

SEEING IS BELIEVING

Co-production Case Studies from Wales

Public Health Wales / Co-production Wales



Co-production is an approach to public services based on equal and reciprocal relationships between professionals, people using services, their families and their communities. Where activities are co-produced in this way, both services and neighbourhoods become far more effective agents of change.

(New Economics Foundation)

Nesta's 2012 Co-production Catalogue, which was the starting point for this publication, focused on case studies from England and Scotland. Our version draws on co-production initiatives from Wales, in health, social care, housing and community settings.

Some of the case studies that follow are well-established initiatives with extensive evidence of success. Some are more recent. All are based on an explicit commitment to the principles of co-production – equality, reciprocity and trust.

We hope they will inspire you to begin to transform the ways in which you work.

Public Health Wales / Co-production Wales

Please help us to build this resource by adding your case studies and/or providing progress reports to existing projects. Do contact us for more information if you would like your initiative to be included:

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Grateful thanks are due to the New Economics Foundation (nef) and to Nesta whose original Co-production Catalogue inspired us to produce this home-grown version. Particular thanks to The Innovation Unit who developed the overall format which we've used as our starting point. And thanks to all concerned for permission to use elements of the original copy, saving us a great deal of wheel reinventing!

FOREWORD

by Health & Social Services Minister
Mark Drakeford



During the time I have been Health and Social Services Minister in Wales, I've signed a large number of Forewords. Few have given me such pleasure, or greater sense of excitement, than this one. Not only are the case studies it contains informative and instructive in their own right, but they frame, also, part of a vitally important debate which is taking place here in Wales, and elsewhere – and a debate we need to go on developing.

Here are just a few of the ways in which I think what follows is so significant:

First of all, the case studies answer a call which has been heard increasingly, as the ideas which fly under the co-production banner have gained wider circulation and acceptance: how, exactly, can the ideas be turned into practical action?

Second, it recognises that, as the notion of co-production has spread, so definitions have become more diffuse and contested. There is a real danger of 'retro fitting', so that the term co-production simply becomes attached to business as usual. Worse still, the term could descend into a spray-on word, used to deodorise and disguise some long discredited ways of conducting contact between those who provide services and those who use them. In providing a very clear statement of what the editors consider to be the core characteristics of authentic co-production (as well as a statement of what they do not believe to be part of a genuine co-productive approach), it allows readers to distinguish between the different propositions which lay claim to a co-productive label.

Third, it exposes the most important fault line in the co-production debate – between those who regard it as a means of substituting citizen

effort in the face of a retreating state, and those who regard it as a means of re-engineering the relationship between the state and of the citizen, in which the state remains a vital and active expression of common purpose and priorities. Here in Wales our politics retain a deep commitment to the power of government, which, when at its best, promotes collective solutions to shared problems, in a way which delivers better outcomes for all. Our ambition is not for co-production to replace the state, but for it to democratise and animate it – sharing power, recognising reciprocity, realising the contribution that each person is able to make, and creating new expressions of equality as a consequence. A sort of ‘citizens socialism’ if I could put it that way.

The hard-edged debates of co-production remain, and need to go on being developed. How do we ensure that co-productive principles move beyond individual encounters between users and services, to produce collective impacts on whole systems? How do we navigate and resolve the inevitable conflicts of interest which are there in any complex community? How do we match the new recognition individuals receive in co-productive services with a shared sense – not only that there is a new participation paradigm – but that there are mutual obligations to make those contributions on which the co-productive future depends?

Congratulations are due to all those who have played a co-productive part in the publication of these case studies.

I hope you enjoy reading them.

Mike Denford



TRACY COOPER

CEO Public Health Wales



This catalogue has been developed by Public Health Wales in partnership with Co-production Wales to support our aspiration to realign the relationship between people using services and the wider public and professionals through co-production and in so doing help achieve Prudent Health Care in Wales.

Co-production means delivering public services with people rather than to them. It implies an equal and reciprocal relationship between professionals, people using services, their families and communities.

This people-centred approach promises to tackle the lack of trust between some recipients and professionals, and the growing culture of dependency where people lack the confidence and self-belief to play an active role in their own health and well-being. This is reinforced by a culture of expertise where professionals are trained to be the sole source of solutions. It is imperative that we enable our public services to unlock this virtually untapped capacity, appreciating and utilising the knowledge, skills and expertise of those we support.

The catalogue showcases a range of case studies which demonstrate co-production in action across Wales, along with resources and signposting to other information on co-production, from the UK and internationally.

The case studies come from all sectors but, whatever their starting point, the outcomes reveal the capacity of co-production to improve the health and well-being of all participants. They demonstrate how co-production can build people's capacity to live the life they want, in the community where they live.

I am delighted to have the opportunity to endorse and celebrate the values of co-production through the publication of this catalogue. My thanks to the contributors who have shared their inspirational stories with us.



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HOW TO USE THIS CATALOGUE...

There are three sections in this catalogue –

INTRODUCTION **CASE STUDIES** and **RESOURCES**

The **INTRODUCTION** explains how to use the catalogue, what it's for and how it's organised. It also provides an overview of the key principles behind co-production, along with some critical questions which we hope will help you think about how to use this approach in your own work and organisations.

The **CASE STUDIES** offer a range of inspirational co-production initiatives, both established and emerging. They demonstrate different levels of co-production – both intermediate and transformative – and everything in between. Whatever stage of the journey they are on, they all share a common aim of social justice through shared power and shared responsibility.

In the words of Edgar Cahn, 'no more throwaway people'.

The case studies are intended to be used as evidence of the impact of co-production, and to provide a practical guide to the hows (and how nots) of this approach.

We've included **contact details** for the person leading or co-ordinating the project so that you can get in touch with them for advice or inspiration, plus **links** to additional resources where applicable.

Each case study is organised in the same way.

- There's a **SUMMARY** at the start of each one, providing an 'at a glance' overview.
- We've also included a **CO-PRO WHEEL** graphic showing the strengths of the case study in relation to the core principles of co-production (see below for explanation).
- Where available, we have included two types of **evidence**:
 - OUTCOMES AND EVIDENCE** includes formal evaluations and measurements (stats & facts).
 - WHAT DOES IT LOOK LIKE IN PRACTICE** focuses on people's own stories.

- The **KEY LEARNING** section does what it says on the tin.
- In **WHY IS THIS CO-PRODUCTION?** we've asked people to reflect on the way they work and the application of the core co-pro principles. The **co-pro wheel** links to this.

Within each of the case studies we've tried to clarify the extent to which a service or project is being co-produced and the level at which co-production is operating.

We've used a **CO-PRO WHEEL** (adapted from Nesta's Co-production Catalogue) to provide an at-a-glance visual summary of the extent to which co-production is taking place in relation to the five co-production principles – assets, networks, outcomes, relationships and catalysts.

The summary is based on our **CO-PRODUCTION AUDIT TOOL**. Strength of engagement is indicated by depth of colour so if no activity is taking place the segment will be white. Strengths and weaknesses in the co-production approach are also considered informally in the case study descriptions.

At the end of the catalogue are additional **RESOURCES** organised under four inter-related headings:

THE CASE FOR CO-PRODUCTION

CO-PRODUCTION IN PRACTICE

AUDIT TOOLS & PRACTICAL GUIDANCE

NETWORKS & WEBSITES

We've included a link to our **CO-PRODUCTION AUDIT TOOL** in this section. This can be used to help you reflect on your own practice, giving you the confidence to assess the current depth and extent of co-production in your service and to envisage how it might be developed even further.

WHAT CO-PRODUCTION IS...

Co-production is a process – a way of working based on equal and reciprocal relationships between citizens and professionals. There are many definitions. Here's ours:

Co-production enables citizens and professionals to share power and work together in equal partnership, to create opportunities for people to access support when they need it and to contribute to social change.

What co-production means in practice is acknowledging that everyone is an expert in their own life, everyone has something to contribute, and that enabling people to support each other builds strong, resilient communities, strengthening the relationship between citizens and service providers and improving the outcomes for everyone.

Traditionally, service providers ask the 'tick-box' questions: what do you need; what are you eligible for; how do you fit into the system? With co-production, the questions become a conversation: what does a good life look like for you; what strengths can we build on; and how can we work with you to achieve your goals? It's not about fitting people into pre-determined services, but about empowering people to contribute to achieving the outcomes that matter to them.

The approach is underpinned by a set of key principles:

- 1** Value all participants & take an **asset**-based approach
- 2** Develop peer-support **networks** & social capital
- 3** Focus on personal **outcomes** what matters to the individual
- 4** Build **relationships** of equality & reciprocity
- 5** Work in partnership with the people who use our services, as **catalysts** for change.

The impact of any co-productive activity will depend on the extent and consistency with which the principles –

assets

networks

outcomes

relationships

and

catalysts

– are applied. When all five principles come together the result is genuinely transformative co-production.

Some suggest that co-production is nothing new, just a re-branding of old values. Certainly the approach draws on a rich and diverse range of relationship-based practice: for example, asset based community development, the FREDAs human rights principles, service-user design, and appreciative inquiry. However, although co-production encompasses all of these things, and more, it cannot be reduced to any one of these approaches.

The whole is greater than the sum of its parts.

There are four essential features of transformative co-production which together make it different from anything that has preceded it:

1 : Relationships of equality and reciprocity

Co-production is based on a re-alignment of the relationship between service providers, citizens and the state, shifting from paternalism to an equal partnership within which everyone is acknowledged as having something to contribute and something to learn.

2 : Whole-system approach

Co-production isn't an add-on. It requires behaviour and culture change, establishing equal and reciprocal relationships across all aspects of public service provision – commissioning, design, delivery and evaluation.

3 : Outcomes-based process

Much of our public service provision is led by organisational priorities. The co-production process focuses on what's important to the individual, their family, friends and communities.

4 : Radical aim

The operational aim of co-production is shared power and shared responsibility. The overarching aim is social justice.

AND WHAT CO-PRODUCTION ISN'T

As both a concept and practice, co-production is increasingly contested – in terms of definitions, principles, aims, evidence and efficacy. To add to the confusion, many different practices are labelled as co-production, including user involvement in decision-making, partnership working across organisations, personal budgets and service consultation. Few of these scenarios utilise the full range of co-production principles; fewer still are predicated on a genuine shift of power from state to citizens.

Is it just another word for engagement / consultation / collaboration?

The term is often used in this way, a tokenistic tick in the 'citizen-led' or 'voice & control' box.

The diagram below clarifies the critical differences.

PLANNING BY	PROFESSIONALS	PROFESSIONALS & COMMUNITIES IN PARTNERSHIP	COMMUNITIES or CITIZENS
DELIVERY BY			
PROFESSIONALS	TRADITIONAL PROVISION professional services	CO-DESIGNED but professionally delivered	
PROFESSIONALS & COMMUNITIES IN PARTNERSHIP	CO-DELIVERED but professionally designed	CO-PRODUCED shared responsibility: citizens, communities, professionals	
COMMUNITIES or CITIZENS	CO-OPTED community delivery of professionally-planned services		SELF-ORGANISED citizen activists and/or community provision

Diagram adapted from 'The Challenge of Co-production', David Boyle & Michael Harris

As the diagram shows, co-designed initiatives involve people expressing opinions and ideas, usually at the planning stage, but ultimately recognise only professionals as capable of doing the work needed to deliver the service. Initiatives that engage with people in this way tend to result in services that are better designed than those that don't but, crucially, they do not unlock the skills, strengths and capacities of people who receive services. Ultimately, power and responsibility remain with the professionals.

The diagram also highlights the difference between co-production and self-organised provision of support. Co-production requires a contribution in terms of time and resources from public service professionals as well as from the people they support. It's a partnership. The way in which time and resources are contributed may well look different from more traditional service provision but it's essential that this contribution is present.

Is it just a way of saving the state money?

NO

but the assumption is understandable.

Co-production exists in several forms, some less benign than others. The New Economics Foundation offers two opposing scenarios:

THE CUTS SCENARIO which uses substitutive co-production	THE TRANSFORMATION SCENARIO which focuses on additive co-production
Here the primary intention is to save money and/or reduce staff: the public sector hands responsibility for services over to service users and/or communities. 	Here, public sector resources are combined with individual and community resources, providing new opportunities for participation and co-operation. 

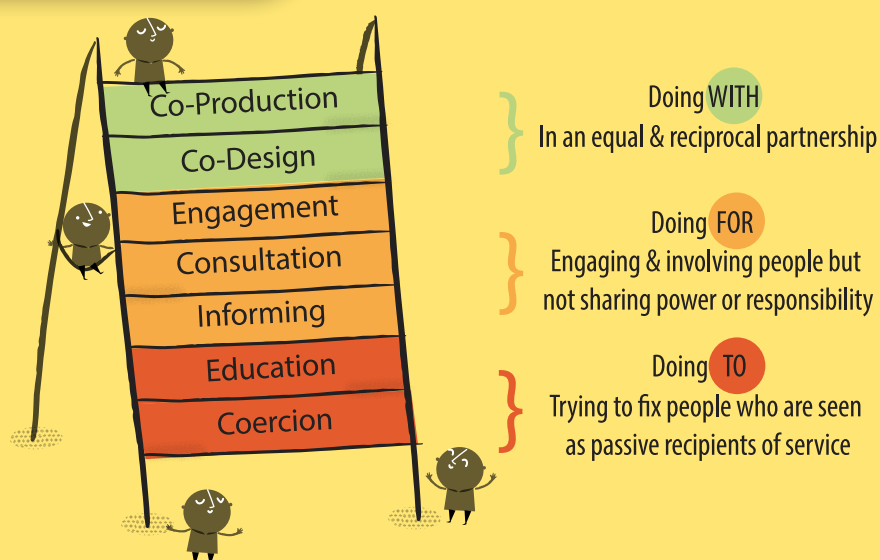
The **CASE STUDIES** collected here are emphatically part of the transformation scenario.

ACHIEVING DEPTH AND TRANSFORMATION THROUGH CO-PRODUCTION

Co-production has the potential to transform the capacity, equity, and impact of public services. However, this potential is infrequently realised. The depth (and impact) of co-production can vary from fairly tokenistic user involvement all the way through to a complete transformation of power relationships, not only within services but also between state and citizen.

This section includes a number of approaches to help you assess the depth of co-production in your own or in others' practices.

Ladder of Participation



This diagram, adapted by nef from Sherry Arnstein's *Ladder of Participation*, shows how co-production relates to other forms of engagement in public services. The key difference is how power is distributed in each of the approaches.

Depth of co-production

A typology of co-production (developed by Catherine Needham and Sarah Carr [2009]) suggests that co-production can operate at three different levels – descriptive or basic, intermediate and transformative.

Descriptive / Basic

At the most basic level, co-production is simply a description of how all services already rely on some productive input from users. This input may just involve compliance with legal or social norms such as taking medication, or not dropping litter. A descriptive approach to co-production simply describes the existing aspects of public services that are co-produced, and fails to acknowledge the potential for more effective use of the productive capacity of service users or communities.

Intermediate

Intermediate approaches to co-production offer a way to acknowledge and support the contributions of service stakeholders, although without necessarily changing fundamental delivery systems. Co-production may be used as a way of recognising and acknowledging input from service users and their carers, and creating better feedback channels which allow people to shape services. Shared decision-making and good quality consultation operate at this level. The key difference between this and truly transformative co-production is that organisational cultures remain unchanged. Indeed, this form of co-production is often led by a key member of staff, rather than being embraced equally by all members of staff.

Transformative

At its most transformative, co-production requires a relocation of power and control. New structures and systems embed co-production as 'the way we do things', bringing together professionals and those they support as partners in the commissioning, design, delivery and evaluation of services. The culture of the organisation changes, mutual trust and reciprocity between professionals and communities become the norm. The impact of public services is amplified as latent assets within the community, such as peer support, informal care networks, and faith and civil society groups, are supported and flourish.

This typology has been used informally in the case study descriptions and can also be cross-referenced to the co-pro wheel explained below.

Co-production Audit Tool

Nesta's Co-production Catalogue includes a number of **critical learning questions** based on the core principles of co-production. They are 'intended to help you critically reflect on and assess the depth of co-production in the service you work in, and others you may come across'.

We've produced our own **CO-PRODUCTION AUDIT TOOL** for the same purpose. The original template is included in the **RESOURCES** section. If you want to use it to assess your own organisation we recommend you ask for responses from staff – at all levels – and from the people you support. They often have very different views!

1 Assets

- Do we acknowledge everyone is an asset with skills, strengths and experience to contribute?
- Do we find ways to use and develop these assets, and to value everyone's contribution?
- Do we build people's confidence and capacity, making sure that everyone's voice is heard?

2 Networks

- Do we take an active role in helping people become or stay part of their communities, able to build their social capital in two ways:
 - Bonding capital:** helping people set-up or become part of supportive peer networks;
 - Bridging capital:** helping people to make connections with other communities or groups?
- Do we work to increase the influence and impact of these networks and their members – as advocates, colleagues, teachers and 'experts through experience'?

3 Outcomes

- Is our assessment process based on a conversation about what matters to the individual – what does a good life mean to them – rather than on an assessment of need or eligibility?
- Do we focus on outcomes (what was the impact of what we did / did we make a positive difference) rather than outputs (what did we do / how often did we do it)?
- Do our evaluation and measurement systems reflect these person-centred priorities?

4 Relationships

- Do we value each other as equals – we all have something to contribute and something to learn?
- Do we build in opportunities for reciprocity – ‘give’ and ‘get’ – with everyone having the chance to contribute and everyone having the chance to benefit?
- Shared responsibility requires shared power. As far as possible, do our systems, structures and approach encourage decisions about governance, strategy, budgets and delivery to be shared between staff and the people we support?

5 Catalysts

- Do we see ourselves as catalysts for change not simply as providers of services? Do we help people to have the confidence and opportunity to live their lives in the way they want to and to take control of their own futures?
- Do we work in partnership with those who use our services, helping each other to design and deliver the outcomes that matter to the individual?
- Do we involve our service users fully in our evaluation processes and use their input to improve both what we do and how we do it?

CASE STUDIES

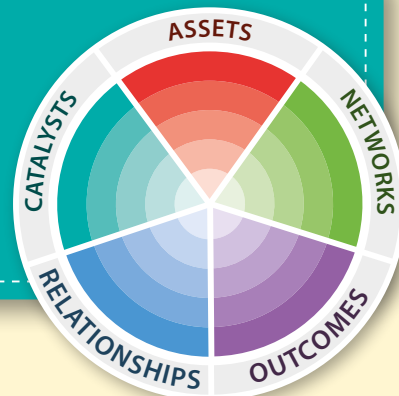
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TIME TO MEET

Because together is better!

SOCIAL CARE : DISABILITIES : TIMEBANKING



SUMMARY

Time to Meet (T2M) is a social network organised by people with learning disabilities, their friends, families and support staff in Swansea and Neath Port Talbot. It exists to help members build stronger social lives by sharing skills, interests and time. Its 448 members have set up 24 activity groups and hold regular social events. In the past year members have contributed 5,232 hours of their time, creating 8,997 hours of activities. Through this process people are learning to lead, manage, develop and troubleshoot their own organisation, created from their common interests and shared ambitions. The vision of T2M members is that strong, vibrant networks of people using social care become the norm across Wales. Through such networks people become proactive in achieving the things that matter to them if they are to live the lives they choose.

WHERE DID WE START?

Early in 2011 members of the Community Lives Consortium's Tenants' Lives Group were talking about what would make their lives better. The group had worked together for many years to improve the support they received. They had come to feel that although the quality of their personal care and support was really important, it was having things to do, a strong group of friends, and being there for others that made their lives worth living. We were interested in how we could help those we support to use their skills, interests and each other to realise their collective ambitions. The idea for Time to Meet was born.

WHAT DID WE DO?

Time to Meet officially began in 2012, funded by a Lottery grant. Community Lives Consortium provides support, employs the T2M staff and manages the money. The first members established a management group and recruited a coordinator. We agreed a simple set of ground-rules:

Easy joining: have clear rules to help everybody get on; once in tell other members what you want to do, or have skills in doing.

Organising together: bring people together who have common or complementary interests, then help them work out what they want to do as a group, and help them to overcome the hurdles in their way.

Learning from experience: organise training and help people to get skills as they build their confidence and become more ambitious.

Collective troubleshooting: share and discuss problems as they develop, members explore solutions together.

Member control: set up open management and communication arrangements so that people can share and make decisions together.

Membership grew quickly through word of mouth and the group began to organise activities and events based around members interests. These included bingo, Wii Dance Nights, and a *Come Dine with Us* group based on the TV programme! By the end of the first year we had 347 members, 181 of whom used social care support. These members supported 22 self-organised groups and created 5,635 hours of activities. They also set up a website and a Facebook group, and produced a monthly 'What's on' guide.

By year two, members wanted to get more involved in the development, management and administration of the project. Some of the most active members formed an Admin Group to create fliers, post blog posts and Facebook updates, and organise welcome packs for new members. In the process they have learned how to use computers and the web, plan events and develop practical admin and communication skills.

Members also became more ambitious. One group decided they wanted to climb Pen Y Fan in the Brecons, another to coordinate a daytrip to the Bath Christmas markets. Both these events raised health and safety issues. Rather than relying on paid staff to deal with this, members were invited to consider how they could use their skills and expertise to keep each other safe. Members are now trained in health & safety skills, and the organisations supporting them have learned about genuinely person-centred approaches to helping people stay safe.

With a growing membership our collective challenge is to find resources to run the project beyond the Lottery funding period. Our Admin Group have taken a lead and begun to work on a range of options:

- Each member is intending to make a contribution, of time or money, to sustaining the project.
- Fundraising events are planned as a key feature of our T2M activities.
- Members are discussing delivering 'values' training to the social care organisations that support them in return for their help to continue the project.
- Members are considering how and if they could deliver services currently offered by the local authority.
- We have begun to create a business plan with enterprise activities that would provide an income for the group and for individuals, and offer a route to employment.
- We are looking for ways in which our local authority and day-care colleagues might support us – through direct funding, sharing resources, or by using our model to re-design day care services.

We are also building members' capacity, through leadership training, and through encouraging members to give presentations or run workshop sessions for professionals on the T2M model and on our approach to citizen-led services. Increasingly, our members are getting involved in wider policy issues – commissioning, service design and service delivery – as citizen activists and advocates. We intend to continue to extend our reach and influence in this way, making the citizen-led values of the Social Services & Well-being Act a reality.

OUTCOMES & EVIDENCE

We wanted members to be able to: organise the things that matter to them by using their complementary skills and experiences; take active and responsible roles in the running of the project; become part of active social networks through which they can make a positive contribution.

Time to Meet's vitality and growth suggests that these aims have been met. We currently have 448 members, 225 of whom use social care support. Members organise 24 regular groups and activities, through 5,332 hours of leadership. In total, 8,997 hours of activities have been created by the members, for the members, over the past year.

Members have undertaken training in leadership, health & safety, first aid and in a range of administration skills and methods. Confidence and capacity have increased and members are now working with the local authority to create a Citizens' Panel to help plan future services.

