

STARTING CO-PRODUCTION IN SMALL CHARITIES:

IDENTIFYING BARRIERS AND HOW TO TACKLE THEM



**Clare Social
Leadership**

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We would like to thank the Clore Social Leadership Emerging Leaders Programme 2021 for bringing us together for six months of challenging and inspiring leadership development, and especially for giving us the opportunity to think through an issue that we believe is already, and will continue to, transform the social sector.

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INTRODUCTION

CO-PRODUCTION. WHAT IS IT? WHY IS IT IMPORTANT? HOW SHOULD WE DO IT?

These are questions that have confronted most, if not all, social sector organisations, in all of our work - service delivery, insight generation, influencing activities. And these are certainly questions that have challenged all of us involved in this work. We are a group of leaders who participated in the Clore Emerging Social Leaders Online 2021 programme. We are leaders in social sector organisations of various sizes - from national membership organisations and large national charities through to medium and small local charities.

All of us share an interest in how decisions are made within organisations, where power is held, and a commitment to the principle of 'nothing about me without me'. Not surprisingly, then, when we came together for the Challenge part of the Clore programme - which involved working as a team to identify and explore a practical question of broader relevance to the social sector - we picked addressing a set of questions around co-production.

Specifically, we wanted to better understand

“

HOW MIGHT WE TACKLE THE BARRIERS FOR CO-PRODUCTION IN SMALL CHARITIES, FOR BOTH ORGANISATIONS AND PEOPLE WITH LIVED EXPERIENCE, TO COLLABORATE ON THE DESIGN, DELIVERY AND EVOLUTION OF ORGANISATIONS AND SERVICES IN A MEANINGFUL WAY?

”

There is already a wealth of information about best practice in this area, and we set out to both pull together that existing literature, and add to it with our own primary research. That involved asking three groups (1) charities (2) funders and (3) people with lived experience, about barriers to co-production they have encountered.

This document brings together all of that research. It aims to offer small charities starting out on their journey some insights to better understand what co-production is and why it's important, as well as how they can integrate it into their ethos and practice. We'll share some conversation prompts and practical tips to help you on your co-production journey, recognising that this is very much a starting point for small charities, an opportunity to open discussions and learn from others.

Our grandiose aim from this work is to ensure power is shared equitably and fairly across all we do in the social sector. To achieve that, our more practical aims are to support the movement towards embedding co-production at the heart of small charities, and the social sector more broadly, while encouraging a funding culture that facilitates and supports systemic change in this area too.

What do we mean by co-production and lived experience?

Our research has shown us that there are multiple definitions of co-production. We found the following definitions helpful:

The National Lottery in its report [A-Meeting-of-Minds_How-co-production-benefits-people-professionals-and-organisations.pdf](https://www.tnlcommunityfund.org.uk/reports/a-meeting-of-minds-how-co-production-benefits-people-professionals-and-organisations.pdf) (tnlcommunityfund.org.uk) explains:

'There is no widely agreed definition of co-production, but it can broadly be understood as, "co-creating services, involving service recipients in different stages of the process, including planning, design, delivery, and audit of a public service."

Co-production is more than just consulting or informing people about decisions. It means including and enabling their involvement. This can be by sharing power to decide how money is spent, or how services are commissioned; or an equal voice in designing a service – what is available, where, and how.

Think Local, Act Personal is a partnership spanning health, social care and government. They describe co-production as, *"not just a word [...] not just a concept, it is a meeting of minds coming together to find a shared solution. In practice, it involves people who use services being consulted, included and working together from the start to the end of any project that affects them."*

Why are we talking about this?

We wanted to explore a conversation about where power is centred in our organisations and the social sector more broadly. We are committed to applying the principle of 'nothing about me without me' to social sector organisations. Part of that involves making visible the range of views and perspectives currently hidden by existing power structures to ensure everyone can have an impact on decision-making at every level within organisations.


In conversations around the project, we agreed: It is important we hold ourselves to account, break out of any complacency about ways of working, reject passivity, and ensure we are continually learning and challenging ourselves and the sector to stop us perpetuating existing inequalities. We must be authentic and honest in these conversations and recognise we have a position in relation to systems of power and privilege, whether we mean to or not, and decide proactively how to respond to that.

How did we approach it?


