

London Borough of Hammersmith & Fulham

Report to: Public Services Reform Policy & Accountability Committee

Date: 07/07/2020

Subject: Co-production update report

Report of: Kevin Caulfield/Tara Flood, Strategic Leads for Co-Production

Summary

This report sets out the progress being made regarding the implementation of Co-Production across the Council following the recommendations from the Disabled People's Commission report. The report advises of work that has taken place since the start of the COVID pandemic.

The report also highlights some of the barriers to progressing co-production and areas of work in development, including the plan to explore income generation from the Council's commitment to co-production.

Recommendation

That the Committee

1. Notes the progress made in the delivery of the co-production work following the Disabled People's Commission's report and its intentions to implement a delivery plan to realise the 8 report recommendations.
 2. Notes the Independent Living Vision statement, at Appendix 1, which has been approved by the Cabinet Member for Health and Social Care, the Strategic Director for Social Care and the Strategic Leadership Team.
-

Wards Affected: ALL

H&F Priorities	Summary of how this report aligns to the H&F Priorities
Building shared prosperity	Co-production fosters a shared vision for H&F that is co-created and owned by our residents.
Creating a compassionate council	Co-production enables the Council to be compassionate by valuing the voices of all residents, but particularly those residents who experience barriers to community inclusion.
Doing things with local residents, not to them	Co-production with residents is the mechanism to deliver this priority. Co-production is about real partnership working with residents from the start to

	the conclusion of a policy or service redesign process.
Being ruthlessly financially efficient	Co-production has the potential to enable the Council to deliver the services that residents want and need, thereby ensuring more cost-effective use of resources. By getting investment and service provision right first time, it prevents the need for expensive adaptations in the future.
Taking pride in H&F	The Council's commitment to co-producing policies and services with Disabled residents is ground-breaking as H&F is the first to resource it and embed it in the Business Planning process. This is something the Council and our residents can be proud of.

Contact Officers:

Name: Tara Flood/Kevin Caulfield

Position: Strategic Lead: Co-production (job share)

Telephone: 07776672367 / 07776672830

Email: Tara.flood@lbhf.gov.uk / kevin.caulfield@lbhf.gov.uk

Proposals and Detailed Analysis

Covid19 and Co-production

1. The COVID-19 crisis presents the council with huge challenges and opportunities. One of those opportunities is to harness the community spirit and energy demonstrated by people and organisations across the borough, and to bring that together with the already existing and comprehensive range of engagement work being undertaken by the Strategy and Communities Team and others across the council, the strengthened partnerships with other sectors, the Council's aim to re-frame our relationship with the third sector, and the goals identified by the third sector leaders. This creates the potential to link the Council's work with Disabled residents to a much wider relationship with all residents. The proposed work around co-production & community engagement will be a key driver in the Council's recovery plan, accelerating co-production and collaboration with residents as our response to COVID-19. The work continues to evolve, and real progress is being made across the Council in terms of creating the framework for designing policies and services in co-production with Disabled residents.
2. During the pandemic the strategic lead in co-production has been partially re-deployed to lead on the Council's relationship with the resident led and newly organised Mutual Aid Groups (MAGs). The MAGs have become a vital partner in providing a wide range of practical support to residents who are shielding or self-isolating, including everything from personal shopping and dog walking to baking, prescription pickups and neighbourly calls to people feeling lonely and isolated. Working as part of the COVID-19 emergency response team has presented an opportunity to mainstream co-production across different and new

areas of the Council, particularly to embed the concept of residents working with the Council on elements of the recovery plan.

3. The co-production work continues to be overseen by HF Co-production Implementation Group (HFCIG) made up of Disabled residents, Councillors and two strategic directors <https://www.lbhf.gov.uk/councillors-and-democracy/co-production/co-production-implementation-group-hfcig> which, despite a break in meetings early in the lockdown, is now meeting virtually.

Co-production – taking the work forward.

