

# Co-Production – working together to improve homelessness services

## Overview of key ideas and principles

**Let's end homelessness together**

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## Overview of key ideas and principles

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#### **Produced by**

The Innovation and Good Practice Team and Expert Link

#### **With thanks to**

Expert Link’s Network and all of the many services and people using services who contributed to this toolkit

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### Introduction to the toolkit

Day centres, support services or housing projects are co-produced when professionals and people with experience of using them, work together to design and run the service. Involving service users more is a start – getting feedback on services, asking people what they actually want and what works or doesn't work then changing things to work better. However, co-production is much more than this.

Full co-production means sharing power – giving people who use services an equal chance to sit at the table and make decisions about how to run it better. It means building up their confidence and developing their skills so that they can participate fully. It also means involving staff in the process and not just managers and trustees. Some organisations are taking steps towards this, but not many have got there yet.

Staff and professionals also have a lot of knowledge built up over the years. Those who have used services are experts because of their experiences – they know what works and what doesn't. 'Co-production' is about staff and service users sharing their knowledge to 'produce' services that work better for everyone.

### Why do co-production?

Co-production is more than just a buzzword. When services are genuinely co-produced they work better because they make the most of the shared expertise of the professionals who work there and the people who have experience of using them. Although not many homelessness services are fully co-produced at this time, many involve service users in some form: using feedback to make changes, enabling service users to design their own activities and outings.

Services that are co-produced have better 'buy-in' from the people using them – if your service is more closely matched to what people actually want (as opposed to what professionals assume they need) then more can be achieved. It also gives legitimacy to the service – people can feel more comfortable with procedures or practices that have been designed by other people in the same situation.

People who use services or who have used them in the past, have a huge amount of knowledge about what is needed. What makes co-production truly inspiring though, is the effect it has on everyone involved. The process of taking part in co-production builds confidence and inspires people. Staff can feel more motivated and positive and people who use services feel valued and useful and this can empower them to live fuller and happier lives.

### How this toolkit was put together

This toolkit was put together by Expert Link and Homeless Link. Expert Link is a network of people with lived experience of homelessness, substance misuse, the criminal justice system, mental health and domestic violence. Homeless Link is the membership body for the homelessness sector, bringing together services such as outreach, hostels and day centres.

However, this toolkit is a much wider collaboration and brings together learning from other sectors who have written more about co-production, as well as a large number of homelessness and other services who have contributed their ideas or knowledge.

This toolkit originally grew out of a learning event in September 2017 co-produced by the Booth Centre, Expert Link, Homeless Link and St Martin's Frontline Network. Attendees at that event worked on defining co-production and thinking how they might approach co-producing a day centre.

### About the toolkit

Co-production, by its very nature, is different wherever it happens because it is a collaboration between people involved within any particular service. There is no right way to do it, but there are a few key principles and ideas that can help you to set the scene. This toolkit gathers together some of these ideas from other sectors and our own. It is a collation of the relevant information that we have found about co-production.

It is definitely true that in the homelessness sector, we are at the beginning of our co-production journey. Services are often interested in the idea but not sure how and where to start. Service users may have ideas about how they would like things to change, but be unsure how to make these ideas happen. Hopefully this toolkit will help you to take the first steps forward or continue your journey with more confidence.

### About this section of the toolkit

Co-production as a term is not self-explanatory – few professionals or people with lived experience know what the phrase means. You may want to use a different, more understandable phrase day to day. It is useful to understand what ‘co-production’ means, however, because it is a word that is used by quite a few different sectors, many of whom have already done research and work on it. This section of the toolkit explains what co-production is and some of the key ideas behind it.

## What is co-production?

### Defining co-production

Co-production means professionals and service users working together to design and run services. It is about collaboration between people using services and those involved in delivering them. It is a continuous process, starting with being well-informed about what the people using services want and need and moving towards full involvement of lived experience in decision-making, service delivery, training, recruitment, management and governance as well as representing the service externally in meetings and events.