We took a human centred design approach to answering our question. We undertook secondary research across a range of social sector organisations (please see reading list in appendix) to better understand the research that exists on this subject, in particular what has already been identified as challenges and solutions for organisations embedding co-production. We also undertook our own primary research across charities of various sizes, funders and people with lived experience to understand first hand the different views of people involved in this work.

It should be noted that we found seeking the views of people with lived experience difficult in the timeframe and with the resources we had available, which on reflection is indicative of some of the challenges we have uncovered through this work. We recognise that this is therefore only a starting point and to be truly reflective the next stage of this work would be to build greater involvement from people with lived experience to truly model a co-produced analysis.

Do any of these sound familiar?



This funder is looking for co-production...we could say we're doing this




We put this in that funding bid, have we done this?



It would be good social media content



They don't have enough experience for this role



This would look better in photos

WHAT ARE THE BARRIERS TO CO-PRODUCTION?

The following is not an exhaustive list, but rather a selection of some of the most common barriers to delivering co-production effectively that arose from our primary and secondary research. We consider these points to be the start of a broader conversation.

Time, resources & skills:

Co-production takes time, it can be messy and complicated, and requires extra resources, money and skills that small charities and grassroots projects often lack. Other issues identified included not having the funding to fairly remunerate experts by experience, or the resource to upskill and properly train, debrief, support and safeguard participants and staff to enable them to become successful co-producers.

"We are not the first to say this, and it may seem obvious, but without sufficient time and resource to do the job well, co-production will not fulfil its potential, and at worst, could do harm." Secondary research
<https://groundswell.org.uk/wp-content/uploads/2021/05/Groundswell-ICMs-Coproduction-Journey-Final-report.pdf>

"If people are being asked to work (ie.co-produce), then they should be fairly compensated for their time and expertise. Larger charities (such as ours) are able to pay people, usually from unrestricted funds. I suspect smaller charities don't always have access to these type of funds" Primary research survey

"[Barriers include] time frames - especially if set by external funders, team budgets (as we pay for peoples time who co-produce with us) and varying staff confidence levels across the organisation especially when we bring in new staff or staff who come from a specific sector to bring a specific skill set (e.g. IT staff, office services etc)" Primary research survey

Resistance to change:

Instigating institutional change, from frontline delivery staff through to higher level management and trustees, can be difficult. Embedding co-production within the culture of an organisation can mean a fundamental change to the way the organisation is run and delivers its services, which can be met with resistance from staff, who may see the change as a challenge to their expertise, and value within the organisation.

'[a challenge for us is] staff practices - encouraging and supporting some staff to change the way they do things, to not just 'deliver to/for' people and see the benefit in co-production' Primary research survey

'Organisations that are trying to work using co-production do not always succeed in making it a basic part of their culture' Secondary research <https://www.scie.org.uk/co-production/supporting/breaking-down-barriers>

"There at times can be a resistance from delivery staff as they feel it reflects on their performance."
Primary research survey

"There isn't enough importance placed on co-production, which makes initiating this much harder as the value is not recognised." Primary research survey

Lack of understanding of co-production:

Co-production is currently poorly defined, yet funders, commissioners and policy makers are increasingly expecting charities to deliver community-led projects. This lack of a common understanding can lead to poor design, delivery, and impact evaluation of projects, potentially making it harder to secure long term funding, or get buy-in from staff, senior management and experts by experience.

"There is not one definition of co-production that everyone agrees on because the approach is still developing and changing" Secondary research <https://www.thinklocalactpersonal.org.uk/co-production-in-commissioning-tool/co-production/in-more-detail/what-is-co-production/>

"Co-production is often used loosely to cover a range of related concepts. There is no agreed definition, nor are many people yet clear about where the idea came from or its full implications. We are in the early stages of understanding how co-production can transform mainstream public services – and yet there is an understandable urgency amongst policymakers to find new approaches that work." Secondary research <https://neweconomics.org/2009/12/challenge-co-production>

Power imbalances:

Changing power dynamics, challenging preconceived ideas of who can be involved in designing/delivering services and relinquishing responsibility can be difficult for those who have traditionally been the decision makers/service providers. Equally, communities with the least power are the least likely to be able to participate, with the most marginalised groups often lacking resource, language skills and agency, and are therefore less empowered to engage with co-produced activities.

