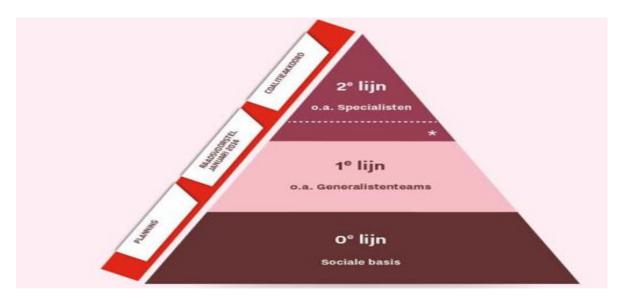# WHY: Why did Eindhoven join the CHANGE! network?

Describe the challenges your city was facing at the start of the CHANGE! Project

Due to the crisis, a change in the national policy of the Netherlands (in which national government was shifting responsibilities from national to local level) and budget cuts, the city of Eindhoven could no longer coop with several social challenges and a system change was unavoidable. Eindhoven decided to focus on a system innovation of collaborative service delivery and the policy programme WeEindhoven was born.

Core of the WeEindhoven programme are WeTeams located in different neighbourhoods. The WeTeams consist of generalists (the 1st line within the triangle) with different backgrounds like child / family/ elderly care, drug addiction, care for people with a disability etc. The generalists act as facilitators and coaches between residents (the 0 line in the triangle) and specialists (the 2nd line in the triangle). Instead of the typical dialogue in which residents demand and the municipality provides quasi automatically, the WeTeams focus on a personal approach. The generalist visits the households and starts the intake with a "coffee around the kitchen table" trying to identify the actual problems and needs of a family or person. When looking for solutions people are stimulated to take their own responsibility and solve their problems themselves using the so-called "social basis" instead of immediately involving a high level specialist.

This social basis consists of two parts: the general facilities and the networks between people also known as "Citizens Joined Forces". The general facilities (like employment, education, culture, sports, housing etc.) can be used by every resident to become more self-reliant. It is the role of the municipality to facilitate strengthening of these basic services and to make sure they are accessible to everyone. The "Citizens Joined Forces" refers to the networks between people. For example the connection people have with their family, neighbours and other residents. The idea is that were people meet, initiatives arise from a shared interest and passion, and residents are willing to help each other with questions and problems. For example, residents can volunteer in sports clubs, associations and unions, become a voluntary caretaker, take part in school program of their children, do something for the church, take their neighbours to the hospital, cook for an ill friend, look after each other's children etc. When problems cannot be solved within the social basis the generalist will

provide custom made support for the client by linking them to a specialist. The idea is that the more people will be able to utilize their own strengths and network and therefore become more self-reliant, less specialized support is needed.

As mentioned, the municipality is responsible to facilitate and strengthen the general facilities. The responsibility however, to facilitate and strengthen the "Citizens Joined Forces" is unclear.

Describe the key objectives facing these challenges (what do you want to achieve?)

The challenges Eindhoven therefor was facing at the start of the CHANGE! Network was: how to strengthen the "Citizens Joined Forces". During the project period we will refer to this as the social basis. So the key objective for Eindhoven is to strengthening the social basis in a collaborative and sustainable way.

"By strengthening the social basis people will be more able to utilize their own strengths and networks and therefore be more self-reliant. The ideal is to strengthen the social basis in a way which results in an inclusive society where everyone can live, work, and relax" .

Explain why and how the CHANGE! network could help you in meeting these objectives (why was the CHANGE! network - or specific partners within the network - interesting for your city?)

Due to the fact that WeEindhoven is a system-level social innovation, the main learning countries for Eindhoven are the UK (partner Dun Laoghaire) and Denmark (partner Aarhus). Especially those good practices under people-powered public services or social action which are embedded within public services or acting alongside them. Secondly, the field work regarding mobilising residents, done by Community Organisers is a key learning direction for Eindhoven.

HOW: How did the CHANGE! network actually help Eindhoven to meet her key objectives?

Describe how you involved your ULG and external stakeholders in the project and explain their impact (Did involving a ULG help you? Did a process of collaboration actually take place? If so, how did this improve your situation? Briefly describe this process.)

In Eindhoven we started a local group in the neighbourhood Strijp to see how we can strengthen the social basis in this neighbourhood as a pilot for the bigger Eindhoven region .This local group consists of professionals, representatives of neighbourhood schools, NGO's and local business and residents. Coordinator of the group is a generalist of WeEindhoven.

Eindhoven strongly believes that ideas to strengthen a topic such as the social basis should come from this social basis itself. We therefore decided that the municipality should take a step back and give the ULG a prominent role in developing the Integrated Action Plan. Members of our local group therefor participated in all transnational meeting and study visits organised within the CHANGE! network, in the staff exchange organised in Aarhus and in the Urbact Summer University in Rotterdam.

Besides that ULG members co-organised the staff exchange in Eindhoven for Gdansk and Aarhus and two knowledge sharing workshops for both generalists of WeEindhoven and officials working within the social domain of the municipality of Eindhoven. The ULG coordinator even held a CHANGE! Talk during the ReThink Activism festival in Aarhus to inspire international colleagues.