4. As we move into post pandemic recovery, the work is now focused on the launch of co-production resources for staff to build confidence and capacity to start co-producing with Disabled residents on a range of issues. We have also been working with the Social Care Institute for Excellence (SCIE) to include H&F as one of their 'good practice' examples. We have also been working with ASC leads on taking forward the implementation of the Independent Living vision for the Council (Appendix 1) and a proposal for a new community support offer based on independent living principles to be included in the Council's recovery plan. Lastly, we are supporting the restarting of co-production in the Resident Experience and Access E Programme and implementation of the Disabled People's Housing Strategy.
5. There is a clearer understanding now that co-production is part of a range of community activities with a focus on the '**right type of engagement with the right people, at the right time**'. This is reflected in a new action plan being developed by the Strategy and Communities team setting out ways in which residents can be more actively and widely involved.
6. The H&F Way Initiative groups are being encouraged to think about how their work can reflect the Council's commitment to co-production, particularly with the 'inclusive workplace' group which has highlighted the need for workplace policy and practice to be co-produced with staff.
7. The Council's Co production webpage went live on the Council's website in January 2020 – www.lbhf.gov.uk/councillors-and-democracy/co-production. This continues to be a focal point for the work, the story so far and links to co-production opportunities available to residents, staff and the wider community. It will provide a space for information sharing, resources and encouraging and promoting opportunities for everyone to get involved. The webpage has a Council co-production email address and contact details.
8. The Council has budgeted £40,000 for co-production activities across the Council in 2020/21 and the strategic leads have working on a process to enable council officers to access the monies. This is in line with recommendation six of the Disabled Peoples Commission report.
9. Officers from across the Council are working together to follow up on Disability Equality Training (DET) for over 250 front line social care staff (adults and children) as well as senior management, including the Strategic Leadership Team (SLT). This is likely to mean the development of an action

plan that turns the learning from the DET into practice transformation. Focus for discussion is to now find ways to develop co-production/DET/Independent Living training for staff across the Council.

10. A final draft of a Disabled People's Housing Strategy has now been approved. It was presented to the Accessible Housing Board in February 2020. A draft Terms of Reference has been drawn up with support from the Strategic Leads and the group was due to start its' work in May 2020 but resident recruitment has been put on hold due to lockdown restrictions.
11. In October 2019 the SLT approved a new vision statement for Independent Living. The vision statement has also agreed by Cllr Coleman, Cabinet Member for Health and Social Care. Since then the Strategic Leads have drafted a next steps action plan focused on taking an independent living approach which it is hoped will feature in the recovery plan. (Appendix 1).
12. Independent living, as defined by Disabled people themselves, means Disabled people living in the community with the same choices, control and freedom as any other citizen. Independent Living is not just about 'social care' and it does not mean Disabled People¹ doing everything for themselves. The same principles extend to people who have long term health conditions and people of all ages, including children and young people and older people.
13. The adoption and implementation of the vision statement encourages joint working and will make H&F the first local authority to move towards Independent Living and away from the traditional model of providing 'social care' – a ground breaking first. For Disabled residents this will mean more choice and control over the support they receive in the community – who provides that support, as well as when and how that support is provided.
14. A new community based Direct Payment Support Service has been contracted to Action on Disability with a ground-breaking service specification that reflects the Council's commitment to the Social Model of Disability and Co-Production. The Service specification was developed with co-production strategic leads. The new service is being overseen by a steering group of direct payment users and Commissioning / Council staff. The service has been supporting residents and staff with the many challenges that COVID-19 presents for Disabled residents who employ their own personal assistants.
15. The Strategic Leads are also supporting the Resident Experience and Access Programme (REAP) to embed co-production with residents. The REAP is seeking to make more Council services accessible online and bring together telephone and face to face services so that they are more efficient and

¹ We use the term Disabled people in this report to include all Disabled people with physical, cognitive, and sensory barriers, people with learning difficulties; Deaf people, deafened, hard of hearing people, mental health system users, and survivors, neuro-diverse people such as those with Autism, Dyspraxia, Attention Deficit Disorder (ADHD), Asperger Syndrome and Dyslexia, people with long term health conditions and people who self-identify. We mean Disabled people of all ages that experience barriers including Disabled children & young people with Special Educational Needs labels. <https://www.lbhf.gov.uk/councillors-and-democracy/resident-led-commissions/Disabled-people-s-commission/nothing-about-Disabled-people-without-Disabled-people>

inclusive. A REAP Co-production Implementation group was recruited in March but its first meeting was cancelled due to COVID-19 lockdown restrictions. The Strategic Leads are now working with REAP lead officers to identify ways of restarting co-production with residents.

