



**IMPOWER**

# Building lived experience and co-production into High Needs: a toolkit

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**EDGE  
WORK**

We know accessibility comes in many different shapes and sizes, and this toolkit will not be accessible to everyone. If you, or someone you know, would like a copy of this toolkit in another format, please don't hesitate to get in touch with your requirements.



# The High Needs Delivery Advisory Board

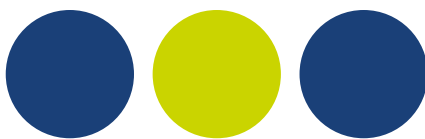
As we continue to deliver change across multiple local authorities, we recognise there are a number of challenges we will face together to deliver the very best outcomes for children and families with special educational needs and disabilities (SEND) including:

- Re-building trust and confidence – particularly with parents and young people
- Beginning to deliver ‘personalisation’ including education, health and care plans (EHCPs) driving provision and support outside the classroom
- Driving real integration with health – particularly as new integrated care systems (ICSs) develop
- Re-imagining provision and the value of the resources assigned to meet the needs of children with SEND – so the default is not simply one-to-one support, but a range of support that clearly meets need

The Advisory Delivery Board has been set up to provide strategic reflection on how to solve these challenges, steering real change on the ground and, wherever possible, generating ideas and insights that can be shared with the sector.

## AIM OF THE BOARD

- To provide the infrastructure to share skills and expertise across multiple local areas experiencing the same issues
- To provide a safe space for senior leaders to share insights, ask questions, and pose worries or challenges they are facing
- To generate ideas and solutions to specific challenges affecting the High Needs system - that can be shared with the wider sector
- To provide a catalyst for learning at practitioner level that can create and embed new approaches





# Foreword from the Chair

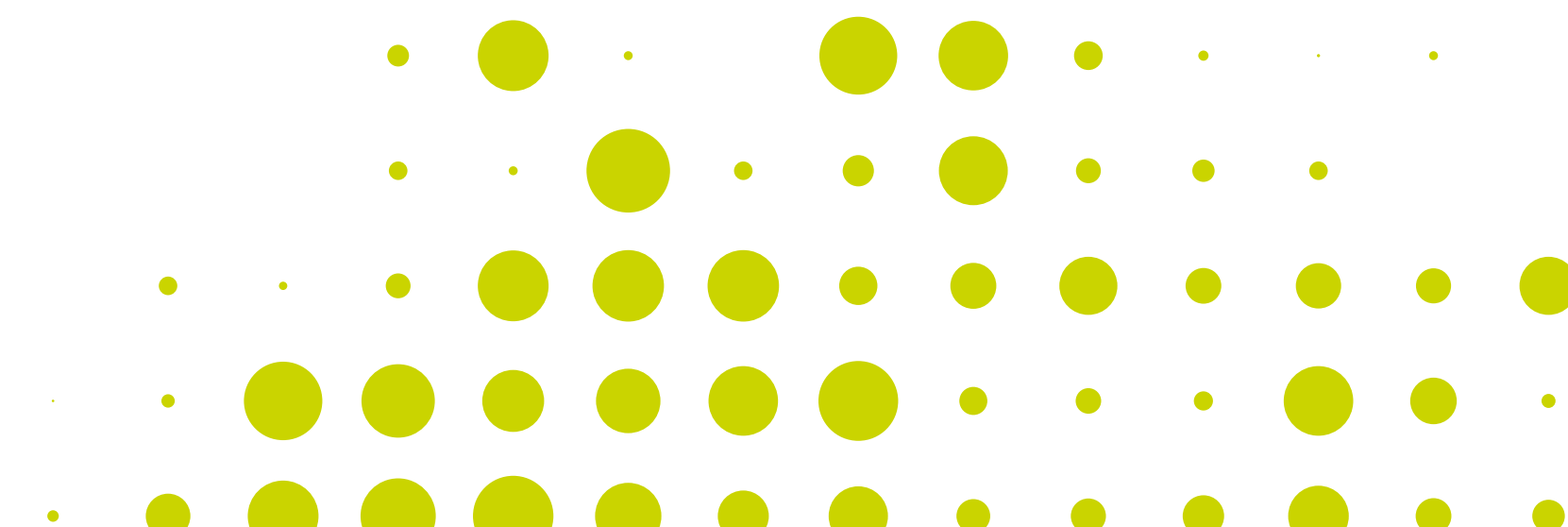
High Needs is a complex system that has hit a tipping point. The needs of children and young people, local authority expenditure, and tribunals are rapidly increasing, alongside parental dissatisfaction and the pressure for more funding. There are thousands of people involved in SEND decision making, meaning anyone in the sector can only *influence* change – not *control* it. Given the breadth and scale of the High Needs challenge, and the complexity of change we are seeing, we have established a formal programme architecture to help address it.

The boundaries of the High Needs system must be widened appropriately to create the space for shared leadership, ambition, and delivery of high impact change. This is something we are working to facilitate through our High Needs Delivery Advisory Board, with wide representation from national and local leaders and stakeholders across councils, education, health, finance and parent carer forums. This enables us to have rounded discussions on the pressures and challenges in the SEND system, as well as the strengths and solutions. With these discussions we aim to bring together resources or learning to share

with the sector, with a particular focus on change, delivery, and impact on improving outcomes.

As a board, we are conscious that more funding alone will not result in change, so instead we focus on how we can do things differently with what we have. Co-production is integral to this, alongside determining which changes in behaviours and cultures are central to good outcomes.

JENNY COLES  
High Needs Delivery Advisory Board Chair



# Foreword from the Parent Carer Forum representatives

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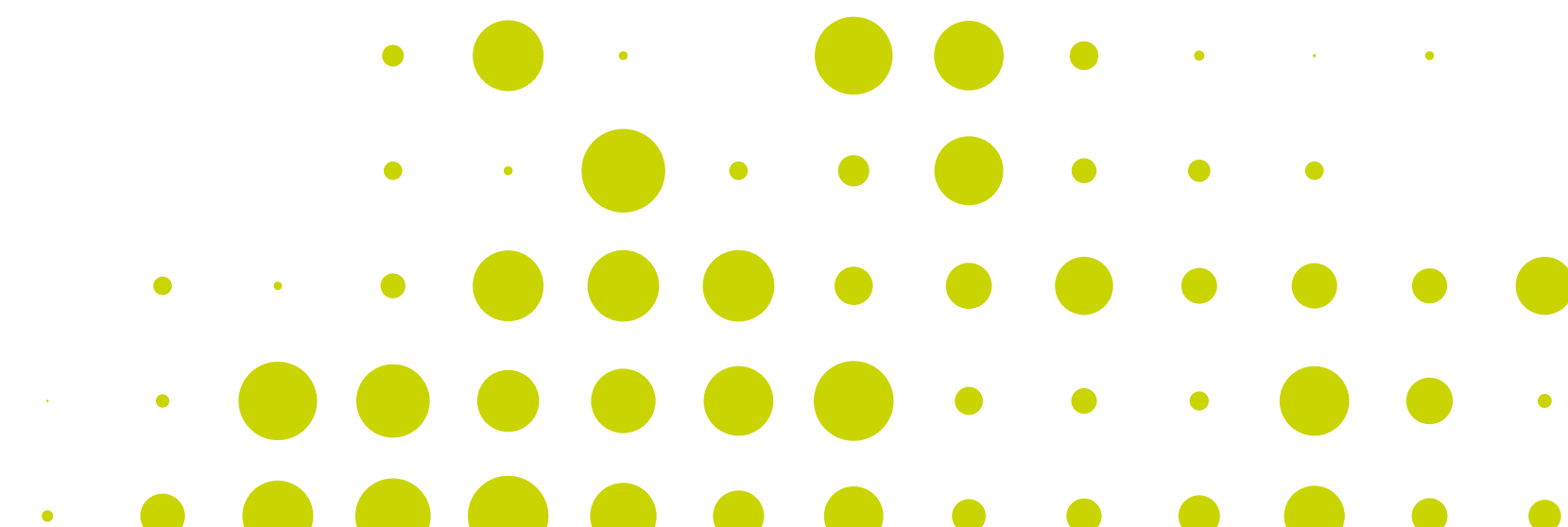
Co-production is a word now frequently heard in the SEND world. Its use has grown gradually since the implementation of the Children and Families Act in 2014. There are several guides and toolkits available from a variety of sources, but few are specifically tailored for the SEND environment. Across the country, families and professionals report varying degrees of understanding and success around what co-production means and how to do it well.

