

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Policy and Oversight Board

Date: 24/11/2025

Subject: Update report on embedding the LBHF commitment to co-production with residents

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SUMMARY

This report sets out the progress made, to date, on the Council's commitment to co-production with residents, particularly Disabled residents. This report also includes an analysis of the four reports submitted to the Policy and Accountability Committees, the learning so far and how co-production can be further embedded and widened to include more residents.

RECOMMENDATIONS

1. For the Policy and Oversight Board to note and comment on the report.

Wards Affected: all

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	Embedding co-production accountability will strengthen the council's ability to serve the needs of all residents
Creating a compassionate and inclusive council	Embedding a co-production approach which embraces all residents will strengthen the council's ability to act on the needs of all residents, especially those residents furthest away from decision making.

Doing things with local residents, not to them	Embedding co-production accountability will strengthen the council's ability to scrutinise and promote its commitment to this strategic priority.
Being ruthlessly financially efficient	Embedding co-production through such accountability will generate better-informed decision-making, thereby reducing waste and cost.
Taking pride in H&F	H&F prides itself on being the most inclusive, accessible, and equitable borough for all residents; co-production with residents keeps us focused on this aim.
Rising to the challenge of the climate and ecological emergency	Co-production with residents ensures our work brings residents with us and builds on our aim of this being shared endeavour.

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

1. H&F Council's commitment to working in co-production with residents is driven by the aspiration to create a more inclusive, accessible, and equitable borough for all residents – a beacon for other local authorities to make co-production 'business as usual' by seeking to work in new ways with residents to transform local decision making by co-producing policies and services with the community.
2. The council's committed to co-production with residents came from the Disabled People's Commission (DPC) "Nothing about Disabled people Without Disabled people" report published in June 2021⁸. The DPC's working definition of co-production was defined as *'Local Disabled residents are working together with decision makers to actively identify, design, and evaluate policy decisions and service delivery that affect our lives and remove the barriers we face'*.
3. The DPC definition has since been updated to reflect the council's commitment to rolling out co-production with a wider range of residents in line with the council's strategic priority of 'doing things with residents not to them'. The updated definition of co-production is *'Co-production means people and decision-makers working together to plan, design and review policies and services that affect our residents' lives'*.

4. The council commitment to working in partnership with residents sits alongside other groundbreaking commitments including not charging for community care and support, a commitment to the Social Model of Disability that sees Disabled people as valued citizens and to work alongside Disabled people to remove social, physical and attitudinal barriers. Also, the work the council has done in co-production with Disabled residents to develop a Vision for Independent Living as a pioneering approach to service transformation.
5. The council started to embed its commitment to working in co-production by focusing first on Disabled residents, as the Disabled People's Commission (DPC) found that Disabled people, when considering multiple intersectional barriers, were the furthest away from decision-making. However, the DPC were very clear in their report that whilst the work on co-production should start with Disabled residents, the commitment to 'doing things with residents not to them' through co-production should be about all H&F residents.
6. The co-production journey in Hammersmith & Fulham is ongoing, but by committing to this approach, the council is keen to broaden out its partnership working with a wider group of residents to co-produce a more inclusive, accessible, and equitable borough for all residents.

Current delivery structure

7. The council's commitment to work in co-production with residents is led by a small team which is headed up by the Head of Co-production (p/t) and is supported by the Co-production officer (p/t). The team also has a matrix working relationship with the co-production co-ordinator linked to the Resident Experience & Access programme (REAP). The Co-production team is based in Corporate & Finance to reflect that its work is cross council.
8. Cllr Alex Sanderson is the Cabinet lead for co-production, adding to her existing role as Deputy Leader (with responsibility for Children and Education) and Lead Member for Inclusive Community Engagement.
9. The Hammersmith & Fulham Co-production Implementation Group (HFCIG) set up in 2019 has recently been refreshed and renamed "Co-production Matters H&F". Its membership now includes – representatives from each of the seven issue focused co-production groups (as listed in Appendix 1), Councillors, Council officers, representatives from Disabled people's and other community organisations including Action on Disability, Safety Net People First and SOBUS. Co-production Matters H&F plays a crucial role in overseeing and guiding the implementation of co-production principles across the borough.
10. Co-production Matters H&F is co-chaired by Cllr Sanderson and Donna Fenner, a Disabled resident.

11. All co-production groups have a Terms of Reference that sets out the aims of the group, their ways of working and membership. Each group is co-chaired by a H&F resident and either a senior council officer or councillor.
12. The council's website has a series of pages dedicated to co-production that share the journey so far, what co-production means locally and crucially how residents can get involved.

