

Guidance for the Poverty and Inequality Commission Involving Experts by Experience

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Foreword

The insights, realities and struggles of people living with poverty should be at the centre of decision-making that affects them; their valuable experience and powerful voices generate a unique perspective that cannot be gained elsewhere, making the work of the Poverty and Inequality Commission both possible and credible.

This document guides on how best the Poverty and Inequality Commission should proactively engage with people with experience of poverty as ‘experts by experience’; in ways that create genuine channels of influence. The guidance was developed from an extensive consultative process with four members of the Poverty Alliance’s Community Activists’ Advisory Group and we would like to thank the commissions, organisations and experts by experience for sharing their understanding of how similar initiatives have supported involvement. We hope that the guidelines will promote understanding, encourage common good practice and consolidate the role of poverty experienced people in decision and policy making at all levels. We also hope that the guidance recognises the role that experts by experiences should have.

It is vital to have the views of as many experts by experience of poverty across as wide an area as possible, including rural areas in Scotland affected by specific challenges around poverty. One of the key aspects of the guidance is its thorough embracing of and explanation of the attitudinal, physical and organisational changes that need to take place so that disabled people can be included more in a potentially greater barrier free everyday society. It is important that anyone with a disability is not excluded. If this more inclusive environment is established, then it will allow disabled people to focus fully on getting our message across on what needs to change within a predominantly bureaucratic system. This would enable all of us to take better control of our everyday lives as we strive to make changes that will positively impact on everyone’s lives.

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Introduction

This guidance has been developed for the Poverty and Inequality Commission and sets out how best the commission can involve people with direct lived experience of poverty in its work. Throughout the guidance we refer to people with experience of poverty as ‘experts by experience’. Whilst a range of terms have been used by other poverty commissions and organisations (e.g. community commissioners, community inspirers), experts by experience has been adopted in this guidance based on the fact that it is those with experience of poverty that are most knowledgeable and informed through their direct experiences. However, it is important that people involved in the Commission can refer to their role as they wish.

The development of this guidance has been informed by the following research conducted between January and June 2020 by the Poverty Alliance and the Scottish Poverty and Inequality Research Unit:

- A rapid review of evidence on Co-production and Involving Experts by Experience in Anti-Poverty Work
- Interviews with seven existing poverty commissions and organisations as well as with eight experts by experience to understand how similar initiatives have supported involvement and the relative merits and challenges around different forms of involvement.
- A project advisory group with four members of the Poverty Alliance’s Community Activists’ Advisory Group¹.

The Poverty and Inequality Commission

The Poverty and Inequality Commission was established through the Child Poverty (Scotland) Act 2017 and came into being on 1 July 2019. It is an advisory non-departmental public body which provides independent advice and scrutiny to Scottish Ministers on poverty and inequality. It replaces the previous non-statutory Poverty and Inequality Commission which came to an end on 30 June 2019.

The Commission’s role is to:

- Advise Scottish Ministers on any matter relating to poverty or inequality in Scotland, including the impact of policies and the use of resources in reducing poverty and inequality.
- Monitor progress in reducing poverty and inequality in Scotland.
- Promote the reduction of poverty and inequality in Scotland.

¹ The Poverty Alliance Community Activists’ Advisory Group is formed of individuals with experience of poverty. The main purpose of the group is to get the voices of people with lived experience to be heard and to influence policy and practice at national and local levels.

We sometimes call these three different types of work that we do: advice, scrutiny and advocacy.

The Commission has specific responsibilities in relation to child poverty where it:

- Provides advice to Ministers on Child Poverty Delivery Plans.
- Comments on annual progress towards the targets and what further progress is needed to meet the targets.

The Commission responds to requests for advice from Scottish Ministers, but also develops its own work programme to scrutinise progress and to promote the importance of particular issues in reducing poverty and inequality.

In order to do its work the Commission can gather evidence, carry out research, and publish reports.

About this guide

The aim of this guide is to provide a practical resource that can be used by the Commission to ensure effective engagement with people with experience of poverty. This guidance sets out:

1. Principles for participation and engagement.
2. The different options for how people with direct lived experience with poverty can be engaged with as well as barriers to engagement.
3. The different options for involving people with lived experience and the advantages and disadvantages of each.
4. Support mechanisms that need to be put in place to ensure a fully inclusive and meaningful approach to involvement.
5. The role that experts by experience can have in the different work streams of the Commission.
6. Mechanisms for feeding back the ways in which the Commission's work has had an impact.

