



Playbook

**SAMVERKET – – a philosophical,
but practical, guide to
co-operation and innovative
power in the public sector**

About this playbook

The purpose of this playbook is to collate and share all the thoughts, lessons and outcomes that emerged from the Vinnova-funded project, Samverket. Our idea is not for the playbook to be read from cover to cover. Instead it should serve as a source of inspiration based on what you currently want to focus on. That's why the playbook is divided into separate chapters where we describe how each separate component has helped us to shape Samverket as a whole. There are many target groups for this playbook, including those who are generally interested in Samverket as a concept and phenomenon, and those wishing to establish new hubs of co-operation for both the public and private sectors. The playbook can also act as a source of inspiration for organisations that wish to develop and strengthen their own workplace and culture.

The playbook covers and discusses the actual project and the concept. You'll read about the initial assumptions we had, in the form of target results and outcomes, and also the theoretical foundation upon which we built the concept. We also provide a thorough description of the concept, the significance of the community and the physical premises, facilitation and the community manager's role, activities, organisation, funding, administration, lessons learnt, and finally also narratives from members. It makes for a comprehensive

description of what Samverket worked on from 1 June 2021 until 31 May 2023, which we have divided into sub-headings to make it easier to read.

We are convinced that co-operation takes place in complex systems where all the parts affect the whole in their different ways. For that reason it is not possible to break down and isolate each part, nor to highlight any determining individual elements. The whole is greater than the sum of its parts, and this is what has created the outcome that became Samverket.

We are happy to share our experience and thoughts with you, so please get in touch if you want to find out more.
Read and enjoy!

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About the authors

Gomorrön Östersund AB (Maria Svensson Wiklander och Jenny Sandström) is an idea and experiment hub that generates societal development by challenging and advancing the way we regard working and living in the contexts or places where we spend time. Along with the people we surround ourselves with, our desire is to be pioneers and role models, and create new routes to societal development. Gomorrön Östersund operates several co-working spaces in central Östersund and also carries out assignments related to societal development, community building and the future of working life and lifestyle. Gomorrön Östersund is part of a group which also includes the knowledge and development hub called The Remote Lab. The Remote Lab conducts research into the future of working life and publishes its own reports as well as articles in collaboration with higher education institutions around the world. These give rise to courses and consulting services for organisations that want to develop their internal processes or their offerings to others.

www.gomorrönstersund.se

www.remotelab.io

Niklas Huss (Niklas Huss AB) helps organisations to generate creative, inclusive and attractive workplaces where people and businesses can evolve and grow together.

My greatest motivation and engagement comes from creating opportunities for people and organisations to reach their full potential. The world we live in and the huge changes that have taken place in how we live and work require a new mindset about what the workplace needs to offer, what new business models could look like, stronger co-operation and workplace environments that we long to be in and that generate value, new ideas, perspectives and relationships. By focusing on people and our human needs and talents, I help organisations to transform their operations and develop workplaces where people feel a sense of community, trust, confidence, creativity, responsibility and strong commitment.

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Foreword

We need to innovate how we innovate!

Today's challenges cross both organisational and geographical areas of responsibility and thus require effective working methods through which those of us in the public sector take responsibility for removing barriers and designing new, pertinent solutions to problems.

Just as co-working within the private sector has been shown to enhance innovative power in companies, Samverket has provided a way for the public sector to come together in innovative environments, across organisational boundaries, share important perspectives and make a difference together. Samverket has inspired innovation all over Sweden and has also gained international interest.

The future way of working in the public sector is currently being designed and Samverket is giving us a peek into what it looks like.

Darja Isaksson, General Director, Vinnova
(Swedish Governmental Agency for Innovation Systems)

Thank you

We would like to dedicate this playbook to, and above all thank, our fantastic members. It is you who have made the concept evolve and grow into the societal force that we wanted to create, and you have taught us something new every day.

We would also like to give special thanks to...

... our community managers Petra Norling and Sandra Olofsson who have shaped the community manager role into what it is today.

... our project owner, the County Administrative Board of Jämtland, with Marita Ljung and Maria Anstett-Andersson who have run and been essential to the project in so many ways.

... Our project partner Vasakronan including Johanna Skogestig, Ronald Bäckrud, Henrik Eriksson and Niklas Sjögren who saw the opportunities.

... Kasper Fabritius and his colleagues at Senaatti in Finland for excellent collaboration and exchange of experiences.

... our reference group made up of Darja Isaksson, Christina Gellerbrant Hagberg, Clas Olsson and Linda Schön Doroci who provided their expertise and supported us as our sounding board along the way.

... Our financial sponsor Vinnova, with Jenny Engström and Jakob Hellman who have guided us and been present.

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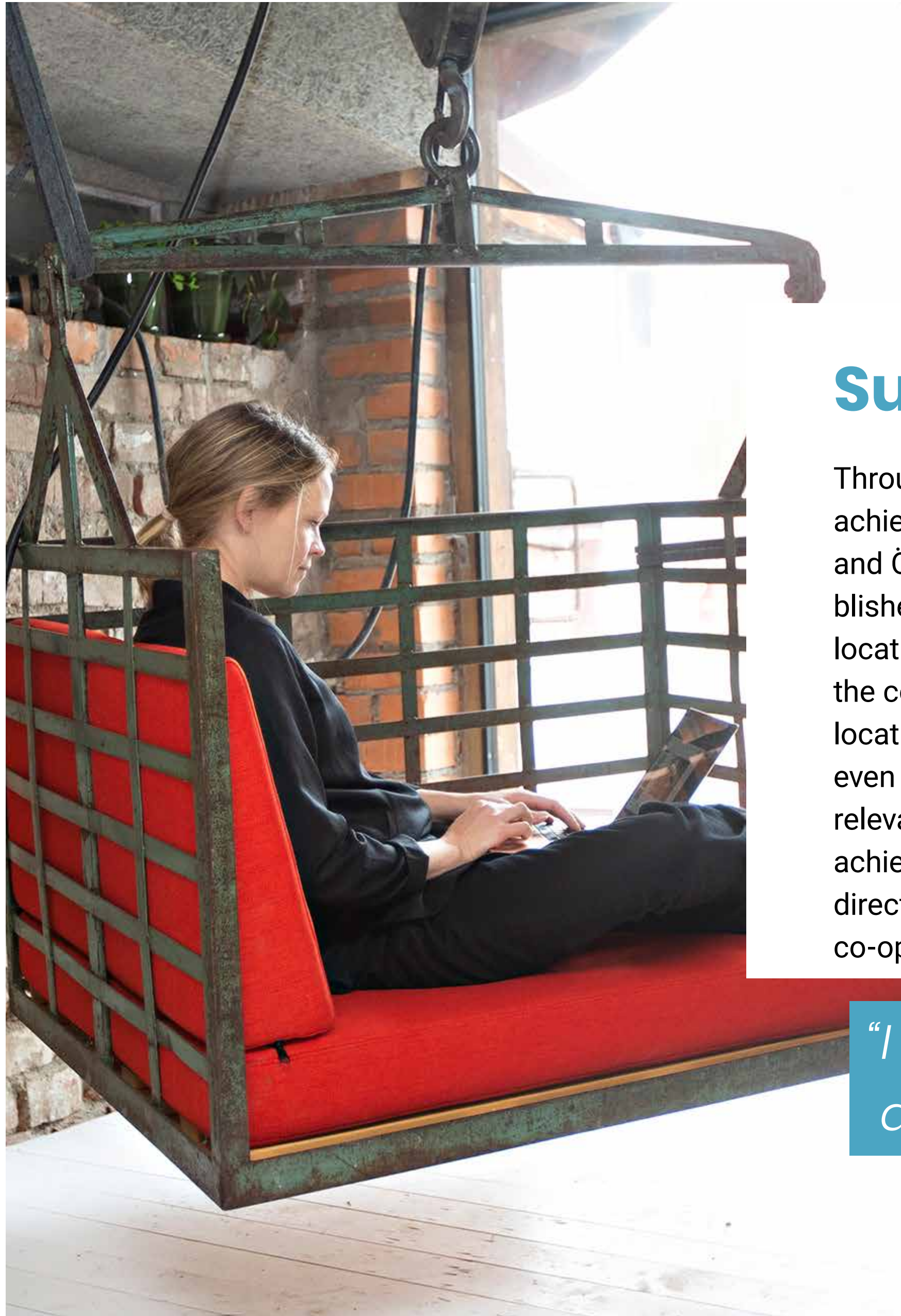
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Summary

Samverket is a national concept and infrastructure grounded in needs expressed in Vinnova's Impact Innovation program, the EU's Horizon program and others, regarding new types of co-operation models. The concept has been developed based on existing research into co-working and what it is that builds trust, transparency, effective co-operation, creativity and innovation. It is powered by people's engagement and curiosity in societal development, and it is enabled by culture, premises, processes and facilitation. It is a concept aimed at strengthening co-operation, developing and making existing organisations more efficient, and providing support so that the public sector can collectively become even more solution-oriented, flexible and innovative in order to solve the complex societal challenges that currently end up in the gaps between organisations and existing remits. Additionally, we believe that these neutral and equal places throughout Sweden will help the public sector become an even more attractive employer by enabling lifelong learning and greater flexibility in terms of workplace and choice of lifestyle environment.

Samverket has been designed as a complement to the current office and home workplace by being and acting as the third workplace. It is a neutral place with no roles and titles nor the constraints of current remits and processes. It is a place to create "loose ties" to others in the public and private sector. The spaces are designed to stimulate co-operation, learning and creative working by providing environments that enhance psychological safety, transparency and involvement in all the activities that take place there.

To succeed in this, the community manager is an incredibly important role for creating a welcoming, safe and creative environment, and also to connect people, interests and needs. Furthermore, it is important that all members feel responsible for creating the culture, environment and involvement in the topics and activities that take place. The project has been monitored by four researchers and the preliminary results demonstrate the clear value and importance of these types of places for boosting learning and creativity, and helping the public sector be an attractive employer for the future. Samverket is a place for informal and effective co-operation.



Summary, cont'd

Through this project a national concept has been developed and tested, which achieved the target results and outcomes, based on the two hubs in Stockholm and Östersund. According to the goals of the project, prototypes were to be established in one major and one smaller location. However, our conclusion is that all locations are different and that the concept has therefore only been tested under the conditions that prevail in Stockholm and Östersund. For establishment in other locations, adaptations would need to be made based on the local circumstances, even though the core of the concept and the principles behind it are still highly relevant to all hubs of this kind. We also believe that the best outcomes will be achieved if the concept is managed and owned nationally, if the private sector is directly connected to the hubs, and if future hubs are linked together via a digital co-operation platform.

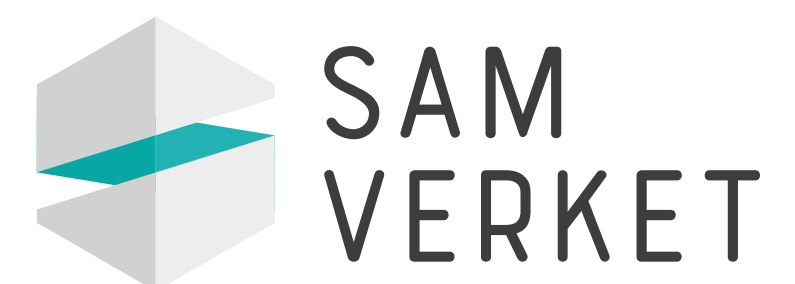
"I look at societal challenges from different perspectives today." Member

About the Samverket project

Samverket is a two-year Vinnova-funded project aimed at creating a national concept for co-working and innovation hubs for the public sector in Sweden. The project owner is the County Administrative Board of Jämtland, and Gomorron Östersund AB, Niklas Huss AB and Vasakronan are the project partners. Two prototype co-working hubs have been run as part of the project, one in Stockholm and one in Östersund. Hub members include government agencies, municipalities, regions and municipal and regionally owned companies. The concept is underpinned by theoretical research into innovation, relationship building and psychological safety, which permeate both the design of the environments and the membership and businessmodel. The concept is built on locating these hubs so that they are directly connected to the private sector to enhance co-operation and societal development between the public and private sectors.

There is no correct answer for what this concept should look like, which is why we have experimented and designed these innovative, public-sector co-working hubs of the future together with public sector players, to end up with a concept that works all over the country. Two on-going evaluation projects have been linked to the project. These have conducted both qualitative and quantitative research throughout the entire project looking at the members' experience of Samverket and the real benefits it brings.

www.samverket.se





Introduction and background

During the last five years, the County Administrative Board of Jämtland has run a network for government agencies (Myndighetsnätverk) located in Jämtland Härjedalen. As part of this government agency network, a creative board was tasked with finding new, creative ways for government agencies to co-operate, and over the years ideas such as the Government Agency Festival and Government Agency Observations (Myndighetsspaningar) have emerged from these efforts - and so has the idea for a co-working hub for the public sector. Contact was made with the Swedish Governmental Agency for Innovation Systems (Vinnova) to bring this idea to life. After discussing it with different players who had had the same ideas regarding co-working and inno-

vation hubs for the public sector, Vinnova published an advert for the project. A response to this advert was submitted by a consortium made up of the County Administrative Board of Jämtland as the project owner, Gomorrön Östersund AB which has a great deal of experience of building co-working hubs and environments, Niklas Huss who has a lot of experience of the world of government agencies, change management and holistic innovation systems for complex societal challenges and new operating needs, and Vasakronan, which had long been pushing the issue of co-working environments for the public sector in Stockholm. The project was awarded to the consortium, and it started on 1 June 2021.

Introduction and background, cont'd

TARGET RESULTS:

1. Development and testing of a concept: During the project, we would like a common, cohesive concept for public sector co-working to be developed and tested in at least two geographic regions. The concept should include common elements such as sustainable business and operating models, hospitality, community, learning, tools, networks, profile and communication. The concept has to be grounded in the needs and requirements of public sector organisations and integrate digital development to enable hybrid working.

2. A greater range of co-working spaces for the public sector: During the course of the project, the concept must be tested in at least two geographic regions. Spaces for co-working need to be available within and outside of a major urban area. These spaces need to be offered to public sector organisations to use throughout the project period.

3. Documented lessons learnt about co-working and hybrid working in the public sector: The project must document the concept devised and the experiences from testing it to facilitate the creation of further co-working spaces in more geographic regions in Sweden.

Introduction and background, ctd.

TARGET OUTCOMES:

Expected short-term outcomes:

- Enable economically sustainable co-working spaces for the public sector
- Create value through collaboration between co-working players
- Create a learning community amongst public sector players regarding hybrid working
- Build structural capital for the development of co-working in the public sector so that more spaces for co-working can be created without additional funding from Vinnova

Over the longer term, the project is expected to contribute to the following target outcomes:

- More efficient collaboration between public sector organisations, with knowledge and expertise coming together from different directions and organisations learning from each other.

- Greater innovative power within the public sector through more unexpected touch-points across organisational boundaries, new perspectives and an environment and culture that is open to experimenting
- Reduced environmental impact due to an expanded network of meeting places close to home locations and a greater ability to use digital tools
- Attractive public sector employers thanks to a greater choice of home location and more modern ways of working
- Reduction in public expenditure as sharing mutual resources can lead to lower rental costs

The short-term target results and outcomes are considered to have been achieved after completion of the project. Several of the long-term target outcomes, such as the first two, have also been achieved, even though they are continuous processes that are expected to have an effect for a long time to come.

A brief external analysis

Several major trends impact Samverket as a concept, three of which are briefly described below: sustainability, innovation and a systems perspective, new work-life demands and co-working as a phenomenon.

SUSTAINABILITY, INNOVATION AND A SYSTEMS PERSPECTIVE

From a societal perspective, sustainability has become more prominent globally with Agenda 2030 and the global sustainable development goals providing a mutual starting point, motivation and framework for the direction in which development needs to go. Sustainability has therefore become a commercial requirement and a clear place to start for shaping sustainable strategies within business and politics. Future-oriented organisations need and are requesting more holistic approaches in order to create businesses that are grounded in environmental and social values to create long-term sustainable economic value. The public sector is no exception and has

recently taken steps to include and integrate environmental and social perspectives in its own processes, which is an important requirement for the overall transformation of society. But for individual organisations to integrate all perspectives of sustainability, systematic ways of working and a holistic view of sustainable development are needed, focused on positive contributions and a reduction in negative impacts. Vinnova and others have emphasised mission-oriented approaches, forward-thinking and also mutual projects regarding Impact Innovation, together with Formas and the Swedish Energy Agency, for transforming our entire society and providing support so that progress can take place at several levels simultaneously. They also emphasise the need to break existing silos and to enable players that do not usually come together to co-operate, in order to innovate and create sustainable solutions.

A brief external analysis, cont'd

NEW DEMANDS OF WORKING LIFE

In the aftermath of the pandemic, many new demands are being made of employers, and a difference in attitudes between employees and leaders/managers has repeatedly been shown in several studies. As a whole these indications suggest that organisations need to consider more and different parameters than before in order to remain relevant as employers. This gives the individual employee both increased freedom and responsibility. Studies carried out in the public sector in Sweden during the pandemic showed a greater need for autonomy and self-management in a hybrid working model. New types of leaders are

also needed who focus on enabling and facilitating collaboration and co-creation in teams, with a greater focus on building the culture as this is harder in hybrid or remote teams (Chafi, Hultberg and Bozic Yams, 2021).

