

GET ^
SET ^
LEEDS.

LEEDS PHYSICAL ACTIVITY AMBITION CO-PRODUCTION



Background

Leeds wants to be the most active city in England, and aims to inspire a social movement and develop a shared vision that will encourage and enable people in Leeds to move more every day.

In order to achieve this, Leeds will bring together three core elements:

- **improved collaboration and connectedness across the city**
- **a more in-depth dialogue with people that live and work in the city**
- **a focus on reducing inequalities.**

This work is being brought together and driven through a project called 'Get Set Leeds'. Over 4,500 people living and working in Leeds have had their say in the initial phase of this work through an on-line survey and focus groups. This has made an invaluable contribution to the development of key goals, actions and outcomes, and established a solid foundation of how Leeds will achieve its ambition.

Co-production is pivotal to taking this work forward ensuring that the people of Leeds are at the heart of how the city supports and enables more people to move more.

This toolkit explains Leeds' approach to co-production and how it will drive its ambition to be the most physically active city in England. The toolkit also describes what co-production means to us, why it is important, our guiding principles and the tools to support those implementing this approach. This document is designed to be used by everybody who is working towards making Leeds a more active city, whether they are a community project coordinator or leader, practitioner, policy maker or community member.

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Our Journey

Relationships and interactions between our partners, organisations, professionals, communities and residents from across the city are inter-connected and so we felt we needed to approach co-production in its widest sense.

The more we explored and discovered about co-production, we realised that our approach needed to be flexible so that it considered existing community engagement practices, already established in Leeds; such as Asset Based Community Development, Restorative Practice and Better Conversations. These practices all have similar values to our co-production approach as they –

- **aim to build on what already exists**
- **add value and give everybody a voice**
- **ensure voices are heard and make a difference**

Over two years ago a city-wide co-production steering group was established made up of statutory, voluntary and third sector organisations. The steering group organises the annual Leeds Co-production Conference and has developed a set of co-production standards to support organisations. Our co-production approach for physical activity attempts to build on all of this previous work, whilst exploring what it means for physical activity in the city.

It isn't always straightforward for an individual or organisation to adopt a co-produced approach; more time, resource and certain permissions may be required. However, we want to work together to embed co-production into everyday working practices, so it becomes the normal way of working and drives a change in culture.

