

How to make the transformation?

Co-production is different, it's demanding, it's risky. Clearly, it requires new skills on the part of professionals. No longer is expertise solely a professional matter. Co-production recognises and respects service user experience. It seeks to build on their first-hand expertise in conjunction with frontline professionals to jointly improve outcomes. Effective front-line professionals and managers remain vital to excellent services – but their focus is now on giving guidance and support to service users as the co-producers of services.

Governance International has developed a comprehensive Co-Production Toolkit which helps service commissioners and providers in the public, non-profit and private sectors to reap the benefits and minimise the costs and risks of collaborating with users and communities. This includes the following tools, tailored to the needs of your stakeholder group:



Raising Awareness and Getting Buy-In for Co-Production

- **2 hour training sessions** for Boards and Management Teams, Cabinets and Scrutiny Panels
- **Half-day training sessions** for service commissioners, heads of service provider units and people who use services
- **One day training sessions** for service managers and front-line professionals in public, private and third sector organisations.

How to make the transformation?

Achieving Change – How to Do Co-Production of Public Services

- **The Co-production Self-Assessor** helps your managers and staff to assess how well your organisation is currently working with users and communities to achieve outcomes. The tool will enable you to identify existing gaps that can be filled by mobilising service users, local citizens and third sector organisations.
- **The two day Co-Production Star training programme** helps you to roll out co-production throughout your organisation or partnership. Starting with a systematic and cost-effective training programme, based on our five-step Co-production Star model, it helps you to develop a Co-production Strategy and Action Plan for your service, your council and your partnership.

Scaling it Up and Making it Stick – Moving to Sustainable Co-Production

- Developing a **Business Case for Co-production** which helps you to demonstrate the benefits created by co-production and to identify the efficiency gains across more services and outcomes.
- Aligning your **Competency Framework and Performance Management System** to provide your managers and staff with incentives to co-produce – and designing incentives so that service users, other citizens and third sector organisations don't burn out or lose commitment.

In addition, the **International Co-Production Exchange (ICE)** provides you with access to peer review and coaching by national and international colleagues working in the same field.

Check for yourself in the Network section at www.govint.org

"Co-production is central to the future of public services. The good news is that we now realise we have been doing a lot of it already in recent years. The bad news is that we now realise we were not doing it well because we weren't taking it seriously. The time has come to use co-production on a major scale to achieve lower cost public services on a mass scale."

Jim McManus, Joint Director of Public Health for Birmingham



Contact us

Interested in improving your service and outcomes? Get in touch with us and let's discuss how we can work together.

Governance International

2nd Floor, 3 Brindley Place
Birmingham B1 2JB
United Kingdom

Phone: (0044) (0)121 698 8743
Fax: (0044) (0)121 698 8600
E-mail: info@govint.org
Web: www.govint.org

Company Limited by Guarantee No. 04488214
Companies House for England and Wales

You can contact the Chief Executive

Elke Loeffler

E-mail: elke.loeffler@govint.org
Mobile: +44 (0)750 236 6702



You can also contact our project manager

Frankie Hine-Hughes

E-mail: frankie.hine-hughes@govint.org
Mobile: +44 (0)7920 407709



You can also contact our Associate

John Tatam

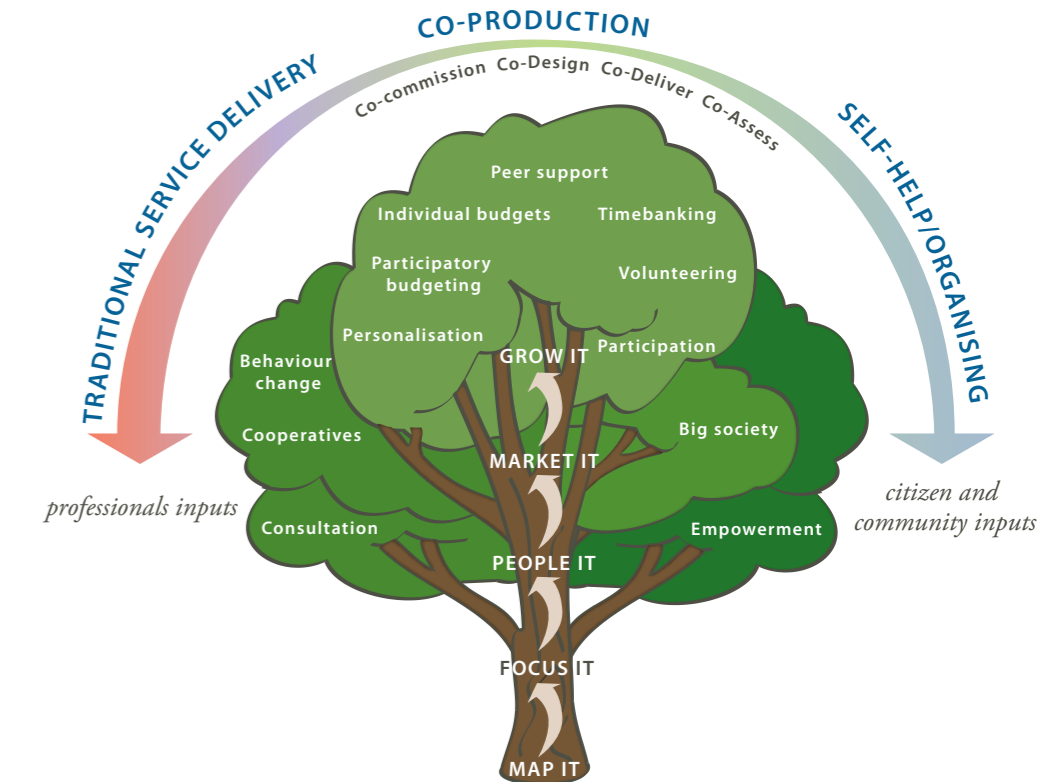
E-mail: john.tatam@govint.org
Mobile: +44 (0)7828 744166



