

Co-production in Hammersmith and Fulham

Executive Summary

Our collective vision is to radically transform the process via which services are designed and delivered locally; co-production is at the centre of this vision.

Co-production is a framework for design and delivery of services for stakeholders, which is person centred and therefore starts with residents not services or departments.

Co-production is a way of fully involving residents in decision making and a way of devolving power which enables the council to fulfil its manifesto commitments.

The co-production work and this report came out of the Leaders of the Voluntary and Community Sector meetings. Specifically, the need to find a new and more intelligent way to design, procure and delivery services in the light of reducing financial resources from central government.

The work has been supported by Cllrs Lukey, Fennimore, MacMillan and Coleman during its development and in ensuring that is discussed and debated within the council.

This paper is a summary paper with a background to co-production, the evidence of where it has been successful, how it has been applied locally and what the next steps area.

This report and the co-production work has been co-produced and had input from local residents, local organisations, council officers and CCG officers.

A full report will be brought to the council in later this year which will:

- Identify lessons learned
- Further demonstrate the benefits to the council and other stakeholders
- Provide recommendations for implementation

Background

The New Economics Foundation (NEF) working definition of Co-production is “A relationship where professionals and citizens share power to plan and deliver support together, recognising that both partners have vital contributions to make in order to improve quality of life for people and communities”.

		Responsibility for design of services		
		Professionals as sole service planner	Professionals and service users/ community as co-planners	No professional input into service planning
Responsibility for delivery of services	Professionals as sole service deliverers	Traditional professional service provision	Professional service provision but users/communities involved in planning and design	Professionals as sole service deliverers
	Professionals and users/communities as co-deliverers	User co-delivery of professionally designed services	Full co-production	User/community delivery of services with little formal/ professional
	Users/communities as sole deliverers	User/community delivery of professionally planned services	User/community delivery of co-planned or co-designed services	Self-organised community provision

There are six principles which are the foundation stones of co-production. Co-production in practice will involve alignment with all of these principles, and they are all underpinned by similar values.

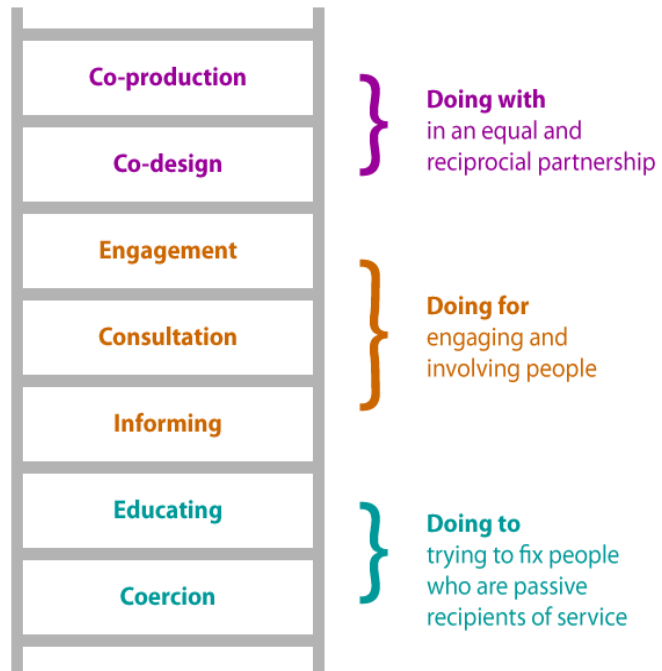
1. Transforming the perception of people, so that they are seen as equal partners in designing and delivering services - not as passive recipients of services and burdens on the system. (Asset based approach)
2. Altering the delivery model of public services from a deficit approach to one that provides opportunities to recognise and grow people’s capabilities and actively support them to put these to use at an individual and community level. (Building on people’s existing capabilities.)
3. Offering people a range of incentives to work in reciprocal relationships with professionals and with each other, where there are mutual responsibilities and expectations. (Reciprocity and mutuality)
4. Engaging peer and personal networks alongside professionals as the best way of transferring knowledge. (Peer support networks)
5. Removing the distinction between professionals and recipients, and between producers and consumers of services, by reconfiguring the way services are developed and delivered. (Blurring distinctions)
6. Enabling public service agencies to become catalysts and facilitators rather than being the main providers themselves. (Facilitating rather than delivering)

Evidence

Public Services Inside Out examines public services which are designed and delivered by the professionals who run them and people who use them. This 'co-production' approach is more effective at getting the public what they want out of public services and at a reduced cost compared to conventional top-down approaches.

