm in PA. Plus, digital tools are an effective method for citizen participation in co-creation. Nonetheless, and regardless of the success of digital applications in making easier and more efficient the access to public services, there is a concern for people, who lack the digital abilities and capabilities to access the digital interface, which creates an inequality and the need for keeping parallel processes that work *the old way*. Furthermore, it is necessary to distinguish between the digital as a driver for PA transformation and as an outcome of a more fundamental driver, which is the needs of citizens, clients, central administrations, organisations, etc. These kinds of questions will be worked out within this thematic area in next meetings.

Service design/Living labs/Innovation networks

Service design, living labs, and innovation networks are widely used tools for fostering participation and co-creation. As such, they will be the focus to discuss, among other relevant questions, how can they help to pass from implementation to adoption of a new service, process, application, etc. (a decisive step that frequently ends up in failure). Likewise, replication of successful implementations and the link between processes facing the public and back-office processes (how does co-creation cope with this gap?) are important issues to discuss.

4 Conclusions

The stakeholder panel includes all Co-VAL consortium members and stakeholders working in or for European PAs at the local, regional and national levels. The task involves the launch of the call; selection of stakeholders, 5 meetings budgeted under this WP, and the interactions with the panel all along the project. All partners involved in WP8 collaborate in this task by facilitating contact, engage in interactions with stakeholders, and supporting the organizations of the meetings

Main goals of the panel are: to facilitate knowledge sharing between the research and policy community based on peer to peer mechanisms; to enrich the research findings from other WPs with a practice-led perspective; to engage stakeholders in co-creation of Co-VAL research; to get feedback from stakeholders for focusing future research, and to promote applicability and sustainability of policies.

In order to select stakeholders for the panel, Co-VAL members were asked to suggest candidates within their networks that may be interested in taking part in be a part of it. Eligible candidates were selected on the basis of having large experience in top management areas of PA, and a deep understanding of the public service delivery process. A call of expression of interest was launched for all the candidates to decide whether they would be willing to be in it. Panel members were then selected by Co-VAL's steering committee. The list with all selected panel stakeholders, their organisations, and their positions is in the annex.

The Panel work will be organised around two thematic areas: 1) e-government and digital transformation, and 2) Service design/Living labs/Innovation networks. Other thematic areas might be adopted in the future, depending on the outcomes of further discussions and the interest of panel members. The panel will meet four to five meetings along the project. In these meetings the panel will use some work methods to facilitate collaboration and share:

- Discussion rounds: Work package leaders will present to stakeholders the status of their work and stakeholders will comment on the validity of concepts, methods, hypotheses, results, focus, and on ways to improve.
- Parallel sessions and focus groups: Groups in parallel sessions will work as focus groups, giving feedback on their perceptions as practitioners.
- Design thinking: These techniques will be applied in order to produce better research outcomes getting new ideas, challenging ours and testing research methods.

The synthesis of this dialogue is what will help to have more robust research outcomes.

5 Annexes

5.1 List of Stakeholders panel

Linked team	Country	Name	Position	Organization
KON	Austria	Herbert Leitold	Secretary-General	Secure Information Technology Center
KON	Austria	Gerhard EMBACHER-KÖHLE	Head of "BRZ Innovation Factory"	Austrian Computing Centre
LC	Belgium	Karim Cherroud^b		Urban Connector
RUC	Belgium	Tuija Hirvikoski	President	EnOLL (European Network of LivingLabs)
RUC	Denmark	Torben Thranæs	Research director	VIVE – The Danish Center for Social Science Research
USTL	France	Olivier GARRY	Project leader for digital strategy	Commission for sustainable development
ATC	Greece	Antonis Stasis*	Head of the Directorate of e-Government	Hellenic Ministry of Interior and Administrative Reconstruction
CUB	Hungary	Katalin Kiszely	Chief Political Advisor	State government
CUB	Hungary	Kludia Pataki Szemereyne^a	Mayor of Kecskemét (Hungary)	Local government
LC	Italy	Lucia Scopelliti	Head of Economic Planning Unit	Municipality of Milan
LC	Italy	Salvatore Marras	Innovation Manager	Formez PA
LC	Italy	Dimitri Tartari	Public Policy Consultant	Regione Emilia-Romagna
PWC	Italy	Francesco P. Schiavo	Director of Innovation and Info. System	Ministry of Economy and Finance
UAH	Luxembourg	Marc Blau^a	Director of Department	Human Resources Dept. of the State
UAH	Netherlands	Jean Bruijnzeels	Member of the Steering Committee	European Public Services Award
INN	Norway	Henrikf Finsrud	Manager for innovation	The Norwegian association of local and regional authorities
INN	Norway	Erik Oftedal*	Advisor to the DG	Labor and Welfare Organization (NAV)
UAH	Slovenia	Barbara Zupanc^a	Head of Quality Unit	Ministry of PA
UAH	Slovenia	Metka Stare*	Advisor and Professor	Institute of Macroeconomic Analysis and Development Faculty of Social Sciences, University of Ljubljana.
UAH	Spain	Fernando de Pablo*	President	SEGITTUR
UAH	Spain	Lucia Escapa Castro*	Head of Public Innovation	National Institute of PA
UAH	Spain	José Nuño Riesgo^b		Spanish Federation of Municipalities and Provinces (FED)
LC	UK	Fiorenza Lipparini^p	Director of Research	PlusValue