Both professional and parent carer representatives on the board saw this as a key operational issue. We have worked together to help address this, resulting in a toolkit that is specifically designed for the SEND aspect of children and young people's services.

We all want the best for the children and young people with SEND that we work or live with. We believe co-producing this toolkit at both a strategic and individual family level is the best way to achieve that.

CAROL KELSEY AND CORALIE CROSS

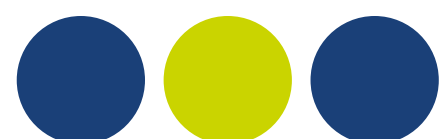
Parent carer representatives



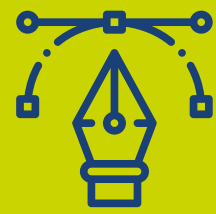
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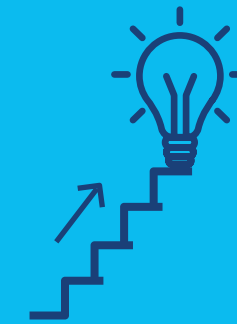


# Introduction



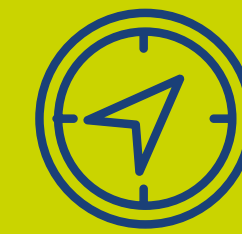
## DEVELOPING A CLEAR AND PRACTICAL APPROACH

This work is being carried out to develop a clear and practical approach to co-production, to support and further develop its impact in High Needs. Essentially, putting into practice a strengths-based approach, which is the backbone of IMPOWER's interventions.



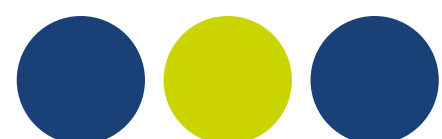
## TAPPING INTO AMBITION

Typically, co-production is described as a ladder; a series of steps that also considers the bottom rungs, coercion and tokenism. However, recognising that many local authorities are already on this journey, this toolkit taps into ambition and builds on current strengths to build on for positive progress.



## CO-PRODUCTION IS A JOURNEY

It is important to recognise co-production as a journey. Organisations will go back and forth along the levels depending on each activity or project, movement of the workforce, and the refresh and setting of new ambitions and aims. It is a journey that also requires reviewing, gathering insights and implementing learning.



# What is co-production and why is it important?

Co-production is an approach or way of working that involves:

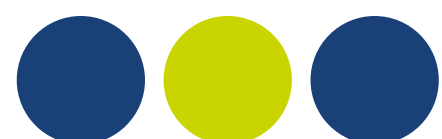
- ■ ...a meeting of minds coming together to find a shared solution. In practice, it involves people who use services being consulted, included and working together from the start to the end of any project that affects them.”

Think Local Act Personal (2011) Making it real: Marking progress towards personalised, community-based support, London: TLAP.

Most would agree that nobody knows what makes a real difference, or how services can be improved, more than the people who use them or are impacted by them. Co-production therefore provides a vehicle to align which services are provided to who and how, based on the outcomes children, young people and families wish to achieve.

**Co-production connects public services with valuable community-based resources and opens up opportunities for improving outcomes without increasing costs.”**

‘Joining the Dots’ - Think Local Act Personal, Lucie Stevens of the New Economics Foundation (NEF)





# Lived experience

Lived experience can be defined as:

“The experience(s) of people on whom a social issue, or combination of issues, has had a direct personal impact.”

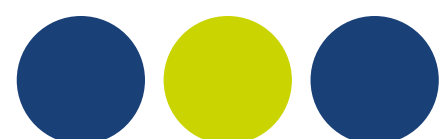
(The Lived Experience By Baljeet Sandhu, 2017)

We talk about ‘lived experience’ as we understand the value of “knowledge, insights, understanding and wisdom gathered through lived experience”[1].

Acknowledgement is needed within co-production of the importance of people and organisations that gather and represent the voices of those with lived experience. These people and organisations will often support us to facilitate engagement.

Local authorities must consider where and how they can involve either those with, or those representing individuals/groups with, lived experience. Local authorities should also understand how representative these organisations are, and which groups might not be represented. It is important then for local authorities to utilise relationships, networks and technology to facilitate engagement with those under-represented groups.

Meanwhile, at today’s meeting on feline healthcare...



# Engagement dial

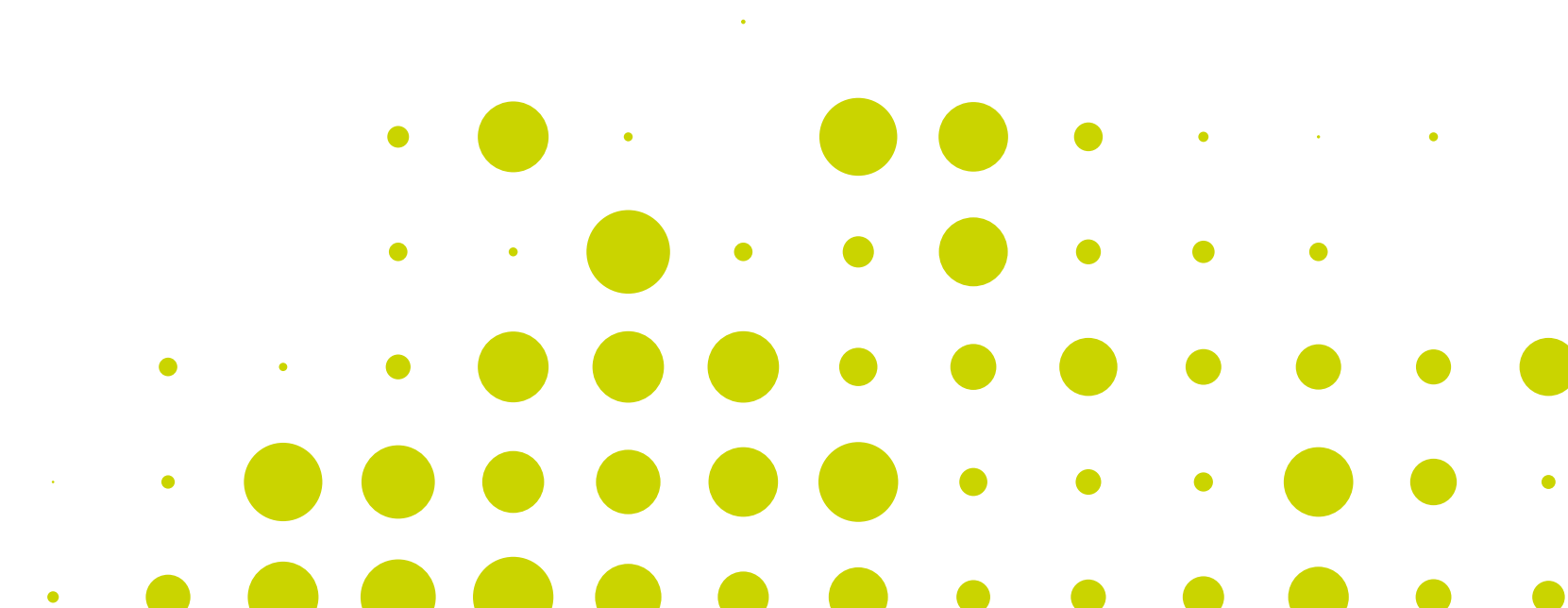
There are two dials that set out the levels of co-production, ranging from 'doing for' to 'doing with' activity, and reflecting what this looks like for strategic and individual (direct work) approaches.