KEY LEARNING

As CEO of Community Lives Consortium I have had to learn to accept a new reality: I am responsible for the Time to Meet initiative but I am absolutely not in control of it. Time to Meet is a co-produced collaboration. That acknowledgement is essential for sustainability and success. It requires all stakeholders to be flexible, willing to change both attitudes and behaviours. In particular, we needed to accept that professionals are not special – they just have some useful techniques and experience.

The practicalities of our approach reinforce this. We ask all T2M members (staff and service users) what matters to them, what they like to do, and what skills and experience they have that can make these things happen. Staff expertise and experience is not prioritised even when members expect staff to take control (e.g. dealing with the health & safety aspects of the Pen y Fan trip). In this way we blur the support worker/service user boundaries and become equal partners in making things happen.

WHY IS THIS CO-PRODUCTION?

Transformative co-production requires shared power and shared responsibility. From the start, Time to Meet members have been working towards that goal. For example: **ASSET-BASED APPROACHES** & **PERSONAL OUTCOMES**: Every T2M activity or group is built around the skills and interests of the members and the things that matter to them. **PEER NETWORKS**: Members are building wide networks through which they contribute to the common good. **RECIPROCITY & EQUALITY**: All members' contributions are valued equally regardless of whether they use social care or are paid to provide it. **CATALYSTS FOR CHANGE**: The things that members are learning and doing in T2M are encouraging changes in the way their support services operate. Individuals are enabled to be active participants in service design, delivery and evaluation; staff and other professionals are encouraged to work alongside service recipients, supporting them to live the lives they choose.

WHAT DOES IT LOOK LIKE IN PRACTICE?

See the [Time to Meet website](#) for stories from members about what T2M means to them and how their lives have changed since getting involved. Plus here's a link to a video of Time to Meet in action: [Time to Meet – What we do](#).



CONTACT & LINKS

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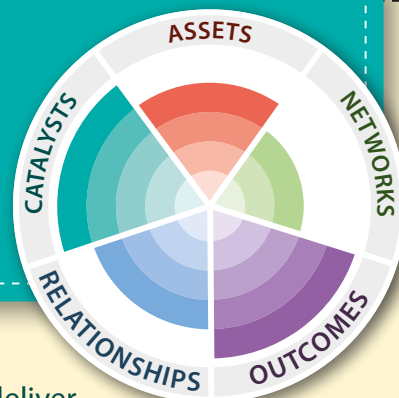
Time to Meet – What we do
<https://youtu.be/L5Rtt6hk4cU>

Community Lives Consortium website
<http://www.communitylives.co.uk/>

NPT HOMES

Sheltered Housing Review

HOUSING : COMMUNITIES : OLDER PEOPLE



SUMMARY

NPT Homes has been working with tenants to co-design and co-deliver a new support service delivery model for people over the age of 55. The implementation of the revised model will see tenants in the community benefit from a support service previously delivered only to those living in sheltered housing schemes. Targeting resources in this way not only responds to the reduced Supporting People budget but also to changes to the eligibility criteria of those who receive support. The co-production approach will, we hope, allow us to do more with less. We are aiming to co-create a community that we can all feel proud to be part of.

WHAT DID WE DO?

NPT Homes own and manage approximately 9,200 properties, including sixteen sheltered housing schemes, across the Neath Port Talbot area. All tenants living in a sheltered housing scheme received a support service regardless of need. However, grant reductions and regulatory changes have made this universal provision unsustainable. Co-production offered us a new way of dealing with this challenge, and the opportunity to work in partnership with tenants.

The process began with an invitation to all tenants of a sheltered housing scheme to join a Partnership Group to include NPT Homes' staff and independent members. Around 30 tenants responded to the initial invitation and over 80 tenants provided input through surveys.

The co-design phase took place over four meetings and focused on defining and achieving a 'perfect community' within our sheltered housing schemes. At an early stage we co-designed a set of 'Lead by Example' Partnership Rules based on respect, equality, trust and action. Staff undertook to be honest, transparent and true to our word. As trust grew, attitudes changed and both staff and tenants became less defensive and more willing to share both power and responsibility.

Using results from a tenants' survey as our starting point, we developed a description of the 'perfect community':

1. I feel safe in my home and secure in the knowledge that people will be there if I need help.
2. I have friends, good neighbours, and an active social life within and beyond our community.
3. I am supported to live an independent life and my support needs are flexibly met.
4. I feel I am part of a community – making a contribution and being appreciated for it.
5. I live in an attractive, well-maintained environment, appropriate to my needs.

The next stage was to discuss the role of our scheme managers in helping to fulfil this vision. We surveyed tenants to identify what they felt were the top ten essential tasks undertaken by scheme managers. The Partnership Group then considered how these tasks could be delivered in the future: could they only be delivered by the scheme manager; could tenants deliver them with support from NPT staff or other partners; or did an alternative solution need to be found?

The results were striking. The Group not only decided that the majority of tasks could be delivered by tenants, either with support from staff and independently, but they actively lobbied for these opportunities. In response we have set up an Activities and Events Group, a Good Neighbour Group, and various subgroups who are designing our pets' policy and helping with safety issues. We have also begun to make links with other agencies and community resources; for example we are considering sharing our communal lounge areas for a local health board initiative in return for exercise and yoga sessions.

The major outcome is our new co-designed Sheltered Housing Service Model. We intend to co-deliver the new model, building in opportunities for reciprocity – 'give and get' – with everyone having the chance to contribute and everyone having the chance to benefit.

OUTCOMES & EVIDENCE

Our initial objective was to develop a Service Model that would deliver the best possible service within the constraints of funding and regulatory requirements. This has been achieved – although the final proof will be in the co-delivered implementation. In addition:

We have established excellent relationships with our tenants. We have a set of shared goals and a collective aspiration to achieve our 'perfect community'- based on what's actually important to our tenants. All participants have extended their social networks, strengthening links between staff, tenants, and their families, making new connections between our sheltered housing schemes, and linking up with the wider community. The partnership has built confidence and capacity, and a huge enthusiasm for co-production approach, including at Director level. We are now intending to take a co-production approach to our community regeneration work and to co-design our anti-social behaviour policy and procedures.

KEY LEARNING

When we began the review process there was a lack of trust and considerable anxiety among tenants, prompted by funding reductions and changes to the eligibility criteria of a long-running service. In hindsight, our decision to co-opt three independent members onto the co-design partnership was a key enabler. They were; a member of the Wales Tenants Advisory Panel (TAP), a former director of the Chartered Institute of Housing and a co-production facilitator. We also involved a union representative at key stages of the process. This facilitated a shift in the power balance so that participants began to feel we were operating on a level playing field.

Even so, it took time to create an environment where people truly felt that their contribution was both valued and respected. We had to be willing to listen and respond to criticism and to acknowledge tenants' anxieties as valid and important. The programme for each co-design meeting was designed to ensure that we faced these challenges head on and that everyone had the opportunity to have their voices heard. The Partnership Rules helped, and decisions were made democratically throughout the entire process. Invariably these decisions were more radical and far-reaching than anything the organisation might have come up with alone. The intention is to help embed these new ways of working and, we hope, through further training such as conflict resolution and team working to guard against any tendencies for more assertive participants to 'take over' our shared agenda.

WHY IS THIS CO-PRODUCTION?

The Partnership Group is explicitly based on **RELATIONSHIPS OF TRUST AND EQUALITY**. This is reinforced through the design and facilitation of the meetings, through the Partnership Rules, and through a democratic and transparent decision-making process. Our shared Perfect Community goals reflect **WHAT IS IMPORTANT TO OUR TENANTS** and were co-designed by them. The process has created new **SOCIAL NETWORKS** among tenants from different housing schemes and increased confidence and ownership. Staff have begun to take on a **FACILITATION ROLE** and to share responsibility – and power. This change can be seen in the Service Model itself, which relies on **MUTUALISM AND RECIPROCITY**, and in the way we informed tenants about the new Model. In the past staff would simply have informed tenants of any decisions that we had taken. Now we work as partners, with staff and tenant participants presenting the Model together as champions of the co-production approach.

WHAT DOES IT LOOK LIKE IN PRACTICE?

Practice is messy! An interview with Ronnie, one of our Sheltered Review Ambassadors reveals some of the highs – and the lows.

RONNIE'S STORY

What was the most enjoyable experience about the co-production approach?

The most enjoyable experience was learning from each other, a realisation that despite which scheme we were from or what age we were, we all had same concerns. We had to learn to think differently, think outside the box to deal with funding cuts and juggling money. I felt awkward and apprehensive at first, didn't know what to expect. NPT asked for our ideas and our opinions. They put their cards on the table, asked tenants to 'come on – help us!' and encouraged us to speak up. The tenants asked the right questions – and we all came up with brilliant ideas!

The experience has been immensely helpful for me. It opened my eyes. I have learned a lot from some of the other Ambassadors, people like Eileen, who has such a big heart, caring for people. It was nice to mix with such a diverse group of people with the same aim.

People were enjoying the experience, the laughter, enjoying sharing stories. And we all had the same aim, to improve things for each other'.

What was the least enjoyable about this approach?

The most challenging part of the process were the people who are slightly better off than others but who had no understanding of people worse off than themselves. The 'I'm alright Jack' attitude. We are living in a time of inequality and a bit of understanding doesn't go amiss. For the new service model to work, we will never get 100% participation but we need as many people on board as possible to move forward.

How effective has it been?

Lots of people say that they want a scheme manager when in fact some people just want some company, they are lonely. If we can help with that, there's less pressure on scheme managers.

I personally have been feeding back to tenants on many of the issues. The laundrette has become quite a hub. It's nice and quiet. People must hear me going down the corridor and come in to ask questions, tell me their problems, and ask advice or just chat. I think the sound of the tumbler drowns out our voices carrying. It's like a drop-in session!

I have also been invited to work on the sheltered social group, they know where my strengths lie!! I've been invited to a neighbouring scheme to play my guitar with a friend on vocals for a welcoming party for new tenants. It was a great atmosphere, the tenants enjoyed it and we have been asked to visit over the Christmas period. It was a great opportunity to socialise with tenants from other schemes. That is what we are building towards. In the future I envisage our scheme not just as a building but as a community, a flagship scheme to be proud of.

*To be honest I was feeling quite low and the process has given me a purpose and a reason, it helped me to help others. There is already a good community here but we are looking to build on it. Looking out for our neighbours and helping those who need it. I am looking forward to a new scheme, the new model, and new mind-set. My motto is to **'Help yourself to help each other'**.*

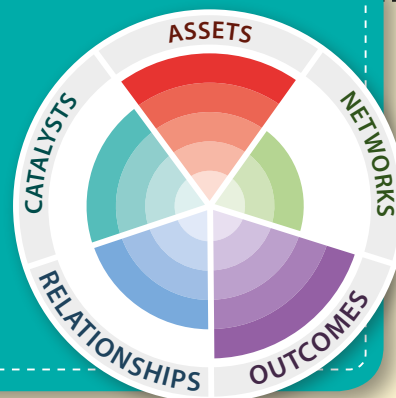


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INTEGRATED SERVICE FOR OLDER PEOPLE IN MONMOUTHSHIRE

HEALTH : SOCIAL CARE : OLDER PEOPLE



SUMMARY

Monmouthshire County Council and Aneurin Bevan University Health Board (ABuHB) have developed an Integrated Service for Older People focusing on early intervention and proactive health & well-being promotion.

The integrated team comprises community occupational therapists, social workers, physiotherapists and community nurses working together within one locality, jointly managed and supporting over 5,000 people at home. In two pilot sites we are also working alongside Community Coordinators who help to connect us up to the wider community and third-sector. Our aim is to enable individuals to reach their goals and their full potential.

WHAT DID WE DO?

We wanted to take a more integrated approach to community nursing in order to provide effective local services with an emphasis on prevention and early action. This involved us in physical reconfiguration and a review of governance, roles and responsibilities. More significantly, it involved changes to the way we do things – as individuals and as organisations – and to our systems and structures.

We began by restructuring our Community Nursing services to recreate ‘the Nursing Family’. District Nursing, Chronic Conditions Nursing and Rapid Response Nursing services are delivered by a single, mutually supportive Community Nursing Team. In two instances a Community Co-ordinator works alongside the teams to maximise use of existing resources and, with community members, to address gaps in provision. Each team works out of a ‘community hub’, focusing on problems that require an immediate response.

A key aspect of our service is that anyone can phone us for a referral: people needing support, their families and friends, or health and social care professionals. We aim to find solutions ‘in-house’, usually through an immediate home visit. The visit is used as an opportunity to build a relationship with the person involved and to learn more about what’s important to them. We deal with the immediate (generally medical) problem but also consider the broader social context of the person’s health and well-being – and that of family members and carers. *‘We cover everything. I notice what’s needed, and I sort it!’*

To help staff manage this broader role and remit we provided person-centred training, encouraging them to take a preventative approach and to think beyond traditional service-based care needs and boundaries. We also designed a new Integrated Assessment process, which concentrates on strengths rather than needs, considering the person in the context of their whole life, rather than being diagnosis and symptom focused. This holistic approach

helps ensure that referrals to the wider integrated team are appropriate and effective. It also helps the team to focus on empowering the people they are supporting, and their carers, to make informed decisions about what is right for them – regardless of whether this is the ‘normal’ way of doing things.

Our success is due in a large part to the fact that we have given staff more autonomy, and backed this up with structures such as the ‘FISH’ model which requires them to ‘Find Innovative Solutions Here’. We trust their judgement and listen to their feedback. They are supported to respond directly to peoples’ concerns and to find rapid and effective solutions to problems. Our holistic approach also means that team members are more aware of each others’ specialist expertise. They learn from and support each other, extending their knowledge, capacity and confidence.

We designed a Patient Questionnaire in order to evaluate the quality and appropriateness of existing service provision and, most importantly, to ask recipients how this can be improved. We then act on that feedback. For example: delays in initial assessments and care planning by CCM (chronic condition management) nurse specialists have been eliminated by sharing follow up visits for relevant patients across the Community Nursing team.

Staff are enthusiastic about the integrated early-action approach:

We’ve somehow turned the tap of demand off – it’s given us time to really spend with people, to build relationships.

Monmouth have nailed it. If everyone did this we’d half the number of problems to deal with.

OUTCOMES & EVIDENCE

In 2013 an Integrated Service Evaluation Report found that the service has resulted in: improved patient experience of both health and social care; clearer and more responsive nursing leadership; more effective and efficient use of nursing resources; greater staff satisfaction among the community nursing workforce; and well-integrated partnership working with community health and social care colleagues in Monmouthshire. For example:

- Duplication of assessments has ceased, as have delays and ‘hand offs’ in implementing care which is shared between community nurses and specialist community practitioners from different professional disciplines.
- We’ve prevented avoidable hospital admissions and facilitated early discharge from hospital by providing sub-acute services at home.
- Sub-acute care provision and proactive emergency contingency planning for vulnerable ‘frail’ patients has become normal practice and the boundaries of traditional housebound community nursing work have been removed.
- Service user experience of both health & social care has improved: *‘I was listened to about what I am actually worried about which are the daily things, not my imminent terminal prognosis.’*
- Community Nurses in the teams have increased confidence across all grades and a proactive ‘can do’ approach to finding and facilitating creative solutions to assist patients to live their own lives.

KEY LEARNING

The transformation from a task-based to a values-led culture takes time and shared commitment. We've realised that it's best to start small and build consensus and buy-in. Listening is critical – without making assumptions. Rather than presuming that we had the necessary 'soft' skills, we set up staff training which focused on active listening. This has had a beneficial impact in our work with service recipients, and on our internal communications. Once we started to really listen to staff, patients, carers and community partners we invariably found the right solution, whatever the problem.

Radical change can be frightening – particularly in the risk adverse culture of the NHS. We've used all relevant policy guidance and legislation to support our new ways of working. We've also kept key influencers in the loop in order to build support externally as well as internally.

WHY IS THIS CO-PRODUCTION?

The initiative is based on the social model of health, acknowledging that people are more than their diagnosis, and that they have experience and **ASSETS** to contribute. The assessment process acknowledges the importance an individual's social **NETWORKS** and connections with their wider community for their health and well-being. This is particularly the case in the pilot projects where community workers are part of the integrated team. Staff are supported to move beyond traditional professional roles to create **RELATIONSHIPS OF TRUST AND EMPATHY** with those they support, and with the carers who support them. **OUTCOMES** are determined not by organisational targets but by the individual's personal goals, hopes and dreams.

The co-production approach underpins all aspects of the service design and provision, including the evaluation and improvement systems. As such, the model is moving towards transformative co-production.

WHAT DOES IT LOOK LIKE IN PRACTICE?

RUBY'S STORY

When the integrated team first met Ruby, she had bilateral circumferential leg ulcers of ten years standing with lymphodema and multiple co-morbidities and agoraphobia. Our holistic assessment approach also acknowledged her low self-esteem and agoraphobia – increasing her isolation.

She did not want to go into an acute hospital so we arranged for two admissions to Chepstow Community Hospital where bed-rest was provided to allow her leg ulcers to heal – in an amazing ten weeks! Community Nurses provided specialist lymphodema bandaging whilst Ruby was in hospital and contributed to her discharge planning, setting up a reablement package of social care.

The reablement package helped Ruby regain her independence and her social care package ceased. Two years on, with our continuing support, Ruby had enough self-

confidence to move to a ground floor purpose-built flat within the local area. She now socialises with other residents and feels part of the community – key personal outcomes for Ruby.

Ruby's leg ulcers remain healed: her bandaging is undertaken weekly by the nursing team (previously two nurses at approximately 90mins per visit x 3 visits per week) and, as an alternative to bandaging, support garments are being trialled following assessment by a Specialist Nurse. The NHS funded a rise & recline chair to facilitate her continued leg elevation, supporting her lymphodema management and assisting in maintaining her healed leg ulcers. Additional equipment to maintain her independence at home has been provided by the Community Occupational Therapist. Interestingly, under the old eligibility rules, Ruby would not have met the criteria for a recliner chair since, due to the success of our rehabilitative approach, she did not need this to enable her to be mobile.

When asked what was important to her in her journey back to a 'good life', Ruby said it was the fact that '*we never gave up on her*'.



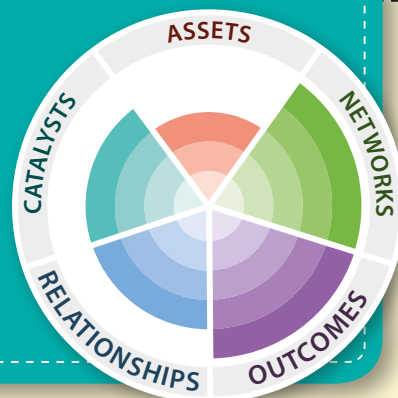
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MAGGIE'S CANCER CARING CENTRE, SWANSEA

HEALTH



SUMMARY

Maggie's offers free practical, emotional and social support to people with cancer and their family and friends. Built in the grounds of specialist NHS cancer hospitals, the Centres are social rather than medical spaces, designed to be warm, informal and welcoming. Professionals are on hand to offer a programme of support that has been shown to improve physical and emotional well-being, developed to compliment medical treatment. The programme includes clinical psychology, nutrition, benefits advice and physical activity. Those who attend the Centre also provide on-going support and advice to each other and work with staff to co-design and co-deliver this holistic service.

There are currently eighteen Maggie's Centres in operation, each receiving up to 100 visits a day. Maggie's Swansea is the first in Wales.

WHERE DID WE START?

Maggie Keswick Jencks was a landscape architect and writer who lived with advanced cancer for two years. Maggie was profoundly and negatively affected by the 'spaces' in which she was treated, and concerned by how hard it was to understand / take in all aspects of the diagnosis, advice and treatments offered. In addition, even though she was surrounded by supportive family and friends she often felt isolated and alone. These experiences led Maggie to envisage a 'blueprint' for a different type of cancer support, delivered from an inspiring space, and individually tailored to each 'visitor' – those with cancer, their friends, family and carers. People are enabled to become active participants in their own treatment, creating a space and service that ensures that people never *'lose the joy of living in the fear of dying'*.

WHAT DID WE DO?

Great design and architecture is vital to the care Maggie's offers. The right environment can reduce stress and anxiety and lift people's spirits, encouraging conversations and friendships. Architects such as Zaha Hadid and Norman Foster give their time for little or nothing, creating environments that help those who visit and work in our centres feel safe, valued and comfortable. Maggie's Centres are designed to feel more like home than a hospital, with no reception desk, no signs on the wall, no name badges and a big kitchen table at their heart. This is the hub for conversation and engagement and is central to our whole ethos. It's the first thing that our visitors see – whether they come for a formal appointment or on a drop-in basis.

Visitors are encouraged to join others around the table and to chat over tea or coffee. People share stories, or just listen, assisted if necessary by our professional team who will help direct the conversation, provide information, or simply connect people up. The friendships and

support networks that grow from these kitchen table conversations are vitally important, 'you see people blossom – especially the men – we focus on what actually works for them'.

People come for practical, psychological, social or emotional support and each visitor is helped to co-design a support package to meet their individual needs – whether as people with cancer or family members, friends or carers. The range of services is extensive. Individual psychological support is available through booked appointments every day as is drop-in cancer support and benefits advice, provided by our team of psychologists, cancer support specialists and benefits advisors. We help people to have more meaningful conversations with clinicians, building their confidence and understanding so that decisions about medical interventions are truly shared, based on a holistic view of each individual's health and well-being.

People appreciate the opportunity to meet others with similar experiences, whether informally at the kitchen table, through a range of co-designed and co-delivered support groups or through our programme of support. Our kitchen table feedback, and visitors' responses to other aspects of the programme, is used continuously to improve and expand our provision. For example, our Living with Prostate Cancer course led to the setting up of a Men's Group attended by 15-20 men each week. That in turn gave rise to a Wives & Partners Support Group – one of ten support groups who now meet regularly in the centre. Maggie's Centres across the UK also run 'kids days' for families with small children, Gardening Groups, Bereavement Groups and Young Asian Women's Groups; all examples of how the programme continues to evolve to meet the needs, and use the assets, of all participants.

In addition, we connect visitors to other support groups and services within the local community, such as yoga teachers, art therapists, music therapists and nutritionists. We bring together rich community assets and make them more accessible to those who can benefit from them. The intention is to help people make connections and build networks that can be maintained beyond their engagement with Maggie's, supporting them in their journey.

OUTCOMES & EVIDENCE

Our 2014 Audit Report suggests that Maggie's Centres provide a high quality and effective programme of support. Three-quarters of our visitors have had a cancer diagnosis. The remainder are friends or family members. 100% of visitors rated their experience at Maggie's as either good or excellent and every aspect of our support was rated as either helpful or very helpful by 98% or more of our visitors. Also:

- 91% of visitors said that their understanding of cancer improved as a result of their visits.
- 89.4% of visitors reported that Maggie's was meeting their needs, either completely or mostly.
- 93% of people reported that Maggie's had helped them feel less alone.

