



Board Meeting

9 June 2016

Agenda item 6: Annual Co-production Progress Report

This is the fourth annual board report on Co-production. It summarises SCIE's progress in co-production.

- This year has been a productive and successful year for co-production.
- 51 members of SCIE's co-production network have been involved in 31 SCIE projects and activities.
- Internal structures for co-production have been strengthened by the formation of the Co-production, equality, diversity, and human rights steering group and the appointment of new Board members.
- Very few of our competitors have developed their co-production structures to a comparable extent.
- Co-production at SCIE has begun to position itself as more outwardly focussed with some early success.
- A clearer co-production commercial offer is emerging.
- The winding down of the NICE contract will have a significant impact on co-production but actions to mitigate this are already in progress.

The key issues for the Board to consider are:

- How to strengthen SCIE's co-production commercial offer?
- How to mitigate the effect of the winding down of the NICE contract?

Ewan King

Director of Business Development and Delivery

Pete Fleischmann

Head of Co-production

Michael Turner

Co-production Support Manager

30 May 2016

Forewords from the Co-production Steering Group

I am shocked at how quickly the past year has gone and I found myself writing this foreword for the board report a year later.

In the past SCIE has had a uniquely beneficial position for its co-production activities with the NICE Collaborating Centre for Social Care and other contracts. However, as the NICE contract winds down SCIE needs to be innovative and proactive in seeking out new work to maintain the successes and status of its commercial co-production offer. There are significant challenges ahead for the co-production part of SCIE's business and it needs to utilise and exploit the Co-production Network to its potential to achieve maximised income.

A huge pull factor and opportunity for SCIE to promote its commercial offer is the hosting of the first ever Co-production Week and Co-production Festival in July which will raise the profile of SCIE and its commercial services significantly.

I feel SCIE could develop its marketing with an emphasis on how using co-production can provide value for money to external service providers as this is the overriding factor in decisions to commission services from the likes of SCIE. It might be useful to evaluate previous commissions and their co-production elements to showcase this.

I would like to see SCIE develop an intense, focused marketing campaign, involving the members of its Co-production Network throughout the process, which could include SCIE proactively contacting potential clients with details of how SCIE can help them to meet the requirements of legislative and service demand changes.

Finally, with the challenges ahead I look forward to supporting SCIE to remain the leader in co-production and to ensure that the organisation does not lose sight of the key principles of co-production - reciprocity, accessibility, diversity and equality - when making decisions.

Matt Langsford (Care Leaver and Member of the Co-production, equality, diversity and human rights steering group)

It was the best of times, it was the worst of times" a much used quote from Dickens 'A Tale of Two Cities' seems so appropriate for the current experiences of service users and carers and professionals in social care. Often conferences and workshops are entitled "From Rhetoric to Reality" where user involvement and aspects of social care provision are discussed. However the reality of today's experiences of social care has overwhelmed and subsumed the rhetoric of the past. Some time ago I wrote a piece for Community Care as part of an article entitled 'Blue Sky Thinking' which was devoted to the development of user involvement. I feel the fluffy white clouds on the horizon at that time have burgeoned into much bigger, darker clouds. However I am very glad to say that through the gathering gloom twinkles the nugget which is Co-production. Well,

enough of the imagery though I do believe that a picture is worth a thousand words, as the saying goes.

We sometimes forget how new the concept of Co-production is and how it needs to be nurtured as a rare and precious thing. A slightly cynical view might be that co-production has always been there under the different guises of user involvement, engagement, participation and consultation. So what's all the fuss? Well these other concepts do not rock the Power boat – they all stay within the traditional relationship of power-giver and power-receiver. So much power-sharing and no further.

Service users and carers involved in true co-productive approaches require the Power fault line to be adjusted between professionals and themselves. We understand this well from our experiences but professionals, particularly those who are working in social care and health organisations new to the concept of user involvement, do struggle. We understand that professionals have a responsibility and accountability for decision-making in the co-productive relationship but is it as easily understood by professionals that we have rights and that choice and control are important concepts to us?

