



## **MEASURING THE CO-OPERATIVE DIFFERENCE**

### **Performance Framework**

**June 2017**

## Introduction

The co-operative council approach is one based on values. It is a case of 'it's not what you do, but the way that you do it' – and the added social value that that difference can make – the co-operative difference. And there has always been recognition of the difficulty of measuring the co-op difference, in particular the 'soft' nature of some of the cultural and social outcomes that we aim to engender through working in this way.

Many discussions have taken place over the past couple of years to reach a conclusion as to how we can consistently measure the difference, however to date there has been no agreed approach or framework developed against which co-operative councils can accurately evidence the difference and impact that is brought about by working co-operatively – until now...

The methodology presented in this paper should enable all co-operative councils to:

- Envisage the co-operative difference they want to make
- Understand how to multiply that impact across place, people and public service – create a ripple
- Create a robust evaluation framework to enable them to better evidence the difference

## The need for a new measuring stick

As councils we all have issues which we need to address. For most issues there is now a set of indicators and measures (the majority of which are quantitative) that will tell us whether the solution / service we have in place is working and whether or not it is value for money. In the main we share these indicators and measures with our fellow authorities and this won't change. For one thing, we need to be able to benchmark against other councils and for another there will always be a need to know whether something is performing well and is providing value for money.

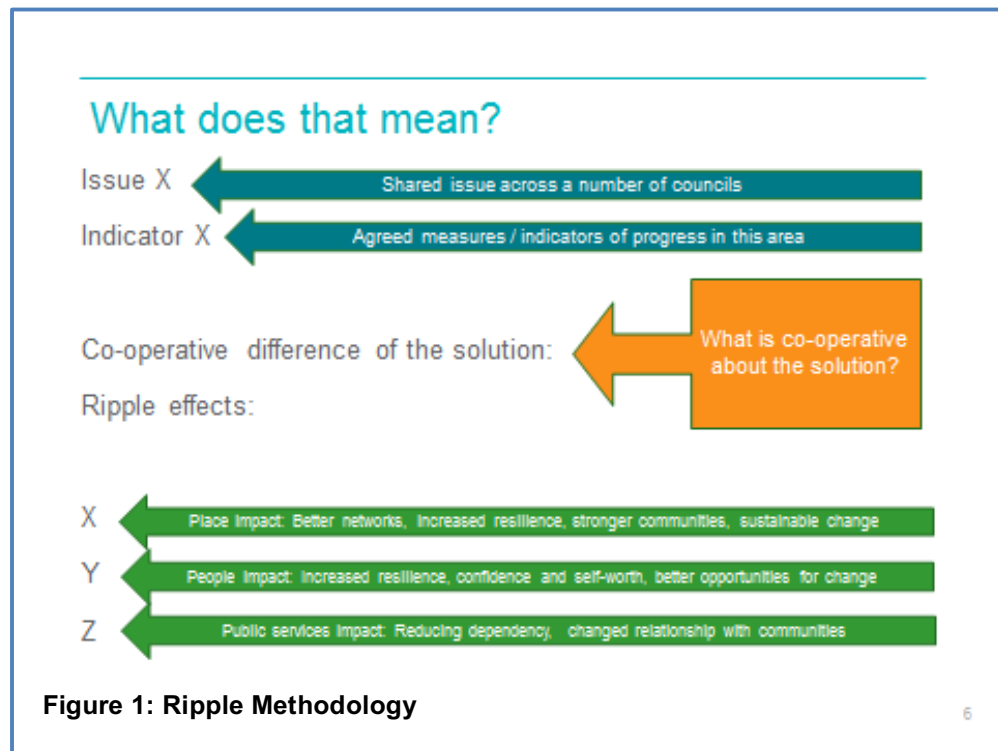
However, in the majority of cases these measures are not able to effectively measure the difference we make by the way in which we go about doing something – the co-operative difference. There are a number of reasons for this, such as:

- Value for money is the key focus of traditional performance measurement which focuses on efficiency and cost.
- A preference for metrics to be output not outcome-based – this is partly due to outputs being more easily and more quickly realised (and measured in most cases) than outcomes. With a values-based ethos you need to consider how you will measure changes in attitudes and culture over time – it is not a quick win.
- Some of the metrics we want to capture are around the feelings and perceptions of individuals and communities which require non-traditional methods of collecting and evaluating evidence that often aren't available or can prove costly.

As a co-operative council, however, we are set apart by **how** we go about getting the desired result and in doing so maximise the social, physical and emotional value added that can be gained from each solution we put in place – the ripple effect across place, people and public services.

## The Co-operative Ripple

- 3.1 Co-operative Councils have always championed local solutions for local areas. The idea that 'one size fits all' has never chimed with the co-operative way of getting things done. Whilst a number of councils might be working on a shared issue and have an approved set of high level indicators for measuring progress. Figure 1 below shows how it is actually how you go about designing the intervention that enables the co-operative difference to be optimised.