There are many tools that describe steps towards co-production. The dials shown here are based upon the descriptors of the 'Think Local, Act Personal Ladder of Co-production' [2].

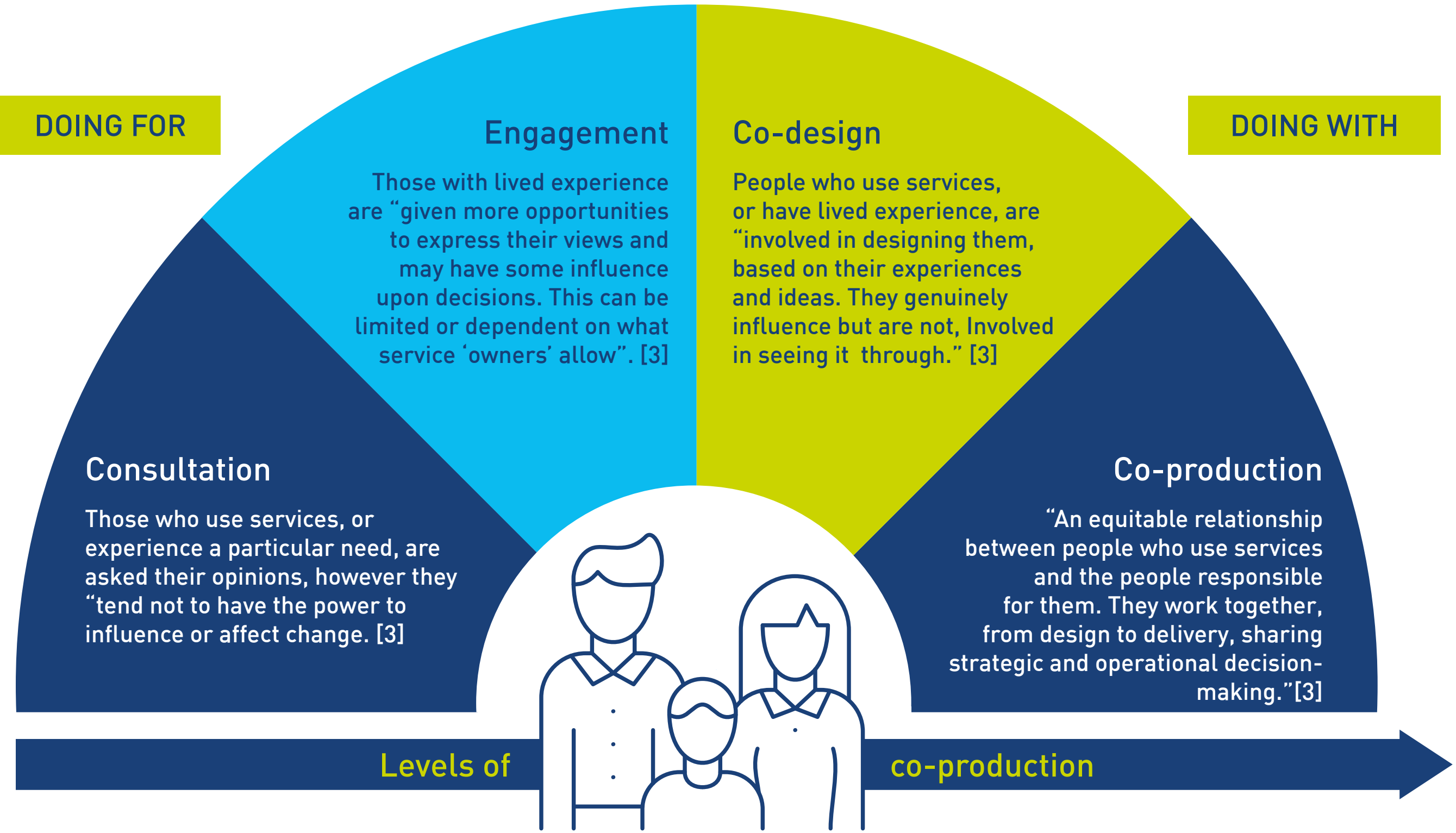
The 'strategic engagement dial' recognises that local authorities, and services within it, will oscillate between any of the levels described – determined by the nature and type of activity, size, staff, capacity and relationships. This dial can be used to assess where you think your service, directorate or partnership generally operates. Questions on the dial help to facilitate these discussions and help you to consider what is needed to increase your level of engagement.

The tool also supports you to consider what level of engagement is most appropriate. *Not every task needs to be completely co-produced, and identifying what you want to get out of the activity will determine the level of engagement required.* The stakeholder map on page 13 will help you to consider who else needs to be involved.

[2] - What makes co-production different? - In more detail - Co-production  
- Co-production in commissioning tool - Think Local Act Personal

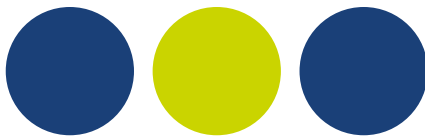


# Engagement dial: Strategic levels of involvement



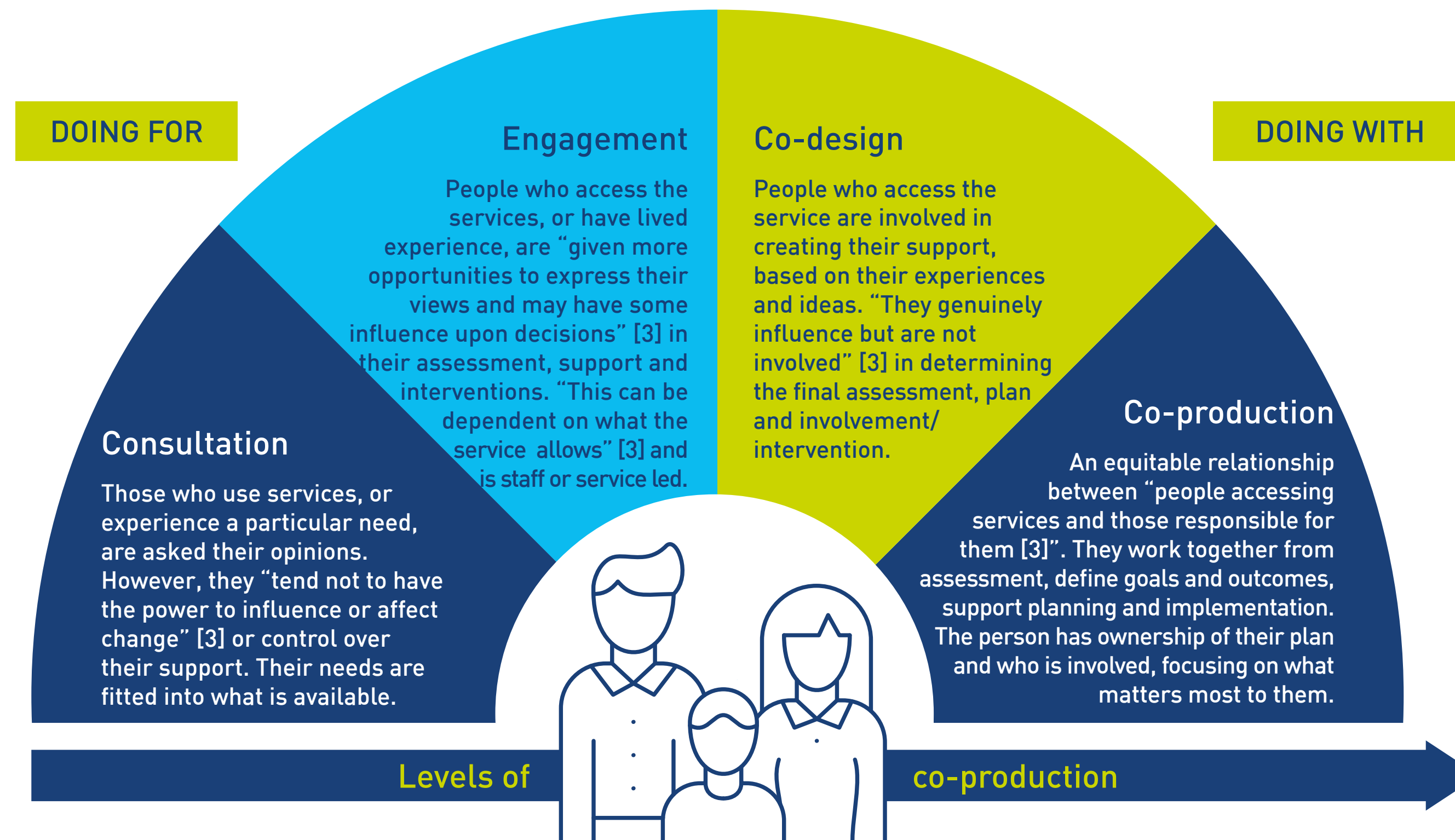
- Where on the scale does your directorate, service, team or partnership currently sit?
- What skills, knowledge or structures are required to enable the next level of involvement?
- What good practice examples already exist?
- What is the learning and can we draw from these examples?