Many people think of co-production as service user involvement – or service user involvement plus. Although this plays a role in key production, there may be other things that need to happen first – such as changing the attitudes of professionals towards involving lived experience and building confidence in the people who use your services to take part. Services have to create the right environment for involvement to happen in a meaningful way.

Co-production is also considerably more than service user involvement because it involves not just asking people’s opinions and involving them in service delivery but allowing them to be a part of decision-making too. Training staff and volunteers, participating in recruitment, sitting on committees and boards are the types of activities that give lived experience a role in governance as well as delivery.

The attendees at Homeless Link’s co-production event came up with the following definition:

“Co-production is a radical culture of trust, respect and valuing everyone to bring about a positive thriving change in a community”

### Some definitions from other sectors

“When you as an individual are involved as an equal partner in designing the support and services you receive. Co-production recognises that people who use social care services (and their families) have knowledge and experience that can be used to help make services better.”

*Think Local Act Personal*

“A relationship where professionals and citizens share power to plan and deliver support together, recognising that both partners have vital contributions to make in order to improve quality of life for people and communities.”

*Slay, J. & Stephens, L. (2013). Co-production in mental health: A literature review. London: new economics foundation*

“Co-production – people who use services contribute to the production of services”  
*Needham, 2009*

### What does co-production involve?

Co-production takes time. It requires culture change across your organisation including new policies and procedures. It requires training of staff, volunteers and service users. It needs an investment in the people who use your service and input in helping them to recognise their strengths and build their confidence in taking part. It also means taking more time to take decisions or make changes – reaching consensus takes longer than deciding things alone. However, any decisions that are made will have considerably more legitimacy and buy-in from everyone concerned.

Co-production within a service requires buy-in from everyone involved in that service including the senior management and board. It takes a commitment to building the community, mind-set and skills that are needed by those using services and staff. It is a fundamental culture shift that takes root over time.

Not many homelessness services are fully co-produced at this time – however many services incorporate elements of co-production. As we will see later, it is sometimes depicted as a ladder or sequence.

A nice summary is given by Olivia Hanley in Co-production in Scotland – a network for change<sup>1</sup>:

“Co-production is:

- **an assets approach** which builds on the skills, knowledge, experience, networks and resources that individuals and communities bring,
- **built on equal relationships**, where individuals, families, communities and service providers have a reciprocal and equal relationship,
- an approach where services **‘do with, not to’** the people who use them and who act as their own catalysts for change.”

Co-production is a **strengths-based approach** – that means that empowering people with lived experience to recognise that they have strengths and talents is a key part of it, and making sure that professionals recognise those strengths is also essential.

Co-production essentially requires a shift in **power**. Traditionally in a homelessness service, the professionals (particularly managers and trustees) have more power than the people who use the service. They make the

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<sup>1</sup> Olivia Hanley – Scottish Co-Production Network Coordinator (2013) Chapter called Co-production in Scotland – a network for change in the book Co-Production of Health and Wellbeing In Scotland

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decisions about how the service operates and who can use it. Co-production requires organisations to share power with the people who use services to enable them to play a key role in designing and running them. Crucially, to co-produce, the people who use the service need to play a role in decision making as well as informing decisions about the service.

In addition, co-production should involve staff and volunteers<sup>2</sup>. The aim is to maximise the input from all relevant groups. It is often assumed that professionals are already involved in decision making – but in reality this may be limited to managers and trustees. To engage fully in co-production, the organisation should be involving staff and volunteers too – not only do they also have expertise, but the service will need their buy-in to make co-production happen.

Co-producing services may require a shift in emphasis. Rather than doing things to people or even for them, co-production means **doing things 'with' people** so that they are a driving factor in their own situation. A key phrase that has become a core tenet of co-production is 'nothing about us, without us is for us.'

## Taking steps towards full participation

Co-production is a long journey and not something that happens overnight. There are several stages along the way. It can be useful to view this as steps or a ladder which can help to identify where your service is currently and what the next stages might be.