Consequently, employers will need to offer a completely new level of flexibility, which has implications for how management needs to evolve and for the type of workplace that is the best solution for each organisation. The outcome of this is that decisions regarding office solutions will become substantially more strategic and relational, rather than purely practical and physical.

A brief external analysis, cont'd

CO-WORKING AS A PHENOMENON

In 2022 and 2023, The Remote Lab conducted two major studies examining the co-working phenomenon in Sweden, which established that there are far more companies in Sweden providing some form of shared office solution than was previously known. A mapping of all 290 Swedish municipalities was performed in the first study and the result showed that co-working spaces existed in 200 of these and in all 21 regions. The subsequent survey examined companies' motivations for using co-working spaces when establishing a presence in new locations. As a whole, these studies showed that co-working as a phenomenon is growing in Sweden and is used by a range of companies and people, all of which share a desire to find contexts they enjoy being in. Research into the co-working phenomenon unveils many positive effects both for individuals (greater wellbeing), companies (greater innovation capacity) and society (greater inward migration, revitalised neighbourhoods and greater perceived safety).

During the pilot project we have had contact with a number of remote workers from the public sector whose contracts allow a home office but not co-working. In some cases, people have been granted an exemption, after a lot of work, and been allowed to join co-working environments. In a few cases we

have come across departments that have located themselves in co-working environments, but this has not been painless for them either.

In its report "The new normal - Lasting effects of Corona in the public sector" (ESV 2022:27), the Swedish National Financial Management Authority (Ekonomistyrningsverket) emphasises that many authorities want to and will co-operate with other organisations regarding premises, but that there is currently no central government steering towards local co-operation. Many government agencies also state that they believe that office space will need to be reduced in the future. According to ESV's report, it is not clear whether co-working spaces are "to be considered as provision of premises and whether these costs can be categorised as costs of premises. If contracts are not considered as rental contracts, details regarding the co-working spaces will not be included in price adjustment figures regarding costs of premises." It is also worth noting the Swedish Tax Agency's investigation into requirements for co-working for government agencies, which are referred to as "agency hubs". There is great interest in these types of environments and the requirements need to be investigated further to open up the possibility for more flexible and shared co-working spaces.

A brief external analysis, cont'd

THE EXAMPLE OF FINLAND

During recent decades, Finland has dealt with a large public debt and different measures have been taken to improve the economic situation in public administration. One such assignment was given to the state-owned company Senaatti which currently has a monopoly on state-owned property management and either owns or is the intermediary between property owners and government organisations. The quantity of square meters of office space per government employee was to be reduced through resource optimisation. Already at that point, a tendency could be seen for employees wanting a more flexible work situation, and a new, progressive workplace strategy was adopted allowing government agencies to determine for themselves where their employees would work from, but the assumption was that as much remote working as possible should be permitted. This is how they managed to reduce the quantity of square metres from almost 30m² in 2014 to a target of 10m² by 2030. As part of this assignment, several co-working and shared workplace concepts for government employees were developed, such as through large co-working hubs in central Helsinki and also small hubs

geographically dispersed across the entire country based on the demographics of Finland. Some things that were not included in the work related to the shared hubs though, were facilitation, content and activities. This has led to the hubs losing their relevance and the individual employee not seeing the point of travelling to a co-working hub as the community is the only thing that attracts co-workers from their safe, comfortable home offices. “Commute to regret” has become common, when an employee commutes to work only to be met with an empty office, and thus regrets taking the time to travel in. This also leaves the culture of these hubs to chance, which Senaatti has now started to understand, and realises that it needs to be ensured. The infrastructure alone does not solve everything, it also needs to be facilitated and maintained to remain relevant. People do not take it upon themselves to interact simply because they happen to be in the same physical place.

“Our vision is for the Finnish government to be a pioneer in new ways of working and work environments.” – Senaatti

Why Samverket is needed

There appears to be a common understanding from different public sector players - as described by Vinnova (Impact Innovation), Formas and the Swedish Energy Agency, that we need new ways to co-operate and work in order to solve our complex societal challenges. It will not be possible to solve these challenges through traditional methods or by a single player, it will require enabling cross-sector co-operation and a systems perspective that takes into account the interplay between different factors, dependencies, perspectives and stakeholders. As part of the solution, one objective of the project has been to identify how the public sector can increase flexibility related to the workplace, shared learning, co-operation, the ability to innovate and the pace of change.

Traditional organisations are often described as being limited to optimising and streamlining what they already do as their structures and organisations are built around specific mandates, goals, processes, areas of responsibility, functions or geographic areas.

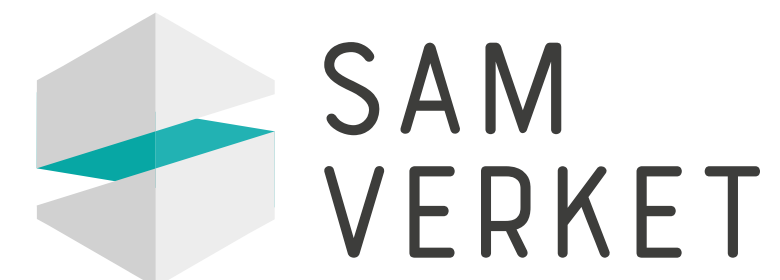
This, combined with a possibly inherent fear amongst employees of making mistakes or not complying with the law, or their municipal, regional or national government agency responsibilities, can create a certain systemic inertia and frustration both within and outside the public sector. While this perceived inertia is often needed to be able to create a legally secure and fair administration, there is also a clearly expressed desire to complement the existing structures with time, resources and places for

co-operation, learning, exploration and innovation, to collectively create an efficient and sustainable society. Samverket provides a way and future structure to meet these expressed needs and challenges.

SAMVERKET AS PART OF NATIONAL INFRASTRUCTURE

Samverket is co-operation in neutral, equal spaces outside of existing structures. It could be one of many pieces of the puzzle that can create the conditions for these major system transformations that are now required to solve today's complex societal challenges and labour market changes. Samverket is based on principles that contribute to psychological safety, reduce fear, increase the ability to identify relevant problems, generate new creative solutions and enhance lifelong learning. Furthermore, within Samverket there is an opportunity to develop new ideas regarding mobilising resources and skills across organisational boundaries, sharing good ideas and creating new innovative solutions.

Samverket as a concept has been designed so that it can be established all over the country. However, we have not built the national coordination that we believe is necessary to maximise the outcomes and knowledge transfer between the hubs, and to respond to the interest that there is all over the country and facilitate establishment in new places. Efficient national coordination would also enable existing competences to be leveraged across the entire country and make public sector mobility and hybrid working easier.



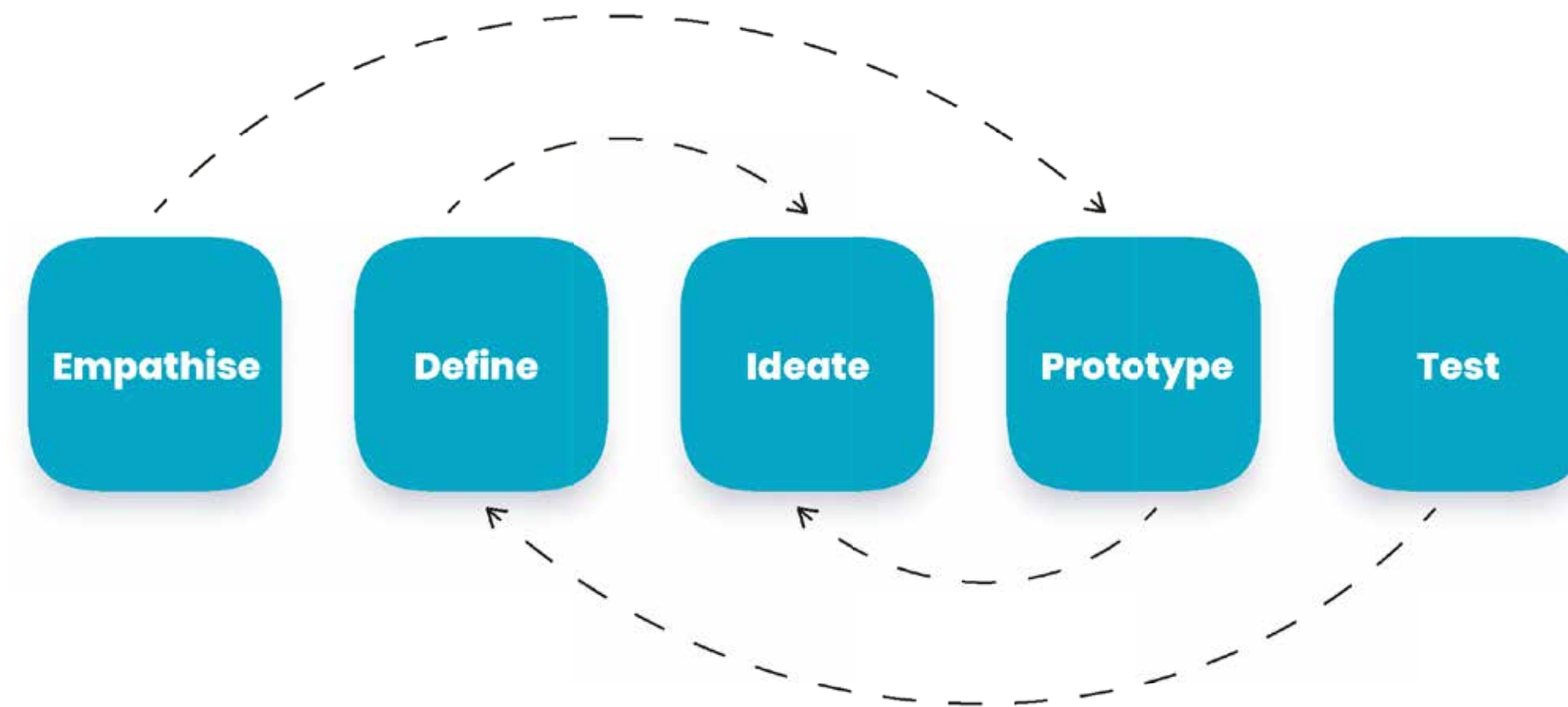
Methodology

DESIGN THINKING

The Design Thinking methodology is based on daring to be creative, being empathetic and understanding the user, as well as working across disciplines and jointly. Nowadays it is a well-used method and approach in the public sector and is based on the five steps of empathise, define, ideate, prototype and test. By continually iterating the process, one reverses back in the loop and starts again to refine, improve and remain relevant in the concept, products and services. We work according to the Design Thinking process within Samverket, for the entire project overall, by developing new concepts, thoughts and ideas, together with a work group made up of representatives from member government agencies.

We then test and implement these concepts in our two Samverket prototypes in Stockholm and Östersund.

We've used the exploratory forest trail as a kind of metaphor for the design thinking process, in that we have physically designed the various sections into our co-working environments. This is to show clearly how we can work to solve challenges together. We then also create concepts based on the different steps, such as "How do you do things?" when members can share their background (empathise), specify an issue (define) and ask other members for advice, support, tips and suggestions for solutions (ideation).



Underpinned by research

Grounding the development of the concept in research has been a major and important element of Samverket.

There are several theories that emphasise interesting details about how an attractive place is created. We have chosen to apply the theory of the third place as our foundation, and the seven different aspects encompassed by the theory have played a major role in the development of both the physical space and the business model. In addition to this we have chosen to look at research into psychological safety and also social networks. Not compromising on the details has been essential to the success of the concept, in fact, the details have instead been fundamental elements. Below we describe our view of the three major theories (The Third Place, Loose Ties and Psychological Safety) and how we have chosen to apply them.

THE THIRD PLACE

According to Ray Oldenburg (The Great Good Place, 1982) the home is our first place. Our second place is the place of work, or the school, the place where we usually spend most of our time. The third place is the “anchor” in our social context, and it fosters a deeper and more creative interaction with other people.

According to Oldenburg, a third place needs to fulfil a number of criteria which we describe here along with how we have worked them into the Samverket concept.

- **Free or cheap**

For individual members, Samverket is cost-free, so for them the space is not commercial, rather experimental.

- **Food and drink is important, but not necessary.**

At Samverket the joint weekly breakfast and quality coffee are more important than one might think. Many community members make it part of their routine to come to the breakfast and plan the rest of their working day thereafter. Sometimes people have moved internal meetings so that they can join the breakfast. It is the single most important activity of the entire week where members can get to know each other informally over a cup of coffee and a sandwich. We have chosen to hold the breakfasts without themes and other activities such as presentations, to keep the simplicity of the encounters that arise there. After-works and joint lunches have also been arranged but they do not take place as frequently as the breakfasts. Continuity creates routines - people can rely on there always being a breakfast on Wednesdays. The breakfasts are an important part of the onboarding as new members can meet others and quickly become part of the community.

Underpinned by research, cont'd

Easily accessible: close-by for many (walking distance)

The locations we have chosen for Samverket are crucial. In Östersund and in Stockholm the hubs are as centrally located as possible. As far as possible, it is important to use existing thoroughfares that people already pass through and that are close to public transport. Locating Samverket right next to other co-working environments has many advantages, for instance it allows the space to be expanded by renting adjacent conference and meeting rooms, and some activities can be shared between Samverket and the connected co-working environment. It is important to understand that Samverket alone is not appealing enough to attract people to come in. Proximity to a city centre and local public transport are essential, people want to be where other people are.

Many regular visitors

(a critical mass who are usually there)

The initial membership model was based on the fact that we wanted to build a base of regular visitors. We know that when a critical mass of people feel comfortable and at home in the environment, they become cultural ambassadors who then transmit the culture to new members. The membership model was based on member organisations having a number of individual memberships dedicated to specific employees. These were determined either by a manager allocating them or by employees registering their interest. We quickly saw that we could accommodate many more people and were also asked for a more open membership model, which we adjusted for. However, it was initially important to create that base of regular visitors in the form of individual members who also had an expressed responsibility to build and share the culture, spread information and create activities, which should also be applied in the more open membership model too.



Underpinned by research, cont'd

Inviting and comfortable

The premises have been designed around conversations being the primary activity. By creating a homely feeling with cosy spaces, there is greater chance that visitors feel relaxed and are given the opportunity to be less formal and more reflective. Many people make the mistake of prioritising functionality over aesthetics when it comes to designing offices, but the feeling created by a place also sets the tone for the conversations that take place there. A cold and sterile setting creates more formal and isolated conversations, a predictable design and furnishings create predictable, repetitive conversations, while a non-perfect and accepting setting also allows for more creativity and spontaneity. In this regard, the open spaces and conversations round the campfire have played a significant role in making everybody feel welcome to sit and join in.

Meeting new and old friends - The new, open membership model allows more employees to use Samverket. At the same time, routines and recurring activities create a platform for regular visitors to see each other again.

The variety of the activities also attracts a wide range of visitors, with deep-dives into the topic often being an easy introductory activity for a new member to take part in, based on their remit and area. The fact that everybody wears their first name helps to create new, and maintain old, relationships.



Underpinned by research, cont'd

A neutral space:

People who frequent third places do it voluntarily. They do not have any economic, political, legal or other ties to the place and can come and go as they please. Nobody and everybody owns a neutral place which is absolutely necessary for creating psychological safety and equal conversations on equal terms. Locating a hub “within” a specific government agency would instead create a feeling of being a guest and immediately be less inclusive than the neutral place. There’s also a greater risk that the place would be controlled more by that government agency’s goals and remit. It has also been shown to be useful when, for example, a cabinet minister wants to visit the public sector and finds a broad representation at Samverket.

An equal space

Third places do not attach any importance to the visitors’ individual status in society or in their workplace. Neither the financial nor the social status of the visitors matter in the third place, which creates a sense of community. We want to foster acceptance and equal participation and usually describe this as taking off our roles and titles when we take off our coats. One of our routines is that all visitors wear a clothes peg showing their first name and organisation.

In this way, members can participate on equal terms and speak freely across hierarchical boundaries, placing the entire focus on the topic and what you can contribute instead.

The main activity is conversation

Spontaneous and pleasant conversations are the focus of a third place, but it is not necessarily the only activity. The tone of conversations is usually warm and light-hearted, and playfulness is appreciated. Many types of conversation take place at Samverket. The campfire is one example of where the conversation is the focus point, but the entire facilitation builds on multi-faceted, varied conversations. Places are needed for more difficult conversations, social conversations and creative conversations alike. These are created partly by providing physical environments designed specifically for the purpose, but primarily through genuine hospitality and creative facilitation of the community. We have created Samverket based entirely on needs-driven content. All activities that take place originate in a request, a challenge, a suggestion or an interest from members. This is how we ensure activities are always relevant and people are free to get involved in the activities they are passionate about or interested in.

Underpinned by research, cont'd

PSYCHOLOGICAL SAFETY AND WELLBEING

We have used three different models in the field of psychological safety: The 4 stages of building psychological safety, Five ways to wellbeing and the SCARF model, all of which have helped in the configuration of the concept. In a setting where everybody comes from different organisations, and are experts in different issues and expected to contribute to societal development, it is essential that the concept fosters the psychological safety and wellbeing of members.