[3] Ladder-of-co-production.pdf (thinklocalactpersonal.org.uk)

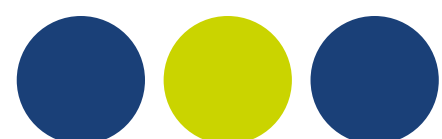




# Engagement dial: Individual levels of involvement

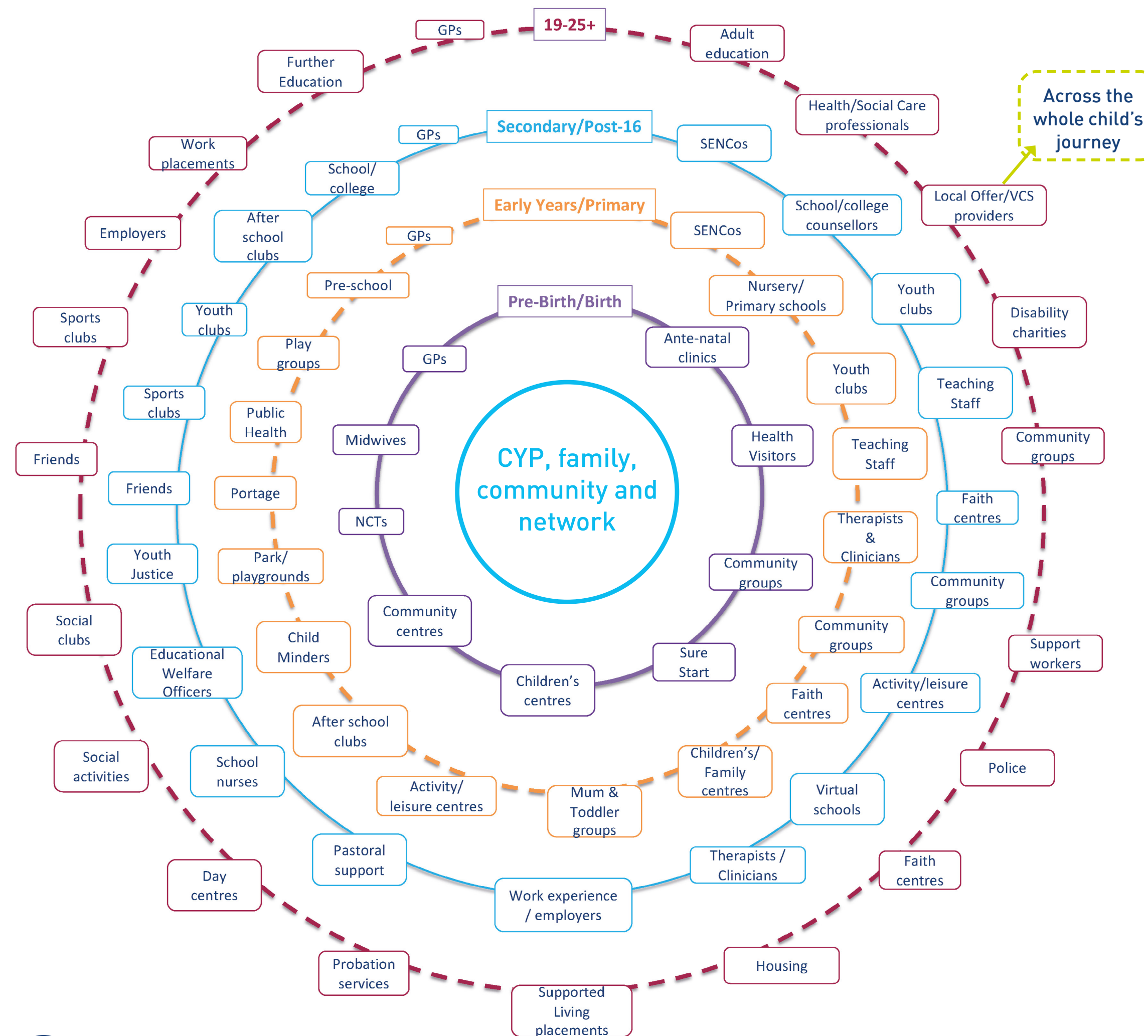


- Which of your teams deliver best practice in co-production and which teams require support?
- How can learning be shared?
- How do you know or feel when co-production is happening on an individual level for children, young people (CYP) and families?

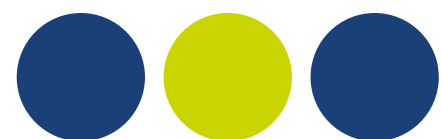




# Involving stakeholders



- It is essential that a full range of partners, stakeholders, and those with lived experience are included, and that we are creative in our approach to building networks and opportunities for the whole community and those who seldom have their voice heard.
- It is crucial that representation is sought across demographic and socio-economic groups. It is key to ask whether the Parent Carer Forums are representative of the whole parent carer community and, if not, how can you address this or facilitate involvement of other networks/ groups?
- This diagram can support thinking on who to engage with and involve as key services, groups, or assets that have lived experience or insight and touchpoints with children, young people and families.



## Which stakeholders or relationships can support this?

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A key starting point is understanding internal local authority teams that are part of, or interface with, the High Needs system (including: SEN Teams; commissioned services; Social Care and Health) and identifying whether the local authority has existing forums/groups that represent those with lived experience, (for example Young People's Participation Groups and Parent Carer Forums).

It is critical that these groups are not just considered for the insight they bring but the assets they have. Local authorities should consider what else people, services and forums can bring to the 'partnership' table including:

- Support in training delivery and workshop facilitation
- Training local authority staff
- Assets that can be shared – venues, specialisms, skill sets
- Experience and insights from co-producing
- Experience in service support, delivery or design
- The networks they already have



# Characteristics of co-production

The 'characteristics of co-production' is a tool to support the journey towards an increased ambition to co-produce, or to increase levels of engagement. The characteristics of co-production are the things that have been identified as key to enabling meaningful co-production and participation. They have been pulled together through research,

including best practice work by organisations like Social Care Institute for Excellence (SCIE) and Thinking Local Act Personal (TLAP), plus the experience we have in delivering change at the frontline.

These characteristics also inform later tools, 'what's required to make it happen' (page 20) and 'conditions of success' (page 24). The characteristics are an opportunity to reflect and determine whether these things are present in your service and partnership:





# Characteristics of co-production



## EQUALITY, DIVERSITY, INCLUSION & ACCESSIBILITY

All individuals and groups are as important as others, and everyone has skills and abilities that they bring to the table. Power relationships between staff and people with lived experience are re-balanced. All groups are represented, included and have an equal voice (there is recognition that those with lived experience come from different backgrounds, cultures or have different challenges). “Everyone has the same opportunities to fully take part in activity, in the way that suits them to do so.” [7]



## AN ETHOS OF 'HOW WE WORK'

Co-production is an approach - a way of working where people come together to understand and address challenges, and to reach decisions and solutions that work for everyone. “It is a meeting of minds coming together to find solutions.” [8]



## COMMUNICATION IS EFFECTIVE AND INCLUSIVE

People are provided with the information they need to engage and that enables meaningful involvement. Care and attention is paid to ensuring communication is regular, inclusive and promotes two-way dialogue.