SCIE's strategy and programmes to develop co-production continue to support service users, carers and professionals on their journey to a mutual understanding of how best to make co-productive approaches work. This will continue in the forthcoming year in a planned way to work with the individual, cultural and structural challenges which define attitudes, negative and positive. Long may it continue!

June Sadd, (Member of the Co-production, equality, diversity and human rights steering group)

Purpose

1. This is the fourth annual report to the Board on progress in co-production. The report is divided into five sections:
 - Section one: Background
 - Section two: Co-production and income generation
 - Section three: Co-production progress 2015 – 16
 - Section four: Examples of Co-production in SCIE projects
 - Section five: Plans for next year

Section one: background

Co-production structures at SCIE

2. The Co-production network consists of 75 individuals and organisations which provide SCIE with a pool of people to involve in our projects and programmes. The network is chaired by Tina Coldham, a SCIE trustee and managed by the co-production team. The network provides SCIE with access to a diverse range of users and carers who have a wide range of skills and experience as people who use services/disabled people.

3. We have recently strengthened the role of disabled people and service users in the strategic development of SCIE by appointing three new trustees.
4. There are strong links between co-production and equality, diversity and human rights. SCIE has responded to this by establishing the Co-production, Equalities and Human Rights Steering Group, which oversees both areas of work. The new group is a merger of the Equality and Diversity and Human Rights Forum and the Co-production Steering group.
5. The Co-production, Equalities and Human Rights Steering Group, is a diverse group and has a key role in supporting SCIE to ensure that co-production, equality, diversity and human rights become themes that are at the core of all our work.
6. Very few of our competitors have developed their co-production structures to a comparable extent.
7. SCIE's network, the new Steering Group and increased representation of disabled people on the Board combined with our co-production team's and the wider staff group's expertise in co-production represent a unique part of SCIE's offer.

Co-production activity

8. Co-production activity has continued at a high level this year with 51 people in total participating in SCIE's work. It is important to note that some people are active in more than one role.
9. Activity in the NICE Collaborating Centre for Social Care remains strong, with 45 people who use services and carers active on Guideline Committees and involved in other activities including the recruitment of committee chairs.
10. Activity within SCIE work has remained high, with 32 network members involved in 23 SCIE activities.
11. Much of this is co-production in SCIE's corporate activities including recruitment, the Co-production, Equalities and Human Rights Steering Group and communications activities (articles and speaking at events).
12. SCIE is producing less guidance and learning products. However there continues to be a strong co-production element our remaining video and guidance outputs.
13. There has been some SCIE activity where there has not been direct involvement of network members or other people who use services and carers. This is particularly so in SCIE's newer area of activity in training and consultancy, where the nature of the work and/or the time and resources available may mean that co-production is not appropriate or not possible.

14. This is a key area for concern. A number of actions are being taken to address this issue. These include more vigorous promotion of SCIE's co-production offer and establishing a system for evaluating the effectiveness of co-production in SCIE projects. These actions are outlined in sections two and four.

Section two: Co-production and income generation

Implications of the ending of the NICE contract for co-production

15. The NICE contract, in terms of co-production activity when measured by number of the disabled people and service users involved in SCIE's work, accounts for over 50 percent of the total. As the NICE contract winds down we need to recognise that this may coincide with a drop in the number of people involved in co-production at SCIE.
16. It is possible that a combination of co-production commercial work, generic commercial activity and new research contracts which incorporate high levels of co-production may help to close this gap.
17. However, it is not always straightforward to incorporate co-production in some commercial activity. For example one off training sessions, smaller consultancy contracts or larger contracts in which the client does not specify co-production.
18. Over the next two years it will be imperative to increase co-production in commercial activity.

Co-production's current contribution to income generation

19. Co-production contributes to income generation in two main ways:
 - Contribution to general offers. Whenever possible and through negotiation with clients co-production sometimes forms part of generic commercial work. Examples of successful bids which incorporate some co-production include: Hampshire and Isle of Wight health and care economy project, mental health pathways for looked after children and the Integration dashboard. SCIE also secured extra money from NICE to support a co-production approach to the involvement of people with learning difficulties in two guidelines. For some bids and proposals co-production is a requirement which is specified in the tender. This is quite common in research bids including government funded research.
 - Specific co-production offers. SCIE also offers training and consultancy to support improvement in co-production and submits bids and tenders for specific co-production projects. In 2015-16 there have been some initial success including securing a co-production consultancy/training contract with Oxfordshire County Council. The contract has been complex but positive. It is hoped that this success can be replicated with other organisations.