16. Co-production remains at the heart of the Civic Campus development (King St West Development). A new resident has joined the Disabled residents' team (DRT) with experience of neuro diverse barriers, which are often ignored in planning and design projects. Co-production issues are on the agenda for every Civic Campus Delivery board meeting. The work has been shortlisted for the National Planning Award 2020
<https://www.planningawards.com/finalists/civic-campus-hammersmith//>
17. The DRT proposed in September 2019 that the Borough's cycling initiatives be part of their remit to help ensure co-production. The strategic lead presented at the Cycling and Walking Commission in July 2020 to explain the need to co-produce with Disabled residents early and bring on board the level of Inclusive Design expertise to ensure the Council develops street environments that are accessible for all our residents.
18. Co-production strategic leads secured ongoing funding and support from the Strategic Director for the Economy, which will see the Council taking a more strategic approach to the Disability Forum Planning Group² (DFPG). This will increase the capacity of Disabled residents to advise on the levels of Inclusive design in a larger number of planning applications. £10K to support DFPG was agreed in December 2019. This work is currently on hold due to lockdown restrictions.
19. Very early work has started to support the Council's Inclusive Employment offer (previously known as Supported Employment) to be co-produced. Two new co-production assistants' posts were created and filled by two of the new 'inclusive' apprentices. Officers are working together to find ways to support these roles to develop a strategy to co-produce with Disabled children & young people.
20. The Strategic Leads are also working with Council officers leading on Social Value to assist in shaping the TOMs (Themes, Outcomes and Measures) Framework to improve accessibility and alignment with the Council's commitment to co-production. Our priority are the TOMs linked to the 'doing things with residents not to them' strategic priority given there are a few large contracts being procured, shortly, related to the Civic Campus development. Officers are working on this with the Disabled Residents Team.

² The DFPG is a group of Disabled residents with lived experience of the barriers Disabled people face when using housing, public buildings and public open space. The group give advice to the Council's Planning Department on planning applications for new buildings. It is the Planning and Development Control Committee or council officers who decide on planning applications.

21. Independent Evaluation of Co-production, officers are working with Imperial College to develop an accessible evaluation framework, in line with recommendation eight of the Commission's report. This work was delayed due to lockdown restrictions but has now restarted with a focus on finding ways to partner with residents as community evaluators.
22. Beyond the Borough, officers have given presentations at the Learning Disability Conference England national conference and Social Care Futures national conference both in Manchester. Officers have also given information and advice to Lewisham Disabled People's Commission, which was set up in early March 2020.

Co-Production – ongoing barriers to progress

23. The last few months have been challenging in terms of keeping co-production work going. COVID-19 Lockdown restrictions have limited the development work the Council can do with residents, although full use has been made of online meeting software to keep meeting with Disabled residents. However, there continues to be aspects of Council culture and practice that could slow progress towards embedding co-production more widely. These include:
 - Focus on process rather than outcomes for resident but hopefully the co-production resources and the development of a staff network will help to tackle that.
 - Service re-commissioning – more forward planning needed to ensure that co-production with residents is built into the start of the process.
 - Low levels of strategic engagement with residents and where there is engagement it is inconsistent across departments.
 - Are we recruiting the right people/ consultants who see co-production as part of their remit/ skill-set?
24. The Council's recovery planning is starting to focus on addressing these barriers but we need to find ways to embed co-producing elements of the plan with residents to ensure that we are 'building back better' and in a way that takes the learning from the pandemic and harnesses the energy generated by the recent surge in resident-led community action.

Looking ahead

25. The workstreams outlined above are all still in progress so the Strategic Leads will continue to support ongoing activities.
26. The Strategic Leads will support the development of a Communities Strategy that reflects the range of ways the Council seeks to work with residents to include the Ward Action Groups, Resident-led Commissions, the various co-production groups as well as the growing number of online engagement platforms, such as NextDoor and Commonplace. This strategy will recognise the work that other departments are doing in terms of engagement (e.g. the Resident Involvement Team, Regeneration and the adults and children's

commissioners) and develop better ways of working across the council, streamlining activities, cross-referencing and learning from each other.

- 27.** Officers will continue to prioritise new/revised policies and/or services that are likely to have big impact and/or high cost and reputational impact. Officers will also create a staff intranet page as well as two practical resources – a Co-production checklist for staff and guidance for using the checklist.
- 28.** A Council staff led network of Co-production leads will be set up. This network of volunteers will ignite enthusiasm for co-production within departments and use the network to share progress and challenges. A person specification has been developed and agreed by SLT and a recruitment drive will be launched at the World Class Managers Forum in National Co-production Week on the 9th July 2020.
- 29.** Work will also be undertaken with the Head of Commercial to explore opportunities to generate income from the Council's pioneering work on co-production.

INDEPENDENT LIVING: A POSITION STATEMENT HAMMERSMITH & FULHAM COUNCIL

Independent living means Disabled people living in the community with the same choices, control and freedom as any other citizen, with the removal of barriers to equality of opportunity, and where any practical assistance is based on Disabled residents' choices and aspirations. Independent Living is not just about 'social care' and it does not mean Disabled People³ doing everything for themselves. The same principles extend to people who have long term health conditions and people of all ages, including children and young people as well as older people.

