



NZ State Services Commission & the Australia and New Zealand School of Government present:



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to be answered at the end of
the presentation

Slides from today's
presentation will be available
on the ANZSOG website

All in this together?

Can citizens help improve public outcomes through co-production?

Speaker

Professor Tony Bovaird

Public Management and Policy
University of Birmingham

Speaker

Dr Elke Loeffler

CEO
Governance International

Moderator

Alastair Child

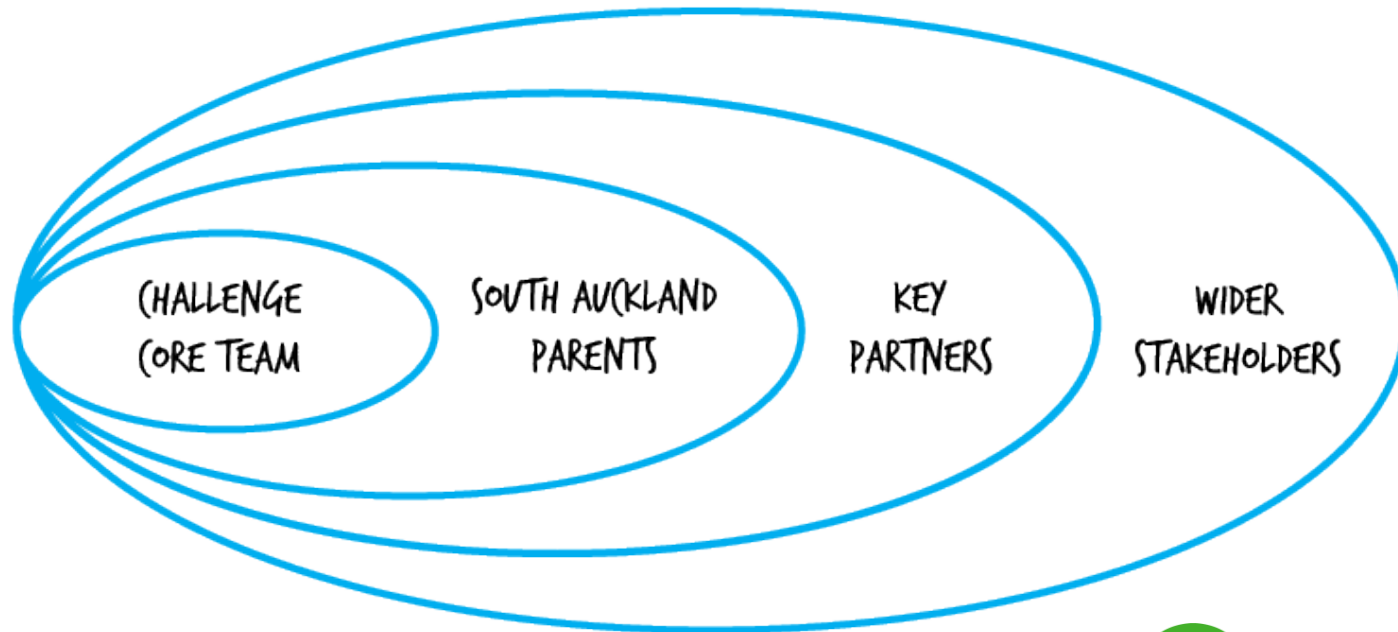
Social Intrpreneur - Innovation Challenges
Auckland Co-design Lab

Early years challenge: South Auckland



“How might we support parents to give their tamariki the best start in life?”

Collaboration and partnership



Our approach: overview



1. FRAME

Reviewing key research and data



2. Explore

Ethnographic research and key insights



Whānau centric approach to co-design



4. Test

Low cost, low risk prototyping



3. Imagine

Co-creating new ideas

Framing

Voice of South Auckland parents

The
Southern
Initiative



Evidence base
'Blending quant and qual'



**Longitudinal data for
1200 South Auckland
families**



HARVARD UNIVERSITY

Center on the Developing Child

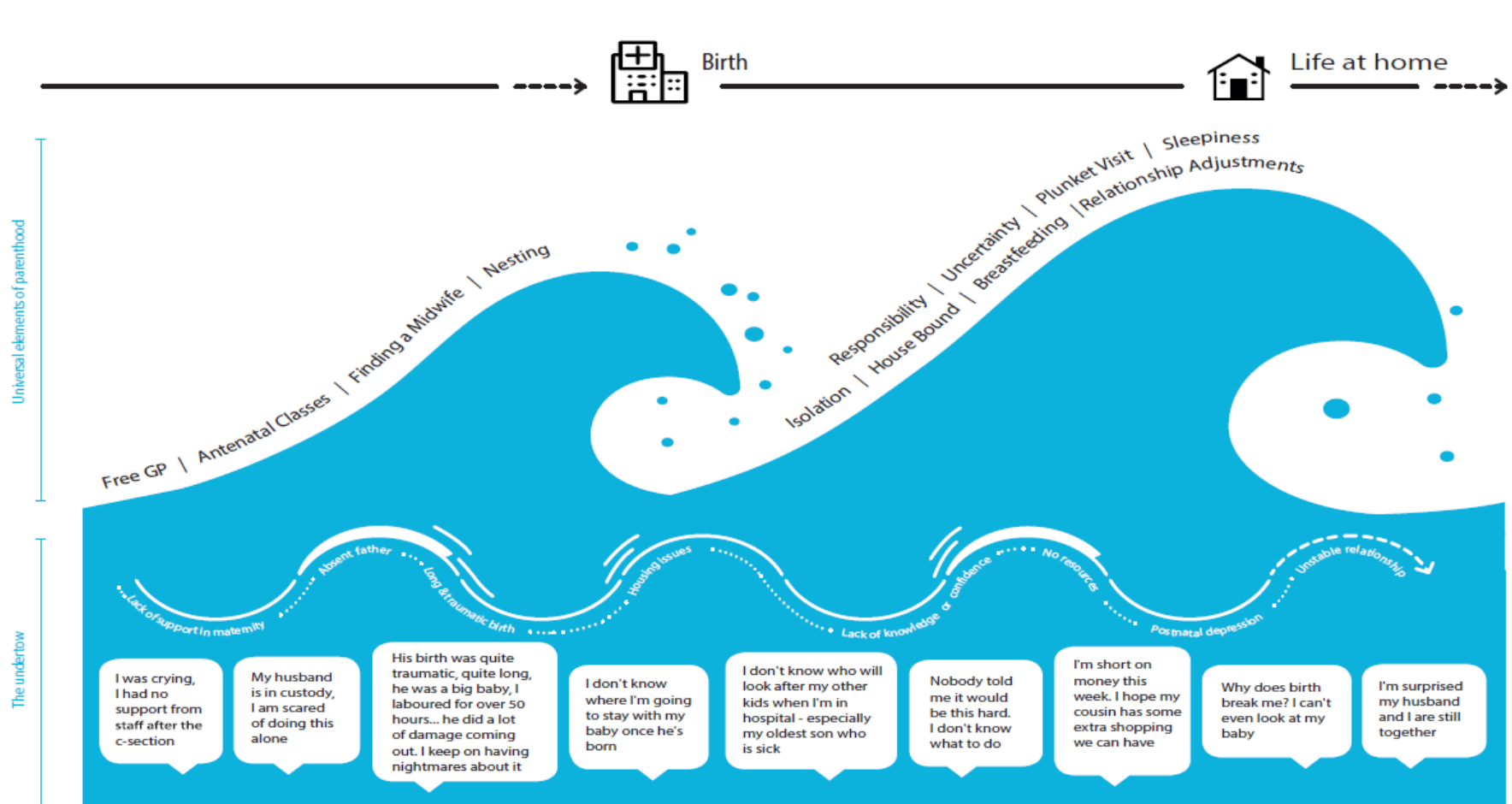
**Wider research
and data**

2. Explore: Lived experience of parents



THE TWO WAVES

We heard that mothers experience having a baby in two waves - the first wave describes the time up to and surrounding the birth and the second wave describes what happens when they return home after birth. Each wave impacts the family as a whole but mums felt particularly unprepared for the intensity of the second wave. Although many new mums are anxious taking their baby home for the first time, anxiety was compounded by other life challenges such as post-natal depression, lack of resources and relationship issues. These challenges are experienced as an undertow that creates instability.