## AN OPEN, HONEST AND TRANSPARENT CULTURE, AND RELATIONSHIPS BUILT ON TRUST

Local authorities and those with lived experience are honest with the challenges faced and the difficulties experienced, and what can and can't be influenced in the co-production process. Environments are created where difficult conversations can take place and experiences can be acknowledged and learnt from. There is recognition that co-production is a journey and that trust is earned. Time is invested in building relationships and networks to support engagement. Having a top-down commitment to create trust and transparent, open cultures with CYP and families is important and this needs to filter through the workforce. This is key to support any bottom-up approaches for engagement.

[7] Co-production in social care: what it is and how to do it – At a glance – SCIE [8]  
TLAP National Co-production Advisory Group - Think Local Act Personal (2011)  
Making it real: Marking progress towards personalised, community based support, London: TLAP





# Characteristics of co-production



## THOSE WITH LIVED EXPERIENCE ARE ACTIVELY INVOLVED AND CONTRIBUTE TO THE PROVISION OF SERVICES

Those with lived experience and users of services are recognised as equal partners in every aspect of design and delivery. Service providers help to “facilitate rather than deliver services” [4] themselves and those that receive services are “involved in getting things done”[4]. There are numerous opportunities for people to take part.



## POWER, INFLUENCE AND DECISION MAKING IS EQUITABLE

Differences in power have been acknowledged and addressed - taking into consideration when and how power can be shared, and providing transparency around this. In some instances this may include a shared responsibility for outcomes, enabling those with lived experience to hold more influence and encourage democratic decision making. Relationships and trust are central to this process.



## INVOLVEMENT IN ALL FEATURES - PLANNING, DESIGN, DEVELOPMENT, DELIVERY AND REVIEW

Those with lived experience ‘do with’ the local authority, commissioners and the providers of services, - they are involved from the start to the end of the process, and in the reviewing of what works. They are “asked for their ideas, experience, opinions” [5] and actions to shape and implement services and are actively involved in the “making it happen.”[5]



## THE ASSETS OF THOSE WITH LIVED EXPERIENCE ARE VALUED AND REWARDED (RECIPROCITY)

Those who contribute receive something in return for their time and input - and feel valued for doing so. They are viewed as “resilient, creative and capable” [6]. They are supported to develop and their assets and skills are put to use.

[4] What is coproduction | In more detail | TLAP ([thinklocalactpersonal.org.uk](http://thinklocalactpersonal.org.uk)) – NEF (New Economics Foundation), Public Services Inside Out

[5] What makes co-production different? - In more detail - Co-production - Co-production in commissioning tool - Think Local Act Personal

[6] McKercher, K. A. (2020). Beyond Sticky Notes. Doing Co-design for real: mindsets, methods and movements.



# Characteristics of co-production in action

Derby's Parent Carer Forum (PCF) share their experience of their co-production journey

New ideas from leadership around building up the workforce and co-production are starting to remove barriers. Departments are not just working better together; they also seem to know each other better on a personal level. Understanding the roles of others appears to have helped provide the glue for closer working together, improving outcomes for the families we are working with as a result.

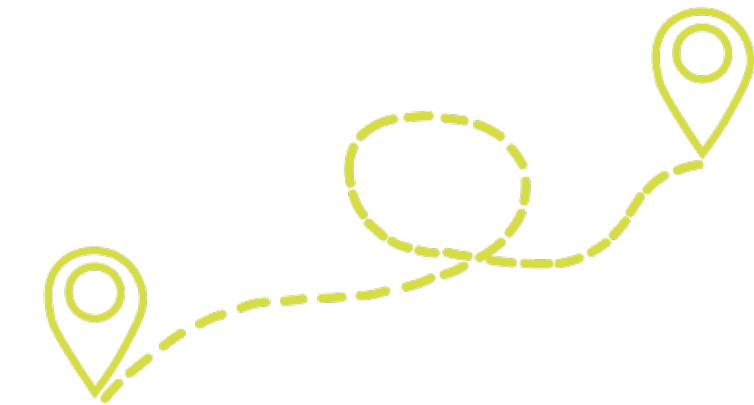
Strong communication has been key. We now work very closely with leadership teams, and can problem solve, discuss, and reflect on both progress and challenges

that we have all faced. We now feel more able to contribute and prefer the more informal meetings. Our new volunteers have said they are surprised how casual yet productive the meetings at our hub.

We believe our organisation is now highly respected as all parties in the system realise we are here for the same cause, and that working with us will help families and make their job a lot easier and enjoyable at the same time.

The SEND Director and Head of SEND Inclusion work with us, bouncing ideas around, finding out the next

piece of the puzzle, researching as a team, being prompt with replies and carrying out what was agreed. There has been a turnaround in experiences, even those parents who have been to tribunal with the local authority many times have said 'wow'! Co-production has improved confidence with some parent carers to the extent they are now comfortable working with us in partnership with their local authority in a constructive way, and it is about sharing experience and talking about lessons learnt that are helping to develop smarter systems and approaches to issues and cases.



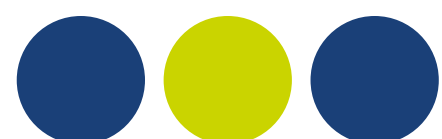
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# “ If you had asked us 13 months ago, ‘did we think this imbalance of power could be changed’, we would have said NO

The journey that Derby has been on provides suggestions as to how to influence the balance of power, control and decision making with our communities.

Derby Co-production examples:

## ADAPTATIONS MADE

- Invited to senior and strategic meetings
- Agendas shared in advance
- Changing the format of shared documents to support phone access
- Timings for meetings take into consideration parent carer’s availability
- Importance placed on parent carer reps voices
- Local authority beginning to commit to making braver decisions

## RECRUITMENT

We love the way we have now have become a mini SEND recruitment team with the local authority, and our interview scores are taken as equal weight. We are also involved in the preparation, the interview and activity design.

## ‘IN MY SHOES’ LISTENING

This is a project that aims to move to a solution-focussed approach. The local authority used our recommendations from the ‘In My Shoes’ research. They have also utilised it to revisit the SEND vision, Joint Strategic Needs Assessment, and to shape decisions about the Local Offer and its place/suitability. We have already identified where we can use this approach next.

## KIDI (KEY ISSUES DISCUSSED INFORMALLY)

We have been allowed to bring, with consent, issues that are affecting families, exploring how a graduated response should be implemented. In this work, local authority leaders have gone above and beyond in fact finding, and taking the time to help systems run smoother. We worked together to plan a project to work with different schools and leaders to learn more, and help consulting with the people that they are working for. Due to Covid-19 we only had two events, but this was incredibly fruitful for understanding system failures, wins and ideas for further projects.

## COVID-19

We supported the local authority to ask what people needed most, feeding back people’s experience and highlighting the local authorities commitment to helping in a timely manner. People needed advocacy, access to information, mental health support, virtual groups, and help from professionals that were no longer available to them due to closure. The local authority listened and it was heart-warming to see how quickly this was arranged.





# What's required to make it happen?

Earlier sections of this toolkit provided tools to support discussion about where your service or organisation is in terms of level of engagement.

The following tools support idea generation of what will help to move towards actioning your ambition for increased engagement or co-production.

