



COPRODUCTION STRATEGY

Embracing coproduction across Adult Social Care 2024-2027

Adult Services and Wellbeing
Calderdale Council

Foreword

This Co-Production Strategy represents an important step forward in our commitment to creating a more inclusive and collaborative approach to Adult Services and Wellbeing in Calderdale. Central to this strategy is the belief that those who draw on care and support, along with their carers, are experts by experience. Their insights, perspectives, and lived experiences are not just valuable; they are essential in designing, developing, and delivering services that genuinely meet the diverse needs of our community.

This strategy was developed in partnership with Community Voice, a group of people with direct experience of adult social care and their carers. It reflects our shared vision of a system where services are not simply delivered to people but co-created with them. We want everyone to have a voice and an opportunity to influence the decisions that affect their lives.

Co-production is not just about meeting statutory requirements, such as those set out in the Care Act 2014. It is about fostering a culture of true inclusion, where everyone, regardless of their background or circumstances, feels valued and heard. The National Co-Production Advisory Group highlights that co-production is a meeting of minds, where people work together to find shared solutions. When done well, it involves people who use services from start to finish.

The benefits are clear: it empowers people to have a real say in the services they use, draws on the unique knowledge and skills of those with lived experience, and leads to better and more responsive outcomes. By embedding inclusivity at every level, from care planning to strategic decision-making, we can make sure that our services truly reflect the richness and diversity of the communities we serve.

We are proud of the progress we have made so far, but we recognise that this is just the beginning. Inclusion and co-production is a continuous journey. By working together, we can create a system that values every voice, learns from every experience, and delivers the highest quality of care and support for all.

Cath Gormally
Director
Adult Services & Wellbeing

Councillor Diana Tremayne
Lead Elected Member
Adult Services & Wellbeing

Introduction

This strategy explains how we will work towards more strategic co-production in Adult Services and Wellbeing in Calderdale

It has been written and developed with Community Voice, a group of people with lived experience of using adult social care services and their carers.

What Coproduction is

Coproduction is ensuring that people who draw on care and support are involved in all aspects of the design, development, and delivery of services. People who use services, or people who care for those who do are recognised as experts by experience. It is vital they are involved so we can ensure that services are the best that they can be.

Co-production recognises that people with lived experience and their carers have skills, knowledge and experience that can help make services better.

The National Coproduction Advisory Group, in Think Local Act Personal says,

“Co-production is not just a word, it is not just a concept, it is a meeting of minds coming together to find shared solutions. In practice, co-production involves people who use services being consulted, included, and working together from the start to the end of any project that affects them. When co-production works best, people who use services and carers are valued by organisations as equal partners, can share power and have influence over decisions made”.

The Care Act 2014 specifically includes the concept of co-production in [its statutory guidance](#). The guidance defines co-production and suggests that it should be a key part of implementing the Care Act. Coproduction should be used to develop preventative, strength-based services, support assessment, shape the local care market and plan information and advice services.

The benefits of Co-production

- People have power to influence the services they use.
- People are experts by experience and can teach us how to provide a better quality of care and support.
- Improved outcomes for people who draw on care and support.
- Development of good social networks and communities – and improved internal team relationships.
- Contributes to more efficient use of resources.
- People feel heard.

Where co-production happens

- ✓ On a one-to-one basis when a social worker, social care worker, or occupational therapist helps a person design their own support.
- ✓ In a team when a manager asks people with lived experience to help improve the way their team delivers a service in the local area.
- ✓ Strategically when people with lived experience and carers work together with staff and other stakeholders to design, develop, deliver, or review a policy, strategy or service that will impact upon a larger group.
- ✓ When people get together at the very outset of thinking about changes or developments.

Where we are now in Calderdale

The **Coproduction ladder** is a useful tool to help us keep a check on if we are involving people in the best way:



Coproduction and Codesign – Doing with

Involving people as equal partners from the start to the end of a project

Engagement, Consultation and Informing – Doing for

People are asked their opinions and views but have limited influence over decisions that are made

Education and Coercion – Doing to

People are seen as passive recipients, services are designed for them and their views are not considered



We asked our Community Voice group in August 2024 where they feel we are at on the ladder. Here is what they said:

- ✓ “My personal view is we are somewhere between the 2nd and 5th rungs of the ladder. Clearly much to do (and will it ever be 100% finished?) as over time things change - but so much progress has been made. I have not seen as much positive progress in this area in my time involved”.
- ✓ “I feel where we are on the ladder depends on which theme or topic we are discussing. For recruitment – I think the People’s Panel is true co-production”.
- ✓ “I feel that being part of the Carers’ Voice Group and rewriting the draft Carers Assessment form has been an example of co-design moving into co-production. We have a real tangible thing that we have changed and we continue to change as we reflect on the feedback of people completing the forms in the pilot period. Looking forward to finalising the form and it being launched in November!”

- ✓ “There are times we are lower down the ladder, when we are not consulted on things – and that’s why I joined this group, to make a positive change and make sure my voice is heard to improve what happens where I live. We have started the journey and I think it’s great. It’s about people having the opportunity to have a say and I think our meetings are a great way to do that”.

