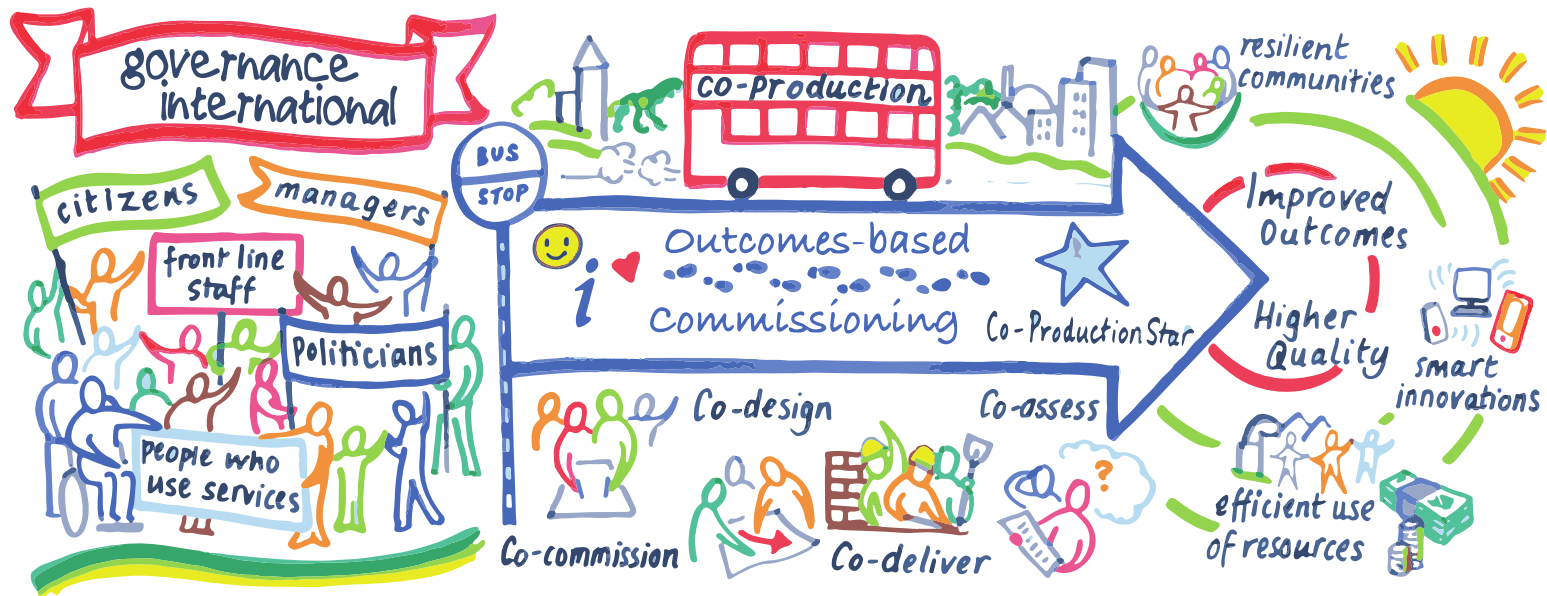


INOVA 2018

PUBLIC SERVICES FOR THE FUTURE

Innovation-based coproduction of public services

Tony Bovaird, Governance International





Growth of co-production

- In recent years, huge increase in interest in co-production
- ... and most European public agencies now claim to be doing it – and even to have embedded it ‘deep in our organization’s practices’
- ... and academics are now writing hundreds of articles about it
- ... but all this is distant from what is happening on the ground!



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The implementation challenge

... consistent message from practitioners that the pace of implementation of co-production approaches in the public sector is slower than intended and obstacles to co-production are now higher than before.





What is co-production of public services and outcomes?

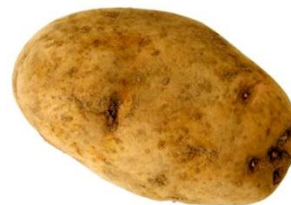
“It takes two – professionals and communities”

"Co-production is about professionals and citizens making better use of each other's assets, resources and contributions to achieve better outcomes or improved efficiency."