PUBLIC SERVICE CO-PRODUCTION

what it is, why it matters, and how to do it

A Governance International briefing note



What is co-production?

Co-production is not about Hollywood films or TV shows – it's about users and communities improving outcomes by contributing to public services. This is not a new concept, of course. What is new is that in recent years increasing numbers of organisations and communities are seeing the benefits of working collaboratively to improve outcomes. This is the case across the public, private and third sectors.

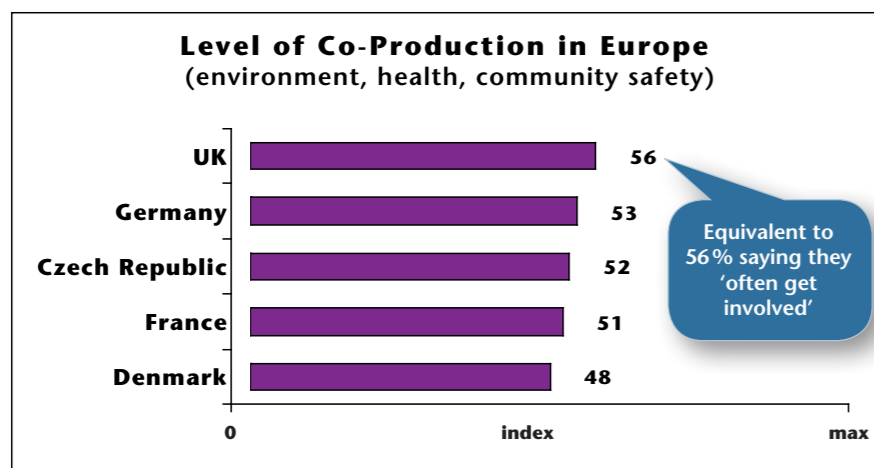
For *Governance International* co-production is about citizens and the public sector coming together in new creative, innovative and collaborative ways. Co-production of public services means the public sector and citizens making better use of each other's assets and resources to achieve better outcomes and improved efficiency.

'Expert users' know about things that professionals often don't and sometimes even can't know, e.g. how can my dad remember to take his medication at the right time (which doctors often don't think about), how to explain to my mum how to send texts on her mobile phones (which many social workers are not good at explaining), how can we convince young people to avoid smoking and substance abuse (other young people are good at this – many public sector staff have little credibility).

Therefore, co-production is not just what people need but also what they can do to help themselves and others. Indeed, a survey of co-production by *Governance International* and TNS Sofres shows that today's citizens, their family and friends already play a greater role in improving public outcomes than many professionals realise.

In the survey, UK citizens scored higher than those in the Czech Republic, Denmark, France and Germany in terms of co-producing better health, community safety and local environment. The survey also demonstrates that the potential for co-production is underused.

The Co-Production Toolkit developed by *Governance International* supports your agency to assess how much co-production is already taking place, how to make it work better and how to spread it more widely. So don't wait – explore the potential of co-production now.



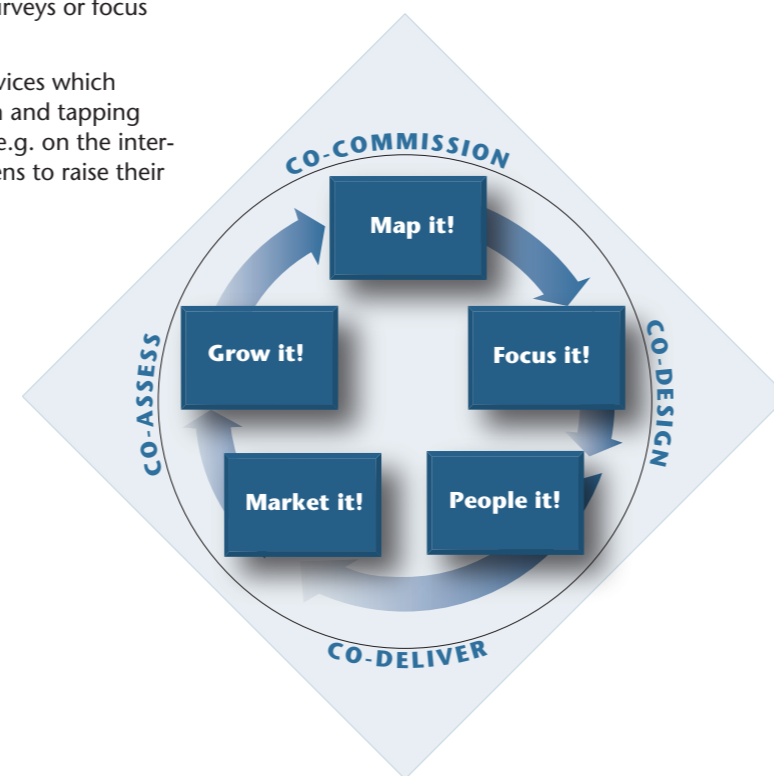
Why does co-production matter?