The work of Maggie's is a fantastic example of how the third sector and NHS Wales can and should work together to meet the holistic needs of patients. My hope is this on-going collaboration can continue to support society's wider effort to tackle the burden of cancer patients and the health service.
Mark Drakeford, Minister for Health & Social Services, August 2015

KEY LEARNING

The key realisation for us was the power of community. Every day in every Maggie's Centre, the impact of people sharing their stories and experiences and learning new skills is evidenced. People are supported to become active participants, sharing their own skills, knowledge and experience to benefit others and learning from others in their turn. It is this reciprocity that is the key to lasting positive change, change brought about by all members of our community.

WHY IS THIS CO-PRODUCTION?

Maggie's was created through a co-design approach, using the expertise of someone with a cancer diagnosis and their family members, alongside cancer care professionals, architects, landscape and interior designers. The service remains professionally led rather than fully co-produced. However, people supported by Maggie's make a significant contribution to service design and delivery, particularly through the **PEER NETWORKS** that are at the heart of Maggie's. People are helped to make new connections, both within the Centre and within the wider community, and to develop their own support groups. **ASSETS & PERSONAL OUTCOMES**: The focus is firmly on the whole individual, their strengths, interests, and the outcomes that matter to them. Maggie's is acknowledged as 'a place where you can come and talk about you as a person not just you as a patient'. **RECIPROCITY & EQUALITY**: Maggie's is available to all those affected by a cancer diagnosis, for as long as they need it. Staff see themselves as equal partners and there are plentiful opportunities for reciprocity. **CATALYSTS FOR CHANGE**: Maggie's stated aim is to help people retain both their independence and 'the joy of living'. Staff expertise is complemented by the lived experience of those they support, and by the assets of the wider community.

WHAT DOES IT LOOK LIKE IN PRACTICE?

A short film about Maggie's (Edinburgh)

<https://www.youtube.com/watch?v=WP11-8kXAcg>

Thoughts on Maggie's (London)

<https://www.youtube.com/watch?v=xllSpZczhNw>



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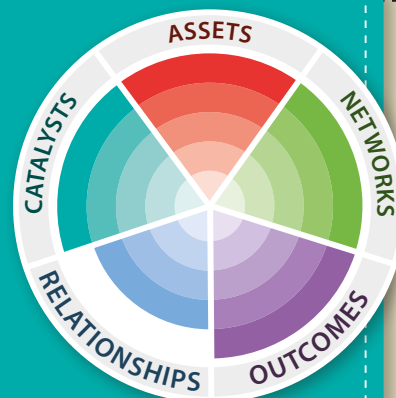
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CARMARTHENSHIRE HOUSING SERVICES

A Spice time credits approach to engagement and delivery

COMMUNITIES : HOUSING : YOUNG PEOPLE : TIMEBANKING



SUMMARY

Carmarthenshire County Council Housing Services and Community First clusters have been working with Spice to establish a time bank intended to engage community members, build social networks, and lead to improved outcomes for individuals, organisations and the wider community.

The programme is now running in seven locations and has over 700 members aged between 3 and 97 years. These individuals have given over 28,000 hours back to their community through the scheme, via a network of over 80 organisations.

WHAT DID WE DO?

We set up a time credit scheme – starting with one tenants’ group and then expanding across Carmarthenshire. As well as providing an effective and sustainable method of engagement, time credits help to build peoples’ social networks and a strong sense of community, with positive impacts on health and well-being. Volunteers earn one credit for one hour of volunteering. Credits earned can be ‘spent’ on sporting, cultural or social activities (often set up by the members themselves), exchanged between time-bank members, or gifted to others. Anyone can join and we keep the paperwork to an absolute minimum.

Our initial focus was on younger tenants. We began by building relationships through lots of conversations – on their terms and their territory – developing a sense of partnership and trust. Facebook and Twitter were key communication tools, alongside face-to-face contact. We encouraged comments and questions, provided information and updates, and added photos and appreciation whenever any volunteering activity took place. During this stage we began to create an ‘asset map’ of what was available for young people and where they felt welcome/safe. This was used to identify existing opportunities for earn and spend activities, gaps in provision, and the assets – people, places and resources – that we could use to fill them.

As membership of the time bank grew, along with opportunities for earning and spending time credits, we decided to extend the impact of the project by working with whole communities, not just with Housing Department tenants. This was quite a learning curve for all partners. Local authority staff were asked to shift from task-based approaches (rent collection, arrears recovery, maintenance) to an asset-based community development approach. Community workers needed to acknowledge the organisational structures and financial priorities within the Council. And everyone had to focus on what was important to the people we support, rather than on organisational targets or KPIs.

As before, we started with assets, running a big asset-mapping event for organisations, community groups and individuals. As well as providing us with lots of information the event helped participants make new connections and encouraged new activities. For example, local school students offered to provide IT training in sheltered housing schemes, and tenants of another sheltered housing scheme were helped to get a grant to take part in a film-making course. Another group decided to run their own lunch club and film night, and to invite other community members to join in. In this way, tenants began to find their own solutions to loneliness and isolation, using their communal spaces to help create a real community.

OUTCOMES & EVIDENCE

The time-bank is now running in seven locations and has over 700 members aged between 3 and 97 years. Since set-up, these individuals have given over 28,000 hours back to their community through a network of over 80 organisations. Moreover, 81% of volunteers say that they are very likely to continue giving their time. Membership is continuing to grow.

The time bank has had a positive impact on individual participants and their communities e.g.

- 45% of participants report feeling healthier as a result of being part of the Time Credits scheme.
- 43% of participants report that they have learnt a new skill as part of their involvement.
- 64% of participants now spend more time with others in their community.
- 43% have more trust in people in their own community.

Time credits have supported a 'Street Buddies' initiative and tenants run lunch clubs and coffee mornings, helping to address social isolation and build community networks. The scheme supports environmental initiatives, e.g. a local food project with community mentors supporting young people to grow their own food, and a 'fuel club' providing more affordable fuel to housing tenants.

A UK-wide evaluation of Spice Time Credits can be accessed here: http://www.justaddspice.org/wp-content/uploads/2015/05/Evaluation-of-Time-Credits_Exec-Summary.pdf

KEY LEARNING

Focus on getting genuine buy-in at all levels with partner organisations and encourage a cross-silo approach to achieving shared goals. Good relationships – with community members, groups and partners – are essential. There's no short cut to this, and no other way of achieving success.

Relationships rely on effective communication, to keep people in the loop, share information, and respond to concerns. We send out regular and frequent updates, through social media, print media and at face-to-face meetings. We respond warmly to any input, keeping communications personal and informal rather than corporate. And we address problems or complaints as quickly as possible, starting with the assumption that all concerns are valid and need to be properly acknowledged.

WHY IS THIS CO-PRODUCTION?

Time credits are explicitly designed to deliver transformative co-production through a focus on the core principles. **ASSET-BASED APPROACHES** & **PERSONAL OUTCOMES**: The 'earn and spend' activities are not imposed from on high but emerge out of the skills and interests of the members and the things that matter to them. The starting point is an assumption that everyone is an asset, able to make a contribution. **PEER NETWORKS**: Time credits help to build reciprocal networks and social capital. These in turn give people the confidence to have a voice in deciding what happens in their communities, their public services and in their own lives. **RECIPROCITY** & **EQUALITY**: Everyone's time is valued equally, acknowledging that all participants can make a contribution to their communities and to the lives of others. **CATALYSTS FOR CHANGE**: The partnerships that have been forged between professionals and community members are ones of shared expertise, potentially leading to shared power and shared responsibility. Citizens become leaders, supporting change in their own lives and the lives of others in their community.

WHAT DOES IT LOOK LIKE IN PRACTICE?

JANE'S STORY

My story starts with my passion for children and my passion for depression. They are the two things I feel I know most about. My mum had depression all my life; when I was small depression was my best friend, depression came to tea, depression held birthday parties when my mother could not. I was isolated.

I had a career in childcare and child psychology which took me all over the world. I've been married to Rob for 11 years and together we raise our three lively kids. We live with depression; postnatal for me and then when I lost my mum. It raised its head for Rob when he became isolated; he hated his job, we lost a baby, he resented his epilepsy. I was too wrapped up in myself and he attempted suicide.

Then we met Rachel, the Spice time credits facilitator. Something in the way she spoke and the passion she had for her project inspired me. I wanted to find out more. We started volunteering, out of curiosity, out of boredom, but we found we were meeting some really lovely people, earning time credits and getting out of the house. We also felt safe – something that's not easy for depressives. I remember going to one workshop and just sitting and crying... people got it, they didn't think I was nuts, they knew I was at the end of my rope and just listened and signposted help. They continue to support us today.

Time credits came along when work wasn't an option. Both of us were too ill to commit to a job, needing each other constantly around for support. Getting involved with time credits changed everything. Rob was always the provider. Now he could earn again but in a different way, we could get out as a family again. He has far more good days than we ever thought possible. We take the kids bowling, swimming, on days out. They love to earn time credits too, looking through the brochure and choosing events to save up for. The school have noticed how much more focused they are; they have gone through so much in their lives but they are out the other side and doing well. As for me, I can't begin to explain. I have made diamond friends, friends

that I love and who share the enthusiasm and want to make their communities a better place to live.

I go to workshops just because I'm eager to learn, I go to exercise classes because I want to get fitter, I go on community training because I'm hungry to see the change in me, my confidence, my enthusiasm for time credits reflected in those around me.

In July, backed by Rachel, Spice and the time credit network, Rob and I launched our own organisation – Create me Happy – an organisation that recognises and alleviates the impact of parental depression on children. The interest has been incredible. Over the summer holidays we held two 'Lego Club' workshops. We had over sixty families at those events, using Lego as a tool to grow and learn together. When do we ever do that? When do we give our children two whole hours of undivided attention, create something together and just chat? Simply by coming to the event parents begin to reduce the isolation in themselves, and in their children.

That's what time credits have done for us. We've realised that negatives can be turned into positives, that we don't need oodles of money to engage and have fun. We have made friends and learnt so much. Our summer holiday was packed with exciting new opportunities – all on our doorstep. The time credit network is a support system all of its own. There's always someone available for advice, for support, a virtual hug (or a virtual slap!). Our Street Buddy group is strong, our networks are strong and continually gaining momentum. We're looking forward to seeing it grow, seeing our own organisation grow, sharing our training and skills with those around us, making Carmarthenshire safer, healthier and more engaging for all those generations living here now and for those of its future.

For more stories of the impact of the project see: Spice Carmarthenshire Case Studies;
<http://www.justaddspice.org/blog/what-time-credits-have-done-for-me>



CONTACT & LINKS

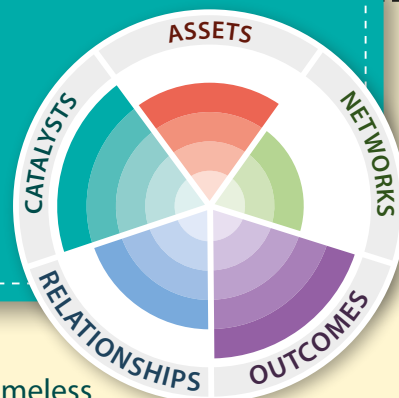
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THE WALLICH

Reflect to Perfect group

SOCIAL CARE : QUALITY EVALUATION



SUMMARY

The Wallich is a supported housing organisation, working with homeless and vulnerable people across Wales. We believe in enhancing the support we offer by providing opportunities for our clients to learn new skills and to influence the service they receive.

Following a review of service-user involvement in the work of the organisation, we wanted to offer opportunities for them to be fully involved in our quality assurance processes. The 'Reflect to Perfect' group was formed with this key aim. The group was set up in 2013. It has had a significant impact on the way we design, deliver and evaluate our services. It has also had a very positive effect on organisational culture. Most importantly, Reflect to Perfect has given service users a powerful voice – working with us as true partners.

WHAT DID WE DO?

The Wallich, like many similar organisations, offered a range of ways for service users to get involved but little opportunity at a higher, more influential level. We wanted to change this. A key objective of our 2013 Involvement Strategy was to involve service users in our Quality Assurance process as 'Client Assessors'. We used a Tenant Empowerment Grant to empower a group of service users to co-design a range of service standards – our Great Expectations framework. Service users are now helping us ensure that these standards are achieved across all of our 65 projects. Critically, the co-design process has enabled participants to develop theoretical and practical know-how in a range of areas such as: understanding client groups, service assessment, inspection methods, and Supporting People funding and services. Their confidence has increased along with their capacity. Our organisational capacity has grown in parallel. CEO Antonia Watson considers Reflect to Perfect *'the most transformative piece of work that I have seen in many years. Sharing power, working together and creating genuine change that is improving The Wallich.'*

WHERE DID WE START?

We began by finding out about our service users' experiences of our support process through a series of informally facilitated sessions. We performed a lean review and mapped out people's experiences of our support, starting from when they are inducted into a project through to when they leave services. We displayed this journey on a large chart in order that everyone was able to engage in the process and offer their opinions. We looked at what was good about the service and what needed improving. This helped us identify what makes an excellent service – what were we aiming to achieve. From this exercise we developed an initial set of standards for a range of service areas: Your project/office base; Health & Safety; Client Involvement; Your

Support; Our Staff. We produced a simple diagram of the whole support process and displayed it in our offices and projects, encouraging informal feedback – positive and negative.

This revealed considerable variations across our projects, in relation to the standards themselves and regarding staff and service user expectations and ways of working. In response, staff and Reflect to Perfect members decided to carry out an organisation-wide survey of service users' views. The questions were based on our new standards and were co-designed by group members.

The resulting Outlook Satisfaction Survey was sent to all our service users; the results provided a baseline for us to work from. The Survey is now used as part of service users' six-monthly reviews and when they exit services. Reflect to Perfect members have completed training in communication, listening skills and Interview skills and will contact service users from projects where there is a low response or where comments need to be followed up. Their on-going role is to evaluate our services against the criteria that they have established, and to hold the organisation to account.

Last spring, the Reflect to Perfect group held a 'Great Expectations' launch event for service users, staff and external colleagues. They spoke about the project, the process and their own experiences: *'I was a bit daunted at the beginning but I soon realised that my experiences could help make things better ...we've done lots of good work'*. Members also worked with Zoom Cymru to create 'The Good, The Bad, and the Preferred Outcomes' – a film of the project shown at the event.

NEXT STEPS

We're now rolling out Reflect to Perfect throughout Wales and asking our Reflect to Perfect assessors to help us improve low scoring/responding projects. We'll continue to review our Involvement Strategy and are looking for more opportunities to work with our service users to design, deliver and evaluate our provision. We have been accepted as part of the PQASSO for Wales project starting in October 2015. The PQASSO quality standard was developed by, and for, third sector organisations. It is implemented through a self-assessment process and covers all aspects of an organisation's work including planning, governance, leadership, managing people, managing money, outcomes and impact.

We intend to invite service users to lead on the assessment process which we see as the next step for the Reflect to Perfect team. Working together we hope to expand the culture of continuous improvement within the organisation whilst creating great opportunities for our service users to develop knowledge and skills along the way. Exciting times!

OUTCOMES & EVIDENCE

The project was successful in many ways. One of its more significant outcomes is that four of the Reflect to Perfect members were in full time work by the end of the project. In addition:

- participants have grown in confidence and capacity and their sense of well-being has increased
- participants have increased their skills, knowledge and employability

- our service users know that their views are valued and acted upon
- our services have been improved as a direct result of service-user involvement
- our organisational culture has become more collaborative – a partnership between staff and service users.

We also have co-produced a range of policy documents and handbooks. These include:

- set of service standards based on service users' experiences and their desired service outcomes
- Reflect to Perfect Guidelines
- a revised Handbook based on service users' views and decisions
- a revised Complaints Procedure based on service users' views and decisions
- a detailed Action Plan – a commitment to take the project forward.

During the first year of the Outlook Survey we received 396 responses from service users. On current trends we anticipate approximately 530 responses in 2015-16, suggesting a significant increase in engagement by our service users. Equally significant is the fact that 98% of respondents rated the overall service received from The Wallich to be good or excellent. This year we are aiming for 100%!

KEY LEARNING

Working collaboratively, particularly over something as contentious as quality standards, leads to often passionate differences of opinion. We unearthed things that we were unaware of which changed the direction of the project. It was a challenge to ensure that everybody's views were taken into account whilst still trying to achieve the project outcomes.

In response we expanded the time allowed for the planning sessions and planned the facilitation carefully ensuring that everybody was able to contribute their thoughts and opinions effectively. Often people were taking about emotionally draining personal experiences. We decided to limit the sessions to four hours – with plenty of breaks. This allowed us enough time to meet the aims of the session without people becoming over-tired or unproductive. The 'soft skills' training was very helpful, helping all of us to listen more carefully and to be open to different viewpoints.

Ultimately, staff and service users had to be willing to just go with it – trusting each other and trusting that great things can be achieved and services improved as a result.

WHY IS THIS CO-PRODUCTION?

We take a solution-focused approach and genuinely believe that everyone is the **EXPERT IN THEIR OWN LIVES**. We support people's aspirations, helping them to use their **ABILITIES AND SKILLS** to achieve their goals. In this way **WE FACILITATE CHANGE** with people, rather than deliver it to them. Reflect to Perfect demonstrates this approach – our Great Expectations framework represents 'lived homelessness experience' with those who live in projects setting the standards for those who will live in them in the future. The group shared their own personal stories and understandings in order to identify what 'excellent' really means, and where improvements were needed. The project created a close **NETWORK OF PEERS**, sharing and learning from each other. As service users grew in confidence and skills, they learnt more about

the design and development of their own projects. This gave them the **KNOWLEDGE AND POWER TO MAKE REAL CHANGES** – for themselves and others. In turn, the organisation learnt more from ‘inside the project’. The project demonstrates how lived and professional experience can combine to create wonderful communities.

WHAT DOES IT LOOK LIKE IN PRACTICE?

NEIL'S STORY

When Neil first came to The Wallich he moved into the Night Shelter, our temporary accommodation for rough sleepers in Cardiff. He'd lost his home shortly after his parents died when the Council refused to let him stay. Homeless and grieving for his parents, Neil had little confidence and was completely isolated.

Subsequently he moved into more permanent accommodation at The Wallich Riverside project and found a place he could call home. He got involved with resident schemes and projects such as our volunteer and learning programmes. When he heard about the new Reflect to Perfect project he decided to sign up. He began to make friends with other participants and started to find his feet. His confidence grew, he became less isolated and more involved with both his peers and The Wallich.

Neil was an active participant in the project sessions, sharing his experiences of life and of the services our organisation offers. He felt comfortable enough to give very honest and constructive feedback. Empowered to share his story, he felt part of a network, included and listened to.

Neil took part in several training sessions as part of the project – listening and communication skills, interview training and body language. These skills helped Neil improve his capacity and confidence as part of an effective working group. He was a member of the presentation team at the Launch event, speaking to an audience who included our Board of Trustees, managers, funders and members of the Welsh Government and took an active role in organising the event.

Neil has grown as a person through his involvement in the project, believing in himself and his ability to achieve his goals. This new-found confidence has led to Neil being offered a permanent contract with a local company:

Doing everything I did with Reflect to Perfect and the training with The Wallich helped me improve my confidence which now helps me in my job as I am speaking to people I don't know on the phone. I am doing a job that I never thought I would or could do. I now love meeting new people and working means that I am not just sitting in my flat all day, I am doing something worthwhile.



CONTACTS & LINKS

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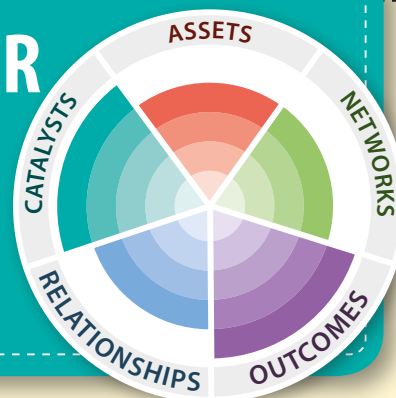
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CYNEFIN IN CEFN MAWR

Community development & tourism

ENVIRONMENT : COMMUNITY DEVELOPMENT



SUMMARY

Cynefin is a Welsh Government programme which aims to improve the well-being of deprived communities across Wales. Eleven 'Place Coordinators' engage with the community, facilitate communication between all stakeholders, and empower the local residents to improve their quality of life.

In Cefn Mawr we explored what residents are passionate about and what mattered to them in their own lives. We identified ways to remove barriers and create new projects to improve people's quality of life. We brought local residents together alongside statutory and voluntary services who contributed expertise and funding. We have created a number of projects under the broad remits of tourism and community growing; most are still ongoing. The process has built community capacity, brought immediate benefits, and created a legacy for the future.

WHAT DID WE DO?

We started by running a number of 'visioning events' in Cefn Mawr, inviting local residents, community groups, support organisations and professionals to talk about how they could improve the area in which they live. Everyone had an equal voice around the table, with facilitators on hand to make sure everyone had the opportunity to express their opinions. Participants were asked:

- What are you passionate about?
- Have you acted on this?
- If not, what stopped you?
- If you have, how could we scale up/improve what you're doing?

The answers to these questions defined the remit of Cynefin's work, highlighting existing good work that could be built upon, and identifying barriers that were preventing ideas from progressing.

Two overarching project ideas were generated, with a host of secondary projects.

1. A community growing project, which all the groups could work towards.

Residents were interested in a plant & share scheme, soup gardens, a flower committee and a community garden. A group formed to see what land was available and met with council officers for advice on suitability. We identified a potential site and linked up with relevant statutory and voluntary organisations who helped to develop a plan to present to the Council for the transfer of the land for the community garden. That process is now underway and, in the meantime, the residents have decided to set up a formally-constituted group to ensure that they are ready to go once the land is transferred. Their enthusiasm is considerable and infectious. We look forward to adding an update to this catalogue in the very near future!

2. A tourism development project, to improve the look of the area for residents, to bring in tourists, and thereby generate employment opportunities in the area.

Actions and outcomes included:

- **Tourism conference:** each year some 300,000 people visit the Pontcysyllte aqueduct, a nearby world heritage site. Cefn Mawr needs to tempt tourists to the village and offer them opportunities to spend money locally. We organised a tourism conference to examine best practice in other areas of the UK, and to encourage people to think big about what could be achieved in Cefn Mawr.
- **Cefn Mawr souvenirs:** as a result of the tourism conference, we identified a lack of branded products available for tourists to purchase. We produced placemats with an image of the aqueduct and 'Made in Cefn Mawr' branding; and two local businessmen worked together to produce wall clocks that featured scenes of Cefn Mawr. These are now sold in the Canal and Rivers Trust visitor centre at the aqueduct.
- **Cefn Mawr Community Museum:** A group of residents wanted to develop a Community Museum to showcase life in the village over the last 200 years. They secured a venue, and linked in with local organisations and businesses to help furnish the museum with tables and display cabinets – now filled with a fascinating range of objects and artefacts. Local people have brought in memorabilia and memories which provide an eclectic and intimate view of village life over the centuries. The Museum is staffed by volunteers and members of the Cefn Mawr Historical Society who have helped us make sense of this rich treasure trove.

A number of other projects are in the offing... watch this space as we put Cefn Mawr on the map!