1. Principles for participation and engagement

There are many existing principles for participation and engagement available to the Poverty and Inequality Commission to draw upon in their involvement of experts by experience.

Existing standards and principles

- The [National Standards for Community Engagement](#) set out the key good practice principles for effective community engagement for organisations in Scotland. There are seven standards: inclusion, support, planning, working together, methods, communication and impact.
- The [report](#) of the Commission on Poverty, Participation and Power set up by the UK Coalition Against Poverty in 1999 sets out key principles for participation to effectively support people with experience of poverty (Joseph Rowntree Foundation, 2000).
- The Poverty Truth Network has set out the [Foundations of an Effective Poverty Truth Commission](#) based on learning gathered from Poverty Truth Commissions in the UK.
- A Voices from the Frontline policy influencing guide on [Involving Experts by Experience](#) provides basic principles to ensure effective and ethical involvement of experts by experience (Making Every Adult Matter, CLiNKS, Homeless Link and Mind, 2016).

Based on existing standards and the voices of experts by experience, the Poverty and Inequality Commission should meet these five key principles in their involvement of experts by experience.

Five principles for the involvement of experts by experience:

- 1. Taking a person-centred approach:** experts by experience should be supported to engage by being provided with varied, flexible opportunities to take part. Providing a range of support to individuals to prevent any barriers to their engagement (e.g. around accessibility, childcare, digital access) and to fulfilling their role (e.g. training) is crucial.
- 2. Expert by experience should be fully informed:** experts by experience should be provided with transparent information on how the work they have carried out for the Commission has been utilised and should be kept informed of impacts and opportunities to be part of influencing processes.
- 3. Relationships first:** trusting relationships need to be built between the Commission and experts by experience from the outset. Experts by experience should have a key contact within the Commission who acts as a support person and facilitator. Relationships between experts by experience should be also be fostered.
- 4. People first:** The Commission should ensure that in all aspects of their work, experts by experience are treated as people first and foremost rather than in relation to their role and experience of living in poverty. Individuals involved should always be able to refer to themselves in any way that they choose and fully understand that sharing of personal experiences is voluntary and not a requirement of being involved.
- 5. Recognition:** unpaid work for the Commission must be recognised and valued. Experts by experience should gain from their involvement and have opportunities for one-to-one reviews to reflect on their experience of being involved.

2. Opportunities and barriers to engagement

An initial starting point for engagement in the work of the Poverty and Inequality Commission is the requirement to increase awareness amongst communities and individuals facing poverty about the work of the Commission. Targeted awareness raising activity will help encourage engagement by experts by experience. Such activities can include:

- Working closely with organisations who deliver support face to face to people affected by poverty in their local communities (e.g. food banks, advice, and advocacy organisations) to hear voices of lived experience and recruit new members.
- Open events in community spaces sharing opportunities to be involved in the Commission alongside information stands raising awareness of local organisations. These events should also provide the opportunity for Q & A sessions with experts by experience who have experience of being involved in an anti-poverty commission, group, or organisation.
- Reaching out to groups with protected characteristics to ensure inclusive engagement via third sector organisations who work with groups with protected characteristics as well as civic institutions such as places of worship.

There are many examples of awareness raising and engagement activities from the existing network of Poverty Truth Commissions in Scotland and England that the Poverty and Inequality Commission can learn from. For example, several commissions in England use a range of mechanisms to raise awareness of their work including social media (Facebook and Twitter) and illustrations and videos highlighting lived experience of poverty and the work of the commissions. Several commissions have created and shared short, accessible introductory films which outline the ‘what’, ‘why’, ‘who’ and ‘how’ of the commission.²

The commission could learn from examples of recruitment that reach out to specific populations and include a more formal process of recruitment. For example, [Inclusion Scotland](#) recruited members to its Co-production People-led Policy Panel and Core Group by setting up an online advisory group with 20 grassroots organisations who assisted with recruitment including the creation of accessible application forms. A list of disability focused organisations was created and the opportunity for involvement and application process was shared nationally. Inclusion Scotland adopted a set of criteria to assess individual applications to the core group and panel to ensure inclusion of geographic diversity, protected characteristics and varied experiences of health and social care support amongst the chosen panel members. The application also offered differing levels of opportunities to be involved.