The 4 stages of building psychological safety identifies psychological safety according to the parameters of respect and permission and describes the stages as going from 1) a sense of inclusion and a welcoming, inviting atmosphere, to 2) a culture where learning can take shape, where mistakes are part of the learning and where people dare to challenge existing ideas and assumptions, followed by 3) collaborative dialogue and active participation where people contribute to and become involved in open and honest conversations, and finally 4) an environment in which people are encouraged to suggest new ideas and innovative solutions, where they dare to challenge the status quo without the fear of being rejected or ridiculed, and where people develop and test things out. If the first stage is not achieved, a feeling of exclusion will ensue.

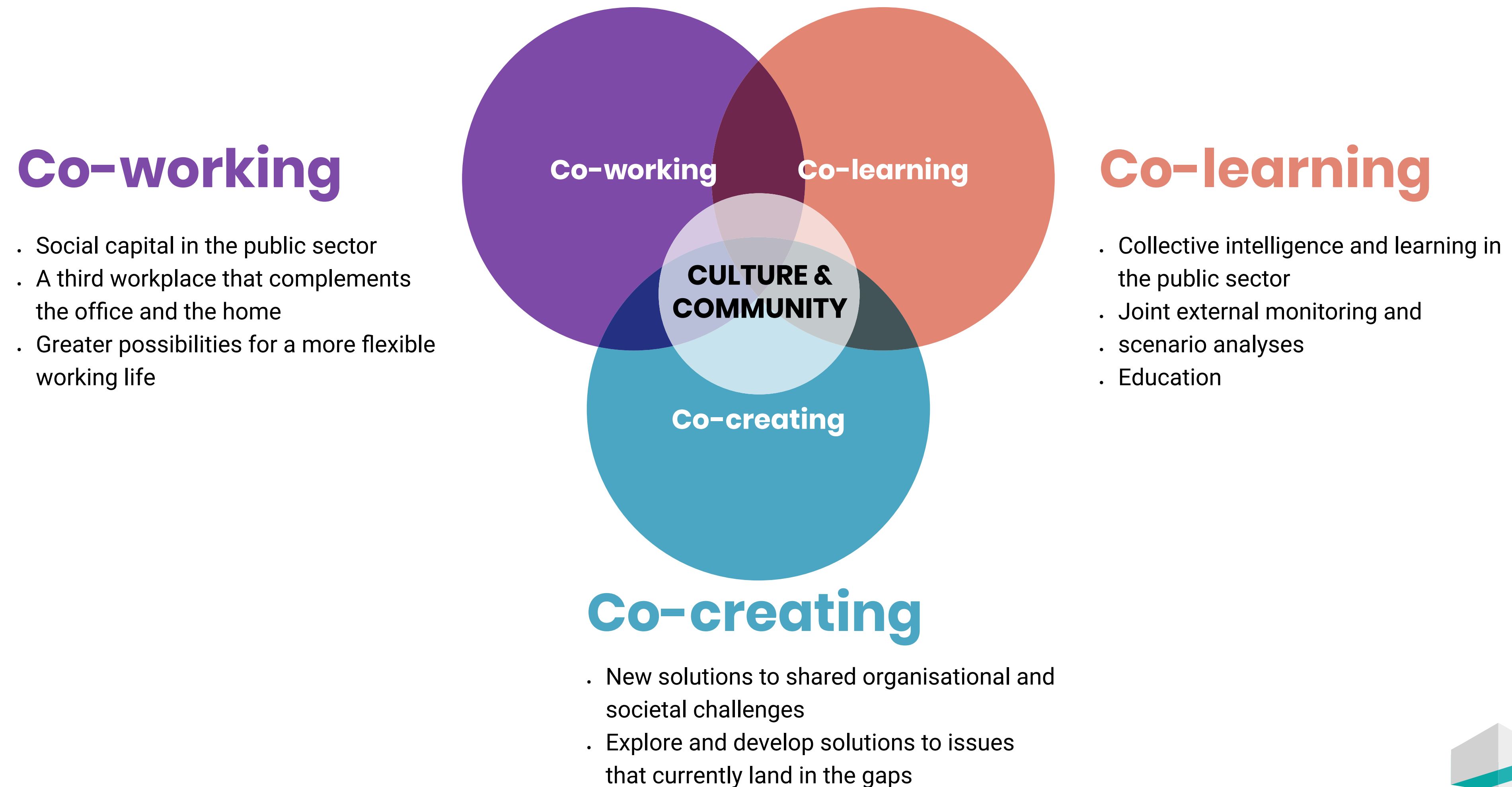
Five ways of wellbeing is based on the actions that build strong relationships and wellbeing. These are: connect, be active, give, take notice and reflect and keep learning.

The SCARF model involves your **Status** in relation to others and the importance of equal treatment, providing **Certainty, Autonomy** a feeling of independence and freedom of choice, **Relatedness** a feeling of safety and belonging, and **Fairness**, an understanding of what's fair.

All of these models have influenced the configuration of the environments, rituals and activities at Samverket. Much of this is also weaved into active and thorough facilitation where everybody is encouraged to have a say, but also where members are encouraged to air and specify their challenges and questions to be able to involve others in different ways.

The Samverket concept

The image below summarises the different building blocks that have crystallised during the pilot project and that now comprise the foundation of the concept.



Community and culture

Creating a strong community requires a shared interest, values and goals that interact with each other in different ways. At Samverket, the neutral and equal hubs have an incredibly important part to play in this, but even more important is the common manifesto that was defined collectively and describes why individuals are here and what is expected of them.

A positive workplace culture is essential for attracting, engaging and retaining talented members. A culture that promotes inclusion, openness, respect and learning can help create a work environment where colleagues feel safe, valued and committed.

It is fundamentally about an inclusive culture where everybody feels welcome, respected and valued, regardless of their background, identity, organisation, role, title or opinions. This type of culture enhances the sense of community, builds new social relationships and fosters development and innovation. It also requires psychological safety and trust, in other words, an environment where everybody dares to

express themselves freely, share their ideas, ask questions and give constructive feedback, without fearing negative consequences.

By creating a neutral and equal place, the “third place”, outside of existing processes, roles, hierarchies, assignments and organisational structures, we complement the traditional, administrative structures and enhance the interest, value, meaningfulness and attractiveness by using each person’s own passion rather than needing a carrot and stick.

The culture can be described as being the total effect of everything that Samverket is made up of. Everything, from the design and interior of the physical premises to rituals and activities, facilitation and the community manager, are components that make up the whole. First the culture is established by a smaller group - regular members - who then maintain and share it with new members and guests who come to Samverket. That’s why the group of regular members have an enormously important role as ambassadors of the culture.

Community and culture, cont'd

The community is the core of Samverket. The community manager needs to understand that it's not only professional roles that walk through the door. Each member comes in with personal experiences and challenges that also have to be responded to. To help them feel included, both the communication available to potential members and, above all, the on-boarding process are incredibly important, which involves ensuring that each new person is taken care of and introduced to both the premises and to other people. A person's perception of Samverket will determine whether they take the step to apply for membership. In some cases, this happens with the support of communication, such as through weekly newsletters or the website, but in many cases, it is the personal reception they get that determines the matter and convinces them to dare to try something new.

Another very important element in creating the community has been our Wednesday wellness activities, where members themselves have the opportunity to carry out different activities that enhance the sense of community and wellbeing. This has included everything from meditation and yoga, to reading poetry to each other. During the short period that Samverket has been open, it has even led to members creating their own private groups, such as a group of women in Samverket in Stockholm who now meet privately to make food together and dance, etc.

The open-house weeks we've arranged have acted as a catalyst for people to informally and unconditionally test Samverket, and we've seen that they are an effective way to create interest and engagement. Other introductory activities have been the deep-dives into different topics. These are thematic sessions targeting people with specific roles or areas of interest. It can often be easier for a person to come to an activity that directly aligns with what they normally work with. It then creates a desire to take part in more things, and finally a person may be willing and able to participate in ways that are peripheral to their normal field.

"At Samverket I hug my friends but at my workplace, I hardly say hello to my colleagues."

During the project period it has been difficult to communicate Samverket in a way that does it justice. People have often needed to come to the hub and experience what Samverket is to really understand the value it brings to the individual and their organisation. That's why these introductory activities become so important as we see that afterwards, people are not afraid to come in and participate in more, and that they soon feel included and at home in Samverket and in the community.

How the Samverket model works

Co-working is a way of working that is fundamentally based on sharing a workplace, resources and knowledge between different players and individuals, and not least, fostering social relationships between the people at the place. Plenty of exchanges often take place between the people in co-working environments. The difference between Samverket and most other co-working places is that everybody in Samverket's premises works according to central government core values and for one and the same goal, i.e., to build a sustainable and well-functioning society. This creates more opportunities for mutual working, development and learning. The perspectives and initial values vary greatly though, depending on the various member organisations. This creates special opportunities for building a strong sense of community and meaningfulness, and a core that is at least equally as strong in terms of content and level of creativity. The exchanges we've seen at Samverket every day have been much greater than we initially expected.

Samverket's co-working model is built on four elements that jointly aim to enhance co-operation, learning and innovative power amongst members and their organisations:

Co-working

Samverket creates opportunities for unexpected meetings, networking and knowledge exchanges between public sector employees, different public sector players and other stakehol-

ders in society. It's a place where new relationships (loose ties) are created as well as access to the networks and organisations of others, which in the long run could lead to more effective and innovative ways of working. By sharing this kind of space with others, the sense of belonging and community between the member organisations grows. Members can be in the environments on a daily basis, or when their work tasks are made easier by the cross-boundary "collegial" setting, or for specific and planned conversations, meetings and activities.

Co-learning

Samverket provides access to various forms of skills development, courses and learning activities that are relevant to the public sector. By taking part in workshops, seminars, conversations, presentations, external monitoring, courses and other activities, people can remain up-to-date on the latest trends, methods and tools within their own and new fields. Samverket also helps foster a learning climate where people learn from each other and develop their ability to solve problems and enhance the collective intelligence of the public sector. The activities are created and run by the members themselves with the support of the community manager and the facilitation network that the members have created themselves.

"I am amongst thinkers and gain new perspectives and stimuli."

How the Samverket model works, cont'd

Co-creating

Samverket facilitates collaboration and co-creation between the different members and other visitors who spend time at Samverket for different reasons. By working together in workshops, on challenges or to find innovative solutions, participants can benefit from each other's competences, experience and resources. Samverket can also stimulate creativity, a desire to experiment and innovation by providing a neutral setting and culture outside of the existing structures and assignments that the members usually find themselves in. It thereby increases meaningfulness and engagement, opens up other perspectives about new thinking and develops new solutions to challenges.

Culture and community

A shared culture and identity are created for the members within Samverket, characterised by openness, involvement, inclusion, autonomy, diversity and trust. By being part of the Samverket community, members are also part of the culture, and whether they want to or not, they take it back with them to their normal workplaces and contexts in one way or another. In many cases, elements of Samverket have been successfully implemented internally in the member organisations which means that their own culture also develops. In this way, Samverket can also help the member organisa-

tions as they develop their own organisational cultures and workplaces based on the principles of equality and dynamics and being inclusive workplaces with no roles and titles, where the members themselves create the content and activities.

Samverket is an example of how co-working could be a way to revitalise and make public sector organisations more efficient in a time of rapid changes and tough demands. Samverket members can get access to a flexible and innovative workplace that is a complement to the normal office and the home. They are centrally located places, flexibly furnished with spaces that are designed to support interaction between people and organisations in different forms of conversations, workshops, events and meetings. Samverket is not only a co-working space to work in, it is a way to co-create, learn and innovate.

“Trust and safety, everybody's opinions and perspectives are allowed, open-minded.” – Member

Manifesto – What, how and why

Our manifesto was defined in the early stage of the project by a work group composed of representatives from a number of different public sector organisations in Östersund and Stockholm. Our aspiration was to clearly define the core of the concept - the what, how and why - and formulate it so that it would be understandable and engaging for new members and help to build a strong and inclusive culture and community.

The manifesto is printed on large posters located centrally in the hubs where they welcome all members and visitors. Members are encouraged to sign the manifesto on the posters. The manifesto has been important and has served as a cultural ambassador and provided clarity to everybody who has anything to do with the concept and the environments. It consists of three simple sentences that bring people together, that they are united in and can always return to, to gain new strength and guidance.

“SAMVERKET is the place for unexpected meetings, where new synergies are created between different public sector players and where we enhance our collective intelligence. We are motivated by curiosity and by challenging the status quo as this is essential to respond to the complex challenges of the future. Through transparency, trust, courage and creative conversations, we create a meaningful and inspiring sanctuary for societal development.”

Community manager

The community manager (CM) acts as the network and activity coordinator. This includes making it easier for members to be included in and contribute to Samverket's activities and culture by introducing new members to how Samverket works practically and culturally, and discussing with them what they and their employer wish to get out of their membership at both an individual and organisational level. Based on different fields of interest and expertise, the CM matches members/ organisations with similar agendas, and encourages them to participate in and arrange different activities.

The CM helps to generate an inclusive and unpretentious climate by proactively serving as a connector, i.e. introducing individual members to each other, initiating lunches and coffee breaks and reminding members of the shared, engaging culture by wearing their name badge, saying hello to everybody, inviting people to spontaneous conversations, etc.

The role is similar to a "community gardener" who prepares and provides nutrition for the soil, sows the seeds of co-operation and takes care of whatever grows, to later harvest and distribute the fruits through the outcomes that arise out of co-operation and activities.

The CM plans and administers the calendar in consultation with the members, the project management team and, when

applicable, the reception/neighbours in the premises, and tries to ensure that the activities are well-balanced in terms of themes and timing. All activities are initiated by members. The CM discusses ideas and themes with the initiators in terms of level of ambition, target groups, marketing and potential joint-organisers. The CM/project management team can also take the initiative themselves to arrange meetings on themes that interest many of the members. The organisers are encouraged to invite other member organisations and others from the public sector to their activities, and Samverket's premises can also be used for their internal meetings. However, these meetings must be open for other Samverket colleagues present to stop, listen and perhaps contribute to the discussion, break-time chat or new perspectives. The unexpected meeting can be just as important as the planned one! Before any CM existed in Östersund, the role was actively requested by the members as this type of facilitating "engine" is required to get a newly started community going when it does not yet have any direction and momentum. In a well-established community, with a core of engaged and experienced "regulars" who are ambassadors of the culture, it may be possible for a CM to take a less prominent role focused on coordination, administration and strategic planning.

Community manager – role description

Duties

- Our outward face, receive visitors and present Samverket's organisation and premises
- Onboarding of new members
- Have a helicopter perspective of all the fields of interest to identify synergies and be able to match different members and organisations with each other
- Facilitate conversations and creative workshops
- Develop and take general care of Samverket's premises
- Plan and coordinate logistics for larger events
- Develop content and invite relevant players
- Plan activities together with members
- Facilitate both the digital and physical community
- Manage the website, calendar, member mailings and social media
- Administrative tasks such as creating invitations to events and managing registrations, booking premises, updating the membership directory, mailings etc.
- Participate in the strategic development of the concept
- Be the contact person for the landlord and the community managers in other Samverket hubs
- Build networks and contacts within the public sector

Profile

- Service-minded
- Culture builder
- Natural interest and curiosity in other people
- A natural network builder
- See synergies and be a skilled match-maker
- Able to create engagement
- Act as a catalyst who kick-starts creative discussions and work
- Be a flexible "doer"

Communication & channels

The Samverket project is all about breaking new ground and testing something that has not been done before - create co-working and innovation hubs for the public sector.

The term co-working is unknown (and unproven) to many people in the public sector, and the term innovation has traditionally been difficult to relate to. Reports also show that government agencies have not formulated their own innovation strategies to any great extent. It has quite simply been very difficult to communicate this type of concept, and the manifesto has therefore had an important role to play.

We use five main channels to communicate with members, visitors and interested followers.

samverket.se

Samverket's web platform is where we have described the concept and membership, gathered external monitoring reports, presented the people that one might meet in the spaces, invited participants to activities via an open calendar, and collected registration forms for newsletters, weekly emails and membership.

LinkedIn

Samverket's LinkedIn channel comprises a relatively large group of followers and members, and is our main place for

sharing information about what's going on, what has been happening and things that might be worth knowing about, as well as sharing our external monitoring reports, reflections and knowledge about co-operation, innovation and the future of working. The channel is important and works well for reaching out to all those who are interested but are not members, and also for allowing members to share info about what goes on.

Weekly newsletter

Every week (often Fridays) the CMs summarise the most important news from the last week and the most important things to know going forward in a popular and relevant email. It includes both matters that have been discussed during the week and concrete tips. The CM is the clear sender of the email, and it is as much about making it simple for members to get the most out of the things that happen as it is about relationship building and being part of the dialogue.

In Östersund all the members receive calendar invites to all the open activities and this has created greater visibility. It is generally difficult to make oneself heard above all the noise of everything else, but the calendar invites have been requested and are popular, even though there are quite a lot of them. In Stockholm we determined that there would have been too many calendar invites.

