

Achieving our Vision for Co-production in Camden





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We have identified 5 key areas which will help us work towards greater co-production with Camden residents. These were shaped by people who draw on care and support and carers, internal and external colleagues, and community organisations.

Across each priority, we have included the short-, medium- and long-term actions we will take as an organisation and in partnership to achieve better outcomes for people over the next five years. We will review these actions each year and monitor our progress through new and existing outcomes frameworks which will be developed during the implementation phase.

This strategy is intended to be used alongside an action plan, the delivery of which will be overseen by the Supporting People, Connecting Communities Board. We will also establish a Residents Advisory Board which will see greater oversight from people who draw on services.





1. Understanding and Confidence

In Adult Social Care, we've seen successful partnerships, but we want to make sure everyone understands what co-production really means (and what it doesn't) so we can work together consistently across our services. It's not about learning lots of new concepts, but about recognising how our co-production principles match the way we're working already and using this as our foundation to build upon. Developing a shared understanding and providing both our workforce and residents with the skills and tools needed to co-produce is essential to embedding co-production as our standard practice.

How we will move forward together

Council	Now and in the short term we will	In the medium term we will
	<ul style="list-style-type: none"> • Use the correct terminology when talking about co-production and other types of participation • Offer co-production training workshops for staff and residents • Review current learning outcomes within our Adult Social Care Learning and Development offer to include co-production • Continue to embed 'What Matters' principles across the organisation • Hold learning events and Open Houses to share knowledge and ideas • Share learning resources on the Practice Guide and Camden Care Choices 	<ul style="list-style-type: none"> • Have a comprehensive co-production learning offer that's adapted in line with what we need • Shape our approach to partnership working based on what's worked well • Aggregate and share best practice, ensuring any feedback from residents is anonymous
In partnership	<ul style="list-style-type: none"> • Learn and develop how we work together • Create resources including a Co-production Toolkit to be used alongside the framework and a 'map of opportunities' to promote involvement activities • Re-establish the Co-Production Network to connect and share ideas 	<ul style="list-style-type: none"> • Design and deliver co-production training with residents • Develop a network of co-production advocates • Develop Lived Experience Leaders • Jointly deliver learning events with community organisations



How we will know we're successful in the longer term	<ul style="list-style-type: none"> • We have a stronger connection with people and communities • Everyone has a shared understanding of what we mean by co-production and other types of participation • All staff have the knowledge and skills to co-produce with residents and understand why it is important • We have a variety of co-production activities for people to get involved in across Adult Social Care and in the wider community
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2. Cultural Growth

By organisational 'culture' we mean our shared values, beliefs, attitudes, and behaviours which guide how we interact and work together. For co-production to work well, we need a shift in our culture towards open, transparent decision-making, with Adult Social Care facilitating rather than making decisions. To achieve this, we must recognise the importance of people's lived experiences in shaping services and give our workforce the time, space, and financial resources to co-produce. Time investment is crucial to building trusting relationships, actively seeking out and working with seldom heard communities and enabling us to work with people at their own pace.

How we will move forward together		
Council	Now and in the short term we will	In the medium term we will
	<ul style="list-style-type: none"> • Work in line with our guiding principles of co-production • Recognise individual responsibilities in working towards equal partnerships with residents • Highlight co-production within Quality Assurance guidance, including our Adult Social Care Supervision Policy and Auditing Framework • Explore barriers to co-production within each of our departments and develop solutions • Implement a consistent approach to Reward and Recognition for involvement in co-production through new guidance • Map the projected costs of co-production to inform resource allocation 	<ul style="list-style-type: none"> • Continue to allocate resources to co-production • Include co-production as a requirement within all commissioning contracts and job descriptions where appropriate • Recognise and be honest about any resistance to change and explore ways we can address this • Collaborate more with local organisations to leverage additional support and resources



<p>In partnership</p>	<ul style="list-style-type: none"> • Be open and curious about new ways of working together 	<ul style="list-style-type: none"> • Co-produce job descriptions across Adult Social Care so residents have more say over what they want from our workforce • Involve residents on recruitment panels as standard practice
<p>How we will know we're successful in the longer term</p>	<ul style="list-style-type: none"> • We have a culture of co-production embedded across Adult Social Care • We continuously innovate and evolve our co-production practices based on feedback, lessons learned and changing needs within Camden • Everyone has the opportunity to be involved in co-production across the organisation • People feel empowered and supported to participate in decision making 	

3. Equity and Inequalities

Tackling inequalities and reducing disparities in health and social care outcomes is one of our key priorities. We need to do more to ensure residents have equality of access and experience across Adult Social Care and co-production is central to making sure our services work for the many and not the few.

A common challenge is that we often see the same people taking part in co-production. It's important that we work with diverse groups that reflect our communities, so we don't miss nuances in experience that are vital to improving our services. By prioritising working with seldom heard communities, we can better address systemic inequalities, promote social justice, and create a more inclusive social care system.



