

# Spreading Co-production: Lessons from Operation Modulus

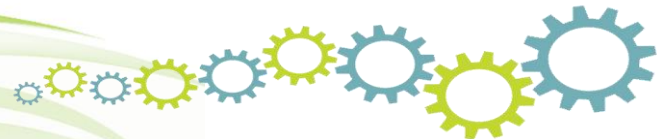
Richard Brunner, University of Glasgow

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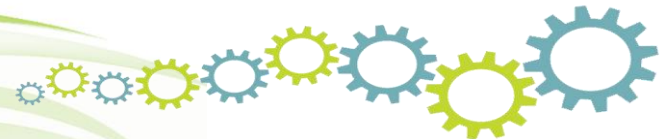
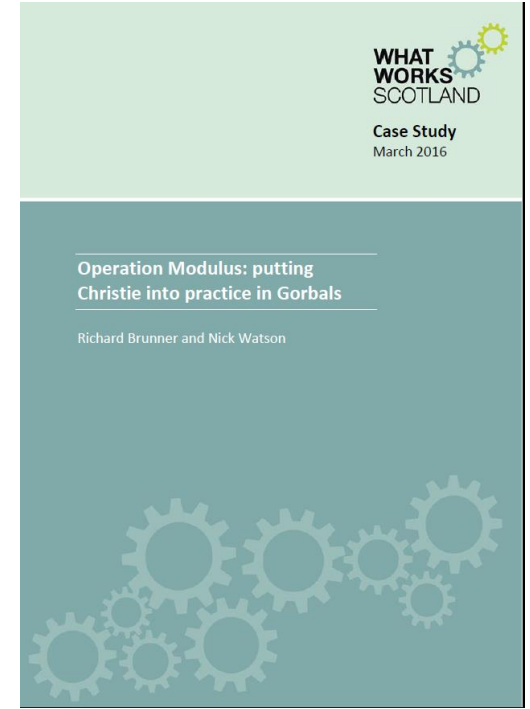


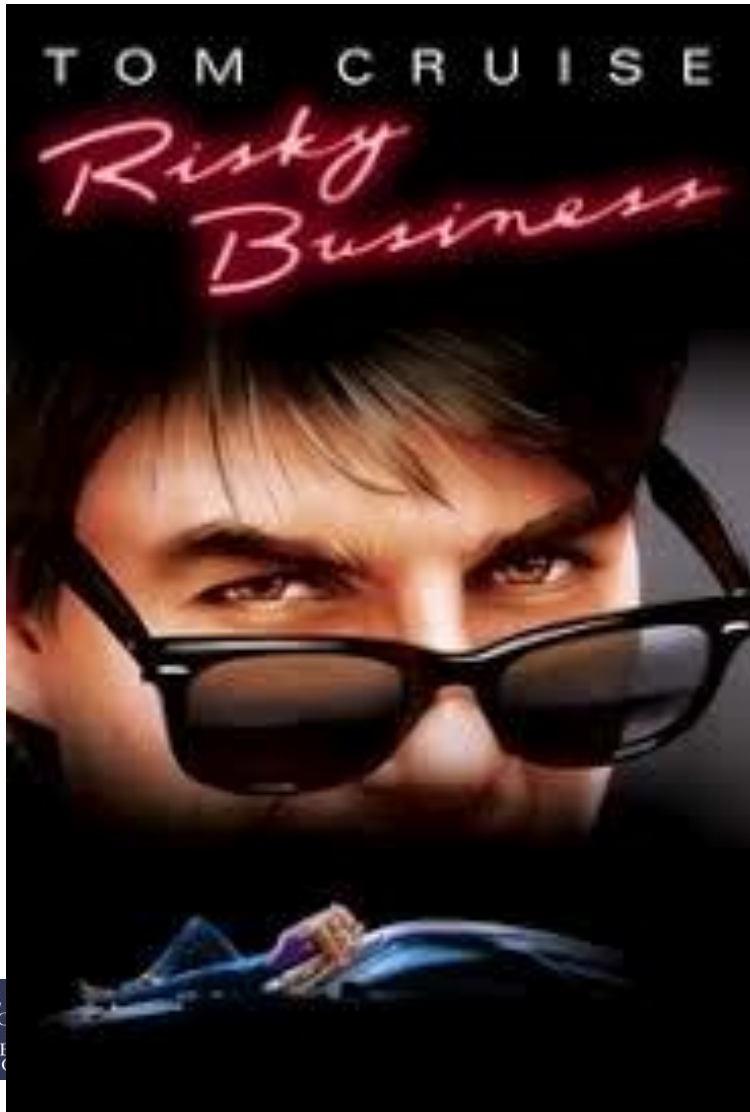
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*Research with Nick Watson and Jane Cullingworth,  
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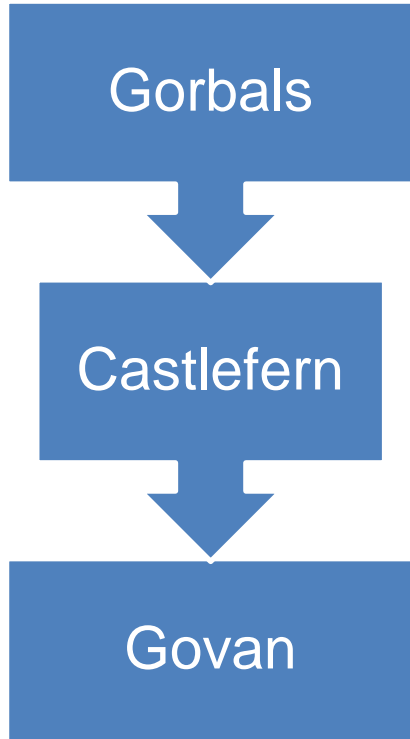