OUTCOMES & EVIDENCE

In terms of capacity-building and engagement, residents who had not previously been involved in their community are now working with us on the projects and have developed new relationships and networks. They are thinking about how they can make a difference in their community, rather than expecting other people to deliver. Their aspirations are supported by partnership working between organisations that had previously not worked together and by the Council's willingness to offer plots of land to house our various projects.

It's early days but we now have an energised and active community, a thriving Community Museum, a range of marketable products, a community garden team who are about to set up as a formally constituted group, and a raft of ideas for future developments. Through a process of active engagement and reciprocal participation, we have built community capacity, created immediate benefits, and, we hope, forged a legacy for the future.

KEY LEARNING

To enable people and communities to offer their opinions without feeling inhibited we needed to create an atmosphere where everyone felt equally valued and believed that their contribution would make a difference. Our 'visioning events' were the vital element in this. We used examples of good work elsewhere to show communities what is possible, and how to achieve it. We also

encouraged people to ignore potential barriers and challenge the status quo. That helped us think more creatively, and to be more ambitious. Dealing with the barriers came later!

Many thanks for coordinating such an excellent event; the energy and enthusiasm for action in the room was a perfect example of what engagement sounds like (lots of excited noise) and what progress feels like (people identifying and committing to first step actions).

Part of our job was to be tenacious on behalf of the community. If we were knocked back we continued to look for ways around problems or alternative solutions. Much has been achieved in Cefn Mawr after being told 'it can't be done'.

WHY IS THIS CO-PRODUCTION?

ASSET-BASED APPROACHES & PERSONAL OUTCOMES: The projects looked at the existing **ASSETS** in the area and how these could be built upon to benefit the community. We also appreciated the **ASSETS** that the community members themselves could offer: residents have been central in designing and implementing projects and have been involved as equals alongside the paid professionals. This approach has strengthened and developed **PEER NETWORKS**, among residents and community groups, and between residents and the professional organisations who support them. **RECIPROCITY & EQUALITY:** All ideas have been generated by residents and the community. We involve facilitators to ensure that everyone has the opportunity to voice their opinion and ideas and then introduce relevant professionals to work with the residents to progress the solutions and to address any problems. **CATALYSTS FOR CHANGE:** Our work is not driven by programme level targets but by a genuine demand from the community to make a difference and improve their quality of life. The balance between community-led and professionally-led projects varies, but the ultimate intention is to ensure ownership and sustainability through a community-led approach to both project design and delivery.

WHAT DOES IT LOOK LIKE IN PRACTICE?

We are about empowering communities: helping them to think about the issues that they face, and to generate creative solutions and enthusiasm for projects that groups can work on together.

We bring in support from the public, private and third sector to overcome identified barriers and in doing so we act as a voice and ambassador for the community to question the status quo.

You can see this approach in action here: <https://youtu.be/OfAcDwRvvss>



CONTACT & LINKS

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Cynefin Wrexham websites

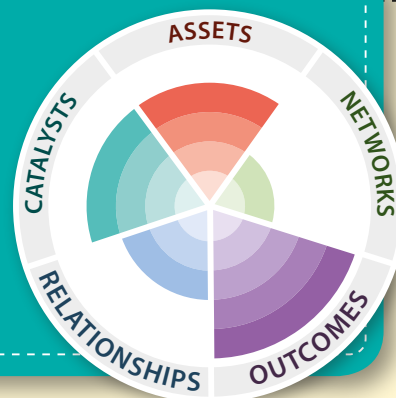
<http://www.cynefinwales.org.uk/places/wrexham/case-studies/cefn-mawr-affordable-housing.html>

<http://www.cynefinwales.org.uk/places/wrexham/case-studies/rhosymedre-community-garden.html>

GWYNEDD COUNCIL DIRECT PAYMENTS

An asset-based approach

SOCIAL CARE : DIRECT PAYMENTS



SUMMARY

Take up of Direct Payments in Gwynedd was low, complicated by over 100 pages of policy guidance, an inflexible and inaccessible system, minimal autonomy for either recipients or the social workers who supported them, and a focus on financial compliance rather than effective outcomes.

We decided to take a new approach, harnessing the expertise, energy and commitment of people who use services and their carers to help us improve the service. Our Direct Payments will now focus on personal outcomes – what matters to people, what helps them live a good life. Our systems and structures are being explicitly designed to support this relationship-based approach. We now have a Direct Payments scheme that allows people to design a care package that's right for them; flexible, personal and easily adapted as circumstances change.

WHERE DID WE START?

We started with a problem – an unworkable and ineffective Direct Payments system. The system was complex, there was little choice, minimal flexibility and no focus on outcomes. Social workers were confused and uncertain about what could and couldn't be bought using Direct Payments, and many people defaulted to a traditional home care package delivered in the same way every day, every week. Recipients did not feel able to vary the timing or nature of the care, or to come up with new ideas to help them live the lives they chose. Monitoring focused on financial compliance rather than achievement of outcomes.

WHAT DID WE DO?

Our first and best decision was to use the expertise and experience of service users and carers to redesign the Direct Payments service. We set up a task group: people who used services, carers, Direct Payments staff, team leaders in adult and children's social services, and the North Wales Advice & Advocacy Association (which supports Direct Payments in Gwynedd). We started by considering what we wanted from a Direct Payments service, using people's experiences as the basis for our discussions. Complaints about Direct Payments were analysed and lessons learnt. All existing users of Direct Payments were asked their opinion through a questionnaire, and we ran focus groups with our social workers. We also held a training event to ensure that the task group fully understood the complex legislative context in which we had to operate. The group then developed a set of principles to underpin our new policy. Once approved by Cabinet, the policy was written up and taken back to the group for further discussion.

Unsurprisingly, we didn't get it right first time! We continued to meet, becoming increasingly comfortable in challenging assumptions and traditional ways of doing things. This constructive and open atmosphere helped us realise that we were not always working towards the same goals or truly valuing the service user's perspective. So we decided to go back to our principles – what really mattered to people who use Direct Payments. The principles were reaffirmed, clarified and agreed by Cabinet. We then worked together to create a clear, simple policy, just four pages long.

Our new approach begins with a conversation with the individual, to find out what matters to them and what will help them achieve their goals. We look at their strengths and assets, including those available within their family and social networks and consider how these assets could help them meet their personal well-being outcomes. If the person is eligible for additional support Direct Payments are offered as the option of choice. Specific outcomes are agreed and we discuss creative ways of meeting these outcomes, using an asset-based and flexible approach. Finally the Direct Payment package cost is agreed upon.

Our philosophy and guidance is now designed around trust and outcomes rather than compliance, outputs and hours.

OUTCOMES & EVIDENCE

This is a new initiative and has not yet been formally evaluated. However, we anticipate that this asset-based Direct Payments approach will significantly increase uptake. By moving away from monitoring every penny of expenditure, and towards evaluation of outcomes, we will give people the opportunity to design a package of care that will suit their individual requirements, to think creatively, try new things, and live the life they choose.

KEY LEARNING

The prerequisite for effective systems change is culture and behaviour change. This was a major challenge. Administrative staff were nervous about a shift away from the focus on financial compliance. Social care staff were anxious about encouraging people to design their own support packages. Professionals found it hard to accept that service users and carers really do know best. And we all had to cope with the realisation that costing achievement of outcomes is not an exact science, and is beset with ambiguities and hard-to-prove cause and effect.

We dealt with these difficulties in a number of ways. Training – in systems thinking principles and practice, and on the Social Services & Well-being Act, specifically in relation to Direct Payments – helped us feel more confident about our new direction of travel. We drew on other's experience and expertise, particularly Flintshire Council. That helped us understand the need for culture change – not just in relation to the Direct Payments initiative but across our core social work practice. Internal Audit staff were part of the task group and the legislative context in which they and we needed to work was fully acknowledged through an additional training session. We made sure that we had Cabinet and corporate management team buy-in at each stage of the co-design process. And last but not least, we gave ourselves time – to build trust, to 'fail' and to learn from those failures.

WHY IS THIS CO-PRODUCTION?

ASSETS & PERSONAL OUTCOMES: Supported by the requirements of the SS&W Act, the focus is people-centred, building from individual strengths, assets and individual goals. Existing **NETWORKS** are considered within the assessment process but there is no explicit focus on developing these. **RECIPROCITY & EQUALITY** were evident during the co-design phase of the initiative and in the freedom given to service recipients to create a care package which is right for them. **CATALYSTS FOR CHANGE:** The assessment process encourages professionals and service recipients to pool their assets and experience and work in partnership with others to achieve an individual's goals.

This Direct Payments initiative is an excellent demonstration of co-design over an 18-month period. Power and responsibility were shared, and there was a real willingness to challenge professional assumptions, behaviours and systems. The strengths-based assessment approach provides opportunities for co-delivery although it is too early to tell to what extent this will be embedded and/or whether peer networks will be used to support the desired outcomes. As such, the initiative is a good example of intermediate co-production moving towards a transformative model.

WHAT DOES IT LOOK LIKE IN PRACTICE?

BETH'S STORY

Beth is 26 years old and has Down's Syndrome. She lives in her own flat close to her parents' home. She has always wanted a place of her own, and she loves her independence. She has a bit of help from Mum and Dad, and she uses Direct Payments to employ a PA who helps her with shopping, cooking and housekeeping. They get on very well together, but Beth is definitely the boss!

Beth was recently offered a job in the restaurant where she'd been working on a voluntary basis. She now has a contract to work ten hours a week. She needs a small amount of support at work from other members of staff in the restaurant, and she uses her Direct Payments to pay the restaurant for two hours of support each week. Her job makes her feel 'proud, confident and professional.'

This means that Beth has less Direct Payments to use for support at home, but this was her choice. Having a proper job is a dream come true, and is far more important to Beth than doing housework! She is also earning a proper wage now, and she has decided she can afford to pay for a cleaner from time to time. This means she will be able to spend more time cooking and baking with her PA, which is what she really enjoys. As Beth always says, *'It's my life, and it's my choice.'*



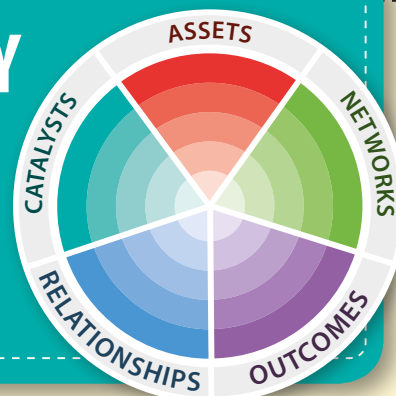
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GLYNCOCH COMMUNITY REGENERATION

Community-led services

COMMUNITIES : TIMEBANKING



SUMMARY

The Glyncoch Community Regeneration charity was established by local community members as the vehicle for regeneration in Glyncoch and surrounding areas. It's a transformational organisation that hosts a Communities First programme, facilitates Oxfam's Sustainable Livelihoods initiative, and empowers individuals to have a voice in the services that affect them through Community Voice projects. Our working practice and ethos is founded on the principles of co-production. Our approach is asset based and responsive to the people with whom we work. We aim to be catalysts for change, building community networks, confidence, capacity, and resilience.

WHAT DID WE DO?

The work of the organisation has changed dramatically since 2009 where our journey of co-production began. Our working practices and the focus of the organisation have altered as a result of changes to the various funding streams such as the Communities First programme. Nonetheless, the ethos of co-production remains at the heart of everything we do.

WHERE DID WE START?

We started with a problem. In 2009 crime in Glyncoch was at an all-time high and local people were becoming increasingly anxious and fearful. A co-design meeting of all stakeholders was organised to identify problems and potential solutions. There were representatives from the community, social landlords, the Community Safety partnership, local police, community groups and youth workers. A number of ideas emerged from that first meeting. In particular, people wanted to tackle a local 'grot spot' and turn it in to a community asset. Initial actions were agreed, including plentiful opportunities for volunteering, supported by time credits. Our 'Summer challenge' was born with a co-designed programme of activity running throughout the summer holidays. Local residents got involved in increasing numbers, helping to create a real buzz around the project.

The result was the redevelopment of a no-go, rubbish-filled and 'dangerous' area in to a community-created woodland walk – a space for the whole community. Significantly, during this summer period crime rates in Glyncoch dropped to zero. They continue to be the lowest in the area.

WHAT HAPPENED NEXT?

There were two important outcomes from this experience: our commitment to co-production was reinforced and our community members had started to become our partners. We are now working to embed these co-productive partnerships in all that we do. Our main, inter-related, areas of work are:

Community involvement: Building strong positive relationships and having a presence within the communities we work is key to co-production. We have an open door policy, welcoming everybody and offering support, guidance and signposting to help individuals overcome barriers. We work with individuals and local groups to help them bring their ideas to fruition. Community-led initiatives include a Health Ambassadors scheme, healthy eating and weight loss classes, and walking and cycling groups. We organised a 'Lifelong Learning & Alleviation of Poverty' co-design event for 80+ participants and are continuing to follow up on the resulting community-led and community-owned actions.

Communities First: We facilitate a range of 'Learning & Prosperous' opportunities including Work Clubs, employability support, adult learning, school-focus community work, and social enterprise support. Our highly successful Work Clubs demonstrate the impact of people coming together to bring about change. We organise online support, employment support, and intensive one-to-one support to help individuals overcome the barriers they face. The sessions are supported by various partners including Communities First, Department of Work & Pensions, Citizen's Advice Bureau, and social landlords. By working together we can provide holistic support to meet the real needs of individuals, many of whom are facing serious hardship.

Community Voice: These projects are intended to empower individuals to have a voice in the services that affect them. For example, we worked with local residents to take on a local community asset – a paddling pool about to be closed due to budget cuts. We helped set up the Butcher's Pool group to take it on as short-term lease over the summer holidays. Citizens were able to influence change within their community and take a publicly-owned resource into community ownership. They identified local resources, networks and contacts that enabled them to keep the paddling pool staffed and open throughout the summer holiday. Over 400 people accessed the provision, supported through a commitment of over 400 hours volunteering. The group moved from being angry unheard residents to being agents of change in just eight months, building confidence, capacity and networks as they did so.

Oxfam Sustainable Livelihoods: Taking an asset-based approach, we work with children and their families to overcome barriers that prevent them having sustainable livelihoods. We also facilitate Social Enterprise workshops, using flower-arranging sessions as an (unexpectedly effective!) engagement tool. Alongside the flower arranging and social opportunities, we deliver an understanding of business enterprise and help equip participants with entrepreneurial skills.

NEXT STEPS

Funding for Communities First is expected to end in the next few years. We are therefore focusing on building sustainability, resilience and capacity to ensure that Glyncoch Community Regeneration can continue to thrive as a co-produced community-led organisation. In the words of one of our community members:

We're transferring our assets, getting trained up, taking over the community centre, putting solar panels on the roof...we're going to be self-sufficient within two years!

Given the skills, knowledge and experience that our asset-based approach is able to harness, and the willingness of community members to get involved in creating their own futures, we think she might just be right!

OUTCOMES & EVIDENCE

Like most organisations we have targets we must achieve, and we have a good record of success. However, we are not target driven. We are interested in helping people to achieve the changes that they want in their own lives, and to realise their potential. We want people to have the confidence to access support and guidance; to build strong social networks: to have the resilience and skills necessary to overcome barriers; to be a contributor, part of a peer network that supports others. We work with over 40 different partners to achieve our mission, with over 10,000 volunteering hours being contributed to the communities of Ynysybwl, Glyncoch and Rhydyfelin each year. Responses from those we support suggest we are achieving our collective aspirations.

We began working with John after he was referred from a local youth club to the Work Club for extra support and CV writing. Through development and one-to-one sessions he decided to attend a CSCS course (Construction Skills Certification Scheme). He demonstrated real commitment – attending different venues and taking part in practice tests. Enthused by his progress, John then brought his father Gareth to Work Club. Gareth had over twenty years of labouring experience but needed his CSCS card to get back into work. We collaborated with our partners GREW (social enterprise – RCT Homes), Caerphilly Construction Industry Training Board (CITB) and Newydd Housing (social landlord) to support both of them. John and Gareth passing their tests with flying colours. They also made connections with the other attendees on the course, resulting in employment for John and prospective job offers for his father. After this positive experience, John brought his mother to Work Club and she attended a food hygiene course to increase her job options.

Working in partnership with the family, other community members and external partners resulted in increased confidence, positive referrals and contacts within different industries.

KEY LEARNING

Relationships of trust and reciprocity are key to co-production – with our partners and with those we support. This needs time, effort and flexibility. We have realised that we need to take a range of approaches, from coaching through to directing, depending on the individual and the circumstances they find themselves in. Reciprocity can't be forced on people! Working 'with people' rather than 'doing to or for people' is always an agenda item. We are constantly exploring new and innovative ideas to our work and ensure we keep up to date with new models of working. We encourage staff to attend various conferences and training such as Restorative approaches and Asset Based Community Development. We involve our community members in wider networks and training opportunities and support individuals to have a voice at conferences.

One of the biggest challenges is maintaining a people-centred approach. We don't always succeed, especially when working with other organisations. Problems are exacerbated by differences in working practices, particularly target-focused organisational systems that tend to lose sight of the individual and their desired outcomes. As part of the co-production community in Wales, we are continuing to advocate for a co-produced, outcomes-based commissioning and evaluation approach – the essential requisite for change.

WHY IS THIS CO-PRODUCTION?

All our projects are facilitated with all stakeholders and our approach is **ASSET-FOCUSED**, working with individuals to identify their strengths and experiences. We help develop these assets by building people's **CAPACITY, SKILLS AND CONFIDENCE**. We actively signpost and make connections with individuals within and beyond their communities, extending their **SOCIAL CAPITAL**. As the individual's confidence and skills develop we encourage them to become part of wider **PEER NETWORKS**, transferring their skills and learning across other areas in Pontypridd. Our focus is on helping people achieve the **OUTCOMES THAT ARE IMPORTANT TO THEM** – getting a job, feeling fitter, managing depression, learning something new. Through supporting and acknowledging their achievements we hope to empower them to make the **CHANGES THEY WANT IN THEIR LIVES**.

WHAT DOES IT LOOK LIKE IN PRACTICE?

RACHEL'S STORY

My journey began in 2011 when I was living with my three children in Ynysybwl. Following the death of my father and a relationship breakdown I was suffering from depression and was socially very isolated.

My oldest child returned home from school one day asking if he could go on a school residential trip – the only problem was that payment was with time credits and I didn't have any. (Time credits can be earned by volunteering in the Glyncoch area. For each hour volunteered you earn one time credit.) Luckily for us my brother was always volunteering and had accumulated quite a few credits. We had a discussion with the time banking coordinator and she agreed that my son could borrow credits from my brother but that we would have to earn them back during the school holidays.

That summer the whole family volunteered in Glyncoch. We did everything from painting bus stops to building bottle greenhouses. My circle of friends grew, as did my confidence. I got involved in a local healthy eating and Weight-busters group. We would meet every week to learn new recipes and hold a (confidential!) weigh-in, earning time credits as we did so. I'd always enjoyed cooking, and I wanted to lose weight, so the group was perfect for me.

Hearing about my cooking abilities, one of the Glyncoch community workers asked me if I'd like to do the food for their AGM, to showcase the food we'd been preparing at Weight-busters. The AGM was in November 2011. That day changed my life completely and I've never looked back!

Everyone raved about the food I'd prepared giving me the confidence to think about setting up my own catering business. Support and training opportunities were offered, and I grabbed every one! I now have my own business – Homebaked Delights – and my oldest son hopes to follow in my footsteps. He has just achieved 10 GCSEs and is aiming to become the next Jamie Oliver. My children are all actively involved in the community and we are a much happier family.

As well as running my business, I am also a member of the Communities First Steering Group and a director of Glyncoch Community Regeneration. I give presentations at conferences and workshops to professionals and government officials who are interested in taking a co-production approach. I'm living proof that it works!



CONTACT & LINKS

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Glyncoch Community Generation Websites

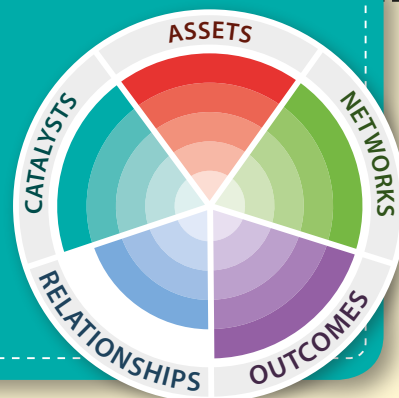
<http://www.glyncoch.org.uk> – (annual report is accessible online)

<https://www.facebook.com/Butchers-Pool-683314795108187/timeline/>

AGE WELL – HWYLIOG MÔN

A youth club for the over 50s

HEALTH : OLDER PEOPLE : CITIZEN ACTIVISTS



SUMMARY

Age Well is a social enterprise and charity which helps the over 50s to improve their confidence and self-esteem, and stay healthy and active in mind and body. The Age Well initiative was initially set up as a three-year project to explore the need and establish activities for the over 50s in Anglesey.

When the funding for the project came to an end the members decided unanimously to set up as a social enterprise in their own right. Members – aged between 50 and 95 – now run a highly successful ‘youth club for the over 50s’. Our membership is drawn from the deprived area of Amlwch and the county town of Llangefni on the island of Anglesey.

WHAT DID WE DO?

There are 68,000 people living on Anglesey, more than two-thirds are over 50. Some 3000 people are on GP chronic heart disease registers. There are major problems of depression, exacerbated by rural isolation and loneliness. A lack of transport prevents older people from accessing leisure services or other social and cultural opportunities. The original initiative (run by Age Cymru) aimed to provide local facilities to improve take-up by older people, tailoring activities to the needs of participants. Ultimately, lack of funding led to the closure of one of the three centres, followed by an announcement that the other two centres were to close imminently.

Over 100 people met in Llangefni to find a way to maintain this essential provision. We decided to set up our own social enterprise to take over the running of the two centres. This was the start of a difficult but hugely rewarding journey, and a steep learning curve for all of us!

Age Well is now a member-run social enterprise and charity which helps the over 50s to improve knowledge, confidence, self-esteem and to stay healthy and active both in mind and body. We run two drop-in centres, in Amlwch and Llangefni, each providing a warm welcome, refreshments and a choice of activities to members. We promote the physical and mental well being of members through a wide range of social and educational opportunities and programmes such as computer classes, local history and Welsh classes. We also run health-related sessions such as our Prevention of Falls classes, line-dancing, swimming and walking clubs. All classes and activities are self-funding.

To help combat loneliness and social isolation we provide one-to-one support for people who may be anxious about joining in with group activities or socialising with others; the coordinator or a volunteer will work with individuals over a number of weeks to help build their confidence. Above all, we provide a sense of community, of belonging.

There is always some around you can have a chat with... I am now 88 years old and I hope that I am an example of what Age Well can do... It does what it says on the box!

The skills and experience of members are used by and for the centres as leaders and instructors for different activities. For example, our cooking club members help cater for the well-attended monthly lunch club and, on a daily basis, the coordinator and a small group of volunteers provide hot meals. It is an important part of the ethos of the centres that everyone can sit down together over a cup of tea or lunch. We aim to create a sense of family and community rather than simply providing a 'service'. All members are encouraged to help, whether by laying the tables, serving the meals or washing up.

