Cooperative by Design

How can we collaborate with people to help them build their resilience?

Noel Hatch
Cooperative Council Manager
Lambeth Council
@noelito
>1 experience the need for change

>2 diagnose the system

>3 create pioneering practices

>4 enable the tipping

>5 sustain the transition

>6 set the rules of the new mainstream
Get under the skin of the culture...
...and the lives people live
Identify people’s feelings and experiences of community...

- I feel like I belong to this neighbourhood
  - Strongly agree: 27%
  - Agree: 55%
  - Neither agree nor disagree: 15%
  - Disagree: 10%
  - Strongly disagree: 3%

- I would speak highly of my neighbourhood if asked
  - Strongly agree: 16%
  - Agree: 53%
  - Neither agree nor disagree: 19%
  - Disagree: 7%
  - Strongly disagree: 2%

- I would be willing to work together with others on something to improve my neighbourhood
  - Strongly agree: 14%
  - Agree: 54%
  - Neither agree nor disagree: 20%
  - Disagree: 7%
  - Strongly disagree: 2%

- The friendships and associations I have with other people in my neighbourhood mean a lot to me
  - Strongly agree: 19%
  - Agree: 48%
  - Neither agree nor disagree: 18%
  - Disagree: 11%
  - Strongly disagree: 2%

- Neighbours around here help each other
  - Strongly agree: 15%
  - Agree: 47%
  - Neither agree nor disagree: 20%
  - Disagree: 11%
  - Strongly disagree: 2%

- I regularly stop and talk with people in my neighbourhood
  - Strongly agree: 14%
  - Agree: 47%
  - Neither agree nor disagree: 20%
  - Disagree: 14%
  - Strongly disagree: 3%

- If I needed advice about something I could go to someone in my neighbourhood
  - Strongly agree: 12%
  - Agree: 47%
  - Neither agree nor disagree: 21%
  - Disagree: 16%
  - Strongly disagree: 2%

- Community events that I would like to get involved with happen in my area
  - Strongly agree: 10%
  - Agree: 46%
  - Neither agree nor disagree: 24%
  - Disagree: 12%
  - Strongly disagree: 3%

- My neighbourhood is changing for the better
  - Strongly agree: 9%
  - Agree: 44%
  - Neither agree nor disagree: 27%
  - Disagree: 10%
  - Strongly disagree: 2%
...understand what people think is shaped by different values
Is shaped by the environment and infrastructure around them
Spaces

BEFORE

AFTER
Utilities
Products
Money
The future of collaboration could bring many opportunities...

- Rise of the micro-entrepreneur
- Hyper-productive goods
- International monopolies
- A million local economies
- On demand, convenient and embedded
- Increased sustainability
...but people find it more difficult to live and act together than before
We have a clear strategic vision and direction of travel for the organisation.

We have a way of working which puts the citizen at the centre – cooperative commissioning. This is reflected in our structures and in the behaviours.

We have a clear plan for our finances and a balanced budget for 2015/2016.

We want to continue to deliver good services within our budgets.

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**Safer & Stronger Communities**

- People are healthier for longer
- Crime reduces
- Vulnerable children and adults get support and protection
- Older, disabled and vulnerable people can live independently and have control over their lives

**Cleaner Streets & Greener Neighbourhoods**

- People take greater responsibility in their neighbourhood
- All Lambeth communities feel they are valued and are part of their neighbourhoods
- People lead environmentally sustainable lives
- Lambeth plays a strong role in London’s economy
- People live in, work and visit our vibrant and creative town centres

**More Jobs**

- All young people have opportunities to achieve their ambitions
- People have the skills to find work

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Equality: continuing to protect those who need it most

Prevention: addressing the causes of problems rather than their consequences

Resilience: helping to grow strong and supportive communities to tackle issues and take greater responsibility
How can we help people...and communities build their resilience?
Understand people’s different situations and capabilities to...

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<thead>
<tr>
<th>WHO CO-PRODUCES OUTCOMES</th>
<th>ACTION THAT PRODUCES OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person with specialist needs</td>
<td>Work together to produce outcome</td>
</tr>
<tr>
<td>Person with specialist expertise</td>
<td>Work together to produce outcome</td>
</tr>
<tr>
<td>People with local knowledge &amp; networks</td>
<td>Professional consult public - outcome produced by professional</td>
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<tr>
<td>Person with specialist expertise on universal service</td>
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<td>People with venture expertise</td>
<td>Build a venture together type 1</td>
</tr>
<tr>
<td>People with lived experience &amp; talents / time</td>
<td>Build a venture together type 2</td>
</tr>
<tr>
<td>People with venture expertise</td>
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[THE OPEN WORKS]
...develop pathways that help them build resilient relationships

1. Drop in
   - Participate

2. Host
   - Co-build
   - Initiate
   - Develop project

3. Incubator Programmes
   - Hybrid ventures
   - Community businesses

4. Platform building
   - Designing systems for platform

- Self-initiated learning
  - One-to-one project incubation
  - Group project incubation

- Programmes for individuals & groups

- Programmes for individuals & groups
  - One-to-one training and mentoring

THE OPEN WORKS
Ecosystem of participatory commons projects, community businesses and ventures

Prototypes

Spaces

Networks

PROJECT DESIGN
Model discovery
Testing strategy
Evaluation framework
Theory of Change
Branding

Participatory culture models and hybrid civic models

Local ideas

Surfacing and connecting people and ideas
Help people experience and practise change together

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<th>Approach</th>
<th>What if?</th>
<th>Innovations</th>
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<td>Integration</td>
<td>Integrate the offer with other offers</td>
<td><strong>Place Pulse</strong> combines crowd perceptions to visualise how area is, while <strong>Log Cabin</strong> prototyping community-era accommodation as an alterna</td>
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<tr>
<td>Inversion</td>
<td>Turn common practice upside down</td>
<td><strong>Traffic Com</strong> helps people create data on their neighbourhood to measure the level of traffic. <strong>Lambeth Council</strong> uses gamification to design th</td>
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<td>Subtraction</td>
<td>Take something away</td>
<td><strong>Project Green Aid</strong> fills them with infrastructure for unhealthy food for the opposite purpose.</td>
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**Translation**
- **Street Pong** redesigned walk signals to get people to interact with strangers while keeping them from crossing dangerous interactions.
- **People United** transformed beach huts into innovation hubs for the community, while **Phone Book Share** repurposed obsolete phone booths into book share.

**Grafting**
- **Exaggeration**
  - **Hello Lamppost** extends the use of sensors for smart cities as touch points for games, while **Edible Bus Stops** reimagines bus stops as places to grow vegetation.
Help people grow everyday practices into sustainable projects

- playing
- borrowing
- tinkering
- planting
- cooking
- making
Turn people’s everyday motivations into design principles

- My aspirations and what I want for my life are at the centre of everything
- We respect other’s needs and all work together to achieve the best outcomes for everyone
- I can get the support I need, when I want it and in ways that work for me
- I feel in control of all decisions in my life
- I always feel I am building new networks and strengthening the ones I have
- Time banking
- Self-directed support
- Long-term Key Worker Support
- Community Options Team
- Urgent Care
- Personal Health Budget
- SLaM Empowerment
- Information + Resource Hub
- GPs + Primary Care
- Urgent Care
- Community Assists
- Community Options Team

EXPERIENCE

ORGANISATIONAL

The COLLABORATIVE
Living Well in Lambeth BETA
Support infrastructure that connects different cultures of collaboration
Build relationships with people designing in collaboration for the future...now