Glasgow Promise Partnership

Glasgow Council for the Voluntary Sector

Glasgow Promise Project

Co-Design Reward and Recognition

June 2023

Introduction

The Glasgow Promise Partnership is a collaboration of third sector organisations, supported by GCVS, in partnership with Glasgow City Health and Social Care Partnership.

We had Promise Partnership Funding to:

‘explore **alternatives to traditional procurement** and **establish tests of change** which will create a blueprint for how children's services across the country can be planned, procured and delivered. We want to **work in partnership, not in competition** and **co-design services** with the children, young people, and families they are designed to support’.

A significant part of the project was Co-Designing with young people, parents and guardians who have lived experience of using family support services. These Co-Designers were recruited from the cohort if 387 people who took part in the consultation we did as the first part of the project – full report available.

It was really important to us that we had a diverse group whose contribution was recognized and rewarded fairly.

This meant removing barriers to participation, addressing power imbalances and valuing a diversity of knowledge and experience while providing compensation and appreciation.

Before starting the work with participants, we spent some time as a steering group to create a draft policy for reward and recognition.

This was influenced by the results of our GPP consultation and current best practice. To ensure our Reward and Recognition Policy worked for our potential Co-Designers, we invited anyone who was interested along to one of two Welcome Events to discuss what Co-Design is, what would be expected of them and how we planned to support them to take part through our Rewards and Recognition policy.

We got feedback at these events to reshape the policy to include elements such as personalised letters for college or volunteer work.

We signed off the updated Rewards and Recognition Policy with the participants, but made sure that they felt comfortable to let the facilitators know if there was anything that else came up over the sessions.

Key Steps

- Identified key issues for potential participants from the consultation
- Consulted best practice
- Drafted a policy
- Invited participants to a Welcome Event to discuss and develop the policy
- Redrafted the policy
- Signed it off with participants
- Invited ongoing conversation

Policy can be seen in Appendix 1

Best Practice

Best practice from the following sources was used:

- Paying people with lived experience for their participation Authored by Rhiann McLean for the Scottish Human Rights Commission - March 2021
- Payment guidance for researchers and professionals by National Institute for Health and Care Research - July 2022
- Our Co-producer Payment Policy by Co-Production Collective – October 2022

Feedback

Participants have remained at the core of this work and a full evaluation of the process was completed, with all participants who completed feedback saying they would consider doing more Co-Design work. Select feedback relating directly to the Rewards and Recognition elements has been shared throughout this document.

Reward and Recognition

The actions we took to reward and recognise participants of the Co-Design are organised under the following headings, although some of them will overlap.

- **Payment**
- **Expenses**
- **Hospitality**
- **Achievements and Making a Difference**
- **Post Co-Design Engagement**

Payment

The Scottish Government are currently “working to establish a consistent process for renumerating people taking part in participatory research (i.e longer form piece of work, co-production, panels, etc)” - Amy Watson, Nov 2022. However, in the absence of this, there are a number of conflicting view points and things to consider.

Navigating Legalities

There are several legal aspects to paying participants that we had to consider.

- Welfare benefits entitlement – we engaged with a local Citizens Advice Bureau who were able to give some broad advice on what benefits may be affected by accepting payment, namely Universal Credit.
- Tax implications - HMRC states that the amount in excess of expenses reimbursement may be classed as Miscellaneous Income, and as such may be subject to a tax liability for the participant
- Employment law – In its Employment Income Manual, HMRC includes the section EIM71105: Research volunteers, lay participants and participants in clinical trials9. HMRC advises that, as long as no employment relationship exists, “HMRC agrees that the amounts paid to those concerned are unlikely to fall within the definition of “earnings” for PAYE or NI purposes.”

Action – Arranged opportunity to receive independent advice from Citizen’s Advice Bureau

We were clear that participants would not be classed as employees but were unable to advise participants directly on how this may affect their tax and welfare, so we offered to arrange a one-to-one session with a local Citizens Advice Bureau to ensure that people understood the impact on their individual circumstances.