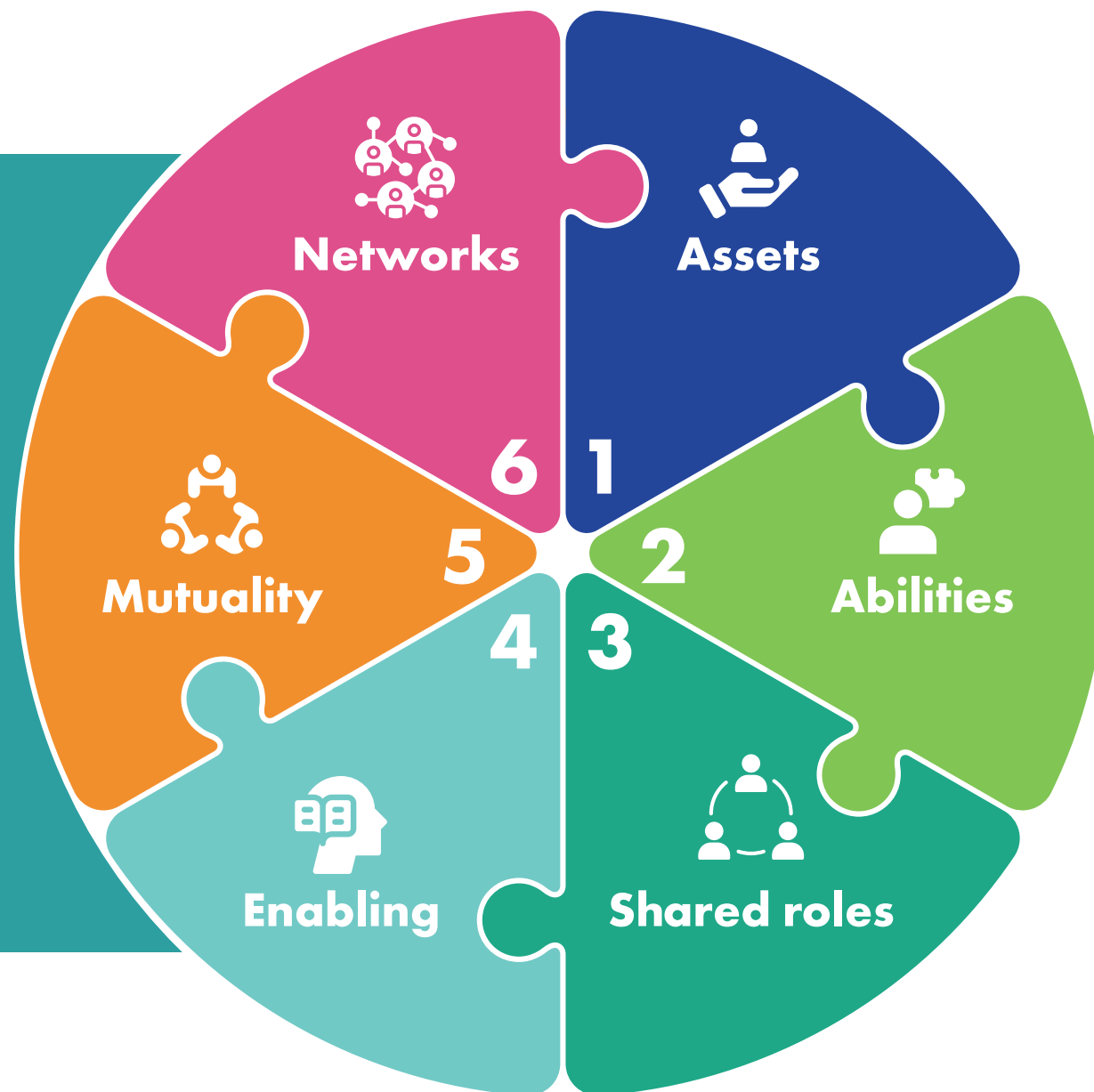
Our Vision

Our vision is that everybody who is helping to make Leeds a more active city, will strive to embed the co-production principles outlined in this document in their work. They will also encourage and support others to do the same. Ultimately everyone will work together, share power, resources and responsibilities to make Leeds a more active city.

This is a live document and the aim is to constantly reflect on this work and the work of others. The skills, expertise and experience of all those using this document will be embraced, and used to continually strive to improve and update the guidance and support that can be offered.

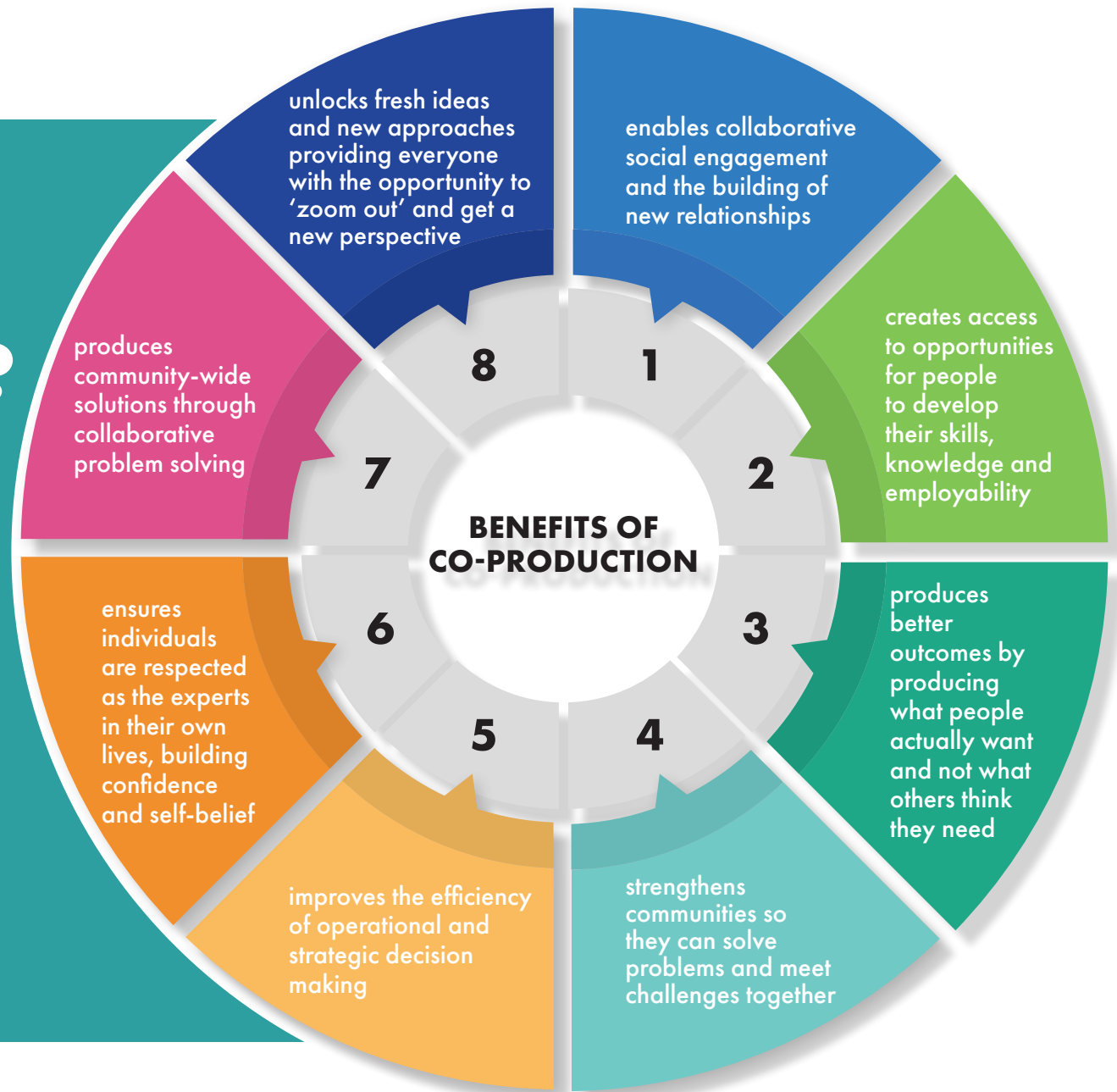
What is Co-production?

Co-production involves people coming together, sharing power, resources and responsibility, in order to bring about collaborative change and collective learning.



Why Co-production?

Co-production has many benefits. However working in a co-productive way is not always easy or straightforward, so it is important to understand what these benefits are in order to understand why it's worthwhile putting the extra effort into co-producing physical activity in Leeds.