Independent Living' is an important part of the UN Convention on the Rights of Persons with Disabilities (UNCRPD) (Article: 19). Article 19 also says that Disabled people should have choices equal to others to live in the community, including choice and control over things like who they live with and where.

The 'Nothing About Disabled People Without Disabled People' report, which was produced by Hammersmith & Fulham's Disabled People's Commission (DPC) and was approved by Cabinet in December 2017, offers an opportunity to develop an ambitious and innovative approach to social care as a key facilitator of Independent Living, working with Disabled residents in the borough.

The DPC report recommended the creation of an LBHF Independent Living strategy, to be developed by Disabled residents of all ages in Hammersmith & Fulham working together (Co-Production). This work is in its early stages.

Over the last thirty years or so, we have seen major improvements in Disabled people's life chances. Our society now expects Disabled people to be treated with respect, to have opportunities, to live in their own homes with their own families and make their own contributions to their local communities and to society generally.

The language traditionally, used in social care has been unhelpful in terms of facilitating Independent Living so a new more empowering language should be adopted which encourages real choice and control in their lives. The table below offers some alternatives:

³ We use the term Disabled people in this report to include **all** Disabled people with physical, cognitive, and sensory barriers, people with learning difficulties; Deaf people, deafened, hard of hearing people, mental health system users, and survivors, neuro-diverse people such as those with Autism, Dyspraxia, Attention Deficit Disorder (ADHD), Asperger Syndrome and Dyslexia, people with long term health conditions and people who self-identify. We mean Disabled people of all ages that experience barriers including Disabled children & young people with Special Educational Needs labels. We use the term Disabled people in this report to include **all** Disabled people with physical, cognitive, and sensory barriers, people with learning difficulties; Deaf people, deafened, hard of hearing people, mental health system users, and survivors, neuro-diverse people such as those with Dyspraxia, Attention Deficit Disorder (ADHD), Asperger Syndrome and Dyslexia, people with long term health conditions and people who self-identify. We mean Disabled people of all ages that experience barriers including Disabled children & young people with Special Educational Needs labels.
<https://www.lbhf.gov.uk/councillors-and-democracy/resident-led-commissions/disabled-people-s-commission/nothing-about-disabled-people-without-disabled-people>

Comparing social care & Independent Living	
Social care	Independent Living
Being looked after	Choice
Cared for	Control
Getting up	Autonomy
Being fed	Self determination
Put to bed	Freedom
Medication time	Human Rights
Task orientated	Participation
Doing to	Citizenship
The '15 minutes call'	Spontaneity
Care Agency	A family life
Living at home as it's cheaper	A lifestyle - choosing how to live
Being washed	Equality
Fitting into available services (time orientated).	Flexibility
Care plan	Creativity to resolve
Health & Safety procedure	Taking risks
	John Kelly, April 2017

The new LBHF Independent Living strategy will be coproduced with Disabled residents and will focus on a change of culture, by embedding the 12 Pillars to Independent Living as defined by Disabled people some 30 years ago but are still as relevant today. The 12 Pillars include:

1. Full **ACCESS** to our environment
2. A fully accessible **TRANSPORT** system
3. Appropriate **TECHNICAL AIDS/EQUIPMENT**
4. Accessible / adapted **HOUSING**
5. **PERSONAL ASSISTANCE** to enable an independent lifestyle
6. Inclusive **EDUCATION** and **TRAINING**
7. An adequate **INCOME**
8. Equal opportunities for **EMPLOYMENT**
9. Appropriate and accessible **INFORMATION**
10. **ADVOCACY** (towards self-advocacy)
11. Empowering **COUNSELLING** services
12. Appropriate and accessible **HEALTH CARE** provision.

Our work will seek to promote, protect, and fulfil the rights of Disabled residents to live independently in the community and to secure their full inclusion, contribution, and participation in all aspects of social and economic life. There is widespread support for public services which meet people's aspirations and the needs of modern society.

These aspirations rely on the removal of barriers in all aspects of Disabled people's lives. We all want a society which invests in the things that connect people to one another and to communities, the things that make us all feel part of society and not 'apart from' society.

This is a timely opportunity for Hammersmith & Fulham to address the discrimination that Disabled people and their families and supporters experience in their everyday lives and to pave the way, in a challenging financial climate, by creating better support and services with residents making Independent Living a reality.

October 2019