

Report to: Health and Social Care Policy and Accountability Committee

Date: 8th July 2025

Subject: Coproduction in Adult Social Care

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Summary

This report provides an overview of co-production work in Adult Social Care and sets out our new approach, which aims to build on previous engagement activity whilst bringing together a wider forum of stakeholders to ensure sufficient scope of influence in line with delivering our transformation agenda at the scale and pace required. Feedback from coproduction groups, internal stakeholders, the recent CQC assessment and a professional assessment of ASC services have informed this new direction.

Recommendations

1. To note the ongoing coproduction activity across Adult Social Care.
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Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Coproduction ensures we design and deliver on services that grant equity of opportunity and access to those using them. Incorporating lived experience into tangible action means residents can receive the right support at the right time.
Creating a compassionate council	Residents who use ASC services have the best understanding of their experience, what works and what could be improved. Therefore, co-production enables us to ensure residents needs and wants to inform our service design.
Doing things with local residents, not to them	Coproduction is a process, not a tick-box exercise. Including residents at various levels of decision making means they are active participants, who's views can be appropriately incorporated.

Being ruthlessly financially efficient	Coproduction enables specific service delivery that can appropriately meet the needs of residents using it. Accordingly, the process can achieve value for money by identifying potential service inefficiencies.
Rising to the challenge of the climate and ecological emergency	Incorporating diverse experiences of residents also highlights how some are more vulnerable to climate change and insecurities. Coproduction will help identify specific vulnerabilities faced by residents in line with our whole system approach to partnership working.

WHAT IS CO-PRODUCTION?

1. In 2017 the Council set out its commitment of doing things with residents not to them, through establishing dynamic and innovative ways of working with residents, the community sector, and providers, to design and deliver our services. Coproduction recognises the valuable and diverse range of perspectives of people with lived experience and the importance of their involvement in decision making over the choices that affect their lives.
2. The merging of Adult Social Care, Children Services and Public Health into one single directorate has provided an opportunity to reassess our partnership arrangements and governance to ensure that residents and stakeholders are seen, heard and can influence change.
3. During this time, the Council has undertaken a professional assessment of the service, alongside a CQC Assessment and extensive engagement and listening with key partners and stakeholders across health, the voluntary and community sector, providers and residents. Feedback has indicated the strengths of Adult Social Care in listening and engaging with residents, however, also recognises that implementation has been slow, and the priority is now to ensure that coproduction becomes an active process that delivers tangible outcomes.
4. Whilst coproduction is a central aspect of all ASC work; it may look different relative to the circumstances. The range of perspectives of our residents can make incorporating all resident's needs and desires a difficult balancing act as their individual priorities may not always align. In ASC, we must also ensure that we meet our statutory obligations, which can sometimes limit the extent of coproduction.

WHAT HAVE WE DONE?

5. Coproduction has been active in Adult Social Care for some time. Some examples of positive work across the department include:

Transitions

6. We recognised locally from feedback from children, young people and their families that we needed to develop our transitions model and offer. This was subsequently reflected as a key priority within our Local Area Special Education Needs and Disabilities (SEND) Strategy. As a result, a new transitions team was established, to support young people and their families as they reach adulthood. The service launched in 2023 and is now fully recruited to, and parents and carers have been part of the interview panel for new staff. Improvement has also been made to ensure the pathways and protocols are clear and accessible so young people and their families know what to expect at each age and stage.

Direct Payments Steering Group

7. Direct Payments enable residents to have choice and control over the services they receive. The Direct Payments Steering Group ensures that people have access to information about direct payments and are appropriately supported to access it through events and training. The group, co-chaired by residents with lived experience, employs a data-driven approach to monitoring and has successfully increased direct payment usage, with a particular focus on engaging hard-to-reach communities.

Mental Health Supported Housing Club

8. The mental health supported housing club ensures residents and staff across our mental health supported housing pathway engage in their care and reflect on the services they receive. The club runs podcasts, meetings, field trips and collaborates with other internal stakeholders to examine approaches to mental health, what works and what could be improved. The hub is an excellent example of fostering collaboration and participation amongst residents, providing a space to discuss, build independence, and influence those decisions that affect their lives.