(RE)ATING 'HOME'

Becoming a parent brings about many changes including how people live in their homes. Some families have less control over this if they are renting, sharing a home with a disruptive partner, living in poor or overcrowded conditions or are frequently moving house. This lack of autonomy can negatively impact on the family's ability to parent. In order to cope, parents show resourcefulness by changing how they use the space they do have, developing new routines and structures, or **creating 'home'** in safe places outside the house such as libraries, parks, churches etc.

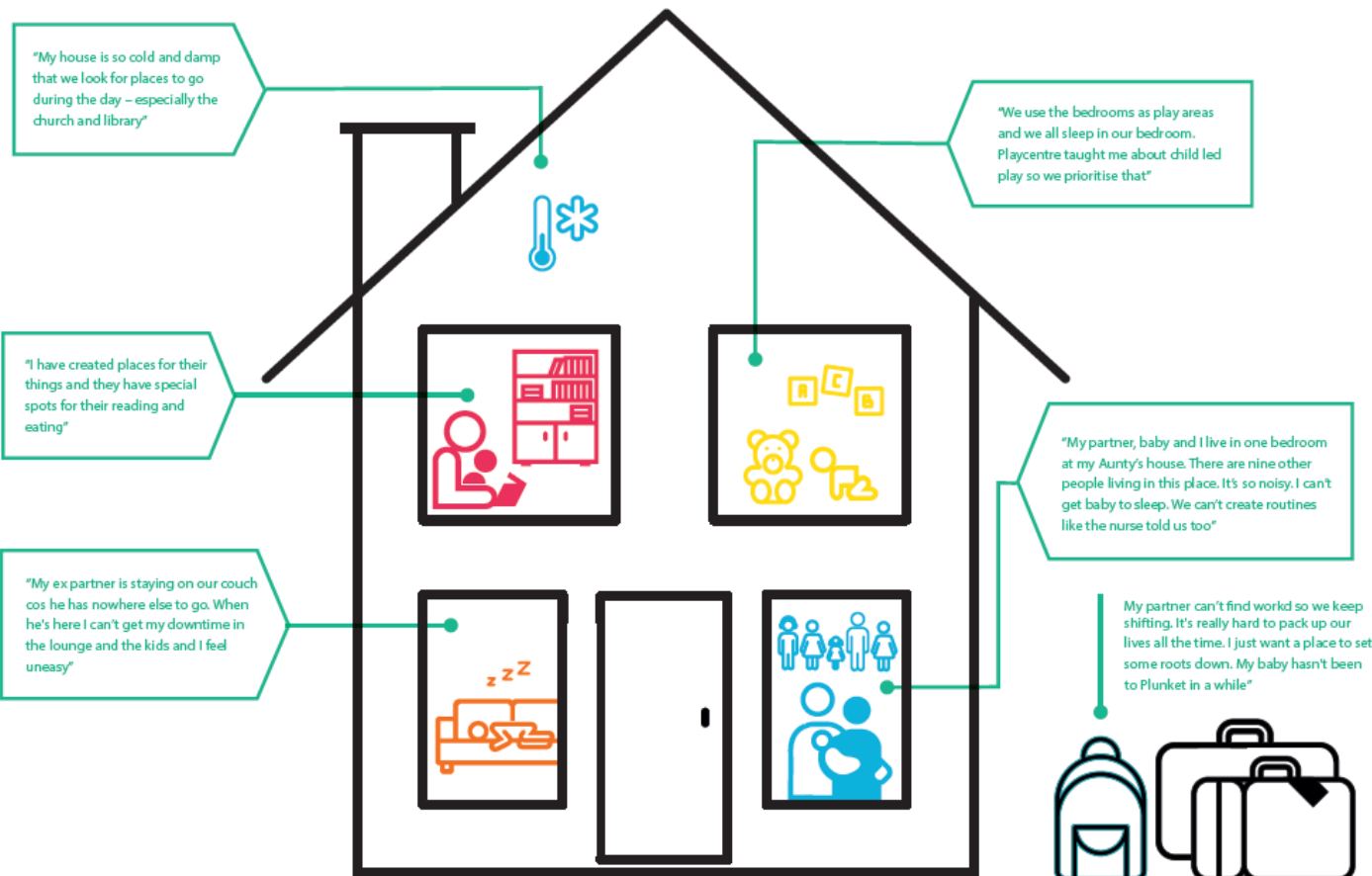


Sometimes we go stay at my sister's so that we have a quiet place where we can get away from all the people at home