- 3.2 The methodology sets out to prove the co-operative difference across three elements – place, people and public service. For example, the ripple of effect of removing barriers to higher-skilled employment might be as follows:
- **Place:** the employer solves a labour issue, sees the borough as a good place to do business, uses local supply chains, creates a strong local economy.
  - **People:** effect on the employee, their confidence and wellbeing and the ability they have to provide for their families and their chances for the future.
  - **Public Services:** see an increase in the level of trust and goodwill from businesses in the borough which means better relationships leading to increased partnership working with the private sector.
- 3.3 The next question we asked ourselves was: 'So, what does co-operative look like?' i.e. what sort of a place, what kind of people and what type of public services would we want to create through the way that we work?
- 3.4 A small working group made up of representatives from Knowsley, Oldham and Edinburgh sketched out what a co-operative place might look like and this work has been built on still further and this has created a co-operative ideal for place, people and public service. The current version of each is illustrated below.

**A co-operative place has:**

- An increased sense of agency which fosters innovation and creativity and which enables everyone to do their bit – and benefit from it!
- Thriving businesses and enterprising residents with a strong support network for start-ups
- Strong anchor institutions which make the most of their spending power to boost social and economic growth in Oldham through social value and other means
- Strong community leadership with individuals able to act as social innovators, community connectors and brokers
- Increased feeling of pride, trust and identity within communities, alongside an increased sense of responsibility and commitment to the place.
- A sustainable co-operative workforce drawn from across all communities and organisations in the borough working together equally and cohesively towards a shared vision

**Co-operative people feel:**

- Improved health and sense of wellbeing, with evidence of strong professional and/or social networks both in the borough and beyond
- More empowered and confident to find solutions themselves and willing to work with other residents and public services to make solutions happen
- Increased sense of involvement in and commitment to the community alongside an increased feeling of being happy to help others

**Co-operative public services:**

- Increased levels of trust and being valued by residents, businesses and other organisations in the borough
- Have a shared, asset based, understanding of people and places through pooling of insight and intelligence
- Have improved ability to reduce reactive demand across all service providers and increase proactive demand i.e. increase in non-medical interventions and an empowering approach to developing local asset-based solutions
- Increased levels of collaboration between services, finding new and effective ways of co-operative working locally with residents and other stakeholders and with a greater focus on delivering shared outcomes and maximising social value
- Have a strengthened VCS sector which works in close partnership with services and residents to provide alternative solutions and deliver services
- Share learning across other local authorities and provide strong civic leadership in defining the joint vision for place

3.5 Additionally, having the co-operative ideal in place means that the methodology can not only be used to measure the co-operative ripple of solutions that we develop, but it can also be used during the development of solutions to ensure that we are able to make the co-operative ripple as strong as possible across each area.

3.6 Another benefit the co-operative ideals will bring is an improved platform for communicating what the Co-operative Council movement is all about and

increasing its appeal across all political parties and geographical areas. We believe this is the case because currently there is a presumption (which could be partially-evidenced) that the co-operative council movement is a Labour Party movement in which the majority of members are from places which struggle economically. Having the ideal shows that a) it is not just about creating jobs b) it is the **way** we do something rather than what we do that sets us apart and c) a brighter future is possible for places, people and public services.

#### 4. How do you measure it?

- 4.1 In terms of the co-operative ideals detailed above, each one of these 'ideals' comes with a set of high-level indicators which **in the long term** will tell us whether we are making progress by the way in which we are going about designing solutions and enabling others to act. See Appendix 1.
- 4.2 However, in terms of measuring the impacts in the shorter term, bearing in mind that these might be much softer, more qualitative and only able to be felt at a very local level initially, we need to think differently, we need to think 'in the moment'. Additionally, there may be outcomes and impacts that we might not have anticipated which we need to be able to capture further down the line.
- 4.3 Figure 2 shows how we would expect to see blended intelligence and analysis being used to enable us to evaluate individual solutions / projects over time.