<http://www.govint.org/our-services/co-production/>



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Distinctive principles of co-production

- Citizens and staff are **active contributors** bringing together their assets, skills and capabilities.
- **Collaboration** – ‘doing with’, not ‘doing to’.
- Achieving **outcomes**, not just delivering services.
- Role of politicians as **community enablers** and **guardians of public governance**



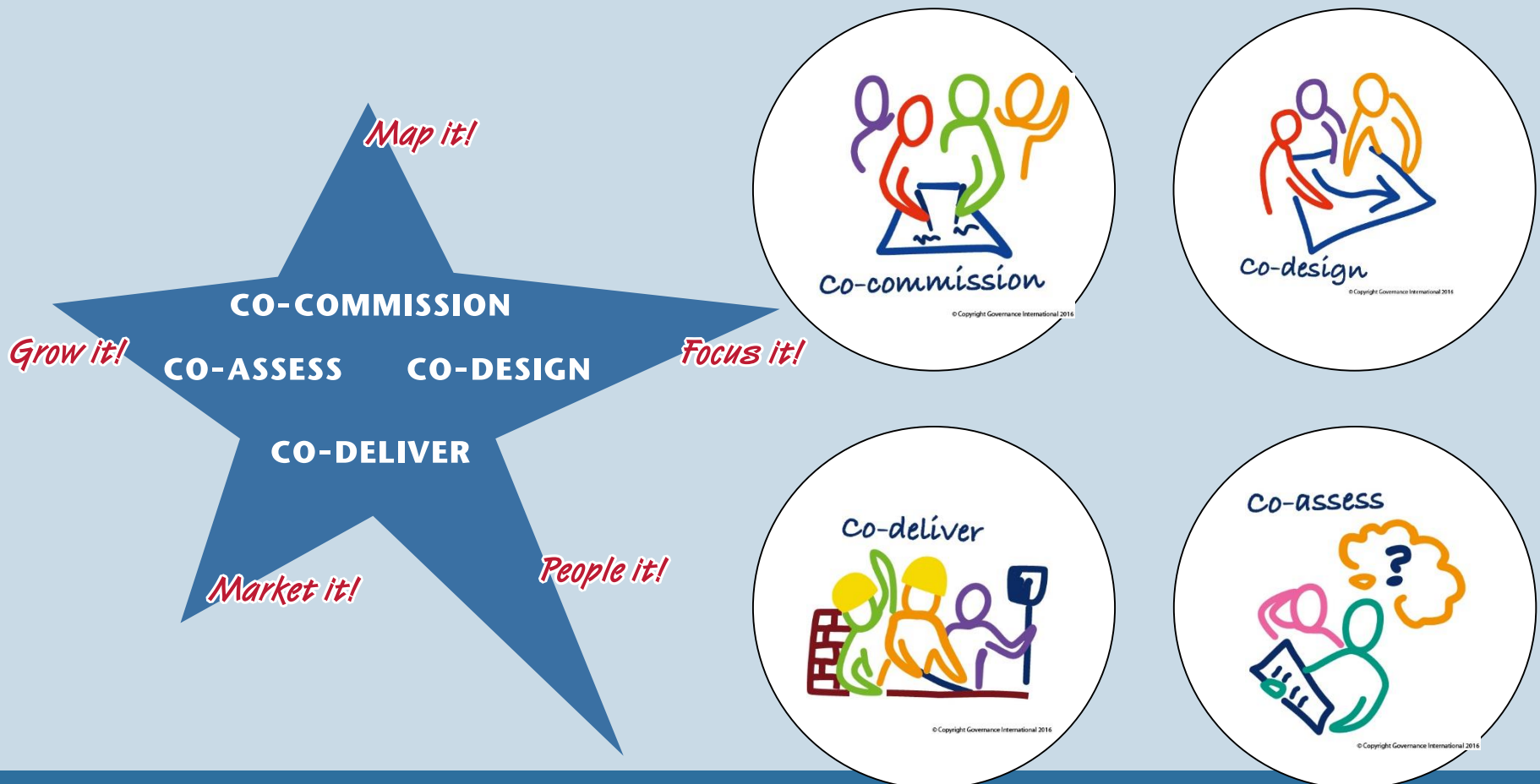


What is and isn't co-production of public services

Who is involved?	Involvement of service users and communities		
Involvement of professionals	<i>Level of involvement</i>	<i>high</i>	<i>low</i>
	<i>high</i>	Co-production	Traditional service provision
	<i>low</i>	Self-help	Little service provision