We feel really welcome here and there is plenty of space to play

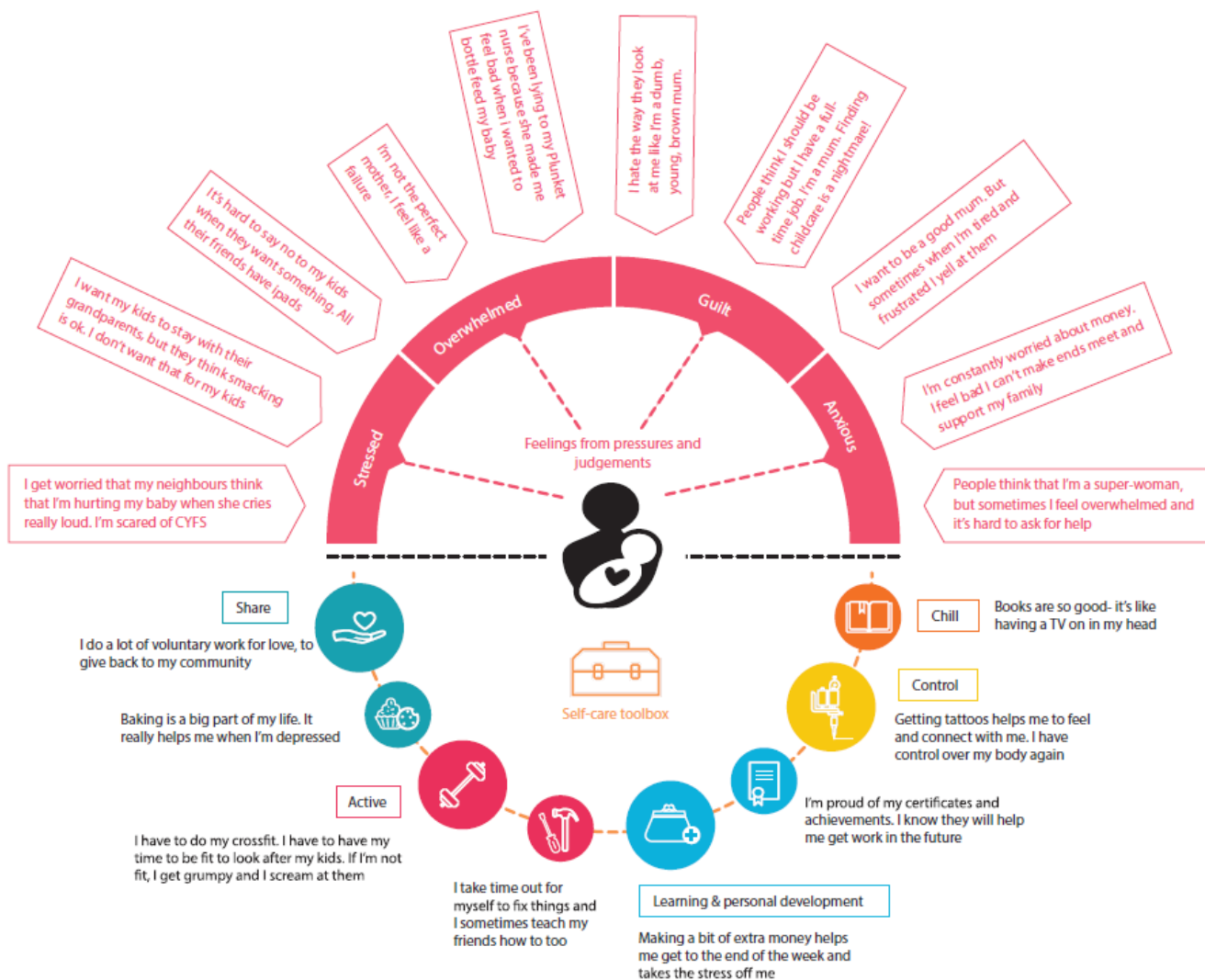


I'll pack a picnic and spend the whole day here sometimes



PRESSURE & JUDGEMENT

Parents feel lots of pressure and judgement. This can create feelings of guilt and anxiety and a desire to push themselves even harder for their children. This can leave them physically and emotionally unwell. It can take a crisis for them to prioritise self-care. Here, mums describe some of the pressures they experience and some of the self-care activities they use to manage them.




SERVICE OR DISSERVICE?

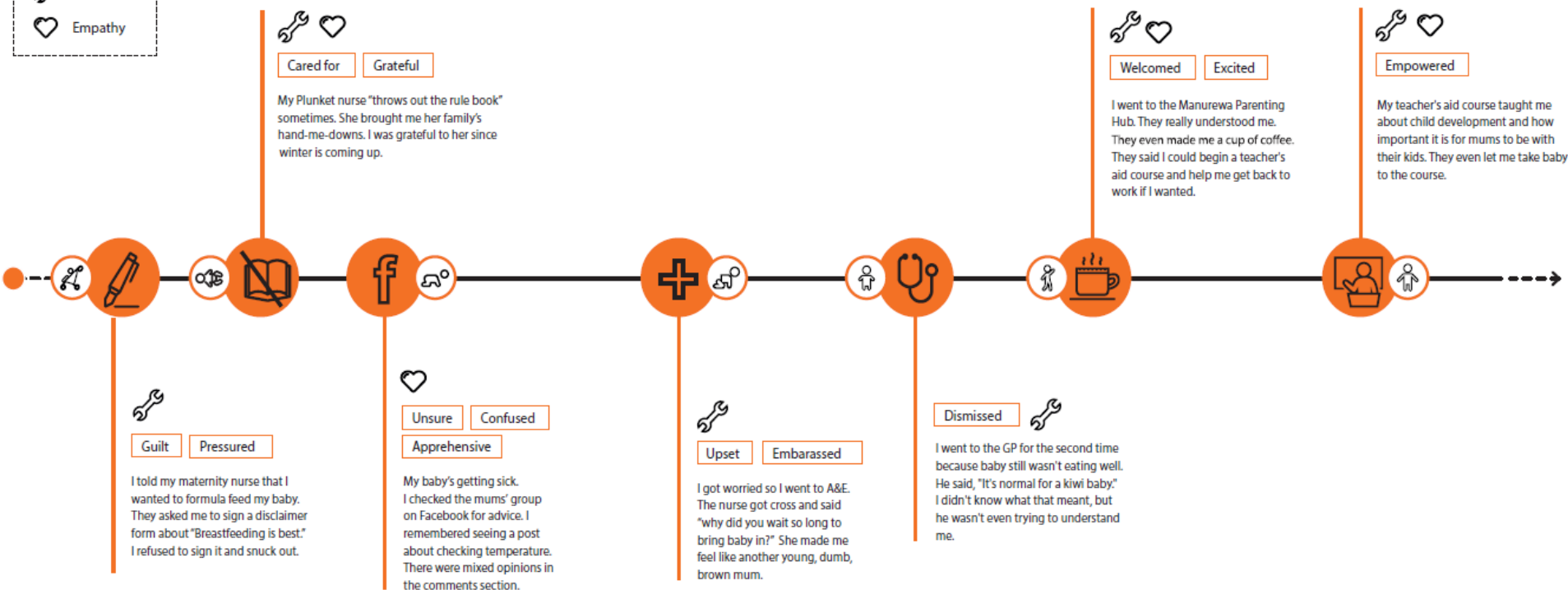
There are many services available to parents. A bad service experience can make a parent feel judged and unsupported, whereas a good service experience helps them to feel confident in their parenting. We learned that a positive service experience blends both technical expertise and empathy.



Key:

 Technical

 Empathy



CONNECTIONS

Being a new parent increases the need for social support and connection. Sometimes new relationships and supports are formed and sometimes existing relationships change. These relationships vary for each parent and they can hold both helpful and unhelpful elements.



+ Helpful

It's great my parents live so close by. I can just turn up anytime

My parents help me out so much I call them 'mum and dad PaknSave'

I spend lots of time with my cousin – our kids are the same age



Whānau / Family

My friends are great when I need to let my hair down

We know everyone on our street and we all look out for each other



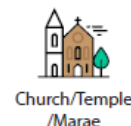
Friends & neighbours

Some volunteers from the church came and cleaned up our garden – I was so grateful

I've met people who are like family to me now

When we had nowhere to live, my friends from the church opened their doors

Sometimes people drop food off for us



Church/Temple /Marae

I can engage on my own terms – anytime, anywhere

I can be as anonymous as I want

I can just watch from the sidelines or get really involved

I can catch up with friends and family from all over



Social Media

Our park is close by and there are always other mums there to chat with

We love the pool, it's really cheap and we can stay there all day

If it's free – we'll be there!



Civic Spaces

It's great when we are all talking honestly about how hard it really is

I love being able to celebrate and commiserate the small things with other mums



Parent Groups

Our ECE is great – sometimes they give us food to take home

My Plunket nurse hooked me up with a playgroup



ECE's & Plunket

- Unhelpful

I always have to look after my brother's kids – but he never helps me out

My parents passed away – I miss them so much

I'm worried that my parents will smack my kids – I don't know how to let them know that's not what I want

My kid seems can be a real conversation stopper when I'm hanging out with my old friends

We don't feel safe in our neighbourhood and I don't let my kids outside to play

I have to watch my kids when we are at church – I don't have time to pray

We changed to a Palangi church because we didn't want to make the contributions anymore

I don't always know what the right advice is

Other mums seem to have it all together on Facebook – when I compare myself to them I fall short and I end up feeling worse

If I don't have data on my phone, I can't get on

Sometimes I feel judged by other parents

There isn't anything for my under two to actually play with at the park

Our closest library is too far to walk to and we don't have a car

Sometimes I'll find broken glass or needles

Sometimes there are people at the park that make me feel unsure or unsafe

It's hard when the playgroup is really small

People keep coming and going – it makes it hard to get to know people

Lots of the ECEs are full so I have to travel outside of my neighbourhood to drop my baby off

It costs a lot to have my kids in ECE

WORKING TOWARDS A BETTER FUTURE

Mums want to do the best for their children right now but are also seeking opportunities to create positive futures for themselves and their family.