The *Governance International* Co-Production Model shows professionals how to harness the potential of co-production by involving citizens in

- Co-commissioning public services which means shifting from a pure needs analysis to an asset-based outcomes approach to enable service users to contribute.
- Co-designing public services which means using the customer journey approach to look at the service process through the eyes of people who use services.
- Co-delivering public services which means identifying who is willing to do what through citizen surveys or focus groups.
- Co-assessing public services which means opinion research and tapping into public discussion (e.g. on the internet) and enabling citizens to raise their own questions.

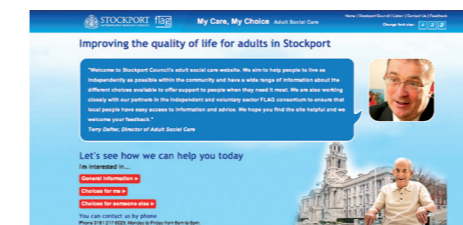
This model demonstrates the wide range of different approaches to co-production which are available. In our experience, most public agencies are already using at least one of these types of co-production in their current work. However, this is often not systematic and usually does not make the most of the wider range of co-production approaches which could help to transform services and improve outcomes.

Look out for our more specific *Governance International* Co-Production Briefs to understand how to build co-production into your work, both as a commissioner and provider of public services.



How co-production works in practice

Citizen involvement in the service process can bring about a major transformation in the efficiency and effectiveness of public services. The case studies and interviews



Case Study One

Stockport Council's new adult social care website 'My Care, My Choice': A business case for service co-design

Stockport Council's Adult Social Care Department used a co-design approach to re-launch their website from a customers' point of view, as the old website resulted in unnecessary and poor quality calls to the contact centre, which wasted everybody's time and resources. The new website featured the information which services users, their families and friends said they needed, in a way they could understand. Most importantly, it has resulted in savings for the department of nearly £300,000 p.a. So why not do the same with your website?

showcased at www.govint.org demonstrate impressive improvements which public agencies just cannot continue to ignore. Here are four examples:



Case Study Two

Well London Project – communities changing behaviour for a healthier life

The Well London project targeted 20 of London's most disadvantaged communities to promote increased physical activity, healthier diets and better access to healthy food, as well as improved well-being and mental health. The four year programme was locally focused and community-led from start to finish. It began with extensive consultation with residents to incorporate their priorities into the project (co-design). Residents were also able to co-deliver activities. Examples of this included making physical improvements to their neighbourhoods and delivering mental health awareness training to other residents. A survey of the 14,772 participants in the Well London project revealed that: 79% reported eating more healthily; 76% had increased access to healthy food; 77% reported higher levels of physical activity; and 82% felt more positive about their lives. The project also resulted in significant numbers being able to access training and qualifications that have enabled residents to enter paid employment.

How co-production works in practice

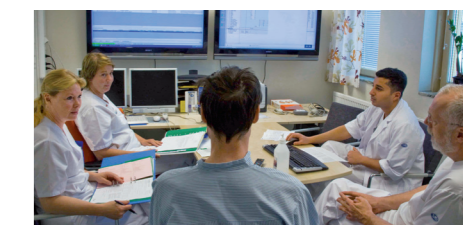
For more case studies subscribe to our monthly newsletter or have a look at the good practice section at www.govint.org.



Case Study Three

Solihull Environment Champions working with the council to transform their neighbourhoods

In Solihull more than 250 engaged citizens are working with the Council's Department of Environment to tackle problems of graffiti and litter. The project started in a highly disadvantaged area of Solihull but has now widened out. It has significantly improved local environments, as many 'before and after' photos demonstrate. Moreover, public spaces that are looked after by community action require less maintenance by the council. As well as making neighbourhoods look far better, Solihull Council estimates the project has already resulted in savings of over £200,000.



Case Study Four

Empowering patients to need less care and do better, Highland Hospital, Sweden

In 2001, the gastroenterology unit at Highland Hospital had long waiting lists. Growing numbers of in-patients were making likely a highly expensive increase in the size of the ward. A review of its services, using a patient perspective, redefined the role of patients to give them greater responsibility for their health as members of a team, rather than just subjects of medical intervention. Indeed, in-patients weren't subjected to the 'doctor's round' any more, but rather chaired 'team meetings' to determine their own treatment jointly. This resulted in high levels of satisfaction with the care system amongst both staff and patients. Moreover, the greater responsibility exercised by patients resulted in nearly 50% fewer hospitalisations over a 7 year period (compared to a national average of a 4% decrease).