Embedding Co-production

13. To reflect the need for a shift in culture and practise a corporate disability equity and co-production training programme for council officers has been developed together with the Head of Co-production and People & Talent and is being delivered by Inclusion London. Initial rollout focused on senior managers (more than 250 officers have completed the training) but is now being adapted and will be rolled out as mandatory for all council officers.
14. The co-production team has also been working with People & Talent on a Resident Co-production Re-imbursement (expenses) policy that sets out a process, that is HMRC compliant, to pay residents involved in co-production activities in recognition of their time and expertise. Alongside this a Resident Guide to the policy has been developed and in Easy Read to ensure it is accessible to all residents.
15. The council Intranet page on co-production has a number of practical resources for officers to use when undertaking co-production activities with residents and community organisations. Resources include a Checklist for officers to use when embarking on co-production activities, advice for making meetings/events accessible and a Barriers map template to assist officers when working with residents to identify the barriers they experience. The page also has several videos that explain what co-production is, why it is important and how officers can get involved.
16. The council's commitment to co-production can also be demonstrated in the work that it has done in terms of listening to its workforce. Everyone has a responsibility for co-producing best practice ways of working and there are support initiatives available for staff to help with this. In 2024 the council launched a Disabled staff led Disability Equity Network which is now modelling co-production within the council with Disabled staff. The Network has led learning events for council officers including a celebration event in recognition of UK Disability History Month (mid-November – mid-December) and Disability Pride in July each year.
17. Running alongside the corporate training programme there has been five rounds of community led training for Disabled residents delivered by Action on Disability. The milestone of 100 Disabled residents trained as co-producers was reached in early 2025. That number includes a group of young Disabled residents. Currently more than 70% of trainees are now actively participating in council and community led co-production activities.

18. The council co-production team support the community led training by delivering sessions and representatives from some of the existing service focused co-production groups attend the training to share their experience and encourage those being trained to get involved once the training is completed.
19. Action on Disability have now set up a co-production peer support group as a way for Disabled residents who have been trained to come together, to find out what opportunities there are to get involved in co-production and to top up their confidence and learning.

Key Successes to date

20. There is a growing number of good practice examples of co-production with residents including the Civic Campus development which has won two awards for inclusive design and resident engagement; the design and delivery of four Family Hubs co-produced with families and young people; a [Youth Voice strategy](#), a [Dementia Strategy](#), a [Disabled People's Housing strategy](#), a [Digital Inclusion strategy](#) and a pioneering [Vision for Independent Living](#) based on Article 19 of the UN Convention on the Rights of Disabled People.
21. The recent CQC report highlighted the good work the council has done in co-production to create these and other related strategies with local residents including the Health and Wellbeing strategy 2024-29, the collaboration with a local Disabled people's organisation and a local college to deliver a Supported Internship programme for young adults with learning difficulties , a Direct Payments Steering group co-chaired with a Disabled resident and the co-design and funding of a Centre for Independent Living in the borough.
22. Set out below are five short case study summaries that give more detail in terms of what has been achieved in several service areas. Two of the case studies are focused specifically on Disabled residents and the remaining three are inclusive of a wider group of residents.
23. The Disabled People's Housing Strategy is a first for a London local authority and is something that Housing is proud to be working with Disabled residents to deliver on. The Disabled People's Housing Strategy Implementation Group (DPHSIG) is working in co-production with officers to deliver the thirty-one actions across four strategic themes. 70% of the actions have been delivered to date and the group has a plan in place to deliver on the remaining actions.
24. Co-production in Housing means that residents and officers learn together as equals around the table. The group works in partnership with the Director of Housing and Cabinet Member for Housing & Homelessness, who also co-chairs the group, to review service areas and make recommendations. Richard Shwe, Director of Housing, has stated: "*Working with residents is at the centre of what we are doing in*

Housing as part of our journey of continuous improvement by listening to feedback and acting on this to deliver better services. The Disabled People's Housing Strategy Implementation Group is unique in its aims of ensuring Disabled residents' voices are heard and their input can be demonstrated in our policies and processes and at the very heart of our culture in Housing. We are working to ensure that Disabled residents have the properties and services they deserve and that they are proud of."