How we will move forward together		
Council	Now and in the short term we will <ul style="list-style-type: none"> • Ensure co-production activities are accessible • Actively focus on involving seldom heard groups in our decision making • Get to know our communities better and breakdown barriers to involvement • Promote the use of Skills for Care LGBTQ+ Learning Framework across our services • Ensure inclusive and psychologically safe spaces for co-production 	In the medium term we will <ul style="list-style-type: none"> • Continue to build our relationships with seldom heard groups • Use co-production monitoring data to steer targeted involvement • Review and adapt our guidance as necessary to promote more inclusive working
In partnership	<ul style="list-style-type: none"> • Establish a mechanism for monitoring involvement in co-production across protected characteristics to identify gaps in who we're working with • Include a focus on working with seldom heard groups within the Co-production Toolkit, as well as a library of resources around best practice • Work with our voluntary and community organisations who have established and deep-rooted connections with local communities 	<ul style="list-style-type: none"> • Continue to work together to reduce disparities and shape how we work based on what we've learnt • Strengthen our partnerships with community organisations and advocacy groups to amplify the voices of marginalised groups
How we will know we're successful in the longer term	<ul style="list-style-type: none"> • Improvements to service quality and experience, helping to reduce disparities in health and social care outcomes • We have strong relationships with seldom heard communities and greater partnership working • We have a culturally competent workforce and services • People feel a stronger sense of social cohesion and connection to support networks and communities 	



4. Greater Power Sharing

Genuine co-production involves sharing decision making power with people who draw on services. Across Adult Social Care, we frequently engage and consult with residents around their experiences to improve our services, but fewer projects use a co-design or co-production approach. Conversations and mapping to develop this framework also showed good 'individual level' co-production, but less opportunities for people to be involved in developing services and in wider strategic planning.

If we are to reach our ambition to co-produce our plans whenever possible we need to get better at understanding what genuine power sharing looks like and expand opportunities for people to be involved as equal partners in decision making.

How we will move forward together

Council	Now and in the short term we will	In the medium term we will
	<ul style="list-style-type: none"> • Work in a way that builds on people's strengths and empowers residents to have greater choice and control over their care and support • Explore power sharing within teams and what this means in our roles • Offer a variety of ways for people to be involved in designing and delivering services • Work with commissioners to put people at the heart of procurement • Commit to involving residents from the start of projects when using a co-design or co-production approach • Be honest about the level of influence people can have • Develop support options for people involved in co-production 	<ul style="list-style-type: none"> • Continue to invest in training and support for co-producers and facilitators • Offer opportunities to shadow Strategic Supporting Communities Connecting Communities board meetings as part of our learning offer • Develop our pathways for co-production in service provision • Monitor the impact of changes to how we work



<p>In partnership</p>	<ul style="list-style-type: none"> • Continue to develop our plans together • Explore test and learn opportunities within our emerging Neighbourhoods work • Set up a quarterly meeting to explore co-production within the Supporting People, Connecting Communities programme • Connect with local partners to develop our understanding of power sharing and how people with lived experience can be more involved within services and across long-term planning 	<ul style="list-style-type: none"> • Set up a Residents Advisory Board to provide input, guidance and recommendations around new and existing co-production projects • Build on our work from test and learn projects • Establish and support peer-to-peer networks • Involve residents in decisions about budget allocation • Explore pathways to employment through involvement in co-production
<p>How we will know we're successful in the longer term</p>	<ul style="list-style-type: none"> • Everyone has a good understanding of what power sharing means in Adult Social Care • There is commitment to genuine co-production across all staffing levels including front line services, commissioning and senior leadership • We have opportunities for people to be involved as equal partners in decision making at all levels of co-production including individual, service /operational and strategic • People who draw on services have better outcomes through involvement 	

5. Monitoring and Evaluating Co-production

Regular monitoring and evaluation enable us to continually learn and improve how we work. Setting up new monitoring and evaluation mechanisms for co-production will help us identify gaps in who we are working with and measure the impact of collaboration in terms of outcomes for people and services. It will also mean we can share the knowledge and insights we've gained from co-production, leading to a better understanding of what's working well and where we need to adjust our approach going forward.



How we will move forward together		
<p>Council</p>	<p>Now and in the short term we will</p> <ul style="list-style-type: none"> • Set up a workstream to develop monitoring and evaluation methods for co-production • Monitor strategy progress through the Supporting People Connecting Communities Board • Include co-production monitoring and evaluation methods within Quality Assurance Frameworks and guidance • Explore quarterly commissioning reports as a potential avenue for evaluating co-production across commissioned services 	<p>In the medium term we will</p> <ul style="list-style-type: none"> • Update our Quality Assurance Frameworks and guidance in line with current monitoring and evaluation processes and continue to review this via the Quality Assurance Group • Utilise monitoring data to focus our co-production efforts
<p>In partnership</p>	<ul style="list-style-type: none"> • Establish a monitoring system for co-production so we know who we are collaborating with and how • Develop evaluation procedures which measure the impact of our co-production strategy in terms of outcomes and experience • Use testimony and stories to ground our development in people’s experiences 	<ul style="list-style-type: none"> • Review the impact of partnership working and use our learning to inform future approaches • Review the effectiveness of our monitoring and evaluation methods and make adjustments • Monitor our progress through the Residents Advisory Board

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How we will know we're successful in the longer term

- More impactful outcomes for people and services through better partnership working
- Greater involvement from residents in evaluating services
- We will have a good understanding of who is involved in co-production across Adult Social Care and where we need to do more to engage with people
- We will have established mechanisms for evaluating the impact of co-production that's shaped by what we've learnt



Moving Forward Together:
Our Co-production Framework
Achieving our Vision for Co-production in Camden