

# **COPRODUCTION STRATEGY ADULT SOCIAL CARE**

## CONTENTS

INTRODUCTION	3
WHAT IS COPRODUCTION?	4
WHAT ARE THE FOUR MAIN PRINCIPLES OF COPRODUCTION?	5
INTERACTION LADDER	6
WHAT MAKES COPRODUCTION DIFFERENT?	7
METHODS AND LEVELS OF PARTICIPATION	8-9
COPRODUCTION	10
CO-DESIGN	10
COPRODUCTION AND CO-DESIGN	11
IMPLEMENTATION AND HOW WE WILL COPRODUCE	11-12
WORKING WITH STAFF	12
COPRODUCTION IN COMMISSIONING PRACTICE	12

## INTRODUCTION

The Coproduction Strategy meets the aspirations and actions of the **Wirral Working Together: A Council Plan for 2023-2027**

The Council Plan translates our vision **Working together to promote fairness and opportunity for people and communities** into deliverable organisational actions, providing clarity on what will be delivered and when. In simple terms, it highlights the practical steps that we as an organisation will take to turn our ambitions into reality.

The work around Co-Production will play an important part in implementing the plan and could contribute to all the themes highlighted in the Plan.

- **Theme 1 Working Together to: create a more efficient, effective and accessible council.**
- **Theme 2 Working Together to: improve early help for children and families.**
- **Theme 3 Working Together to: promote independence and healthier lives.**
- **Theme 4 Working Together to: deliver people-focused regeneration.**
- **Theme 5 Working Together to: protect our environment.**
- **Theme 6 Working Together to: create safe, resilient, and engaged communities.**

A set of guiding principles have been established that shape how we will develop the Council as an organisation to implement the plan.

- **Underpinning Principles** – Working to local priorities, using local resources to ensure Wirral residents receive the best possible services. Again, the values and practices highlighted in the Coproduction Strategy could potentially contribute to all the principles outlined below:
- **Independence** - Enabling individuals, families, and communities to help themselves and each other.
- **Joined Up Design** - ensuring our services are accessible, person centric and joined up.
- **No one left behind** - inclusive services which recognise the different needs of residents, families, and communities.
- **Regeneration** - investing in infrastructure and supporting businesses to provide a thriving economy and opportunities for all
- **Prevention** - working to address the causes of inequalities and demand on council services and ensuring we provide the right support at the right time
- **Relationships** - working with residents' partners businesses and communities for a better Wirral

**The strategy has been coproduced with a stakeholder group, including Carers, people who use services, officers of the Council, and staff from local organisations, between August 2023 and February 2024.**

## WHAT IS COPRODUCTION?

Coproduction is a way of working that involves people who use health and care services, Carers and communities in equal partnership; and which engages groups of people at the earliest stages of service design, development and evaluation, so that everyone has the opportunity to suit needs.

Coproduction acknowledges that people with 'lived experience' of a particular condition or of being a Carer, are often best placed to advise on what support and services will make a positive difference to their lives. Done well, coproduction helps to ground discussions, and to maintain a person-centred perspective.

Coproduction is part of a range of approaches that includes people, involvement, participation, engagement, and consultation. It is a cornerstone of self-care, of person-centred care and of health-coaching approaches.

Coproduction is a way of working that recognises everyone has a contribution to make and all input is valued equally; in other words, everyone has assets to bring to the table which are valued. Coproduction is an asset-based approach to public services, that enables the professionals providing, and people engaging with services to share power and responsibility, and to work together in an equal, reciprocal relationship.

It creates opportunities for people to access the support they need when they need it, and to contribute to positive change in the nature and the way services are provided.

To show our commitment to coproduction Wirral Council has developed a Coproduction Charter, which you can find here: XXXXXXXXXXXX

The charter is a set of values and principles of working together to ensure people remain at the heart of discussions and decisions.

These values have been coproduced with people and Carers in Wirral, and with a range of partners who work with us to deliver our services.