What We Call It

There were a number of options for what we called the money or vouchers we gave people for taking part. ‘Honorarium’, ‘payment’, ‘grant’ and ‘token of appreciation’ are all used in in similar circumstances but it was clear from the existing guidance that for tax and benefit purposes that it would all be treated as a payment regardless.

Action – Called it a grant

We settled on grant due to the scope and nature of the work.

Cash vs Vouchers

The SHRC paper advises, “Note that the use of vouchers to reward participants does not negate tax or benefits implications, though anecdotally vouchers have been used to avoid these. More recent guidance from the NIHR states that: “High street or gift vouchers may be treated as earnings, and viewed by the benefits authorities in the same way as other forms of payment. Regardless of participants’ employment status, any income from participation – including in the form of vouchers - can be classed as ‘miscellaneous income’ and subject to tax, as well as potentially impacting on benefits.”

Action – Gave people a choice

Participants had the option to engage with a CAB advisor to discuss their individual circumstances. At the sessions, we offered cash on the day with the option to be emailed a voucher of their choice if they preferred. Some people did prefer a voucher. They also had the option to not take a payment or ask for a lower amount.

How Much?

We took a few sources of good practice into consideration for the question of how much to pay participants.

- The Glasgow Living Wage as of April 2023 is £10.90 per hour
- Citizens’ Assemblies have established a day rate of £75 as good practice, or £10 per hour
- Co-Pro Collective sets a rate of £100 per day or £25/hour.

Action – £10 to come along to the Welcome Event, £40 for a 3-hour Co-Design session & £30 for a 2-hour session

We settled on a round payment of £40 for those attending a three-hour session daytime, and £30 for those attending a two-hour evening session. The max amount for someone attending the daytime block would be £130 over 6 weeks and for the evening £100 over 6 weeks.

Documenting and Administering It

For the participants, we were clear that we must document the grant separately from any expenses. As an organisation, we did not have any existing financial procedures for administering this, nor were we able to find any good practice examples of this. We wanted to reduce the administration load and process all grants at each session so participants didn’t have to wait for their grants.

Action – Paid cash on the day or emailed voucher on the day

One member of staff withdrew cash from their own account, and claimed it back through existing staff expenses policies in order to meet participant needs, but this is not recommended. Participants filled in a simple form and signed that they had received the payment.

"Paid reward was very appreciated."

Expenses

Travel

It's was crucial that no one was left out of pocket by taking part in any of our sessions. In the original consultation we did as part of the project, travel was flagged as a significant barrier to accessing services. As we were engaging with people from all across Glasgow in one physical location, we had to provide support for multiple forms of transport.

Action – Provided expenses for public transport, and taxis if required on the day

We reimbursed train, subway and bus tickets with a copy of the ticket. For anyone who was unable to use public transport, we reimbursed taxi fare with a copy of the receipt and we arranged a return taxi on our organisation account. Some participants got a lift with support workers so didn't require any travel expenses. We offered the option to include any other reasonable expenses but there were no requests for this.

"Timings, space, facilitation and sharing of ideas was supported to be a smooth process (hospitality, travel reimbursement and childcare)"

Support for Childcare

Another key finding of the consultation was that childcare was another significant barrier to participation.

Actions –

- **made evening sessions accessible to children 12+**
- **held an on-site creche where possible**
- **offered a childcare payment of £10 per hour, per child**

Children over 12 were invited to join in our evening sessions.

We were able to provide a free on-site creche facilitated by a third sector partner for 2 of the 3 daytime sessions. This was due to room availability. Parents and guardians could drop their children off for the duration of the Co-Design session.

If these solutions weren't viable for participants, and they would not be able to attend due to childcare, we discussed further possibilities with their organisations and if a solution couldn't be found, a childcare payment was made to facilitate informal childcare. This was £10 per hour, per child and didn't require any documentation. For example, a parent with one child attending a 3-hour session would receive £40 to include time to travel to sessions.

"It was good to be involved in a project without having to worry about childcare."

Hospitality

Food and Drinks

We knew from experience that providing food and drinks makes sessions comfortable and accessible.