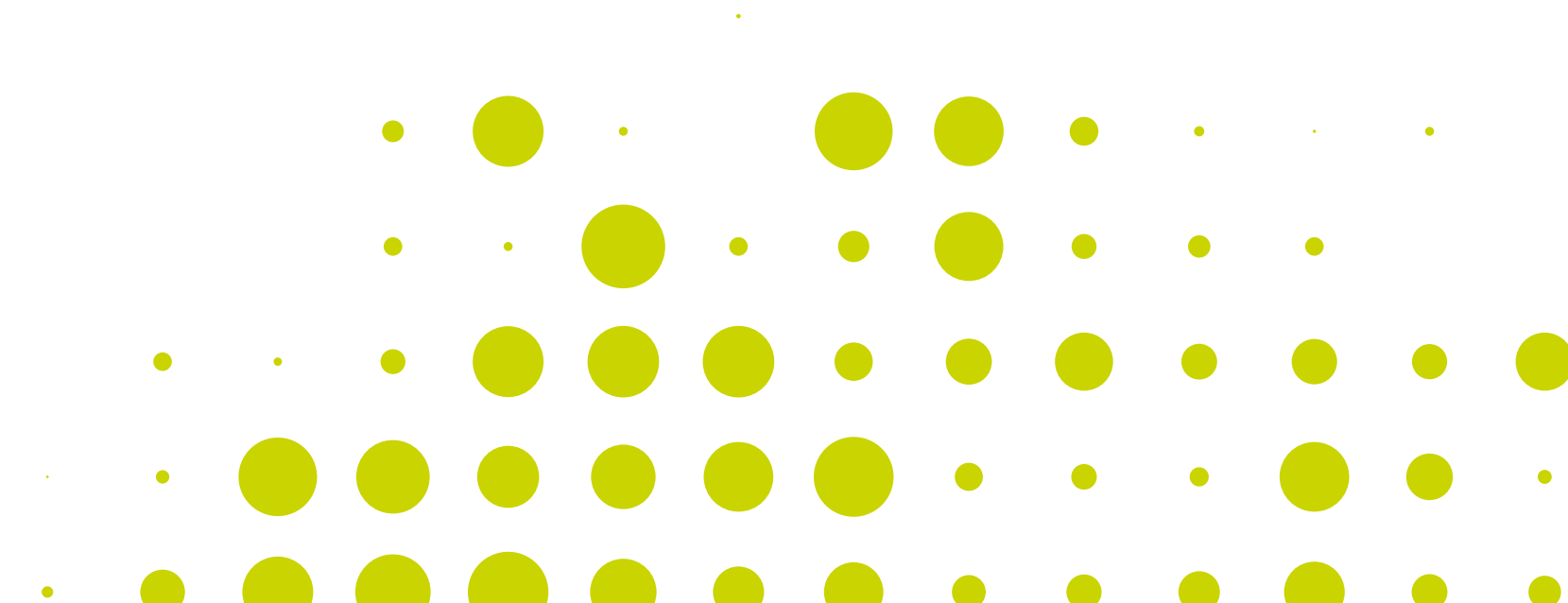
‘What is required to make it happen’ looks at three key themes that are important to create foundations to increase levels of engagement referenced by SCIE, in their guide ‘How to do Co-production’. They are:

- The right culture
- Structure
- Relationships and ways of working

The following tool provides an explanation and examples of these themes, and an empty template to prompt your thinking.

We encourage you to think about small and quick ways or activities through which you can test, learn and build your engagement or co-production approach. This will enable your service or partnership to grow confidence, skills, relationships and resources.

Co-production in social care: What it is and how to do it -  
How to do co-production - Introduction ([scie.org.uk](https://scie.org.uk))





# What's required to make it happen?

## THE RIGHT CULTURE

Co-production is engrained within beliefs and values - there is a cultural shift from 'providing' to 'enabling' services, and a move from 'professional' to 'personal' expertise.

- Identify examples of existing internal and external best practice and celebrate and communicate success. These can be used to inform the co-production approach.
- Embed co-production within strategies and policies, including a clear vision statement, ambition and commitment to succeed. Create this together via 'Inclusive Ambition' sessions and utilise as the foundation to build upon.
- Consider how it is integral and embedded in models of practice already in use (e.g. trauma-informed approach, restorative practice) – review and integrate co-production within these and how it is articulated.
- Hold the local authority to account, outline what has already been achieved ('you said, we did') and what has not previously been acted upon and why. Understand and explain where there are challenges and implications.
- Create safe environments and a curiosity mindset, through embracing challenging conversations as the 'way we learn and improve'.
- Approach risk positively – empower staff and enable creative ways of working, where there is no wrong answer and no fear of retribution, just learning.

## STRUCTURE

Structures and leadership enable co-production and the shift of power and resources to those with lived experience.

- Review/revise organisational structure charts and role descriptions. Identify those with lived experience within the organisation, and opportunities for paid and unpaid roles across departments/hierarchy. Leaders are ambassadors for co-production.
- Undertake a community asset and stakeholder mapping exercise. Understand existing 'champions' of good practice and assets and partners available.
- Provide an accessible and practical co-production training offer for all. Co-designing approaches for teams, utilising community partners.
- Allocate appropriate resource (i.e. finance, time, people) to undertake the activity. Consider time investment needed and a dedicated central co-production lead/team.
- Create a series of co-production opportunities, toolkits and mechanisms including best practice guides and tools to support co-production (created with community experts).
- Revise and review existing policy and procedure to support co-production.
- Implement mechanisms to measure success; involve those with lived experience.

## RELATIONSHIPS AND WAYS OF WORKING

Co-production is part of business-as-usual. The traditional imbalance of power is challenged.

- Reset ways of working – create a 'partnership identity', establish the local authority as a conduit that works and makes decisions in partnership with others. Create engagement networks that represent all and inform/influence activity and decisions.
- Create the right environment and language for embracing creativity, equality and the balancing of power. Consider methods of engagement, where meetings are held and who by (e.g. consider the environment, way people dress, removing job titles, times of meetings and childcare).
- Identify a range of ways for people to be involved and how a range of people across the organisation and community are utilised to co-ordinate, collaborate and support co-production across services and issues. The outputs will inform and benefit co-production activity.
- Continued investment in relationship/network building; embedding asset sharing, capitalising on available knowledge, experience and resources and building channels of communication and intelligence.
- Embed recognition and reward schemes, that supports choice and personalisation.



# What’s required to make it happen?

## THE RIGHT CULTURE

**IDENTIFY EXAMPLES OF BEST PRACTICE**  
PCF delivering training on best practice engagement with parents and co-production.  
Sharing the impact of co-producing the Local Offer website with CYP, and how the engagement work and insights has influenced other service areas.

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**APPROACH RISK POSITIVELY**  
Avoiding taking a maternalistic approach to support creative, strengths-based support plans, e.g. empowering a young person, in a medical Pupil Referral Unit and using travel assistance, to trial cycling to the setting. This was made possible through the professional network identifying strengths and interests with the young person to co-produce a plan, leading to stepping down support and a step towards preparing for adulthood.

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## STRUCTURE

**RECRUITMENT**  
Co-producing interview process and questions for local authority services. People with lived experience sitting on interview panels with a shared decision on the successful candidate.

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**REVIEW EXISTING POLICIES AND PROCEDURES**  
Supporting local authorities to flex how they deliver projects and services (e.g. a clothes swap project was set up for parents/ carers). Ongoing feedback and engagement with families revealed a community washing machine would better serve the community and the financial challenges these families faced.

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**ASSET AND STAKEHOLDER MAPPING**  
The map facilitates finding activities and community groups that matter most to CYP and their families accessing services, enabling co-produced, strengths-based support plans to be implemented and therefore empowering CYP and families.

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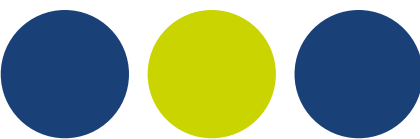
## RELATIONSHIPS AND WAYS OF WORKING

**CREATING A PARTNERSHIP IDENTITY**  
Co-producing tools and resources used in services, from assessments and tools to complete them, to letters to parents and settings sharing outcomes of a panel decision. Working directly with CYP and Families (CYPF) or representatives (e.g. PCF, that can represent or engage).  
Using logos of valued partnership organisations demonstrates a co-production approach.

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**CREATING THE ENVIRONMENT**  
Personalised support plans are created with the CYP, families and professionals they have the best relationship with, in the right environment and using activities that elicit the best engagement (e.g. utilising youth worker or teaching assistant, that a CYP has a good relationship with, to capture their voice, wishes and strengths in their words).