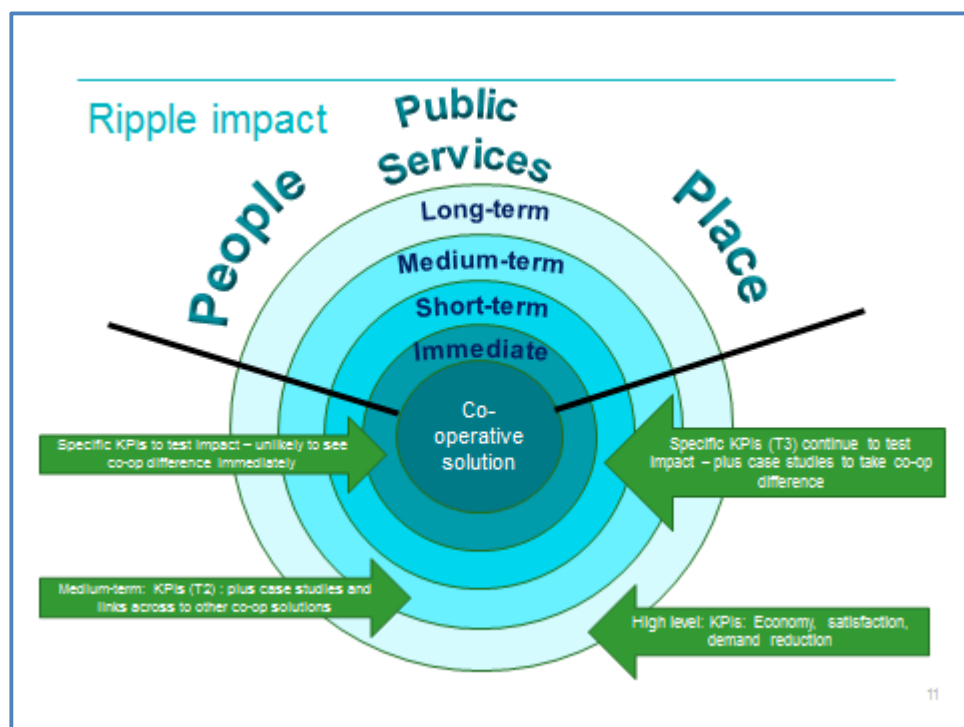


Figure 2: Measuring the ripple

- 4.4 This requires systems for gathering intelligence and feedback at a community level (e.g. social networks/community researchers); use of social media and other feedback channels (e.g. including reputation tracker and sentiment analysis); use of case studies and more qualitative performance

measurement methods. This new type of intelligence will provide richness and depth to the information gleaned through more traditional methods of intelligence gathering (e.g. performance monitoring).

### **Community Survey**

- 4.5 At Appendix 2 there is an example of a Community Survey, recently commissioned by Oldham. The Community Survey has been created to support qualitative measurement of our integrated place-based working. The survey is formed of a series of statements which residents are asked to rate on a scale of 1 to 5 depending on how much they agree with the statement.
- 4.6 These will be distributed for completion:
- By post to a random sample produced by the Council's Business Intelligence Service
  - By placing the survey in a number of locations in the neighbourhood
  - Online via the Consultation Portal and social media links
- 4.7 The results should give us a reasonably accurate picture of how communities are feeling, which should enable us to be more targeted in terms our support. A baseline will be created for the neighbourhoods who are taking part in the pilot and early adopter areas. This survey will then be repeated at 6 months and 12 months and should show us whether the activity that has been taking place there has made a difference.
- 4.8 Your Voice will also be completed by residents in communities across the borough. This will enable us to build us a picture of other communities and neighbourhoods. It is hoped that this will give us the level of intelligence and data to enable us to test current thinking and understanding of our neighbourhoods, identify pockets of good practice already existing (especially where demand profiles are similar), and create a baseline from which we can test new approaches to thriving communities.
- 4.9 In terms of specific projects, the ripple methodology should help to identify specific outcomes from that you are looking for which can then be aggregated up, at which point you begin to feel the ripple effect. The following are two examples where we are able to illustrate taking the specific outcomes and aggregate them up in to a wider ripple.

### **Example: Working Xtra**

**Issue:** Low levels of employment and participation

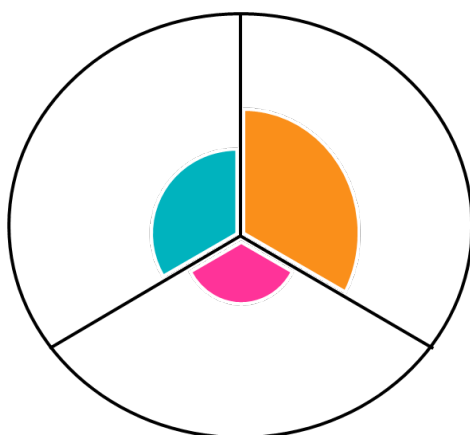
**Co-operative solution:** A borough-wide housing allocations policy that rewards households who do their bit through working, taking part in work-related training scheme, volunteering or caring for a household member. Residents engaged in these activities can apply for wide range of homes for rent which are allocated to those who qualify under this initiative (at least 50% of new affordable housing / 15% of re-lets)

## Analysing the ripple:

Potential outcomes impacted	Immediate and short term measurement methods
<p>An increased sense of agency which fosters innovation and creativity and which enables everyone to do their bit – and benefit from it!</p>	<ul style="list-style-type: none"> <li>• Community survey:               <ul style="list-style-type: none"> <li>○ People who feel their skills are valued and that they have something to offer</li> <li>○ People who feel able to access support to develop their skills and improve their chances in work if they want to</li> <li>○ People who support other residents and their community when they can</li> <li>○ People who feel in control of their lives and the choices that they make</li> </ul> </li> <li>• Local indicators around employment, community involvement and participation</li> </ul>
<p>Increased feeling of pride, trust and identity within communities, alongside an increased sense of responsibility and commitment to the place.</p>	<ul style="list-style-type: none"> <li>• Community survey:               <ul style="list-style-type: none"> <li>○ People who support other residents and their community when they can</li> <li>○ People who love where they live</li> <li>○ People who feel part of their community and feel like they belong there</li> <li>○ People who regularly take part in activities and groups in their community</li> </ul> </li> <li>• Local indicators such as environmental cleanliness, crime and ASB, number of empty properties</li> <li>• Co-operative stories: case studies focussing on how the scheme has impacted at neighbourhood level</li> </ul>
<p>Improved health and sense of wellbeing, with evidence of strong professional and/or social networks both in the borough and beyond</p>	<ul style="list-style-type: none"> <li>• Community survey:               <ul style="list-style-type: none"> <li>○ People who feel in control of their lives and the choices that they make</li> <li>○ People who regularly stop and talk with people in their neighbourhood</li> <li>○ People who think other local people would help them if they needed it</li> <li>○ People who feel part of their community and feel like they belong there</li> <li>○ People who are good at finding solutions to problems and challenges</li> <li>○ People who regularly take part in activities and groups in their community</li> <li>○ People for whom the friendships and</li> </ul> </li> </ul>

