

COPRODUCTION – BUILDING AN EFFICIENCY CASE

Catherine Needham

School of Politics and International Relations, Queen Mary, University of
London

c.e.needham@qmul.ac.uk


Overview

1. (Definitions)
2. How it can save money...
3. ...and how it can't
4. The evidence base
5. What needs measuring
6. Measurement tools
7. Building the evidence base

What is Coproduction?

- Active input by the people who use services, as well as – or instead of – those who have traditionally provided them
- All services require some input by the people who use them
- Coproduction is about valuing and utilising the assets and expertise of users more explicitly
- It requires a redefinition of people who use services as experts rather than dependents

The coproductive scale

- 
- Description: compliance with legal and social norms, description of the status quo
 - Recognition: recognising the input that service users already make and creating new channels to harness its impact
 - Transformation: a relocation of power and control, supporting users to deploy expertise and manage services.

How it can save money

- **Spending it on the right things** in the first place (e.g. personal budgets, participatory budgeting)
- **Understanding better what is valued** and how outcomes are achieved (e.g. experts by experience)
- **Accessing, utilising and the assets of service users** which may be freely given (e.g. recycling, litter picking, peer advocacy)
- **Adding to the assets of service users** and reducing welfare dependence (e.g. time banks)
- **Reducing formal staff contributions** (e.g. informal carers, breastfeeding support groups,)
- **Improving service quality** (e.g. employment advice service for refugees)
- **Improving long-term health** and well-being (e.g. Expert Patient Programme)

But...

- **It can also cost money...**
 - Training for staff, users and other participants
 - Generating new demands
- **Cost-savings may be 'soft' rather than cashable**
 - Reduction in loneliness and isolation
 - Enhanced trust, social capital, reciprocity
- **Or they may be long-term (e.g. Sure Start)**

Spending it on the right things

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



The screenshot shows the homepage of the 'My Care, My Choice' website. The header is blue and contains the text 'My Care, My Choice' on the left, the 'STOCKPORT METROPOLITAN BOROUGH COUNCIL' logo in the center, and the 'flag' logo on the right. To the right of the 'flag' logo are navigation links: 'Home | Listen | Contact Us | Feedback | Prof'. Below the header, the main heading reads 'Welcome to our adult social care website'. Three speech bubble-style boxes are arranged horizontally, each with a colored header and a light-colored body. The first box has a red header 'Info & advice' and a pink body with the text 'I know what my needs are and want to know what services are available to me'. The second box has a green header 'My needs' and a light green body with the text 'I want you to look at my situation and contact me with my options'. The third box has an orange header 'Guidance' and a light orange body with the text 'Putting you in touch with people who can help'. At the bottom of the page, there are three photographs: an elderly woman in a wheelchair holding a baby, a man in a plaid shirt smiling, and a woman in a red dress dancing with a man.

My Care, My Choice STOCKPORT METROPOLITAN BOROUGH COUNCIL flag

Home | Listen | Contact Us | Feedback | Prof

Change font size: a

Welcome to our adult social care website

Info & advice
I know what my needs are and want to know what services are available to me

My needs
I want you to look at my situation and contact me with my options

Guidance
Putting you in touch with people who can help



- Stockport Council's Adult Social Care Department knew that the information provided on their current website did not help support informed decision making
- The result of much research and work with service users, carers, partners and staff is My Care, My Choice, a website which guides people through the 'social care maze'

Money saved...

- Stockport Council estimates that the introduction of the website has saved the department about £300,000 per annum
- For more information see Governance International's case study of Stockport
- <http://www.govint.org/english/main-menu/good-practice/case-studies/stockport-councils-new-adult-social-care-website-my-care-my-choice-a-business-case-for-service-co-design.html>



Understanding better what is valued

- <http://www.uservoice.org/our-work/library/publications/the-power-inside/>



USER VOICE
ONLY OFFENDERS CAN STOP RE-OFFENDING

[HOME](#) [ABOUT US](#) [EX-OFFENDER?](#) [GET INVOLVED!](#) [OUR WORK](#)

Our Work

- Our Services
 - Councils
 - Consultations
 - Advocacy
- Real Stories
- Library
 - Publications
 - In The Media
 - Press Releases
 - Wasted

The Power Inside

The Power Inside: The Role of Prison Councils, a report published by User Voice, argues that prisoners should be given more power to influence how prisons operate and to improve the UK's record on rehabilitation. It shows that doing so can reduce complaints, segregation and encourage civic participation on release.