The steps below show the different levels of involvement of lived experience in services through from telling people about how services are run to asking their opinions and consulting them through to co-design and finally co-production in which work together in an equal partnership. The version we have created below is based on work by the New Economics Foundation and the National Co-Production Advisory Group with Think Local Act Personal which in turn developed from a ladder of co-production by Sherry Arnstein in 1969.<sup>345</sup>



<sup>2</sup> With thanks to Charlotte Talbot and Rosie Allen-Jones for raising this point.

<sup>3</sup> Slay, J. & Stephens, L. (2013). Co-production in mental health: A literature review. London: new economics foundation

<sup>4</sup> National Co-production Advisory Group and Think Local Act Personal

<https://www.thinklocalactpersonal.org.uk/assets/Resources/Coproducton/LadderOfParticipation.pdf>

<sup>5</sup> Arnstein, Sherry R.(1969) 'A Ladder Of Citizen Participation', Journal of the American Planning Association, 35: 4, 216 — 224

A good example of the coproduction ladder was produced by Think Local Act Personal who work within the health and care sector. You can look at their version in the appendix and you can watch a video they made about it here: [www.youtube.com/watch?v=kEgsJXLo7M8&feature=youtu.be](http://www.youtube.com/watch?v=kEgsJXLo7M8&feature=youtu.be)

## The principles of co-production

### Our principles

Expert Link's Network Groups have been talking about co-production and what we think are the key principles behind it. This is a summary of what has been said so far. This is a work in progress and we may continue to revise it over time.



**Include everyone** – there should be no ‘us’ and ‘them’ in coproduction. Everyone should be treated equally and people included should be representative of all groups. People should be included at all stages of their journey and given the support to make this happen. Professionals and lived experience should work together in a true partnership.

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A big part of this is language – there should be no acronyms or jargon. Use language that everyone can understand.

**Trust and respect** – there should be genuine trust and respect for lived experience from professionals and also for services and professionals from lived experience. Good relationships are key to making this work.

**Listen** – real listening means that professionals should be open to different ideas. There should be equal opportunity for all to be heard. Listen and make sure that people know they are being listened to. Get input from everyone who is involved.

**Communicate clearly** – language, language, language – make sure everyone understand what is being said. Also be honest about what can and can't happen. If there are limits to what can be done, make sure people know this. Keep giving feedback so that people know what is happening with the work.

**Open all doors** – co-production should not be tokenism – there should be real power sharing. Open the doors so that working together does not stop at a certain point – if decisions are made behind closed doors, this isn't real co-production. If some doors are closed, be honest about that from the beginning so that everyone knows where they stand. Working together should mean being able to make decisions together and not just having discussions.

**Look at the big picture** – don't just focus on a few issues, be prepared to look at the big picture – question our values, think about why the service is there in the first place and if it is working in reality. Be holistic – every decision made in any part of the service should have input from people using the service. This includes commissioners as well as people running services.

**Take action** – don't just talk – take action. Be focused on the direction you are going in and make a collective positive impact. Have measurable goals – we need to see the results of our input. Make sure you keep going no matter how hard it gets.

**Encourage development** – value peoples' contributions and encourage their development. There should be training opportunities for staff and for lived experience. This is an opportunity for personal development with networking and CVs. Recognise peoples' input – don't see this as a privilege for lived experience. Ensure there is compensation – in some cases this means financial compensation.

### Principles from other sources

Lots of other sectors have written about coproduction and many have come up with their own set of principles. These tend to include similar things: valuing peoples' strengths, establishing equal relationships, sharing decision making and doing things 'with not to' people. A really useful set of principles was created by the New Economics Foundation. This is how they described them in a report commissioned by Mind when they were looking at Co-production in a mental health setting<sup>6</sup>.

