Board Meeting
May 2015

Agenda item: Annual Co-production Progress Report

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Summary

1. This is the third annual board report on Co-production. It summarises SCIE's progress in co-production, sets out how co-production can play a larger role in SCIE's income generation work and describes some of the challenges.

2. This year has been a productive and successful year for co-production.

3. Fifty members of SCIE's co-production network have been involved in 24 SCIE projects and activities.

4. Activities include serving on interview panels, advisory groups, guideline development groups and supporting projects as writers, consultants, SCTV contributors, conference speakers, media spokespeople, bloggers and trainers.

5. Co-production is already supporting income generation in a number of different ways and there are good opportunities to develop this offer.
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This report is for information and discussion.

Key questions for the Board:
- Are there any specific areas of the market that SCIE should target with its co-production training and consultancy offer?
- How can SCIE best deliver paid for co-production offers that are locally sensitive?
- How can we continue to raise our profile on co-production and differentiate ourselves from competitors?

Ewan King
Director of Business Development and Delivery

Pete Fleischmann   **Michael Turner**
Head of Co-production   Co-production Support Manager

Foreword from the Co-production Steering Group

12 months on from the last board report and SCIE have gone from strength to strength remaining the best in the sector for their co-production efforts. We have seen the co-production and delivery of the co-production learning programme to all staff and as mentioned later on some great examples of generating £64k of external funding for projects with an additional £178k being developed and proposed, the co-production team and SCIE overall have worked extremely hard to achieve great things with its partners. The report acknowledges areas with room for improvement and the need to maintain and increase external funding for projects. I am keen for SCIE to develop and offer more commercial services on co-production over the next 12 months.

Matt Langsford, Member of SCIE's Co-production Steering Group

It is incredible that in a few short years SCIE's early tentative venture into co-production has moved to a place where the philosophy is recognised and valued by many organisations, both in the statutory and the voluntary sectors. The word appears in many arenas where health and social care matters are discussed and initiatives developed. Admittedly there can be misconceptions about co-production but there is no doubt that there is increasing enthusiasm for this way of working. Development within SCIE of co-productive ways of working continues within its own departments and in addition SCIE is now at a stage where it successfully promotes co-production in its work with its partners and to other organisations that recognise the value. You can read below examples of the initiatives with new partners, with other organisations as well as the developments within the organisation with its own staff.

The work on developing co-production internally and promoting it to partners and to other organisations is not without its challenges. Some are highlighted below and as with many ideas and initiatives generated by the user movement there is a danger of it being colonized by well-meaning agencies which try to impose their own interpretations. However the strength of the Co-production Network in both the numbers of people involved and the degree of self-empowerment we have 'grown' together ensures that the principles are kept at the fore in our interactions with professionals at both an individual level and agency level. There has never been a more important time for co-production and I congratulate SCIE and the Co-production team for absorbing the principle into the very core of its collective being.

June Sadd,   Member of SCIE's Co-production Steering Group

Purpose

1. This is the third annual report to the Board on progress in co-production.

2. The report is divided into two sections:
   - Section one: Co-production and income generation
   - Section two: Co-production progress 2014 - 15

Background

3. SCIE continues to build a reputation as a leading organisation in co-production in social care.

4. SCIE's vision and values state:

   All our research, guides, learning materials, training and consultancy services are co-produced with people who use services and their carers.

   The way we work is:

   Co-productive and collaborative: We co-produce our work with people who use services and their carers to identify what works and how that knowledge can be put into practice.

5. Co-production is supported by a team of four part-time staff who manage the co-production network, provide advice, support and training to staff, deliver co-production products and represent SCIE's co-production approach externally.

Section one: Co-production and income generation

Background

6. The co-production team has a good track record of securing external funding for projects. For example this year the team secured £42K for resources promoting Independent mental health advocacy (IMHA) and £22K from the Joseph Rowntree Foundation (JRF) for films about older people with high support needs.

7. The team has a number of bids in various stages of development, including a joint bid with Bristol University, to the School for Social Care Research for £78K and £100K bid to the Heritage Lottery Foundation with several disabled people's organisations.

8. Co-production has been a part of the SCIE's Care Act training with user and carer trainers co-delivering the training with SCIE staff and associates.

9. Co-production was a part of SCIE's contribution to the Better Care Fund phase one work. Co-production Network members advised on the accessibility and relevance of the Better Care Exchange and two members of this group were filmed giving their views about integration. This short film has been used to promote the Exchange.