In the wake of the Justice Minister, Kenneth Clarke's call for new thinking about prisons and rehabilitation, it argues for the expansion of a new model of prison councils as part of the government's 'rehabilitation revolution'.

User Voice Prison Councils are established through an electoral process where prisoners form parties, each representing common challenges. For example, one party will focus on proposals or strengthening and improving the relationships between prisoners

Download Report

ICE

ENDERS CAN
OFFENDING

HOME

ABOUT US

EX-OFFENDER?



- User Voice prison councils give prisoners a say in prison management and provide a forum for better communication between staff and prisoners.
- At HMP Maidstone Improvements achieved have included:
 - suggestion boxes on every wing;
 - new & more detailed notice boards on all wings;
 - new job for a prisoner to be Communication representative, responsible for ensuring information is distributed;
 - more transparent rules regarding ordering medication;
 - clearer published guidelines regarding decisions on Release on Temporary Licence.

USER
VOIC
THE POWER
INSIDE

THE
POWER
INSIDE

Downlo

Money saved...

HOME

ABOUT US

EX-OFFENDER?



- *KPMG* evaluated User Voice's Prison Council model, producing a Social Return on Investment ratio of £2.11 of value generated for every £1 invested.
- For more information see Governance International's case study of User Voice
- <http://www.govint.org/english/main-menu/good-practice/case-studies/user-voice-as-council-model.html>

Using the assets of service users

- <http://www.keyring.org/Home>



Home

KeyRing's vision is for vulnerable people to be at the heart of their community, sharing their skills and talents for everyone's benefit. KeyRing exists to improve the life chances of Members.



Opportunities



Community



Becoming a Member



A Facebook social plug-in for KeyRing. It includes a play button icon, the text 'Find us on Facebook', the KeyRing logo, a 'Like' button, and the phone number '0207 324 079'. Below this is another KeyRing logo and the text 'Facebook social plug'.

New on the

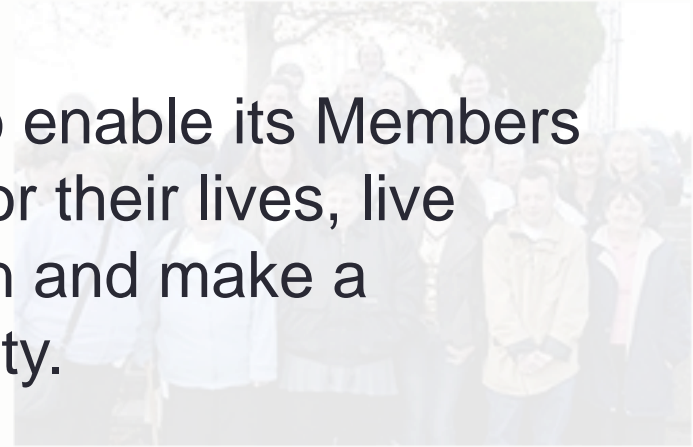
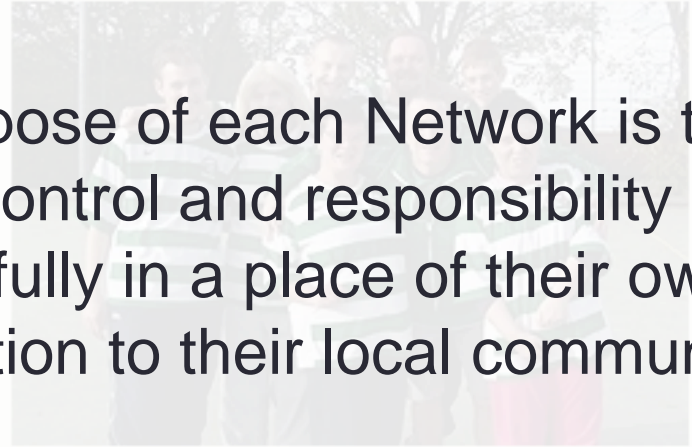
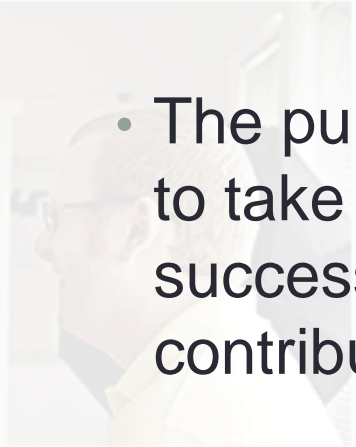
KR News