- What is Operation Modulus (OM)?
- Defining co-production
- Three ways in which OM co-produces
- Two co-production tensions
- Findings: *spreading* co-production





# Operation Modulus: an example of spreading coproduction



- OM – a cross-public service approach to tackling ASB and gang crime by groups of young people in local areas in Glasgow
- Form: outreach visits to targeted young people to identify *individual* interests as alternatives to current activities.
- Multiple public service partners; one lead partner - co-design a *voluntary* course (X wks), *responding to target group interests*.
- OM ethos - active partnership, targeted recruitment, participants as asset-holders, mentoring element, unifying focus on young peoples' diverse outcomes, **coproduction**
- Outcomes for community *and* for participants
- Christie (2011) principles - prevention, performance, partnership, people: all present in OM

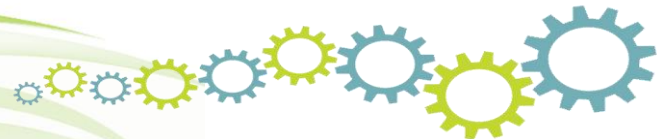
• Spread? Adaptation, not transplantation: **re-coproduce every time**



# What *specifically* makes OM co-production?



- “Co-production is a relationship where **professionals and citizens share power** to design, 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. & Penny, J. (2014) Commissioning for outcomes and co-production A practical guide for local authorities, New Economics Foundation, p.7)



# 'professionals and citizens share power...'



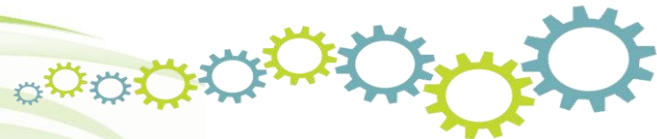
- SFRS officer visited the young people at home, asking them *'...if you had an opportunity, if you ...wanted to develop the skills, what would that look like? If you had a chance of a job, what kind of job would that be?'* (Gorbals).
- OM participant: *'The fact that we had a choice felt like it was our own decision. [Officer, Community Safety Glasgow] tried it a few years ago but it didn't work... if people tell you, you're more likely to go 'I aren't doing that'...'* (Govan)
- Commitment to co-production from first contact
- Form: asset-based co-production



# 'both partners have vital contributions to make ...'



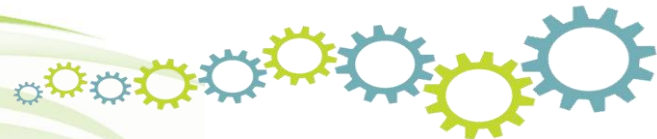
- From young people: *'I told these gang members, 'look, we're not here to pander to you. Do anything you want...it's a two way thing here'. I could promise them that I would work closely with other partners to try and create opportunities for them, but ultimately it was down to them sticking to the programme'* (SFRS officer)
  - Reciprocity (Boyle, Slay and Stephens, *Public Services Inside Out*. New Economics Foundation, 2010)
- From public service partners: *'It's not the organisations you work with, it's the people within the organisations.'* (Govan HA)
  - Need flexible organisations *and* committed individuals



# '...in order to improve quality of life for people and communities.'



- Outcomes for community - in Gorbals 80% crime reduction
- Outcomes for participants - in Govan six out of seven young people secured employment with an OM partner
  - A partner that can offer meaningful opportunities/employment is a strong asset in a co-prod partnership (private? Public? Third sector? Social enterprise?)

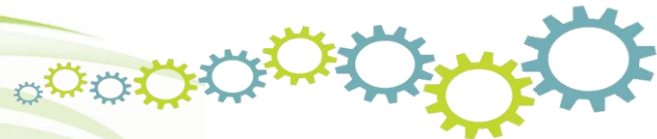




# Co-production tension 1: sharing power = embracing new risks



- Govan programme was adapted in response to young people 'tasting' work at Govan H.A:
  - *...they didn't want go to [next activity in the Programme], they wanted to stay here and work. So again, we thought about it, because we were like 'are we cutting off their opportunities because we're not allowing them to go, or are we actually allowing them to dictate what the programme should be?' And we thought well, let's let them dictate what the programme is. (Govan H.A).*



# Co-production tension 2: time



- Castlefern OM: tension between *time-pressured goal* (ensuring Commonwealth Games went smoothly) and *time-intensive goal* of working co-productively.
- Community Safety Glasgow: *'you're having to take it at their pace, you can't say hurriedly 'come on, let's move along here, there's Games happening soon' ... it's something I will always say when we sit down at meetings we have to take our time and make sure we get this right. Not just from a selfish point of view, but ... it is always for the benefit of the community and the individuals.'*



# Spreading co-production



- Co-prod can be done – with successful outcomes
- Spreading co-production means **adaptation not transplantation** (Shiell-Davis, K. Wright, A. (2015) Scaling-up innovations, Evidence Review, What Works Scotland)
- **Re-coproduce, every time** (but learn from previous efforts)
- Requires **time** to share power with citizens
- Needs **coherence** between organisational commitment and individual officer practice
- A partner with **access to meaningful activities/employment** helps.
- Potential for radically better outcomes – but are you up for **risky business?**





# References:



Thank you to all participants in the Operation Modulus programmes and research studies @RichardBrunner8 