For example, Scallywags in Bethnal Green, London is a childcare provision which involves parents and staff working together. It costs just £2.50 an hour, significantly lower than comparable childcare provision. In addition to making it affordable for parents to go to work, the children benefit from having their parents involved in their education.

Jonathan Kestenbaum, Chief Executive of NESTA, says: *'The public is desperate to get involved in solving issues that affect them. Co-production offers people who have a strong sense of what's needed on the ground the chance to act'*.



Local context

In mid 2015 Sobus organized a Leaders of the Voluntary and Community Sector (VCS) meeting. The meeting was attended by leaders of the VCS, Cllr's Lukey, Fennimore and MacMillan and council officers. Everyone present recognised that due to previous funding cuts it was not going to be possible to apply further cuts to services without making them ineffective, unviable or potential dangerous. Therefore to be able to respond to future funding cuts a radical new way of working was going to be required where the starting point was no longer how much is currently spent on a service and how much needed to be saved but what is the need and how do we meet that need with the range of resources that all stakeholders have available to it.

Since then Sobus has been working with a range of partners including H&F Mind, Desta, H&F CAB, a local resident, H&F CCG and LBHF Adult Social Care Commissioners. The partnership working of the group has taken a lot of time and effort and has meant that 2 events were successfully run in September and October 2015. The events were attended by 50+ and 65+ people respectively and were made up of residents, service users, organisations and officers of the council and CCG. At the events we discussed what co-production was, how it works and applied it to developing a draft charter and selecting two services to apply the principles of co-production in pilots. Those pilots were democratically selected through a vote by everyone present which means that all stakeholders have bought in to the process and working in a co-productive way. So far we estimate that the partners have invested £22,000 of pro bono time to get the work to this stage of development.

The two services selected for the co-production pilots were Carers Services and Supported Employment Service. Feedback from the co-production work so far has been very positive with services users, providers and commissioners expressing that the co-production work has enabled fresh thinking on how to address the needs of local residents. The outcome of this work, so far is that we have been able to gain the genuine commitment of residents, commissioners and providers to work together to redesign Supported Employment Services and Carers Services. Since the two initial pilots were selected Sobus has also been appointed to use a co-production approach with Children's and Families' Universal Service.

To ensure that there is a common structure to the process a draft charter has been developed based on national and regional best practice and local experience.

Charter and its purpose:

A charter has been drafted that provides a clear framework in which partners can have a shared confidence in how their commitments, actions and behaviours can achieve joint objectives. It enables consistency for different groups that are using it across the borough. Partners can use the charter to hold each other to account based on what is included in the charter and its overarching principles.

The charter has key areas including:

- Vision for Co-production Partnership
- Principles of Co-production
- Co-production Group Membership
- Behaviours & Ways of Working
- Governance
- Inventory of key information
 - Resources – financial and non financial
 - Timescales
 - Decision making powers
 - Decision making process
 - Membership
 - Legal requirements eg Care Act

The charter is currently in its third iteration and when it has been further developed based on the pilots that are taking place and work with the Youth Partnership it will be presented as a final draft.

We propose bringing the final draft and recommendations to LBHF and H&F CCG to approve the charter and the principles of co-production as the way services are redesigned, procured and delivered in Hammersmith and Fulham.

Next steps

- There will be discussions between all stakeholders about the benefits of this approach and how it can be included in governance and resourced within existing resources.
- From the pilots a report will be written by September 2016 with recommendations which, may include:
 - Co-production best practice written into a charter
 - Allowing enough time for co-production to be successful
 - Training and mentoring for those involved in co-production including residents, VCS, commissioners and councillors
 - Changes to procurement process like questions in Invitations to Tenders which are developed with service users to ensure what is established as most important is prioritised in the procurement process
 - Changes to governance structures to ensure co-production is given the same level of importance as Equalities, Business and Risk.
 - All stakeholders including VCS, residents, council and CCG sign up to the co-production charter.