Some of the things parents told us they were doing to create positive futures



Putting careers on hold to stay at home with their children



Creating positive parenting practices



Keeping up with childrens educational needs



Going outside their comfort zones



Creating non-smacking and violent free homes



Budgeting including total money management



Seeking out good role models



Gaining skills and education



Creating enterprising opportunities



Strengthening cultural values and practices

Co-design mamas: parent experts

We asked parents to prototype what working well together would look like, they valued:

- Trust and honesty
- Transparency
- Comfortable environment where it's easy to speak up
- Real and meaningful relationships
- Putting tamariki (children) first
- Consistency – “we want to talk to the same people!”
- Feedback – closing the loop

3. Imagine: Co-creating ideas



(RE)ATING 'HOME' STORY BOOK

Co-design sprint
26-28 July 2016

The
**Southern
Initiative**



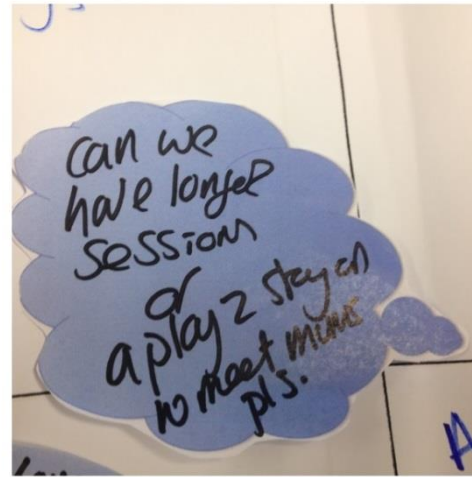
4. Test: Low cost, low risk prototyping

Fast and safe to fail

- 5 ideas and parent led
 - @ libraries, parks, Plunket
- Engaged 100+ parents
- Iteration and prioritisation

Fun Space – Manurewa

- 8 week parent led pilot
- Designed by parents
 - Supported by Healthy Families
- Used council leisure centre during 'off-peak' time



What we're learning...

Value of a whānau centric approach

- **Manaakitanga** - Host whānau in a way that empowers them. Reduce barriers to participation.
- **Whanaungatanga** - Establishing meaningful relationships in culturally appropriate ways.
- **Tino rangatiratanga** – Offer autonomy to decide how and when people participate. Co-decide.
- **Mana** - Whānau are the experts in their lives. Create a balance of power between decision makers.
- **Ako** - Mutually reinforcing learning.

Foundations for co-production?

- Start with a learning mindset
- View people as part of the solution not problems to be fixed.
- Build capability to co-design and co-produce (...including staff).
- Manage risks don't avoid them.
- Prototype and test new ideas

Feedback from parents...

***“Thanks for asking,
Thanks for listening,
Thanks for caring.”***

***“Taking part in this has made a
great difference to me. I'm now
talking to a big group of people
about an idea with passion and I
believe that we can change this.”***

Next steps - 2017

- Working with Plunket in Manurewa
- Collaborating with Auckland Council's Te Toa Takatini programme in South Auckland
- Continued collaboration with Growing up in New Zealand study

Contact

Alastair Child, Social Intrapreneur – Innovation Challenges

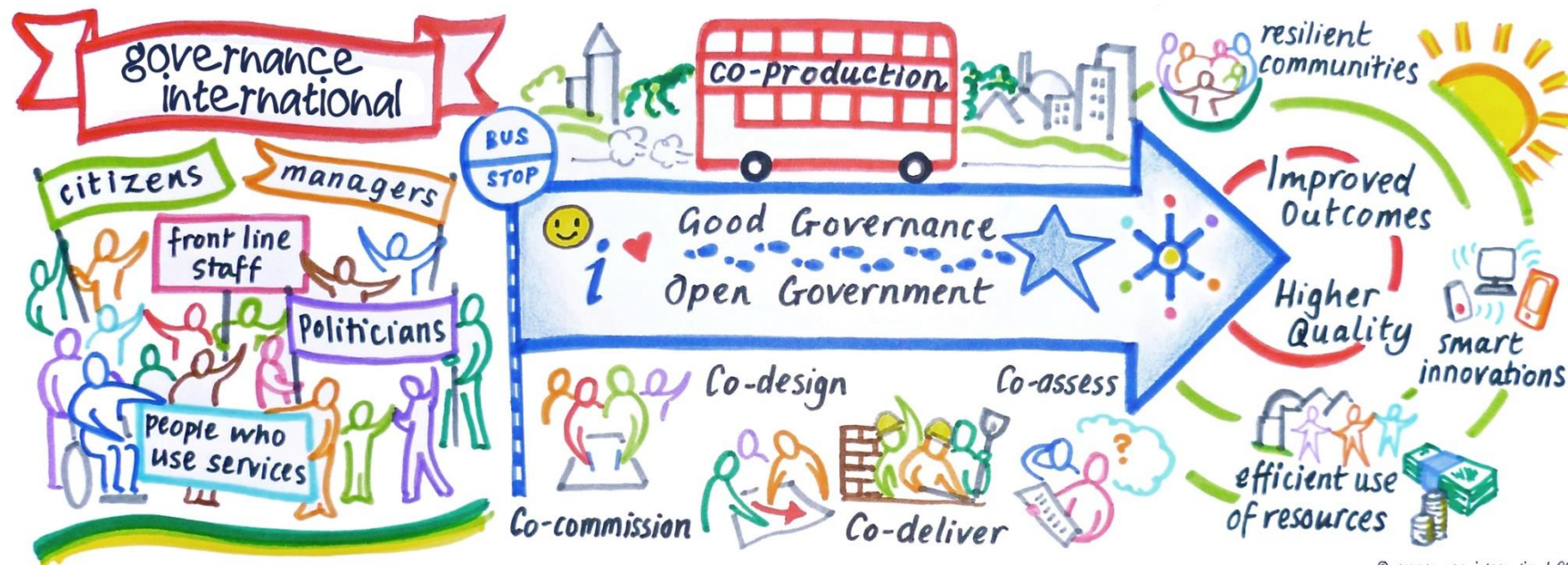
Alastair.child@aucklandcouncil.govt.nz



Better outcomes through outcomes-based commissioning and co-production with communities in Auckland