All work at the centres is carried out by volunteers with the support of two part-time coordinators. We also have a Trust Board made up of three elected members from each centre with an independent chair – all are volunteers. The centres themselves are each run by a Steering Group of elected members from the various activity groups with a chair, treasurer and secretary. Our Board members are also members of the Steering Groups, ensuring good lines of communication.

OUTCOMES & EVIDENCE

Research undertaken for Age Cymru in relation to the original initiative in 2011 suggests that attendance at the centres has a significant, often life-changing, impact on participants' health, well-being, and sense of belonging.

We've gone from not knowing anybody to knowing quite a lot of people in the town... there's hardly a day now when your in town shopping you do see somebody that you know and they'll stop and talk or wave or whatever it is. At one time, we just sort of went to town and back again without talking to a soul.

The research estimated savings through prevention and early action of approximately £380 per person per year. On this basis, the Age Well initiative is saving £133,000 per year across its 350 members.

As a community-led organisation we do not currently have the capacity to undertake a formal evaluation of outcomes. Nonetheless, the experiences and enthusiasm of our members suggest that we are continuing to have a positive impact on health and well-being.

Increased social participation: We support people to play important roles in their community – contributing and making a difference to others. There are number of volunteering opportunities within the project including tutoring, walk leaders, drivers and befrienders. Members can share their knowledge and experience and feel valued by others – key elements of improved well-being.

Improved access to information: Ensuring that older people are aware of their rights and that they are empowered to deal with any issues they may face requires accessible information in the right format, in the right place and at the right time. Age Well serves as a community hub providing localised information about services and opportunities and a signposting service to statutory services.

Learning and activities: Participants in social and leisure activities are more likely report improved physical, mental and emotional well-being. Age Well provides a varied programme with a wide range of learning, physical and social activities for the participants.

In 2013 we received a Care Council Social Accolade Award in the citizens controlling services category.

KEY LEARNING

Despite the success of the Age Well centres, the project remains vulnerable. We are not financially secure and our members, although enthusiastic and committed, do not have the necessary skills to ensure fiscal security or to build the evidence base that would improve our chances of a successful funding bid. Financial pressures mean that there is little opportunity for staff development once rent and salaries have been paid. These difficulties would be lessened, and possibly overcome, if the initiative was fully co-produced with reciprocal and equal relationships between the citizen members and professionals, working together to achieve our shared goals.

WHY IS THIS CO-PRODUCTION?

The Age Well project was initiated by professional service providers with citizens as recipients of the service. It is now run by and for citizens. On that basis it fits in to the 'citizen-activist' category rather than being a co-produced provision. Nonetheless, the principles of co-production are very evident in the approach being taken. Everyone is **VALUED** and their knowledge and skills appreciated and utilised. We have created a community based on **FRIENDSHIP AND RECIPROCITY** with everyone contributing to the success of the project as a whole. Our activities are directly related to '**WHAT MATTERS**' to members – they decide what will make them happy. And that seldom fits the stereotype of the older person. We go walking, abseiling and cheer-leading. Members learn new skills e.g. cooking when 'the wife' has always done it. We've cracked computer-coding. One of our members (over 75) suggested that we do a sponsored zip ride. So eight of us did, raising £700 in the process! Members' **SOCIAL NETWORKS** have grown along with a real sense of belonging. We support each other to make a difference: each one of our 350 members is a **CATALYST**, helping others to lead healthier, happier and more fulfilled lives.

I've got not just friends there – we're one big family. It hits you there in the heart that you're seeing these things happen in Amlwch itself and I can't praise it any more than what I'm doing.

WHAT DOES IT LOOK LIKE IN PRACTICE?

MRS H'S STORY

Mrs H referred herself on to the project, explaining that she was in a poor state of health with a limited social life. She suffered bouts of depression mainly due to the fact that her ill health (heart and kidney failure) resulted in mobility problems. She wanted to be able to join in activities but felt that her health problems would be a barrier.

The Age Well coordinator spent time with Mrs H finding out what her interests were. She had been a keen cook and had enjoyed gardening but could not do it anymore. Together they planned a programme of weekly activities. These included reminiscing with photographs, baking, table-top gardening, Tai Chi in a chair, card making, and creating table decorations with fresh flowers. Mrs H's confidence grew along with a sense of what was possible. Her table decorations were widely admired and were sold to raise money for the Age Well Centre. Knowing that people liked them gave her the confidence to continue with this activity. She had thought that she would be unable to do the Tai Chi exercises but is now a regular in the group and is also doing the exercises at home – along with baking which she had previously given up.

We've seen a great change in Mrs H since she first joined us. She has much more confidence and is always willing to join in activities. Her attitude to life has changed – she will try things whereas before she would say she couldn't do them because of her ill health.

I recommend anyone joining the project... it has given me new motivation. I had virtually given up on life because of my ill health and thought that I would not enjoy anything again.



CONTACTS & LINKS

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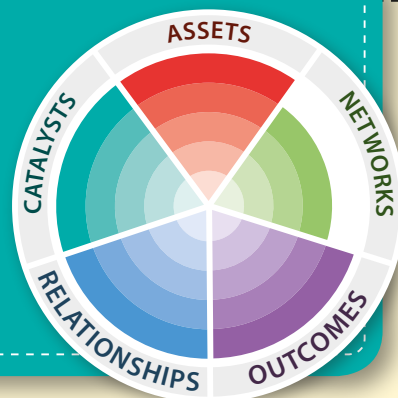
Age Well website

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GRŴP GWALIA

Developing evidence-enriched practice

HEALTH : SOCIAL CARE : OLDER PEOPLE



SUMMARY

Grŵp Gwalia housing association provides a range of services including supported housing for disabled and older people in Wales. They recently took part in a co-productive approach to service and workforce development – Developing Evidence-Enriched Practice (DEEP) – working in partnership with Swansea University, Joseph Rowntree Foundation (JRF) and the Institute for Research and Innovation in Social Services (IRISS).

The research findings have led Grŵp Gwalia to revise their Professional Boundaries policy. The new policy is based on ‘what matters’ to service recipients, carers and staff, and on an understanding that ‘all support must be founded in meaningful and rewarding relationships’.

WHERE DID WE START?

The Joseph Rowntree Foundation’s ‘A Better Life’ research programme presented a vision of what life can and should be like for us as we get older. This was summarised in seven challenges. These included the importance of acknowledging everyone as assets and equals, of looking beyond labels or symptoms to appreciate the individual themselves, and of ensuring that support is based on meaningful and rewarding relationships. Grŵp Gwalia worked with a team of academics led by Swansea University to discover for themselves what this might look like in practice.

WHAT DID WE DO?

We took a co-productive and asset-based approach to the year-long project, ensuring that all participants were equally able to share and explore formal research evidence alongside local, contextual evidence from older people, carers, frontline staff and managers. We worked together to explore the challenges set out in ‘A Better Life’, with a particular focus on ‘*all support must be founded in meaningful and rewarding relationships*’. Participants were asked about the significance of relationships in supporting emotional well-being and the delivery of good care and support services. Their responses were cross-referenced against the research evidence.

There was considerable congruence:

EVIDENCE FROM OLDER PEOPLE AND CARERS

One young girl (a homecare assistant) became great friends with mum – they just hit it off. My mum loves this young girl to death and she loves my mum – it was just a natural blossoming friendship through their professional relationship.

She (a support worker) took me back to her house. I had tea with her family and her son did demonstrations of wheelies on his bike for me – it was lovely. For the first time in ages, I felt normal'.

EVIDENCE FROM FRONTLINE STAFF

I do think it is nice to be able to share... clients will ask us, 'what have you done over the weekend?'. It is so sad that if someone was to ask me 'Are you married? Have you got any children?' and for me to say 'I am sorry, I cannot discuss this with you'.

X comes to the day centre and I can see that maybe she is not herself... I will say 'what's the matter?' and it maybe something going on in her life that perhaps she isn't able to share with some people and she might be down and maybe she does need that little bit of physical contact and I personally don't see anything wrong with putting my arm around her and giving her a cwtch.

RESEARCH EVIDENCE

We are social beings and being socially ostracised in any way results in either despair or rage – people need to feel that they belong and matter. This is expressed most powerfully through high quality reciprocal and inclusive relationships. (Williams & Nida 2011)

Service users value both the quality of their relationship with professionals and the skills they bring. They highlight the notions of friendship, reciprocity and flexible professional boundaries (the extra mile) as key positives and the human qualities associated with warmth, empathy, respect and listening. (Beresford et al. 2008)

We then cross-referenced our findings against Grŵp Gwalia's policy documents, particularly in relation to professional boundaries. The lack of alignment was evident. Staff who wanted to take a genuinely caring approach felt that they had to do so 'under the radar'. The organisational policy tended to either discourage relationship-based practice or, at its most risk-averse, to prohibit it: e.g.

- Becoming the friend of a person who uses our services is an inappropriate relationship that focuses on the needs of both people. A professional relationship should focus solely on the needs of the person who uses our service.
- Staff must not disclose any inappropriate personal information about themselves or other staff members to people using our services
- Staff must not allow people who use our services to visit their home.

The final stage of the DEEP project was to use our new understandings to develop a positive approach to risk management. We aimed to co-design policies which were transparent, collectively discussed, agreed and recorded. This has led to a revision of Grŵp Gwalia's Professional Boundaries Policy, renamed as the Sharing Lives & Professional Boundaries Policy. Staff, service users and carers are now working to refine this revised policy and to embed it in practice. A PhD student has been appointed to look at safeguarding in the context of relationship-centred practice and will work alongside us to build on the DEEP outcomes.

OUTCOMES & EVIDENCE

The project was one of six undertaken in Wales and Scotland. The resulting report ‘Developing evidence-enriched practice in health & social care with older people’ was published in April 2015.

Locally, our main output has been the co-produced Sharing Lives & Professional Boundaries Policy. Beyond that, outcomes have been profound. All participants reported increased well-being and a sense of security, continuity, belonging, purpose, achievement and significance. Relationships among staff and between staff, older people and carers have improved. For Grŵp Gwalia, the move away from compliance with ‘one size fits all’ rules and regulations to making decisions based on what works in a specific situation has encouraged the development of a more reflective organisational culture. The explicit acknowledgement of our common humanity, and a co-produced approach to improving well-being, are helping to transform our organisational culture and the lives of both staff and those we care for.

KEY LEARNING

The project identified several key elements which needed to be addressed to ensure a co-productive approach to using evidence in practice. These included:

- **Valuing and empowering all of the people involved in the project:** Senior managers had to support participants to be creative and able to experiment with ideas. Trusting relationships needed to be developed between everyone involved, so people could be honest and feel safe. We also needed to use well-structured approaches to help people think and talk together, enabling them to be better listeners and more open to learning.
- **Valuing and using a range of evidence:** It was important to consider ‘what mattered’ to everyone involved. This meant that four types of evidence needed to be included: research; the views and experiences of older people and carers; the expertise of frontline staff; organisational concerns including policy.
- **Preparing the evidence, so that it was interesting and relevant to everyone:** To aid accessibility and understanding the evidence was presented in a range of formats – short summaries, stories, pictures, poetry, even song. Some evidence was summarised in provocative statements, e.g. ‘regulation kills kindness’, leading to fresh ways of thinking.

WHY IS THIS CO-PRODUCTION?

The project explicitly addressed all of the five co-production principles identified in this catalogue. **VALUE ALL PARTICIPANTS & TAKE AN ASSET-BASED APPROACH**: evidence from service users and frontline staff was valued alongside research evidence. The project brought service recipients, carers and staff closer together and the planned follow-up work will hopefully extend these developing **SUPPORT NETWORKS**. **WHAT MATTERS TO THE INDIVIDUAL** remains at the heart of the initiative. Service recipients, carers and frontline staff 'felt acknowledged, listened and responded to'. **RELATIONSHIPS OF EQUALITY & RECIPROCITY** underpinned the entire approach and continue to underpin the follow-up work. **CATALYSTS FOR CHANGE, WORKING IN PARTNERSHIP WITH THE PEOPLE WHO USE OUR SERVICES**: as a result of this work, Gwalia are changing their policy on professional boundaries. This work is also informing the review of professional boundaries on a national level within the Care Council for Wales.

WHAT DOES IT LOOK LIKE IN PRACTICE?

An example of the direct impact of this work on a service user is summarised in the video story 'A Train to Cardiff': http://deep-resources.chrismog.co.uk/#Stories_and_Quotes



CONTACT & LINKS

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JRF 'A Better Life' programme website

www.jrf.org.uk/betterlife

Project report

<https://www.jrf.org.uk/report/developing-evidence-enriched-practice-health-and-social-care-older-people>

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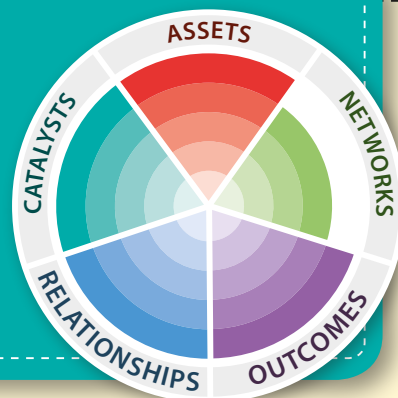
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BRON AFON COMMUNITY HOUSING

Own 2 Feet Living: Tŷ Cyfle

HOUSING : YOUNG PEOPLE



SUMMARY

As the largest social landlord in Torfaen, Bron Afon Community Housing needed answers to a number of important questions: 'how can we break the cycle of failing tenancies of young people ...how can we create more affordable homes for young people with 'wrap-around support' ...how can we break the revolving door of homelessness ...how can we embed such a 'step change' in the housing sector?'

We teamed up with Afon Youth to find solutions to these questions. The result is Tŷ Cyfle, a unique transition housing project designed by and for our young people.

WHERE DID WE START?

We worked in partnership with Afon Youth Forum, a diverse group of young people who have first-hand experience of the problems we hoped to solve. The group included those who have experienced homelessness and sofa-surfing, and who have been categorised as 'looked after children'. Many had chaotic lifestyles and multiple complex needs. Their confidence and self-belief was understandably low.

We took an asset-based approach from the start, developing strong relationships with the young people we were working with. We needed this to be their agenda, not ours. Our first step was therefore to find out what the young people wanted, what would really make a difference to them. Their answers were very clear.

Young people, some as young as 16 or 17 years old, particularly moving from care or from complex family backgrounds, told us that going straight into their own tenancies was proving to be too big a leap. And we knew from our own experience that the impact of tenancy failure could be life-long. They wanted bespoke wrap-around support, specifically tailored to their needs: a form of transitional housing, bridging the gap between 24-hour hostel support and fully independent living.

WHAT DID WE DO?

The Afon Youth Forum were supported undertake research into social housing. They met with academic and policy advisors. They visited innovative housing projects across the UK, including Foyers Hostels and alternative housing solutions such as Container City in London. They became increasingly aware of the assumptions and prejudices surrounding youth homelessness. In response they became advocates, creating a film with ITV Fixers to highlight and challenge these misconceptions. They met with Welsh Government Ministers and Local Authority leaders to make their case and build support.

Throughout this process the participants were growing in confidence and self-belief. Combining experiential expertise and their extensive new knowledge they came up with their own transitional housing solution which was formally presented to our directors. At the time of the presentation Bron Afon Community Housing were about to demolish a derelict building. The passion and commitment of our young presenters, and the intelligence of their proposal was inspiring. Bron Afon agreed to invest in this innovative new housing solution, and to provide the funding to redevelop the derelict site.

The result is Tŷ Cyfle. The young people have been involved every step of the way in the redevelopment. They worked in collaboration with professionals to design the layout, the internal fittings, fixtures and décor, all to a very high standard. Previously unemployed young people worked on the building, mentored by Bron Afon staff. They completed an employability programme 'Trade that Works', gaining on-site experience and accreditation. 40% have gone in to sustainable employment.

NEXT STEPS

We are now exploring options for phase two of *Own 2 Feet Living*. A feasibility study has been undertaken with young people, staff, tenants and communities to build upon existing ideas and find fresh solutions around housing for young people. We have run 'Ideas into Action' workshops to develop detailed action plans for sites and construction options, finance models, governance and ownership structures.

OUTCOMES & EVIDENCE

An innovative Youth Cooperative has been created with a Management Committee consisting of the young residents and members of Afon Youth Forum. A derelict property has been brought back into use answering the need identified by young people – to end the revolving door of homelessness and create sustainable tenancies. The project is largely self managing: young people have devised a bespoke Allocations Process and Tenancy Agreement for Tŷ Cyfle along with Management Policy with a unique traffic light system to enforce any breaches of the tenancy agreement.

100% tenancy sustainability has been achieved in the first year, with no rent or ASB issues. Previously, 61% of housing placements for young people broke down.

Through *Own 2 Feet Living* Young people have been empowered to create 'step change' within the housing sector, shaping how services are delivered. More significantly perhaps, the project has and is changing lives. 100% of participants have actively engaged in education, training, employment or volunteering. All have a gained in confidence and ambition:

My mother didn't want me, I moved between family members. Tŷ Cyfle is the closest thing I've had to a family and a parent. The fact that in September I will be a university student is crazy. Absolutely buzzing!

KEY LEARNING

We've realised the power of working collaboratively and trusting young people to find the solution to their own concerns – in this case a housing solution that is unique and tailored to their needs. Tŷ Cyfle demonstrates how cooperative working can produce outcomes that cannot be achieved by traditional approaches and thinking. The young people themselves helped us to take the leap of faith – and to deal with the 'risks' inherent in working in this way. They are also our best ambassadors and advocates, able to persuade those in power of the benefits of sharing power and responsibility. Our key learning is that it works – brilliantly!

WHY IS THIS CO-PRODUCTION?

We haven't tended to use the word 'co-production' but realise in hindsight that our focus on **ASSETS** and **PERSONAL OUTCOMES** have resulted in truly **EQUAL AND RECIPROCAL** partnerships between our staff and the young people we support. It is their understanding of **WHAT'S IMPORTANT TO THEM** that determines the focus of our work. The Youth Forum acts as a creative sounding board for ideas and as a supportive **PEER NETWORK**, building confidence and capacity. As **CATALYSTS FOR CHANGE** we just light the blue touch paper and stand back allowing the Youth Forum to take a lead. The example above is just one of many that demonstrate how our young people are helping to change their own and other's lives for the better.

WHAT DOES IT LOOK LIKE IN PRACTICE?

Here's a link to the 'Out of my hands' video about homelessness made by members of our Youth Forum. http://www.fixers.org.uk/news/6811-11208/out-of-my-hands-film-complete.php#_VhZQXu07yp4.mailto



CONTACTS & LINKS

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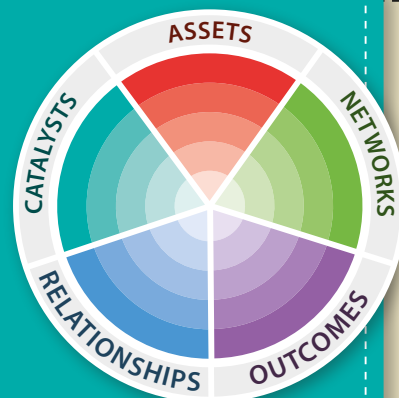
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ACTION IN CAERAU AND ELY (ACE)

Multi-agency community development

COMMUNITIES : HEALTH : TIMEBANKING



SUMMARY

ACE is a community development organisation based in the Ely & Caerau district of Cardiff, the largest area of council-built housing in Wales. Since 2013 we've been responsible for managing the Cardiff West Communities First cluster. We're working with community members and statutory and third-sector partners to build a sustainable, community-led regeneration charity which will have a positive impact on social, economic and health inequalities in what is currently one of the most deprived communities in Wales.

WHAT DID WE DO?

From the beginning, our focus has been on building trusting relationships between staff and community members and on working to their agenda rather than to organisational priorities. Those relationships are the key to our success, alongside an explicitly asset-based community development (ABCD) approach which looks to build on and extend the skills, knowledge and resources of the community.

With support from our partners Spice, we have established the Timeplace time bank at the heart of the ace initiative. Time banks explicitly acknowledge people's contributions to their community through time credits – one credit = one hour of volunteering. Credits earned can be 'spent' on sporting, cultural or social activities, exchanged between time-bank members, or gifted to others. As well as providing a really effective method of engaging with community members and of sustaining that engagement, time credits help to build peoples' social networks and a strong sense of community.

Timeplace now has over 1000 members and 90 participating groups, and is one of the biggest and most successful time credit schemes in the UK. It has been both an enabling and equalising tool, particularly in its capacity to involve those who might initially lack confidence, or who think that they have nothing to contribute.

Community involvement is fundamental to all aspects of our work. Our community members are actively involved in all aspects of the ACE initiative – as members of our Board, as Community Ambassadors and Timeplace members, through the community groups they run, and the Grapevine community newspaper they produce. They are full partners in decisions about what we do and how we do it, and in evaluating how successful we have been.

I just love it. I have done events with ACE that I have never before considered and it enables me to have a voice in the community.

COMMUNITY-LED HEALTH PROGRAMME

Our Health Programme exemplifies our approach. In partnership with the Communities First team, third sector partners and Timeplace members, we aim to remove barriers that prevent families from engaging in health-related behaviours and to help individuals achieve the outcomes that matter to them.

Our first step is to find out what's stopping people living healthier lives. The most significant barrier to health-related behaviours is stress – mainly caused by children's behaviour and financial difficulties. Parents are often overwhelmed by these and similar issues, and don't feel they have any spare time or energy to invest in improving their health. Step two is to help people deal with these barriers. We run parenting courses and workshops. We provide financial advice and assistance including support with debt and benefit issues, and crisis provision such as foodbank vouchers and fuel meter top-ups. Crucially, we take the time to build relationships and to find out what people want from their lives. As trust grows, people's health behaviours start to change and individuals begin to get involved with our health team activities, including mental well-being provision, healthy eating and physical activity groups. People's confidence increases and their social networks expand – impacting positively on their health and well-being and on their aspirations for themselves and their families.

WHAT DOES IT LOOK LIKE IN PRACTICE?

STORY ONE: 'YOU'LL NEVER GET ME ON A BIKE!'

Our health staff approached a group of parents at a local primary school with a view to engaging them in health projects. Interest was limited with some parents very resistant to getting involved in the projects – *'you'll never get me on a bike' / 'that's not really for me'*. Through discussion, we established that what the parents really wanted was more support with parenting. In response we set up a Parent Nurture course, delivered with staff from both our health and learning teams. Good relationships were developed with parents during the course and by the final session most had signed up for both our Foodwise healthy eating & weight management programme, and for a beginners' cycling course. The majority of attendees are now actively involved with community health projects, either as volunteers or paid as sessional workers to deliver healthy cooking training to others in the community.