Rethink

9. Rethink's coproduction project was commissioned by Hammersmith & Fulham HCP in June 2023 to facilitate the development of a sustainable coproduction framework within the mental health system in the borough. This framework will build the capacity of people who are close to people in the community, to engage in an ongoing conversation and feed what matters to people into shared considerations and decision making about service development and improvement. Also, build capacity so they can share information about what is changing for the better, what options are available to people, and how people can be involved in different ways. As part of the project 7 Experts By Experience have been recruited to engage in listening activities with residents with co-occurring mental about who is helpful, why and where they are. This is building rich qualitative and quantitative data regarding resident's experiences.

Independent Living Delivery Group

10. The Independent Living Delivery Group (ILDG) was established in 2023, to support promoting the rights, inclusion, and equality of Disabled people. The ILDG includes Disabled residents, an elected council member, senior H&F officers, representatives from Action on Disability - a Disabled people's organisation (DPO) and Parentsactive, a local community organisation. The considerable experience of this group has focused on capturing resident experiences in relation to assessments and support plans. The focus of this group will be considered in the context of our new partnership governance approach to ensure the lived experience is effectively targeted to the new transformation agenda and subsequent delivery.

11. To note, this is not an exhaustive list of all coproduction work that has taken place.

WHAT ARE WE DOING NOW?

12. We recognise that our coproduction activity could be strengthened by ensuring a greater range of stakeholders are engaged who have sufficient scope of influence. Engagement with stakeholders has recognised the Council's commitment to coproduction but also highlighted the need to rapidly implement and report on the feedback from it. In the context of our whole system transformation programme, we subsequently recognise the need to build, adapt and reformulate how we coproduce in Adult Social Care. Re-establishing our approach to coproduction will ensure that we reach a wider scope of people, and that coproduction has meaningful outcomes.
13. Officers are progressing the establishment of a new Partnership Board, which is being developed in collaboration with community and statutory stakeholders. The

board will take a whole system approach, from prevention to longer term support, supporting enabling our residents to live and age well in the borough.

14. Adult Social Care is one segment in a wider system of co-production and to build a system of accountability and delivery, whole partnership collaboration is essential to set the direction of travel, statutory limitations and expectations.
15. The board will act as a central tenet to ensure delivery and accountability, driving real action and system change to the way in which we approach coproduction. Crucially, the board will collectively set the purpose and the limits of coproduction in recognition of the potential statutory, financial, and deliverable constraints, therefore, ensuring that all expectations align.
16. Membership of the board will reflect our whole system partnership and will include representatives from resident groups, health care partners, the community sector and departments across the Council. The board will set workstreams to cover core delivery areas by bringing together stakeholders, who will drive forward programmes of work and ensure that set deliverables are met. The outputs from these groups will shape service improvement whilst ensuring appropriate representation to shape responsive services, which align with our strategic ambitions.
17. The Board will establish key priorities in ASC, which will focus on strategic commissioning, data driven approaches, resident outcomes, timely access to services and robust partnership working to ensure residents receive the right support and are meaningfully engaged in the process. These priorities will be developed through the workstreams and feed into the wider transformation programme in Adult Social Care.
18. The new approach will establish four central tenets of partnership working: collaboration, partnership, involvement and implementation. This focus reflects our commitment to recognise that co-production is a journey and process that may require refinement and improvement. Resident voices will be engaged at every level, from the Board, to the workstreams delivered to ensure continuous collaboration and that work streams are seen through.
19. As part of our new co-production journey, this direction has been initially discussed with several third sector community providers, who welcomed the approach. This proposal will be co-designed with other system partners including, third sector partners, community organisations and internal partners and go through several iterations, refinement and governance before its implementation.

20. It is important that coproduction is used in an active and flexible way to codesign where appropriate, whilst creating the forum for open and honest conversations about resources, and strategic priorities in the context of delivering our statutory duties.