Anzsog Seminar, Auckland, 20 March 2017

Prof. Tony Bovaird & Dr. Elke Loeffler

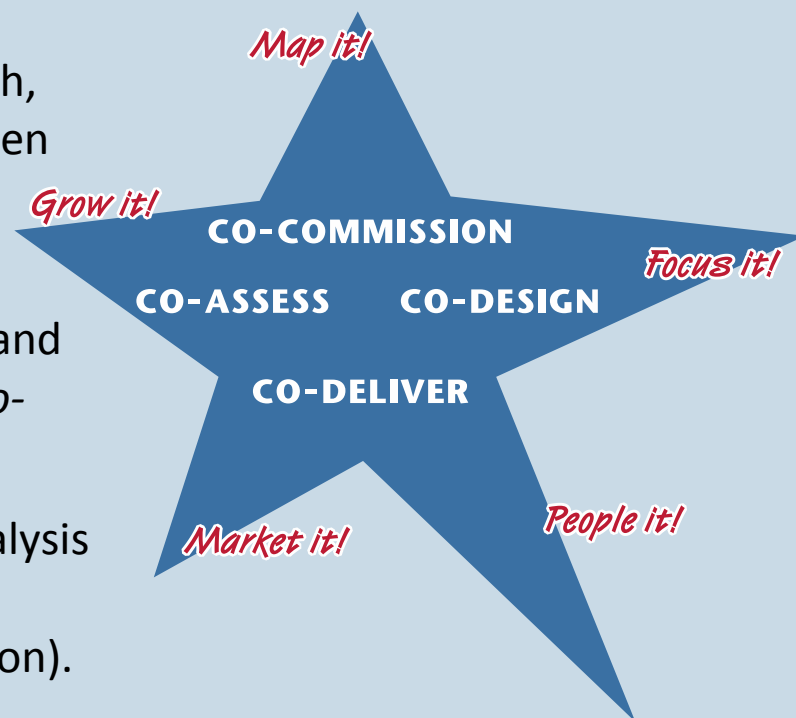




About Governance International

www.govint.org

- A leading provider of co-production training, research, study visits and consultancy projects to improve citizen outcomes - <http://www.govint.org/our-services/co-production/>
- Working internationally to support local authorities and other public agencies to make effective use of the *Co-Production Star* toolkit
- Evidence-based citizens surveys and cost-benefit analysis of co-production (DCLG, Welsh Government, Joint Improvement Team Scotland, Bertelsmann Foundation).
- Good Practice Hub <http://www.govint.org/good-practice/> provides international co-production case studies, many also featured on the OECD Observatory Public Sector Innovation website.





Commissioning better outcomes and social value





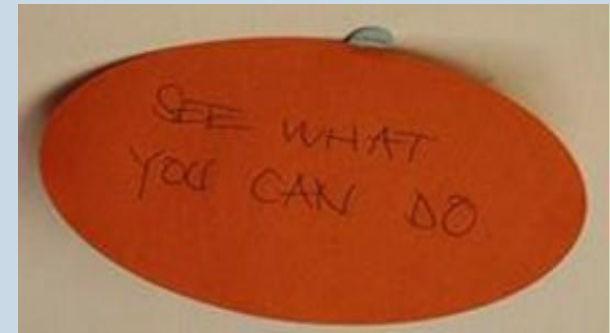
Some challenges for outcomes-based commissioning



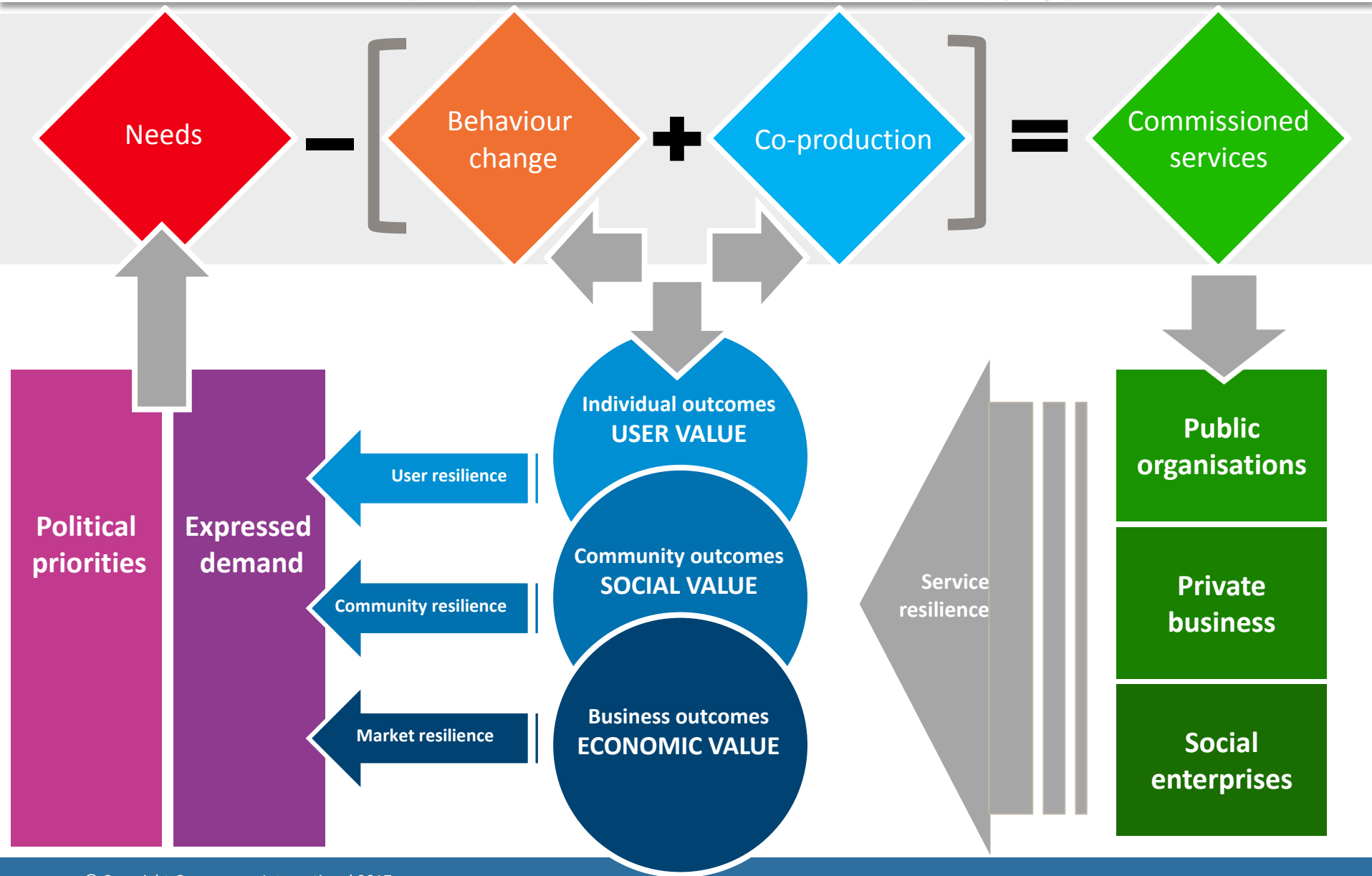
Generally not very outcome-based, and certainly not 'holistic quality-of-life' based



Doesn't join up what we do to the priority outcomes we want through evidence-based cause-and-effect chains



Not 'capabilities' or 'co-production' based





How not to do it ...