## WHAT ARE THE FOUR MAIN PRINCIPLES OF COPRODUCTION?

<b>Access</b>	Coproductio needs to be accessible if everyone is going to take part on an equal basis. Everyone should have the same opportunity to participate in a way that suits them best. As well as physical access, making sure that information is easy to access and that it is provided in a range of appropriate formats is a key part of making sure that everyone can take part in coproduction. The impact of time on coproduction and the need to allow time for coproduction to develop are important issues.
<b>Diversity</b>	Ensuring that a project is comprehensively inclusive, and representative of the community can be challenging, but it is vital to the coproduction process. Diversity takes precedence over equality and coproduction should strive for maximum inclusivity.
<b>Equality</b>	It is fundamental to co-productive practice that no one group, or person is more important than any other group or person. Everyone is equal and has assets to contribute.
<b>Reciprocity</b>	This rather obscure word has been defined simply as, ensuring that people receive something back for putting something in, and builds on people's desire to feel needed and valued. We will work to understand what people need or want.

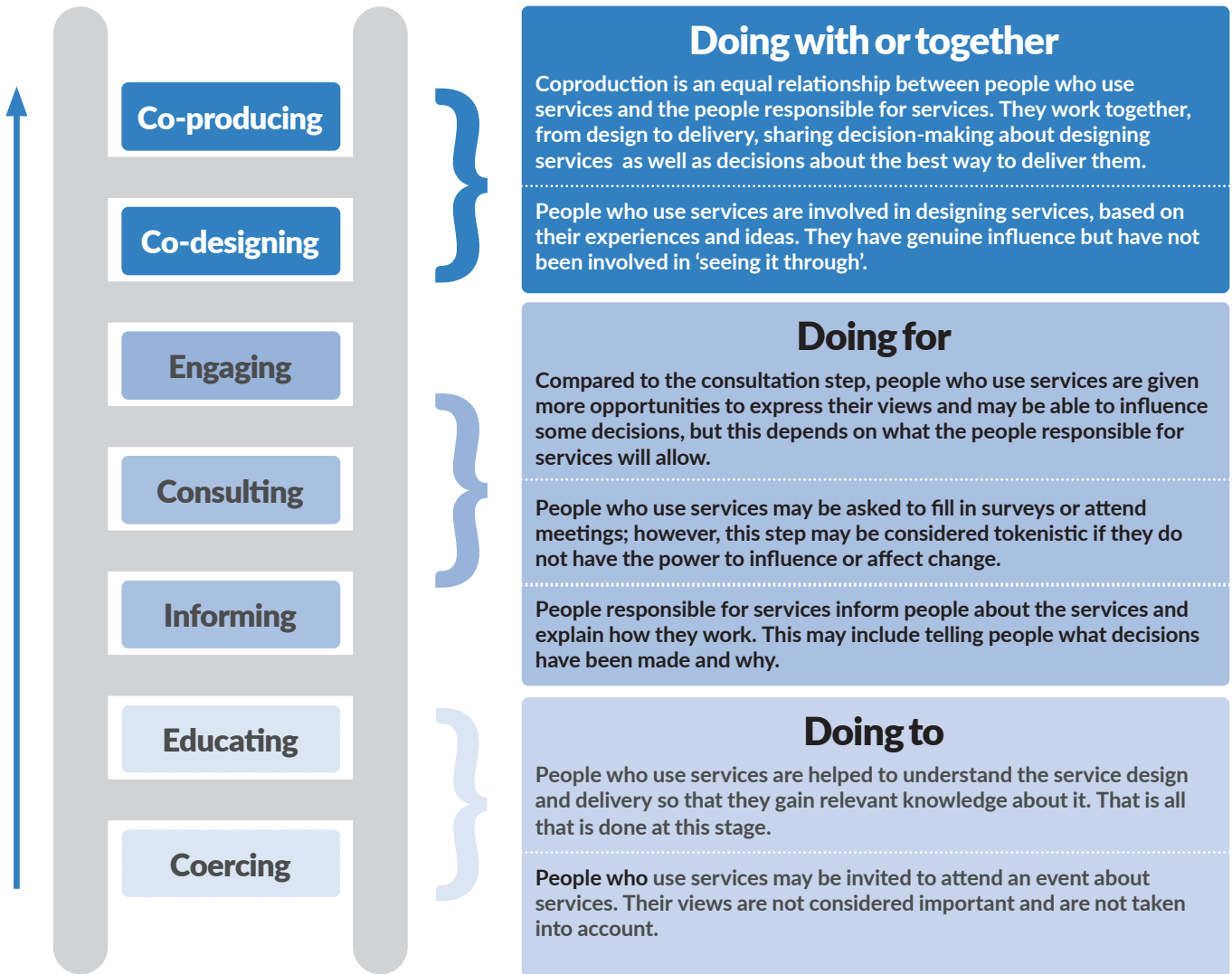
Unlike other forms of interaction that people may have with us, coproduction is about blurring boundaries between professionals and those who engage with our services. It's about a whole life, equal involvement in the development of a service, product, or idea.