"Professionals who traditionally have held responsibility and decision-making power have to explore appropriate ways to give away some control, while offering support where people need it. This process of balancing lived experience and professional skills responsibly is important. Without it, there's a risk of going to extremes where ideas are ignored at one end of the spectrum and all ideas are taken on board without question at the other." Secondary research https://www.tnlcommunityfund.org.uk/media/A-Meeting-of-Minds_How-co-production-benefits-people-professionals-and-organisations.pdf

"Even where organisations are open to co-production, there is sometimes a perception that certain types of users won't be able to co-produce. For example, one London-based substance abuse organisation is actively seeking to embed co-production at the heart of its activities, but assumes that certain vulnerable people cannot be directly involved. Part of the challenge for these organisations is to recognise the assets, skills and knowledge that such individuals bring to the service. This is all the more difficult when service professionals are habitually expected to focus exclusively on people's needs." Secondary research https://neweconomics.org/uploads/files/public_services_inside_out.pdf

"[A main challenge to co-production is] ensuring it isn't piecemeal, that individuals involved have actual power and that the organisation is prepared to invest time and resource to ensure the experience is meaningful for them as well as the org." Primary research survey

Lack of engagement:

There may be instances where engagement in co-production from experts by experience is difficult. Lack of interest was cited a number of times in our primary research. It might be that co-produced activities aren't fun or engaging enough. There may also be an assumption that people want to be involved in the design and delivery of the services they engage with. This may not always be the case.

"Assumption that clients actually want to be involved in the decisions of the business may be false. They want to learn English." Primary research survey

"Difficult to engage people with mental health problems when they are unwell, in co-production around services" Primary research survey

Accessibility:

There are multiple potential barriers to participation faced by experts by experience, and charities need to address these accessibility issues in order to co-produce effectively and equitably.

"Failing to make something accessible means that some people will be excluded. The key barriers identified were: difficulties getting to meetings,... expenses not being covered...lack of information in accessible formats, use of inaccessible language and jargon. People with learning difficulties specifically highlighted problems around inaccessible information... Language and the ways organisations communicate can be major barriers to people taking part in co-production" Secondary research <https://www.scie.org.uk/co-production/supporting/breaking-down-barriers>

"Language can create barriers between people. Using complex terminology, jargon, or acronyms can make it hard for people to understand and contribute." Secondary research <https://www.tnlcommunityfund.org.uk/media/A-Meeting-of-Minds-How-co-production-benefits-people-professionals-and-organisations.pdf>

"A key issue is that our beneficiaries constitute a diverse group, with low levels of confidence and (when they are first referred to us) poor English language skills. It is therefore difficult to engage them in an organised debate about how our services could be better focused." Primary research survey

Funding landscape:

Funders and commissioners prioritising established co-produced or community-led projects, yet not supporting charities to embed co-production into their organisation in the first place, or charities having to build their projects around funder and commissioner requirements rather than the needs and desires of the communities they serve, are two of a number of funder-centric barriers identified through our research.

"Competitive and short-term commissioning of services stifles collaboration and deters meaningful coproduction. Smaller organisations are often put at a disadvantage and are less able to embrace participative working" Secondary research <https://groundswell.org.uk/wp-content/uploads/2021/05/Groundswell-ICMs-Coproduction-Journey-Final-report.pdf>

"Often funding applications have a short turnaround period yet require evidence of co-production. We often have to rely on previous service user consultations or co-production activities rather than something new." Primary research survey

"Funders talk the talk but don't really help us to walk the walk - co-production is under-resourced at every level and not truly prioritised by anyone. Either lip service or expect it to be done in order to get funding / support. If you apply for funding to help put co-production into practice you're told you should be doing it already!" Primary research survey

Worrying about getting it wrong:

Co-production can be complex, involved and time consuming. It requires learning new terminology, changing established approaches and attitudes, establishing new reporting frameworks, challenging personal and professional dynamics, or can risk falling foul of statutory requirements, with future funding relying on robust evidenced impact. This can apply pressure on organisations to do everything right, even though co-production can be a varied and unpredictable learning experience, particularly for those at the start of that journey. Some may find the prospect of working in this more experimental and unpredictable way daunting, are too risk averse and may consider co-production too challenging to try.