All news storie



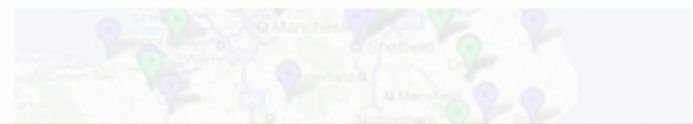
- KeyRing Living Support Networks are Networks of vulnerable adults who need some support to live safely in the community and are also prepared to offer help to others

- The purpose of each Network is to enable its Members to take control and responsibility for their lives, live successfully in a place of their own and make a contribution to their local community.



Community

Becoming a Member



Money saved

Community



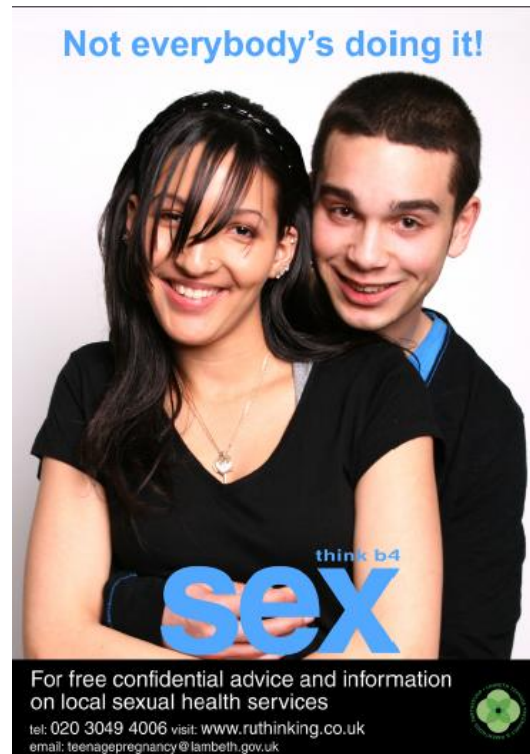
- The DH's Care Services Efficiency Delivery team (CSED) concluded that the average saving on social care expenditure per Network Member per year is £1,491.
- For more information see Governance International's case study of KeyRing
- http://www.govint.org/nc/english/main-menu/good-practice/case-studies/keyring-living-support-networks.html?sword_list%5B%5D=keyring

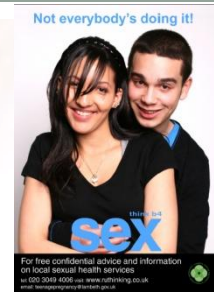
Community

Becoming a Member

Adding to the assets of service users

- London Borough of Lambeth, teenage pregnancy reduction <http://www.lambeth.gov.uk/NR/rdonlyres/6210C357-12AF-4E4F-8DA9-8AB60DE83160/0/NotEverybody.pdf>





- In 2002 the London Borough of Lambeth had one of the highest levels of teenage pregnancy in Britain.
- A group of young people who were members of Lambeth's Youth Council decided to set up peer workshops to address teenage pregnancy and improve sex education in schools.
- The project works with teachers, youth workers and sexual health agencies to make sure that the workshops compliment and add to the young people's learning.
- The peer advocates themselves receive training, adding to their own skills set.

Savings



- The under 18 conception rate in Lambeth reached a peak in 2003 at just over 100 per 1000 15 -17 year old women. The provisional 2009 under 18 conception rate has fallen to 59.5 per 1000 girls aged 15-17 years old (although not all of this drop can be attributed to the programme).
- For more information see Governance International's case study of Lambeth teenage pregnancy reduction strategy
- <http://www.govint.org/english/main-menu/good-practice/case-studies/london-borough-of-lambeth.html>

Reducing formal staff contributions

- <http://timebank.org.uk/>



[Sign in / Register](#)

[Home](#) [What we do](#) [Who we are](#) [Support us](#) [Contact](#)



[Reviews](#)



[Our projects](#)

[Find volunteering near](#)

[Go](#)

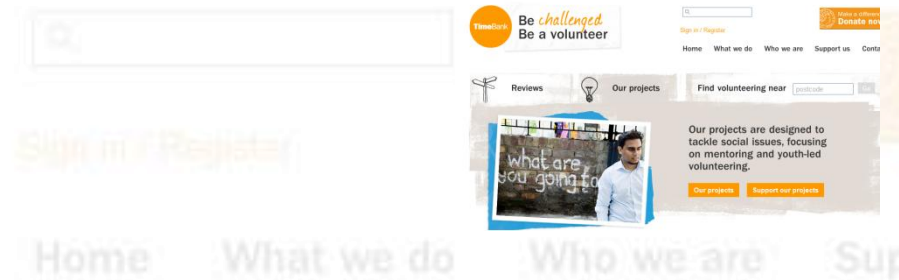


Our projects are designed to tackle social issues, focusing on mentoring and youth-led volunteering.