25. This year, the group has been focussing on two very important draft policies on Supporting Our Residents and Aids and Adaptations. This work is seeking to deliver on the DPHS objective of creating a culture of co-production with Disabled residents and working to increase their influence in shaping housing services. As part of the co-production activities the group has focussed on making sure policies are addressed in the right areas.
26. The group has also been keen to be involved in the detail of how officers will deliver on the policies, that accessible communication around the policies and signposting to the relevant teams will be in place. Heads of Service from the Repairs Customer Service Centre and Housing Management worked closely with group members during meetings. Claudia Domingues, Disabled resident and Co-Chair for the Group has stated: *"Our group is really important because it's about Disabled residents working together with decision makers; to actively identify, design, and evaluate policy decisions and service delivery that affect our lives and to seek to remove the barriers we face. Residents and officers on the group are starting to feel like a team working towards the same goals, and everyone regularly acknowledges how rewarding this is. In addition to this, Disabled resident group members have also become members of other Housing engagement groups as a result of their membership of the DPHSIG"*.
27. The second case study focused on the council's wish to be ruthlessly inclusive in terms of the built environment. The Inclusive Design Review Panel (IDRP) was set up to help the council achieve its ambition to be the most accessible borough in England, using inclusive design principles.
28. The IDRP has raised awareness among developers and their design teams of the council's ambition to create accessible and inclusive developments that meet the needs of a wide range of Disabled people. It has encouraged them to embrace a wider and deeper understanding of accessibility and inclusion than basic compliance with Building Regulations and Equality Act 2010. The IDRP has encouraged developers and their design teams to use an inclusive access consultant to provide accessible and inclusive development and promoted PAS 6463:2022 Design for the Mind: Neurodiversity and the built environment.
29. The IDRP encourages developers and their design teams to be ruthlessly inclusive when they consider the practical requirements of future residents, occupants and visitors of all ages and abilities, to allow them to fully enjoy new development in Hammersmith & Fulham. IDRP member and Disabled resident Sue Iwai highlights that *"We have gained traction with developers, and the council led social housing*

builds in recommending using Design for the MindPAS 6463 as an essential reference guide when shaping their pre planning proposals. This was reflected in a recent presentation of 4 small council infill projects. It is particularly satisfying for me to witness as a neurodivergent person who helped review the MindPAS. Both Proudlock Associates and Andrew Lord Access consultants now use it as part of their inclusive design tool kit. This type of influence shows just how far reaching the work of our panel is. We are being quite daring in our approach to asking developers to consider taking that extra step towards 'being ruthlessly inclusive' rather than base line inclusive. The respect and acknowledgment of our collective skill set we are gaining from every panel meeting is very rewarding. It is a refreshing way for everyone to listen and learn from each other about what makes a design truly inclusive and an end user friendly space."

30. Natasha Trotman, Disabled resident and co-chair of the IDRP states *"Being an active Inclusive Design Review Panel member has shown me that the key ingredient for making a valuable contribution is the willingness to share and learn. The only qualification you need is you! The Inclusive Design Review panel proves we can be the change by using our lived experience to make a fairer, inclusive and more accessible borough (and beyond) for all. The friendships and rich exchanges are a bonus! The Inclusive Design Review Panel's (IDRP) input on the recent housing development in Hammersmith and Fulham also positively impacts residents beyond the borough and has been featured as having best practice in the Chartered Institution of Highways and Transportation (CIHT) report: 'Creating a Public Realm for All' which led to a deepening of the IDRP's influence and making a strong case for access and inclusion in these areas; resulting in a solid contribution to shifting culture and fostering positive outcomes for residents of H&F and beyond (concerning areas such as step-free access, adaptable living spaces and ensuring that dynamic and changing needs of residents with mobility challenges inform methods, approaches and outputs). I'm sure other members also have examples - there are many. Our recommendations for better practice, in particular training for officers, have resulted in a robust and improved suite of training/s, namely by Proudlock Associates, ensuring that Continuing Professional Development (CPD) is placed at the heart of an Inclusive, accessible culture and community is fostered among the officers and through the fabric of H&F, in place of inclusive and accessible 'moments' in all methods and approaches."*

31. In terms of the council working in co-production with children, young people and families, the co-production done with a wide range of families and young people to co-produce the new Family Hubs across the borough is worthy is a good practice model and is therefore included in this report as the third case study. The Family Hubs programme had a dedicated co-production resource. Funding was provided to community organisations to work across the programme with identified members of the community to fully incorporate co-production into the design and delivery of Family Hubs.

32. Alongside our co-production partners, Young Hammersmith & Fulham Foundation, Action on Disability, ParentsActive, and Mencap we hosted sessions with families, parents, and young people to understand what Family Hubs meant to them and what they thought Family Hubs should look like.