'There is already a problem about some categories of claimants being involved in co-production. People on Incapacity Benefit take a risk with their benefits when they take part, in spite of the obvious advantages. New health, safety and 'safeguarding' regimes make it next to impossible to involve people with any kind of criminal history. The Independent Safeguarding Authority's vetting and barring scheme (VBS) poses a real threat to the effective peer-led co-production methods we want to see flourishing' Secondary research:

https://neweconomics.org/uploads/files/312ac8ce93a00d5973_3im6i6t0e.pdf

'Some organisations and individuals fear co-production as something unknown and potentially risky. Co-production is not a 'natural' or easy way to work for some people and means they need to make big changes to the way they work, leading to reluctance to share power' Secondary research

<https://www.scie.org.uk/co-production/supporting/breaking-down-barriers>

"Often in difficult times organisations aren't willing to try new approaches and instead stick to what they know." Secondary research <https://www.scie.org.uk/co-production/supporting/breaking-down-barriers>



CO-PRODUCTION CONVERSATION STARTERS AND TOP TIPS:

So we know what some of the barriers to this are, but there is also so much goodwill, good practice and resources to do this. So much in fact, that as a small charity it can feel a little overwhelming. Where do I start? Whether you're at the beginning of your journey or reviewing what you're doing, the following are some conversation prompts and practical tips to get started within your organisation.

Recognise co-production takes time, resources and skills

Like all good things, co-production takes time, resources and skills to do well. Factor that into your plans. Building on your map of the journey of co-production for your organisation and participants, think about the following:

- How much time will this piece of work take? This could be a particular co-production project or leading on co-production across your organisation.
- Who has capacity or where could we create capacity to take on this work?
- What skills are needed (for example facilitation and safeguarding) – what do we already have and where are the gaps? Do the people that have the skills also have the capacity to take on that work?
- What support is needed for the organisation, for the staff or volunteers leading/participating in the work and for the participants – this could include practical support (IT to access online sessions), skills development or supervision.
- Are there any people, organisations or companies that you can partner up with? You don't have to be the experts on everything or deliver everything.

Remember that you can start small. Do a small piece of co-production well and learn from it - what worked? What didn't? What could you do differently next time? Rome wasn't built in a day: Have the ambition to embed co-production and power sharing as a foundational activity for your organisation, but you don't feel you have to get there overnight.

Mapping out how much time and resource this would take, and what skills you need to acquire and develop, will also allow you to think of funding you may have or may need for this work. Having a vision for how you want to build this area of work for your organisation also allows you to have conversations with trustees, senior management, staff and funders about the journey your organisation is going on and the commitment you need from everyone to do that.



Anticipate resistance to change, and think about how to overcome it

We know there can be resistance to change from trustees, staff or volunteers, who may see it as a challenge to their authority, expertise or influence. If you need to get buy-in from your organisation for doing co-production and doing it well, consider doing the following:

Showcasing good practice: Connect with a colleague from another organisation, who can talk to your board or your team about their journey towards co-production, and how it benefited their work. Hearing from another organisation about how they did it and the process of getting there may help alleviate some of the concerns about doing it (it's too hard/expensive) and the benefit.

Map out the journey: Highlighting the journey to co-production for the organisation and participants for a piece of work you're already doing, or want to do, could help make co-production less abstractly unnerving and more 'real' and practical. It could also show people where and how they could get involved and where they may benefit. Some of the resistance to change may be around a lack of understanding or a nervousness about the responsibility of doing co-production, so break it down into its constituent parts.

Ultimately, there may always be some resistance to change, and while you need to bring people along the co-production journey, you'll want to move towards an organisational culture of accepting that the people who are at the heart of the issues you are trying to address know best what needs to change. "Nothing about us without us."



Address power imbalances

This can be a tricky topic, particularly for organisations looking to do co-production with people using their direct services. It is important that organisations recognise the assets, skills and knowledge of participants in co-production with lived experience and can clearly see what all participants in co-production – including the organisation – bring to the table. It is also important to recognise that – as with any other job or volunteering activity – people have different skills, experiences and interests and therefore there will be different co-production activities that work or don't work for them.