STORY TWO: FROM DEPRESSION TO ACTIVISM

When a parent approached us for a foodbank voucher, the ensuing conversation allowed us to identify a number of needs and anxieties. Most significant for the parent was help with her financial issues. We set out to resolve these issues as a priority and, in doing so, developed a relationship of trust with her which enabled us to encourage her to attend other community-based activities, starting with attendance at a mental well-being group to help her cope with depression. Over time she began to take part in more activities within the community, working to increase her physical activity levels and healthy eating. She is now a key volunteer within the community, providing support and encouragement to others with similar issues.

OUTCOMES & EVIDENCE

Our Community-Led Health Programme has been very successful. For example, of eight participants engaged through a parenting programme, five went on to attend a healthy eating programme and five completed a six-week cycling course. The latter now run a weekly cycling group and organised a sponsored bike ride. All participants joined the time bank and now access health-related activities including walking groups and nutrition training. They are helping the local community to set up a Food Co-op and getting the children involved using skills learnt from the parenting programme. Those who attended the Foodwise course are eating fruit and vegetables every day and have attended family cooking workshops to extend their skills. They have all become more interested in improving their family's health and more confident in their ability to do this.

Timeplace's 1000+ members contributed over 31,000 hours of volunteering to the community between 2013–2015. In an evaluation by Spice of the impact of Timeplace over a two-year period,

- 73% of participants reported a greater quality of life
- 86% had stronger social networks
- 44% felt healthier, and
- 26% needed less social care support.

KEY LEARNING

If you are going to do something different you need to mobilise all the support and practical assistance you can. It's particularly important to establish good relationships with commissioners and funders, and to gain their trust. Otherwise there will be pressure to default to traditional ways of working when the going gets tough – as it invariably will. We try to keep everyone in the loop – local councillors, Welsh Government officers, Assembly Members and MPs. They are invited to events, told about our successes, and encouraged to feel part of our community, sharing our collective ambitions. Many have become our champions, supporting us when we need to take a risk and try something new. Over time we also created our own peer-support network of colleagues, partners, community members and leaders. They gave us the confidence to change the way we work. They pick us up and dust us down when things go wrong, and celebrate with us when things go well. And we reciprocate!

WHY IS THIS CO-PRODUCTION?

The ace initiative is explicitly based on co-production principles with the ultimate aim of creating true partnerships with community members – **SHARING POWER** and **SHARING RESPONSIBILITY**. The starting point is a focus on **PERSONAL OUTCOMES** – what’s important to the individual. As demonstrated by the ‘in practice’ stories above, staff consider that their job is to act as **CATALYSTS**, helping people to realise their potential and take control of their own lives, supported by and able to contribute to **STRONG SOCIAL NETWORKS**.

The Timeplace time bank provides a particularly effective and high-impact method of delivering on the co-production principles. The one hour = one time credit currency system acts as an equaliser, helping to rebalance the social, economic and cultural inequalities suffered by many in our communities. All contributions are valued and all participants are acknowledged as **ASSETS** – contributing to their own and others’ happiness and well-being. And in doing so they build **RECIPROCAL PEER NETWORKS** and an increased sense of community. It’s an example of transformative co-production.

WHAT DOES IT LOOK LIKE IN PRACTICE?

Cheryl, one of our Timeplace members, explains what the project has meant to her:

<https://www.youtube.com/watch?v=nGcYWn617DU>



CONTACTS & LINKS

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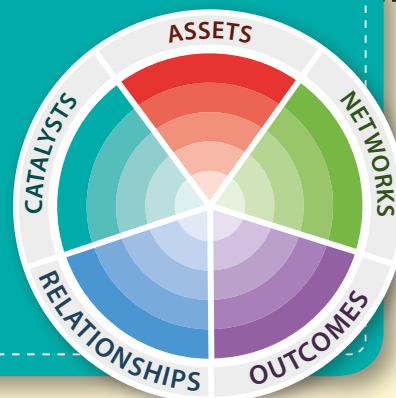
ACE website
www.aceplace.org

Spice Innovations website
www.justaddspice.org

NORTH WALES CANCER FORUM

A co-produced website

HEALTH : INFORMATION



SUMMARY

The North Wales Cancer Network Patient Forum (CPF) is a voluntary group of people affected by cancer. The Forum enables the views and experiences of cancer patients, family and friends to be heard and used to actively influence the quality of cancer care by working in a positive partnership with health and social care teams and third sector organisations.

Members of the Forum have led the development of a bilingual website for people affected by cancer in north Wales. The project was inspired by evidence, gathered by the Forum, which highlighted the need for easy access to local information to support self-management of the wider consequences of a cancer diagnosis.

WHERE DID WE START?

'Listening events' organised by the North Wales Cancer Patient Forum and attended by more than 200 local people affected by cancer, highlighted a need for better information and local signposting around managing the wider impact of a cancer diagnosis – financial, emotional and practical. This qualitative evidence was supported by feedback from local surveys and also reflected key outcomes from the first All Wales National Cancer Patient Experience survey in 2013.

Although there is a wealth of high-quality printed and web-based cancer information, the Forum recognised the potential value of bringing together information about local services and sources of support into a single, easy-to-use, online directory, tailored to the wide range of non-clinical needs that may be experienced by people living with cancer.

WHAT DID WE DO?

Inspired and informed by personal experiences of cancer, Forum members embarked on an ambitious project to take a lead in developing an innovative website for people affected by cancer in north Wales. From the outset, we were committed to making the resource fully bilingual, promoting equality for the high proportion of people in the region whose first language is Welsh. Information specifications and basic design were led almost entirely by patients themselves – the emphasis being on providing relevant and reliable information in a user-friendly format. Core information content was developed in close partnership with a wide range of organisations, with rigorous validation by local cancer teams, hospice staff, social care professionals, carers' organisations, and third sector organisations.

In September 2014 www.northwalescancerforum.co.uk was launched as a fully bilingual resource for people affected by cancer living in north Wales. It has been developed in direct

response to recognised inequalities in information provision and created from a patient perspective. As such, it has been embraced by cancer health professionals as a reliable and valuable resource, particularly in terms of supporting the provision of patient-centred and holistic cancer care in the community.

The Forum has worked across organisational boundaries, receiving regular requests from health, social care and third sector organisations to include relevant links/information on our site. The website complements an NHS Wales commitment to promote patient-centred care and has been enthusiastically adopted by healthcare teams involved in implementation of the Cancer Key Worker and Holistic Needs Assessment – both major initiatives for the Welsh Government Cancer Delivery Plan. It has the advantage of being versatile and easily updated, and addresses the challenges of promoting information equality across Betsi Cadwaladr University Health Board (BCUHB), one of the largest health organisations in Europe.

OUTCOMES & EVIDENCE

People affected by cancer across north Wales now have access to a bilingual, reliable and user-friendly online directory that empowers patients and families to self-manage the non-clinical impact of cancer through clear and accessible signposting to sources of support in local communities. Furthermore, by providing health and social care professionals with an easily accessible directory of 'what's available' they are able to signpost and refer much more effectively to support in the community, reducing the need for numerous phone calls and emails. Health professionals have told us that it can be difficult to keep abreast of the wide range of local sources of support for their patients and that access to the website is proving a valuable tool in the delivery of patient-centred care and fulfilment of the Cancer Key Worker role.

The resource is rapidly becoming integrated into core information for cancer patients in north Wales. Website details are included in an information folder offered to all cancer patients following diagnosis. Bilingual business cards, carrying Forum and website details, are given out routinely by staff at the three north Wales' cancer treatment units and by clinical nurse specialists.

Since the website went live in July 2013 it has attracted more than 45,000 page views and very positive feedback:

- *I liked the clarity of information this website provides. It was easy to find articles of interest quickly and also gave lots of information that I was not aware of. It was very friendly and the pictures of our area made me feel that this was a special website for local people.*
- *Written by patients for patients, this website will be a fantastic addition to the information for our patients. This is a very modern approach to information sharing and for those patients not using the intranet items can be printed off as hard copies.*
- *The website has been designed impeccably – it's very user-friendly, and is packed with useful advice and information.*

The Cancer Patient Forum has been energised by the website project. Unlike some user-involvement activities, this was a well-defined piece of work with a clear and positive outcome. Volunteers described a very satisfying sense of 'giving something back'. The project has provided an opportunity for people to work together, combining their experiences as patients with broader life experiences and expertise.

KEY LEARNING

Relationships were at the heart of our success. The initiative was founded on a well-established and trusting relationship between the Cancer Patient Forum and the partner organisations we worked with. From the outset the Forum had the full support of senior management within Betsi Cadwaladr University Health Board and local cancer teams. Key objectives were agreed together, with patients at the fore of decision making. A dedicated NHS Wales-funded user-involvement facilitator provided the vital link between the Forum and partner organisations and a 'user involvement' grant from Macmillan Cancer Support provided the initial impetus to get the project off the ground.

Sustainability is an important consideration for a project that is maintained on a voluntary basis by patients. The demands of developing and maintaining an up-to-date and vibrant website are considerable. Our long-term aim is for the model of patient-centred information exemplified by this initiative to be adopted more widely by health and social services in Wales.

WHY IS THIS CO-PRODUCTION?

This case study represents a variation on the usual, professionally-led model of co-production but is nevertheless firmly founded on key co-production principles. People with a personal experience of cancer took a lead in this project and worked as **EQUAL PARTNERS** with a range of health and social care organisations to provide a solution for the benefit of others. Their status as '**EXPERTS BY EXPERIENCE**' was recognised and they were supported to build on their existing **STRENGTHS**, establishing the format, content and design of the website. The form and function of the website drew on Forum members' understanding of '**WHAT MATTERS**' – an understanding that is based on a holistic social model of health rather than a symptom or diagnosis driven medical model. The outcome has had positive outcomes for both patients and health professionals. In the process, members' **NETWORKS** have grown and the Forum itself has been re-energised.

The key objectives of the project focus on promoting **PERSON-CENTRED CARE** by empowering people to improve the quality of their lives through self-management. Evaluation has included feedback from service users. This has been used to refine and improve the site.



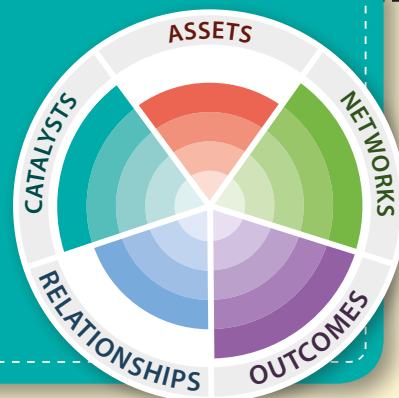
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Cancer Forum website
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LLYN PARC MAWR COMMUNITY WOODLAND GROUP

ENVIRONMENT : COMMUNITY DEVELOPMENT : CITIZEN ACTIVISM



SUMMARY

Llyn Parc Mawr Community Woodland Group was established as part of the Cynefin programme that aims to explore new approaches to delivering long term improvements to the well-being of communities across Wales. Cynefin employs eleven 'Place Coordinators' who each engage with a deprived community in Wales, respond to the needs and visions of the individual communities, facilitate communication between the community, stakeholders, local and Welsh Government, and empower the local people to improve their quality of life. Cynefin's work in Anglesey has led to several co-produced initiatives, one of which is the establishment of a new community woodland group which both benefits wildlife and contributes to the well-being of the local community.

WHAT DID WE DO?

Several meetings were held to bring community members and stakeholder agencies together to identify issues and opportunities in the Newborough area. Issues included a lack of livelihoods and (related) youth migration, but we also identified a wealth of cultural and natural resources. These two aspects were highlighted by the lack of employment opportunities within the 1,700-acre Newborough forest, which was planted 60 years ago to protect Newborough village from sand and to provide timber and jobs. The forest is managed by Natural Resources Wales (NRW).

Cynefin Anglesey initiated discussions with NRW about creating more opportunities for community involvement with the forest, including taking part in its management. NRW's positive response led to further community meetings to develop the proposal. The meetings were very well attended and the community decided to work together, with Cynefin's support, to form a new community woodland group. Additional assistance was provided by Wild Resources, a forest consultancy organisation, who helped the community group to shape their objectives and to become formally established as the Llyn Parc Mawr Community Woodland Group.

To date, the group's skilled volunteers have secured funding from the Community Foundation in Wales, the High Sheriff's Giving Circle, and Environment Wales. This has helped to fund insurance, tools and equipment needed to get started. They have received support from agencies such as Coed Cymru, who conducted woodland surveys which contributed to the development of their woodland management plans. Wild Resources have also supported the group through a project called Star Tree, which surveys the non-timber products within the woodland. The group is now in the process of applying to take formal responsibility for part of the forest through NRW's 'Woodlands and You' initiative.

Thanks to the considerable energy and enthusiasm of individuals in the community a new relationship is being forged between the community and their woodland. With the essential support of partner organisations, the woodland group is gathering the information and resources which will allow them to create a 10-year 'Woodlands and You' agreement with NRW, and achieve their aim of establishing Llyn Parc Mawr as a sustainable woodland area to benefit wildlife and contribute to the well-being of the community.

OUTCOMES & EVIDENCE

Llyn Parc Mawr Community Woodland Group have already created a buzz! They delivered a fantastic awareness day to advertise the new opportunities for the local community with 200 local people attending to learn more and to enjoy the woodland activities provided by the group and their partners. These included the Red Squirrel Trust, Cofnod's Open Air Laboratories project and the local Area of Outstanding Natural Beauty team. Over 50 people attended a recent Fungi Foray with families foraging in the woods and finding many species of mushrooms including a rare Orange Blossom Poison Pie mushroom and the rediscovery of a 'Crystalwort' liverwort!

Since the Group was constituted in April 2015 they have volunteered over 300 hours, and raised around £20,000 to help them develop their plans and realise their aspirations relating to the natural environment and community well-being. Partner organisations have also given time and resources freely, working in a genuine partnership with the local community.

KEY LEARNING

Asset-based approaches provide a great starting point for co-production. Participants then need to be given the opportunity to build on their strengths and increase their knowledge and capacity. In order to participate in this project, the community were helped to develop their knowledge and awareness about the natural resources in their area and to form their own organisation. This provided them with a platform and foundation through which they could begin to realise the potential benefits from the woodland for the community as a whole.

Participatory sustainable development and co-production seldom occur spontaneously. In this case the Cynefin officer role was vital as a catalyst and initiator to develop the interests of the local community together with support from stakeholder agencies and organisations.

WHY IS THIS CO-PRODUCTION?

The progress and development of Llyn Parc Mawr Community Woodland Group was initiated through **ASSET-BASED** conversations with the community and stakeholders about **WHAT WAS IMPORTANT TO THEM**. Community members worked together to develop their ideas, building on existing interests and skills in order to meet the diverse needs of the project. The governance structure of the woodland group ensures everyone has an **EQUAL SAY** in the development of the organisation and in the decisions that they make. The group have received a lot of support from organisations such as Natural Resources Wales, Wild Resources and Llais Y Coedwig, the community woodland network. In return they have contributed their own time, knowledge and enthusiasm in a genuine and **RECIPROCAL PARTNERSHIP**. In the process they have extended their **NETWORKS** and **THEIR INFLUENCE**. The group look forward to continuing to work with their partners to realise their aspirations to create a sustainable community enterprise.

WHAT DOES IT LOOK LIKE IN PRACTICE?

The woodland group recently created a video which was successfully submitted for an M&S Energy Grant. This captures some of the activities and potential of the project and the passion of the individuals involved. <https://www.youtube.com/watch?v=LSMI046NhWY>. The project was awarded the M&S Judges' Award, receiving this letter from the M&S Community Energy Fund Team:

Dear Llyn Parc Mawr,

The judging panel have reviewed your M&S Energy Community Energy Fund campaign and will be awarding funding for your project.

The judges felt your project was most in keeping with M&S core business values – integrity, innovation, inspiration, and in-touch with the community.

We are all very impressed with the level of community engagement your project has demonstrated and look forward to seeing the impact of our funding.

Once again, congratulations on your success.

Warm Regards,

The M&S Energy Community Energy Fund Team



CONTACTS & LINKS

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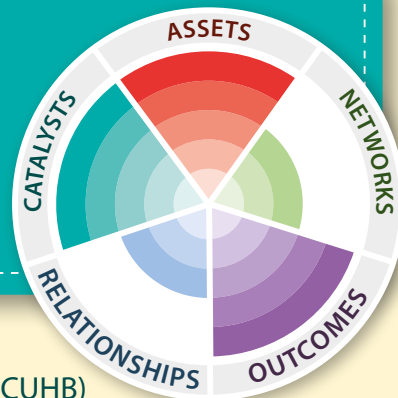
Project website & Facebook page

<http://www.llynparcmawr.org/>

www.facebook.com/cynefin.ynysmon

FFORDD GWYNEDD HEALTH & CARE

HEALTH



SUMMARY

Gwynedd Council and Betsi Cadwaladr University Health Board (BCUHB) have established an integrated health and social care team for older people – the Ffordd Gwynedd Health and Care team. This jointly-managed, integrated team includes social workers, district nurses, occupational therapists, enablement officers and third-sector professionals. Additional expertise is brought in as required from physiotherapists, community psychiatric nurses and third-sector organisations. The team identify and remove any blockages in the system to ensure a timely and effective service that focuses on what matters to the people we support. Our aim is to ‘help me to live my life as I want to live it’. The initiative is in its early stages (operational in one locality of Gwynedd at present) but we are already seeing the benefits of this integrated, person-centred approach.

WHERE DID WE START?

We have been talking about delivering people-centred services for a long time. The barrier wasn't our staff – who were keen to work in this way – it was our systems. Inappropriate systems meant that most of our work was in response to ‘failure demand’, demand that re-occurred because the system failed to meet people's needs at the first opportunity. So the need remained, revealed in re-referrals and re-assessments.

WHAT DID WE DO?

A team of social services and health managers and practitioners spent six days looking at our systems to find out what matters to users and how the system either supports or hinders our ability to meet their needs. We discovered that:

- Service solutions were seen as the only option, fitting the individual to the service rather than considering what actually matters to them.
- We tended to solve single issues rather than addressing root causes through multi-agency working.
- There were too many assessments and re-assessments; reviews were not always effective.
- Standardisation was seen as good, pushing people through a production line.
- Actions were prompted by measurements rather than actual need. Individuals needed to hit ‘triggers’ to be ‘bad enough’ to move to the next stage.

These insights encouraged us to visualise what ‘perfect’ would look like, giving us a new purpose – ‘*Help me to live my life as I want to live it*’ and a new set of operational principles.

1. What matters to the individual is at the centre of all we do.
2. We have a conversation with the individual about their story and the strengths they wish to build upon, supporting them to make informed choice.
3. We make decisions with the individual at the right time in the right place.
4. Interventions are based on what matters to the individual by working in partnership with their personal networks.
5. We retain ownership and pull in expert support as required.
6. Information focuses on what matters to the individual and is readily accessible to all who need it.
7. Our measures drive our learning and whole-system way of working.
8. We all work as one team.
9. Leaders act to remove barriers to enable effective service delivery.

Our process was re-created as a set of four 'value steps': find out what matters to the citizen; help them find solutions and discuss choices; help them implement the choices against 'what matters'; review the effectiveness of the outcome against 'what matters'.

We tested both principles and process in an operational context through a year-long pilot. We are now introducing this new way of working to other areas of Gwynedd.

OUTCOMES & EVIDENCE

It's early days but feedback suggests that understanding what matters to those we support could mean that we commission fewer traditional (and costly) services while still delivering 'what matters'. Our aim is to spend 80% of our time on care and just 20% on paperwork. We have already identified significant benefits of the new way of working:

- No 'hand offs'. People don't have to repeat their story as just one person takes responsibility for coordinating everything.
- We're working towards what's actually most important to people rather than what the service thinks they should have.
- We're utilising skills that help the citizen help themselves, thus reducing dependency.
- Patients have a better experience.
- We're using a social model of health and well-being, acknowledging the importance of personal networks and the wider community.
- We're working across traditional boundaries and pooling all our resources to find the right solution.

KEY LEARNING

To deliver what really matters we needed services from health and social care – but the two organisations have different priorities, separate budgets and management structures. We've realised that it's essential to establish a common purpose and to co-design operational principles and practice. This ensures ownership with everyone striving to reach the same goal.

Sort out the paperwork! Even with a shared goal, over-complex and risk adverse systems continue to hinder progress. For example, to satisfy health panels a 100+ page form has to be completed to get funding for 4 hours-a-week home-based nursing care. A Social Services basic assessment form is 26 pages long. If we had joint budgets and worked in a collaborative way where we trusted workers to do the right thing we could radically reduce our bureaucracy. We're still working on this one!

Listening is critical – we need to listen to staff, patients, carers and community partners to truly understand the situation. This will lead to the right solution, whatever the problem. Even when we thought we were listening, the same people kept coming back because we hadn't taken the time at the very start of the process to really understand what was important to them. Our value steps are helping us to identify when we don't get this right. We are definitely moving in the right direction.

WHY IS THIS CO-PRODUCTION?

The team works towards the goal of helping people achieve **WHAT MATTERS TO THEM**. We begin by acknowledging that people have **KNOWLEDGE, SKILLS** and **ASSETS** to contribute. Our assessment process is based on a conversation about what matters to the individual – 'what does a good life mean to them' – rather than on an assessment of need or eligibility. Our review process explicitly focuses on **OUTCOMES** (what was the impact of what we did/ did we make a positive difference) rather than outputs (what did we do / how often did we do it). The team encourages and helps the citizen to have confidence to live their lives their way. This approach underpins the future service provision for Gwynedd health and social care services.

WHAT DOES IT LOOK LIKE IN PRACTICE?

MRS W'S STORY

Mrs W was very independent, managing well in her own home and able to drive her own car to the local shops. Then she had two emergency admissions to hospital, initially due to gallstones, then due to complications following gastric investigations. The resulting haemorrhage caused a rapid deterioration in her health and well-being. The referral came from the hospital social workers who identified that Mrs W would need help with personal care and daily living tasks on discharge from hospital.

Following a 'what matters' conversation between an enablement officer and Mrs W it was identified that what mattered to her was: to remain at home and not be admitted to a care home; to be able to regain and control her own independence following her ill health period; to feel valued and continue to contribute to the community; for her house to remain clean and tidy and for her garden to be maintained.

What happened to ensure that these outcomes were achieved?

- One officer took ownership of the case (no hand offs) and set up a multi-disciplinary discussion.
- The team prevented another emergency admission whilst further investigations were being carried out.
- We provided a care package and support following Mrs W's discharge, maintained direct communication with the GP and pulled in the expertise of the District Nurse.
- We encouraged Mrs W to use her own personal support networks. A friend who was also her domestic cleaner gave her confidence by being present in her home when Mrs W was showering etc. She also used her own networks to hire a gardener.
- We supported her to regain her independence, taking her shopping and accompanying her to give her confidence when driving.

Our previous approach would have led to another emergency admission to an acute hospital via A&E and the likelihood of several ward changes, a long-term care package and admission to a residential care home. Numerous assessment forms would have needed completing. The only services that the worker would have been allowed to put in place would be an enablement care package and Red Cross shopping service. Neither would have helped Mrs W regain her full independence. By listening to Mrs W and understanding what matters to her we have helped her achieve her goal. She is now totally independent and is not receiving any statutory services.