33. In March 2024, we carried out sessions with young people to coproduce the design of a mural at Tudor Rose Family Hub and Old Oak Family Hub. For Tudor Rose, Mia Harris, a local artist, combined designs from H&F Youth Council. Mia did the same at Old Oak from young people who were part of Harrow Youth Club, reflecting the Old Oak tree and how they felt about their local community.
34. In February 2024, we held a user research workshop with children with SEND and young people to help design the website. During the workshop, there were specific focus groups and one-on-one usability testing. This included the participants to draw and note down what is important to them when it comes to the Family Hub site. The day was a great success, providing valuable insights to what children with SEND and young people need from the Family Hub site. The success of this work has recently resulted in H&F winning the Best Local Offer Award from the National Association of Family Information Services in November 2024.
35. Alongside our co-production partners, we have hosted numerous sessions with families, parents, and young people to understand what Family Hubs mean to them, what support they would most benefit from, how they would best engage with the offer available, and how the Family Hubs should look and feel as a safe community space. Additionally, we hosted two welcome events at the north and south localities where we invited residents to the buildings for food and drinks and provided an open space for them to discuss what a Family Hub is and their ideas of what it could look like in each location.
36. Once the Family Hubs were implemented, our partners compiled a co-production evaluation report, outlining the process, what went well, and the challenges they believed there to be throughout the process. The co-production work continues through Family Voices, a co-production group set up to constantly review the practice, offer and success of the hubs.
37. The council's very active Youth Council is the fourth case study and is the hub of our co-production activity as the focus of our Youth Voice Strategy [H&F Youth Voice | London Borough of Hammersmith & Fulham](#). The council also have an inclusive youth voice network of key partners including schools, youth projects and providers and specialist and targeted services, through which we capture the wider voices of our young people. Identified priority areas for the young people are:
- Mental Health & Emotional Well-Being
 - Staying Safe
 - Life skills and
 - Work Experience and Readiness
38. Youth Council members have focused on empowerment of young people through training, to facilitate an inclusive, multi-method, evidenced based research project, engaging over 3000 young people, enabling them to identify young people's priorities in relation to the above areas. They subsequently worked with identified strategic leads from across Council departments including Children's Services, the Economy, People in Talent and Community Safety and key partners, over a series of focus groups.

39. Throughout the course of the 4 sessions, the young people presented their priorities, heard about current and proposed work on these areas and option appraised key actions to work on together in co-production, leading to clear and tangible outcomes for young people. We agreed SMART actions with Key Performance Indicators (*owned by the named strategic leads- with reporting and governance arrangements*) in relation to the young peoples identified priorities.
40. Key actions the council is currently working on in co-production include:
- Co-producing a virtual Youth Hub of core information for young people on their priority areas - easily accessible in one place.
 - Producing and sharing a series of podcasts on healthy relationships and sexual health- with key messages for young people
 - Coproducing a youth focused section of live employment opportunities and support in relation to accessing opportunities and skills development on the H&F Works Website
 - Increasing work experience opportunities and ‘taster’ days at the council for young people to gain an insight into all we do.
41. The fifth case study focuses on digital inclusion. The Digital Accessibility group (DAG) was set up in late 2023 and is the first of the council's co-production groups to include Disabled and nondisabled residents. This is because there are many barriers to digital inclusion not just those experienced by Disabled people.
42. Last year the DAG were approached by the “Cost of Living” team to work in co-production, to procure design and implement a signposting tool for the West London Alliance (3rd sector charity organisations and the council).
43. Firstly, the procuring company's systems were evaluated and tested for accessibility and ease of use. “Pros and Cons” of each system were listed, and recommendations were made. Once the Alliance and DAG members had decided on a system the work began on the look and feel of the signposting system. *“It's been great this last year or so in having a voice and being part of shaping how my local council communicates with its residents. I know my small input will be part of something bigger in improving H&F now and in the future”.* Jonathan H, (H&F resident & DAG member)
44. *“It has been a very rewarding experience to be involved with the aims are important, the process has been professionally administrated and moderated. It is especially enlightening to hear and learn from the opinions and ideas of other residents, and to participate in sharing these with the Signposting forum”.* Mark B, (H&F resident & DAG member)
45. In December 2023 a Youth Inclusion Charter was launched and signed by political leadership, the youth mayor and senior council officers. The Youth Inclusion Charter was co-produced with a group of young Disabled people who attend the youth service at Action on Disability, and it sets out the ways that young Disabled people want to be included in decision making about their lives. More recently the AOD

Youth Board have made a short film setting out their priorities for the future which includes being part of co-production activities and support for Independent Living.