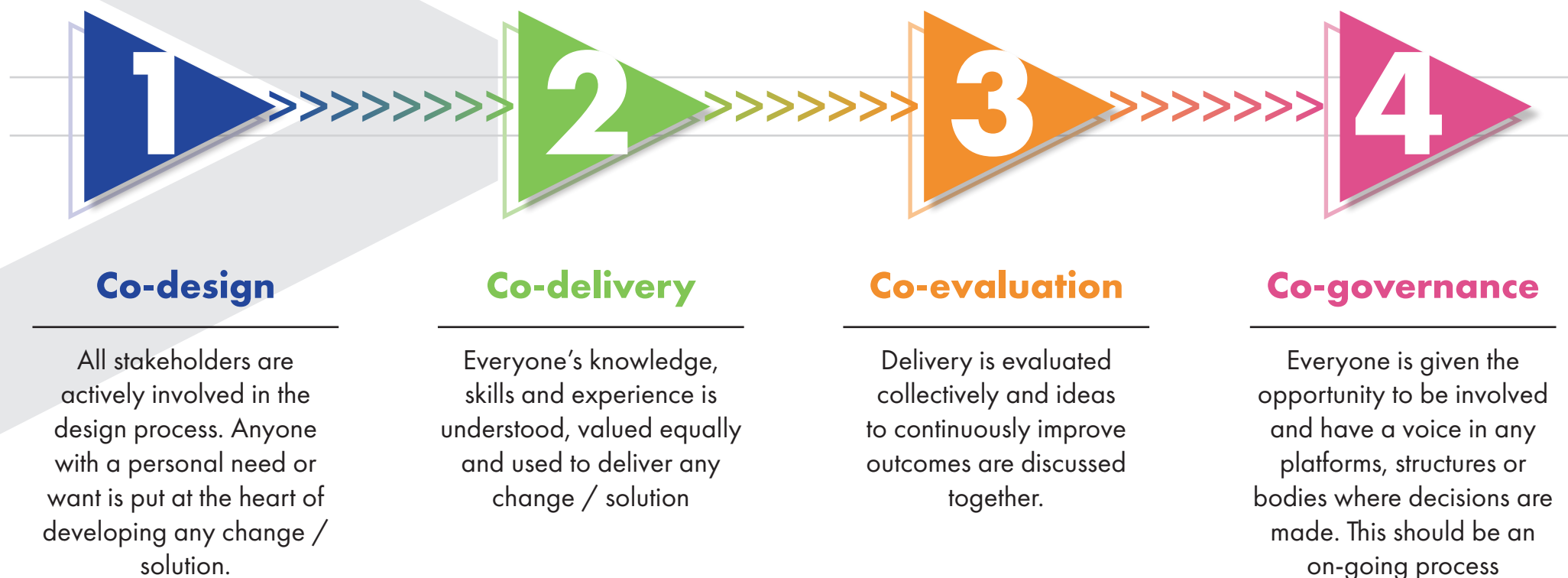
Stages of Co-production

Co-production is often broken down into four clear stages. The definitions of each stage help us:

- **to understand what co-production means in practice**
- **reflect on how we currently work**
- **help us consider existing co-production examples currently in practice**

The stages can be done in any order, particularly when reflecting on a piece of work. However, for a new project it's recommended that co-design, co-delivery and co-evaluation are done in consecutive order.

Involving all key parties at all four stages of co-production is not always possible or practical. It is more important to work towards a culture of co-production, ensuring that the co-production is meaningful and not being undertaken 'for the sake of it'.

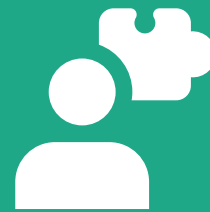


6 Principles of Co-Production

There are six principles of co-production and they are relevant to all four of the co-production stages. When these six principles come together they can lead to positive, long term change. Work to get people in Leeds more active should try to apply all of these principles, however, it may take time for the principles to embed and be understood.



Assets



Abilities



Shared roles



Enabling



Mutuality



Networks

The 6 Principles Explained

1



Valuing experiences, skills and knowledge (assets):

Everyone values each other for the experiences, skills and knowledge that they bring.

2



Abilities:

Planning and delivery is shaped around everyone's experiences, skills and knowledge, and includes the opportunity for individuals to develop and grow.

3



Shared roles/power:

Everyone is an equal partner with an active role in planning, running, evaluating and delivering.

4



Enabling:

There is a focus on connecting people and resources, removing barriers and developing skills. This helps ensure everyone has the opportunity, confidence and ability to engage in co-production.

5



Everyone benefits from working together (mutuality):

There is an awareness and understanding that everyone must benefit from working together. Benefits are personal to each individual, but can include learning opportunities, financial benefits and/or a sense of contribution.

6



Networks:

The importance of personal, professional, community and social networks are recognised. All networks will achieve more if they support each other to be better connected, developed and engaged.

7 Other Things to Consider:

As well as using the stages and principles of co-production when planning a project or piece of work, it's also important to think about the following points:



Communication

Communication is important to everyone and is part of everything we do. Good communication is; clear, accessible, regular, timely, considerate and trustworthy. Most importantly good communication should be two-way, planned from the start and closed off appropriately when things move on.



Equality and Inclusivity

The co-production 'space' needs to feel safe and be open to all. Everyone should be able to access an environment where they can speak freely and confidently. It is important that consideration and energy is given to ensuring engagement with those who would not usually take part.