There was a steady but relatively small number of regular enquires about co-production training in 2015-16. This was achieved with little specific promotion or marketing. However, when costs were discussed most enquirers could not pay for the training, even with reduced daily rates. For this reason an open access introductory course run at the SCIE office on 30th June was developed to offer a more cost effective option. To date take up on this course has been good. Some success has been achieved in specific bids, for example a successful bid in partnership with University of Bristol, Regard and Stonewall from the School for Social Care Research.

Development of SCIE's co-production approach

20. As SCIE's business strategy develops our co-production approach will need to adapt and develop in order to fulfil changing business requirements. Our approach to co-production needs to be:

- Proportionate to the scale and requirements of each project, some income generation activity will have good levels of co-production, others may have fairly limited co-production and a few exceptional projects may have no co-production. However, all projects need to demonstrate that they have considered co-production.
- Demonstrate value, co-production needs to start at the beginning of projects, be well, targeted, planned and implemented so it adds value to activities.
- Cost-effective, co-production needs to contribute to the bottom line and therefore needs to be value for money.
- Locally sensitive, as a higher proportion of SCIE activities are expected to be in localities rather than at national level; co-production will need to be able to deliver at both local and national level. This work is an opportunity to build partnerships with local user led organisations.
- Smartly promoted, next year we are likely to have less new co-production products to promote. However we need to maintain SCIE's profile as a leading proponent of co-production by involving network members in our marketing, promotion, media and events activity.

Section three: Co-production progress 2015 - 16

Introduction

21. This section reports on progress on the three KPIs which form the 2015-16 Objective 4:

Ensure that the co-productive voice of people who use services, their families and carers is included in all aspects of our work through the way we operate and the products & services we deliver.

22. The full Objective and KPIs are included in the appendix. This section of the report demonstrates how each KPI has been achieved.

KPI 1: An active and successful co-production network.

23. Performance measures:

- Two well attended meetings per year (one third of the network)
- Review membership in the light of SCIE's work programme
- Expand membership of carers and people with hearing impairment
- 50% of members have participated in SCIE's work

24. The Co-production Network is a key part of SCIE's co-production strategy. Its role is to support user, carer and equality groups' involvement in SCIE's strategic decision making and provide a pool of stakeholders who work with SCIE to co-produce projects and programmes.

25. Membership of the Network is made up of:

- National user-controlled organisations
- National carer-controlled organisations
- Equality group organisations¹
- Organisations representing and working with other seldom heard groups.
- There are also a small number of individuals and representatives from local organisations who bring perspectives not represented by other members of the Network
- Individual users and carers who have had substantial involvement in SCIE projects. A growing number of people who have joined the Network after taking part in the work of the NICE Collaborating Centre for Social Care, particularly as members of Guideline Committees.

26. In the second half of 2016 the Co-production Steering Group agreed to move from holding two full network meetings a year to one. It was agreed that while holding two meetings a year had been useful while the network was getting established, this was no longer necessary. There is also concern about the increasing cost of the meetings given the higher numbers that now attend.

27. The full Co-production network meeting was on 9 July 2015 and was attended by 36 members. This was an especially impressive attendance considering that it was the day of a tube strike. Many members made enormous efforts to attend and this shows how important the Co-production Network is to them. The next full meeting of the Co-production Network will now be on 7 July 2016.

¹ Defined as organisations representing groups which have protected characteristics under the 2010 Equalities Act, for example Gay lesbian, bisexual and transgender groups.