Table 1. List of stakeholder panel members

* These members presented their excuses because they couldn't make it to the meeting at the last moment.

a These members couldn't attend the meeting, but they sent somebody else on their behalf.

b These members were added to the stakeholder list after the first meeting.

5.2 Results of the 1st panel meeting

The first of planned stakeholder panel meetings already took place in Budapest (Hungary), on June 21st. The meeting was carried out during a one-morning session. The main purpose was to get to meet the stakeholders, to present to them the project and initiate a discussion, thus creating engagement. Further meetings will require to invest more time and work, given that research will be further developed. In this section, we provide the agenda of the first meeting and a summary of the main issues raised by stakeholders, and Co-VAL members as well, during the presentation of the planned and completed work in each one of the research WPs.

Meeting Agenda

9:00 – Presentation of the Co-VAL project, the stakeholder panel objectives, and the working method, by Luis Rubalcaba (UAH).

9:15 – Keynotes by Rolf Rønning (INN) and Francesco Mureddu (LC): *Value co-creation in PAs; theory and policy frameworks*.

9:45 – **Presentation round of all attending panel members.**

Attending panel members presented themselves and talked for a few minutes about the organisations they represent and the work they do regarding the topic of the project. For this first meeting, among all persons that were contacted and formally invited, sixteen persons accepted the invitation and confirmed they would attend the meeting. Two of them couldn't finally make it and a few others needed to appoint or sent another person on their behalf due to difficulties with their own working agendas. Attendees of the first panel meeting make a good representation of all European regions. The list of meeting attendees and their organisations is in the annex.

10:45 – **Coffee break.**

11.15 – **Presentation and initial feedback on WPs.** (Moderator: Anthony Arundel, UNU-MERIT)

Leaders of all WPs (theoretical and metrics, policy, and research pillars) presented an overview of the planned tasks, the current state of the work and future developments. After each presentation, stakeholders were asked to make comments and questions and give feedback. These were responded by the WP leader when necessary.

13:15 – **Concluding statements and future work.**

The panel moderator provided a synthesis of the issues under discussion.

13:45 – **Close.**

Summary of meeting presentations and discussions

Following a summary of the panel discussion after each WP was presented. Squared bullet points with text in italics represent interventions of stakeholders and the rest are responses of WP leaders.

WP2 Measuring and monitoring public sector transformation:

- *We do not only design services with and/or for citizens, but we also enable innovations designed by users. Do you ask that kind of questions? People are clever, they can come up with better solutions than the service provider.*
- *About the relationship between the survey and the case studies: WP6 presented five types of case studies and in the survey, there are three types of innovation areas. Are they not supposed to correspond, or cover the same kind of questions and innovation areas?*

- Citizens creating their own solutions require an in-depth observation, not suitable for a survey. We will be asking about a number of different methods of innovation, not only co-creation. We want to be able to find differences in the intensity of the involvement of users and the intensity of other methods.
- There are some reasons it wouldn't work in the survey to have the same areas than in case studies. In health, for example, there are many differences in how people see and understand the co-creation of value. We are worried that the respondents would be confused and we wouldn't get the responses we wait for. But we do need to come up with some coordination, at least in some areas.

WP3 Digital transformation of PAs

- *There is a problem with the term digital transformation. Digital is just a tool. Talking about digital transformation means excluding other kinds of transformation.*
- We need to skill up leadership in public management and also digital skills in citizens. In some places there is no trust in government, so people rather have a printed copy instead of a digital record.
- What is being observed is the human-centered design of services. This work package focusses on digital only. We are taking a more holistic approach to digital transformation, not just technologies.