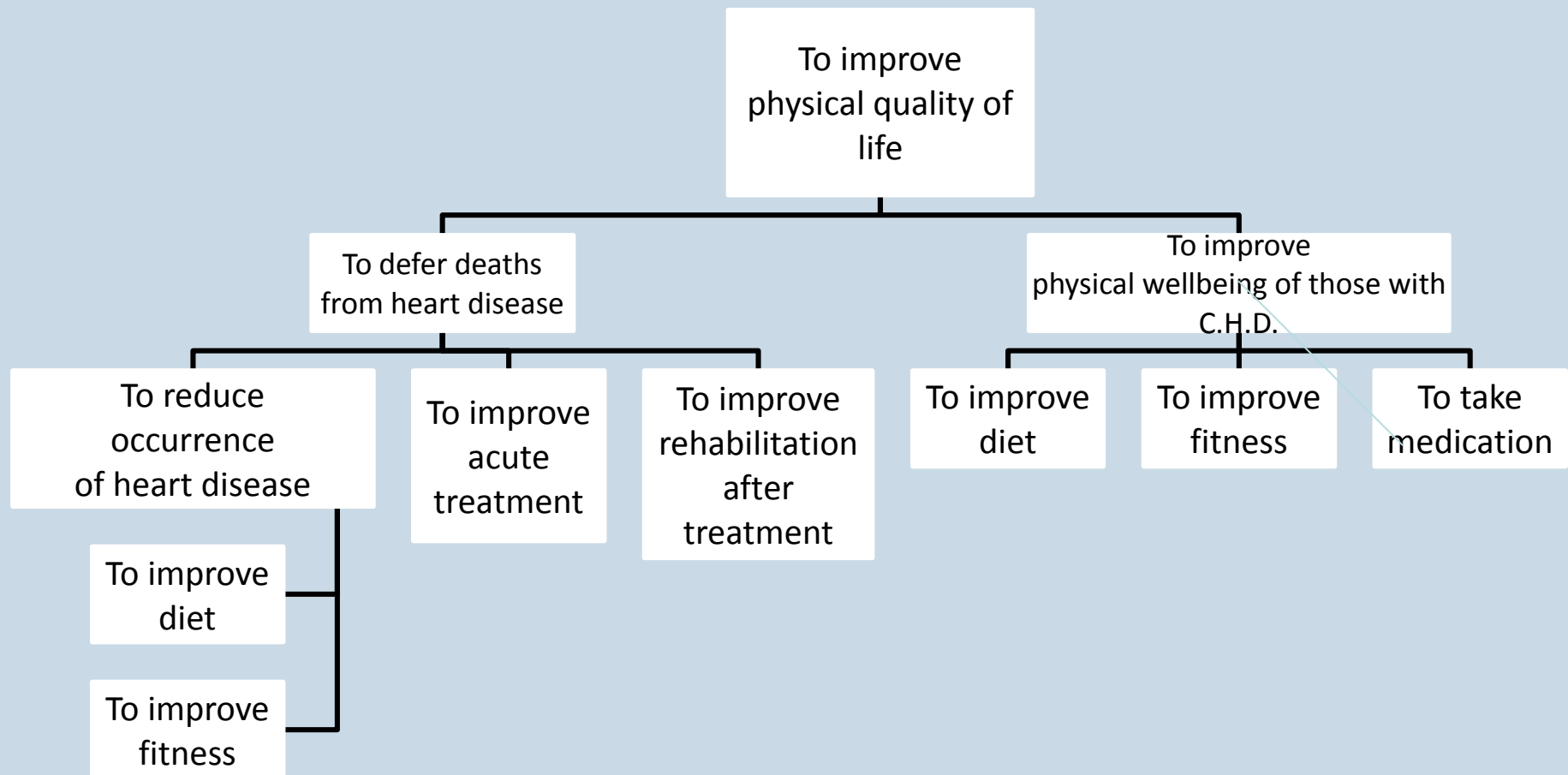
AND ...?

**“To reduce the occurrence of coronary heart disease
and to reduce associated deaths and ill health and
to improve the treatment and rehabilitation of
those suffering from it.”**

Health of the Nation
(HMSO, 1991)



Pathways to Outcomes for Coronary Heart Disease





How we can achieve better outcomes through co-production with communities and service users





What co-production is about?

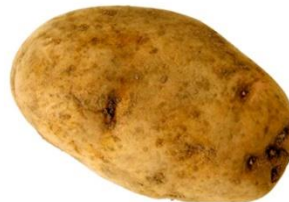
„It takes two – professionals and communities.“

"Co-production is about professionals and citizens making better use of each other's assets, resources and contributions to achieve better outcomes or improved efficiency."

<http://www.govint.org/our-services/co-production/>



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What isn't co-production of public services

Who is involved?	Involvement of service users and communities		
Involvement of professionals	<i>Level of involvement</i>	<i>high</i>	<i>low</i>
	<i>high</i>	Co-production	Traditional service provision
	<i>low</i>	Self-help	Little service provision



Group exercise

Which definition of co-production would be best for your organisation, service or local area?





How to achieve better outcomes through co-production?

The Five Steps of the Co-production Star

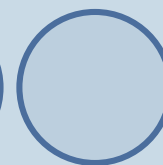
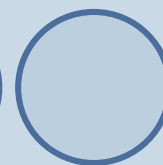
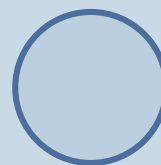
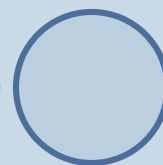




Step 1: Map it

Explorer Workshops for managers, staff and users, working with the **Co-Production Explorer**, in order to:

- Identify the **activities already making use of co-production** (and at what level)
- identify the **potential for new co-production activities**, feeding in 'revealing practice' from national and international best practice.





Key co-production approaches: The Four Co's of the Co-production Star



Co-commission



Co-design



Co-deliver



Co-assess



Case study:

Co-production of young people's services in Surrey County Council

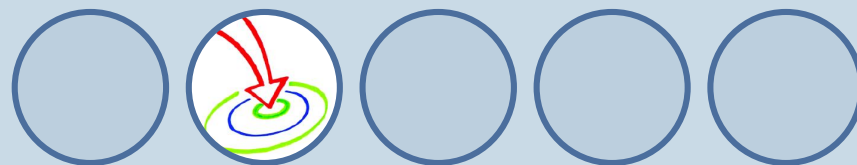
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|--------------------------|---|
| Co-commissioning: | Surrey CC developed an outcomes-based system of objectives involving young people and local partners |
| Co-designing: | Surrey CC developed a communication platform with young people. |
| Co-delivering: | Young people are involved in the governance and projects of youth centres, based on agreements between Surrey CC and service providers. |
| Co-assessing: | Surrey CC engages in conversations with young people to get their feedback on outcomes achieved. |
-
- | | |
|-----------------|---|
| Results: | <p>A 60% reduction in the number of young people who were NEET (2012–2014)</p> <p>A 90% reduction in the number of young people who were first-time entrants to the criminal justice system (2009-2013)</p> |
|-----------------|---|



Step 2: Focus it

Draw up a **Co-production Priority Matrix**, rating the existing and potential co-production activities in terms of the improvements and savings they achieve, and in terms of the level of effort they need from citizens.

Undertake a **Co-Risk Analysis** from the point of view of the local authority and service users/local communities



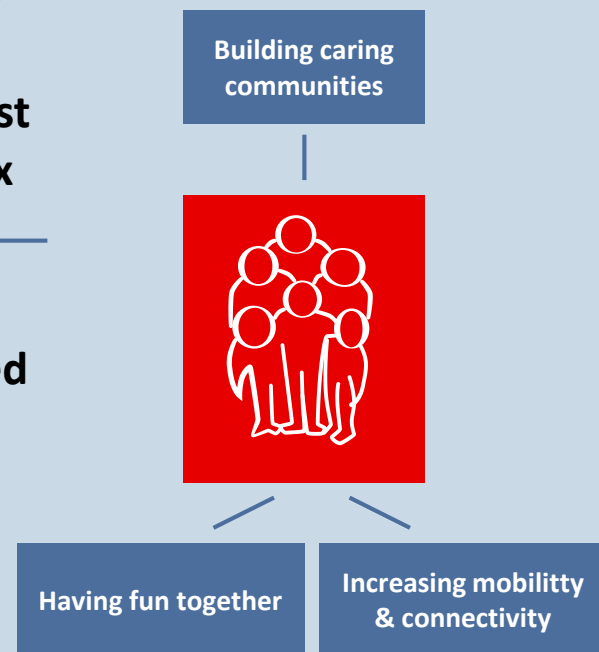


Case study: Priorities for improved wellbeing of people living with dementia in East Dunbartonshire Council in Scotland

Priorisation approach: Small group and 1 x 1 consultation of 56 people living with dementia
Use of visual tool for people with communication challenges
Rating of project proposals against Co-Production Priorisation Matrix

Results:

Co-delivery of six projects with people living with dementia based on identified priority outcomes