Membership and activity

28. There are now 75 members of the Co-production Network (an increase of 14% on last year). This includes representatives of 21 organisations and 34 individual members and four board members.
29. During the year April 2015 – March 2016, 51 of the 75 members (68 percent) were active in SCIE's work, exceeding the KPI target of 50 percent. Thirty-two members have been involved in 22 SCIE general activities, with many of these members involved in more than one activity. Forty-five members have been involved in the work of the NCCSC, including sitting on 11 Guideline Committees.
30. The number of carers involved in the network has improved significantly, mainly through the people who have been recruited for roles in the NCCSC. There are now 17 carers who are members of the network.
31. One organisation working on health and social care with deaf people has joined the network following involvement in the Independent Mental Health Advocacy Project. Further work is needed to involve other organisations and the deaf community in the network and SCIE's work.

KPI 2: Skills and capability of co-production network members matched to the needs of the SCIE work programme.

32. Performance measures:
 - Capacity development and training for new roles.
 - Strategy developed for co-production at a local level in implementation support projects.
33. The skills and capability of the co-production network continues to be fairly well matched to the needs of the SCIE work programme. The majority of network involvement in projects continues to be serving on advisory groups, testing products and representing SCIE through conference presentations and social media.
34. The membership of the network already includes some people who have skills in areas such as training, consultancy and research. This pool of people has been enough to meet current demand for these skills. For example when training for SCIE and NICE staff working on two guidelines on learning difficulties was required this was delivered in partnership with Lambeth People First who are network members.
35. Therefore formal capacity development and training for new roles has not been required this year.

36. However, as SCIE work changes and the commercial offer extends there may be a greater demand for people who use services and carers with a different range of skills. It is difficult to anticipate exactly what will be required and when. Perhaps the best way to approach this is on a project by project basis aiming to build in training of people who use services into project budgets when possible.
37. Over the course of the year the current network membership has been able to respond to some of the demands for local level involvement. For example a member of the network from Oxford has been involved in the co-production training, SCIE has been commissioned to deliver for Oxfordshire County Council. Similarly in Islington a local person who is also a member of the network will be involved in some work that SCIE is delivering during 2016 -17.

KPI 3: Opportunities for co-production identified in bids and tenders and discussed with new clients and partners

38. Performance measure:
 - 2-3 innovative examples of partnership with user and carer organisations in project delivery.

Big Lottery project

39. SCIE's approach to co-production might be criticised for being too focused on feeding in to its work and projects as it develops. SCIE is still mostly asking people to get involved in our projects rather than asking what are the priorities of people who use services and carers. To address this issue the Big Lottery project was established. We recruited a fund-raiser called Simon Robinson (www.capidale.co.uk), who has an excellent track record of successful Big Lottery applications. We then invited co-production network members and staff to submit ideas. We shortlisted six proposals and selected one from Lambeth People First and People First Self-Advocacy. We then worked with the two organisations to work up a bid. The first stage application has been submitted and we are waiting to hear from the lottery. The bid is for £450K over 4 years to develop an innovative holistic approach to supporting people with learning disabilities in Lambeth. The approach includes supporting people with learning disabilities to 'break out of the bubble' and use generic community facilities such as yoga classes, bowling clubs and local cafes. People with learning difficulties rarely do these types of activities in mainstream settings.

Oral history of independent living

40. We are continuing to develop a project on the oral history of the development of the independent living movement and its links to the development of policies

around personalisation. We plan to apply to the Heritage Lottery Fund for a grant for the project.

41. We are working with several user-led/disabled people's organisations to develop this project. These include Shaping Our Lives, Disability Rights UK, Spectrum Centre for Independent Living and Disability History Month.

Section four: Examples of Co-production in SCIE projects

42. The examples below demonstrate how co-production happens in SCIE's work and its impact.

Co-production training for Oxfordshire County Council

43. Oxfordshire County Council (OCC) commissioned SCIE to support them to understand and develop co-production. SCIE has held three half day training sessions for commissioners, engagement team staff, people who use services and carers. A final session will be held on 6th June. The sessions have worked through some difficult territory as OCC in common with other local authorities is in the midst of budget cuts. Introducing co-production in this context is especially challenging. However over the three sessions participants have worked really hard. There is now a good shared understanding of co-production among commissioners and local residents who attended the training. More importantly there is a strong commitment to move from engagement toward co-production. The key product of the sessions is a draft road map for co-production developed by staff, users and carers. A meeting has been set up later in June to present the strategy to the cabinet member for social care.