Organic

Whilst a clear direction is important for effective co-production time and space must be allowed for things to happen and grow naturally. Co-production should not be forced. The time needed to co-produce will differ in different situations, so it is important that pace is adapted to suit the energy and momentum of different partners, especially those with 'lived experience'.



Collaboration

Collaboration must be at the heart of co-production. This is where everyone works together and the sharing of power, resources, learning and ideas is the norm. Remember that not everyone will want to share power and accountability in equal measure, so it is important to discuss expectations early on in the co-production process and to agree what part everyone wants to play.



Learning

Understanding that everyone is on a journey together to support a whole city to be active and every bit of learning is important in telling the story and driving change and must be thought about, reviewed and shared. We must not be afraid to take steps forward and make mistakes. Mistakes are key learning experiences.



Guiding Principles

These principles must not be treated as a model that must be followed, where work cannot start until everything is in place, but simply a guide to a way of working. Being realistic about this expectation will ensure co-production can progress across all areas of work.



Social interaction

Co-production naturally thrives in social environments where there's collective action. Creating and encouraging environments where people come together around a topic or specific action, helps develop relationships and importantly a sense of belonging. Remember that co-production doesn't need to be a formal approach. Informal interactions are just as important, sometimes more so.

Co-Production Self-Audit Tool

A self-audit tool helps assess how well you are embedding the principles of co-production. It can be used for any piece of work whether it is a specific project, part of a project, a service or the development of policies or resources. Ideally, a self-audit should be used regularly to help with planning, reviewing and improving work for next time.

Below are two types of audit;

The Four Stages of Co-production.

The Six Principles of Co-production.



For a deeper reflection of work, both should be completed but they can be completed individually as standalone audits. If you are short of time, the Four Stages of Co-production can be completed quickly, providing a snapshot and identification of areas that could be co-produced more.

Preferably, both audits should be completed in a group setting with a range of people that have been involved. This enables deeper discussion around ways of working, helps identify the most appropriate score and helps explore changes that could improve co-production in the future.

Assessment of the Four stages of Co-production

For each stage of co-production, read the definition and give your project or piece of work a score between 1 and 3. An example is provided for guidance.





1 = Not there yet, 2 = Making Progress, 3 = Excellent. An example is provided for guidance.

	Stage	Example	Evidence	Score
	<p>Co-design</p> <p>Stakeholders (e.g. employees, partners, customers, citizens, end users) are actively involved in the design process ensuring the result meets their needs and is usable. Co-design ensures people that the piece of work, project or policy will have a direct impact on are at the heart of developing any change or solution.</p>	<p><i>Excellent example - Co-designing a park re-development</i></p> <p><i>A wide range of people are involved; community leaders, park uses across different ages and under-represented groups, as well as organisations that use the park, alongside the designers and local council, all co-designing together.</i></p>		<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">1</div> <div style="border: 1px solid black; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">2</div> <div style="border: 1px solid black; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">3</div> </div>
	<p>Co-delivery</p> <p>As part of the delivery phase, resources are utilized, strengths are built on and people are provided opportunities for learning and development.</p>	<p><i>Making Progress example – Local History Walks</i></p> <p><i>Local Ramblers provide maps of existing routes and lead the walks, whilst a voluntary librarian delivers the historic information on the walks collected from a team of local librarians. There are no plans to upskill other volunteers to become qualified walk leaders or to teach others the historic information.</i></p>		<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">1</div> <div style="border: 1px solid black; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">2</div> <div style="border: 1px solid black; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">3</div> </div>

Assessment of the Four stages of Co-production - continued

For each stage of co-production, read the definition and give your project or piece of work a score between 1 and 3. An example is provided for guidance.

1 = Not there yet, 2 = Making Progress, 3 = Excellent. An example is provided for guidance.

	Stage	Example	Evidence	Score
	<p>Co-evaluation</p> <p>Evaluating effectiveness and making decisions on improvements is done together to continuously get better and grow.</p>	<p><i>Not there yet example – A community litter pick project</i></p> <p><i>A group of people evaluate the project that took part made up of local councilors and a community leader, no other local residents or local organisations that took part where invited.</i></p>		
	<p>Co-governance</p> <p>Making decisions with people; giving people a voice and coming to conclusions together. Co-governances ensure everyone is given the opportunity and involved in any platforms, structures or bodies where decisions are made, formal or informal, and continued through the life of the work.</p>	<p><i>Making Progress example – Diabetes Physical Activity Steering Group</i></p> <p><i>A group have been efficiently operating for 5 years, providing advice, support and championing Physical Activity within the established Diabetes structures. The group have lost some of the community leaders and citizens that have the condition, diabetes, and have not made efforts to engage/recruit other representatives.</i></p>		

Assessment of the 6 Co-Production Principles

1.

Identifying your score

For each of the six principles of co-production consider where you are on the scale from 1 to 9 and circle the number matching your score. Use the descriptions and examples as a guide to what a score of 3 or a score of 7 might look like in practice.

2.

Justifying your score


For each score that you give, provide at least one practical example based on activities, to show why think the score is right. Try to avoid generic examples. If you cannot think of a practical example that reflects the score you have chosen, then you should rethink your score.

3.


Reflecting on your score

Having completed each principle, these scores should be transferred to the spider chart at the end of this document, to give a visual picture of your scores across the co-production principles. Plot where you sit for each of the 6 principles. This picture is designed to act as an ongoing reminder of the current state of co-production. Depending on your results, you should think about what you can do to improve for next time. Alternatively, you may wish to share your success so others can learn from your good practice.