Whole-life involvement means from the beginning to the end i.e., joint development of an improvement to a local service, designing together new projects, and the joint management of an improved or new service. We like to say: 'imagining, planning, and managing together'. This means that through coproduction our officers support as facilitators and people who draw on services may become active partners in how the service is delivered.

As all input is valued equally it follows that contribution of skills and knowledge should be recognised and rewarded. Where people work with us to develop services, we will make sure people receive something back for working with us. Coproduction cannot exist without the firm foundation provided by all these underpinning principles.

## THE INTERACTION LADDER

All the steps represent some form of interaction, with different relationships at each level. However, collaboration in some form only exists in part of the continuum.



## WHAT MAKES COPRODUCTION DIFFERENT?

Sometimes it is difficult to spot the difference between coproduction and other types of interaction. Our top tip is to look for whether people who draw on services and professionals seek to work together as equals as much as possible throughout a project or initiative - and respect the unique contribution that each can bring.

- People co-producing should feel that they have shared responsibility. This means the providers of a service doing things with people - not doing things for or to them.

Doing to	Doing for	Doing with or together
<ul style="list-style-type: none"> <li>■ The citizen has no choice or control</li> <li>■ No participation</li> <li>■ The people may feel helpless</li> <li>■ Loss of community</li> </ul>	<ul style="list-style-type: none"> <li>■ The citizen has no choice or control</li> <li>■ Limited participation</li> <li>■ Cared for - not involved</li> <li>■ Skills and knowledge wasted</li> </ul>	<ul style="list-style-type: none"> <li>■ The citizen has choice and control</li> <li>■ The citizen actively participates</li> <li>■ The citizen is able to contribute skills and knowledge</li> <li>■ The community develops</li> </ul>

## METHODS AND LEVELS OF PARTICIPATION

Engaging and interaction with people takes many forms, from supporting an individual to make decisions about their own life, right up to participating in strategic decision-making. All levels of engagement are valuable and valid, both to people and to adult social care decision-makers, however different outcomes will require involving people in different ways and at different stages in the process.