Action – Asked food preferences, not just dietary requirements

Based on dietary requirements from the sign-up forms, we provided a meal (hot food in the evening) and a selection of snacks and drinks at each session. After the first sessions, we asked people what they liked to eat and drink, and responded where possible to help people feel looked after and listened to.

"Lunch and snacks provided was a huge benefit, particularly for people going straight to and from work. Helped with concentration and productivity. [They] made sure that more cans of juice were provided after a lack of options at welcome event!"

Safe Space

It's important that participants understood the value of their participation, but also that they had an ongoing choice about what they engaged with. We wanted to make sure they felt comfortable and supported during and after the sessions.

Actions –

- **emphasised choice**
- **outlined support**
- **challenged hierarchy**

Participants opted in to taking part in the Co-Design sessions and were reminded at the start of each session that they were free to opt out of anything they didn't feel comfortable with. Participants knew which staff members to approach if they needed support during the session, and that their organisation would be able to provide any ongoing support in between. At the beginning of the process, we emphasized the value of lived experience and we refocused on this throughout the sessions to challenge the hierarchy of staff and participants.

"I feel supported and know where to go if I need help and I feel more confident."

"no hierarchy among staff and couldn't tell a different between staff and participants – very equal"

Achievements and Making a Difference

Letter of Participation

During the Welcome Events, participants said they would like a letter or certificate that detailed their participation. This could be used for school, college and volunteering.

Action – Created personalised Letters of Participation

In the final sessions, we asked participants to reflect on their experience, including personal achievements and practical skills they have learned. With their permission, we took a note of this and created personalised letters of participation that included their own input along with facilitator observations. We sent a draft of the letters to participants to check they felt it reflected their experience before sending the final letter with an option for a printed copy.

Example Letter of Participation - Appendix 2

"The follow up letter of participation is great for those who need it."

Letter of Thanks

At the Welcome Events, participants wanted to know what difference their participation would make and how likely it was that the work would be taken forward and fully realised. However, we weren't able to offer any guarantees that a service would be created.

Action – Facilitated a signed Letter of Thanks from key figures

While we couldn't guarantee the full service would be realised (this is an ongoing conversation post-project) we were able to provide some assurance that we were committed to championing it and that after the Co-Design sessions the work would influence ongoing family support work. This was communicated by a signed Letter of Thanks from the Chief Executive of GCVS and the Assistant Chief Officer of Children's Services at Glasgow City HSCP.

Letter of Thanks - Appendix 3

"I'm unsure if any of the ideas will come of anything as of yet but the staff made me feel that what I had to say was valuable."

Making a Difference

Participants told us that making a difference for themselves and their communities was a key motivation for getting involved in the project.

Action – Co-Designed the operational plan and pitched the final idea to key decision makers

After the participants' Co-Design sessions were complete, third sector partners and HSCP colleagues did three further Co-Design sessions to look at operationalising and funding the service storyboard that participants created. This was then pitched to key decision makers at HSCP and Glasgow City Council. We were able to secure commitment to co-producing an action plan and that the Co-Design work would influence ongoing family support.

"I feel like I could make things better for others in the future by sharing my story today."

Post Co-Design Engagement

Ongoing Updates

We were aware that a common complaint in engagement and participation is that after the engagement period is over, participants don't receive updates on the progress of the overall project.

Action – Sending ongoing email updates

We have committed to providing regular updates on progress and key points in the project and the impact of their work. This is sent by email, as agreed by participants.

"Updates going forward have been great and I am interested in seeing how it moves forward."

Invited to GPP Celebration Event with Option to Speak

While there has been an agreement with relevant parties to continue to take the work forward, the project funding period has now concluded after over a year of work and it felt fitting to punctuate this and celebrate the progress.

Action – **Held a celebration event shaped by participants**

We spoke with participants who shared that they wanted a celebration event that was fun, family friendly, showed the project achievements and had good food. We shaped the GPP Celebration Event round this with food we knew participants enjoyed, a showcase of the work, a child-friendly area with childcare workers, fun activities and the opportunity to speak about their experience. Two parents spoke to over 100 attendees about their participation in the project.