1. Example: Development of a new parkrun

Co-production Principle	Not there yet			Making progress			Excellent		
 <p>Valuing everyone's skills, experiences and knowledge (Assets)</p> <p>Everyone values each other for the experiences, skills and knowledge that they bring to the project and work.</p>	<p>Everyone is recognised as having valuable skills, experience and knowledge. There is some opportunity to use and develop these qualities where they fit within the project or work.</p>			<p>Everyone is asked what they like to do and what they are good at. It is seen as important that everyone is supported to use and develop these interests and qualities within the project or work.</p>			<p>Everyone's experiences, skills and knowledge are seen as essential to the design and delivery of the project or work.</p>		
	<p>Evidence</p>			<p>Evidence</p>			<p>Evidence</p>		
	<p>At planning meetings volunteers and paid workers talk about their own experiences in recruiting participants, recruiting and managing volunteers and the management of other local parkruns, drawing on from their own experiences as parkrun volunteers or members of other parkrun set-up groups. A lead volunteer then devised an action plan for the next 6 months.</p>			<p>At planning meetings initially everybody is asked what they like doing, what they feel they are good at and what skills they could bring to support the set-up of the new parkrun. Volunteers and paid workers then talk about their own experiences as in the previous example. At a separate meeting a group of professionals then developed a brief plan of collective action for the next 6 months, using and building on everyone's knowledge and experience gathered at the meeting and sent to all attendees to get their thoughts and input.</p>			<p>The first planning meeting focuses on the people that are attending, giving each person a voice to share their likes, hobbies, paid and voluntary roles they have, as well as skills they want to share and want to develop as part of the project and beyond. This is captured. People also share their experiences and knowledge in park runs, events, volunteer management, participation. From this, considerations are discussed and people begin discussing their vision and co-designing a plan.</p>		
<p>Your score</p>	1	2	3	4	5	6	7	8	9


2. Example: A sewing group

Co-production Principle	Not there yet			Making progress			Excellent		
 <p>Abilities</p> <p>Planning and delivery is shaped around everyone's experiences, skills and knowledge, and includes the opportunity for individuals to develop and grow.</p>	<p>Professional skills, knowledge and experience are seen as more important to the project or work than the skills, knowledge and experience of people and communities. The professionals do 'to' the people and communities and not 'with'.</p>			<p>Everyone's contribution to the project or work is recognised and improved through learning and development opportunities. This contribution is determined by the needs of the project or work.</p>			<p>Everyone's contributions are vital to success. The project or work is shaped to fit the skills, knowledge and experience of everyone involved. Personal development is a common expectation.</p>		
	<p>Evidence</p>			<p>Evidence</p>			<p>Evidence</p>		
<p>A community meeting was organised by professionals to discuss increasing community engagement. There were third sector organisations but no residents attended.</p> <p>It was agreed that a series of different community taster session would be put on to see what's popular.</p>	<p>...Residents attended and professionals facilitated the session. All attendees had an opportunity to talk about their interests, hobbies, skills, experience around organising social activities and knowledge of the 'what's worked locally'.</p> <p>It was agreed that sewing and textiles group would be popular and that a third sector organisation would be paid to deliver a block of sewing sessions. There would be opportunities for local residents to volunteer to assist the paid workers and support the session with the aim of develop volunteers to take over leading the sessions. There would be a meeting each week to talk about progress, role and development opportunities.</p>			<p>Residents organised a community meeting to discuss organising community activities across the year and engaging more local people. All attendees talked about their interests, hobbies, skills, experience around organising activities and knowledge of the 'what's worked locally'. After everyone had a voice, it was decided that a sewing group would be set-up, led by a group of local residents, as there was a common thread across the community around textiles. It was agreed that different people would lead the sessions each week bringing new and different skills to the group and everyone would talk about how it felt leading the session. The group agreed to support with marketing and promotion and develop each other's skills in these areas.</p>					
<p>Your score</p>	1	2	3	4	5	6	7	8	9


3. Example: A Community Group

Co-production Principle	Not there yet			Making progress			Excellent		
 <p>Shared Roles / Power</p> <p>Everyone is an equal partner with an active role in planning, running, evaluating and delivering</p>	<p>People and communities are listened to and their views taken into account. Professionals have the active part in running, evaluating, directing and delivering projects and work.</p>			<p>Everyone helps to shape the way that projects and work are developed, designed and delivered. Professionals are responsible for securing funds and the majority of delivery.</p>			<p>Everyone has an active role and responsibility in running, evaluating, directing and delivering projects and work. Everyone's opinions have equal weighting.</p>		
	<p>Evidence</p>			<p>Evidence</p>			<p>Evidence</p>		
	<p>A community group has been set up for a few months now to increase community provision and active opportunities. The chair of the group is a resident, alongside a few other members and the rest are paid workers.</p> <p>The time of the meetings are set based on paid workers availability, the agenda is dictated by the paid workers remit and although residents get voice, the final decision comes down to a paid worker.</p> <p>Environment/ mtg setting</p>			<p>...The chair of the group is a resident and there's an equal mix of residents and paid workers. The agenda and facilitation is organised by a small sub-group of residents. At the meetings everyone is given an equal opportunity to speak and ideas are explored together. A joint plan is created bringing together everyone's ideas, roles and responsibilities are spread across the group to lead those areas/activities. Residents work with paid workers to find funds to support the delivery of the plan.</p>			<p>...A joint plan is created that's based on the skills, knowledge and experience of people in the room or other committed individuals, paid workers and residents. Where there are ideas and no skills or resources needed, separate discussions were planned to see how these ideas could be bought to life by engaging others across the community. The chair keeps everyone together in contact.</p>		
<p>Your score</p>	1	2	3	4	5	6	7	8	9


