



**resistance – ‘we’re already doing co-production...’**  
(even when not)

**expecting everyone to come together**

**working in a culture where things change suddenly**

**not being realistic**  
(about what can actually be done)

**calling things co-production when they’re not: undermining the process**

**not asking for regular feedback**

**not including key people**

**poor planning**

**expecting everyone to physically come together**  
(in order to be involved)

**not offering alternatives to how people can get involved**

**lack of understanding of what co-production is**

**fear of change**

**making sessions/ meetings, etc inaccessible (times, venues, days, etc)**

**lack of trust**

**not having senior level support**

**inaccessible language: jargon, complex words, etc**

**not having/ allowing enough time (to build relationships, enable people to participate meaningfully, etc)**

**political constraints**

**poor communication**



**lack of confidence**  
(e.g. to try)

**lack of clarity** (about project, limitations, information, expectations, etc)

**lack of resources**

**not being genuine**

**lack of commitment**

**not being open to change and /or constructive criticism**

**legal issues**

**work/project not leading to a result**

**making assumptions; not checking information**

**poor facilitation**

**relying on the same people to get involved all the time**  
(people can get tired, fed up, etc)

**fear of change**

**not having wide enough representation of people**

**getting defensive**

**lack of belief in the process**

**fear of getting it wrong**

**having an 'us and them' attitude**

**not meeting people's needs**

**lack of appropriate skills and training**

**lack of honesty and transparency**

**conflict of interest** (e.g. from other projects), and an awareness of what would be a conflict

# LIFTING THE BARRIERS

**being clear and realistic: what can people actually influence?  
What can actually be done?**

**keeping people updated,  
regularly**

**getting support from senior  
and middle management**

**giving people space, time  
and proper opportunity to  
participate (meaning) fully**

**being aware of what else is  
happening in the organisation  
(that may impact on /  
support project)**

**being clear- what is practical?**

**making co-production part of  
the culture (job descriptions,  
inductions, contracts with  
providers, training, project  
documentation, etc)**

**giving it a go! Not being afraid  
to try...remembering there's  
no co-production roadmap**

**knowing how to facilitate  
sessions/ meetings**

**being able to encourage open  
and honest discussion**

**being open to change**

**being able to have/ manage  
difficult conversations**

**not just relying on the same  
people to get involved**

**giving as much time as  
possible to building trusting,  
positive relationships**

**establishing clear roles and  
responsibilities (if necessary)  
within the group**

**being clear about expectations**

**managing people's  
expectations**

**having clear boundaries and  
communicating these clearly**

**getting regular feedback  
from people involved**

# LIFTING THE BARRIERS

**being clear about how people's feedback will be used**

**not excluding people considered to be 'challenging' or 'difficult'**

**think: 'doing with, not doing to, every step of the way'**

**being able to push back if being asked to do co-production without appropriate support / resources**

**checking and monitoring the process regularly**

**listening to each other**

**being aware of resources that are around (other colleagues; community leaders; relevant organisations, etc)...and using them!**

**not making assumptions: having a clear and shared definition and understanding of co-production**

**think: 'no-one is more important than anyone else'**

**knowing your organisation's policies (or how to find out about them)**

**training and upskilling staff so they feel confident to do co-production**

**being able to hear criticism**

**knowing the needs of the people involved, and how to meet them**

**planning ahead, and planning early**

**not making assumptions: check people's understanding (of everything!)**

**valuing people's time and contributions**

**being prepared to be vulnerable and 'human'; not hiding behind professional role/ title**

**involving everyone (who needs to be) equally and at the right time**