



# WEBINAR: INNOVATION IN COMMISSIONING

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How co-production can support commissioning  
of co-operatives and community businesses

# PROJECT AIM

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“Members are better equipped to deliver change in their local authority’s processes, to encourage and support more cooperative & community ownership of social care.”

- Community of Practice
- Interim report
- Open webinar series
- Final report and supporting resources (2023/24)
- BAU within new Think Local Act Personal Innovations workstream

# REPORT – What have we heard

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## Motivations

- Desire for change often linked to wider strategic goals e.g. inclusive wealth building
- More personalised holistic support, drawing upon and linked to communities, delivered more locally and well integrated
- Expand prevention and early intervention
- Able to meet and reflect the diversity of the local population
- From ‘hours to outcomes’ via greater flexibility with better treated workers

# REPORT – Motivations

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- Creating more choice and diversity in the market (competition/ mainstream/high volume)
- Covering places not currently well served (gaps/ niche)
- Covering people not currently well served (gaps/ niche):
  - People with direct payments
  - Self-funders
  - Particular groups e.g. BAME, people with learning disability
- Covering more 'need' (expansion)
  - Prevention and early intervention
  - Beyond personal care to having a life
- Potential alignment with micro-enterprise development?

# REPORT

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## Barriers – Demand

- Lack of consumer champions
- Few social entrepreneurs champing at the bit
- Worry they cost more
- Concern over complication, particularly governance, hard to explain
- Moving from ‘what’ to ‘how’ - starting off to set up

# REPORT

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## Barriers - Supply

- Lack of funding for incubation
- Concern at breaching 'fair competition'
  - compliance with procurement rules
  - risk of damaging relationships with others in the market
- Contracting systems not great for small organisations e.g. framework contracts, approved lists

## Make or buy?

- **Make** through supporting creation of new local organisations or diversifying existing organisations
- **Buy** through attracting in existing Co-ops who wish to grow (more problematic for community businesses?)

In either case, enough business to make it worthwhile business?

# REPORT - Creating the space for change

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- Strength based practice and person-centred approaches
- Use of direct payments and individual service funds
- Co-production with people on strategy and services
- Asset based approaches/asset mapping
- Take up of digital technology (for the business and by people)
- Integration and partnerships

# REPORT - Creating the space for change

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- Strategic commissioning compared to service based commissioning?
- Support from other parts of the council?
- Availability of incubator funding?
- How easy or hard are you to do business with?
- Need and/or appetite for de-commissioning?
- Availability of research on effective care at home care – what does good look like?

## **Workforce**

- Capacity and turnover within your organisations to carve out time to think and act
- Shortage of care workers, new forms of provision won't automatically solve this but could be an attractive alternative.



# Co-production: What, Why, How?



Jennifer Pearl- National Co-production Advisory Group  
Kate Pieroudis- Co-production Adviser- TLAP

# What do we mean by co-production?

**‘A way of working where everyone works together on an equal basis to create a service or come to a decision which works for them all.**

**It’s based on the principle that those who access a service are best placed to design it’**

*The TLAP National Co-production Advisory Group*



# Co-Production: Why?



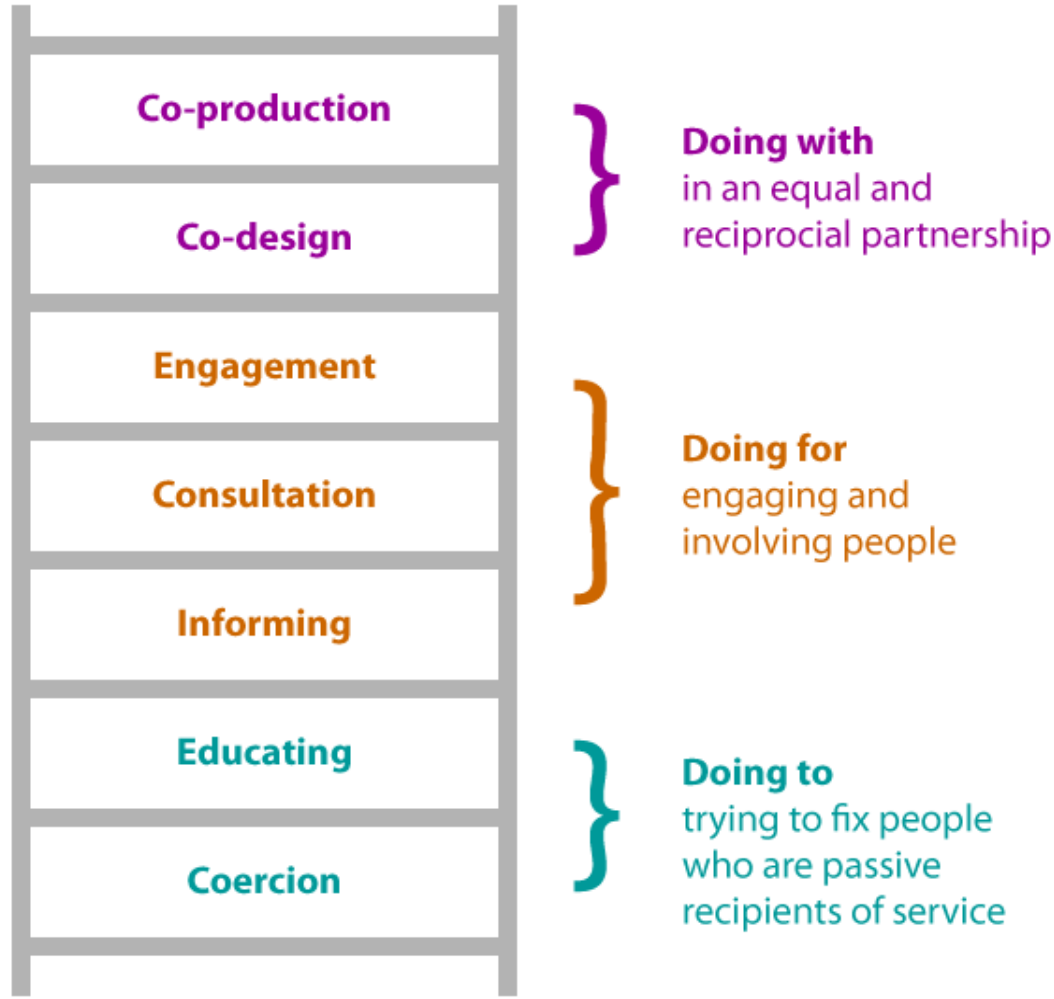
- It can help ensure that services are genuinely working well for people.
- It can help to drive demand for good and better services.
- It can keep people (who draw on **and** are responsible for services) committed and motivated to make sure there are tangible results.
- It creates a feedback/action cycle so that services know what's working and what's not working and can do something about it.
- It increases accountability for decisions and actions.
- Services are more likely to be right first time.