Key co-production approaches: The Four Co's of the Co-production Star



CO-COMMISSIONING: (London Borough of Lambeth)

- Lambeth had highest rate of teenage pregnancy in London
- Lambeth Youth Council, set up by the Municipality, decided that young people were the best way of tackling this.
- With the municipality, they recruited and trained each year about 30 14-19 year olds as '*Peer Educators*' to go round the schools and give hundreds of sex education workshops.
- In 10 years, teenage pregnancy rate fell by 10%
- Peer educators paid as 'unqualified youth workers' – but almost all go on to College after leaving school.



Source: Governance International Case Study Section at <http://bit.ly/sUU0F7>

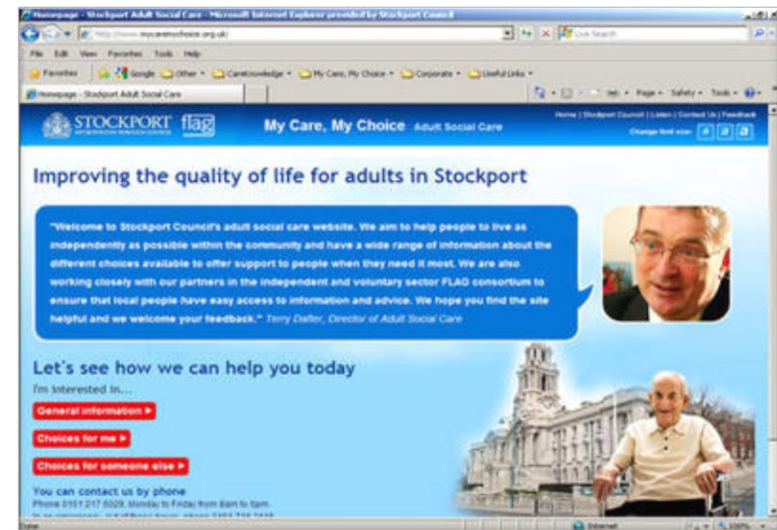
CO-DESIGN: Stockport Council social care

Working with service users, carers, partners and staff to design a website that ...

- service users can understand,
- puts them in touch with people who can help.

Results:

- 67,000 website visits after relaunch
- Calls at contact centre reduced, higher quality calls
- Estimated saving of £300,000 p.a.
- Other councils eager to learn from this best practice – now been incorporated in Care Act 2014



<http://www.mycaremychoice.org.uk>



Co-delivery
**Safer and connected
communities:
Community Speedwatch
in Wiltshire**



Objective:

To reduce speeding across the Wiltshire County.

Co-production approach:

Local residents work together with the police to change behaviour

Results:

- 140 Volunteer Teams active across Wiltshire and Swindon Counties with 765 volunteers carrying out regular speed checks on local roads. (= 14,076 hours of volunteer-led speed reduction interventions between September 2013 and January 2016 with a monetary value of £112,608.)
- Fatal and serious injuries associated with road traffic accidents (RTA) in Wiltshire had reduced by 35% (compared to average from 2005–2009)

CO-DELIVERY: Reducing hospital admissions with active patients in Highlands Hospital, Sweden

Objective: Increase wellbeing of patients, staff satisfaction and reduce demand for admission in the gastroenterology unit in Highlands Hospital,

Co-production approach:

- Patients moved to self-monitoring rather than coming in for check-ups

Patients chaired the 'rounds' rather than being treated as 'ill objects'

Results:

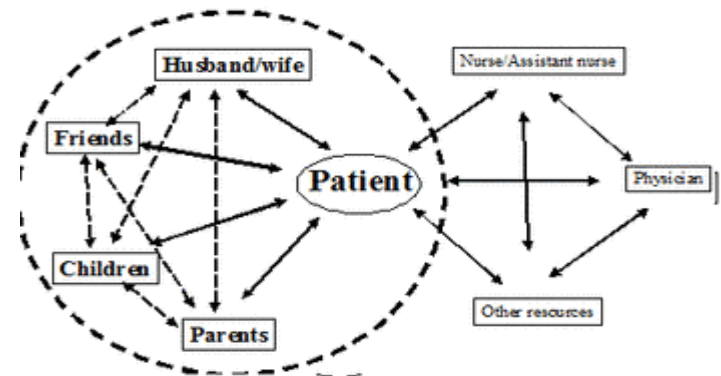
Number of in-patients fell by 48% over 1998-2005