In order to enable people to regain their strength and take responsibility themselves, a shift is required from a fragmented, supply-oriented approach to a demand-oriented approach. An approach that is focussing on an interest for a person and his or her environment, instead of a partial problem that someone seems to have. The development of peoples own strength and partnership in society can be promoted by, among other things, a better view of - and with this view, the possibility to make use of - the social basis in the city. The local group therefore initially focused on 2 questions: 1) To what extent is the social basis visible ?; and 2) To what extent are existing smaller and informal networks capable of helping people to develop their own strength? Research showed that existing social maps are not up to date and that most of the networks coop with challenges regarding availability and continuity of volunteers. From this conclusion the ULG started her journey around best practises of partners within the CHANGE! Network to find solutions how to make the social basis more visible and how to improve existing networks.

Explain how transnational meetings, best practises /study visits and staff exchanges helped you to develop a solution to meet your objectives and face your challenges. Please give specific examples related to partners (You can use the learning contracts you filled in after transnational meetings and staff exchanges).
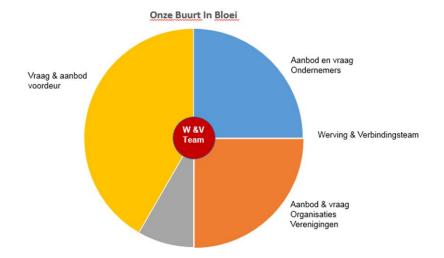
In their search to improve existing networks in the neighbourhood Strijp, ULG members became excited about a good practise called Time banking. This good practise was part of a study visit combined to the transnational meeting in Amarante. Time banking is an exchange system that organizes people and organizations around a specific goal, and where time is the main currency. Participants can build up a 'deposit' by giving practical help and support to others, after which they can use their 'deposit' again for equivalent support if they themselves need it. Each participant decides for himself what he or she can offer. Everyone's time is the same, so an hour of my time equals an hour of your time, regardless of what we choose to exchange. Because time banks are only exchange systems, they can be used in an almost endless variety.

During the staff exchange in Aarhus ULG members got inspired by the initiative called Warm Welcome Society. The purpose of the Warm Welcome Society is primarily to give all new citizens the best possible start to their new life as citizens of Aarhus. We know how important it is to create a good social foundation, where you can share and grow your interests when you move to a new city. If you begin a study or a job, these needs are of course also met by your new fellow students or colleagues and all the activities which take place in and around the school / workplace. But with the Warm Welcome Society we want to help you complement this network, by showing you more of the wide variety of interest-based communities that exists in Aarhus and are all waiting to give you a warm welcome.

NOW: what is the result of participating in the CHANGE! Network for Eindhoven

Describe the actions of your Integrated Action Plan

1. Organising a so called "Steunwijzerweek". (*The Steunwijzer (Support Guide) is a tool comparable to websites such as Zoover or Independer. The user determines the success of the platform. Steunwijzer works from the transparent collaboration between social workers, citizens and the referrer. The total range of care and care providers is presented in plain language and is easy to use. Municipal policy staff can easily transfer the choice of care and care provider to the neighbourhood teams and citizens with the help of the Steunwijzer*) The idea is to bring the Steunwijzer Eindhoven to the attention of residents of the neighbourhood Strijp in a funny way. The intention is to approach everyone in a personal way, to inform them and invite them to place existing initiatives on the Steunwijzer or to make use of the offer on the Steunwijzer.

2. Support "Buurt in Bloei" (Blooming Neighborhood): With the "Buurt in Bloei" approach, we want to create a promising environment in the neighbourhood where residents, informal networks, associations, foundations and entrepreneurs have the opportunity to develop their talents. Everyone has talents. But due to different circumstances, these talents may sometimes be snowed under. This can translate into a request for support, from someone you choose yourself, who you trust and who you like to work with. Someone standing next to you, an advice, a listening ear, that little push in the back. Asking for help is very powerful. Within "Buurt in Bloei" the various parties are connected to each other in order to increase the quality of life in a neighbourhood and to give residents the opportunity to develop and flourish. We see the neighbourhood as a community in which everyone has a role. By explicitly focusing on establishing connections between residents, but also between residents and development sites (this is how we refer to the group of entrepreneurs, associations and foundations), a stronger social base is created in the neighbourhood in which development, talents and cooperation play a central role.

Onze Buurt In Bloei

3. Development of a Strijp society: the intention is to develop a platform in which people and initiatives are brought together on the theme of their interests (eg art, music, sports, etc.). The Strijp society can be both a physical and an online platform. The online platform can be combined with a form of time banking where not only residents and initiatives place their supply and demand, but also schools, retailers and businesses nearby. Within the Strijp society, also introductions for new residents will be organized. The Strijp Society will also help to implement and promote our so called Steunwijzer.

Describe the (expected) outcome and benefits of your Integrated Action Pan (what is the best case scenario?)

A neighbourhood with a sustainable and strong social basis. A neighbourhood were people are able to utilize their own strengths and networks around them and were people are self-reliant.

In short: an inclusive neighbourhood where everyone can live, work, and relax in a good way.