To recruit citizens for the [Our Voice Citizens’ Jury](#), Health Improvement Scotland recruited via a letter sent to a random sample of residents drawn from the electoral register within a 45-

² To watch the Leeds Poverty Truth Commission’s introductory film see [here](#)

50 minute travel time of Perth, where the jury was held (Health Improvement Scotland, 2020). They aimed to recruit a representative cross-section of 24 participants and sent three thousand letters asking interested participants to respond with specific demographic details. Pre-assigned quotas (for age, gender, ethnicity, geography, and those that had a long-term health condition) were used to select the jury members. There was a 9% response rate of interested citizens. Suggested reasons for this response rate included: a financial incentive of £100 and expenses for each jury session; a recruitment letter written and signed by the Chief Medical Officer and the Scottish Government commitment to respond to all the recommendations determined by the jury (Health Improvement Scotland, 2020).

[Leeds Poverty Truth Commission](#) have identified a range of barriers to civic engagement by people affected by poverty. These include individual barriers such as time commitment and previous negative experiences of engaging with organisations such as local councils and institutional barriers such as alienating language used by institutions (Leeds Poverty Truth and University of Leeds, undated). A practice example provided by the Social Care Institute for Excellence (2020) reflected on national mental health charity Mind's co-production experiences, identifies several potential barriers to working with people with lived experience including:

- ensuring that potential participants hear about opportunities and have access to the information required to decide whether to get involved;
- exclusionary geographic and travel barriers;
- disenchantment and overcoming the feeling participation will make no difference to policy, practice or outcomes; and
- lack of familiarity or understanding of the organisations involved.

Section 5 of this guidance provides examples of how these barriers may be overcome.

3. Options for involving experts by experience

This section of the guidance explores the options the Poverty and Inequality Commission can use to involve experts by experience in its work.

It is important that the Commission provides a range of mechanisms for people with lived experience of poverty to be involved in their work. Giving experts by experience the opportunity to be involved through different media (social media, digital technologies, face to face meetings) is essential to ensure engagement processes are inclusive and accessible (e.g. for rural communities, carers, young people, people affected by in-work poverty and disabled people). Additional support may be needed to adequately support any challenges an individual might face in attending (for example for people experiencing mental health problems), for example ensuring that individuals can attend with a support person (a friend,

support worker for example) or enabling a person to act as an advocate on behalf of an individual to share their experiences. Flexible opportunities to be involved (see the 10-step guide to involving experts by experience) should ensure that there are several options available to people where they might have caring responsibilities or varied working patterns for example (e.g. varied meeting times, options to feedback to the Commission individually by email).

This table provides an overview of five key options for involvement including their relative merits and challenges, based on learning from other poverty commissions and organisations who have a strong co-production focus to their work.

Type of engagement	Involvement options	Relative merits/challenges (+/-)
Panel: a long-term, standing group of people with lived experience of poverty sitting alongside Commission members and involved in all aspects of the Commission's work.	Bringing together a group of people affected by poverty with Commission members through regular meetings facilitated by an independent chairperson. This approach may involve meetings of experts by experience only as well as joint meetings.	<ul style="list-style-type: none"> + collaborative approach bringing experts by experience together with Commission members - managing expectations where opportunities for change to policy is slow - long-term time commitment from experts by experience and civic Commissioners +/- potential costs from covering expenses and other payments - requires dedicated support staff
Working groups: long-term groups of experts by experience (working with the Commission) on either a policy issue or focused on a specific area in Scotland with a set end date for reporting.	Organising small groups of people affected by poverty to investigate a specific policy issue chosen by the group (e.g. food insecurity, employment, issues with benefits) (see Stockton Poverty Truth Commission for an overview of the approach taken by their three small working groups). Small working groups could also be locality based to reflect issues experienced in urban and rural areas in Scotland. These local level groups could each have an expert by	<ul style="list-style-type: none"> + enables participation based on individual expertise and experience + provides a specific focus directed by current issues + time limited - reaching consensus and understanding on policy issues to address - limited opportunities for 'agenda setting' by participants