	<p>associations they have with other people in their neighbourhood means a lot to them</p> <ul style="list-style-type: none"> <li>• Local indicators such as number of voluntary organisations, reduction in high demand services, numbers of those socially isolated</li> <li>• Co-operative stories: case studies focussing on how the scheme has impacted people at individual and family level</li> </ul>
<p>Increased sense of involvement in and commitment to the community alongside an increased feeling of being happy to help others</p>	<ul style="list-style-type: none"> <li>• Community survey: <ul style="list-style-type: none"> <li>○ People who feel their skills are valued and that they have something to offer</li> <li>○ People who support other residents and their community when they can</li> <li>○ People who feel able to make a change in their community</li> <li>○ People who love where they live</li> <li>○ People who feel part of their community and feel like they belong there</li> <li>○ People who regularly take part in activities and groups in their community</li> </ul> </li> <li>• Local indicators such as valid voter turnout, people moving out of the area (churn), etc</li> <li>• Co-operative stories: case studies focused on local community groups and initiatives</li> </ul>
<p>Increased levels of trust and being valued by residents, businesses and other organisations in the borough</p>	<ul style="list-style-type: none"> <li>• Community survey: <ul style="list-style-type: none"> <li>○ People who value the local services they receive</li> <li>○ People who trust local services to do a good job</li> </ul> </li> <li>• Sentiment analysis from social media – linked to a Reputation Tracker type survey</li> </ul>
<p>Share learning across other local authorities and provide strong civic leadership in defining the joint vision for place</p>	<ul style="list-style-type: none"> <li>• Sharing the co-operative stories with others (both in borough and out of borough)</li> </ul>





The ripple chart in example one above shows that whilst the outcomes combine mostly to have the greatest effect on people, there is also a ripple that strengthens co-operative place and public services too.

Thinking about measuring outcomes, it is important to remember that we may not see the long term impacts of this co-operative solution for a number of years. Certainly if we are hoping to change norms by planting good role models in our communities and rewarding hard work and involvement, then this could take a while to come to fruition. However, we would be able to baseline the feelings, attitudes and values immediately and then check on these at regular intervals, which would help us to evaluate the impact and outcomes later on.

### Example 2: Council Tax Reduction Scheme Collection

**Issue:** Low Council Tax Collection rates (particularly relating to those eligible for the Council Tax Reduction Scheme)

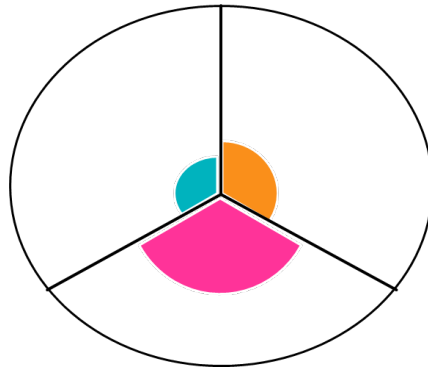
**Co-operative solution:** Bad debt, poor budgeting and deprivation are some of the underlying reasons why some people do not pay their Council Tax. Those who don't pay usually enter into a process whereby a court summons is issued. There are a number of things that a Co-operative Council can do if residents let us know they are struggling to pay e.g. provide personal budgeting support and welfare advice, offer flexible payment methods, help with access to fair finance (i.e. Credit Union)

### Analysing the ripple:

Potential outcomes impacted	Immediate and short term measurement methods
Strong anchor institutions which make the most of their spending power to boost social and economic growth in Oldham through social value and other means	<ul style="list-style-type: none"> <li>Local indicators around numbers of people accessing personal budgeting, Welfare Rights Service and the Credit Union</li> <li>Co-operative stories: Case studies focussing on how the scheme has boosted the local economy i.e. Credit Union, local businesses</li> </ul>