10. We plan to offer co-production as a clear part of the Better Care offer we are developing with PPL and KPMG

11. A specific co-production training programme is being developed and will be included in SCIE's overall training offer. It will include a modules on the Care act and on integration.

Discussion

12. Co-production is an important part of SCIE's values and is one of the things that distinguishes SCIE from our competitors and partners.

13. There are, however, some tensions between continuing to incorporate meaningful co-production in our work and generating income both independently and with partners.

14. On the one hand co-production is an asset giving our work added credibility, depth and authenticity. On the other hand, co-production can potentially add costs and extra time to projects.

15. If SCIE is to fulfil its commitment to co-production, it is important that we are realistic about the challenges of co-production. This is particularly crucial as SCIE is required to raise more and more income from commercial sources.

Tables 1 and 2: How co-production can help and hinder business development

Co-production factors that can support business development
• Co-production is key part of SCIE's offer
• Co-production distinguishes SCIE from competitors
• Co-production adds value and results in better products
• Co-production is often a requirement of clients/funders

Co-production factors that could hinder business development
• Co-production adds some costs to projects
• Co-production may add time to projects
• SCIE and partners may have different approaches to co-production
• Clients/funders may not require co-production

16. Some of the factors which hinder business development can be moderated by sensible budgeting and good planning at the beginning of projects. The costs of co-production do not vary greatly depending on the size of a project. So for larger projects the costs of co-production are a smaller proportion of the overall costs.

17. If potential clients are not planning to incorporate co-production in a piece of work, there may be opportunities to persuade them of the benefits of co-production and then incorporate it into the bid.

18. The extra time required for co-production can be largely mitigated by good planning and by using the models and frameworks that SCIE has already developed.

The next steps for co-production and income generation

19. Co-production will continue to contribute to income generation in three main ways;

20. Contribution to general offers
    - Co-production team and Network members contribute to income generation activities as members of project teams, trainers, consultants, writers and members of advisory groups.

21. Specific co-production offers
    - Co-production team and Network members develop bids and tenders for specific co-production projects.

22. Training and consultancy to support improvement in co-production
    - Co-production team and network members design and deliver a co-production training/consultancy programme as part of SCIE's general offer.

23. As the 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.

Co-production Key Performance Indicators (KPI s) 2015 – 16

24. This set of KPIs has been agreed as SCIE's business objective 4 for the next financial year.

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.

Key Performance Indicator	Performance measure	Owner
An active and successful co-production network.	✓ 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	PF
Skills and capability of co-production network members matched to the needs of the SCIE work programme.	✓ 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.	✓ 2-3 innovative examples of partnership with user and carer organisations in project delivery.	PF/DC

25. In addition to the above KPIs a Co-production income target for 2015- 16 of £100k has been set.

Section two: Co-production progress report

Introduction

26. This section reports on progress on the 4 KPIs which form the 2014- 15 Objective 4;

27. *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.*

28. 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.

29. Performance measures
   - Two well attended meetings per year (one third of the network).
   - Network reflects the range of SCIE activities.
   - 40% of members have participated in SCIE's work

30. 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 which SCIE can work with to co-produce projects and programmes.

31. Membership of the Network is made up of:
   - National user-controlled organisations
   - National carer-controlled organisations
   - Equality group organisations[1]
   - 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

32. There are 64 members of the Co-production Network. This includes representatives of 27 organisations and 18 people who are individual members.

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

33. There have been two full meetings of the Co-production Network this year. The first on 3 June 2014 was attended by 32 members and the second on 9 December 2014 was attended by 45 members.

34. It has been recognised that the Network needs to attract more members with hearing impairments and better representation from carers. Filling these gaps in the membership are included in 2015/16 KPIs.

KPI 2: Effective involvement in SCIE work programmes

35. Performance measures
    - Co-production planned and resourced at the start of all projects.
    - 2-3 innovative examples of co-production with members by March 2015.
    - Survey the members of the co-production network to seek feedback on their effective involvement.

36. Co-production is now firmly embedded as part of SCIE's work and day-to-day activity. It is increasingly recognised and understood by staff as part of all SCIE's work whether it is an established activity such as producing NICE guidance, responding to commissions with a short timeline as with the Care Act resources, or new activities such as the Care Act training and the recent policy roundtables.

37. Between April 2014 and March 2015, 50 members have been involved in 18 general SCIE projects and activities and six NCCSC GDGs.

Innovative examples of co-production in SCIE projects

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

Care Act training

36. The Care Act training gives a clear illustration of how co-production can be a key part of the development of SCIE's commercial offer, and some of the potential difficulties involved.