ENGAGEMENT	PARTICIPATION
<p>Engagement is the generic term which refers to the entire range of possible interactions between an organisation and the people who access, benefit from, or have an interest in its activities, services and/or policies. This will include professionals in organisations as well as service users and members of the public.</p>	<p>People being actively involved with policy makers and service planners from an early stage of policy and service planning and review, to shape and influence the outcomes and decisions.</p> <p>How we know it's participation: the organisation engages people in a conversation, gathering and understanding people's views on a topic, which could be in person, online, or through digital correspondence but with the emphasis on doing things together.</p>
INVOLVEMENT	STRATEGIC PARTICIPATION
<p>Involvement is “involving people with an interest in achieving goals, and ensuring that those people reflect the diversity of the area which the organisation serves.”</p> <p>This description is quite broad: it can be interpreted to mean stakeholders and not necessarily people. Involvement requires organisations to be open to influence from people and stakeholders, moving to a culture of ‘working with’ rather than ‘doing to’. In contrast to consultation, involvement approaches work with people at earlier stages, such as helping to identify issues and potential solutions, and being supported to remain involved right throughout design, implementation and evaluation processes.”</p> <p>Involvement covers citizen engagement as well as stakeholder engagement.</p> <p>Not all involvement is coproduction (the audience or end users might be other organisations or professionals), but all coproduction is involvement (when your audience or end users are people and community members).</p>	<ul style="list-style-type: none"> <li>■ Concerns long term planning</li> <li>■ Concerns what kinds of services are needed and how much money should be spent on them</li> <li>■ Requires a supportive organisational or cultural ethos and commitment</li> <li>■ Can take place within formal strategic decision-making processes, or via mechanisms which input the views of people from individual feedback, projects, or services</li> <li>■ Influences policy and practice at a local, regional or national level</li> <li>■ Requires a partnership working approach between the decisionmaker and the contributing individuals or services</li> <li>■ Includes meaningful roles in terms of priority setting, monitoring and designing services project</li> </ul>



STAKEHOLDER ENGAGEMENT	COPRODUCTION
<p>Stakeholder engagement generally refers to interactions with organisations and professional bodies, who have an interest in, or influence over, an organisation’s activities. Other statutory organisations, public bodies, Members of Parliament, voluntary organisations, and interest groups, may all have something to say about an organisation’s proposed course of action. They may need to be kept informed, be invited to share their views and recommendations, or be part of collaborative relationships and partnership working. Even though technically the public has an interest (i.e. a stake) in an organisation’s decisions, in current use they don’t tend to be included within the term “stakeholder engagement”.</p>	<p>“A way to working that involves people who use services, carers, and communities in equal partnership; and which engages groups of people at the earliest stages of service design, development and evaluation.”</p>
CONSULTATION	COMMUNITY ENGAGEMENT (Public Engagement, Citizen Engagement)
<p>A formal process by which policy makers and service providers ask for the views of interested groups and individuals. Consultation documents usually include information, about which feedback is being requested.</p>	<p>Community engagement (also referred to as public or citizen engagement) refers to interactions with people who may be variously referred to as people who use services, people, customers, patients, community members, people we support, the public, etc. - depending on the cultural norms in the sector of activity.</p>
INFORMATION	<p>Whatever the term used, their key defining characteristic is that they are connected to the organisation as non-professionals, usually as users of a service provided by the organisation, or otherwise as members of the broader public. This means that they are less interested in the inner processes of the organisation, and more so in the effect that these would have in their lives.</p>

## COPRODUCTION

In the context of public services, coproduction is an asset-based approach that enables people providing and people receiving services to share power and responsibility, and to work together in equal, reciprocal, and caring relationships. It enables people to access relevant and meaningful support when they need it; services to be effective and make a positive difference in people's lives; and people, services, and communities to become more effective agents of change.

Coproduction is a specific kind of community engagement, which represents a transition from doing things 'to' and 'for' people, to doing things **'with'** people. It is explicitly referenced in the Care Act 2014.

How we know it's coproduction: it's a mindset and way of working underpinned by the following 5 values:

- 1. Valuing all participants and building on their strengths.**
- 2. Working in networks and across silos.**
- 3. Doing what matters for all the people involved (outcomes focus).**
- 4. Building trusted relationships and sharing power.**
- 5. Enabling people to be change makers.**

## CO-DESIGN

Co-design sees the design decisions forming part of any given service or project made 'with', not 'for', the people those decisions will ultimately impact upon.

"Co-design is a design-led process that uses creative participatory methods. There is no one-size-fits-all approach nor a set of checklists to follow. Instead, there are a series of patterns and principles that can be applied in different ways with different people. Co-designers make decisions, not just suggestions.