Patient satisfaction rose

Adherence to drug treatment shot up

Much lower morbidity in patients with flare-ups in their condition

The "team" from the patients point of view:





CO-ASSESSMENT: Complaints management in LB of Camden

The image shows a screenshot of a Twitter post. At the top left is the Twitter logo. To the right are navigation links: Home, Profile, Find People, Settings, Help, and Sign out. The main text of the tweet reads: "Why is Russell Square locked? Bit mean spirited of LB Camden isn't it?" followed by a link "http://twitpic.com/1aspg". Below the text is the timestamp "3:21 PM Feb 2nd from Tweetie". At the bottom left is a profile picture of Simon Redfern, followed by his name "simon_redfern" and "Simon Redfern". A yellow star icon is visible on the right side of the tweet text.



The image shows a screenshot of a Twitter post. The top navigation bar includes 'Home', 'Profile', 'Find People', 'Settings', 'Help', and 'Sign out'. The tweet text reads: '@simon_redfern Parks were locked due to staff shortages. We expect them open tomorrow, pls check here for updates: www.camden.gov.uk/snow'. The tweet is timestamped '4:58 PM Feb 2nd from web in reply to simon_redfern'. The user profile for 'camdentalking' is shown at the bottom, with the text 'Camden Talking' and a green recycling-style logo.



twitter

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twitter

Home Profile Find People Settings Help Sign out

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@simon_redfern Hi, all Camden parks are open today. Sorry for any inconvenience ☆
9:54 AM Feb 3rd from web in reply to simon_redfern