Communication & channels, cont'd

To prevent the members becoming bottle-necks in the system and being the only people in their organisations who know what's going on in the hubs, it would be relevant in the future to try appointing a contact person in every member organisation's communications department. The contact person would receive the weekly newsletter and share information about relevant activities on the organisation's intranet, in newsletters and the like. Employees of member organisations can now subscribe to the weekly email via samverket.se, even if they are not personally a member, this enables us to reach out to as many people as possible with information about what is happening.

Newsletter

Samverket's newsletter mainly targets all interested followers who are not members. One can subscribe to it simply via a pop-up form on the website. By the end of the project, the newsletter had gained 1,200 followers from some 400 organisations, including government authorities, municipalities, regions, universities, higher education institutions and private sector players. The newsletter has been distributed when there has been relevant content to share, so far infrequently, on average every other month, but it could be sent out more often and more frequently.

Digital community platform

One of the initial challenges has been finding a way for the members to continuously communicate with each other to build relationships and share knowledge and experience while not always being present in the physical environments. This is an important part of connecting the members in Stockholm and Östersund to widen the network, and it will become more important when more hubs are established throughout the country. Finding a platform that everybody can have access to, that is approved for everybody to use, and that meets the aim of simplifying digital dialogue and rapid exchange, has been challenging. We consulted with ESAM and others and then selected the Haaartland platform as a base for the pilot project. All members are invited into the platform as part of their onboarding, but the level of usage varies greatly and the facilitation by the CM is just as important in the digital space as in the physical hubs. During the pilot project our focus has been on facilitation in the physical premises, and we believe there is a great deal still to test and improve in the digital platform.

Activities – forms and concept

Wednesday breakfasts

Wednesday breakfasts are held every Wednesday at 8.15am at Samverket. This is a permanent feature of the week, and many people plan their internal meetings based on wanting to participate in the breakfast. It presents a good opportunity to have onboarding meetings with new members as one quickly becomes part of the community and many people take the chance to plan part or all of their workday at Samverket on Wednesdays, because of the breakfast. These should be protected though and not combined with an activity - people simply need to meet and chat without having a specific topic and this is what the Wednesday breakfasts allow.

Transparent meetings

At Samverket, our philosophy is that all knowledge is open and available to everybody. Different perspectives enhance innovation and the potential for growth. All meetings that take place in the open spaces at Samverket take place in this spirit and are open and transparent for everybody to lis-

ten to if they are interested. People may even wish to provide a thought, experience or reflection that may increase the value of the meeting. All meetings that take place in the open spaces are displayed in our open online calendar, which also states whether the activity is open for anybody to sign up for or whether it is an internally focused, but transparent, meeting

Co-creative meetings

Many activities take place in the form of, or with elements of, workshops. The spaces are adapted to encourage creativity and interactive working in different group constellations. Workshop series and individual workshops focus on co-creation of ideas, prototypes and knowledge. The topics vary widely.

“I am amongst thinkers and get new perspectives and stimuli.”

Activities – forms and concept, cont'd

Campfire conversations

All conversations around the campfire can of course be defined as campfire conversations, but we differentiate between loosely moderated conversations about a given theme and a more rigorous format such as “How do you do things,” where the question-asker requests input to a challenge or a question, and “How we do things” when a member or organisation wants to share specific knowledge in the form of, for example, a report, tool or something else that is relevant to others. The focus of all campfire conversations is the opportunity for mutual reflection.

How do you do things?

How do you do things? is one of the very first concepts developed at Samverket, and it is as simple as it seems. Within the member organisations, challenges are encountered, or employees are faced with doing something for the first time, such as remote management or implementing a new IT system or IT security solutions. By asking an open question to the others in the community, around “How do you do things?” members often get help, support, advice or

tips on ways that other member organisations solved the issue or reasoned about it, or investigated it, which can shorten lead times substantially. One little question can make a big difference and create valuable contacts.

Deep-dives

Entire days that emphasize broad issues in which many people may be interested or have specific expertise. These days can also be for specific professions, such as service designers or communicators, but it is always possible for somebody to participate if they are interested in a profession, which creates open and inclusive networking.

Courses

A longer form of “How we do things” sometimes divided into several sessions. One example is the workshop series “Self-management and trust-based management” given by RISE, which was offered to Samverket’s members and others in the public sector, divided across six parts in 2022.

Activities – forms and concept, cont'd

Asynchronous workshops

An asynchronous, or unscheduled workshop for us is when instead of getting a group together at the same time in a workshop to develop ideas, you prepare self-intuitive material that can, for example, be put up on a wall for a period of time. One example is the Swedish Enforcement Agency's (Kronofogden) "customer journey". During an open-house week, other relevant government agencies were able to mark up where in the process an individual contacted them on the way to over-indebtedness. The objective was to identify potential partners to become at preventing indebtedness. Another example is the "Culture tree" which was started during a workshop about workplace culture. The tree was then left on the wall so that members and visitors could contribute tips on habits, rituals, and requirements for creating a good workplace culture in the form of new leaves on the branches.

Open house

Once every six months we have invited people to an open-house week when interested individuals from the public sector can apply to work from the hubs for one or more days during the week. Everybody is welcome, regardless of whether the organisation they work for is member. These weeks are packed with activities and every days starts with a coffee/ breakfast or something similar with general in-

formation about the concept, getting to know each other and getting know the premises. Several organisations and individuals have become members as a direct consequence of these weeks, and it has created a sense of openness and welcome.

Examples and statistics

In the Stockholm hub we tested registration for all activities during the spring semester of 2023, partly to be able to share documentation and such afterwards, and partly to create some "commitment" and increase the number of participants. This was successful and well worth the extra administration it generated. During the period of Feb-May, 25 activities were arranged which attracted 254 registered participants in total, from 60 different organisations. Of the 254 participants, 40 were individual members, while one third of the organisations were members. The majority of the participants were therefore non-members, which shows that our idea to market the spring activities to the public sector generally seemed to have worked well. In the Östersund hub we have almost exclusively held open activities that have not required registration, which creates some uncertainty for the organisers when they don't know who or how many people will come, but it has nevertheless worked well and there has been good participation at almost all the activities, with a mixture of members and non-members.

Work groups

In the project plan adopted when the project was advertised, we intended to work with different kinds of work groups. Initially, before the opening of Samverket, work groups were created in Stockholm and Östersund made up of representatives from our intended target groups. We used these both separately and jointly to nail down the concept and to develop the physical environments. The initial, merged work group was also the group that worked with the project management team to create the Manifesto.

When Samverket opened in late autumn 2021, the focus instead shifted to the contact people at each member organisation, partly to ensure that the individual membership their organisation had was fully utilised, and partly because they possessed insight about the environments, how they were used and the concept, which was valuable to us in our continued work. It was through the work groups that the idea to change the membership model emerged, as well as concepts such as “how do you do things?” and the “deep-dives”, which have set the tone and have been regular, popular features in the activities.

In parallel to the Samverket project, Myndighetsnätverket in Jämtland has run its existing operations through the County Administrative Board of Jämtland. As part of that work, a

project owner group and a creative board, including representatives from the government agencies in the network, have met regularly. This also generated support for Samverket in different parts of these organisations. Facilitation networks have also been run in both Stockholm and Östersund, with great success. This was one of the groups that was highlighted in the project application, inspired by Work 2.0 in Helsinki. The idea behind the facilitation network was to create a group that could be used by government agencies and could share knowledge and experience between them, which is exactly how it has worked.

In summary, the work groups have provided wise thoughts and ideas that have help us gain support and had a substantial influence on the configuration of Samverket. They have helped us with iterations of the concept and to challenge our own conceptions, and provided a good ear to the ground regarding what does and does not work. It has also been an important part of gaining support within the organisations. Being able to refer to things that members in various public sector organisations have identified has provided important arguments in the recruitment of new members. But it has also led to knowledge exchange and a greater understanding between the organisations. What works for one organisation does not necessarily work for another.

Facilitation

Facilitation involves using conscious leadership and inclusive communication to create involvement, space, creativity, safety and curiosity. It is based on a shared vision and clear goals on what the conversation should lead to. At Samverket, active facilitation as a method is a constant feature and always ongoing in all contexts, with the simple goal of ensuring each individual feels seen, heard, involved and part of the wider context. It is about creating a community.

Facilitation takes place in the physical spaces in the form of active hospitality, and the community manager, project management team and individual members all have an important role to play. The more “senior” members quickly assume such a role as they feel at home and comfortable and want to return some of the warmth and a sense of inclusion to new members.

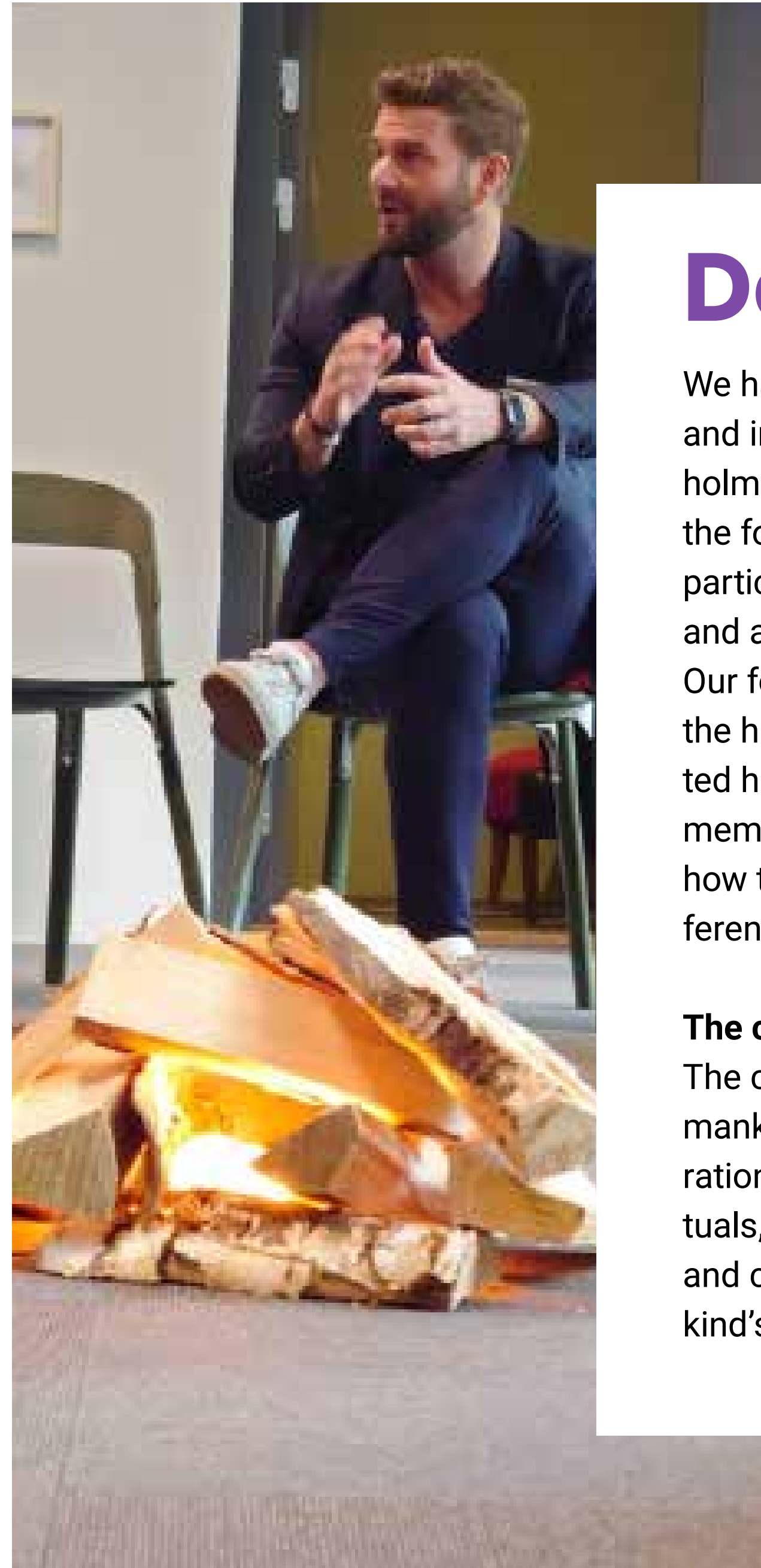
The community manager’s role has largely been to reformulate thoughts and challenges or skills that members have, and turn these into concrete activities that are interesting for more people to know about. In the meetings and activities, both the community manager and the project management team have been proactive in generating active conversations when everybody gets to speak, if needed, but often the initiating member has hosted and facilitated the activity themselves. Through the facilitation network external facilitators have also been available. This has also enabled members who have wanted to learn more about facilitation to take part and learn from more experienced facilitators. Often, bringing in an external facilitator has also led to new

loose ties being established between the facilitator and the person who brought them in, which then leads to other things.

During the course of the project, facilitation networks have been started in both hubs. This idea was inspired by the Finnish co-working environment Work 2.0 where it had already been successful. The purpose of the facilitation network has been to boost the individual’s own facilitation skills and also to create a pool of resources for organisations to use when they need to bring in external help.

Individuals who have been skilled at facilitation have often also taken the initiative to arrange more activities and the community has thereby become self-organising with the responsibility for activities being distributed to the members themselves, which has increased the level of engagement and sense of ownership and made the community manager’s role easier.

An empty space in the calendar can quickly be filled by activities run by members if time allows. For this reason, it has also been important to completely let go of control of activities and allow them grow organically based on the engagement level. Within the scope of the project, we have not had the time to fully test facilitation of the digital platform. We have established that a digital community is at least as reliant on active facilitation as the physical places are, but this also requires resources and has not been possible to prioritise as part of the project. It is nevertheless an important element that we believe has great potential and that we will hopefully be given the chance to focus on in the future.



Design of the premises

We have used research and methods that support co-operation and innovation as input to configuring the premises in Stockholm and Östersund. We have used the campfire, nature and the forest trail as metaphors and design principles to enable participants to adopt a new mindset, shake off their limitations, and add to conversations, creativity and the innovative process. Our focus has also been on creating psychological safety in the hubs to enhance the outcomes of the work that is conducted here. It has been important to allow time and space for the members to renew and adjust to how they use the premises and how to get the greatest benefit from them, depending on the different needs for workshops, conversations, events, etc.

The campfire

The campfire has played an important role in the evolution of mankind as it has supported survival, communication, collaboration and creativity. The campfire has also been a place for rituals, stories, music and community amongst different peoples and cultures. It can be seen as a symbolic expression of mankind's need for safety, belonging, meaning and democracy.

The campfire is a central element of Samverket's concept and design. It represents a place where people can meet on equal terms, share their stories and learn from each other. It creates an atmosphere of community, openness and respect which fosters learning, courage, co-operation, creativity and the collective intelligence. It also enables the making new social ties (loose ties) which are necessary for driving change and innovation.

The campfire has become a distinguishing mark of Samverket, and members have taken the concept into their own organisations to encourage open and accepting conversations within their organisations. One such example is Lidingö municipality which implemented the concept within its own operations to increase synergies between the different departments and people in the organisation. Furthermore, the management team there has decided to hold open, transparent management team meetings around the campfire for all employees.



Design of the premises, cont'd

The exploratory forest trail

Starting out from the campfire, the premises as a whole are designed around the metaphor of “The exploratory forest trail”, which is described in more detail on the next page.

Each space has a function, and methods such as design thinking, research into wellbeing and creative thinking, and philosophies on how we build and strengthen social relationships have laid the foundation for the design and configuration of the spaces.

The design is divided into elements of the creative process:

- External monitoring
- The exploratory conversation
- Problem formulation
- Idea generation
- In-depth conversations
- Prototyping
- Testing and iteration and to support members' own reflection and own work.