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# What's required to make it happen?

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## THE RIGHT CULTURE

Co-production is engrained within beliefs and values - there is a cultural shift from 'providing' to 'enabling' services, and a move from 'professional' to 'personal' expertise.

## STRUCTURE

Structures and leadership enable co-production and the shift of power and resources to those with lived experience.

## RELATIONSHIPS AND WAYS OF WORKING

Co-production is part of business-as-usual. The traditional imbalance of power is challenged.



# Conditions of success

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After identifying what opportunities there are to increase engagement or co-production, the next tool can help you assess the extent to which you have some or all of the conditions in place for successful implementation and what blockers you might face.

This is an ideal tool to complete in a workshop within your partnership, ensuring you gather a rounded view. This also helps embed the idea that co-production is everyone's responsibility.

Our PCF representatives, Carol and Coralie, also recommend that PCF representatives are at the table for this conversation as well.

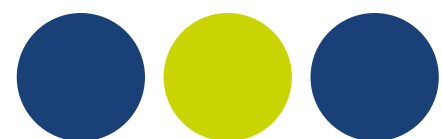
This conversation invites members to think about how to secure or build on where they are on the scale.





# Conditions of success

Condition	1	2	3	4	5	6	7	8	9	10
Strong and invested leadership team										
Driven by improving outcomes for children, young people and their families (outcomes set by those with lived experience)										
Agreement on what the truth / problem / issues / outcomes are – ‘what matters most’										
A clear approach and vision to Service User engagement/ co-production (including wider stakeholders) – an understanding of ‘what good looks like’ and a commitment to the vision										
A shared understanding/value that those with lived experience are imperative in service commissioning, design, delivery and review										
Willingness to share power, influence, and decision making and mechanisms exist to support this										
Ability to invest time and resources (including financial support and rewards, and staff resource focused on co-production)										
Clear governance structure that includes/allows service user involvement and monitors/reviews success and learning										
An open, honest and transparent culture (staff and public)										
A focus on innovation										
Diversity and inclusion embedded into organisational structure, service delivery and how impact is measured										
Preparedness to provide training and support, share learning and connect with networks to upskill and support										



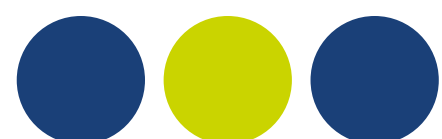
# Moving up the scale



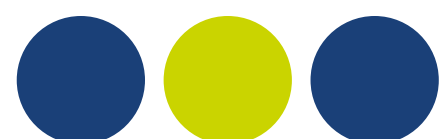
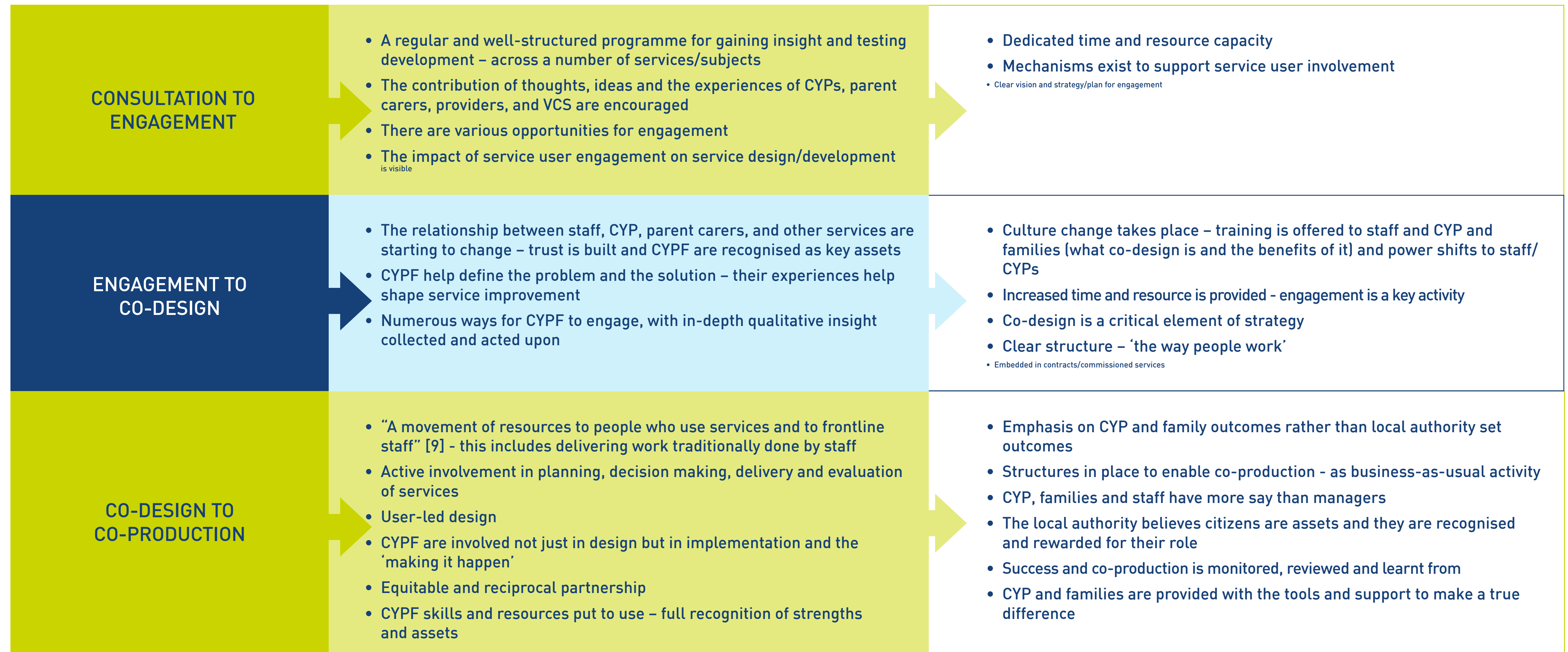
Moving up the scale reflects co-production is a journey. The next page picks out what some of the activity looks like at each level and indicates what is needed to continue to develop and deepen your engagement - encouraging the ambition we want to see in the system. Engagement must be appropriate and effective, in order to deliver the impact and outcomes you need.

Whilst it is positive to look ahead at what else you can do, it is also important to reflect and utilise outputs of previous engagement. The example from Derby's PCF talked about utilising one engagement activity to inform lots of work that took place in the local authority.

Being able to communicate what has happened as a result of co-production and engagement is important to individuals and families - reassuring them that their views, experiences and time are valued.



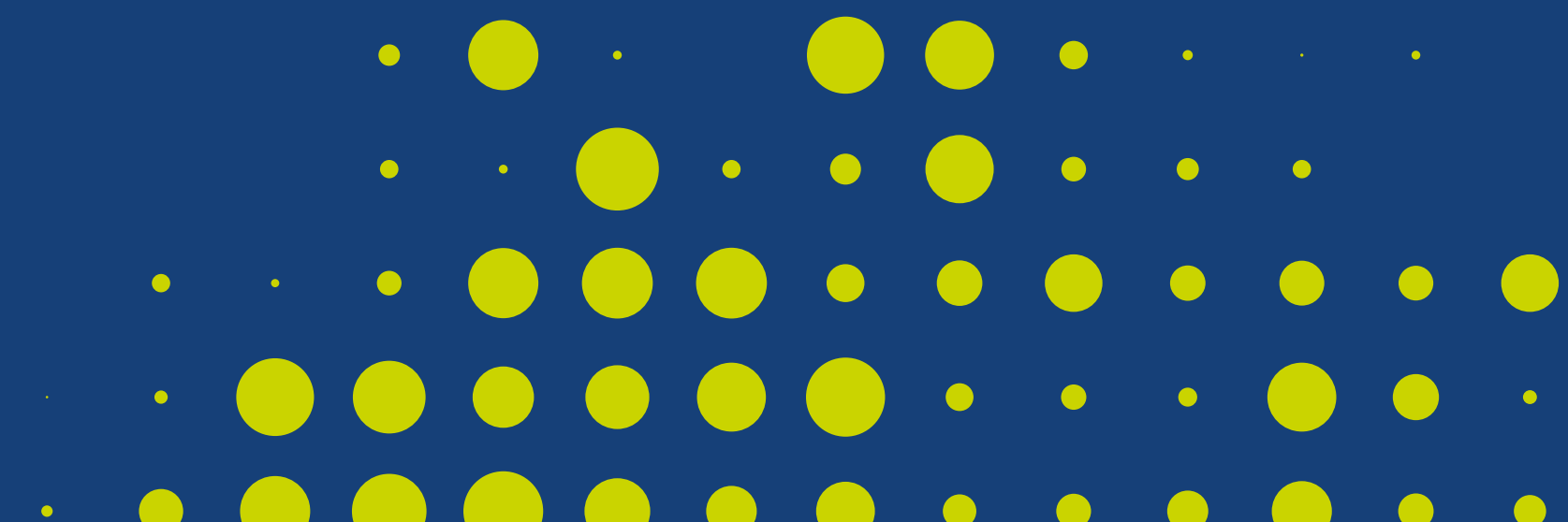
# What's required to make it happen?