<p>Increased feeling of pride, trust and identity within communities, alongside an increased sense of responsibility and commitment to the place.</p>	<ul style="list-style-type: none"> <li>• Community survey: <ul style="list-style-type: none"> <li>○ People who support other residents and their community when they can</li> <li>○ People who love where they live</li> <li>○ People who feel part of their community and feel like they belong there</li> <li>○ People who regularly take part in activities and groups in their community</li> <li>○ People who feel safe and secure in their local community</li> </ul> </li> <li>• Local indicators such as council tax collection rates, environmental cleanliness, crime and ASB</li> </ul>
<p>Improved health and sense of wellbeing, with evidence of strong professional and/or social networks both in the borough and beyond</p>	<ul style="list-style-type: none"> <li>• Community survey: <ul style="list-style-type: none"> <li>○ People who feel in control of their lives and the choices that they make</li> <li>○ People who regularly stop and talk with people in their neighbourhood</li> <li>○ People who think other local people would help them if they needed it</li> <li>○ People who feel part of their community and feel like they belong there</li> <li>○ People who are good at finding solutions to problems and challenges</li> <li>○ People who regularly take part in activities and groups in their community</li> <li>○ People for whom the friendships and associations they have with other people in their neighbourhood means a lot to them</li> </ul> </li> <li>• Local indicators such as number of people accessing personal budgeting, Welfare Rights Service and the Credit Union; those accessing Early Help service, etc</li> <li>• Co-operative stories: case studies focussing on how the scheme has impacted people at individual and family level</li> </ul>
<p>More empowered and confident to find solutions themselves and willing to work with other residents and public services to make solutions happen</p>	<ul style="list-style-type: none"> <li>• Community survey: <ul style="list-style-type: none"> <li>○ People who feel in control of their lives and the choices that they make</li> <li>○ People who feel their skills are valued and that they have something to offer</li> <li>○ People who feel able to access</li> </ul> </li> </ul>

	<p>support to develop their skills and improve their chances in work if they want to</p> <ul style="list-style-type: none"> <li>○ People who support other residents and their community when they can</li> <li>○ People who feel able to make a change in their community</li> <li>○ People feel that services are there to support them if they need them</li> <li>○ People who are good at finding solutions to problems and challenges</li> <li>○ People who trust local services to do a good job</li> </ul> <ul style="list-style-type: none"> <li>● Local indicators such as number of people accessing personal budgeting, Welfare Rights Service and the Credit Union; those accessing Early Help service, etc</li> <li>● Co-operative stories: case studies focused on individuals and families</li> </ul>
<p>Increased levels of trust and being valued by residents, businesses and other organisations in the borough</p>	<ul style="list-style-type: none"> <li>● Community survey: <ul style="list-style-type: none"> <li>○ People who value the local services they receive</li> <li>○ People who trust local services to do a good job</li> </ul> </li> <li>● Sentiment analysis from social media – linked to a Reputation Tracker type survey</li> </ul>
<p>Increased levels of collaboration between services, finding new and effective ways of co-operative working locally with residents and other stakeholders and with a greater focus on delivering shared outcomes and maximising social value</p>	<ul style="list-style-type: none"> <li>● Local indicators such as increase in council tax collection rates</li> <li>● Co-operative stories: case studies focused on those delivering the parts of the scheme</li> </ul>
<p>Share learning across other local authorities and provide strong civic leadership in defining the joint vision for place</p>	<ul style="list-style-type: none"> <li>● Sharing the co-operative stories with others (both in borough and out of borough)</li> </ul>



The ripple chart above shows that whilst the outcomes combine mostly to have the greatest effect on public service, there is also a ripple that strengthens co-operative place and people too.

It is notable that the collection rate which was predicted to be 25% was in fact around 70%, which meant that in the second year we were able to give greater rates of relief to those in need – everybody does their bit and everyone benefits. Of course what we could not measure was the impact this support had on individuals – impactful ways of doing this would have included case studies and developing a bespoke questionnaire to measure financial resilience before and after the support.

## 5. How co-operative is my council?

- 5.1 One of the additional tools which has been created out of the performance framework project is a self-evaluation tool for all co-operative councils, and those aspiring to be one.
- 5.2 This has been developed to help articulate what a co-operative council looks like at different points and identify how you can progress to the next stage. The performance areas are based around the CCIN principles and within each there is an outline of what 'good' looks like at each stage. The performance areas are:
- Governance and infrastructure
  - Social partnership
  - Democratic engagement
  - Co-production
  - Enterprise and social economy
  - Maximising social value
  - Community Leadership and a new role for councillors
  - New models of meeting priority needs
  - Innovation
  - Learning
- 5.3 The full self-evaluation tool is at Appendix 3.

## Appendix 1: High level indicators

### Place high-level indicators

Ideal outline	Basket of measures / evidence
An increased sense of agency which fosters innovation and creativity and which enables everyone to do their bit – and benefit from it!	<ul style="list-style-type: none"> <li>• Employment data (workplace jobs, people employed, etc)</li> <li>• Economic inactivity data / Benefits</li> <li>• Volunteering data</li> <li>• Deprivation score (IMD)</li> </ul>
Thriving businesses and enterprising residents with a strong support network for start-ups	<ul style="list-style-type: none"> <li>• Output</li> <li>• Business start-up / death data</li> <li>• No of businesses – length of occupancy etc</li> <li>• Wages / earnings</li> <li>• Higher level occupations</li> <li>• Educational attainment</li> <li>• Intermediate and higher levels skills</li> </ul>
Strong anchor institutions which make the most of their spending power to boost social and economic growth in Oldham through social value and other means	<ul style="list-style-type: none"> <li>• No/% of contracts with social value</li> <li>• No/% of volunteering hours</li> <li>• No/% of local work opportunities created</li> </ul>
Strong community leadership with individuals able to act as social innovators, community connectors and brokers	<ul style="list-style-type: none"> <li>• No/% who feel supported by others in their community</li> <li>• No/% involved in an activity / or volunteer in their community</li> <li>• Community participation measures</li> </ul>
Increased feeling of pride, trust and identity within communities, alongside an increased sense of responsibility and commitment to the place	<ul style="list-style-type: none"> <li>• No/% who strongly disagree/disagree that neighbourhood is a place where people from different backgrounds can get on well together</li> <li>• % who feel satisfied with their neighbourhood as a place to live</li> <li>• Voter turnout</li> <li>• Length of occupancy and tenure</li> </ul>
A sustainable co-operative workforce drawn from across all communities and organisations in the borough working together equally and cohesively towards a shared vision	<ul style="list-style-type: none"> <li>• Levels of awareness of joint vision for communities / borough</li> <li>• Mixture of stakeholders across different projects (public / private / VCFS / residents)</li> </ul>