[Our projects](#)

[Support our projects](#)

Be challenged
Be a volunteer



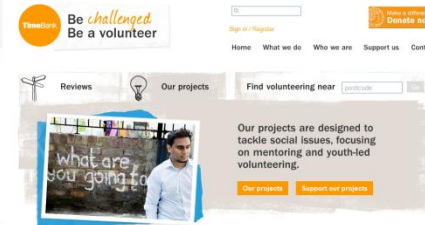
- ‘Time banks use hours of time rather than pounds as a community currency: participants contribute their own skills, practical help or resources in return for services provided by fellow time bank members. Since time banks tap into existing resources within a community, running costs are generally accepted to be low in comparison to other community-focused schemes. At the bare minimum, a ‘time-broker’ is required to coordinate activities between participants, with a computer to record.’

From Knapp, M. (2011), *Building Community Capacity: Making an Economic Case*, London: Think Local Act Personal.

Be challenged
Be a volunteer

Money saved

- “Time Banks, which use hours of time rather than pounds as a community currency, cost £450 per member per year, but can provide savings of more than £1300 per member over the same period. Participants contribute their own skill, practical help or resources in return for services provided by fellow time bank members.”
- For more information see Knapp, M. (2011), *Building Community Capacity: Making an Economic Case*, London: Think Local Act Personal.
- http://www.thinklocalactpersonal.org.uk/library/Resources/BCC/Making_an_economic_case_doc.pdf



Improving service quality

- Personal Care Plans
- <http://www.nhs.uk/Planners/Yourhealth/Pages/Careplan.aspx>

Your health, your way

Your NHS guide to long-term conditions and self care

Your healthcare Courses and support Healthy living Help at home Money and legal

What is a care plan?

Everyone with a long-term condition can have a care plan if they want one.



A care plan is an agreement between you and your health professional (and/or social services) to help you manage your health day-to-day. It can be a written document or something recorded in your patient notes.

Everyone who has a long-term condition can take part in making their care plan. It helps to assess what care you need and how it will be provided.

If you think a care plan could help you, talk to your GP, nurse or social worker about the support you need to manage your condition better. Mention things that are important to you and any goals you want to work towards. These can range from losing weight or stopping smoking, to going out more or going back to work.

Also, try to talk about anything that might be worrying you. For example, some people want to talk about how lonely or anxious they feel.

By talking about your care plan with the GP, nurse or social worker, you can say how you want



Related articles

- [Get a care plan review](#)
- [Your medicines](#)
- [Make the most of appointments](#)

Search for services

Get help with all aspects of your long-term condition from the NHS in your area

Choose a service:

Located in:

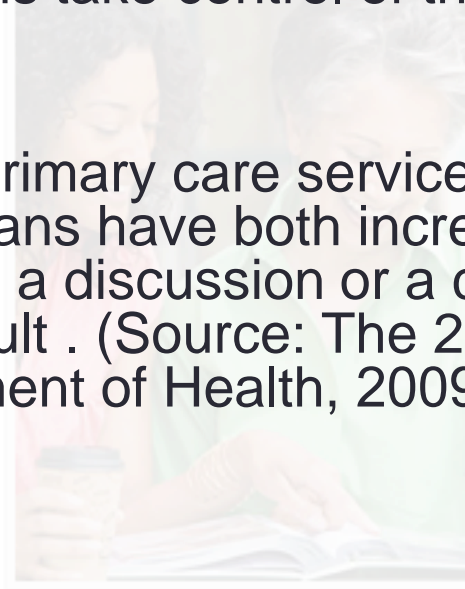
Long-term conditions

Living with a long-term condition, including healthcare, medicines and support.



- 'Personal Care Plans are used to support individuals with long-term conditions through a process of engagement and support. This process helps citizens take control of their condition as far as possible.