Public Recognition - Blog

As well as the public recognition at the GPP Celebration Event, it's important that we continue to centre the work of the participants publicly.

Action – **Thanked participants on the project blog**

We wrote a blog of the project and the event to share the outcomes and resources and thanked the participants.

Conclusion

From the feedback from participants, we can see that we have made significant progress in removing barriers to participation, addressing power imbalances and valuing a diversity of knowledge and experience while providing compensation and appreciation.

The success of this was down to collaboration and working closely with our partners and the participants.

The policy we created for the GPP is not intended to be a fully replicable policy. The actions we took to provide reward and recognition to the participants of the GPP were contextual, personalised and specific to the individuals we were working with.

Repeating the process with a different cohort, on a different project would create a different rewards and recognition policy.

However, the method of co-creating the policy is one that can and should be replicated to make sure that ongoing Co-Design work rewards and recognises the vital contribution of people with lived experience.

Appendix 1 - Reward and Recognition Policy

Glasgow Promise Partnership

Reward and Recognition for Co-Design

Co-designing family support needs the participation of people with lived experience. It's important that we value the time and expertise that people bring and make sure we thank people for their contribution.

Reward and Recognition

We will offer a grant for participation.

We will also remove barriers to participation by providing reasonable expenses.

- We can offer up to £40 per 3 hour co-design session. This can be cash on the day, or a voucher of your choice.
- We can offer an additional £10 per hour, per child for participants who need childcare to participate.
- We can pay for taxis to pick up and drop off.
- We can reimburse travel expenses with any receipts and tickets.

If you have any concerns, including benefit concerns, around accepting money or vouchers, we can arrange for you to chat with a specialist benefits advisor from Citizens Advice Bureau.

We will process expenses clearly and separate from any participation rewards, to avoid the reimbursement being treated as earnings.

Food and Drink

At each in-person session we will provide hot drinks and food to meet dietary requirements.

Letter of Participation

We can provide a letter of participation.

Appendix 2 – Letter of Participation Example

Letter of Participation

Firstname Lastname

took part in the Glasgow Promise Partnership project as part of the GPP Co-Design Team

They worked collaboratively over several sessions to co-design a new approach for Whole Family Support services using the following design skills:

- Idea Generation
- Idea Selection
- Idea Evaluation
- Storyboarding
- Visual Communication
- Problem Solving Skills
- Presenting Ideas

Firstname contributed excellent ideas and views, provided constructive feedback to the process and showed skill in breaking down problems through storyboarding.

On behalf of the Glasgow Promise Partnership, I'd like to thank you for your participation and valuable contribution.

Zsara McEwan
Glasgow Promise Project Officer
GCVS
April 2023

Appendix 3 – Letter of Thanks

Glasgow Promise Partnership

Date: 19/04/2021

Dear FirstName LastName,

On behalf of the Glasgow Promise Partnership (GPP) - third sector partners, Glasgow Council for the Voluntary Sector and Glasgow Health & Social Care Partnership, we would like to acknowledge and say thank you for your participation as part of the GPP Co-Design Team.

The Glasgow Promise Partnership is an innovative project to establish tests of change which will create a blueprint for how family support services across the country can be planned, procured and delivered.

Our goal is to improve outcomes for families by: increasing the involvement of children, young people and families, alongside agencies; using the Scottish Approach to Service Design (SAtSD) to design services; testing different approaches to procuring services, and supporting collaborative rather than competitive approaches to tendering.

Your participation has been invaluable and we recognise the barriers you have overcome to contribute.

We couldn't do this work without you.

We were impressed by the skilled design work that has been done collectively in the Co-Design sessions and thank you for your enthusiasm and insights.

We support your vision for holistic support - services that work with the whole family in a local setting. We have heard your calls for greater choice, timely, accessible and joined up services that prevent families reaching crisis point. We share your vision of confident, healthy families who have strong relationships and hope for the future.

We look forward to letting you know how your views, ideas and expertise will be taken into account in the planning and delivery of support for families going forward.

Ian Bruce
Chief Executive
GCVS

Mike Burns
Assistant Chief Officer Children's Services
Glasgow City HSCP