37. Time limitations meant that it was not possible to give people who use services and carers full input into the planning of the training programme. But the team worked hard to ensure that the training does have a strong co-production element. This has been achieved by including a user trainer who works alongside staff trainer on most courses. This approach has been largely successful and grounded the training in real experiences. However, using two trainers is obviously a more expensive and less profitable proposition and there were lessons learned about proportionality that will be useful for future work.

Roundtable events

36. There was a strong presence of people who use services and carers at services at the roundtable events on social care policy. Each event had a person who uses services as the first speaker and included users and carers as round table participants. This had a significant impact on the tone of the discussions and contributed to making the roundtables extremely engaging and successful.

37. Some of the roundtables were breakfast meetings. Whilst this scheduling was attractive to social care leaders it was not accessible for some disabled people. It also added costs in terms of overnight stays for disabled people and their supporters and prevented some people being able to attend.

Care Act resource transition from children's to adults' services

38. This resource has been developed with strong input from people who use services and carers. The Project Advisory Group included four young people and three parents alongside managers and practitioners.

39. Video diaries were identified as the best approach to collecting film content about young carers. A group of young carers were given cheap cameras and asked to produce content about their own lives. This gave them a very high degree of control over SCTV film which was co-produced with a local young carers' organisation.

Better life films

40. The Joseph Rowntree Foundation (JRF) commissioned SCIE to produce an At a glance and two Social Care TV to support the dissemination of the results their 'A Better Life' programme on improving the quality of life of older people with high support needs to the social care sector.

41. A group of Co-production Network members met to work with the production company to decide on the approach to the films. The production company then met with the participants in films to give them a say in how they were filmed.

42. The co-production process gave the films a strong focus on what was important to older people and the ways in which social care services can support them to do the things that matter to them.

Equality, diversity and human rights learning programme

43. A sub-group of the Equality, Diversity and Human Rights Forum, which comprises members of the Network and SCIE staff, developed and delivered a learning programme on equality, diversity and human rights to SCIE staff. This is reported fully in the equality, diversity and human rights report.

Independent Mental Health Advocacy Project

44. SCIE and the University of Central Lancashire (UClan) have developed 12 new resources to improve the access to, and the quality of, Independent Mental Health Advocacy (IMHA).

45. People who use mental health services were involved in a number of roles, including as advisory group members, writers, media spokespeople, conference presenters film-makers, editors and project leads.

46. The co-production approach helped to ensure that the concerns of people who use services is central to all the resources.

47. The resources were launched at a well-attended event at the House of Lords on 11th March 2015.

NICE Collaborating Centre for Social Care (NCCSC)

48. Co-production with people using services and carers has continued to work successfully in the NCCSC. People are involved from the project set up, through the Guideline Development Group (GDG) Chair's recruitment, in the scoping stage, in the GDG itself, in shaping the implementation support tools and finally in dissemination activities.

49. NCCSC has to follow NICE's procedures for co-production, which it refers to as public involvement, with some additional measures which SCIE recommended when the NCCSC was established.

50. NICE asked SCIE to review the effectiveness of these innovations this year. This has shown that the changes have had a positive impact, strengthening the voice of people who use services and carers in the early stages of the process.

51. The NCCSC has also continued to be effective in supporting people who use services and carers to participate fully in what can be a complex process.

52. Many of the people who use services and carers who have been recruited to various NCCSC roles have accepted invitations to join the Co-production Network.

Communications

53. Co-production has continued to increase in prominence in SCIE's communications work:

54. Co-production network members have been active in several pieces of communications work including:
- Laura Able wrote a SCIE opinion on co-production and recruitment
- Matt Langsford wrote a SCIE opinion on co-production

- June Sadd spoke at a fringe meeting on advocacy at the National Children's and Adults Services conference and at House of Lords to launch the IMHA resources
- The Comms Team has also supported members of Co-production Network to take part in items on Channel 4 News and BBC London radio.

55. Co-production has also featured in:
- People from the 'Getting to know the person with dementia' film gave a presentation at the Alzheimer's Show
- A carer who chaired the Project Advisory Group for Guide 54: Commissioning homecare for older people gave a presentation at the Health and Care Show and wrote an article for Care Talk magazine
- SCIE/TLAP joint presentation on co-production at the NCAS conference speakers' corner.
- An article for Carers Talk

56. Cecilia Mercier is a Co-production team member with learning difficulties who works across SCIE in an administration role. With support Cecilia has produced a SCIE opinion about co-production in easy read for people with learning difficulties and another one about on making meetings accessible for people with learning difficulties.