4. Example: Football provision

Co-production Principle	Not there yet			Making progress			Excellent		
 <p>Enabling</p> <p>A focus on connecting people and resources, removing barriers and developing skills, so everyone has the opportunity, confidence and ability to engage in co-production</p>	<p>Professionals invite people to contribute to the development of projects and work. It is then designed and delivered by the professionals.</p>			<p>Projects are co-designed and co-delivered but the control is still held by the professionals. Professionals begin to develop opportunities for people to undertake leadership and delivery roles within the project.</p>			<p>Professional roles focus on connecting people to networks and resources, removing barriers and developing skills and confidence to support people and communities to design and deliver their own projects and work.</p>		
	Evidence			Evidence			Evidence		
	<p>A local football foundation has funding to develop youth football provision in an area after local parents wanted some social, active provision for their children. A meeting is organised to talk about the proposals and how people can support it and promote the opportunity.</p>			<p>...A football foundation facilitates a meeting with local people and other community leaders to design the provision and to discuss leadership, voluntary and paid opportunities that can be designed and delivered entirely by the group. A smaller group then decide to continue meeting every other week to keep support each other in their roles and manage the project with the foundation.</p>			<p>...In an area, residents wanted some positive social, active provision on their doorstep for their children. A local community organisation got back in touch with the parents and together they agreed to invite anyone who wanted to help increase provision to come to the community centre for a chat. The community organisation invited the football foundation to the meeting to see if their funding and resources could support the parents. At the meeting the parents brought their teenagers and together they designed what their new football provision could look like and how they could make it happen. A football foundation listened and offered their resources, equipment, mentoring and training opportunities to support.</p>		
Your score	1	2	3	4	5	6	7	8	9


5. Example: An Ambassador Programme

Co-production Principle	Not there yet			Making progress			Excellent		
 <p>Everyone benefits from working together (Mutuality)</p> <p>An awareness and understanding that everyone must benefit from working together. Benefits may be personal to each individual, but could include learning opportunities, financial benefits and/or a sense of contribution.</p>	<p>Some informal 'give and take' occurs as a result of everyone working together.</p> <p>There is usually a dominant beneficiary.</p>			<p>Everyone knows that their involvement will be recognised, valued and rewarded.</p> <p>Most people benefit from the relationship, but this is not maximised as mutual benefits are not fully understood by everyone.</p>			<p>Everyone identifies what is valuable to them, and are aware of the mutual benefits of working together. All parties benefit from the relationship.</p>		
	Evidence			Evidence			Evidence		
	<p>A couple of paid workers designed a female-only physical activity ambassador programme to find women that would inspire and empower other women to lead an active life as well as activate more ambassadors. The women really enjoy being part of it as well as volunteering together and have formed new friendships.</p>			<p>... The social benefits have been openly discussed on the ambassador's Facebook group. The ambassadors have been recognised for their efforts and have won awards. Additional benefits have been taken-up such as training and mentoring opportunities. The paid workers support the women as much as possible, working together to get women active and the programme is now completely co-designed.</p>			<p>...The programme is now completely co-designed and includes an annual celebration event. There are now governance arrangements in place chaired by a lead ambassador and regular discussions are had to ensure everyone feels valued, recognised and feels they are benefiting with feedback survey in place.</p>		
Your score	1	2	3	4	5	6	7	8	9


6. Example: Activity provision for the elderly

Co-production Principle	Not there yet			Making progress			Excellent		
 <p>Networks</p> <p>The importance of personal, professional, community and social networks is recognised. All networks will achieve more if they support each other to be better connected, developed and engaged.</p>	Peer, personal, community and social networks are valued by everyone, but not pro-actively engaged in the delivery of projects or work.			Peer, personal, community and social networks are valued and pro-actively engaged by everyone when they directly support the project or work.			Everyone engages in activities that connect peer, personal, community and social networks and activities beyond the remit of the project or work. Growing networks outside the 'project' is seen as a core activity.		
	Evidence			Evidence			Evidence		
	An intervention is developed to engage elderly residents in activity. The activity is specifically designed to support them and manage pain caused by a long-term condition. No networks are engaged as part of designing or delivering this intervention.			The organising group engage groups and networks around long-term conditions and the friends and families of potential participants to promote the intervention and gain participants.			The organising group are already connected, engaged and support a variety of other groups and networks and are connected to a wider web of individuals that support other networks. This work is seen as crucial core work. The intervention concept was discussed at a wide variety of networks and groups from neighbourhood networks, to long term condition support groups, peers and family networks and luncheon clubs. The intervention was co-designed.		
Your score	1	2	3	4	5	6	7	8	9