**CONTACTS**

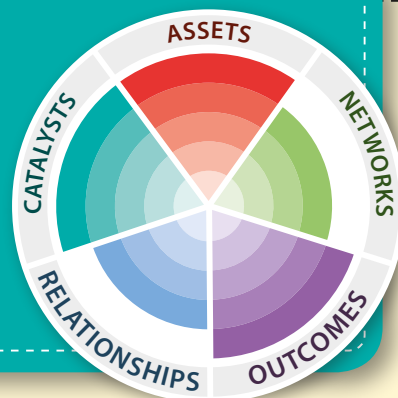
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SEIRIOL

Building our community through co-design

COMMUNITY-LED SERVICES : COMMUNITY DEVELOPMENT



SUMMARY

Building Communities Seiriol is a pilot project aimed at developing better relationships between communities and services providers in order to identify opportunities for co-producing services in one electoral ward on Anglesey. Our co-production approach has enabled partner organisations to work alongside community members, helping them to live the lives that they want and addressing the traditional power imbalance between user and provider.

To create and implement a vision for the Seiriol ward that reflects the needs and priorities of all sectors of the community, we have established the Pobol Seiriol Reference Group – a mix of community members, town and community council representatives, third sector organisations, Local Service Board representatives, Council staff, and a local GP. The group meets three to four times a year to discuss and co-ordinate the actions of the issue-based task and finish groups established by the project.

WHERE DID WE START?

Following the creation of a Joint Local Service Board (JLSB) between Anglesey and Gwynedd, and the establishment of the Transformation work streams in Ynys Môn County Council, a programme of community engagement was agreed. The aim was to deliver more effective and efficient services which were shaped by the communities themselves using the principles of co-production. Organisational changes provided us with an opportunity to consider how services could engage with communities to optimise their effectiveness – in terms of being fit for purpose and sustainable in relation to both resources and budgets. The need to work more closely with communities and delivery partners, and to share resources, skills and knowledge became our guiding principles.

WHAT DID WE DO?

Seiriol was identified as the pilot ward for this new way of working. The community had already demonstrated a willingness and capacity to work with us in the provision of services by taking over the local leisure centre as a (very successful) social enterprise.

A steering group of the partners was established in late 2013. The group decided that the most effective way of engaging with the community and introducing co-production was to use the resources and natural networks that existed in the villages. Our first step was to invite community members to express their thoughts and opinions at an open event in the local

school, contacting people who were already quite active within the ward and asking them to bring along friends and relatives. We wanted to find out from local people what they already had within their communities (mapping the assets), look at what was missing in terms of activities, services and resources (identifying the gaps) and what they needed to help make the community more independent (prioritising issues). This also involved starting a conversation with communities about building their skills and capacity to develop and take responsibility for some of the activities they prioritised. The event was enthusiastically received. It provided us with an overview of people's priorities and led to the establishment of the Pobol Seiriol Reference Group – a mix of community members and professionals who provide leadership and co-ordination.

We then cast our net more widely, consulting with some 500 people over a four-month period. Our initial paper-based consultation toolkit proved to be restrictive so an improved model of consultation was adopted using a number of visual and interactive engagement techniques that made it easier for all groups to participate. These included a week long mapping session in the local leisure centre, and mapping activities in local parks, corner shops and community areas, talking to people on the street, in community groups and youth clubs.

All this information was used to document assets, gaps and priorities for each village and to cross-reference similar issues to help identify shared priorities. A community event was held to feed back this information and the community were asked to agree their top five priorities for action. These were:

1. communication & information sharing
2. community buildings and activities
3. access to health care
4. transport – community and public services
5. employment opportunities and affordable housing
6. the environment.

The next step was to establish Task and Finish Groups for the priority areas – each led by a community member supported by a facilitator from Community Voice and relevant professional partners. The groups agreed their priorities and worked with the Reference Group and the Council's relevant head of service. Realising that several themes were cross-cutting, we have now merged groups 1 & 2 and 3 & 4.

To build capacity, a training package for project staff, council staff and community members was delivered to the key participants. This covered all aspects of consultation and engagement and helped to develop the capacity of the appropriate members of staff and/or elected members to work with the Task and Finish Groups. Members of the Pobol Seiriol Reference Group have also attended training sessions including Asset Based Community Development and time banking.

The project groups are now fully operational and we are beginning to see the impact of this co-productive way of working – in terms of community engagement and ownership, and in relation to service design and delivery. For example, community members were fully involved in designing our new Community Hub provision. Their input led to a decision to split the funding between three areas, providing maximum benefit for the people involved and targeting the resources at the areas of most need. This process led to a discussion between the communities and service providers about what services were needed in the hubs and about accessibility – a significant problem in rural areas. This resulted in the funding being used both for the services themselves and to part-fund a minibus service to take people to the hubs from outlying villages.

Our successes have also increased buy-in from Anglesey Council who intend to adopt the Seiriol approach for engaging with communities. A Joint Engagement and Consultation Board has been established to co-ordinate future consultations, maximising opportunities for joint working, for citizen-led design and delivery, and avoiding wasteful duplication.

OUTCOMES & EVIDENCE

It's early days but already the impact of the co-production approach on service users and community members has been significant. The community have a platform for voicing their needs, supported by extensive evidence. They are proud of what they already do for themselves, and increasingly confident about what they can achieve with a little help from services. They are also clear about the services that need to be provided by the public sector.

Service providers and elected members now have a work programme based on preventative as opposed to reactive services, and active support of the community in implementing future initiatives. Other positives include:

- The project received an award at the Annual Conference of Directors of Social Services for its innovative approach to joint working. The money received will be put back into sustaining the project.
- The Council has offered cross-party support for the Seiriol approach and are planning to work with us to extend the approach across Anglesey. They have established an Engagement & Consultation Board to strengthen forward planning and priority engagement opportunities. In addition, we are now connected up to the Single Point of Access Project, and to the community needs analysis for the Wylfa Newydd project.

KEY LEARNING

Genuine consultation takes time – but it's time well spent. Investing time talking to people and gathering the knowledge of their communities has led to informed discussions between communities around sharing resources and planning services that will benefit the ward as a whole. Discussions across generations, for example, revealed that young people's concerns often mirror those of older generations. This understanding has helped us develop more coherent all-community projects and has led to a work programme based on preventative as opposed to reactive services. We now have on-the-ground evidence that harnessing the knowledge and experience of communities results in cost-effective decision-making, providing public service provision that is needed and will be used.

WHY IS THIS CO-PRODUCTION?

Throughout this process everyone is encouraged to take an active role in shaping public services in Seiriol. Community members' contributions are **VALUED AND ACTED UPON**. Professionals are enabled to work alongside service recipients, supporting them to **LIVE THE LIVES THEY CHOOSE**. We are now taking a further step towards **SHARED POWER** and **SHARED RESPONSIBILITY** with communities becoming involved in the delivery of services. The process has led to a growth in **SOCIAL NETWORKS**, contributing to the common good.

A Joint Engagement and Consultation board has been established within the Council. This provides a structure to embed a co-production approach in consultation and engagement processes. Services are **SHARING INFORMATION** and **WORKING WITH COMMUNITIES** to consider new ways to deliver services as well as identifying more efficient ways of working.

WHAT DOES IT LOOK LIKE IN PRACTICE?

WHAT ONE OF OUR RESIDENTS IS SAYING...

Pobl Seiriol is a clear example of 'work in progress' involving people from the Town of Beaumaris and Villages of Llangoed, Llanddona, Llansadwrn, Llandegfan, Llanfaes and Penmon, all of which make up the Communities that make up the County Council Ward of Seiriol. For quite some time people within these communities have felt that the Anglesey Council have not given the area the same attention as they have others of similar standing. As a consequence there has been a tendency for local groups to promote their aspirations from within and in certain areas this has been successful. As a result of this and the desire to launch a co-production project the Seiriol Ward was chosen as the most appropriate place to start. Integrating the various community groups has been a task that has had a very positive response, especially from the younger age groups who have made their desires for their futures very clear. The excellent consultation exercise conducted by Medrwn Môn identified areas of community life that needed attention and the work groups that were set up have reacted to that task.

A lot has been achieved since its inception and more needs to be done, but the rewarding aspect of it is seeing local people of all ages working together to make life in their communities better for those who live there.



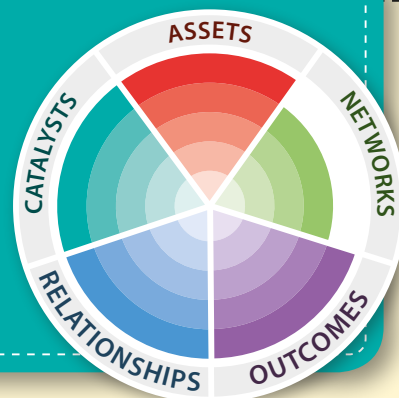
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BRECON FLOATING SUPPORT SERVICE

Service re-design – Cartrefi Cymru

HOUSING : SOCIAL CARE : DISABILITIES



SUMMARY

Cartrefi Cymru has been working with the people we support and Powys County Council to re-design our Floating Support Service. The re-design will see more people in the community benefit from a housing-related support service who have not previously been able to access this support. Our intention is that the implementation of the revised model will 'enable people with housing-related support needs to have what they want as efficiently as possible'. In other words, it will help us to deliver what matters to people.

In addition, the revised model of working allows us to respond effectively to Welsh Government cuts to the Supporting People budget that are anticipated over the next five years. This service re-design has led to us being able to do more, and better, for less.

WHAT DID WE DO?

Cartrefi Cymru is a Wales-wide charity specialising in the achievement of positive outcomes for people with social care and housing-related support needs. Powys County Council commissions housing-related floating support services from us for individuals and their households who are vulnerable to losing their accommodation. Those at risk include people who either are already living in their own accommodation or who need support to move into their own accommodation. Such services play a key role in prevention and early intervention and are currently funded through the Welsh Government's Supporting People Grant – a grant that will be significantly reduced over the next five years.

The review and re-design of the Brecon Floating Support Service was, in part, a response to these anticipated funding cuts. It also provided an opportunity for us to work closely with Powys Supporting People team and with the service users we support, their carers, families and communities. We decided to find ways to improve the capacity of our Floating Support Service to respond to and meet tenancy-related support needs in Brecon and other areas of South Powys using a systems-thinking approach. Systems thinking begins by defining the outcomes you wish to achieve, and then re-designs the systems to support the achievement of these outcomes. Critically, these outcomes are based on 'what matters' to the individual service user, rather than on what matters to the organisation.

The re-design phase took place over a period of three months. We began the review by looking in detail at what we did on a day-to-day basis. A team of three support staff and six service users looked at the extent to which we were meeting the real needs of our service users. The review was facilitated by the Powys Supporting People team using the Vanguard systems thinking method. It provided an in-depth understanding of the performance of Cartrefi Cymru's Floating Support Service in relation to the actual requirements of the people we support. We discovered both gaps in provision and many instances of 'failure demand'. The latter tend to occur when

the person's needs come second to the demands of the (inflexible) system. 'Value demand', on the other hand, is about an organisation putting their service users first and ensuring that their demands are met. These demands can be transactional or emotional: people might simply want something done, or they might want human company or reassurance, or both.

Our new understandings – gained from working alongside the people we support – enabled us to redefine our purpose: *'to enable people with housing-related support needs to have what they want as efficiently as possible'* or, more simply, *'to do what matters for people'*.

During the review process we also recorded what the people we support said they want from the service on a regular basis, which provided us with our twelve value demands. They include a diverse range: *health and well-being, the company I choose, having a purpose, having something to look forward to, looking after my pet, paying my bills on time, meeting people and having friends, being recognised for my achievements, having someone to listen to me.* We then re-designed our systems to enable these key demands to be met in a timely and effective manner.

The review process also allowed us to carry out community mapping and make links with other agencies and local resources. We have developed a community hub in Builth Wells following the re-design – a drop in service for anyone within the local community with a particular focus on older people who may have tenancy-related needs. The support worker within the hub has co-ordinated activities such as health and well-being events, often involving other agencies. This leads to more opportunities for outreach work to be co-delivered with other services/agencies.

Our learning from the review has given us the ability to identify and begin work on a much larger system issue – agency and inter-agency working. The next step is to work alongside other support providers within Powys and with the local authority housing department to develop the model and reach the more rural areas of the county. We are also working with colleagues to advocate for changes to service commissioning which will enable a shift from outputs to outcomes, and the establishment of a clear values-based purpose for service provision in Wales.

OUTCOMES & EVIDENCE

Our objective was to re-design the Floating Support Service in Brecon and South Powys to meet the value demands of those we support – what matters to the service user.

There has been a marked improvement as a result of the re-design, most strikingly in the number of clients we are able to support (with no additional staff). Before the re-design we were supporting 38 people, post re-design we support 380! This is mainly due to our focus on doing what matters and to new systems which have reduced the time needed with each client and encouraged greater autonomy and creative problem-solving by staff. That has increased staff motivation and our organisational capacity to do more with less. We believe that will allow us to absorb the proposed funding cuts without a negative impact on the service we provide. There has also been an increase in client-to-client peer support which has a knock on effect of improving our service-users' social networks and their sense of self-worth.

Cartrefi Cymru submitted the service model to the Carnegie Trust's Enabling State Challenge, set up to celebrate good practice examples across the public, private and third sectors. Our application was shortlisted, along with five other organisations throughout the UK. The model has been recognised by Carnegie for our innovative approach to empowering service users and putting local communities at the heart of our work.

KEY LEARNING

At the outset of the re-design there were high levels of anxieties from the people we support and from support staff with the expectation of a reduction in support due to the funding cuts. It was vital that everyone was involved from the start, that everyone was able to contribute to both the review and the re-design, and that everyone felt valued. That included the people we support, their carers and families, support staff and managers, and the commissioners of the service.

We have also learned that our systems need to be designed in order to support our intended outcomes, not the other way around!

WHY IS THIS CO-PRODUCTION?

This re-design has been developed through working in **EQUAL PARTNERSHIP** with commissioners, the people we support, our frontline staff and management, all of whom have had a voice and **SHARED POWER** throughout the process. **NETWORKS** of mutual support are springing up amongst our service users and their families and carers, providing further opportunities for **RECIPROCITY**. All of the work we now undertake is focused on **WHAT MATTERS** to those we support and is determined by them. Any decisions that need to be made within the service are done so collectively, everyone is listened to and everyone has a **VOICE AND CONTROL** over their own lives.

WHAT DOES IT LOOK LIKE IN PRACTICE?

Interviews with service users, and comments about the service re-design are available in this video: <https://www.youtube.com/watch?v=oHWgieSNvno>



CONTACTS

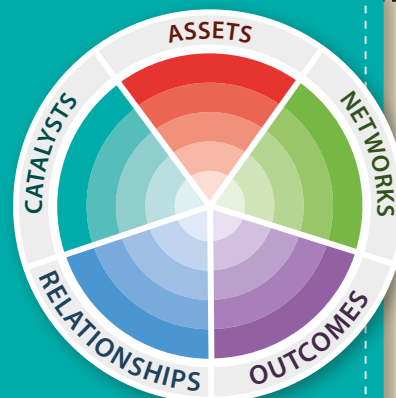
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CHILDREN'S COMMISSIONING CONSORTIUM CYMRU (4CS)

Young Commissioners

SOCIAL CARE : COMMISSIONING : YOUNG PEOPLE



SUMMARY

We (4Cs) are a consortium of Welsh local authorities who collaborate in relation to commissioning placements for looked-after children. We usually involve young people with care experience in all our work, but this project has taken us one step further towards genuine co-production: the young people we work with have undertaken accredited 'Young Commissioner' training. They now participate in regional and national commissioning activities such as asset mapping as part of needs analysis, developing outcomes and surveys, contributing to quality assurance, and evaluating providers for inclusion on the All Wales Placement Framework. This involvement has given them considerable influence over how and what placement services are commissioned in Wales, as well as the opportunity to meet others, develop skills and gain work experience. Their contribution has been of huge benefit to the Consortium.

WHAT DID WE DO?

We have always worked closely with the young people with care experience whom we support. Previously 4Cs supported young people to take an active role in shaping and defining the All Wales Framework for 'Looked after Children'. Their knowledge, skills and experience have been crucial to developing service specifications that will ensure improved outcomes and quality placements.

Experience of being involved in this design process, and acknowledgement that this had led to real and relevant outcomes, resulted in a growing confidence among the young people themselves. Their confidence was further enhanced when the 4Cs collaborative brought together the young people and their local authority Participation Officers as part of an All Wales Forum. The expert input of the young people enabled us to make changes that resulted in significantly improved care situations. This in turn led to the realisation that this approach could be developed into a true co-productive partnership with shared control over the decision-making process. Our aim is for young people with care experience to be equal partners within our collaborative, working alongside other stakeholders.

The vehicle used to achieve this shift was the 'Young Commissioners' training programme established by the Young Devon organisation. Young people were encouraged to self-select

for the training. Initially they were offered incentives to take part but, in the event, the young people were more motivated by the opportunities offered by the training itself:

- the ability to influence and make a real difference
- opportunities for work experience and work placements
- accredited training that would support them into employment.

The programme involved: informal training by 4Cs and local authority Participation Officers to help the young care-experienced participants understand the commissioning process; peer-to-peer training using an accredited 'Young Commissioner' training package; additional training and participatory activities led by Participation Officers, delivered to young people who are themselves leading developmental and participatory sessions.

As confidence and knowledge have grown, our young people have become valued and valuable participants in 4Cs programme of collaborative commissioning.

Young people have defined the outcomes which are critical to their achieving well-being in care, and developed a 360 outcomes survey, capturing a range of perspectives including those of young people in placements. This is now used each year by 4Cs as part of our quality assurance of placement providers across Wales. Young people interviewed providers and their views were used as part of the overall evaluation and selection of placement providers for the All Wales Foster Placement Framework. In addition, they recently hosted two sub-regional asset-mapping events using 'scenarios' of imaginary stories which reflected real life experiences of young people with complex needs. A range of stakeholders including social workers, commissioners, residential and foster carers, health and education practitioners were brought together to find asset-based solutions to these complex problems. This work has directly informed the future commissioning strategy of 4Cs.

OUTCOMES & EVIDENCE

Ten of our young people completed the accredited training programme to become Young Commissioners. Several of them have become so enthused that they have gone on to train young carers from another authority to be young commissioners, supporting and mentoring them to influence the services they receive. 4Cs have won and been finalists for awards in Wales and the UK for the participation of young people with care experience in commissioning for collaboration and innovation.

More significantly, our young people have grown in confidence and capacity. They have built strong networks with other young people with care experience, and with service providers. Their skills, knowledge, and employability have increased. They, and we, are proud of the difference they are making in their own lives and to the lives of other young people in care.

As an example of their impact: young people with care experience were a key part of the selection process to choose approved providers for the All Wales Foster Placement Framework. Framework providers account for over 97% of independent sector foster placements in mid and south Wales. They are subject to an annual 360 outcomes review, co-designed by our young commissioners, which captures

the perspective of young people in placements, carers and social workers. In a recent 360 survey over 91% of young people felt their outcomes were met by their placement most or all of the time. This has been an innovative and powerful tool to directly capture the views of young people in care – as well as those of other key stakeholders involved in their care – and the first to capture their outcomes in this co-productive way.

KEY LEARNING

You can't be ambivalent about co-production if you are going to succeed. At all levels of the organisation we needed to be willing to share influence and real responsibility, involving young people at the earliest possible stage – otherwise their engagement would have been tokenistic. As one local authority Participation Officer explained: *'What helped was the genuine interest shown in the involvement of the young people, and having their views respected and taken seriously; the acknowledgement that they know best what works for them.'*

Given the success of young people's involvement in commissioning so far, and the positive difference they have made, we very much hope that momentum will continue to build. However not all authorities are able or willing to provide the coordination and support needed to enable young people to participate. Also, young people in care grow up and move on. We have set up an on-going programme of engagement, training and improvement to maintain momentum, sustain interest and ensure that co-production is fully embedded in our future work with young people.

WHY IS THIS CO-PRODUCTION?

ASSET-BASED APPROACHES: 4Cs involve young people as young commissioners in all our developmental work. We value young people, building their confidence to ensure that their voice is heard and that their contribution genuinely influences the results of our work.

PEER NETWORKS: We have supported young people in care to connect with others across local authority boundaries, so that their influence is increased. We focus on **PERSONAL OUTCOMES** through the 360 outcomes tool that young people have developed. This offers personal perspectives on care which contribute to overall provider performance as well as individual 'what matters to me' outcomes. We build **RELATIONSHIPS OF EQUALITY & RECIPROCITY**, using interactive and participative approaches which encourage engagement and leadership by young people. Everyone is included and everyone has the opportunity to contribute.

4Cs has been and continues to be a **CATALYST FOR CHANGE**, empowering young people who use the services we commission to influence their development and improvement. Young commissioners have given keynote addresses and facilitated workshops with 4Cs at national forums and conferences.

WHAT DOES IT LOOK LIKE IN PRACTICE?

Our Young Commissioners are enthusiastic advocates for this way of working:

- *It was amazing to be part of the work today.*
- *I really enjoyed the 4Cs work as I gained more confidence working with other organisations outside of Voices. It showed me I can work well in a team with all age groups.*
- *I like the fact that it gave me a different way of thinking about learning and how to breakdown services and how to make them better.*
- *I felt confident in taking part in all activities as the team were so welcoming and kind.*

Asked about the highs and lows, one of our Young Commissioners, Shaun, replied:

I have been involved with the 4Cs young people's participation process since it began over three years ago – from developing the speed dating tool used in the provider evaluation, evaluating the providers, creating the young person's survey and presenting at a conference on collaborative commissioning. The biggest challenge has been forming a group of young people into a team as fast as possible so we can get the voice of looked after young people heard in the commissioning process. The best thing about the work with the 4Cs was attending the award ceremony in Manchester and when we won the innovation category making a truly awesome speech!!!



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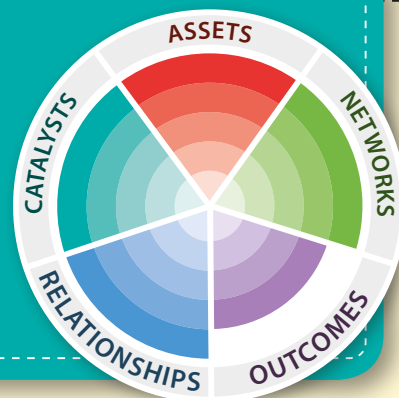
4Cs information and reports

http://www.ssiacymru.org.uk/home.php?page_id=7256

CYNEFIN IN THE RHONDDA

Managing our natural resources

ENVIRONMENT : COMMUNITY DEVELOPMENT



SUMMARY

Cynefin is a Welsh Government programme to improve the well-being of deprived communities across Wales. Eleven 'Place Coordinators' engage with the community, facilitate communication between all stakeholders, and empower the local residents to improve their quality of life.