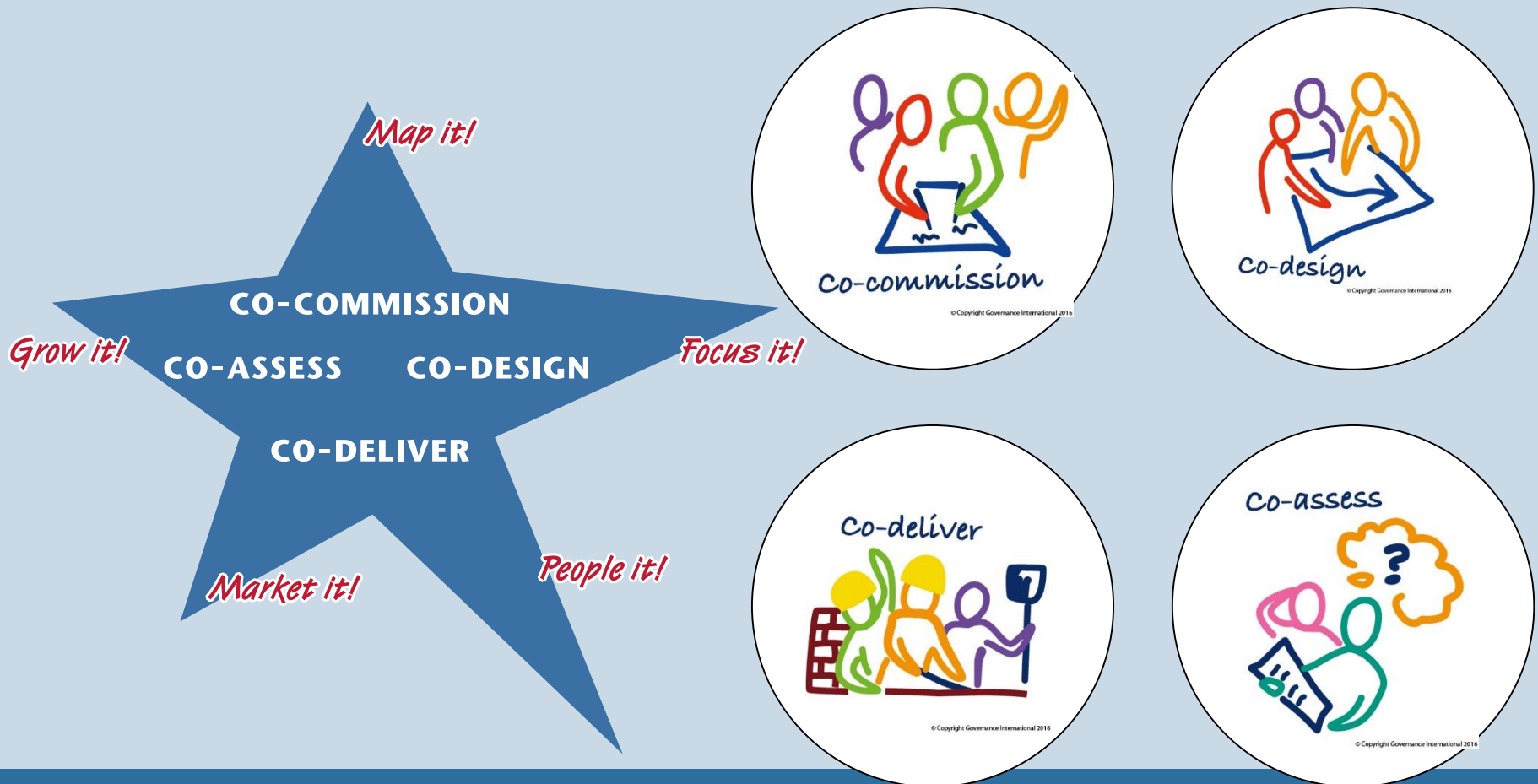
 **camdentalking**
Camden Talking







Key co-production approaches: The Four Co's of the Co-production Star





Potential limitations

- **Not everyone WANTS to co-produce, not everyone CAN co-produce** – we need a variety of service models AND proper evidence of who can and who will contribute.
- **Co-production is generally not ‘free’** – it requires resources and investment for its full potential to be realised – a proper business case needs to be developed.
- **Isn't co-production risky?**
- **We don't understand the barriers** that stop those young shoots of co-production experiments turning into full-grown plants.





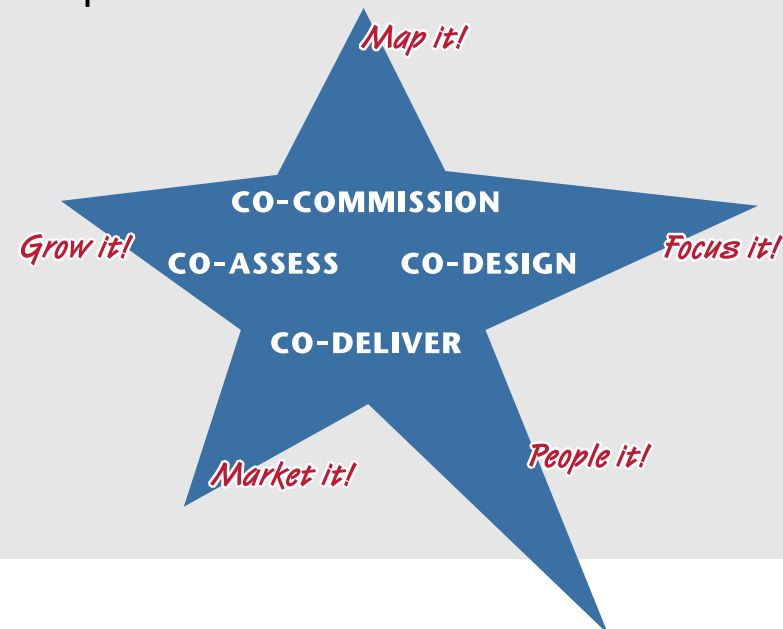
Barriers to co-production

Barriers arising often include:

- Unclear outcomes being sought
- Insufficient resources
- Unfavourable culture
- Poor processes
- Poor communication and inadequate data
- Evidence base and business case
- Citizen capabilities and time
- Professional/managerial/political ownership
- Inadequate leadership
- Short-termism
- Risk aversion

Need to explore barriers in relation to:

- The Four Co's of the Co-production Star
- The Five Steps

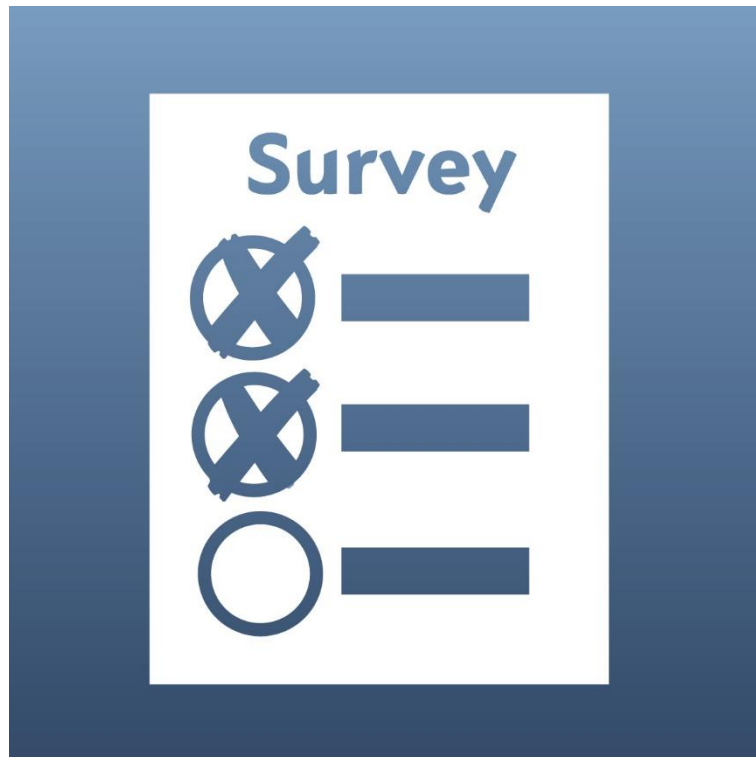


Percentage of the budget increase you would spend on this factor (out of 100%)	A	B	C	D	E	F	G	H	AVG
More frontline staff			20		20	10			6
Training frontline staff on how to make co-production more successful	30	20	20	20	10		10	40	19
More staff who can enable service users to co-produce	30	80	20	20	5	10	20		23
More staff who can enable communities to co-produce			20	20	5	10	15		9
Supporting service users to do more co-production in the project				10	15	10	15	20	9
Supporting communities to do more co-production in the project	20			10	15	10	15		9
Connecting service users to communities more effectively					10	50	10	20	11
Project management					10		5		2
Better ICT					2.5		3		1
Better technology (other than ICT)					2.5		2		1
Supporting partners to embed co-production in their working	20		20	20	5		5	20	11



Interested in running our **Barriers to Co-production survey** in your public service?

Contact us!



Tony Bovaird

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Conclusions and way ahead

- Co-production has **huge potential**.
- We need public sector staff who know how to **help service users and communities to do more for themselves ...**
- ... and **experiment with new ways of connecting service users to local communities**, including digital.
- And need **evidence** to convince – service users, practitioners, and policy makers.





governance
international[®]

Achieving citizens outcomes

About Governance International

- A non-profit organisation working with public organisations and communities internationally to improve citizen outcomes since 2002
- Training, facilitation and tools based on the Co-Production Star toolkit since 2012
- Over 60 international co-production case studies (now also featured on the OECD Observatory Public Sector Innovation website) - <http://www.govint.org/good-practice/case-studies/>
- Provider of evidence-based research and projects on co-production (Joint Improvement Team Scotland, Welsh Government, DCLG, many local councils and nonprofit organisations around Europe).





What we offer to support effective co-production

- **Co-production Star Training** to provide public services and communities with skills for co-production
- **Asset-mapping** based on the See What You Can Do-Toolkit
- **CitizenPoweredCouncil Club** for senior managers and commissioners to exchange good co-production practice and to overcome obstacles based on evidence-based research by *Governance International*
- **CitizenPoweredCouncil Lab** for public services to co-design and co-deliver a co-production strategy for improved outcomes and savings based on the Co-Production Star
- **Peer reviews and study visit programmes** to learn from co-production champions in the UK and internationally
- **Master classes for commissioners on outcomes-based commissioning**





Contact



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