1. Title:

Co-production Principle	Not there yet			Making progress			Excellent		
 <p>Valuing everyone's skills, experiences and knowledge (Assets)</p> <p>Everyone values each other for the experiences, skills and knowledge that they bring to the project and work.</p>	<p>Everyone is recognised as having valuable skills, experience and knowledge. There is some opportunity to use and develop these qualities where they fit within the project or work.</p>			<p>Everyone is asked what they like to do and what they are good at. It is seen as important that everyone is supported to use and develop these interests and qualities within the project or work.</p>			<p>Everyone's experiences, skills and knowledge are seen as essential to the design and delivery of the project or work.</p>		
	Evidence			Evidence			Evidence		
<p>Your score</p>	1	2	3	4	5	6	7	8	9


2. Title:

Co-production Principle	Not there yet			Making progress			Excellent		
 <p>Abilities</p> <p>Planning and delivery is shaped around everyone's experiences, skills and knowledge, and includes the opportunity for individuals to develop and grow.</p>	Professional skills, knowledge and experience are seen as more important to the project or work than the skills, knowledge and experience of people and communities. The professionals do 'to' the people and communities and not 'with'.			Everyone's contribution to the project or work is recognised and improved through learning and development opportunities. This contribution is determined by the needs of the project or work.			Everyone's contributions are vital to success. The project or work is shaped to fit the skills, knowledge and experience of everyone involved. Personal development is a common expectation.		
	Evidence			Evidence			Evidence		
Your score	1	2	3	4	5	6	7	8	9


3. Title:

Co-production Principle	Not there yet	Making progress			Excellent				
 <p>Shared Roles / Power</p> <p>Everyone is an equal partner with an active role in planning, running, evaluating and delivering</p>	<p>People and communities are listened to and their views taken into account. Professionals have the active part in running, evaluating, directing and delivering projects and work.</p>	<p>Everyone helps to shape the way that projects and work are developed, designed and delivered. Professionals are responsible for securing funds and the majority of delivery.</p>			<p>Everyone has an active role and responsibility in running, evaluating, directing and delivering projects and work. Everyone's opinions have equal weighting.</p>				
	Evidence	Evidence			Evidence				
Your score	1	2	3	4	5	6	7	8	9


4. Title:

Co-production Principle	Not there yet			Making progress			Excellent		
 <p>Enabling</p> <p>A focus on connecting people and resources, removing barriers and developing skills, so everyone has the opportunity, confidence and ability to engage in co-production</p>	<p>Professionals invite people to contribute to the development of projects and work. It is then designed and delivered by the professionals.</p>			<p>Projects are co-designed and co-delivered but the control is still held by the professionals. Professionals begin to develop opportunities for people to undertake leadership and delivery roles within the project.</p>			<p>Professional roles focus on connecting people to networks and resources, removing barriers and developing skills and confidence to support people and communities to design and deliver their own projects and work.</p>		
	Evidence			Evidence			Evidence		
Your score	1	2	3	4	5	6	7	8	9

5. Title:

Co-production Principle	Not there yet			Making progress			Excellent		
 <p>Everyone benefits from working together (Mutuality)</p> <p>An awareness and understanding that everyone must benefit from working together. Benefits may be personal to each individual, but could include learning opportunities, financial benefits and/or a sense of contribution.</p>	<p>Some informal 'give and take' occurs as a result of everyone working together.</p> <p>There is usually a dominant beneficiary.</p>			<p>Everyone knows that their involvement will be recognised, valued and rewarded.</p> <p>Most people benefit from the relationship, but this is not maximised as mutual benefits are not fully understood by everyone.</p>			<p>Everyone identifies what is valuable to them, and are aware of the mutual benefits of working together. All parties benefit from the relationship.</p>		
	Evidence			Evidence			Evidence		
Your score	1	2	3	4	5	6	7	8	9