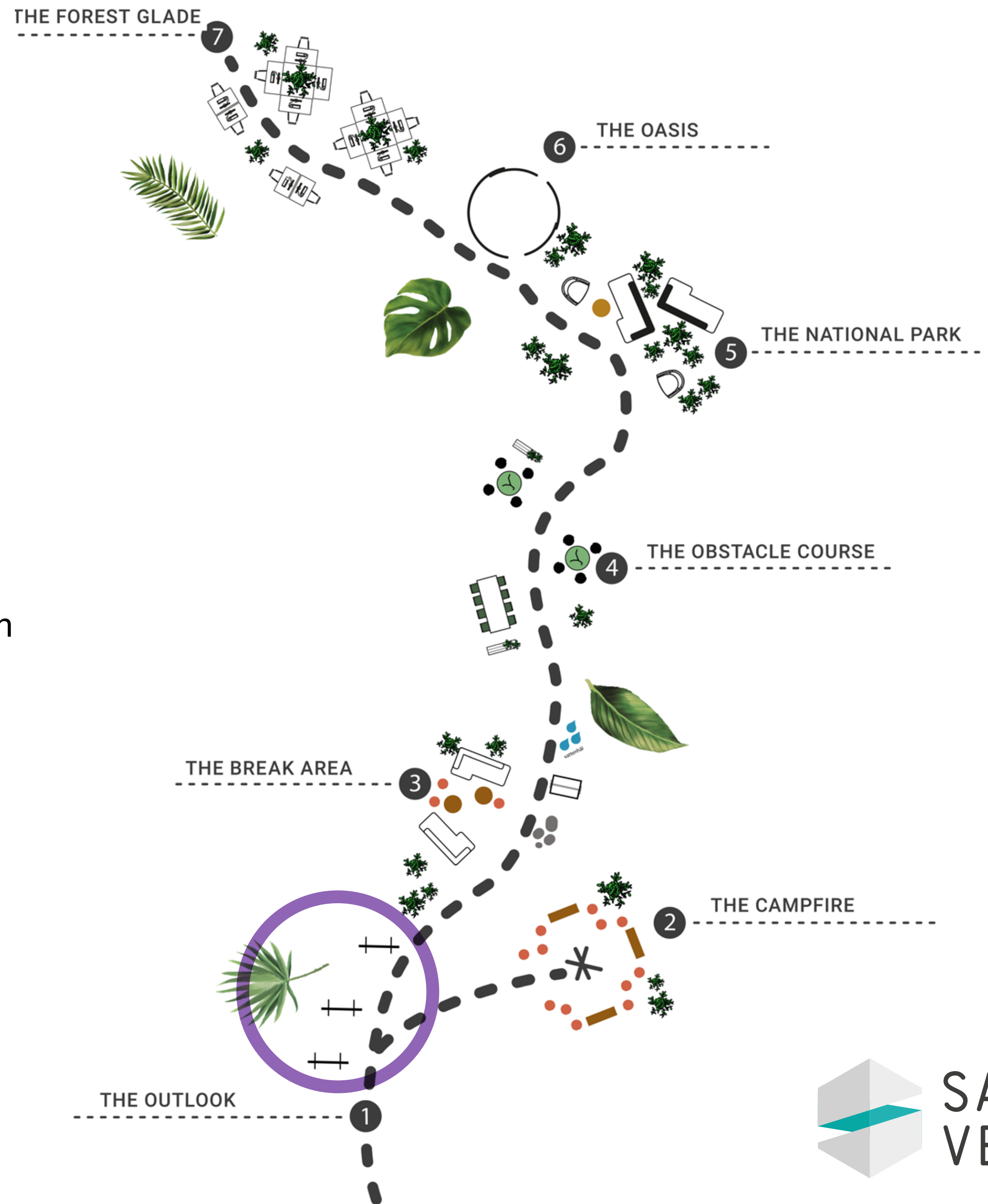
Every space contributes and adds value

The significance of the metaphor, a flexible space that supports the processes, creativity and co-operation in the hub, has been essential for achieving the desired outcomes.



The outlook

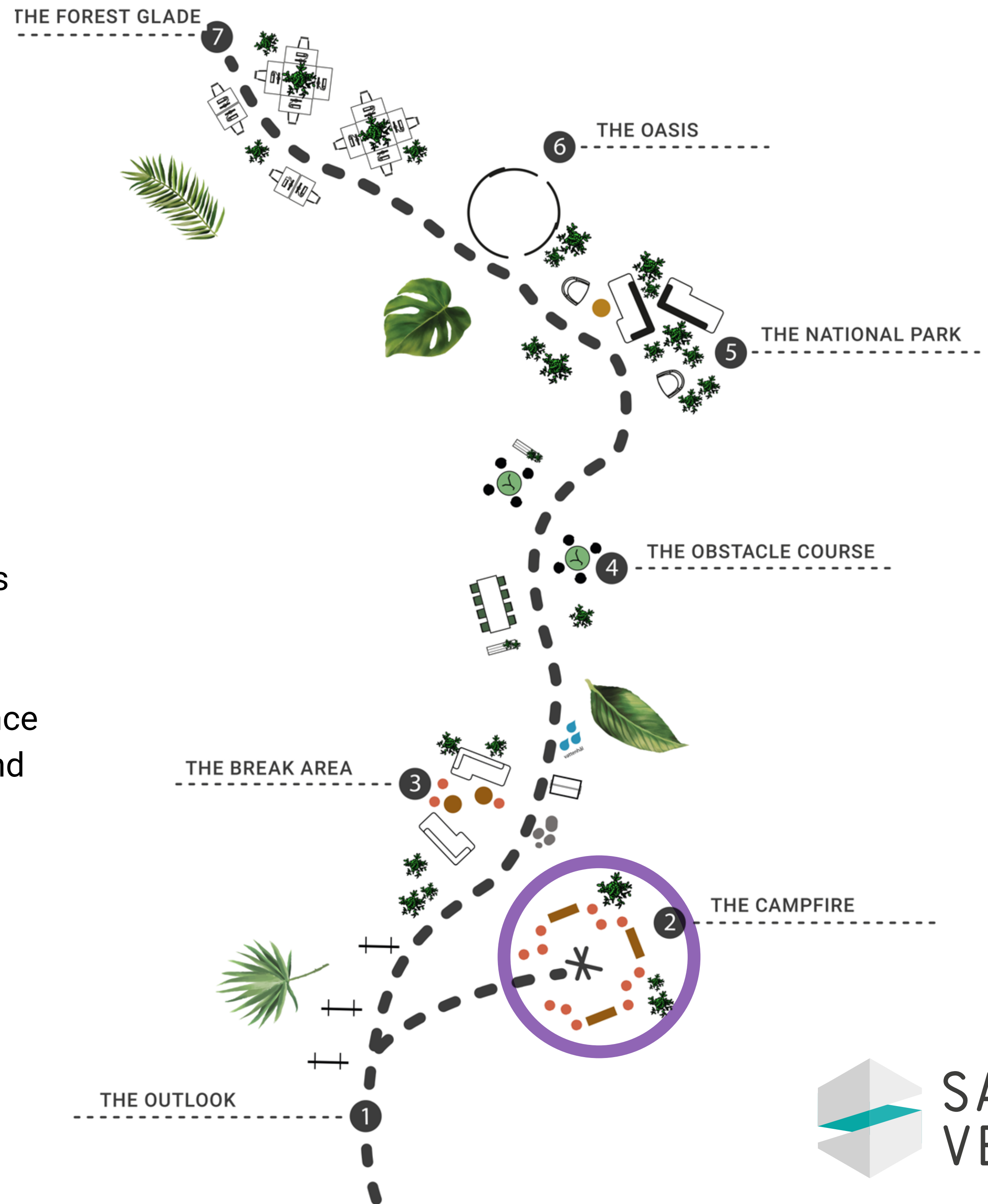
This is the place where you gaze into the future and take a close look at the landscape. You get inspiration from what we have jointly created - thoughts, ideas and solutions we've worked with. You can also get insight into what will happen in the near future.



The campfire

This is where you'll get time to listen to other's stories about needs, challenges and possibilities.

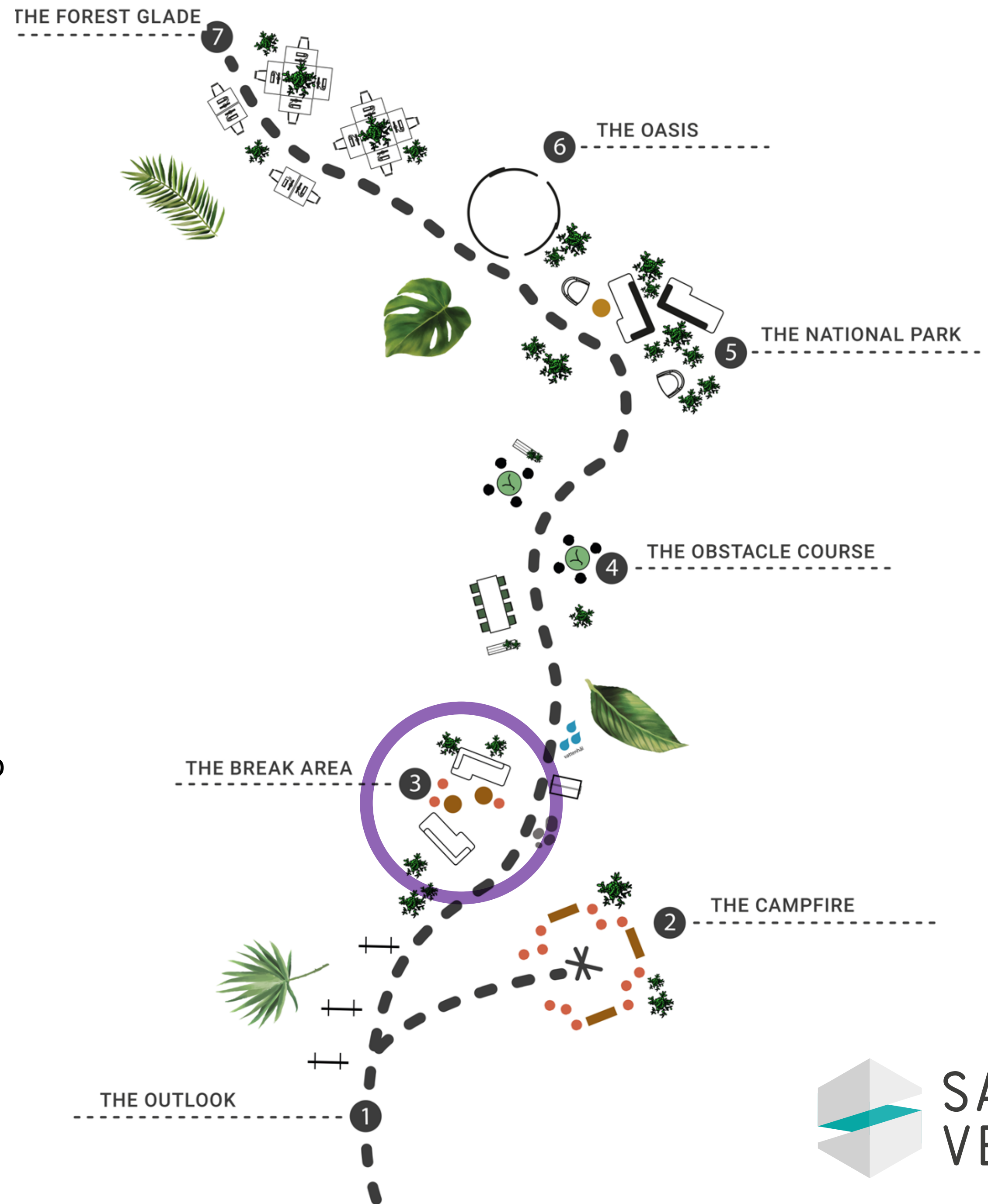
It's where the person, community, our voices and dialogue are central. We build our collective intelligence and ensure that we get more nuance, perspectives and insights into needs and challenges.



The break area

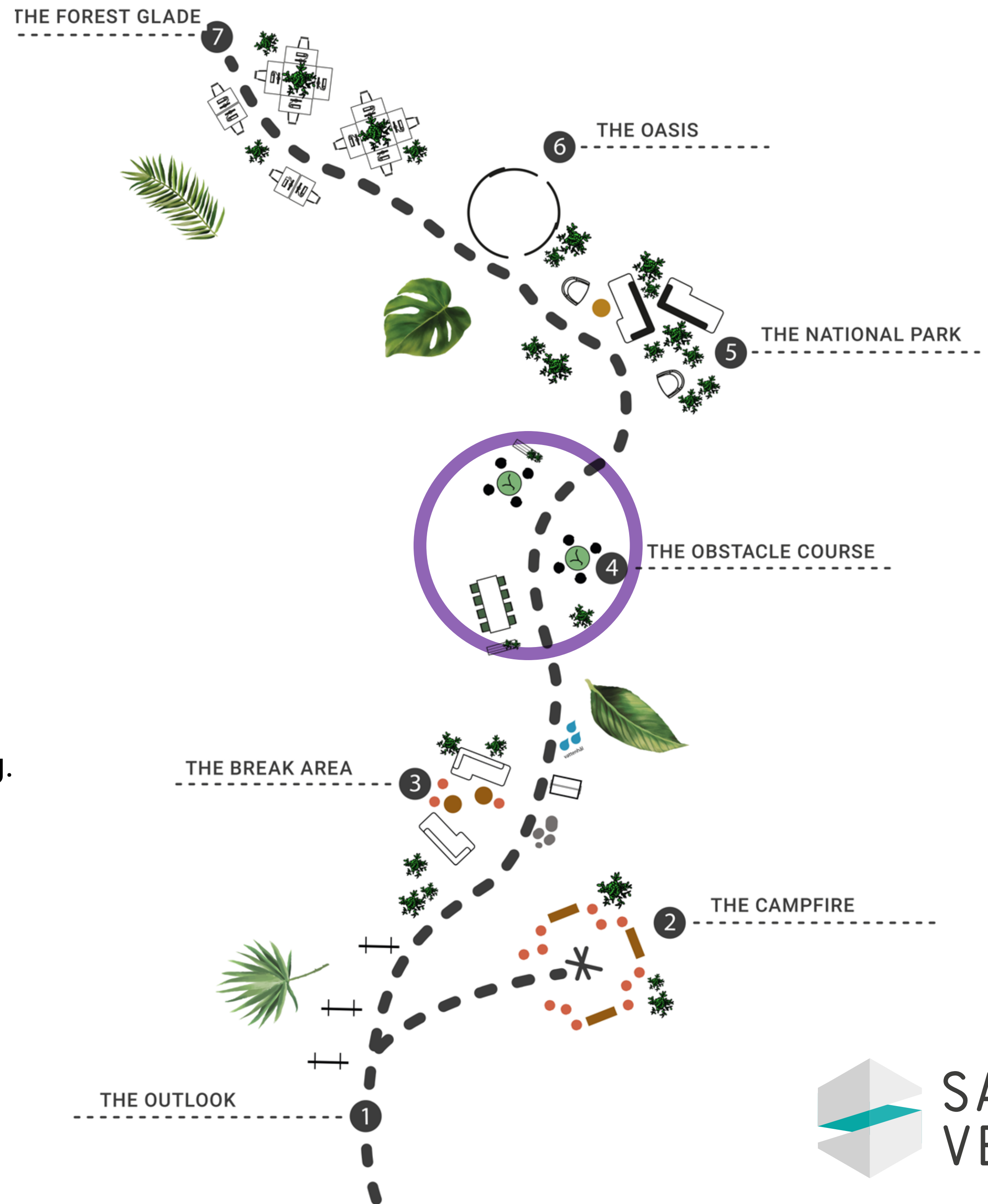
This is where we gather over coffee for a community cuppa together. We land and chat, we reflect, and we build social relationships and trust.

We boost each other and recharge our batteries so that we can take on more complex challenges and do our part for a thriving and safe society.



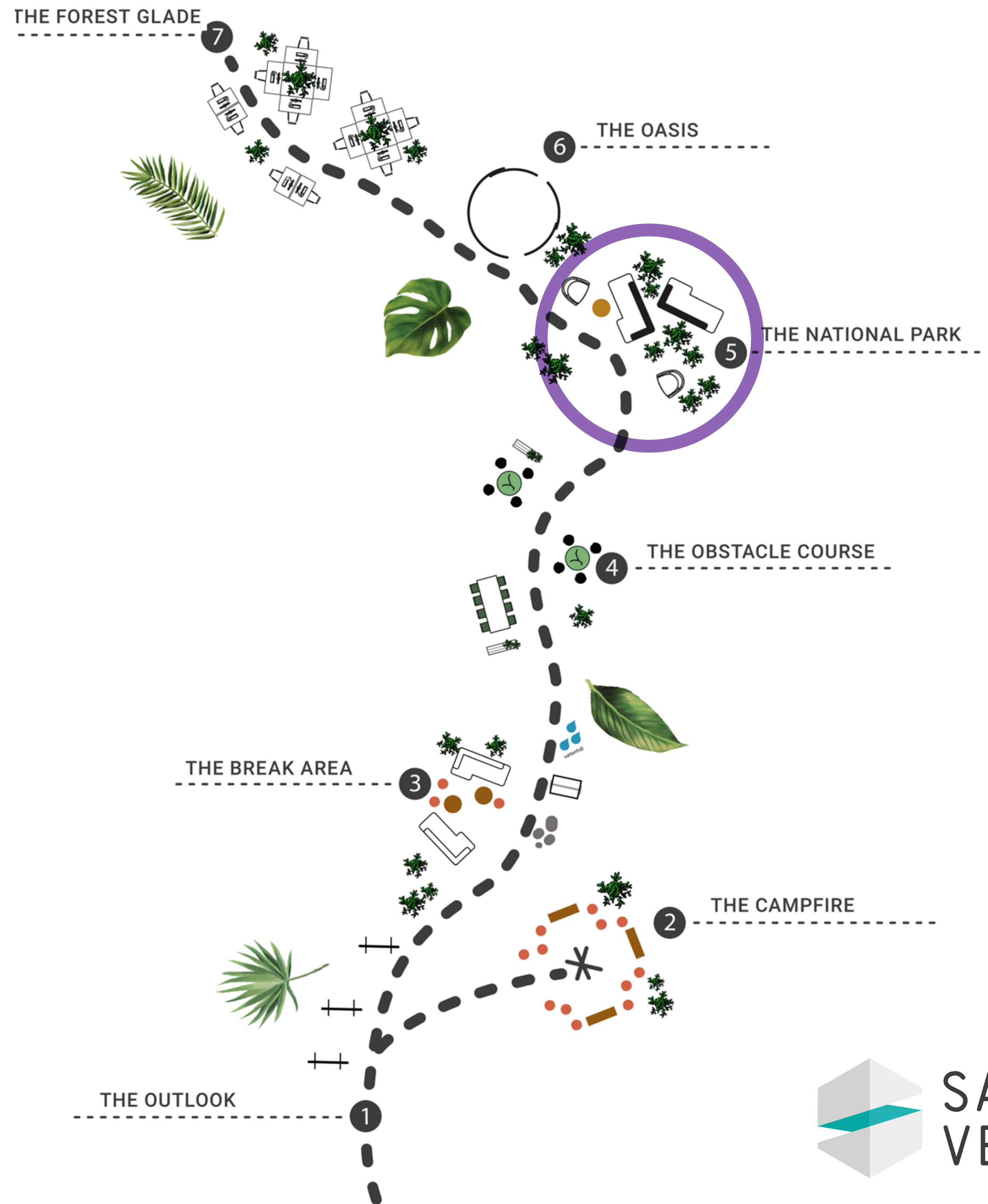
The obstacle course

This is where we get creative and generate ideas and solutions to our challenges. We are guided by the global sustainable development goals and the challenges we face in our organisations. We convert obstacles and failures into opportunities and learning. We base our creative work on trust and courage. We make a difference together.