WP4 Service design for public sector transformation

- *You may say that co-creation remove power out to the citizens. How does that relate to the ordinary representative democracy?*
- *Often innovative ideas are not developed in contact with local professionals. The idea is developed with citizens, but it also needs professionals.*
- There are two traditions in service innovation: political innovations and innovations that try to involve people to create solutions. User involvement is the way that should drive change in the public sector.
- We engage professionals because they are knowledgeable... This field is underdeveloped empirically... The normative we know is "co-creation is all right", but it has its darkness. We need more studies on the "dark side".

WP5 Living labs for co-creation and co-innovation

- *There are consequences for the environment and the public space. Will that be a part of the research?*
- *It's a very expensive process. It's important to consider if it's worth and if the problem/service is the right one for using this approach. Co-creation is not to be used for all kinds of decisions to be made. Are you thinking about comparing another kind of approaches – not just living-labs – for co-creation?*
- We have to look into democratic and political aspects.
- We have among our objectives that we should look at other experimental methods. We see living-labs as if it is a real-life situation. You could say, in a way that the public sector is one big experiment where you can observe how things are being innovated.

WP6 Structural transformations, PP networks, and social innovation

- *A classification should emerge from previously observing the cases and the other way around, where you put cases into a category you had previously defined.*
- *Usually, values are well defined. Are you challenging the existing definition of value?*
- Try to classify again is something difficult to do now, because we started the research project what a typology that we decided to have, in order to distinguish between living-labs, networks, and service design.
- Indeed, it is our purpose to challenge the definition of value. The problem is that in general, we consider value as an assumption. What we would like to do is to use a theoretical framework saying there are several roles of value. We have theoretical tools to address the many definitions and to test which kind of value is more important for actors, and how the many kinds of value compete and reinforce one to another.

Issues under discussion (as gathered by the panel moderator):

- A lot of the limitations will come out in the case studies. One of the limitations of measuring innovation in a survey of the public sector is that public sector managers hate to talk about failures; when confronted to failure they just change the goals.
- The internal/external component: You have the outward of the organization facing innovation activities and you have the back-office processes. They are often linked. How does co-creation expand this gap?
- Implementation vs. adoption: Implementation is usually a very large step and in measuring service innovation in the public sector you know that the implementation process often takes years. How does co-creation fit into this process?
- Collaboration and application: You don't want to waste citizens' time when involved in co-creation. You don't want to re-invent the wheel 17 times in each city. Replication is the core point.
- What's the evidence of the outcomes? We don't really know what the outcomes of co-creation are. Is co-creation actually better than other methods? What does it contribute that you wouldn't get with other methods? What does it contribute that you wouldn't get with other methods? What's its added value?
- The broad issue of inequality. A lot of it refers to digitalization. People brought up this concern several times, about the access to digital services.

Policy pillar (WPs 7, 8 and 9)

The policy pillar was also presented to the panel stakeholders. WPs 7 to 9 are integrated into a block of activities, whose main purpose is to cover the knowledge to implement policy recommendations. The aim is to provide structured knowledge based on good practices and open platforms for mutual learning. The elaboration of high-level policy recommendations, a sustainability plan, peer-to-peer engagement, and a tracker to follow up policy recommendations are into the scope of the policy pillar. It depends to a certain extent on the advances of the research WPs. Therefore, at the early stage the project was when the meeting took place, there was not much of a discussion to have on the development of the pillar. Nonetheless, stakeholders listened to the objectives of the tasks and the planned work and they provided their input regarding the focus activities that were already being implemented, in particular on the design of a prototype for a system to monitor what governments at different levels are doing in implementing co-creation policies. The tracker is in the form of a dashboard implemented through an on-line application that will enable collaborative monitoring of

what governments are doing. It is expected that this will trigger discussion and feedback on the outcomes of the pillar.

It is worth to make notice that in the next panel meeting stakeholders will take part in a policy event that reunites high-level policy makers and which is also part of the project. The objective is to make them part of a conjoint exercise of steering policy strategy for the outcomes of the pillar.

As part of the co-design drive of the panel, some decisions were taken at the meeting that change the original way the work was planned and organised. It was decided that the panel will postpone the second meeting in order to let research reach a more advanced stage; therefore, the number of meetings could be reduced to four, rather than five. Also, panel members chose the thematic areas that the work will focus on in next meetings.