#### The 6 Principles of Co-Production

1. **Taking an assets-based approach: transforming the perception of people, so that they are seen not as passive recipients of services and burdens on the system, but as equal partners in designing and delivering services.**
2. **Building on people's existing capabilities:** altering the delivery model of public services from a deficit approach to one that provides opportunities to recognise and grow people's capabilities and actively support them to put these to use at an individual and community level.
3. **Reciprocity and mutuality:** offering people a range of incentives to work in reciprocal relationships with professionals and with each other, where there are mutual responsibilities and expectations.
4. **Peer support networks:** engaging peer and personal networks alongside professionals as the best way of transferring knowledge.
5. **Blurring distinctions:** removing the distinction between professionals and recipients, and between producers and consumers of services, by reconfiguring the way services are developed and delivered.
6. **Facilitating rather than delivering:** enabling public service agencies to become catalysts and facilitators rather than being the main providers themselves

"It proves that you're worthy to the service that they take your input on board. You can mention things where there can be changes and they listen to them."

"When you're a service user and your opinion is asked, it makes you feel as though you are not just an object."

"[When I was homeless and using drugs], I just thought this was as good as it gets. There's an element of hope when you speak to someone who you know has been there...a physical presence of what's possible"

"It was people that was already on the ladder that got me to the stage where I am now and now I'm on that ladder and I hope I'm helping people that come in now to get on that ladder"

"The word is empowerment...You know, don't just shut up, sit down, be grateful. Build, grow, fight and progress."

"There are so many openings now for people with life experiences in these jobs and that's why services are getting better. Because homeless people understand homeless people. Addicts understand addicts. Co-production. That's what it's all about. Moving forwards together and sharing experiences"

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<sup>6</sup> Slay, J. & Stephens, L. (2013). Co-production in mental health: A literature review. London: new economics foundation

## Preparing your service for co-production

Some of the most successful examples of co-production have developed organically – groups of people got together because they had a common interest and over time they developed a project or campaign.

However, we also want to encourage a shift towards co-production across our sector more generally – and this means that services that have been running differently for a number of years, may want to reflect on how they can start this journey. The steps below cover what you may need to think about as you move your service towards coproduction.

Become a strengths based service	Build confidence and self-development	Create opportunities to get involved	Make links with peer networks beyond the service
Share power and responsibilities	Develop new organisational structures and training	Follow through	Reflect on your progress

### 1. Become a strengths based service

A starting point is to focus on the strengths of the people who use your services. Services routinely carry out assessments that identify all the challenges in a person's life: homelessness, substance use, ill health etc. We don't often ask people what they enjoy or what they are good at. Although it may be unintentional, this means that when they come to services, people are often framed as 'homeless', 'a heroin user', 'suffering from depression' rather than 'an artist', 'a singer' or 'a good friend'.

Darren's story on the Expert Link website to hear about some of the labels he was given and how he overcome them (there are lots of great stories on there – scroll down when you are ready to watch Darren's): <http://expertlink.org.uk/your-stories/>

Sometimes services may have little choice but to find out certain information, for example, if they complete a common assessment form as part of a homelessness pathway – even if that is the case, it's a good idea to audit the questions you ask to check they are all strictly necessary. There are also ways to give people more

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control when undertaking assessments, such as asking open questions or even giving people the questions in advance so they have more control over the process.

There is nothing stopping you from asking about the good stuff too. Some services such as MayDay Trust have been working in-depth on developing strength based models.

Read about US strengths-based practice in Ruth Wallbank's report in the 2017 Transatlantic Practice Exchange: [www.homeless.org.uk/sites/default/files/site-attachments/Transatlantic Practice Exchange 2017.pdf](http://www.homeless.org.uk/sites/default/files/site-attachments/Transatlantic%20Practice%20Exchange%202017.pdf)

At the same time as people are encouraged to identify their own strengths, it's important that staff identify and recognise them too. A key part of becoming strength-based is valuing people and what they are able to contribute. Being a strength-based service helps to create a positive, thriving environment that is essential for co-production.

### **2. Build confidence and self-development**

An essential first step to co-production is building up confidence in the people who use services and working with them towards being able to participate in whichever way they would like to.

People who are experiencing homelessness are all different and will have had different experiences. However many people who find themselves homeless, as well as many staff and volunteers within homelessness services, have a chronic lack of confidence. To enable people to move forwards (and to enable co-production) services need to build confidence and empower the people who attend.