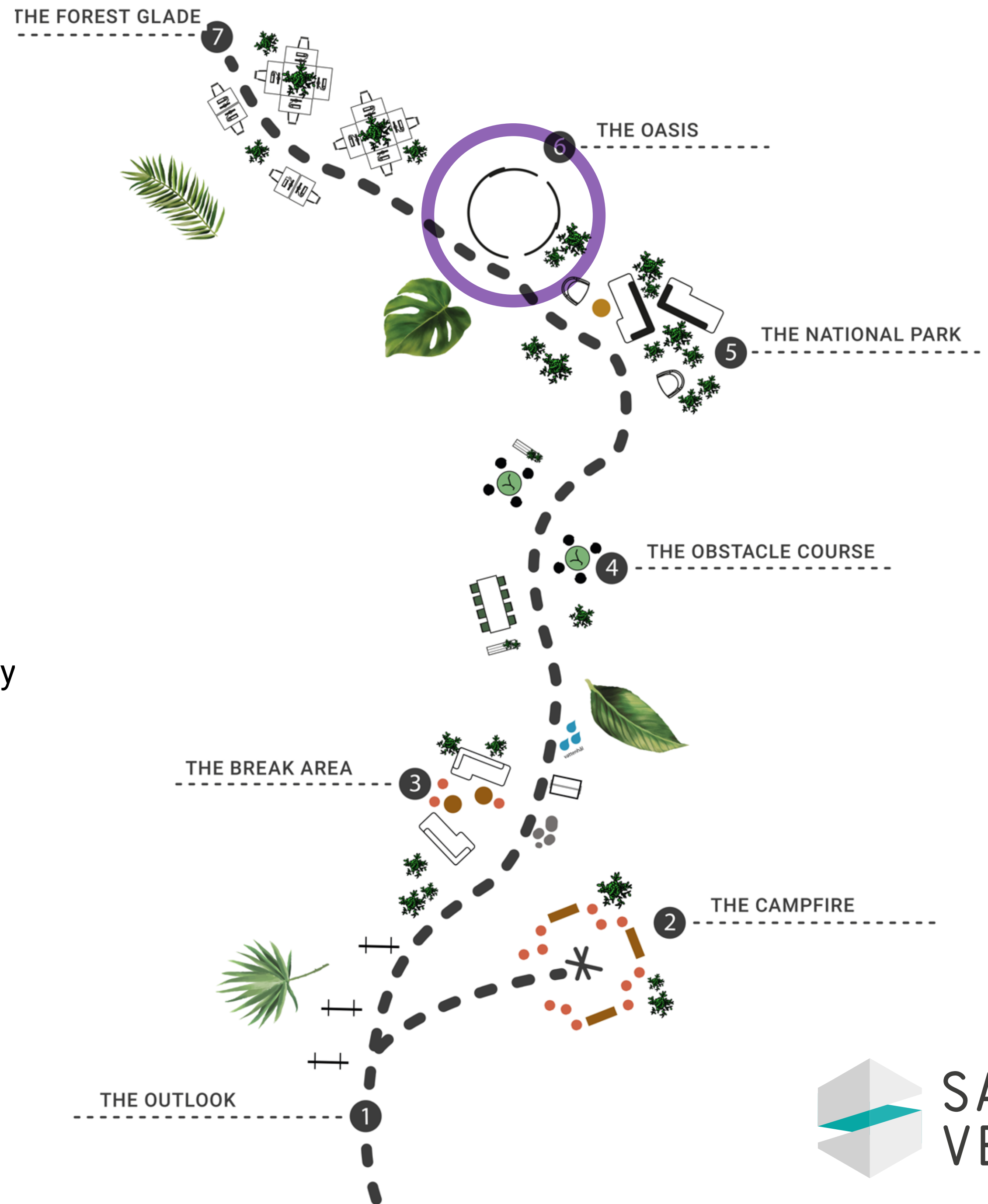
The national park

This is a place to sit and enjoy the greenery and plants, meet in private or in smaller groups. Discussions on different topics take place here. You can sit alone, reflect, recharge your batteries and get some distance from all the creative work you've achieved during the day.



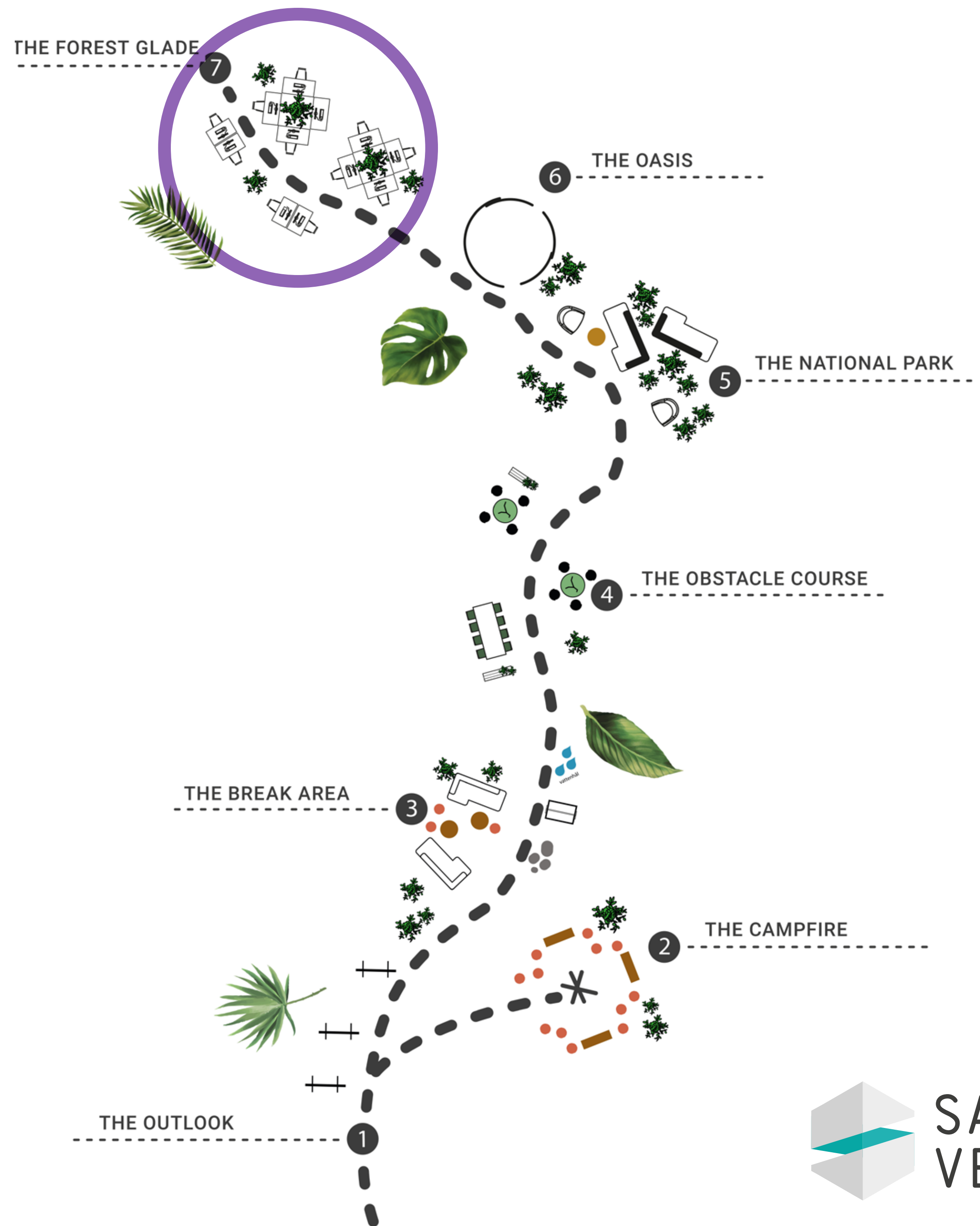
The oasis

This is a place to escape, and get some time to yourself to meditate, reflect and process everything. You can stretch out on a yoga mat, and give your body and mind a chance to recover.



The forest glade

This is a place of calm and quiet where you can go deeper into a topic, look for answers and write in peace and quiet. This is our quiet area where we can concentrate and work without being disturbed for a while.



Design of the premises, cont'd

General reflections

Throughout the entire project, the question of whether we provide workspaces or a collaborative space has always been on the agenda. Initially we were clear that Samverket is a place for conversation and not primarily for regular work tasks. However, we realised that members rarely have time to spend a whole day solely in conversations with others, so they must instead be able to combine it with their regular work tasks. In both Stockholm and Östersund, workspaces with adjustable desks have been available, as well as smaller meeting and phone rooms. We have wanted to attract people to spend a working day at Samverket to interact with others during coffee breaks and “down time”. During the project, we adjusted our communication about this to open up the possibility for people to work here, but we then realised that they focused too much on their own work and that the purpose became overshadowed by shared workspaces, so we reverted to communicating that conversations and co-operation between people was the primary purpose of Samverket.

This has given us other advantages when it comes to matters such as security. Since the primary activity is conversation, IT security has not been an issue. Members have performed tasks that they would normally have been able to do at home,

in a café or on any other non-security-classified network, and left the more sensitive work tasks to when they are in their regular workplace. This has worked very well and has been a prerequisite for the hubs as the security requirements vary so widely between the government agencies and the project would never have had the scope to investigate this issue. We have also encouraged members to hold their meetings at Samverket for this very reason. During the course of the project, management meetings, work team meetings, collaboration forums, and other forms of internal and external meetings have been held at Samverket. This has created more touch-points into different organisations and increased the number of members and the attendance of members even in other contexts. Within the scope of the project we have not thus investigated public sector office sharing. We have instead created a third workplace for collaboration and a focus on issues that arise in the gaps between public sector organisations, and made it possible to speed up the routes taken and processes between and within different public sector organisations.

Any future hub establishments should test out whether a larger studio/premises would generate more effective campfire conversations, workshops, meditation, yoga and other creative activities needed to strengthen relationships, creativity and conversations. As it stands, it has sometimes been difficult to concentrate without being disturbed by others' conversations or activities taking place in the hub.

Organisation and ownership

PROJECT ORGANISATION

An important and decisive reason that our tender was accepted for the project was the insight that we had early on - the project and concept needed an owner from the public sector. The project advert permitted private sector actors as project owners, but there were two reasons that we believed this was impossible:

1. A private owner would end up in a procurement situation, which would risk the public sector organisations ending up in different co-working places, and that would completely miss the objective of the project - greater co-operation between public sector actors.
2. The project would compete with existing co-working environments that already have members from the public sector

The project was set up with an organisation consisting of the County Administrative Board of Jämtland as the project owner, and Vasakronan AB, Gomorron Östersund AB and Niklas Huss AB as parties to the project. The project has been led by a project management team consisting of Niklas Huss (Niklas Huss AB), Jenny Sandström (Gomorron Östersund AB) and Maria Svensson Wiklander (Gomorron Östersund AB). Co-operation between the parties was controlled by a part-

nership contract that governed the rights to the project results, risk-taking etc. In addition to the parties mentioned, the governance group included Vinnova (Swedish Governmental Agency for Innovation Systems) as a party. The governance group was convened by the County Governor of Jämtland. The project has also been assisted by a reference group convened by Vinnova, consisting of the Director General of the Swedish Agency for Government Employers, the Swedish National Financial Management Authority and the Department Director of the Swedish Public Employment Service. A community manager has been employed in each city, by Vasakronan in Stockholm and by the County Administrative Board of Jämtland in Östersund.

When the project was being defined, discussions were also held with the County Administrative Board of Stockholm. However, it decided not to be part of the application, so Vasakronan joined as a landlord and party to the project. In this way, different administrative “owners” have been tested in the form of the County Administrative Board in Östersund and Vasakronan in Stockholm. These parties have taken care of administration and handling membership. Gomorron Östersund has had the equivalent landlord role to Vasakronan, but in Östersund.

Organisation and ownership, cont'd

While we initially believed it would be almost impossible to have different ownership, it has worked even if it has not been optimal. For example, different member contracts needed to be drafted for the different cities. It has also been difficult when a person has wanted to use both hubs but under one membership as there are two different organisations that need to cover the costs in their respective cities.

We believe that it has worked well during the project precisely because one objective of the project has been to test the organisation in a smaller and a larger city. The project management team has been financed by Vinnova's project funding, so it has also been in the interests of the project to keep both environments together. When Samverket and other related concepts start to grow organically in more places across the country, it will be more difficult to justify keeping the work of the hubs together. This is partly because there are no natural mutual touch-points or commitment, and partly because there is no coverage for the resources that would be required for such collaboration to work. We therefore believe that national, single ownership of all the hubs will be required for the environments to function as infrastructure for co-operation between public sector organisations in Sweden, which they have the potential to do.

ADMINISTRATION ORGANISATION FOR EACH SEPARATE HUB

The model that is now being used in administration mode builds on our experience, successes and mistakes in terms of generating support, engagement, innovation capability and control. It is actually only now being tested live in its entirety after the closing of the project. One of the clearest lessons from the pilot project and thus one of the most important points of departure for the configuration of the administration model, has been that strong commitment is required from the very top management, as well as from other employees - top-down and bottom-up. In the pilot project, commitment was mostly built from below and did not always reach the top management. At the same time, we had good experience from Myndighetsnätverket in Jämtland where the commitment had been strong, primarily from the top management, but not always further down in the organisations. Elements of the model from Myndighetsnätverket have therefore been included in the administration model to strengthen ownership and enable strategic management if needed. The different roles and forums included in the administration organisation are described below.

Responsible organisation

Coordination, administration, premises, budget, facilitation, concept development

Facilitation of the community
(Community manager)

Facilitation of owner group
and Creative Board (Strategic
Process Management team)

Owner group

Top management of
member organisations

Creative Board

Representative from each
member organisation



**Groupings
and networks**



**Groupings
and networks**

Community

Organisation and ownership, cont'd

Responsible organisation

Coordinating organisation with responsibility for budgets, membership contracts, premises, facilitation of the community (appointment of a community manager) and strategic process management (facilitation of owner group and the creative board).

Owner group

Council of members primarily focused on acting as enablers of co-operation between the member organisations. The group sets the budget and cost levels, and is able to send in thoughts and requests to the Creative Board regarding strategic development areas. The top management of all the member organisations (with the exception of those organisations that only have individual members) have one representative in this group and the representatives are preferably also part of the community.

Creative Board

A strategically and creatively focused group with the complete freedom to create new ways for the member organisations to co-ordinate. The group receives input from the owner group or the community, or alternatively identifies areas for development itself. All the member organisations (with the exception of those organisations that only have individual members) have one representative in this group and the representatives should also be part of the community.

Community Manager

The Community Manager (CM), the central role, facilitates the community and the physical environment. The CM participates in both the owner group and in the Creative Board. The role is described in more detail in this Playbook.

Organisation and ownership, cont'd

Community of members

The community is made up of all the members from the member organisations and is completely unmanaged. To create momentum for development, the community has a direct channel to both the owner group and the Creative board via the CM. All the activities that take place within Samverket are initiated by the members in the community.

Groupings and networks

The formation of work groups with specific tasks or challenges and of more informal networks based on specific issues or skills is welcomed within the community.

One example of a work group is the festival group that is responsible for arranging an annual Government Agency festival.

One example of a network is the facilitation network in which members who work with or are interested in facilitation meet and participate informally. A further example is the network for new public sector employees.