46. Following the development of a co-produced vision for Independent Living, Adult Social Care has enhanced the existing role of Director for Adult Social Services (DASS) to incorporate Independent Living. The Independent Living Delivery Group (ILDG) has been set up to work alongside ASC officers to develop an Independent Living strategy with the aim of turning the council's vision for Independent Living into reality. This is exciting and challenging work, but the outcome has the potential to transform how the council supports local residents to have choice and control over the care and support they receive.
47. Working in partnership with community organisations, Co-production Matters H&F have hosted annual in-person public events in celebration of National Co-production Week with close to 100 residents attending each event. These events are an opportunity for the council to share evidence of the work it is doing alongside residents to realise its strategic priority of 'doing things with residents not to them'.
48. As part of its commitment to co-production with Disabled residents the council also continues to support an annual community led event in celebration of International Day of Disabled People. Alongside these opportunities the council's co-production team continue to attend several public events including the annual CommUNITY Day and other events across the borough.

Impact on LBHF culture and practice

49. The modelling co-production good practice is leading to a shift in the way the council does things (as evidenced above).
50. The development of co-production resources has increased officer awareness of this new way of working with residents and is encouraging officers to get involved in co-production.
51. Increased recruitment to resident led co-production groups has led to an expansion of co-production across departments.
52. The community led co-production capacity building / training has resulted in more residents getting involved in co-production opportunities.
53. The council's work on co-production has also had an impact at a European level. In April 2024 H&F council were identified as best practice model on co-production and Independent Living in the European Network on Independent Living proposal for a Framework of Excellence in Social Services in Europe (April 2024)

54. Nationally the council position on not charging for homecare was highlighted as a best practice model in the Disability Law Service research [report](#) on the impact of charging on Disabled people (June 2024).
55. There has also been a financial impact in terms of the council's commitment to co-production. In the last couple of years, the council has successfully secured almost £2m of external funding for initiatives where co-production is part of the delivery approach.
56. Lastly in May 2024 the 10 members of the Disabled People's Commission were awarded Freedom of the Borough of Hammersmith & Fulham for the pioneering work they have done to set in motion a new way of working with residents and the wider community.

Analysis of department reports to Policy and Accountability committees

57. Four department reports have been submitted to their relevant Policy and Accountability Committee (PAC) covering Finance & Corporate Services, Children's Services, Adult Social Care, and the Inclusive Environment Disabled Residents Team (Place directorate).
- [Finance and Corporate](#)
 - [Adult Social Care](#)
 - [Children](#)
 - [IEDRT](#)
58. Measurable Outcomes identified in the reports include:

Category	Outcomes
National Recognition	H&F Local Offer voted country's best local offer in 2024 NAFIS award (attributed to Family Voices co-production)
Quality Assurance	Young Inspectors programme producing reports and recommendations to providers Total Respect training programme led by care-experienced young people
Service Design & Delivery	Multiple Family Hubs opened across borough Care Leavers Hub opened October 2023 (with music room, study spaces, life skills areas) New Transitions Team established and fully recruited (2023) Dedicated Care Leavers Housing Officer created 4 new Disabled Shopper Bays implemented
Budget & Financial Impact	Setting Up Home Allowance increased to £3,000 2,790 residents used Warm Welcome sessions 1,854 residents installed energy-saving measures through Winter Ready Homes Youth Voice priorities included in third sector investment grant criteria £2.5m allocated to WKGG estate improvements co-designed with residents

Infrastructure & Design	King Street access audit completed, trial step and railings at Wood Lane crossing StreetSmart highways guidance in development with accessibility embedded Cycle bays at Stamford Brook Station to clear pavement obstacles Civic Campus described as "pioneering" co-production approach by architects
Policy & System Change	Joint Housing Protocol for care leavers developed Flooring and white goods now provided for young people in council tenancies Care experience flag on housing system SEND Outcomes Framework with scorecard measuring key metrics Digital Inclusion Strategy developed Multiple critical web pages improved (Council Tax, Permits, Waste, Accessible Transport) Direct Payments usage successfully increased