Some conversations to have with your board and team:

- Within the defined co-production work we are doing, are we making it as easy as possible for people to participate?
- Are we recognising and best using the skills and knowledge that participants bring?
- Are we being transparent about the process and outcome of the work?
- How does the decision-making in co-production happen?
- Are we accountable to people with lived experience for the decisions we make?

Ensure accessibility

With a clearer definition of what co-production means for you now, and a map of the journey that participants will take through it, you should be able to start getting a sense of what people might need to participate and stay engaged.

Some things to think about:

- How are we recruiting participants in our co-production? Where are we recruiting from? How are we explaining the project, etc?
- What practical things can we do to help make this work accessible? IT equipment, interpreters, scheduling meeting times for when works for participants, sending information well in advance, covering childcare costs, paying for travel and refreshments.
- What are the different ways people can participate/roles they can take on? Agenda setting, note taking, meeting facilitation, meeting with external stakeholders. Always make time for the 'quiet voices' and support them to be heard.
- How can we ensure we reimburse people for their time and contribution?
- How are we keeping people engaged and interested? Supervision sessions, project reviews, showing project outcomes/progress, feedback loop.
- Are there any safeguarding measures we need to put in place to protect participants?



Tackle lack of engagement

If you are concerned about or experience a lack of engagement from experts by experience, think about having the following conversations:

- Are we asking people to contribute to something clear, meaningful and impactful?
- Have we addressed accessibility issues?
- Are we compensating people sufficiently?
- Do we recognise people's contributions?
- Do we have the right support in place?
- Are we showing enough commitment?

There are two other things to think about when considering lack of engagement.

1. As an organisation, you need to be committed to this for the long-term. It may be that a particular piece of co-production work is finite, but a lack of ongoing commitment and resource to the underlying ethos of co-production might rub off on participants if they don't believe in the longer-term impact in what they're being asked to do
2. Sometimes people might have things going on in their lives at that moment in time that make it difficult for them to fully participate. Where possible, allow people space to re-engage when they are ready, but be sure to be clear and transparent about this. Everyone should always be clear about their relationship to the piece of work and the organisation in general.

Ensure sufficient funding for co-production

Like small charities, funders themselves are at different stages of engaging with co-production, whether that's in doing co-production themselves (think participatory grant-making, for example) or in terms of how they understand and support organisations they fund doing co-production.

Things that you might want to think about doing:

- Take funders on the journey with you. Talk to them about what co-production means for you
- right now, show them your map of the journey to co-production for you and your participants.
- Some funders may fund you to develop that clarity and some funders will benefit from understanding how to support you when you have that clarity
- Even if you can only show one co-production project right now, be sure to communicate how this is longer term work, and the benefit of being supported to do it longer term to learn from what you're doing now, build on it and embed it within your organisation.
- Ask for help. More and more funders place an emphasis on creating networks and sharing best practice amongst grantees – take advantage of that!
- Are there any partners that you could approach to deliver – and get funding for – co-production together?
- Think about showing how, with good co-production skills and experience embedded in the organisation, there are opportunities that an organisation can take advantage of and risks an organisation can mitigate. Show how your funders can support you to do that.



Improve understanding of co-production

There are many ways that co-production can happen and many resources to help you look at all the options and define co-production for your organisation. As a starting point, have the following conversations with your team:

- What is our organisation already doing?
- What do we want to do?
- What can be co-produced now?

Think about both the outcome of the co-production (stops it being co-production for its own sake) and the process/experience of the co-production for all involved. When you've thought about what you already do or want to do, map out what the journey would be like for your organisation and participants.

- How much of everyone's time will this take?
- What support or resources does everyone need to participate?
- Is it clear what the outcome will be?
- What will everyone walk away with that they didn't have before they started? Skills, experience, better understanding of issues, a better designed referral pathway?

This might help to make co-production feel more 'real' rather than a 'concept'.

Don't worry about getting it wrong - perfection is the enemy of the good!

Fear of failure should not be a reason not to do something, particularly something as important as co-production.

Can you answer these questions?

- Why are we doing this?
- What do we want to achieve with this piece of co-production?
- Are we being accountable to people with lived experience?
- Do we understand the experience of going through the process of co-production for all participants?
- Do we have the support in place – for staff, volunteers and participants – to safeguard their wellbeing and participation?
- Do we have buy-in for this, particularly from the board or senior management?