Under the Environment Bill, Natural Resources Wales (NRW) will have a duty to manage natural resources sustainably in Wales. To prepare for this, NRW undertook three exploratory area-based trials in Rhondda, Tawe and Dyfi. In the Rhondda trial Cynefin was asked to connect up NRW officers with local stakeholders and community partners. Facilitated events were held to identify issues, challenges and opportunities; to develop an area-based statement; and to identify and develop projects that the local community could deliver on the ground.

WHAT DID WE DO?

The Environment Bill proposes a new, integrated, area-based, planning approach to natural resource management. This includes new duties for Natural Resources Wales (NRW) to be more proactive, taking a more joined-up approach to planning and managing natural resources – with stakeholders being involved throughout. In preparation for this new way of working, NRW undertook three exploratory area-based trials in the Rhondda, the Tawe and the Dyfi.

While the Rhondda enjoys some of the most spectacular scenery Wales has to offer, community disengagement and active destruction of the green environment are very real problems in the area. Residents report a steady decline in community cohesion, exacerbated by high unemployment, lack of opportunities for young people and increasing levels of poverty. We wanted to tackle both environmental issues and community cohesion through our work in the area.

Cynefin RCT (Rhondda Cynon Taff) was asked to help connect NRW officers leading the area-based trial with local partners in order to ensure an inclusive and asset-based process and outcomes. We identified a range of stakeholders who could act as a 'sounding board' to identify challenges, priorities and opportunities in the area, and facilitated a number of events across the borough together with other agencies that support local community action: community groups, local businesses, volunteers, residents, tenants, charities and the local authority. From the beginning discussions were open, honest and agenda-free to encourage shared learning and creativity. Key themes emerged: health, green spaces, resilience and safety, job creation, equal access to resources and appropriate land management.

NRW then commissioned a series of workshops to ‘test the vision’ for an area-based statement for the Rhondda. We hosted two formal engagement events, and invited a wide range of partners, community groups and local residents to have their say. The focus was managing the area’s natural assets in an integrated way. A number of priority themes emerged from these sessions, such as: managing land for nature, local people investing in local places and acting as protectors, evidence for health improvements via outdoor exercise, better flood control, more access to open spaces, supporting tourism, regeneration and business on NRW land, and sharing our learning via case studies.

Using these themes as our starting point, projects were developed – from the hyper local to more strategic opportunities. Decisions were based on what local partners and communities could (and wanted to) deliver on the ground, projects that would make a real difference to how people interact with the ecosystems around them, create value in those living natural assets, and have the widest possible benefits for the local community.

A number of projects are now under way:

- wildfire reduction and biodiversity enhancement using controlled grazing, education, controlled burns and youth volunteering
- innovative flood reduction techniques in Cwm Parc for wildlife protection
- environmental education improvements at Llanwynno woodland to promote access to nature and improve well-being
- training local people to control invasive species at Blaenllechau and Maerdy, which improves the quality of their environment
- encouraging growing projects at schools to include pollinator planning and address species decline across Wales.

The emphasis of the programme was learning as much as possible and building an evidence base to support this participatory, area-based approach across Wales. What emerged from this trial in the Rhondda was more than just a signposting relationship. It exposed areas for improvement around staff training and awareness, community involvement and co-producing outcomes. Where NRW were constrained by internal systems and policy, Cynefin was able to lead flexibly. Long-term connections were made across several local projects. The local community shaped how they would like to use their local natural assets and decided what could be done to support this.

OUTCOMES & EVIDENCE

Our goal was to link up professionals, local residents and other partners to create a sense of community ownership and long-term engagement. We think we've been very successful! In addition to the various projects that are now underway, we have helped to build strong and reciprocal relationships between community members, NRW and other local stakeholders, and have created a positive 'can-do' attitude amongst all the partners.

A number of project reports, videos and other resources are available on the Cynefin RCT website. These include reports on:

- Area-based Visioning Workshop 1 & 2
- Cwm Parc area-based community engagement
- Asset Based Community Development Training.

KEY LEARNING

The equality required in this new kind of relationship building was initially uncomfortable for both NRW staff and the community as it represented a departure from the traditional approach. Ultimately it has yielded positive results – and changed hearts and minds in the process!

However, several 'gaps' impeded the project in its early stages:

- NRW staff were unaware of asset-based community development (ABCD) and its potential for mapping key community assets
- there was poor connectivity between the NRW team, the local authority, and the Local Service Board (LSB) which had no NRW representative
- there was a lack of community engagement / facilitation skills and resources to undertake meaningful outreach work, create positive relationships, and build trust with the local community.

Arranging the relevant training and links enabled progress to be made, and an NRW representative to join the Local Service Board. Cynefin was in a position to promote, organise and co-run a number of joint community/stakeholder events with NRW to build their capacity in community facilitation. This developed both trust and skill levels in both the community and practitioners, which enabled them to properly co-produce outcomes.

WHY IS THIS CO-PRODUCTION?

ASSET-BASED APPROACHES & PERSONAL OUTCOMES: The area-based trial was entirely an asset-based approach which encouraged inclusive participation and recognised that everyone was equally valued in the process. **PEER NETWORKS:** During the project the community were supported to become part of a learning network and encouraged to voice their individual needs but also to take responsibility for delivering some of the solutions. The partnerships we helped to create extended the networks of all participants, along with people's influence and voice. **RECIPROCITY & EQUALITY:** The partnership approach taken to interact with users of ecosystem services and those trying to make them available, helped to ensure that long-term changes will be embedded in the way things are done. There was no sense of 'doing to' – everyone worked together to make decisions, design projects and to deliver the outcomes. **CATALYSTS FOR CHANGE:** The fact that this work and relevant learning will inform a new area-based statement, supporting a statutory process, will ensure that this approach is recognised as both highly effective and reproducible across Wales. On a more individual basis, the local people we worked with are now involved as active participants in improving their environment and re-energising their communities. They are taking a lead on making things happen, supported by professionals.

WHAT DOES IT LOOK LIKE IN PRACTICE?

Our website includes a number of videos and visual reports including a lively overview from many of the participants: <https://www.youtube.com/watch?v=geBASxAvZdM>



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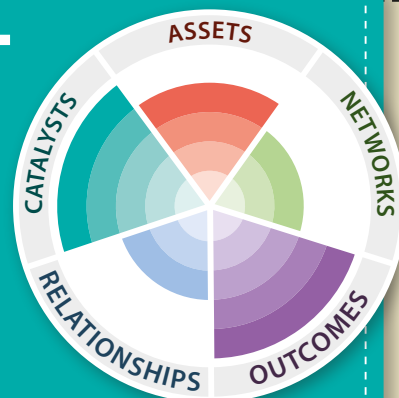
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Cynefin RCT website
<http://www.cynefinwales.org.uk/places/rhondda-cynon-taf.html>

TRANSFORMING ADULT SOCIAL CARE IN CARMARTHENSHIRE

Through the eyes of service users

SOCIAL CARE : OLDER PEOPLE



SUMMARY

In November 2012 Carmarthenshire County Council carried out a six-day review of our Older Persons service, involving service users, carers and staff working in the community. The result was a new, more focused purpose, and a set of principles, looking at everything through the eyes of our service users. A multidisciplinary re-design team was brought together to pilot the Transforming Adult Social Care (TASC) project in Llanelli, before a county-wide rollout. The outcomes have been excellent with distinct improvements in the relevance and appropriateness of service provision, endorsed by very positive feedback from individuals and carers.

WHAT DID WE DO?

In November 2012, senior managers in Carmarthenshire County Council's Older Persons' Service, including the Director, Heads of Service and practitioners, attended a formal six-day review of the service using systems thinking methodology. We discussed the service with service users and frontline staff, and we analysed existing provision in detail. The intention was to properly understand the purpose of the service from the vantage point of service users and the staff who support them. By the end of the review we had identified and agreed a new purpose, underpinned by a new set of principles which viewed everything through the eyes of our service users.

We then brought together the Transforming Adult Social Care (TASC) team. This was made up of: a social worker, care management assistant, occupational therapist, re-ablement supervisor, physiotherapist, business support officer, domiciliary care broker, and a Careline+ supervisor. This team redesigned the service according to the purpose, principles and evidence of good practice that had been identified by the review. The updated purpose of our Older Persons' Service is '*to empower people to make informed decisions and to support and enable them to do what matters to them*', rather than solving people's problems for them. This represents a significant cultural shift for workers who have, in the past, worked under pressure to assess for eligibility and need and then to provide one-size-fits-all services.

Our aim is to provide timely and easy access to services, and an effective response, tailored to the individual. The principles we have developed and adopted include:

- Only do what matters to the individual, rather than what's important to us as staff – giving consideration to significant others.
- Draw on the community resources and assets innovatively.

- Ensure equity of outcome. This means that the system may need to vary while ensuring that outcomes are the same for individuals, rather than insisting upon consistent systems and services across the county.
- Multidisciplinary working: respect the professional judgement of others.
- Ensure continuity of professional involvement – no ‘hand-offs’.
- Zero duplication: do it once, do it right.
- Measure only what matters.

This people-focused approach was tested locally before being rolled out throughout the Llanelli Community Resource Team (CRT). Between July 2013 and March 2014, around 200 CRT staff were trained up with the intention of further developing the working practice before a county-wide rollout in 2015. That is now in process.

OUTCOMES & EVIDENCE

To date, feedback from carers groups has been excellent, and anecdotal evidence from individuals and carers suggests that the multidisciplinary teams are empowering people to make informed decisions. There has been a reduction in commissioned services, and a significant increase in community engagement and local area coordination. Evaluation is on-going but we are already seeing significant improvement in key areas. For example:

Measures of failure demand have improved significantly. Failure demand was 46% re-referrals in 2012 (pre-TASC project). By 2014 it had dropped to between 20% – 35% depending on the geographical area. ‘Failure demand’ is when individuals re-access a service because we failed to meet their needs the first time. While there are often valid reasons why people return to the health and social care system, our review identified that a significant proportion of these represented failure demand. Not only did this undermine the principle of zero duplication, it was also a drain on staff resources and had a negative impact on our relationships with service users.

Thanks to the multidisciplinary team-working, the time elapsed between enquiry and first visit has been massively reduced – from an average of 60 days in 2013 (pre-rollout to the CRT), to 26 days in March 2014, and to 8 days by January 2015.

KEY LEARNING

With hindsight we realise that senior managers didn't fully grasp the magnitude and implications of the initial review and redesign. This left them feeling disengaged and powerless to influence change. We have realised that it is essential that senior managers are fully engaged with the process and made sure this happened in the January 2015 review.

The difference in approaches between an NHS medical model of health and the Community Resource Teams' contextualised social model of health can lead to differing priorities, and represent a challenge in multidisciplinary working. Future re-designs need to include all health professional groups, and be steered with consistent leadership. Physical location also makes a difference to the team's ability to work together. Working in co-located multidisciplinary teams is only effective if the physical environment is able to accommodate the teams appropriately. In some locations this challenge remains significant.

Equity of outcome: We recognise that there will be different requirements in our rural areas in comparison to urban areas. This means that the system needs to be flexible to ensure that outcomes are the same for individuals, rather than insisting upon consistent systems and services across the county. This culture (and behaviour) change takes time to embed.

WHY IS THIS CO-PRODUCTION?

The initiative is a good example of intermediate co-production. It has been professionally-led but is firmly based on the views of our service users, their carers and family. We are also utilising individual and community assets to find solutions. **PERSONAL OUTCOMES:** The work of the review period centred around the experiences of the service users and frontline staff, and enabled a new understanding of the service's purpose from their perspective. The updated principles of work revolve around looking at everything through the eyes of our service users, and what matters to them rather than focusing on organisational priorities and systems. **ASSET-BASED APPROACHES & PEER NETWORKS:** We are increasingly drawing on the community resources and assets in order to link service users in to their communities and networks. **CATALYSTS FOR CHANGE:** The initial review period was followed by a rollout which is now county-wide. Our ways of working have been significantly re-designed and we are continuously striving to create positive change in our systems and services. Through these changes we are helping service users to achieve their goals, building on their own strengths and networks.

WHAT DOES IT LOOK LIKE IN PRACTICE?

MRS W'S STORY

We received a referral from a son who wanted his mother to go into residential care. He lives in London. His mother is recently widowed, has poor memory, early signs of dementia, and has lost weight. Her best friend has recently gone into residential care.

The social worker visited Mrs W and asked what is important to her. She said that she wants to see people regularly, she misses her best friend, and she wants to be a part of the community. Mrs W very much wants to remain at home. Shopping is also something she used to enjoy doing and would like to continue to do, but she is unable to go on her own.

Taking an asset-based approach which acknowledges what Mrs W can do and who can assist, the social worker discussed with Mrs W how best to achieve her goals – to live the life she wants to live. Mrs W decided to pay for a weekly taxi to the supermarket. We helped arrange for a shop assistant to meet her and support her to do her shopping and packing. On returning home by taxi, a friend who lives nearby, who used to visit but had stopped, offered to pop round and help her put away the shopping. Mrs W also pays for a taxi twice a week to take her to see her friend in the residential home. Nurses call weekly to monitor Mrs W's weight, a medication prompt is provided through Telecare services, and bereavement counselling was set up with Cruise.

Through this flexible and person-centred approach, Mrs W is enabled to live independently, to continue to do the things she enjoys and see the people she cares about. We have a good relationship with her and a clear understanding about what's important for her health and happiness. And Mrs W's son states that he is '*thrilled*' and that all is '*working out well*'.



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The Case for Co-production

No more throw-away people: The co-production imperative

Edgar S. Cahn, 2004, Essential Books (Washington)

Where it all started!

RSA Seminar: The Core Economy (video)

Co-production and the core economy explained by **Edgar Cahn**, Co-production Wales champion & critical friend and all-round hero of the co-production movement. Worth listening to every one of the 13 minutes. Inspirational and compelling.

Spice Co-production Animation

A beautifully clear explanation of co-production and the core economy from the people who know!

We're all in this together: user and community co-production of public outcomes (2012)

A short discussion paper from Tony Bovaird of Birmingham University – what is co-production, why does it matter and what are the implications for public services.

Creating Stronger and More Inclusive Communities (2011)

This report by Julia Slay of nef considers innovations which unlock communities' strengths and which recognise that people with support needs can also be assets to their communities. It outlines seven principles for empowerment and inclusion for an age of austerity.

Stories of Co-production (2011)

new economics foundation & Feedback Films

A useful introduction to co-production, set around three case studies of successful co-production in different contexts.

Building Community Capacity: Evidence, efficiency and cost effectiveness (2012)

An evidence round-up by TLAP of the benefits achieved through 'building social support networks, encouraging membership of groups, nurturing an inclusive community and enabling everyone to make a contribution (participation and co-production)'.

Beyond the State: Mobilising and Co-Producing with Communities – Insights for Policy and Practice (2011)

This paper from Birmingham University looks at how community organisation and co-production can shape public policy-making and service delivery in new, creative ways.

Turbo-charging volunteering (2014)

David Boyle asks what's holding back the development of co-production in the mainstream, arguing that co-production 'is a response to the failure of the empowerment agenda over the past decade... despite all the rhetoric, power has not actually passed from service manager to service user'.

Dialogue and Deliberation (2008)

The messages in this report by Oliver Escobar set out a case for meaningful co-production through dialogue and deliberation.

Co-production in practice

Co-production: an emerging evidence base for adult social care transformation (2009)

An excellent summary, published by SCIE, of the impact of co-production in adult social care – and the barriers to its implementation. The authors are Catherine Needham and Sarah Carr of Birmingham University.

Co-production in mental health: a literature review (2013)

Commissioned by MIND, this nef-produced report details evidence of the impact of co-production on mental health support, and considers which aspects of co-production are being developed in the sector.

A guide to co-producing children's services (2009)

This nef publication is a supplement to a larger report, *Backing the Future: why investing in children is good for us all*, the culmination of a programme of research carried out by nef and Action for Children. It draws on nef's general work in this area and on six service-level case studies undertaken as part of the research.

The New Wealth of Time (2010)

An overview of timebanking and public services. The report describes how time banking, as a tool to stimulate co-production, is already helping to create better services across a range of areas, including mental and physical health, services for young people and older people, regeneration, housing and criminal justice.

Time banking case-studies and an evaluation of the impact of their work from Spice... (2014)**Developing Evidence-Enriched (DEEP) Practice Project** (2015)

This report focuses on a co-production approach to exploring and using evidence in service and workforce development which ran in six sites in Wales and Scotland.

Practical guidance & audit tools

Co-production Audit Tool (2015)

Co-production Wales / Public Health Wales

This self-assessment tool was used for the case studies in this catalogue. It's intended to help practitioners assess the depth and extent of their co-production practice and is based around five co-production principles: assets, networks, outcomes, relationships, catalysts.

The Co-production Self-Assessment Audit Tool (2011)

new economics foundation (nef)

This short self-assessment tool has been designed to help practitioners critically assess how deeply they have developed co-production. The framework encourages self-reflection around the six co-production principles: assets, capacity, mutuality, networks, blurring roles, catalysts.

Co-production – how are you doing? A self-reflection tool (2011)

Inclusion North & Tricia Nicoll Consulting

This tool uses Edgar Cahn's four key principles of co-production and helps practitioners to score their work across the four areas as red, amber or green. An easy-access, user-friendly resource and works well for self-reflection at multiple levels of an organisation/project.

Co-production Self-assessment Framework for Young People's Services (2009)

An audit tool from nef, co-produced with young people, for use with young people.

Commissioning for outcomes and co-production (2014)

new economics foundation (nef)

A comprehensive and insightful guide to co-produced commissioning by Julia Slay and Joe Penny.

Right Here: how to commission for better mental health & well-being services for young people (2014)

One of a series of guides produced by the Paul Hamlyn Foundation – a practical guide for commissioners working with 16-25 year olds in the fields of mental health & well-being.

Measuring the results

This page on the TLAP website gives a series of reports which consider emerging approaches to developing outcome-based performance measures in social care, and highlights the effectiveness of specific methods such as SDS and personal budgets.

Measuring Well-being: A guide for practitioners (2012)

A short handbook for voluntary organisations and community groups from nef's Centre for Well-being.

Community Dialogue project

Useful site following the progress of a year-long exploration of co-production with Leicester City and Derby City PCTs. Background to the project, how & why it happened, how they did it and what they got out of it.

The Sustainable Livelihoods Handbook (2009)

Oxfam's practical, asset-based approach to alleviating poverty. Aimed at 'community development workers and local activists'.

Co-creating Health / Co-creating Health spiral / Co-producing Services (2014)

Three 'how to' diagrams from illustrator Liz Price, commissioned by Public Health Wales.

Co-producing services: co-creating health (2013)

A practical guide to co-production in a health setting. Part of the 1000 Lives 'Tools for Improvement' series.

Co-producing prudent healthcare: putting people in the picture (2014)

A practical overview of the relationship between co-production and the Wales' prudent healthcare approach.

Co-production Wales Archive

A searchable compilation of the articles, case-studies, tools, resources and 'collected joy' from the Co-production Wales Newsletters 2013-2015.

Policy and legislation in Wales is increasingly providing a context within which co-production can thrive. Key aspects are:

The Social Services and Well-being (Wales) Act (2014)

The Social Services and Well-being (Wales) Act provides a new legal framework for social care in Wales. Its aim is to provide a framework for local authorities and health, to engage with and empower citizens, to help them achieve independence and well-being, and to obtain the support they need. Co-production principles underpin the letter and spirit of the Act.

Well-being of Future Generations (Wales) Act (2015)

The Well-being of Future Generations Act is about improving the social, economic, environmental and cultural well-being of Wales. It will make the public bodies listed in the Act think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach.

National Outcomes Framework (2015)

The Welsh Government have co-produced a National Outcomes Framework and well-being statements for people who need care and support and carers who need support. These are intended to enable progress to be followed both locally and nationally towards transforming care and support services. The outcomes and statements focus on an asset-based approach to what matters to the individual.

Reforming Local Government: Power to Local People white paper (2015)

Makes an impassioned case for citizen activism and an enabling state.

Welsh Government's Principles for Working with Communities (2015)

A set of asset-based principles which focus on reciprocal relationships between state and citizens and on shared power and shared responsibility. A co-productive approach.

Networks & websites: Wales

Co-production Practitioners' Network

The Co-production Practitioners Network website is run by the new economics foundation (nef), with and for practitioners of co-production. An online community of over 1000 practitioners from public, third sector and academic backgrounds, working in areas as diverse as health, social care, criminal justice, housing, and education. The website enables people to link up with and support one another, share ideas and case studies, and access resources. There is a **Wales Group** on the site with over 160 members.

Co-production Wales

A voluntary collective of organisations and individuals aiming to make co-production the primary approach to public services in Wales. Resources, articles, advocacy, events, presentations, training and an active network.

Working With Not To

Co-production network operating in north and south Wales. Facilitation, events and resources. Great grassroots activism.

Spice

Spice is a UK-wide social enterprise originating in Wales that develops agency timebanking systems for communities and public services. The site includes links to evidence of the impact of time-banking, media coverage and new models for development.

Lives through Friends

Lives through Friends is dedicated to helping people who are dependent on social care to 'get a life', and helping the people and agencies that assist them to be effective contributors to this outcome. They facilitate a 'Strengths-Based Learning Network' that meets regularly in south and west Wales to support the achievement of this goal.

Time Banking Wales

Resources, contacts and extensive experience of time credits and their capacity to strengthen communities and transform the lives of individuals.

Participation Cymru

Hosted by WCVA (Welsh Council for Voluntary Action), Participation Cymru works with public service organisations to achieve better public engagement in the design, development and delivery of citizen-centred services for the people of Wales. Useful links and resources including their **National Principles for Public Engagement**.

Citizens Cymru/Wales

A radical and effective organisation that builds diverse alliances of communities organising for power, social justice and the common good.

Networks & websites: UK

Time Banking UK

Time Banking UK is the national umbrella charity linking and supporting time banks across the country. The website is a good first port of call for those keen to learn more about time banking, its different models and how they can be set up. Reports, case studies and videos.

The Asset-Based Community Development Institute

An excellent and comprehensive site that includes tools, techniques and plentiful reference material relating to Asset-Based Community Development approaches (ABCD).

Scottish Co-production Network

Open to all – a great range of case studies and resources, events and organisations and a lively and active membership.

New Economics Foundation (nef)

The New Economics Foundation is the UK's leading think tank promoting social, economic and environmental justice. They host the **UK Co-production Network** (see above) and have extensive knowledge of co-production in theory and practice.

Governance International

A training and consultancy organisation with extensive knowledge of co-production in theory and practice. Excellent resources and a range of international case studies.

Carnegie Trust UK

The Carnegie UK Trust works to improve the lives of people throughout the UK and Ireland, by changing minds through influencing policy, and by changing lives through innovative practice and partnership work. Their 'Enabling State' initiative is based on a co-productive vision of shared power and shared responsibility between state and citizens.

Centre for Welfare Reform

UK focus for radical thought and policy development in respect of inclusion, personalisation, and the evolution of a sustainable, person-centred, and citizen-empowering approach to how we care for each other in contemporary society.