How this strategy was developed

Our Co-production Strategy was developed by residents in Calderdale who have an interest in improving Adult Social Care. We invited members of our local communities along to two events at an accessible community venue. We explored important themes to inform how we can better work together.

What does good support look like?

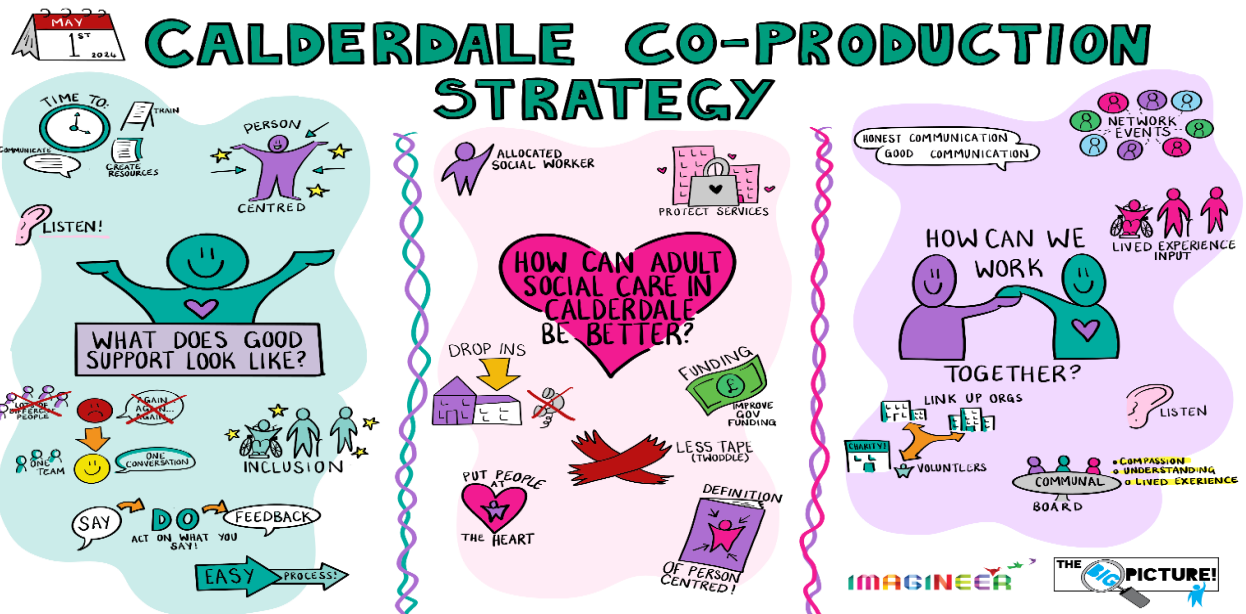
- Listen
- Take the time – to train, communicate and create resources
- Be person centred
- Make processes easy
- Act on what you say
- One team and one conversation
- Inclusion

How can Adult Social Care in Calderdale be better?

- Allocated social worker
- Drop-ins
- Protect services
- Put people at the heart
- Less ‘red tape’
- Funding
- Be the definition of person centred

How can we work together?

- Good, honest communication
- Have lived experience input
- Network events
- Link up organisations
- Include volunteers
- Communal board
- Listen
- Have compassion and understanding



We asked the people who came along to sign up to this new way of working and to demonstrate how we can all play a part in working better together. Some of the people who attended our event have become more involved in our activities and a new Community Voice group has been established.



One of our Community Voice Group members said:

“Life will always throw up challenges – but working together helps.”

Our vision and principles

People shared their thoughts and feelings with us on how we could achieve a positive vision. Our Community Voice Group decided on the following principles for how we can best work together:

1. Value and involve people with lived experience and make sure we all benefit from shared knowledge and skills to improve our services in Calderdale.
2. Keep things simple – the language we use, the documents we produce and avoid complicated words and jargon.
3. Respect each other, our differences and approaches.
4. Honesty and openness will always be the focus of our work. Promoting mutual trust, being open to everyone and being inclusive and inviting.
5. A 'go to you' approach to make sure all communities have their voices heard and have opportunities to be involved in ways that works best for them.
6. We are all responsible for promoting the work we are doing together to raise the profile of co-production in Calderdale

How we will work together to do things differently

There are 6 priority areas we will focus on during the life of this strategy as follows:

1. Community Voice
2. Carers Voice
3. Reward and recognition
4. People's Panel
5. Direct Payments
6. Staff development

1. Community Voice Group

Our Community Voice group meets monthly across the borough to explore a range of issues relating to Adult Social Care. The group works creatively to ensure voices are heard.

What we will do:

- We will grow our Community Voice group so that we make sure a diverse group of people from across our communities are given opportunities to join our activities and projects.

- We will ensure the voices of people are heard at strategic level by regularly communicating to our Senior Leadership team through our Co-production Lead
- The themes from meetings will be recorded and the output from our engagement will be fed back to Senior Management meetings for consideration in decision making.