Services can do this by demonstrating positive relationships and being welcoming and positive to the people who attend. Taking a strengths-based approach will also help both staff and people using services to identify their talents, skills and positive personality traits and build their self-esteem.

Volunteers, staff and peers can all play a role in working with people to develop their skills. This involves developing strong relationships of trust, identifying peoples' strengths and areas where they may want to develop. It's important to get to know what each individual is ready for and encourage them to be involved at a level they are comfortable with.

Services can also offer different activities and help people to pursue things that interest them or that they are good at. This is essential for re-building self-worth. Services should offer other opportunities to be involved that can build peoples' skills and confidence with participating.

Some people will need to develop confidence in making decisions before they feel ready to sit in a consultation meeting. This can be done by asking opinions and acting on it, for example, ask your service users to help you design a new activity or choose the menu and then act on their suggestions. Encourage people to make small decisions on a regular basis, if they aren't ready to participate in more active ways. This is an essential part of giving someone back control over their lives.

Building confidence and empowering the people who use services should be an intrinsic part of all the work that services do. It runs through the way staff work, their attitude and the opportunities they offer people. It is the essential under-pinning to co-production.

### 3. Create opportunities to be involved

There are so many different ways that people can be involved in services. Try to create as many opportunities as possible to build peoples' confidence wherever they are on their journey. People can be involved in different ways and to differing extents – one person may help by laying out the newspapers or being generally pleasant and welcoming to new arrivals and another may undertake formal training and support the delivery of a specific service or activity. There should be a model, however, where involvement is the norm: asking opinions, sharing tasks, co-delivering services should become day-to-day practice.

That said, it's important not to insist that everyone take part – this shouldn't be a requirement of your service (except in specific circumstances). We don't want to place an additional burden on people who are already under pressure. If people need space, that's fine. Hopefully, though, over time, most people will gradually become involved to the extent that is right for them.

People should have continual opportunities. Here are just a few:

- a. Volunteering – your service may use volunteers to run but, even if it doesn't, there lots of things that need to be done to keep the service going. Giving all of the people who use services the chance to help out can empower them and give them ownership of the service. People can help out in small ways, such as clearing plates or feeding the fish as well as more structured volunteering, such as working in the kitchen or garden or welcoming new arrivals and helping with triage. This can be a formal process or a more informal system in which everyone is encouraged to volunteer in small ways. Most people with lived experience say that they find it positive having people who have been in the same situation volunteering or working in services.
- b. Designing services and activities – involve the people who use your service in choosing and designing the activities you run. This can be by having a formal 'committee' like at the Booth Centre or by discussing things as and when they arise. This can include the way your service runs (what you offer, when and how), activities such as art and music and any trips or outings. If you are doing a full scale re-design of your service this may involve a more formal consultation process.
- c. Service user groups – many services have a group or forum that exists to encourage the people using services to feedback their ideas. Groups can flounder if the groundwork is not put in – make sure you have encouraged people to take part and make sure you structure the group in a way that works for people. Some groups work better if they are informal and based around an activity – others take a formal structure. If there is a service user group or forum, try to ensure that it has a clear role and there are genuine opportunities for the group to have influence.
- d. Delivering activities – if you are running activities such as sport, art and music, involve people who are interested in delivering these workshops. This can be as a workshop leader, assistant or supportive attendee.
- e. Performances, exhibitions, competitions and fundraising – if you have a music group (or the opportunity to create one), put on a performance. If you have an art group, put on an exhibition. If you have sports teams or a running group, enter a race or play against other teams. These can also be opportunities to raise the profile of your organisation. If you have fundraising events, invite people to attend as ambassadors. Some people may be happy to talk about their experience of attending or living in your service, but people should not be expected to tell their personal stories – invite them for their experience and expertise on the service that you run.