	experience spokesperson who acts as the voice of a core group who meet on a regular basis.	
Events: annual or bi-annual events attended by commissioners and larger groups of experts by experience.	Big events open to many people to attend so people can learn about and get involved with the raising awareness of the work of the Commission. These events should include roundtable discussions on specific issues in relation to the Commission's work plan and developing priorities.	+ opportunity to speak to a wider set of stakeholders and experts by experience - may be difficult to measure longer-term impact
Citizens juries: short-term group brought together to deliberate on a specific public policy issue.	Selection of participants is random. Juries are facilitated and involve experts providing evidence to jury members who deliberate on specific issues. Participants are remunerated. (see Bryant and Hall, 2017)	+ inclusivity due to process of random selection of participants + numerous examples of approaches to citizens juries on which to draw - limited opportunities for setting priorities outside of the specific policy issue being addressed.
Consultations/feedback surveys with people with experience of poverty	May involve either gathering evidence via a short-term consultation on a specific issue or providing opportunities for the public to provide feedback on the commission's work (e.g via the Poverty and Inequality Commission's website).	+ Enables wider involvement and contribution + Allows targeting of types of experiences of poverty + Opportunity to engage some people who may have challenges participating in 'traditional' ways e.g. full-time carers, people in full-time employment - consultation fatigue and lack of information on what happens after a consultation - digital exclusion preventing participation

Learning from existing Poverty Commissions provides creative options to involve experts by experience and to share the work of the Poverty and Inequality Commission. For example, the launch of the West Cheshire Poverty Truth Commission involved 'community inspirers' sharing their stories through presentations, poetry and dance and the lunch provided to

attendees was also themed around experience of using a foodbank (Institute for Public Policy and Practice, 2018). Leeds Poverty Truth Commission share the work of their community commissioners via videos on their website/Facebook page and blog. They have involved experts by experience in digital sharing of their work. For example, in a 'Humanifesto' launched to challenge the dehumanising effects of poverty and public perceptions around it.³ The use of digital, creative, and arts-based approaches by existing poverty commissions have been central to the sharing of their work and the power of personal stories with wider audiences.

4. Recommendations on how the Commission should involve people in their work

This section of the guidance identifies how the Commission should involve experts by experience in relation to the three strands of the Commission's work. The Commission's role is to:

- Advise Scottish Ministers on any matter relating to poverty or inequality in Scotland, including the impact of policies and the use of resources in reducing poverty and inequality.
- Monitor progress in reducing poverty and inequality in Scotland.
- Promote the reduction of poverty and inequality in Scotland.

There are different options available to the Commission to involve experts in their three strands of work. These options may require different ways of engaging with and recruiting experts by experience. For all three aspects of their work, we recommend that the Commission includes a page within their website on 'Opportunities to take part'. This page can be used as a mechanism for individuals to get in touch at any time to discuss the work of the Commission and options for being involved. It can also be regularly updated to include a specific opportunity to take part in a shorter piece of work for example. This must include easy access downloadable information sheets clearly setting out the purpose of the engagement (e.g. a consultation, a series of workshops on a specific issues) and what taking part will involve. This page needs to include opportunities to get in touch via phone, text, email or letter. The Commission can learn from organisations who have set up multiple modes to make contact via their website for example [One Parent Families Scotland](#) provides an 'ask us a question' function on their website.

Providing advice to Scottish Ministers (advice)

Advice provided by the Commission should be informed by engagement with experts by experience. Where the Commission is providing advice to the Scottish Government on a

³ To see the Leeds Poverty Truth Commission Humanifesto see [here](#)

short-term basis, a standing group or policy circle, representing experts by experience and stakeholders meeting over a short period of time, with a clear terms of reference of the group's purpose, would be the most suitable mechanism. The Commission could also ensure that they reach out to organisations that have an expertise in the area (e.g. food insecurity) to engage with individuals.

Monitoring progress on tackling poverty and inequality (scrutiny)

Scrutiny undertaken by the Commission in monitoring progress towards tackling poverty and inequality should involve experts by experience. Where the Commission is preparing evidence for the monitoring of national and local level progress on tackling poverty and inequality, it should involve experts by experience in deliberative workshops where experts by experience are given information on a specific area of progress (e.g. the implementation of local child poverty plans), the opportunity to ask questions of a relevant decision maker, as well as input into a deliberative discussion of recommendations. Experts by experience should be given the opportunity to report on monitoring of progress to relevant advisory groups/committees where appropriate. Recruitment for deliberative workshops should be targeted at individuals with expertise and experience in the issue being monitored.