If you can answer these, you are well on your way. Start small or review what you're doing, build and learn. Be pragmatic – if you can't do gold standard co-production that's ok, but be open and honest about your limits and barriers, and involve people in agreeing how you will do it. Prioritise transparency, accountability and safeguarding.



CONCLUSION

Co-production is challenging but essential if we in the social sector are to realise our shared commitment to “nothing about us without us.” Yes, there are real barriers to getting started, as well as to sustaining, meaningful and impactful co-production. The literature identifies numerous challenges, and since our survey respondents reiterated these, clearly they are not going away.

It's important to be aware of these as you embark or continue on your journey towards embedding co-production across your organisation's policies and practices. Forewarned is forearmed. So know that you, like others, may encounter time, resource and skills barriers, resistance to the change you seek, power imbalances, and many more. But also remember that these barriers can, and have been, overcome by many other organisations, small and large, local and national. So there is no need to reinvent the wheel here. Learn from these organisations and their insights, and then, when you feel ready, share your learning in turn.

We have identified a number of things you can do to overcome these barriers. Our top tips include improving your organisation's shared understanding of co-production, anticipating resistance to change that you may encounter and plan how to overcome it, and factor funding for co-production into your work plans and projects. Most importantly though -- do not let perfection be the enemy of the good. Social sector leaders and organisations are all at different points on their co-production journey. Some started long ago, and are now refining sophisticated engagement plans. But many more have yet to start, and may be scared to get going for fear of ‘getting it wrong.’ Don't let that hold you back - everyone has to start somewhere, and only through taking small steps, and incrementally improving, can we get to the place we want to be.

Co-production has enormous value - as a principle to underpin practice, as a way to improve services, as a medium through which to powerfully communicate influencing objectives. Embedding it across our work can make a significant positive difference - not only for the benefit of our own organisation, but for the social sector more broadly. We hope you are now not only convinced of its importance, but that we have provided a little more equipment to enable you to get started on your co-production journey.



Appendix: Survey Responses

What is co-production?

Responses from charities:

- Supporting communities to achieve what it is they think will affect change.
- It is a value driven principle of working as equal partners in a particular project. In coproduction service users and service providers share the power
- Involving beneficiaries in the design of projects from day one.
- participatory involvement of all stakeholders who engage in our programmes - this is from decision making all the way up to evaluation. Co-production is about making sure the services are run with people rather than for them. It is a way of disrupting traditional hierarchies within the charity sector, to dismantle the notion of 'beneficiary/service user'.
- Joining with other(s) to produce something
- Conducting design and delivery jointly with stakeholders, including beneficiaries
- Full and extensive engagement with clients to produce a service which meets their needs and expectations
- Service user led, consultation process at every entry point to service, refine and re-codify services
- To work jointly with others. In terms of a charity / community organisation, I take it to mean to work alongside and with the people the organisation serves. So when designing services, the input of those receiving services is not only considered, but that they (clients / community members) are part of the design of the service or curriculum (in our case).
- Working with beneficiaries in the development, delivery, evaluation of our programmes
- Aims and objectives which are realised collectively by both staff, volunteers and people who have or do use the service.
- Coming up with ideas together
- Sharing power; meaningful collaboration with people with lived experience at every stage of work
- working with others to develop and deliver services that are designed by the people that use them
- A way of working where service providers and users, work together to reach a collective outcome.
- Sharing of power so that people using services, planning services and providing services are all equally and jointly involved in and responsible for the development and operation of services / policies / plans.
- Forming partnerships that enhance our work preventing resource duplication and wasting time and effort
- ensuring that research, solutions and policy are informed by the people they have an impact on, and that these people have power (not just a say) over the form of the outcomes.
- "Hard to say, as it's poorly defined. For example:
- There is no single formula for co-production.
- Social Care Institute for Excellence (SCIE) website
<https://www.scie.org.uk/publications/guides/guide51/what-is-coproduction/defining-coproduction.asp>
- There is not one definition of co-production that everyone agrees on because the approach is still developing and changing.
- <https://www.thinklocalactpersonal.org.uk/co-production-in-commissioning-tool/co-production/In-more-detail/what-is-co-production/>
- Co-production is a term increasingly 'claimed' by researchers and research funders. However its application in health and social care research varies, revealing a lack of consensus around the concept.
<https://www.invo.org.uk/current-work/co-production/>
- Collaboration
- Co-production to me in the context of our work is about sharing decision making with a diverse range of people who have lived experience of mental health services to shape our organisation, who we are, what we do and our purpose. It is value driven and based on deciding together and working in a way that is genuinely equal and reciprocal.
- Involving people with lived experience in the planning, design, delivery and evaluation of services, courses, outcomes, etc.