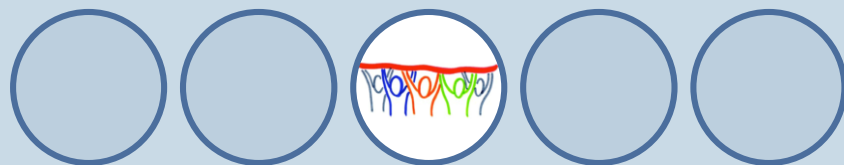
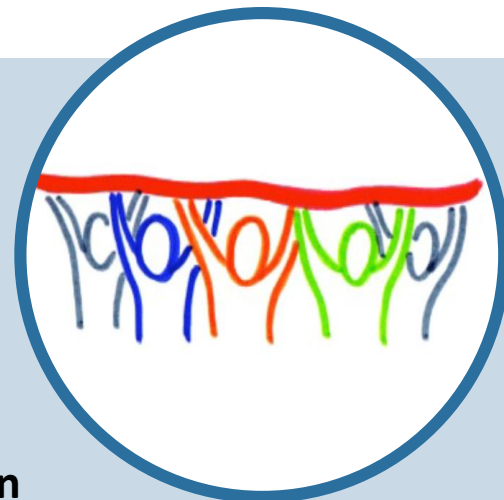
Step 3: People it

Community Surveys to find out

- what local people are already doing
- what more they would be prepared to do

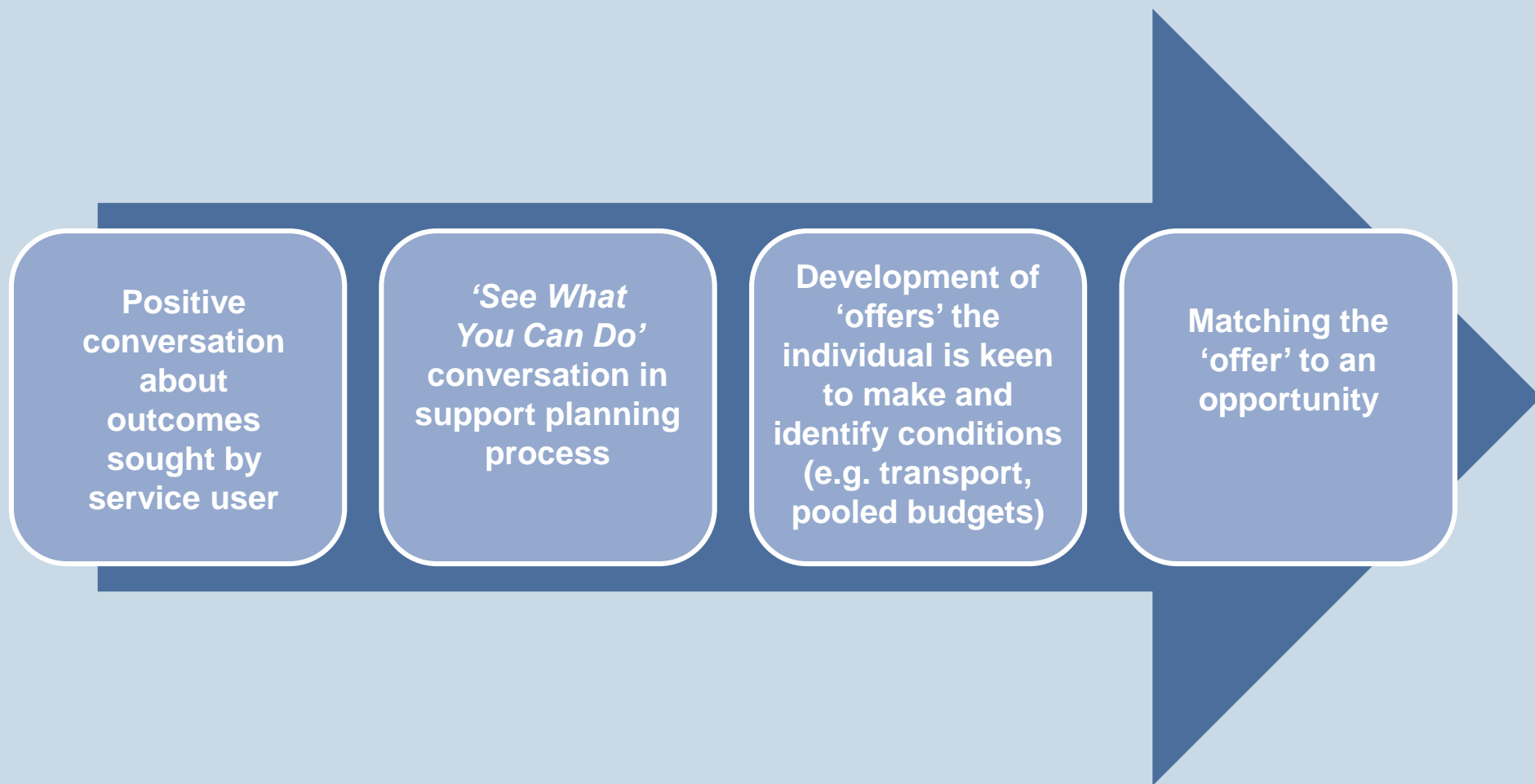
Capabilities assessment – to map systematically what your users are doing already, or are prepared to do in future, that might help other users (to complement needs assessment and support planning)

Co-production Labs to bring together users and professionals who are interested in delivering the prioritised co-production projects.





Case study: The ‘See What You Can Do’ Approach to assess the capabilities of social care users in Walsall Council

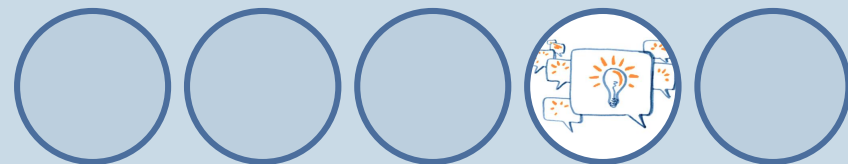




Step 4: Market it

Assess qualitative and quantitative outcomes through the **Business Case Generator**

Agree a **Co-production Charter** for the service, setting out the roles, responsibilities and incentives for users, communities and staff.





A Co-production Charter for the CitizenPoweredCity

Public Accountability for Co-Production

The Co-Production Charter will set out:

1. What the signatures of the Co-Production Charter have agreed as the rights and responsibilities which all parties should expect from each other, including the standards of behaviour which they pledge to maintain.
2. What happens if these pledges are not met.
3. When and how the pledges will be reviewed.
4. How you can support the Co-Production Charter by making a pledge.