Survey of Network members and SCIE staff

57. Co-production Network members and SCIE staff have completed a survey monkey questionnaire about Co-production in SCIE. Forty-one members of the Co-production Network responded (out of 63) and 41 members of staff responded (out of 70). The results are currently being analysed.

58. Initial analysis shows that the overwhelming majority of both staff and network members are very positive or quite positive about co-production in SCIE in terms of its usefulness and also the quality of the experience.

59. 61% of respondents believe that Co-production significantly influences the work of SCIE's staff. Interestingly staff are much more positive than network members about whether co-production has had a real impact on what SCIE does.

60. All respondents say that SCIE needs to do more work to involve people who use services and carers in SCIE's work and in decision making.

61. Some respondents were very positive in the free text question at the end of the survey:

For the past 25 years I have been actively involved in numerous initiatives that have aimed to involve or work alongside service users and carers and I strongly feel that overall my experience of co-production with SCIE has been the most rewarding of these experiences. (Co-production network member)

62. Whilst others are quite challenging:

It always feel like the network is reactive to issues that have been determined by others. For co-production to really work we need the space to identify our own issues in addition to the ones that are being presented to us. Co-production is about involvement and sharing power at every stage which includes coming up with ideas and issues in the first place. (Co-production network member)

KPI 3: Support user and carer organisations to work in partnership with SCIE.

Performance measures
- Delivery of staff training by members of the co-production network.
- 2-3 innovative examples of partnership with user and carer organisations in project delivery.

Co-production staff training

63. The initial plans for training for staff were outlined in last year's report. Following discussion at the Co-production Network and with the Co-production Steering Group, it was decided to develop mandatory co-production training for all staff.

64. A design group that included Co-production Network members, external users and carers and SCIE staff planned the training in early 2014. There have been six training sessions which have been attended by 50 staff. Feedback gathered through evaluation forms from participants was consistently positive, with most people rating all aspects of the training either excellent or good.

65. The training's effectiveness has been evidenced by the high knowledge and awareness of Co-production among staff. In the evaluation survey only one member of staff was not aware of SCIE's co-production work and staff had good awareness of SCIE's co-production aims.

Partnership with user and carer organisations in project delivery

66. There are two pieces of work currently being developed with user and carer organisations.

67. A bid about personalisation and people from lesbian, gay, bisexual and transgender communities is being developed with Bristol University, Stonewall and Regard, a user controlled organisation. Ju Gosling who represents Regard on SCIE's co-production network took the initiative to bring together the partners and set the process in motion. If the bid is successful it will bring £78k into SCIE.

68. The co-production team are working with Shaping Our Lives national user network and several other disabled people's organisations to develop a bid to the Heritage

Lottery Fund for an oral history of independent living. If successful this will bring £100k into SCIE.

KPI 4: Development of a commercial co-production offer

Performance measures
- SCIE's expertise increasingly recognised.
- Additional income generated.

69. The growing recognition of SCIE's expertise in co-production is evidenced by the partnerships with user and carer organisations described above and approaches from other organisations including -
- Southwark Council – who have used SCIE's guide to co-production extensively in their policy
- Camden Council – who have asked for input from SCIE in their co-production policy
- NW London Foundation Trust have consulted with SCIE about their co-production and integration work.
- CQC on SCIE's advice in their public engagement strategy use the term co-production in place of shared decision making
- CQC and SCIE are exploring how SCIE can support CQC's Experts by Experience programme.
- SCIE contribution about co-production to National Institute for Health Research evaluation of their public engagement was positively received.

70. The Co-production team raised £64K for co-production project work and contributed to income generation activity including the Care Act training and Better Care Exchange.

Appendix 1: Co-production Business Objectives 2014 -15

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.	- Two well attended meetings per year (one third of the network). - Network reflects the range of SCIE activities. 40%of members have participated in SCIE's work	PF
Effective involvement in SCIE work programmes.	- Co-production planned and resourced at the start of all projects. 2-3 innovative examples of co-production with members by March 2015.	PF/DC/CD
Support user and carer organisations to work in partnership with SCIE.	- Delivery of staff training by members of the co-production network. 2-3 innovative examples of partnership with user and carer organisations in project delivery.	PF
Development of a commercial co-production offer.	- SCIE's expertise increasingly recognised. - Additional income generated.	PF