## People high-level indicators

Ideal outline	Basket of measures / evidence
Improved health and sense of wellbeing, with evidence of strong professional and/or social networks both in the borough and beyond	<ul style="list-style-type: none"> <li>• Basket of health indicators tracking main health inequalities, happiness, anxiety, social isolation</li> <li>• Number of interactions with early help points and reductions in demand levels</li> </ul>
More empowered and confident to find solutions themselves and willing to work with other residents and public services to make solutions happen	<ul style="list-style-type: none"> <li>• % who strongly agree/disagree that they can influence decisions that affect their neighbourhood</li> <li>• The number of people positively engaged e.g. through local behaviour change campaigns and initiatives</li> <li>• Levels of community action in specific areas (e.g. requests, notifications, etc)</li> </ul>
Increased sense of involvement in and commitment to the community alongside an increased feeling of being happy to help others	<ul style="list-style-type: none"> <li>• % who strongly disagree/disagree that neighbourhood is a place where people from different backgrounds can get on well together</li> <li>• Levels of attendance and engagement at local events</li> <li>• Number of community and voluntary groups active in the area</li> <li>• Voter turnout</li> </ul>

## Public Services high-level indicators

Ideal outline	Basket of measures / evidence
Increased levels of trust and being valued by residents, businesses and other organisations in the borough	<ul style="list-style-type: none"> <li>• % of those who trust the Council to do a good job</li> <li>• Reputation tracker indicators</li> </ul>
Have a shared, asset based understanding of people and places through pooling of insight and intelligence	<ul style="list-style-type: none"> <li>• Number of projects where pooling of evidence and insight from across different organisations is taking place</li> <li>• Number of projects where interventions are asset-based</li> </ul>
Have improved ability to reduce reactive demand across all service providers and increase proactive demand i.e. increase in non-medical interventions and an empowering approach to developing local asset-based solutions	<ul style="list-style-type: none"> <li>• Range of demand indicators (bespoke to an area, but could include GP and A and E details)</li> <li>• Number of community and voluntary groups active in the area</li> <li>• Numbers involved in early help / preventative programmes</li> </ul>

<p>Increased levels of collaboration between services, finding new and effective ways of co-operative working locally with residents and other stakeholders and with a greater focus on delivering shared outcomes and maximising social value</p>	<ul style="list-style-type: none"> <li>• Number of place-based integration programmes in an area</li> <li>• Mixture of stakeholders across different projects (public / private / VCFS / residents)</li> <li>• Amount of social value created in an area through local contracts and programmes</li> </ul>
<p>Have a strengthened VCS sector which works in close partnership with services and residents to provide alternative solutions and deliver services</p>	<ul style="list-style-type: none"> <li>• Number of community and voluntary groups active in the area</li> <li>• Numbers of people involved in community groups or activities in the area</li> </ul>
<p>Share learning across other local authorities and provide strong civic leadership in defining the joint vision for place</p>	<ul style="list-style-type: none"> <li>• Number of local partners and organisations signed up to the plan with clear ownership of priority actions</li> <li>• Regular methods of sharing learning such as CCIN or regional networks</li> </ul>

## Appendix 2: Your Voice survey

To what extent do you agree or disagree with the following statements? Please select one answer per row ( Where 1 = Strongly Disagree and 5 =Strongly Agree)

	1	2	3	4	5
I love where I live	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel in control of my life and the choices that I make	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am good at finding solutions to problems and challenges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel my skills are valued and that I have something to offer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel able to access support to develop my skills and improve my chances in work if I want to	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I regularly take part in activities and/or groups in my community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel part of this community and feel like I belong here	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I regularly stop and talk with people in my neighbourhood	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The friendships and associations I have with other people in my neighbourhood mean a lot to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel safe and secure in my local community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I trust other local residents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I support other local residents and my community when I can	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I think other local residents would help me if I needed it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel able to make a change in my community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel that services are there to support me if I need them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I value the local services that I receive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I trust local services to do a good job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**How is your health in general? Is it...**

Very Good ...  Good.....  Fair.....  Bad .....  Very bad .....