- f. External meetings – take someone who uses your service to external meetings especially networking meetings or forums. Be aware of what meetings or opportunities exist within your community that people could feed into. Are there consultation processes taking place about homelessness or other services? Are there other groups of people with lived experience that people might want to attend? Take a look around and find out what opportunities exist to give people more experience of taking part.
- g. Interviewing and inducting new staff – involve the people who use your services in interviewing and induction. Examples include asking people who use services give tours to all candidates (or new staff in the induction), having all potential staff attend an interview with a panel of people using the service or having someone with experience of using the service sit on the main interview panel. People using services can also help in inductions by preparing a briefing, doing a presentation or sitting down and having induction conversations with new staff.
- h. Employment – if you have a social enterprise you can employ people who are using or have used your services within the business. There are good examples of services doing this around the country. If you are recruiting staff to deliver services or work on your premises, consider whether you could employ anyone who is using or has used your services. It should certainly be your aim to have as many staff with lived experience as possible.

#### **4. Make links with peer networks beyond the service**

Services who are interested in co-production sometimes say that ‘no one is interested’ when they try to put together a group or activity. This may be partly because there needs to be more groundwork in terms of increasing peoples’ self-esteem and increasing their participation through involvement in a range of activities.

Another way to increase the input of people with lived experience is to extend the invitation to people beyond the service. This can include former users of your service and members of other peer networks and groups locally.

There are a number of reasons for doing this. As we have seen and heard, people feel inspired by seeing that other people have moved on successfully from homelessness. This can help people believe in their own recovery. It can also help to broaden any discussions – including people who have experienced services other than your own can bring useful input to how you could do things differently.

It is also a good idea to involve people from other services because it may help the group to have momentum. It is always difficult to get new ideas off the ground (especially if the idea comes from the service rather than the people themselves). Attending a group of only one or two others can be uninspiring and, equally, can easily be cancelled if one person can’t attend. Attending a larger group can feel more exciting and dynamic. This makes people more likely to attend again.

If you are planning to involve people beyond your service, you will need to be clear why and what for. You might be looking to increase the number of volunteers or staff with lived experience or are looking to develop groups that can feed into how the service works or engage in co-design. Whatever the task, make sure you communicate this.

### 5. Share power and responsibilities

“On a personal level it’s about learning to let go of my control, and rely instead on my influence, as an equal partner, over the things which affect the lives of other people.”

*Dr Drew Walker, Director of Public Health, NHS Tayside quoted in Olivia Hanley – Scottish Co-Production Network Coordinator (2013) Chapter called Co-production in Scotland – a network for change in the book Co-Production of Health and Wellbeing In Scotland*

It is fundamental to co-production that the organisation is prepared to share power. This means that professionals will interact with people who currently use or have previously used services as equal partners – to do this services will need to recognise that there is an existing power imbalance.

This also means services will no longer be able to make all the decisions or automatically have the final say. Unfortunately, professionals may still have most of the responsibility – it is likely that services will still be required to meet the same outcomes and report to funders and stakeholders. This can be a key barrier for some services.

Many organisations worry that experts by experience may make decisions that aren’t practical or demand things that aren’t possible. This doesn’t tend to be the case. People with lived experience are just as capable of understanding what is and isn’t possible as anyone else. The key to this is communication – be clear about the purpose of any meeting and honest about any constraints.

### 6. Develop new organisational structures and training

You may need new structures in place to ensure that co-production runs through the organisation. This may include new policies on staff induction and training, volunteering and involvement of lived experience. You may also want to make a commitment to have someone with lived experience on your Board of trustees or attending staff or management meetings.

Co-production doesn’t necessarily come naturally to people if they have been working differently for a number of years. It can be a big shift to start viewing the people who use your services differently. You need to make sure that staff are adequately inducted, trained and supported to deliver this.

This can include getting a better understanding of why people may need support in order to fully participate, developing coaching or mentoring skills and understanding more about what co-production is and can achieve. Training can include approaches such as trauma-informed care or psychologically informed environments, motivational interviewing, coaching skills and co-production. It may also involve visits to co-produced groups or services that co-produce.