Adapted from  
*Desire Paths as a Metaphor for User Experience and Design*  
by Natalia Klishina and Clenton Farquarson, Chair TLAP  
Partnership

# Values of Co-production



# The Ladder of Co-Production – it's a long-term relationship



# Promoting Cooperatives and Co-production in Kirklees

TLAP Community of Practice - 15 March 2023  
Jonathan Nunn, Policy & Partnerships Manager



- Population of 433,000
- Vibrant town centres
- Historic villages
- 36% of children living in poverty



# Our Shared Outcomes and Approach



People



Partners



Place







# Why a care coop?

- Desire to support coops in multiple sectors
- Structural challenges in business models in care
- Coops benefit their workers and communities
- Coops are inherently *shaped by people*
- Understanding the benefits of cooperation for care
- Council responsibility for adequate care market
- Kirklees Solidarity Economy Network keen to develop



# Adult Social Care Vision

- We co-produced our Adult Social Care Vision because this is where it starts.
- Our vision is fundamentally about people, partners and place.
- It's about...
  - equity, social justice and respecting people's rights
  - valuing people for who they are, the strengths and potential they bring
  - rewarding and recognising the people working in social work and social care
  - people as active and equal partners in how we work together
  - partnerships, organising and delivering social care support together
  - citizenship and participation
  - our communities and the diverse places in Kirklees benefiting from and contributing to great social care
  - making Kirklees a great place to live for everyone



*At the heart it is about not doing to people or for people, but working with people and with partners, in ways that reflect the different places in Kirklees.*

- Paid membership with groups and organisations that can lead engagement opportunities
- Involving carer and service user groups attend partnership board and have standing agenda items at meetings further up the governance structure (e.g. Mental Health Alliance)
- Reaching out to expert self-advocacy groups for their leadership and consultation on projects
- Establishing partnership boards that are led by people with lived experience
- Employing (paid) people with lived experience to co-lead projects
- Attending groups and forums to build relationships and trust to enable more meaningful engagement
- Database of VCSE that we contact to share engagement opportunities
- Commission VAC to deliver the Community Voices programme



# Thank you!

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Policy & Partnerships Manager



# Cooperation & Co-production

Graham Mitchell

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Cooperative Care Colne Valley



Quality care  
powered by your community

[Contact Us](#)

# A Common History

- “Co-production” first described by Elinor Ostrom
- Ostrom globally known for her work on Governing the Commons
- The Cooperative Commonwealth
- Cooperation = Co-production



# Co-production across the supply chain

People in the community

People using care

People providing care



The Care Cooperative



People commissioning care

# Co-production across the supply chain

People in the community

People using care

People providing care

The Care Cooperative

The procurement barrier

People commissioning care

# Co-producing procurement

- It can be different
- Working pro-actively to on-board new organisations onto frameworks
- Breaking contracts down into small chunks
  - Enables greater flexibility for the commissioning organisation
  - Enables smaller and new providers to deliver

# The problem of money

- We know our approach delivers high quality care
- We know that our professional care givers like working with us
- We know that cooperation = co-production adds value
- But it doesn't solve the underlying issue
- There is not enough money to make it work sustainably