6. Title:

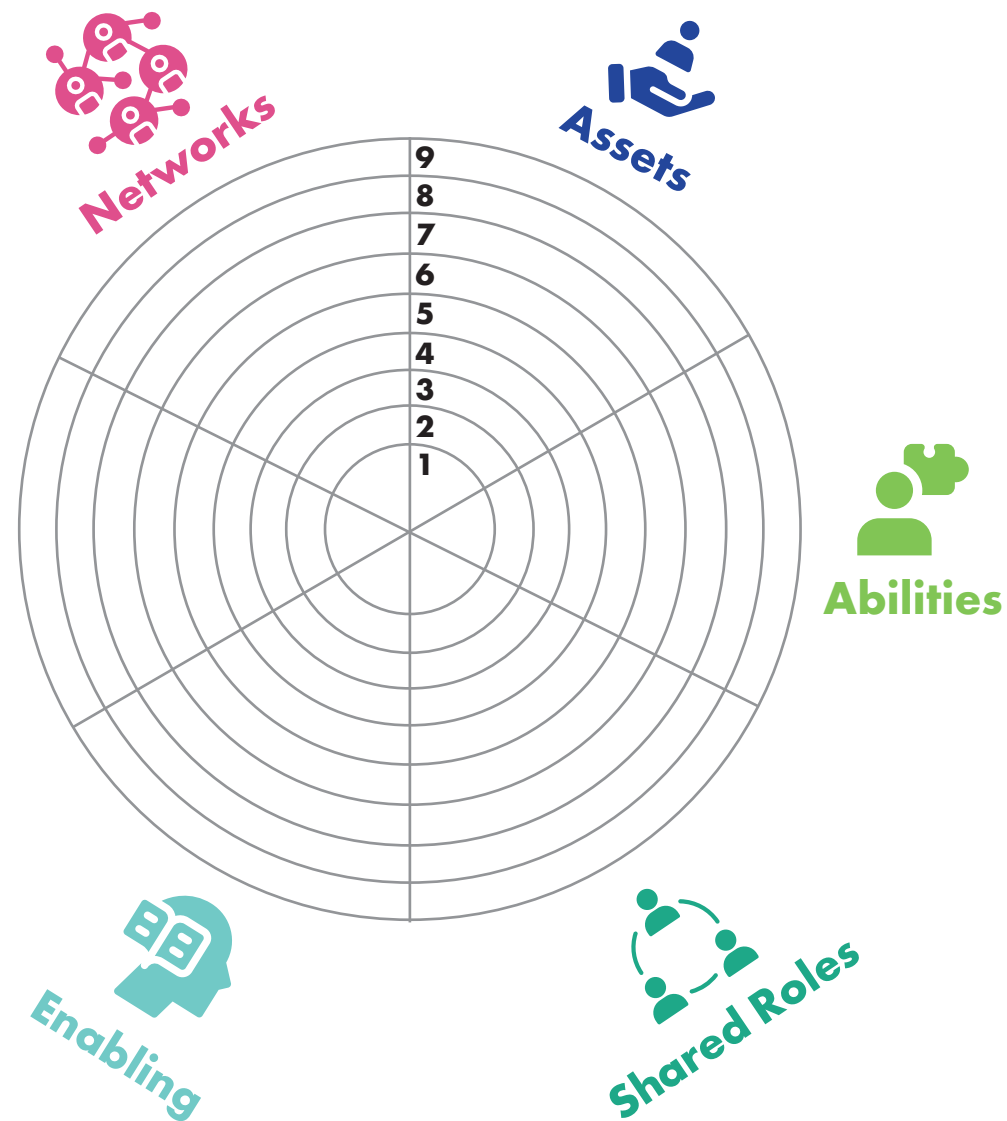
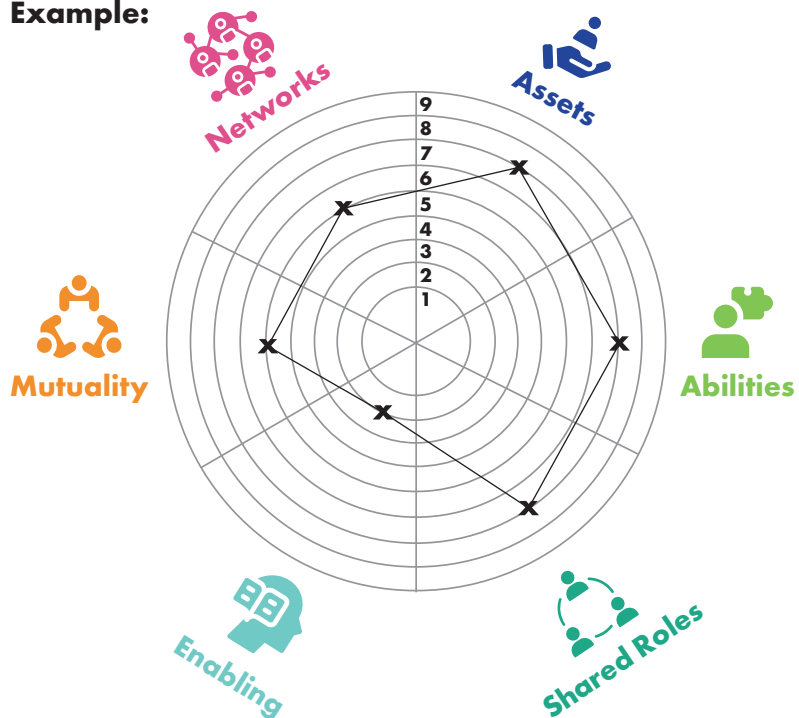
Co-production Principle	Not there yet			Making progress			Excellent		
 <p>Networks</p> <p>The importance of personal, professional, community and social networks is recognised. All networks will achieve more if they support each other to be better connected, developed and engaged.</p>	Peer, personal, community and social networks are valued by everyone, but not pro-actively engaged in the delivery of projects or work.			Peer, personal, community and social networks are valued and pro-actively engaged by everyone when they directly support the project or work.			Everyone engages in activities that connect peer, personal, community and social networks and activities beyond the remit of the project or work. Growing networks outside the 'project' is seen as a core activity.		
	Evidence			Evidence			Evidence		
Your score	1	2	3	4	5	6	7	8	9

Displaying your scores

This spider chart is a simple way of displaying your co-production self-assessment scores altogether. It can help visually identify strong areas and areas for development.

Start with a coproduction principle and plot your score taken from your self-assessment audit. Mark an 'X' in the centre of the coproduction principle wedge on the line that matches your score e.g. 4. Working your way around the chart, continue plotting the remaining principle scores in their corresponding wedge in the centre on the line that matches your score for each. Once completed, draw a line from your first principle score marked 'X' to the second principle score marked 'X' and continue joining the principle scores, one by one. See example.







Example:



Next Steps

It is important to take the opportunity to reflect on your co-production scores and next steps for development, to help strengthen the weaker areas and work towards a stronger co-production approach.

The table below can be used to plan your priorities for future work.

Co-production Principle	Current Score	Key areas of action needed to increase the score	Progress Update (to be completed at a later date e.g. after 3 months)
 <p>Assets</p>			
 <p>Abilities</p>			
 <p>Shared</p>			
 <p>Enabling</p>			
 <p>Mutuality</p>			
 <p>Networks</p>			

Next Steps

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