**Overall, how happy did you feel yesterday? (Where 0 was not at all and 10 was completely)**

1      2      3      4      5      6      7      8      9      10





## About your home

Your information will only be used to consult with you about issues to do with living in Oldham. Your information will be treated as confidential

**What is your postcode?** (We will use this to see what people from different parts of Oldham think about their community)

**Which of the following best describes your situation?**

	<i>Under 1 year</i>	<i>1-2 Years</i>	<i>3-5 Years</i>	<i>6-10 Years</i>	<i>11-20 Years</i>	<i>21 years plus</i>
I have lived in this community for	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I expect to live in this community for	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**How many people (including yourself) fall within the following age bands in your household?**

0-4 years	5-15 years	16-44 years	45-64 years	65-80 years	80 years and over
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

**Which of the following best describes your ethnic group**

- White/White British..     Black/Black British .....     Other .....
- Asian/Asian British ..     Mixed/Multiple ethnic group     Prefer not to say .....

Other

**What is your gender?**

- Male .....     Female .....     Transgender.....     Prefer not to say ...

**How old are you?**

## Appendix 3: Self-evaluation tool for local authorities

### Understanding the co-operative difference

The table below shows how each of the self-evaluation performance areas contributes to the achievement of the co-operative ideals.

Performance areas	Cooperative Place	Cooperative People	Cooperative Public Services
Governance and infrastructure			
Social partnership			
Democratic engagement			
Co-production			
Enterprise and social economy			
Maximising social value			
Community Leadership and a new role for councillors			
New models of meeting priority needs			
Innovation			
Learning			

The ten performance areas and their criteria are outlined in the tables below. In addition, there are four levels of achievement, namely:

- Aspiring – Those starting on the co-operative journey
- Developing – Those in the process of changing processes, culture and ways of working to align them with co-operative values and principles
- Achieving – Those who are delivering better outcomes co-operatively and can evidence it
- Leading – Using their civic leadership role to encourage others to make a real co-operative difference

These levels of achievement are for internal use only - they are not intended to be used as a formal process.

Performance area	Aspiring	Developing	Achieving	Leading
<b>Governance and infrastructure:</b> We will ensure that our governance processes and decision making infrastructure is enabled to be co-operative through the way it operates	Made a public commitment to building the cooperative values and principles into the governance, processes and decision-making mechanisms of the Council.	Has begun to integrate cooperative values and principles into the governance, processes and decision-making mechanisms of the Council (e.g. constitution, Cabinet, key strategic plans and documents)	Can evidence the improvement in outcomes arising from adopting the co-operative approach. Can evidence a number of examples of how co-operative working has changed the governance, processes and decision making mechanisms of the Council.	Can evidence encouraging and influencing other public services to adopt cooperative values and principles (e.g. is a guiding principle of key strategic plans for the Council and place) Evidence that this way way of working is fully embedded and committed to in service delivery and in the culture of the Council.
<b>Social partnership:</b> We will strengthen the co-operative partnership between citizens, communities, enterprises and Councils, based on a shared sense of responsibility for wellbeing and mutual benefit	Made a public commitment to developing social partnerships as part of approach to service design and delivery.	Has begun to build strong partnerships across residents, communities and enterprises. Has started to develop a joint set of priorities and outcomes with stakeholders based on a shared sense of responsibility for wellbeing and mutual benefit.	Can evidence improvement in outcomes through the social partnership approach.	Can evidence encouraging and influencing other public services to work in this way (e.g. is a guiding principle of key strategic plans for the Council and place) Evidence that this way way of working is fully embedded in service delivery and in the culture of the Council.
<b>Democratic engagement:</b> Supporting the active engagement of the full	Made a public commitment to actively engaging residents and taking account of their	Has begun to identify, create and promote active engagement channels with which to	Is achieving a significant increase in the number of residents from a wide range of backgrounds	Can evidence encouraging and influencing other partners (Public, private and

Performance area	Aspiring	Developing	Achieving	Leading
range of residents in decision making and priority setting	views in decision making and priority setting.	communicate with residents. Has started to develop a Democratic Engagement Strategy (or similar) aimed at increasing civic participation and enabling resident views to be taken into account.	who are engaging in democratic processes. Has developed a strong feedback process to inform residents of decisions made and of the difference their contribution made. Can evidence instances where the democratic engagement has actively shaped priorities or decision making and has resulted in a positive outcome for residents.	VCFS) to actively engage residents in this way (e.g. is a guiding principle of key strategic plans for the Council and place). Be able to evidence instances where democratic engagement with residents has taken place in projects where other partners have been involved alongside the Council.
<b>Co-production:</b> Developing systems that enable citizens to be equal partners in designing and commissioning public services and in determining the use of public resources	Made a public commitment to develop systems that enable citizens to equal partners in designing and commissioning public services and determining the use of resources.	Has worked with residents to develop to design and develop systems that enable co-production to happen where possible. Has a set of pilot projects and outcomes jointly agreed with residents.	Principle of co-production well-embedded and operational across Council services, especially in commissioning and procurement processes. Can evidence examples of where co-production has taken place and the level to which resident views shaped the final design or decision.	Can evidence encouraging and influencing other partners (Public, private and VCFS) to actively engage residents in this way (e.g. is a guiding principle of key strategic plans for the Council and place). Has embedded co-production as the way forward in the main strategies for the Council and place.