Guidelines relating to people with learning difficulties

44. The NCCSC started two guidelines relating to people with learning difficulties this year: care and support of older people with learning difficulties and service models for people with learning difficulties and behaviour that challenges.
45. Co-producing these guidelines with people with learning difficulties using NICE's established practices for Guideline Committees required NCCSC staff and the Co-production Team to develop several new approaches to support everyone involved. These were:
 - A workshop as part of the recruitment of service user and carer representatives to the Committee to give candidates a full briefing about the role and to staff with the selection process.
 - Training to support staff on sharing complex information with people with learning difficulties, which was commissioned from Co-production Network member People First Lambeth.

- Recruitment of a facilitator to support people with learning difficulties on the Guideline Committees.
 - Provision of information in easy read formats.
46. These changes appear to be working effectively and are also influencing the way NCCSC runs other Guideline Committees.

Dementia from the inside film

47. Co-production was essential to the success of this film in its aim to portray the experience of dementia and provide social care workers and others with insights into what it is like to have the disease.
48. To achieve this we worked with Forget-me-not, a group of people living with dementia who meet regularly in Swindon. The group agreed to work with SCIE to identify common experiences and reactions that many people with dementia are likely to have. The filmmaker used this information to devise a 'story board' that visually represented what had been said, which was then shown to the group for feedback. One woman with dementia said watching the film clips made her shiver with recognition.

Mental Capacity Act film

49. The Department of Health commissioned SCIE to make a film to explain the Mental Capacity Act to people who may need to use the provisions of the act.
50. Members of the Co-production Network with relevant experience have been involved from the start of the process. Network members served on the project advisory group and have to decide on the format of the film, given input into the brief for the film makers who submitted bids to make the film and were the decisive voice in choosing which company to commission. Network members are also featured in the film.
51. The film is still in production and the advisory group will be able to comment on the first cut of the film. Their input has been invaluable in ensuring that the finished film will be a concise and clear explanation of the MCA for users and carers.

Guidelines relating to children and young people

52. NCCSC's two guidelines relating to children and young people required a sensitive approach to ensuring that the voice of young people using services were included. We needed people who understood the issues but were not in the middle of troubling or stressful circumstances.

53. The guideline development process is also a big commitment and means a lot of hard work for everyone involved. This is a lot to ask of young people who've already got a lot going on.
54. For the Transitions from Children's to Adult's for young people using health or social care services guideline, three young people, all over 18 years old, were appointed as full committee members. They went through the same application process as everyone else and had equal status on the committee. There has been positive feedback from everyone on the committee and the involvement of young people has significantly enhanced the credibility of the guideline.
55. However, on the Child Abuse and Neglect guideline it was decided, in discussion with other experts, to run a parallel 'expert reference group' alongside the Guideline Committee. This was so the young people had a safe, confidential space that they totally owned where they could discuss the issues that mattered and feed them into the committee process. The group is run by an independent charity, Against Violence and Abuse and it makes sure the sessions are interactive and accessible. It is also highly experienced in safeguarding and supporting young people, and there has been positive feedback from the young people involved.
56. Several factors have emerged as being important in both cases: clarity about the work involved and what people will get from being involved; time for briefings and support for individuals and groups; giving people ways to keep in touch between meetings; and clarity about the status of each group.

Guideline implementation

57. We have continued the involvement of expert by experience members of Guideline Committees into implementation support of NICE guidelines. We've done this on various topics but co-design/co-chairing, presentation and facilitation in two of our local multi-agency improvement events on transition between hospital and home. The input was particularly useful in highlighting the importance of person centred care and support and communication around hospital admission and discharge.
58. The events concerned were in Chesterfield, North Derbyshire, on 3 March and Torbay on 18 April. Kath Sutherland- Cash (network member who sits on the GC on Transitions between inpatient hospital settings and community or care home settings for adults with social care needs), worked with Carolyn Denne to shape the multi-agency workshop events, designed to improve working across community and hospital based teams. Kath and Carolyn co-chaired the first one – as well as facilitating groups. In Torbay they co-presented on the barriers to person-centred integrated working.