Good Co-Production Indicators

59. The following indicators, highlighted in the reports separate genuine co-production from tokenistic consultation:

- **Resident Co-chairs** - Equal power sharing in Digital Accessibility Group, Direct Payments Steering Group, Inclusive Environment DRT
- **Real Decision-Making Power** - Young people on interview panels, tender evaluations; parents and Disabled adults on recruitment panels
- **Multi-Year partnership** - Family Hubs (3 years), White City (4 years), WKGG (5 years) from inception Civic Campus (6 ½ years)
- **Budget Influence** - Youth priorities in grant criteria, dedicated co-production funding
- **Partner Evaluation Reports** - Community organisation partners compile evaluation reports; council may disagree but can lead to honest discussion
- **Mutual Training** - Transport for All training officers AND residents together; "everyone on the same page"

60. The department co-production reports submitted have been thoughtful in terms of identifying learning from the co-production work undertaken in the last couple of years. Some of that learning includes:

What helps:

- Strategic positioning of co-production in Corporate Services enables cross-council reach
- Co-chairs from resident community increase legitimacy
- Clear Terms of Reference and governance structures help

Barriers:

- Pace of the work can sometimes work against co-production

- Ensuring information and meeting formats are accessible remains a challenge
- Statutory duties and resource constraints can sometimes limit scope

61. There was some consensus across the reports about insights officers have identified when seeking to work in co-production with residents and community organisations. These include:

- Co-production is about reciprocity - all parties must benefit and be clear about the work and outcomes
- Need clear expectations about decision-making limits from the start
- Listening without action damages trust
- Diversity of representation requires active recruitment

62. The reports submitted to PACs so far are a clear indicator that the council is developing some good co-production infrastructure and genuine commitment, although there are some differences in implementation quality across directorates. The self-assessment in reporting is candid in terms of what is working well, and the challenges to embedding co-production suggest genuine commitment to improvement rather than settling for co-production as a tick box activity.

63. We know from the last 6 years that implementing co-production can be challenging and complex, but the reports submitted to the PACs show progress and commitment. They mark the beginnings of a shift in culture and practice that cannot be achieved overnight or without a shared vision for what success looks like. The DPC report recommendations set out a framework for change which continues to be the driver for realising this pioneering cross-council commitment to co-production.

64. This report takes the opportunity, based on an analysis of the four reports submitted to date; to encourage departments and officers to consider what improvements we can make as a council to further embed and consider broadening our commitment to 'doing things with residents not to them'.

65. Firstly, we need to be clearer about what we mean when we talk about co-production and that it is different from but can be complimentary to our statutory duties to consult. Training and practical resources are key to that clarity of understanding both for officers and for residents so there is a clear and shared understanding of co-production. Officers have access to a suite of resources to help with this and the rollout of the corporate disability equity and co-production training for all council staff will ensure there is a more consistent approach in terms of the work. In addition, council officers will be able to access additional training to support them practically to deliver co-production. It is hoped this will come online in the spring of 2026.

66. Secondly, we know that local voluntary and community sector organisations are keen to get involved in co-production as can be evidenced in the case studies above. Much of the council's work on providing 'cost of Living' support has been co-

produced with local VSC organisations. This interest reflects the widespread acknowledgement that citizens have a vital role in achieving positive outcomes from public services and that more can be achieved when working together. This interest offers an opportunity to work more closely with community organisations to encourage their support for co-production and to work together to broaden our co-production opportunities and involved a wider group of residents.

67. Thirdly we need to find to strengthen the council's approach to engaging with the community – everything from sharing regular service and policy updates with residents to longer term co-production focused work. Not every resident has the time or capacity to get involved in co-production with the council, but our ambition should be that those that do, need to be offered ways for this to happen. The challenge for the council is how to realise that ambition at a time of significant budget constraints.
68. A broadening out of co-production opportunities will require additional officer capacity and financial resources. Building this into a corporate project management process will help because co-production then becomes a 'business as usual' requirement, and so additional resources will need to be identified if our commitment to 'doing things with residents not to them' in an inclusive and accessible offer for all residents. Embedding co-production into the council's project management process will also encourage officers to better evaluate impact of co-production with residents both in terms of resident satisfaction and service improvement.
69. Without these changes, the council risks undermining resident trust through tokenistic engagement that promises power-sharing but delivers traditional consultation.

Appendices

Appendix 1 - List of Co-production Groups

1. [Civic Campus Disabled Residents Team](#)
2. [Co-production Matters H&F](#)
3. [Digital Accessibility Group](#)
4. [Direct Payments Steering Group](#)
5. [Disabled People's Housing Strategy Implementation Group](#)
6. [Inclusive Design Review Panel](#)
7. [Inclusive Environment Disabled Residents Team](#)
8. [Independent Living Delivery Group](#)