Responses from people with lived experience:

- Equity within the project, artwork being produced, having ownership in the work
- Produce a product or a service with other people
- I don't know what the term means

What's the value of co-production ?

Funder perspective:

- We value learning from lived experience and addressing power imbalances, co-production is one route to these
- "It's definitely increased in the past 2 years. We actively involve our Award Winners in activities such as:
 - 1. Redesign of our application process
 - 2. Decision making about Awards
 - 3. Governance (they sit on sub-committees)
 - 4. Designing and delivering workshops
- We follow the notion: Nothing about us without us. We want to be informed and be led by what social entrepreneurs want and need. "
- Brings diversity of thought and a depth of understanding
- Leads to solutions based in and responding to need
- Funding efficiency
- Community needs being addressed. Voice of community included in development of programmes and initiatives. Co-production often leads to innovation and different ways of addressing problems/issues. Empowerment of service users.

Benefits of co-production

Funder perspective:

- Effective way of addressing inequity
- "The people with experience of an issue are often the best placed to address it. This deep insight is unrivalled knowledge when it comes to producing new solutions.
- It also improves a charity's reputation in the eyes of pretty much all its stakeholders, not least beneficiaries and funders. "
- Understand of needs to ensure resources are utilised and maximise impact
- covered above
- Funding efficiency
- Authentic involvement of service users/community leading to improved services/programmes of work informed by the voices and lived experience of beneficiaries

Perspective of those with lived experience:

- Because its the right thing to do. Its about giving over power to those who should be in power, the ones with lived experience
- Using each other's network and knowledge to create something that is suited to the targeted audience
- Agree it's better to work together to agree what to learn and ask my opinion, this can improve confidence

READING LIST

NAME	SOURCE
Groundswell - Inspiring Change Manchester's coproduction journey	https://groundswell.org.uk/wp-content/uploads/2021/05/Groundswell-ICMs-Coproduction-Journey-Final-report.pdf
New System Alliance - Wisdom from the system	https://newsystemalliance.org/
Involve.org.uk	https://www.involve.org.uk/resources/methods/co-production
New Economics Foundation: Public Services Inside Out	https://neweconomics.org/2010/04/public-services-inside
New Economics Foundation: The Challenge of co-production	https://neweconomics.org/2009/12/challenge-co-production
National Lottery Principles of Co-Production blog	https://www.tnlcommunityfund.org.uk/news/blog/2020-11-06/principles-of-co-production-for-the-voluntary-sector-beyond-lived-experience
National Lottery Co-production report	https://www.tnlcommunityfund.org.uk/insights/co-production
Homeless Link	https://www.homeless.org.uk/sites/default/files/site-attachments/Introducing%20Co-Production%20March%202018_0.pdf
SCIE	https://www.scie.org.uk/co-production/supporting/breaking-down-barriers
Social Care Future	https://socialcarefuture.blog/2021/05/27/from-permanent-lockdown-to-an-equal-life
National Lottery Community Fund	https://www.tnlcommunityfund.org.uk/media/A-Meeting-of-Minds_How-co-production-benefits-people-professionals-and-organisations.pdf?mtime=20190919092658&focal=none
Co-production Network Wales (Noreen Blanluet)	https://twitter.com/noreenblanluet?lang=en
Think local act personal	https://richardberks.co.uk/blog/people-with-lived-experience/?utm_sq=gsejqxb8w In more detail - Co-production - Co-production in commissioning tool - Think Local Act Personal
Shelter	https://blog.shelter.org.uk/author/anti-racism-steering-group
Charity So White	https://charitysowhite.org/how-we-talk
Acevo	https://www.acevo.org.uk/reports/home-truths
Runnymede	https://www.runnymedetrust.org/uploads/Runnymede%20Reframing%20Racism%20TUC%20briefing.pdf
Voice4Change England	https://voice4change-england.com/reports

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