Magna Charta of our City

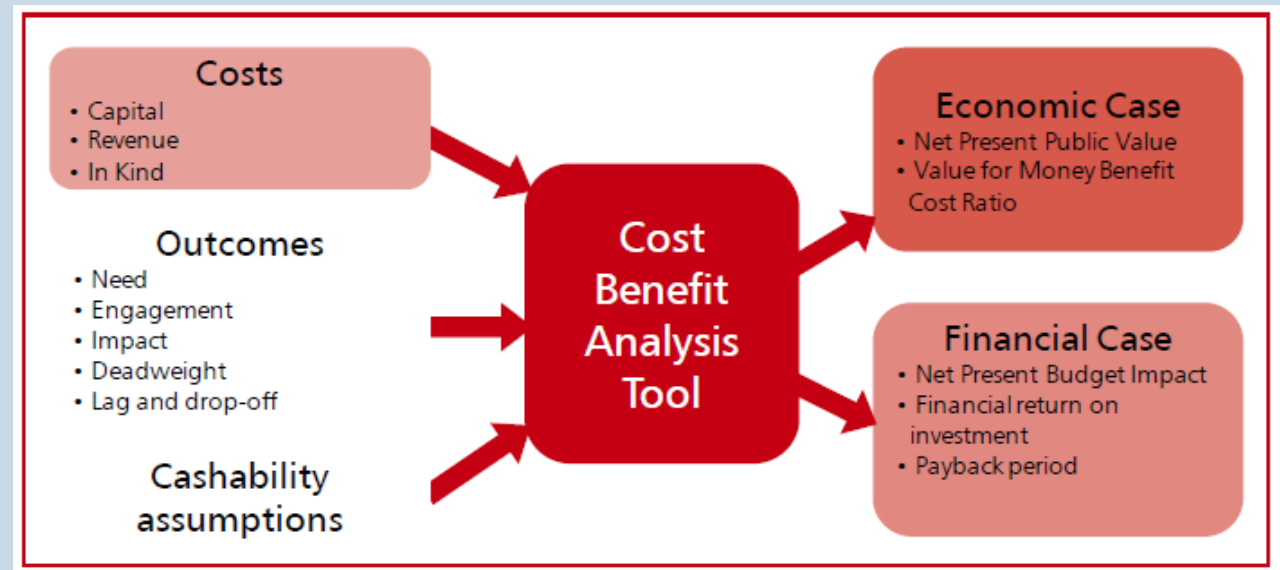
Signed by your local council and your neighborhood association

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Case Study: A cost-benefit analysis of the activities of the Balsall Heath Neighbourhood Forum in Birmingham in crime reduction

**Cost-benefit
ratio of activities
of Balsall Heath
Neighbourhood
Forum to reduce
crime is 7:1**



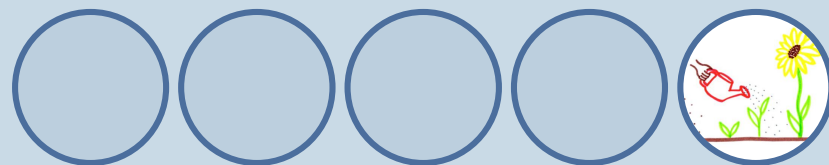
Source: HM Treasury (2014), *Supporting public service transformation: Cost benefit analysis guidance for local partnerships*. London: HM Treasury, Public Service Transformation Network and New Economy, p. 29.



Step 5: Grow it

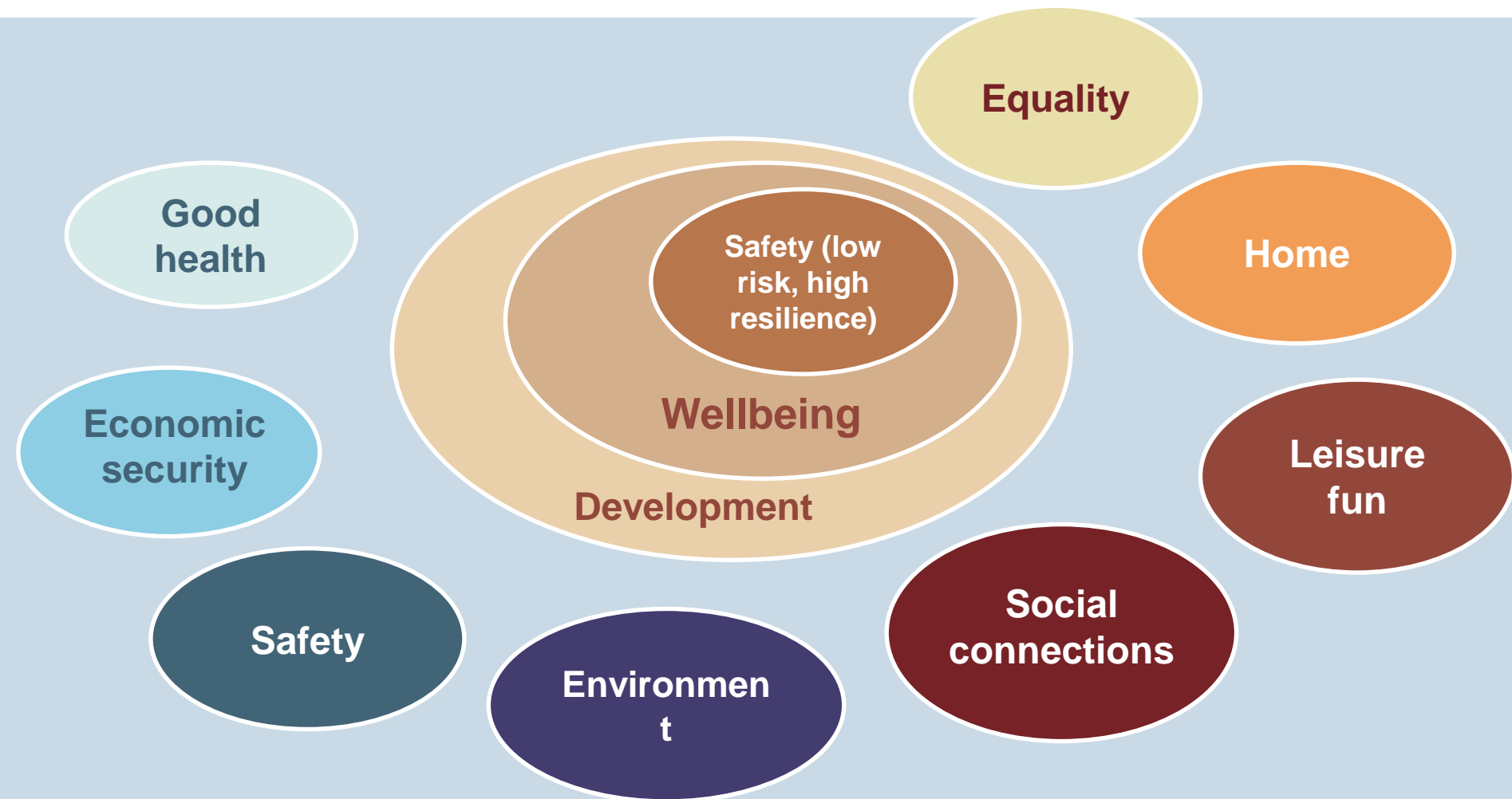
Introduce outcomes-based commissioning to implement successful co-production projects faster

Align the performance management system and competency framework to promote co-production behaviour.





A performance management system based on outcomes





Five steps towards the CitizenPoweredCouncil ...

Toolkit for a five step transformation process to improve
co-commissioning, co-design, co-delivery and co-assessment:



- Map** existing co-production approaches and new opportunities (Co-production Explorer)
- Focus** on those with highest impact (Co-production Priority-Matrix)
- People** your co-production approaches (Capabilities Assessment and Co-Production Labs)
- Market** the behaviour change (Outcomes Assessment and Co-production Charter)
- Grow** co-production through culture and system change (Outcomes-based Commissioning).



“Home Work”



1.

**Identify examples of the Four Co's in
your service or local area.**

2.

**Which of the Four Co's needs to be strengthened
in your service or local area – and why?**



Co-commission



Co-design



Co-deliver



Co-assess



Share your co-production initiatives with us:

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CitizenPoweredCity[☀]





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All in this together?

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Moderator

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Social Intrpreneur - Innovation Challenges
Auckland Co-design Lab

Upcoming Executive Education Workshops

Recognising Public Value

Course leader: Mark Moore

Canberra

1-2 May

Communicate for Impact and Influence

Course leader: Dr Zina O'Leary

Wellington

16-17 May

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