## COPRODUCTION AND CO-DESIGN

Co-design is a component part of a coproduction process, but co-design alone isn't coproduction. A complete coproduction process is a cycle that includes co-planning (which might be co-creating or co-commissioning, depending on context), co-design and co-decision making, co-delivery (or co-implementation), and co-evaluation. In practice, co-design is often a good starting point to introduce people to a coproduction approach, due to it producing more immediate and tangible results; and the other phases can be developed from there.

- Co-creation
- Co-planning or
- Co-commissioning
- Co-evaluation Co-design and
- Co-decision making
- Co-delivery and
- Co-implementation

Ideally all the phases are needed for robust coproduction to be in place, as a continuous cycle; but as it constitutes a significant change in mindset and practice, it is always a journey. Achieving results in some phases, with a commitment to ongoing practice and improvement, is a legitimate co-productive approach that will yield transformation and impact.

[www.scie.org.uk/coproduction/supporting/making-events-accessible](http://www.scie.org.uk/coproduction/supporting/making-events-accessible)

## IMPLEMENTATION AND HOW WE WILL COPRODUCE

Making coproduction happen in practice is about all those who participate in the process - who may have different points of view - working together to achieve agreed aims. This means building relationships. But there can be difficulties in the relationships between the people who draw on care and support and professionals working in services.

It is important to make sure that people who draw on care and support attend all coproduction meetings. This will help new working relationships to develop. It will also help with the shift in power that is involved in coproduction. It is also helpful if people who draw on care and support are given opportunities to meet on their own to talk about and agree their priorities.

The relationships involved in coproduction need to be based on trust and confidence. The success of coproduction is likely to be based on the people involved and their relationships. Success needs to be defined in terms of achieving the long-term goals of coproduction as a means of creating better services, which are more responsive to the needs of people who draw on care and support, with understanding that there may be some mistakes along the way.

Access is a key issue in supporting equality. Coproduction cannot happen if processes and practices are not accessible.

It is important that information is accessible. It is also important that meeting places are accessible. But this accessibility needs to flow through the entire process of the meeting. People need to be able to easily prepare for, get to and be heard at meetings and events. They then need to be able to follow progress through minutes and reports.

Taking action to develop or use the capacity of the people living in a particular area is crucial to the success of coproduction.

The need to build the capacity for coproduction links to issues of funding and making sure that user-controlled and community organisations have enough resources to actively support coproduction. Working with organisations run by people who draw on care and support is essential to coproduction and the empowerment of people who draw on care and support.

It may be useful to map the assets and resources in a community rather than just looking at problems and needs. Where a community does not have the capacity to develop coproduction, it would be necessary to identify exactly what capacities are needed and how they can be developed.

### We will:

- **Involve everyone who will be taking part in the coproduction process from the start.**
- **Value and reward people who take part in the coproduction process.**
- **Ensure that there are resources to cover the cost of coproduction activities.**
- **Ensure that coproduction is supported by a strategy that describes how discussions and decisions are going to be communicated.**
- **Build on existing structures and resources by using people outside of Wirral if we need to.**

### Working with Staff

Engaging with frontline staff and practitioners is an important part of the coproduction process. Frontline staff are often overlooked. The change in the way organisations work with coproduction needs to be accompanied by changes in the way staff and professionals work.

There is a clear need for training and support for professionals and practitioners to help them to adopt a coproduction approach, and to use Plain English from the start. It is also important to make sure that everyone else involved in coproduction - including people who draw on care and support and carers - is given appropriate training and support, including training on the principles of coproduction, and how to put them into practice.

### **Coproduction in Commissioning practice**

- Ensure that everything in the coproduction process is accessible to everyone taking part and nobody is excluded.
- Ensure that everyone involved has enough information to take part in coproduction and decision making.
- Ensure that everyone involved is trained in the principles and values of coproduction and any skills they will need for the work they do.
- Ensure that frontline staff are given the opportunity to work using coproduction approaches, with time, resources and flexibility.
- Provide any support that is necessary to make sure that the community involved has the capacity to be part of the coproduction process.
- Ensure that policies and procedures promote the commissioning of services which use coproduction approaches.
- Ensure that there are policies for coproduction in the actual process of commissioning.