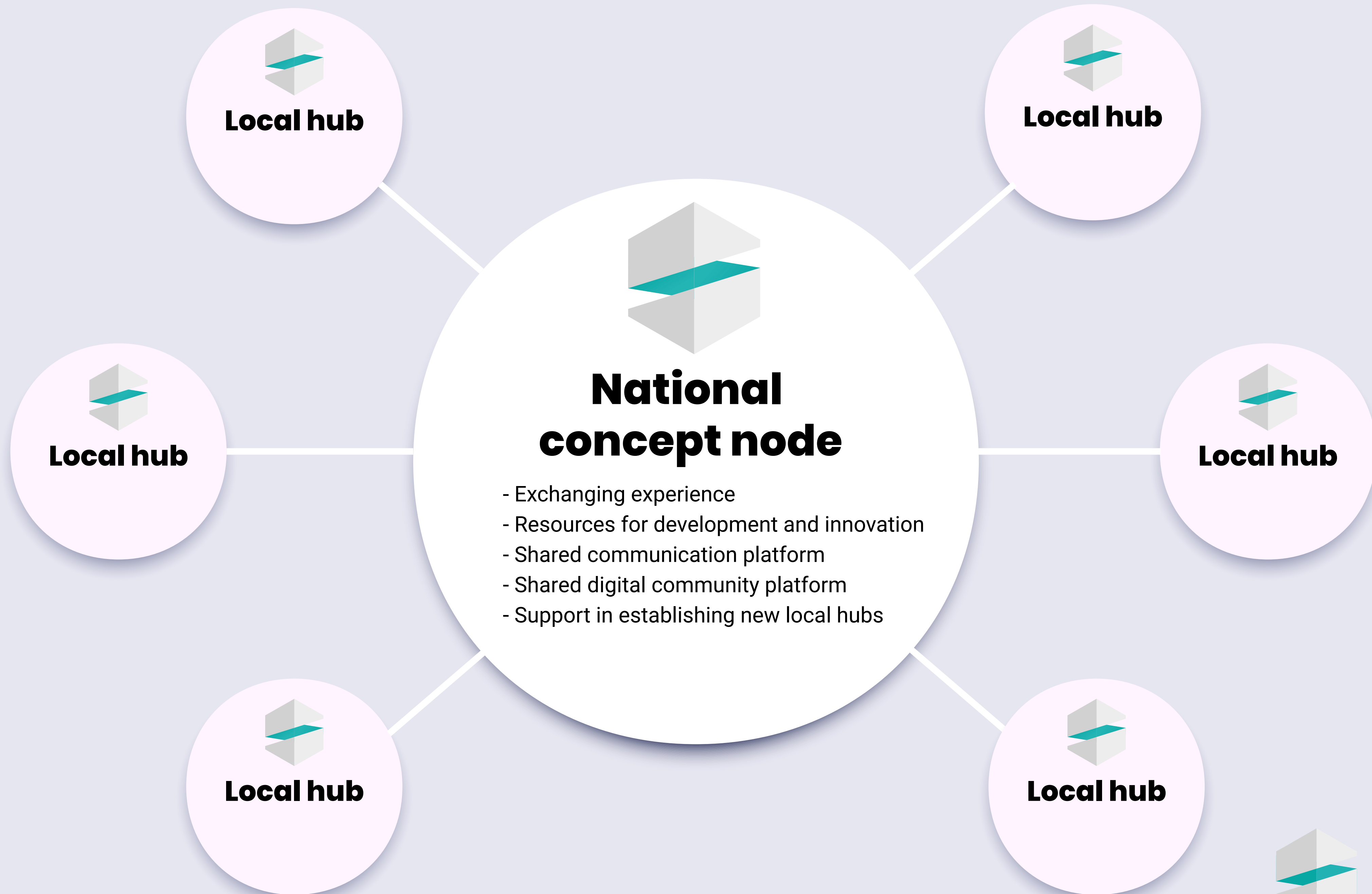
Organisation and ownership, cont'd

ADMINISTRATION ORGANISATION FOR THE NATIONAL INFRASTRUCTURE

It very quickly became clear to the project team that Sweden does not have the organisational basis, for example like Finland has, to create common initiatives between different public sector organisations, such as common innovation and co-working spaces or sharing of premises. Neither is this included in the mandate of any public administration. We believe, on the other hand, that an organisational structure should be in place that holds the different hubs together in a national infrastructure. This would ensure clear concept ownership, cohesive and continuous development of the concept, efficient knowledge exchange between the CMs of the various hubs, easier establishment of new hubs and ownership of the digital community platform for national knowledge exchange and relationship building between the members. It would also be interesting to allocate resources - staff and financial - to efficiently make the most of ideas regarding development and innovation from the local hubs. Such ideas currently risk falling into the gaps between public sector organisations, i.e., when no organisation has or feels a natural responsibility to progress the development

further. A neutral platform of resources and a focus on picking up these ideas could have a great effect in terms developing society together.

Efforts should be continued into exploring the shape of the organisational structure. Just as the hubs are neutral and do not belong to any of the member organisations, our experience from the conversations we have had during the course of the project is that any future national organisation should also be neutral, to the extent possible. We've had different thoughts about ownership during the course of the project. This includes everything from a government agency such as Vinnova, the Swedish Agency for Economic and Regional Growth, RISE or SKR having it as part of their remit, to the County Administrative Board in each county acting as the responsible organisation. Alternatively, an inquiry could be opened by the Government Offices that could lead to a new state-owned company, committee or similar. These discussions have sparked some interest, but it still requires a player to raise their hand and drive the process if an administration organisation is to be realised.



Membership

The membership model has assumed that an organisation joins as a member organisation and that one or more employees from the member organisation join as individual members based on their needs and interest.

Initially, the set-up was that an organisation purchased a certain number of individual memberships, and that the quantity determined the cost for the member organisation. The advantage of this model when the concept was new and unknown was that the hubs quickly gained a number of named members, even if some were more engaged than others based on their needs, possibilities and knowledge about the concept.

The organisations had varied approaches for allotting the spaces; some people were allocated memberships while others had to apply internally. Others had to continually justify their participation internally so as not to lose their membership to another colleague who might otherwise be considered to need it more. The disadvantage of the model was mainly that not everybody who wanted to participate could do so, simply because their organisation's spaces were full. Some selected to switch members during the course of the project but it became a messy process.

The model that was tested in Östersund during the last six months of the project was based on input and discussions with the members and completely opened up the number of members. Anybody

at all who was an employee of a member organisation could themselves apply for and justify an individual membership. They simply had to answer the questions: "What do you and your organisation aim to get from a membership?", and "What do you hope to be able to contribute"? in order to become members. There were no further requirements. During the last five months when the new model was tested, the number of members tripled in Östersund, and there was a lot more energy in the community. The new members came from a wide spread of areas, but their curiosity was mutual. The synergies were even greater, if possible.

The change in the membership model meant that the cost model also needed to be adjusted. The cost for the member organisations was based on a number of size levels, linked to the number of employees in the town, in this case, Östersund. An equivalent cost model had previously been successfully tested in Myndighetsnätverket, even though the costs were different.

We strongly recommend that the new model be used when establishing new hubs in order to create maximum engagement and outcomes. However, we would also like to add that it can be positive if each member organisation identifies a few people to start with to quickly get going and build a community and a culture.

Persona

Samverket's target group has changed very little during the project. We were convinced that we needed to reach change leaders in the organisations to be able to create a critical mass of people who could be cultural ambassadors and act as a base for continued growth. In the beginning of the project, it also became apparent that central government projects such as Agenda 2030 coordination, Komet and Fossilfritt Sverige (Fossil-free Sweden) wanted to use Samverket as their primary workplace, and a specific model was devised for these groups together with Vasakronan. It was also not surprising that Östersund had the highest number of remote-working public sector employees and these came from a wide range of organisations including Uppsala municipality, MSB (Swedish Civil Contingencies Agency) the Swedish Migration Board, Formas, RISE and more. One thing we noticed in our earlier work with building co-working environments is that when a group of people from the same organisation who use the space as their primary workplace becomes too large, there is less incentive for them to mix with others. They are simply no longer there for the same reason as others, and this can be challenging. We have noticed that the larger groups we have had in Stockholm who belong to one and the same project have not been as active in the community building as other members. The value they create by being present in a hub has a trade-off in that they do not contribute the same social exchanges as others, and the greater the percentage of the total that these project members become, the greater the risk that it can hollow out the culture of active sharing. This has not been

a problem during the course of the project though, but it can be good to know. There are of course always exceptions in the form individuals that happily share and co-operate on the same terms as other members.

One thing we did not take into account was that there can also be remote workers in organisations that are present in a town. For example, if a person has a unique role where they work nationally and for a head office, they may feel that that they are external to the local organisation, even though they happen to have the same employer. The remote-worker group has great potential when it comes to using Samverket hubs. There's a large number of unreported cases though and there are no figures on how many public sector employees currently work remotely. This needs to be investigated by the Swedish Work Environment Authority, or some other body. Samverket has remained a watering hole and an oasis for change managers and intrapreneurs, as people with great energy who do not always have an outlet for it within their own organisations. For them it becomes important that their learnings, ideas and interests are also taken advantage of in their own organisations. If there is a large discrepancy between their employer's culture and the psychological safety encountered at Samverket, this can lead to greater motivation, more patience or the strength to make changes in their own organisation.

Target groups – persona



Remote worker

Being the only employee in their town, the remote worker needs a context over and above their home office. We currently have employees from MSB, the Swedish Migration Board, Uppsala municipality and Formas who use Samverket as their third workplace for a community.



Intrapreneur

Innovation leaders, organisational developers, service designers, managers or other types of roles that run internal development and strategies in their organisations.



Project participant

Nowadays there is a need for shared premises for collaborative projects or assignments involving several government agencies. As an example, Fossil-free Sweden and Komet use Samverket as their primary workplace.

Business model

When the membership model was revamped (see the chapter on membership) in Östersund the business model was also changed. As the new membership model was open and allowed anybody from the organisations to become members, it was no longer viable to be paid per individual. We instead reverted to a business model that we had successfully tested within Myndighetsnätverket, which was based on the organisation's size and capacity to pay. Based on the size of the organisations we set a range of levels to ensure that the costs of each of the environments were covered so that they broke even. Not surprisingly, this resulted in the Östersund hub's membership fee being four times lower than the prices in Stockholm.

Since the members often overlapped each other in both places, we went out with a special offer for membership in Östersund and Stockholm at around the same time, which meant we also ended up "competing" with ourselves as the same organisation could choose to be a member in Östersund but not in Stockholm. This catch 22 could have been avoided if both hubs had had the same owner and if a national membership for all environments had been an option. It also became clear that some form of subsidy or other funding was needed mainly in Stockholm as the costs there are so high.

The new business model and cost levels were raised with the group of member contact persons, and in Myndighetsnätverket's owner group. It also became apparent during the project how differently the organisations function when it comes to how much mandate they have locally. While certain organisations can easily decide for themselves on an annual cost of, say, SEK 200,000, the same decision has to be taken all the way up to Director General level in other organisations. This can be good to know in future processes as gaining buy-in can take a lot of time. The government agencies in Östersund that were part of Myndighetsnätverket were already used to funding shared initiatives in this way, which substantially simplified the process. There was no such history in the project organisation in Stockholm, which made it much more difficult to get buy-in to the process and the new business model.

"Informal routes make everything go faster, projects could be started in a week that would normally have taken several months."

Establishment and funding

Establishing new Samverket hubs can be easy or difficult, expensive or cheap, quick or slow. We believe there are four main aspects that will affect the outcomes considerably:

- If there are established relationships and networks between the organisations at the highest level of management locally/regionally
- If there are suitable premises available (and these can be prepared to meet Samverket's objective)
- If there is one or several people who can devote the time needed to get the work started
- If there is an organisation that wants to take on the owner role

The establishment process can be divided into three major phases.

Phase 1 - Preparation

Create understanding and engagement, both at the highest levels of management and in potential members. Work groups and workshops. Somebody needs to lead these, preferably somebody who will later manage the work (for instance a community manager in collaboration with other resources).

Identify the premises. The goal is to create a sense of ownership at several levels of the organisations, identify the owner organisation, agree on the budget/cost levels and prepare the premises. Phases 1 and 2 are either funded by investment capital or alternatively, the revenue model needs to be designed so that it can pay off the start-up costs over time.

Phase 2 - Start-up

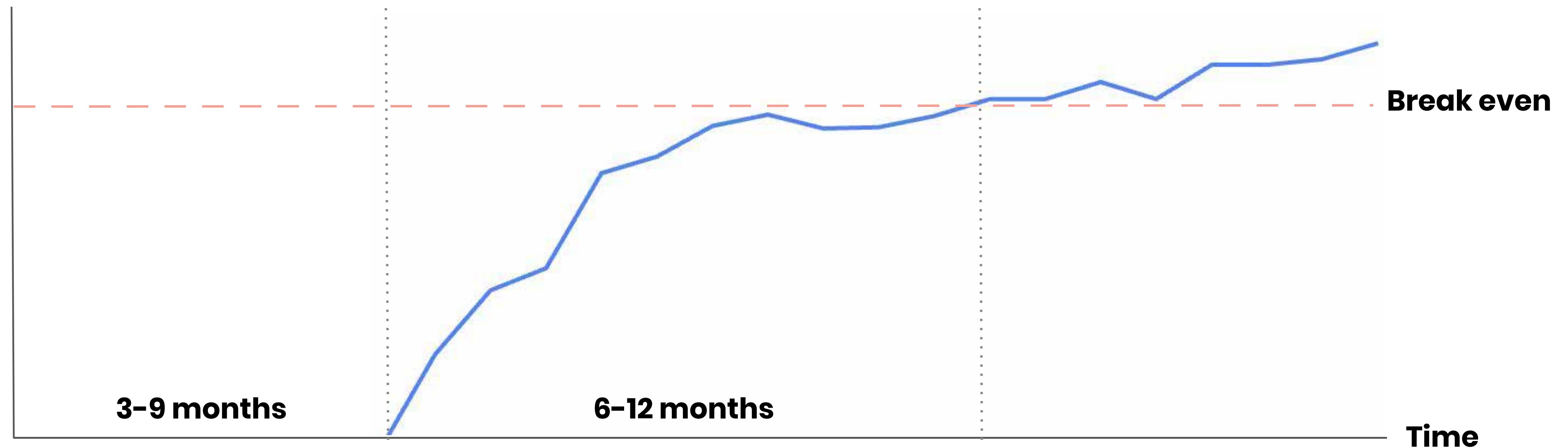
Draw up the membership contracts and enrol members. Onboard members and build the community. Test different activities and content. Test different configurations of the premises. The concept developer and Community Manager have the central roles. Close dialogue with the work group/Creative Board/members.

Phase 3 - Operations

Focus on creating value and on-board new members continually.

Phases and estimated time for establishment

Revenues



Phase 1. Preparations

Costs for staff and possible investments in premises

Phase 2. Start-up

Staff intensive. Costs for premises and operations

Phase 3. Operations

Staff intensive. Costs for premises and operations

Phases 1 and 2 require liquidity or project/start-up funds



SAMVERKET är platsen för
oväntade mötet där nya syns
skapas mellan olika aktörer i
offentlig sektor och där vi står
den kollektiva intelligensen. Vi
av nyfikenhet och av att utman
status quo eftersom det är nö
vändigt för att möta framtida
komplexa utmaningar. Genom
transparens, tillit, mod och kreat
samtal, skapar vi en mening
och inspirerande fristad för
samhällsutveckling.



Brand, usage and rights

The national Samverket concept was intended to provide a base of infrastructure for co-working and innovation hubs in different locations in Sweden. During the project, it has become apparent that each location has different circumstances to work with. For that reason, the different hubs will look different, with different organisational compositions, different purposes and needs and different formats for running the organisation. This flexibility is required within the concept to enable everybody to access Samverket. We nevertheless believe there is a lot to gain from a cohesive platform rather than separate satellites. This is because the synergy effects and the overarching community are vital to fulfilling the objective of Samverket - faster routes, greater understanding between and within the organisations and filling the organisational gaps that arise to be able to solve our complex societal challenges.

The Samverket platform, i.e., the graphic identity and the web domain samverket.se, are owned by the County Administrative Board of Jämtland now that the project has ended. Anybody wishing to establish new Samverket hubs is welcome to contact the County Administrative Board of Jämtland to discuss how the new hub can be included in the Samverket concept. The concept, membership model and activities that take place in the different hubs are described on samverket.se. All hubs that join the platform are invited to participate in the digital and shared community, which is not limited by location.

Contracts, procurement and administration

Member contracts

In Stockholm, the formal administration of member contracts is managed by Vasakronan (VK) in its capacity as property owner/ party to the contract. After a request has been received from an organisation, the Community Manager (CM) receives the details for the contract (corp. id. no., desired number of members, start and end date, name and contact details of the contract contact person, etc) and sends them to VK, which draws up the contract and sends it to the contract contact person for their review and signature. In Östersund the contract processing and invoicing for membership fees is handled by the County Administrative Board instead. The CM receives the details for the contract including the corp. id. no., desired number of members, start and end date, name and contact details of the contract contact person, etc, and the new member organisation sends the signed contract to the responsible contract signatory at the County Administrative Board. The membership fee is not subject to procurement.