“ [Co-production is] when you don't think of doing anything without including parent carers. It is just the default setting. Trust is essential and people have to work at that. Also, all parties have to have loyalty to one another (doesn't mean they have to agree about everything) and must do what they say they're going to do.

There isn't a magic formula exactly but seeing one another as genuine equals is a good place to start”.

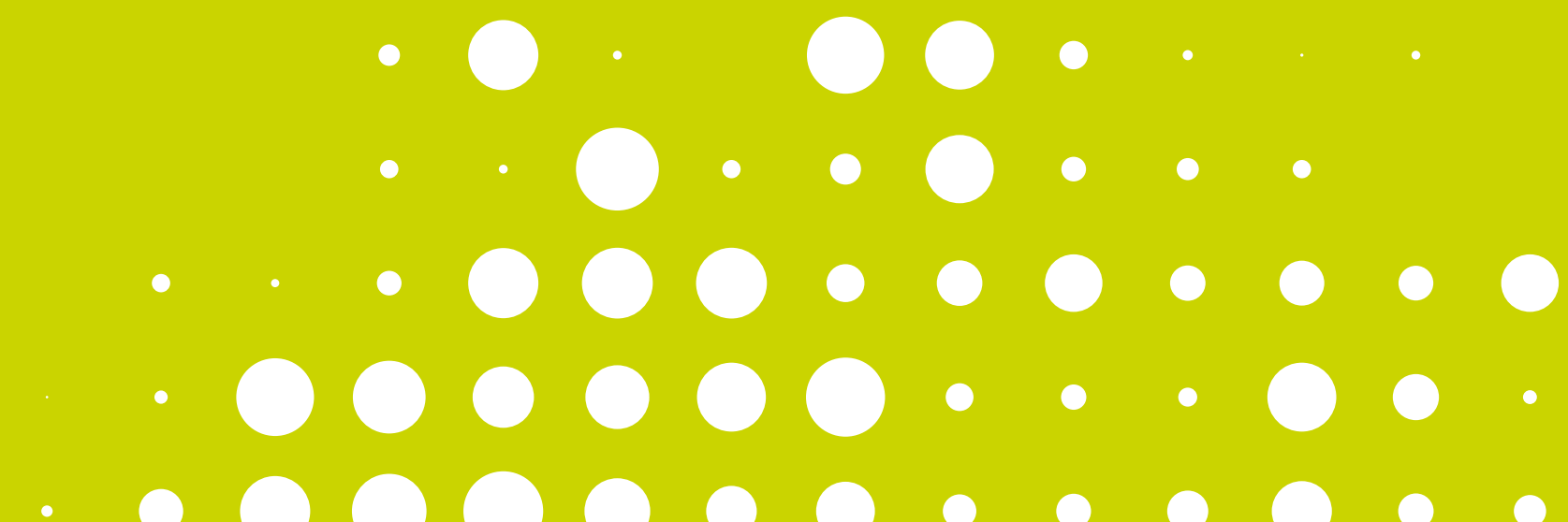
Sheridan Dodsworth, Head of SEND, Lincolnshire County Council





A big thank you to Carol Kelsey and Coralie Cross, our parent carer representatives that are part of the High Needs Delivery Advisory Board and heavily shaped this resource.

We hope this toolkit is useful to you and welcome any feedback.  
We would love to hear how you have used it.



# References

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[2] What makes co-production different? - In more detail - Co-production - Co-production in commissioning tool - Think Local Act Personal

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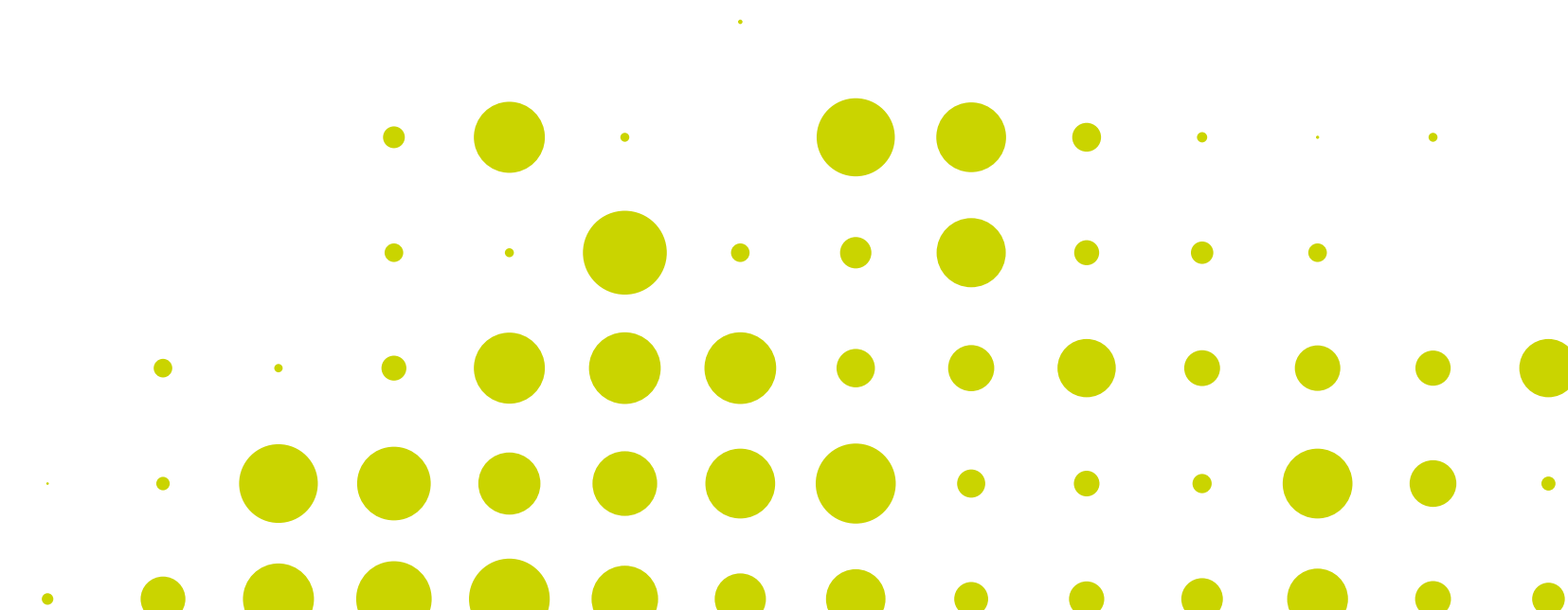
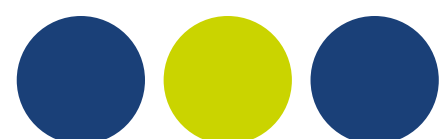
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