### 7. Follow through

If you are undertaking co-production you need to follow through. It is essential firstly that you don’t make promises you can’t keep. Be honest about what the process is, what the limits are, and what you hope to achieve.

If you commit to co-producing a particular project, make sure that you do so. Be sure to give feedback to people on how things are going and any changes you are or aren’t able to make.

### 8. Reflect on your progress

Co-production is a big shift and we all make mistakes. This is a learning process so it's important to continually reflect on your progress. How are you doing? Are you being inclusive? What more could you do? What are you doing really well? Recognise and acknowledge your successes and build on them.

Nesta, the New Economics Foundation and the Innovation Unit in Scotland<sup>7</sup> created an assessment tool that can be used to see how far your organisation is progressing with co-production. This tool asks organisations to assess themselves in key areas such as valuing people using services as assets and developing mutual and equal relationships. This tool can be viewed here:

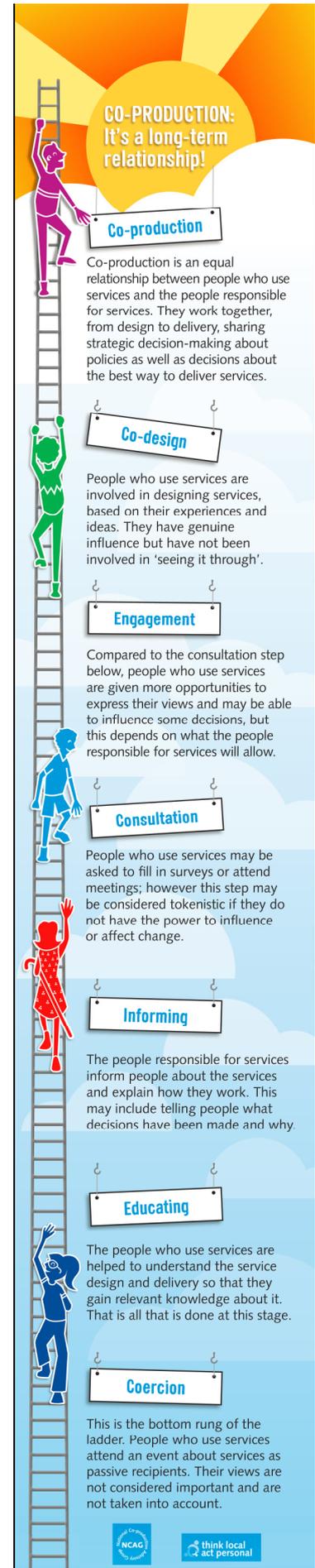
[www.seemescotland.org/media/7287/co-production-self-assessment-framework.pdf](http://www.seemescotland.org/media/7287/co-production-self-assessment-framework.pdf)

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<sup>7</sup> Nesta, New Economics Foundation and Innovation Unit, Co-production Self-assessment Framework a working reflection tool for practitioners [http://api.ning.com/files/VqSMh5MT5ZMNc9040-7x-3tIsar02i0JTvoqW7EeoW6MoLSEhi\\*CKaDWNipgAPhL0zyoXMHLIKSzAiH2Q2pyKnf0GbgscwEG/Coproductionaudittool.pdf](http://api.ning.com/files/VqSMh5MT5ZMNc9040-7x-3tIsar02i0JTvoqW7EeoW6MoLSEhi*CKaDWNipgAPhL0zyoXMHLIKSzAiH2Q2pyKnf0GbgscwEG/Coproductionaudittool.pdf)

## Appendix 1: Think Local Act Personal's Ladder of Participation<sup>8</sup>

This Ladder was created by Think Local Act Personal who work towards co-production in the health and care sector. This was put together with the National Co-Production Advisory Group.



<sup>8</sup> With thanks to Think Local Act Personal for permission to reproduce this image in this toolkit



## What we do

Homeless Link is the national membership charity for organisations working directly with people who become homeless or live with multiple and complex support needs. We work to improve services and campaign for policy change that will help end homelessness.

## Let's end homelessness together

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