Promoting the reduction of poverty and inequality in Scotland (advocacy)

Experts by experience should be involved in the articulation of the Poverty and Inequality Commission priorities. To ensure that processes for decision-making are democratic, the Commission should use a voting process. Policy priorities should be meaningful to experts by experience and driven by their individual experiences rather than focusing on issues that may be complex or require significant expertise in an area to grasp. Participatory exercises using existing co-production frameworks and tools (for example see the [Scottish Co-production Network](#)) could be utilised to facilitate discussion. Experts by experience should have the opportunity to raise awareness of the impacts of poverty via Commission events, campaigns and via the Commission's website/social media pages.

5. Supporting the involvement of experts by experience

Drawing on learning from existing poverty commissions as well as the voices of experts by experience, we propose a 10-step guide to involving experts by experience.

A 10-step guide to involving experts by experience

1. **Financial Support to participate:** The Commission must have a policy for reimbursement and payment of experts by experience. As a minimum, members should be supported with any expenses accrued because of their involvement (e.g. travel, care, mobile data) and financial costs should be covered in advance. There should be clarity on the levels of payments, how these will be made, and what items

may be covered and what items are excluded. Payment of individual experts by experience should involve consultation with welfare rights experts to ensure that involvement will not impact on benefit entitlement and relevant signposting where appropriate. There are several online resources providing guidance on payment of individuals available at the end of this guidance.

2. **Accessibility:** Accessibility and inclusivity issues should be met including ensuring specific groups of people (for example, disabled people, lone parents, carers, young people, BME groups and people living in a rural location) can be involved by assisting to organise anything that will help them to participate (e.g. accessible technology, provision of easy-read documents, accessible venues). Language barriers (relating to literacy and English) need to be addressed in all aspects of the Commission's work (e.g. through interpreters and translated/easy read materials). For more information on making events and meetings fully accessible see the SCIE guidance on [supporting co-production](#). The Commission should ensure it operates a clear equality impact assessment process and regularly reviews who it is and is not including in its work.
3. **A digitally inclusive approach:** supporting experts by experience to be involved digitally by providing an easily accessible, easy read website sharing the work of the Commission. Providing digital training opportunities and access to IT technology to ensure full participation is also important.
4. **An independent facilitator:** Trust and support of a facilitator/support worker is vital to the long-term involvement of experts by experience. This role should encompass chairing meetings and one to one support. The facilitator should be employed by the Commission but should not be a commissioner or work a public body.
5. Experts by experience must be provided with a **term of reference** prior to their involvement in the work of the Poverty and Community Commission which sets out their role and responsibilities and what they can expect from their involvement.
6. **Tailored training:** Opportunities to undertake training to support members to undertake their role and for personal development (e.g. public speaking, sessions on understanding human rights legislation/policy in relation to Scotland, media training).
7. **Transparency on the work of the Commission:** The Commission needs to provide clear information on what the aims of the commission are for newly involved experts by experience. Experts by experience also need to be fully briefed on what is expected from them at any level of involvement (e.g. send easily accessible papers in advance of a small meeting, provide speaker briefs). The Poverty and Inequality Commission need to be clear about the timescales involved in any policy or practice change that may be under discussion, and that some change may take time or be incremental.
8. **Flexible opportunities to be involved:** experts by experience should be given a range of options to be involved (e.g. not requiring people to travel, conducting meetings over Zoom, running meetings in evenings as well as during the day) that meet their individual needs.

9. **Regular review:** regular reviews with experts by experience to reflect on how they feel they have had an influence focused on what has gone well and what could be improved. Efforts should be made to routinely document the involvement of experience experts by experience in co-production, and to reflect on this process.
10. **Legacy and continued engagement:** opportunities for experts by experience to still be involved in the work of the Commission when their role comes to an end (e.g. through community meals, meetings of legacy groups, invites to events being held by the Commission). The Commission should also consider opportunities to recognise involvement (e.g. by providing a personal reference or a certification related to their role).

6. Mechanisms for feedback

The rapid review of evidence on *Co-production and Involving Experts by Experience in Anti-Poverty Work* (Scottish Poverty and Inequality Research Unit, 2020) identified that one of the barriers that must be overcome to engage experts by experience is their concern that involvement will not make a positive difference. Such concerns are heightened if any documents associated with the Poverty and Inequality Commission contain jargon, and no examples are provided of effective and impactful engagement.