Health Foundation – research on constructive conversations

59. There is a growing recognition that attempts to transform systems of care from the top down are neither effective nor sustainable. Making changes to the way that services are delivered may depend on fruitful conversations between health and social care services, as well as with staff from other agencies.
60. However, what's also vital is to see the communities that those professionals serve co-producing services: co-production joins professional experts with people who use services and carers to produce the best outcomes and experiences for those who receive care and support.
61. We have completed a literature review and held a multi-stakeholder workshop to inform the design of the research. We are carrying out research, along with the Health Foundation, ICF International, Institute for Government and PPL, to look at ways that staff from multiple agencies can broker and hold these 'constructive conversations'. We are looking at three case study sites – at Nottinghamshire, Dudley and Islington - where this sort of approach is taking place.

Communications

62. Co-production Network members have been involved in a number of activities with the Communications Team.
63. Work to support the launch of SCIE's Independent Mental Health Advocacy resource last year included network member June Sadd writing a featured article for SCIE's website and an article for the Nursing Times.
64. There have also been featured articles on SCIE's website by network members on:
 - Dementia through the eyes of women – Innovations in Dementia
 - Co-production and leadership – Tina Coldham and Michael Turner, from the Co-production Team
65. Network members have also spoken at:
 - ADASS workforce seminar.
 - London Councils working together event.
 - UK Home Care Association annual conference.
 - Westminster Briefing event on care leavers.

Plans for next year

Promotion of SCIE's co-production offer

66. Over the past four years SCIE has established robust internal co-production structures and produced authoritative guidance for the sector. The next phase of SCIE's co-production work needs to promote SCIE's offer to the sector more vigorously.
67. This year SCIE is hosting National Co-production week, 4 – 8 July which aims to:
- Promote co-production
 - Celebrate good practice
 - Raise awareness of SCIE's commercial offer on co-production
68. The aim is that Co-production week will become an annual event which builds steadily on each preceding year's activity.
69. Co-production week itself and the preceding months will include:
- Co-production Festival on 7 July which offers key stakeholders the opportunity to network, discuss co-production with an expert panel, enjoy disabled and service user performers, poets and comedians and contribute to the development of SCIE's co-production manifesto.
 - An open access Introduction to Co-production training course held at the SCIE offices
 - Establishment of a co-production blog site
 - Updating of co-production pages on the SCIE website
 - Co-production Roundtable with the Municipal Journal
 - Various conference presentations and speaking engagements
70. It is hoped that this activity will significantly raise the profile of SCIE's co-production work and generate some commercial opportunities.

Evaluation of Co-production in SCIE projects

71. A group of Co-production network members, project managers and SCIE senior research evaluation analyst have developed an approach to evaluating co-production in SCIE projects. In 2016-17 this approach will be piloted and then rolled out.

Appendix 1: Co-production Business Objectives 2015 -16

Objective 4. Ensure that the co-productive voice of people who use services, their families and carers is included in all aspects of our work through the way we operate and the products & services we deliver. Lead Amanda Edwards

| Key Performance Indicator | Performance measure | Owner |
|---|--|----------|
| An active and successful co-production network. | <ul style="list-style-type: none"> ✓ Two well attended meetings per year (one third of the network). ✓ Review membership in the light of SCIE's work programme. ✓ Expand membership of carers and people hearing impairment. ✓ 50% of members have participated in SCIE's work | PF |
| Skills and capability of co- production network members matched to the needs of the SCIE work programme. | <ul style="list-style-type: none"> ✓ Capacity development and training for new roles. ✓ Strategy developed for co – production at a local level in implementation support projects. | PF/DC/CD |
| Opportunities for co – production identified in bids and tenders and discussed with new clients and partners. | <ul style="list-style-type: none"> ✓ 2-3 innovative examples of partnership with user and carer organisations in project delivery. | PF/DC |