- Since their introduction, primary care services employing the most effective personal care plans have both increased the quality of care - 61% of people with a discussion or a care plan say they have better care as a result . (Source: The 2008/09 GP Patient Survey 2008/09, Department of Health, 2009)



From

- Shirley, T. and Melville, S. (2010), *A New Dialogue with Citizens*, London, the Cabinet Office,

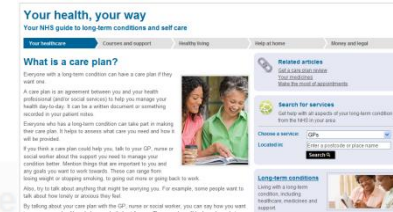
- <http://www.scribd.com/doc/30738445/A-New-Dialogue-1-Cabinet-Office>

Long-term conditions

condition, including
healthcare, medicines and
support

Money saved

- 'The typical practice (6,300 people) that is in the best quartile for care planning will typically have 35 fewer emergency admissions, 360 fewer outpatient attendances, and 30 additional elective admissions/day cases compared to those in the lowest quartile. This will be a saving to the practice (if they are a practice-based commissioner) of around £43,000/year'
- For more information see Shirley, T. and Melville, S. (2010), *A New Dialogue with Citizens*, London, the Cabinet Office,
- <http://www.scribd.com/doc/30738445/A-New-Dialogue-1-Cabinet-Office>



Improving long-term health and well-being

- Holy Cross Centre Trust <http://www.hcct.org.uk/>

The screenshot shows the homepage of the Holy Cross Centre Trust. At the top, there is a dark blue header with a silhouette of a city skyline. The text 'HCCT Holy Cross Centre Trust' is prominently displayed. To the right of the header, there is a red button with a hand icon and the text 'Make a donation to HCC'. Below the header is a navigation menu with the following items: Home, About us, What we do, Get involved, Events, Useful links, and Contact us. The main content area features a large image collage with a teal overlay at the bottom that reads: 'Our work enables people to create positive change in themselves and the community.' To the right of the main content area, there is a section titled 'SIGN UP TO OUR NEWSLETTER' with a form for 'Email Address *', 'First Name', and 'Last Name'. Below the form is a teal 'Subscribe' button. Further down, there is a section titled 'WHAT WE'RE UP TO...' with a sub-section for 'HIV Awareness' posted by 'Kumar' on '16 December 2011'. Three teal triangles are positioned at the bottom of the page, likely serving as navigation arrows.



- ‘In London, Camden council commissioned the Holy Cross Centre Trust to provide a mental health daycare service. The trust works with those who use the service and with local volunteers, actively encouraging them to design and deliver their own activities and programmes, to support each other.’
- From <http://www.neweconomics.org/blog/2008/10/29/local-resilience-is-the-key-to-well-being>

Our work enables people to create positive change in themselves and the community.

WHAT WE'RE UP TO...

HIV Awareness

Posted by Kumar on 16 December 2011

Money saved

- A Social Return on Investment of £5.75 for every £1 spent. Benefits were found to include improved health, greater employability, stronger social networks and cohesion, less discrimination
- For more information see Slay, J. (2011) *More than Money*, London: NESTA.
- <http://www.nesta.org.uk/library/documents/MoreThanMoneyLiteratureReviewv4.pdf>



What needs measuring

- **Potential Costs**

- Professional staff inputs (time, training)
- Managerial inputs (time, training)
- Service user inputs (time, training)
- Community inputs
- Resources (one off and continuing)

- **Potential Benefits**

- Reduced agency inputs
- Increased agency outputs
- Increased service quality
- Improved outcomes

Loeffler and Watt, 2009

Tools for measurement

- Social Return on Investment (SROI)
- Cost/benefit analysis
- **BUT 'Rolls Royce' studies take a lot of time and cost a lot.**
- Is there a coproductive approach to develop 'good enough' research that builds an evidence base?
- Organisations like In Control built the early financial case for personal budgets on a few transformative case studies and individual testimonies

Building the efficiency case

- What information do you need to be convinced of the coproduction efficiency case?
- What information do you think local authority managers/councillors need?
- Do you have any coproduction case studies demonstrating value for money?
- What methods might deliver 'good enough' case studies in your area?

COPRODUCTION – BUILDING AN EFFICIENCY CASE

Catherine Needham

School of Politics and International Relations, Queen Mary, University of
London

c.e.needham@qmul.ac.uk