The Poverty and Inequality Commission needs to ensure that experts by experience understand the influence the Commission has and provides opportunities for members to be involved in feedback processes (e.g. by a Minister or representative from a Government organisation attending a Commission meeting to feedback and listen to concerns around an issue). Feedback to members on the work of the Commission (e.g. research findings, a policy response) needs to be jargon-free, easily understandable and engaging.

There are several positive examples of affecting change from local level poverty commissions as well as organisations that involve experts by experience in their work which the Commission can draw upon. Learning from the Poverty Truth Commissions suggests that PTCS can deliver change at 3 levels - everyday life, tangible policy change and the working culture of decision-makers (Poverty Truth Network, undated). For example:

- [Stockton Poverty Truth Commission](#) has developed a Stockton Understands Pledge: an initiative that asks front line mental health services to adopt some or all of the proposals included in the pledge in order to work with services to make effective change. The pledge proposals were created by community commissioners with civic and business leaders.
- [Dundee Fairness Commission](#) (previously Dundee Fighting for Fairness) takes a connected approach across the city to effect change. The model of working alongside the Dundee Partnership has enabled the recommendations of the Commission to be

integrated into the city's Dundee Fairness Action Plan. The Dundee Partnership also publishes information on progress of actions made (Dundee Partnership, 2019).

- [Edinburgh Poverty Commission](#) has recently examined the impact of Covid-19 on people living in poverty in Edinburgh. Through engaging with citizens affected by poverty and third sector organisations, they have published a report and a series of blogs raising key issues and proposals for actions to be undertaken by local and national government (Edinburgh Poverty Commission, 2020).

Providing Feedback

The Poverty and Inequality Commission needs to provide a mechanism for providing feedback to experts by experience that identifies (i) the impacts of actions taken by the Commission, (ii) how the information gathered by the Commission has been used and (iii) what has not been taken forward and why. This should include measuring the efficacy and direct impact of voices of lived experience.

The Poverty and Inequality Commission should systematically examine how their recommendations are addressed by the Scottish Government and other organisations. In doing so, they should provide clear feedback that identifies that impacts of actions taken by the Commission to influence change (this will vary depending on the specific policy issue and approach taken by the Commission e.g. letter to a committee, campaign, consultation response). The key stages of this feedback process should include:

Step 1: Commission sharing what they did with information collected.

Step 2: In collaboration with experts by experience, develop a set of targets and outcomes, and timescales, to monitor the impact of the action and identify any barriers to affecting change.

Step 3: The Commission should share any form of response they have received from the Scottish Government directly with experts by experience. Depending on the specific issue, it may be appropriate for a Scottish Government official or MSP to provide evidence on progress directly to experts by experience.

Step 4: Measure and evaluate what outcomes have been met by identifying what went well and any missed opportunities to make a change.

Useful resources and guides to involvement

- Centre for Youth and Criminal Justice (2019) Inclusive Justice: Co-producing Change. <https://cycj.org.uk/wp-content/uploads/2019/11/Inclusive-Justice-Guide.pdf>
- Church Action on Poverty and Sustain (2020) Telling Stories and Shaping Solutions. https://www.sustainweb.org/resources/files/reports/FoodPower_EmpoweringPeople_Toolkit2020.pdf
- CLiNKS (2016) Guide to service user involvement and co-production. <https://www.clinks.org/publication/guide-service-user-involvement-and-co-production>
- The Living Life to the Fullest Co-production Toolkit. <https://livinglifetothefullesttoolkit.com/>
- Project Twist-It Reimagining how we talk about poverty. <https://www.projecttwistit.com/>
- Shaping our Lives (2013) Beyond the Usual Suspects. <https://shapingourlives.org.uk/wp-content/uploads/2015/03/BTUS-GUIDE.pdf>
- Social Care Institute for Excellence (2015) Co-production in social care: What it is and how to do it – SCIE Guide 51. <https://www.scie.org.uk/publications/guides/guide51/>

Useful resources for reimbursement and payment of experts by experience:

- CLiNKS (2016) sets out good practice tips for the payment of individuals engaged in service user involvement.
- Social Care Institute for Excellence (SCIE) 'At a glance' guide: [Paying people who use services and carers who receive benefits and take part in involvement, participation and co-production](#)

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