Om en myndighet vill hyra en lokal kan de vända sig till en hyresvärd och teckna hyresavtal utan upphandling. LOU är inte tillämplig på avtal om hyra av fast egendom, LOU kap 3, §19

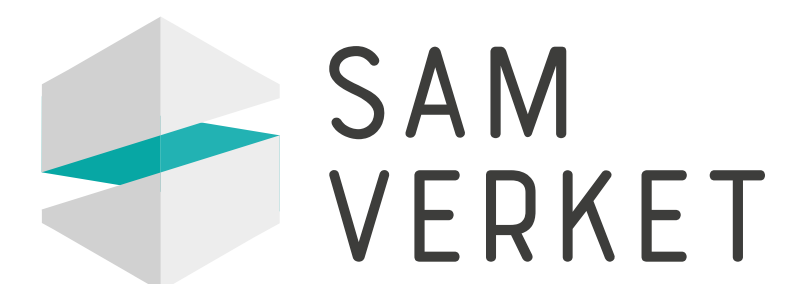
In Östersund the membership model has changed during the course of the project. It was originally the same as in Stockholm, i.e. individual memberships - but later ended up as a more open membership model in which the organisations pay an amount

based on the size of the organisation, at which point all employees in the organisation can apply for membership. We made this change after repeatedly noticing a sense of exclusion on the part of the employees of the member organisations that did not have individual memberships. The members themselves also raised the fact that a more open membership model would be preferred. For this reason the open membership model was first tested for one month. It was an obvious success and paved the way for the open membership model that is now part of Samverket in Östersund - even after the end of the project when the hub has transitioned into regular operations.

Other member administration

The CM ensures that all new members receive an on-boarding email along with an invitation to Haaartland. All new members are also invited to a personal on-boarding session with the CM at the Samverket hub. During this session they can ask questions, sign the manifesto and write their name on a clothes peg. The purpose of the personal introduction is to make it easier for the members to become part of the community and get a sense of ownership.

The CM writes and sends out a weekly newsletter and calendar invites in Outlook, posts news about activities on LinkedIn and Haaartland, and keeps the calendar up-to-date along with other content on the website when needed.



Follow-up – KPIs

In a co-operation environment like Samverket, where much is built on qualitative conversations and the experiences of the individual members, it becomes both difficult and sometimes also irrelevant to measure short-term KPIs. One thing that has been important right from the beginning is the number of members that are considered to be active and regular visitors, i.e., how often they are at Samverket. While volume has been key, it has also been important to establish a critical mass of people who are at Samverket often. This group does not necessarily need to be large, but it has to serve as a catalyst for others to come, and it has to uphold the culture.

We have also measured the number of activities, even though the quality of these activities can often be more important than what the activities are or how many. Similarly, the number of visitors to an activity is not an obvious measurement of whether it has been successful or not. Sometimes all that is needed is a handful of the “right people at the right time” to generate major effects from an activity. Often the effects of a meeting are not directly felt and can instead come as butterfly effects for a long time afterwards.

The most important KPI has therefore been how satisfied a member has been with their visit, and how likely they are to return and to recommend Samverket to others. The most important KPI of all is obviously whether the organisations consider that it is worth paying for a membership in Samverket. As Samverket was only subsidised for the first organisations that signed up for membership and applied for compensation from Vinnova, we have been able to demonstrate a willingness to pay from the organisations that joined later in the project.

Another relevant KPI is the number of initiatives that have arisen within each organisation as a result of their being at Samverket. For example, several organisations have adopted the campfire and implemented it in their own work places, and others have used the facilitation network. Other outcomes include new initiatives that have emerged across Sweden where they have wanted to create Samverket in other towns, including Luleå, Skellefteå, Sundsvall, Gävle, Malmö, Linköping and more.

On-going evaluation and preliminary results

Co-operation, synergy, solidarity and self-management in public sector co-working: On-going evaluation of SAMVERKET

Research team. Dr Lena Lid Falkman, Stockholm School of Economics/Karlstad University and Dr Gisela Bäcklander, Karolinska Institute.

Purpose. To research how co-working for government agencies affects co-operation and solidarity within and between organisations, as well as the effects on working life for private individuals.

Methodology. On behalf of Vinnova, two researchers have conducted on-going evaluation of Samverket in Östersund and Stockholm using quantitative and qualitative methods. Three surveys were carried out using questions with validated response ranges, for example about co-operation, solidarity and self-management, as well as open questions. In-depth interviews have been held on-site, at the offices and digitally. The researchers have also participated in and presented at seminars and used the offices.

Preliminary results. It has been an intriguing assignment to use research methods to evaluate a project that is actually based on theories such as the Third Place and Loose Ties. The project has also been interesting since co-working has traditionally been used to achieve economies of scale and synergies for companies, whereas here it has been tested as a way to create co-operation between government agencies.

One result shown in questionnaires and interviews of on-going evaluation was that members do other activities at this third place. Elements that contained learning were most highly ranked. At Samverket as a third place, people want to get to know new people, learn how others do things and think, get inspiration, have creative meetings and learn something new. At their own workplaces they would rather hold planned meetings, plan, respond to emails, meet individual people, concentrate and read. Another result shows that hybrid working life is created through

the interaction between the needs of the organisation, colleagues' work and the individual's own preferences and needs. The third result from the interviews is the unanimous agreement regarding the importance of a community manager. This should be a person who takes pride in keeping the environment tidy and pleasant, sorts out coffee, recognises people and knows their names so that everybody feels welcome and that they belong. However, the manager should also be a facilitator and a match-maker who can run projects and themes and connect people, organisations and ideas. More results will follow later in the analysis. Interestingly, the researchers have experienced one result themselves. During a meeting at Samverket, the researchers met a member organisation and collaborated to create a new research project which has since received funding.

Discussion. Several interesting thoughts regarding co-operation and Samverket have been discussed during the interviews. How similar/different should the government agencies be to achieve some form of exchange? Should co-operation be a goal or a means? Some organisations started with the idea of co-operation as a means to achieving a specific goal of the organisation. For others, co-operation has been a goal in itself. If one immerses oneself in co-operation - participates in campfire conversations, eats breakfast with random people, attends seminars with themes one didn't know one was interested in - co-operation can lead to collaboration and insight that one could not have imagined. Co-operation can be a means to achieving a goal that one cannot achieve alone. Co-operation can also be a goal in itself though, as other synergies and goals can arise over time. The challenge is then to give time and resources when the goal is not known in advance. We know that co-operation is good and important, but it is difficult to take time to do when the activities and deliverables of daily work need attention. It is nevertheless clear that co-operation can be both. Co-operation can be a means to achieving other goals. Co-operation can also be a goal in itself to create synergies, progress and learning.

On-going evaluation and preliminary results, cont'd

Action research on Samverket, innovation and co-working hubs for public sector organisations

Research team. Michaela Tjernberg, Ingela Eng, & Marie-France Champoux-Larsson, Department of Psychology and Social Work, Mid Sweden University

Purpose. The purpose of the study was to research the conditions, experiences and outcomes linked to cross-organisational co-operation when public sector organisations use Samverket, the third place.

Methodology. The study was conducted over a period of more than one year and applied action-focused research in which continuous and active dialogue was held between the Samverket project team and the research team. Data was collected on three occasions via online questionnaires and on one occasion via focus groups.

Preliminary results. The preliminary results indicate that prior to using the third workplace, the members had high hopes for positive outcomes at an individual and organisational level, but that they were unsure about how the concept would work in practice. Furthermore, the results indicate that there were large differences in the conditions for using Samverket, and similarly in the member organisations' procedures for transferring knowledge from the new experiences and learning.

The members expressed that Samverket as a place and concept provided an environment that boosted energy and creativity and was a pleasant place to hang out. The community manager was very important in terms of facilitation, relationship building and in helping members to "take off" their titles and start conversations on equal terms. Additionally, the climate was described as open, inquisitive and very focused on collective learning. Overall, the respondents' descriptions indicate that psychological safety was achieved by the member group in a fairly short time. Positive outcomes were expressed in several areas, including personal development, inspiration and gaining new perspectives, but also greater knowledge of other and their own organisations. The respondents also expressed that they were relieved when they realised that other organisations had corresponding challenges/ areas for development. Furthermore, it was highlighted that the majority of new contacts were positive for individual members and were beneficial for the organisation. Membership in Samverket was also linked to greater visibility vis-à-vis other public sector organisations and broader society, which the members expressed helped to make the public sector a more attractive employer. Societal level outcomes were linked to collective learning and cross-organisational co-operation generating more efficient processes, which in the long term, lead to better service and a safer society for citizens. However, the majority of respondents emphasised that one year was too short a time to achieve an effect in society.

On-going evaluation and preliminary results, cont'd

Discussion. Overall the members were very satisfied with Samverket as a place and concept for cross-organisational co-operation between different government agencies.

The preliminary results indicate certain success factors including:

1) Having an expressed goal for the membership and clear and well-communicated processes for usage and knowledge transfer increase the chances of good outcomes at an individual, organisational and, in the long term, societal level, and 2) Thorough knowledge about how the third place is created is important to the psychological safety of the member group (e.g. configuring the space as a hybrid between the home/office/café, and using the community manager as a cultural ambassador, relationship builder and information sharer). A high degree of psychological safety supports engagement, curiosity, openness and daring to question, which all contribute to collective learning.

When asked whether they wanted Samverket to carry on, members gave a resounding yes and they want the concept to continue in a neutral third place (not in their own or another public sector organisation's premises).

Outcomes and narratives

Films available on Samverket's LinkedIn page:

"I am one of those people who really enjoys visiting Samverket. I do it because I like the positive energy and the curiosity that I encounter in that community. We listen to each other's challenges and together we can also help each other to find solutions."

Ronny Wickzell, Mid Sweden University

The Jämtland Police District has gained new contacts, partners and touch-points that they never would have had if they had not been members of Samverket. David's advice: "Dare to try it out. Dare to be there. Trust the process. Don't expect fast results - but they will come, we are fully convinced of that."

David Westlin, Swedish Police Authority

"For me this is an open-hearted place. We are unpretentious and share what our organisations are capable of and know, and we exchange experiences." Elin also takes the chance to look into the future and talks about her vision for a social club for all new public sector employees.

Elin Nirjens, Region Jämtland Härjedalen

"I believe that's where Samverket can really make a difference. It can help us work across organisational boundaries and build on each other's ideas. Both smart, fun and good usage of our shared resources."

Rickard Grenholm, Swedish Social Insurance Agency

Narratives from individual members and visitors:

"Me and my colleagues have completely fallen in love with Samverket! Incredibly inspiring and it has generated co-creation of energy and insights. I get new inspiration and motivation every time. The fundamental values and principles that Samverket is based on are completely consistent with the state we are trying to accelerate ourselves towards in our organisation (open up, stop thinking organisation and role - focus on people and skills). The first-name tape and campfire rituals are spot on!" Frequent participant in different activities

"Samverket generates a lot of value by providing a meeting place. It is difficult to assess the value as the contacts created perhaps do not immediately lead to concrete and measurable results. In opening doors and creating spaces to meet others, great value is added."

Guest, Swedish Migration Agency

"Trust and safety, everybody's opinions and perspectives are allowed, open-minded."

Outcomes and narratives, cont'd

“One day at Samverket my colleague and I were standing by one of the whiteboards, planning a concept we were about to launch and thinking really “big thoughts”, and this woman comes up and asks what we’re talking about and if she can join. So we invite her into the conversation and explain what we’re trying to do, and she says it sounds really interesting and gives some input. When she’s about to leave we ask where she works and what she does, and it turns out she’s the GD of one member organisations. This informal, mutually rewarding conversation would never have happened at a regular meeting.” Member, RISE

“It is so important and valuable to work across government agency boundaries. Look up every now and again and see the whole, hear completely different views of the same challenges, get inspiration, motivation and access to a creative environment.” Member, Patent & Registration Office

Concrete initiatives conceived at Samverket:

- . Network for new public sector employees in Jämtland (NOJ)
- . Facilitation network in Östersund
- . Facilitation network in Stockholm
- . GIGI
- . Project application for Forte
- . Project application “Future Prototypes” to Vinnova

Outcomes and narratives, cont'd

“The idea for a future prototype arose during a conversation between a few of us members at Samverket. We discussed how Sweden could restructure public work while exploring what it means to be co-creating citizens, residents or visitors in a town. We wanted to use Samverket’s premises to create a prototype for a vision of what it could look like. Our curiosity led us to submit the idea to the Vinnova project Future Prototypes. For practical reasons, we couldn’t proceed with our prototype at that time - but we had many interesting conversations during the course of the process and became good friends!”

“Samverket was the highlight of my day. I felt more at home at Samverket than at my normal workplace. I believe it was because there was such a warm and friendly atmosphere at Samverket and that everybody was outside of their existing structures when they were there.”

“I use it as a neutral place to invite my organisation to co-create with other organisations when we are facing challenges we need to solve together. I use it to show our organisation what it can be like to co-create with others so that we can be efficient and generate even more value. I use it to learn how others do things and see what there is for my organisation to learn or do, based on what I learn from others. I use it as a creative and innovative place that we don’t have available within our own offices. When it comes to the last point, Samverket has really shown the value that the third place creates, so now that the place will no longer exist in Stockholm, I will have to go out and find a new place like it.

A place where we can invite people to design sprints and workshops with other organisations and with the target groups. We cannot cover the need for a neutral, innovative and creative place within our own offices. We are going to lose the closeness to others in the public sector and the opportunities for spontaneous exchanges of experience, but I hope to be able to cover for a bit of what we’ll lose now that we can unfortunately no longer remain.”

Learning, recommendations

PREMISES AND WORKING METHODS

- The neutral arena has played an important part in a number of ways, both in generating engagement for the space and in enabling a culture based on equal value and psychological safety, and also for creating a home for several government agencies, for example where a visiting cabinet minister can “visit” several agencies at the same time. The neutral place has been especially important for overarching and cross-sectoral assignments such as the Agenda 2030 coordination and Fossil-free Sweden.
- Several organisations have requested to have the Samverket logic in their own environments, not least in discussions about how to configure a good physical and psychosocial working environment in their own workplace. Certain aspects of Samverket have been particularly rewarding to implement in members’ own environments, such as the campfire as a place for transparent and explorative conversations.
- A larger, separate space like a studio would be needed that can be used for workshops, creative work, campfire conversations, meditation, yoga etc. Today it is difficult as these spaces are completely open where others also move about. Having me-

eting rooms available has also generated a regular flow of people as there is a great need for and interest in using centrally located meeting rooms, or more creative meeting spaces. This has in turn generated life and energy in the hubs and created interest amongst those who aren’t already members.

- Local adaptations to the concept may be needed depending on the size of the city, the needs and the existing public sector players in the location.

COMMUNITY AND MEMBERS

- Member organisations need to create a clear strategy for how these places complement their own organisation, as well as processes for following up results and ensuring the outcomes from co-operation at Samverket can be developed within their own organisation and in society more generally. There are good examples from member organisations that have been successful in this from whom we can learn. The outcomes have the greatest impact when organisations implement Samverket in their own strategies, follow up and transfer knowledge effectively.

Learning, recommendations, cont'd

OVERALL

- There is often a lack of time, money and resources for system-level innovation and development, but also for innovation within organisations. To improve the opportunities for this, a central body such as the Government Offices could be a solution to hold the budget and ownership of Samverket as infrastructure, as well as resources for concept development and knowledge dissemination.
- Samverket can support initiatives and projects such as Impact Innovation by creating physical meeting places that can make new perspectives from others available, and continuously share knowledge to more stakeholders.
- There are currently many different types of co-operation initiatives and networks within the public sector. Many of these do not have a physical home. Many of these are unknown to people who should know about them, and we have seen many “aha” moments when it comes to awareness of existing initiatives and networks. Samverket could be the gathering point for networks and associations within the public sector.
- As a national player, we believe above all that it should be an initiative run at the Government Offices level, either as a committee or similar, or in the long run as a state-owned company. This would create a cohesive infrastructure of hubs and leverage the synergy effects, with geographic flexibility for public sector employees, a common digital community and exchange of experience between different environments.
- A number of embryos for system transformation have already emerged and started to take shape during this short period, such as the Gigi platform for sharing skills within the public sector, the recent initiative New public sector employees aimed at quickly building relationships and networks for those who are new, office-sharing concepts such as Platsverket, and so on. Last but not least, Samverket itself is an example of what happens when people open up to the possibility of open-minded co-operation based on people’s needs, thoughts and ideas about developing our society together. When there is a platform for shared conversations, new types of ideas and solutions will also be created.
- There has been great interest, both nationally and internationally. We have received a number of visitors from other places in Sweden, from other countries and from organisations outside the public sector that have been curious about the concept and how we have worked to create a community and a culture of learning and innovation. Many people have raised the difficulties of co-operation, that one easily gets stuck in formal meetings about having to co-operate. Samverket is and should therefore be a platform and test-bed for how co-operation can go when a decision to co-operate has been made.



Learning, recommendations, cont'd

After many practical lessons learnt and recommendations, we would like to conclude this playbook in a more philosophical spirit. However important the configuration of the concept is, however, much we may have stressed the importance of not compromising on the details, however crucial it may be to make Samverket a national organisation, when all is said and done it is the people in the place that are everything. Everybody who steps through the door, everybody, has one thing in common and that is curiosity. Curiosity about who they might meet, the conversations that could emerge, which new opportunities and relationships these might lead to, and maybe also, what they might get to be part of. It is curiosity, meaningfulness, engagement and that they all essentially share the same mutual mission, to make society a little better, that unites everybody and makes a difference. Everybody plays for the same team, and they want to know who the other team players are, how they can work together and help each other to succeed. At Samverket there are tears, laughter, reasoning and creation - across all borders. The power and opportunities in these places are enormous.

"I feel a stronger connection to the entire public sector."



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