2. Carers Voice Group

We want to grow our Carers Voice Group. We are working together to coproduce a new Carers Assessment Form and hope to increase our coproduction activities in relation to Carers.

What we will do:

- Grow our commitment to carers by ensuring we have opportunities for involvement in coproduction.
- Recruit a new Carers Lead to drive this work forward.
- Co-produce a new Carers Assessment Form.

3. How we will recognise and reward people with lived experience

We will recognise the contribution made by people with lived experience and increase opportunities for involvement.

What we will do:

- Codesign a Reward and Recognition Policy to ensure people are valued in ways they prefer to recognise their valued contribution to the work we are doing.
- Work with the voluntary and community sector to build a group of people and carers with lived experience who want to get involved in our projects.
- Offer training and support to people and carers with lived experience, so they have the confidence and knowledge to get involved in projects with us as equals.
- Offer people opportunities to attend events and conferences to support their understanding and skills.

4. People's Panel

We want to embrace and embed co-production throughout our recruitment processes. The People's Panel comprises of people who draw on care and support from Adult Services or are carers of those who do. Our panel provide valuable insight

during our staff interview processes and make sure that people have a voice in our recruitment decisions.

A member of our People Panel said:

“It’s not often that when I go to groups or meetings that I see people who look like me, so I think this is a great idea for bringing people in and letting their voice be heard”.

One of our staff said:

“I enjoyed the process. It made a nice change from the usual formal interview process. People with experience should absolutely be involved in the recruitment of staff who deliver the services they access”.

What we will do:

- We will incorporate a People Panel into our interviews wherever possible.
- We will encourage people from different communities across Calderdale to be involved and look at ways that we can enable that involvement.
- We will value different perspectives and listen to what people say to inform shared decision-making.

5. Direct Payments

Transformation of our Direct Payments offer is underway. We are working alongside our Direct Payment users, managers, and carers who have a valuable presence and contribution to our Working Group and focussed Task and Finish Groups. To make sure the reform of Direct Payments fully reflect the needs of the users, co-production activities are planned across the borough, online and in-person to make sure we hear more seldom heard voices.

What we will do:

Working Group

- A Working Group will be formed. In addition to relevant officers, we will include between four and six Direct Payment users, managers and carers.
- We will make sure that at least two representatives are people from groups whose voices are seldom heard.
- The Working Group will establish relevant Task & Finish Groups to lead on specific focussed pieces of work.
- We will undertake dedicated engagement activities with established groups.

Consultation

- We will undertake face to face consultation with Direct Payment users, managers and carers so that we can ensure we hear the voices of all involved. The consultations will be a focus of one of the Task & Finish groups to ensure they are truly co-produced.

PA Register

- We will work with people with lived experience to develop a PA register. Development of this will be overseen by the Working Group with a focussed Task & Finish Group with Direct Payments users, managers and carers to ensure it is fit for purpose.

6. Staff development

Staff need support and training to understand what co-production is and what they can do to help make it happen.

What we will do:-

- We will introduce Co-production Champions across Adult Services and Wellbeing – so our staff teams are aware of how they can work towards better coproduction in their particular role and area.
- We will provide training and build on our existing engagement toolkit to develop a Coproduction Toolkit. This will help us move from a consultation and engagement approach to a co-design and co-production approach.
- We will continue to provide Social Care Forums to support staff to connect and learn more about working collaboratively with residents and communities.
- We will continue to host regular staff engagement events so our teams are kept up to date on activities, best practice and have the opportunity to get more involved.

We are also working on a special project with IMPACT, (Improving Adult Care Together)

IMPACT supports the implementation of evidence in adult social care. Its' objectives are:

- Increasing the use of high-quality evidence, leading to better care practice, systems, and outcomes
- Building capacity and skills in the adult social care workforce to work with evidence of different kinds to innovate and deliver better outcomes.
- Developing relationships between a wide range of stakeholders across the sector to improve outcomes for people who draw on services and their families
- Improving understanding of what elements of evidence implementation do and do not work in practice, and using this to overcome barriers

IMPACT Networks are one of IMPACT's delivery models, the aims of which are to:

1. Improve practice and outcomes in adult social care at the local level and solve common, yet complex, challenges.
2. Collate practical solutions at community level to create scalable solutions that inspire and inform change across the UK.

We are very pleased that we have been selected to develop a network in Calderdale.

What more we will do:

- Work with IMPACT to recruit members 8-10 people including people who receive care and support, carers, staff, funders, decision-makers and relevant service providers to their local Network.
- Attend training with other Local Network Coordinators
- Run four Network meetings, roughly six weeks apart.
- Meet with other Local Network Coordinators from the UK
- Create an action plan for practical change.
- Provide feedback six and 12 months after the Network ends.

And finally...

We will monitor progress against the action plans for each of the 6 priority areas and the IMPACT work and will ensure progress is shared widely and any barriers identified and unblocked.

To find out more about how we are moving towards co-production in adult social care in Calderdale or to see our Action Plans as they develop visit our webpage.