Performance area	Aspiring	Developing	Achieving	Leading
			Can evidence some instances where co-production has led to an improvement in local outcomes for residents in terms of service delivery or use of resources.	Can evidence some instances where co-production has led to an improvement in local outcomes for residents in terms of service delivery or use of resources.
<b>Enterprise and social economy:</b> Promoting community-based approaches to economic development that focus on supporting the creation of jobs and businesses and providing an environment for co-operative and mutual enterprises to thrive	Made a public commitment to promoting community based approaches to economic development and providing an environment for co-operative and mutual enterprises to thrive	Has begun to embed the principle of community-based economic development into its key economic strategies and identified some initial projects. Has developed a clear approach to promoting and enabling co-operative and mutual enterprises to thrive.	Can evidence a number of examples where jobs, businesses and co-operative enterprises have been supported to thrive through the Council's co-operative approach. Can evidence the improvement in local outcomes arising from this approach.	Can evidence encouraging and influencing other partners (Public, private and VCFS) to support enterprise and the social economy (e.g. is a guiding principle of key strategic plans for the Council and place). Can evidence examples where the Council has worked with partners from different sectors to create jobs, support business growth and provide an environment for the social economy to thrive.
<b>Maximising social value:</b> Supporting the	Made a public commitment to	Has begun to develop a Social Value framework	Has a robust and tested Social Value Framework	Can evidence encouraging and

Performance area	Aspiring	Developing	Achieving	Leading
development of a framework and criteria for social value which gives substance to the idea and which will give Councils the tools to ensure better local social and economic outcomes	supporting the development of a framework and criteria for social value which gives substance to the idea and which will give Councils the tools to ensure better local social and economic outcomes	and embed social value into commissioning and procurement practices. Has begun to develop a way of measuring social value and return on social investment.	in place which ensures that social value outcomes are achieved through every contract let. Has developed a system for identifying need in communities to enable more targeted social value activity. Can evidence the improvement in local outcomes that social value has made.	influencing other partners (Public, private and VCFS) to maximise social value in their activities (e.g. is a guiding principle of key strategic plans for the Council and place). Can evidence where the Council has led on maximizing social value across partnership projects.
<b>Community Leadership and a new role for councillors:</b> Exploring ways for councils to act as a platform for helping the community to contribute to local outcomes, and re-thinking the role of councillors as community connectors, brokers and leaders	Made a public commitment to exploring ways for councils to act as a platform for helping the community to contribute to local outcomes, and re-thinking the role of councillors as community connectors, brokers and leaders.	Has begun to work with councillors to define the role of local leaders in helping the community contribute to local outcomes (including through social partnership, democratic engagement and co-production) Has identified the skills and knowledge required by councillors to carry out this role effectively and has developed a training and development	Can evidence examples of strong community leadership from councillors which have led to an improvement in local outcomes or different ways of working. Can evidence that the training and development activity has improved the councillors ability to be an effective local leader.	Can evidence examples of how the councillor role has changed through the introduction of co-operative working. Can evidence how the organisation has changed its processes and systems to better enable councillors to display strong community leadership. Can evidence an improvement in levels of trust between the Council and residents

Performance area	Aspiring	Developing	Achieving	Leading
		programme to complement this.		
<p><b>New models of meeting priority needs:</b> In exploring new ways of meeting the priority needs of our communities we will encourage models, such as cooperatives and mutuals, which give greater influence and voice to staff and users.</p>	<p>Made a public commitment to exploring new ways of meeting the priority needs of our communities we will encourage models, such as cooperatives and mutuals, which give greater influence and voice to staff and users.</p>	<p>Has begun to embed the consideration of co-operatives and mutuals and user voice into its commissioning processes.</p> <p>Has begun to work with the political and senior leadership, and corporate services such as legal and finance, to understand the conditions in which these models can be supported.</p> <p>Has begun to develop employee voice within the Council workforce.</p>	<p>Has embedded co-operative models of service delivery into the commissioning process of the Council and can provide evidence of where this has been considered in the development of new delivery models (even if these models weren't chosen)</p> <p>Can evidence strong employee voice mechanisms within the Council and can provide examples of where employee voice has shaped / changed decisions.</p> <p>Has a robust mechanism in place for listening to user voice in commissioning process and examples of how user voice has shaped / changed decisions.</p>	<p>Can evidence encouraging and influencing other partners (Public, private and VCFS) to consider coops and mutuals when looking to reshape delivery (e.g. is a guiding principle of key strategic plans for the Council and place).</p> <p>Has created a number of coops and mutuals through the spin out of council services.</p> <p>Has a strong portfolio of evidence to show how they are supporting the creation of coops and mutuals, as well as a thorough understanding of how many coops and mutuals exist in their area.</p>

Performance area	Aspiring	Developing	Achieving	Leading
<p><b>Innovation:</b> Embracing innovation in how we work with local communities to drive positive change</p>	<p>Made a public commitment to embrace innovation in how we work with local communities to drive positive change.</p>	<p>Have begun to develop a strategy to create the environment and opportunities in which innovation can happen (partially through a number of the other coop principles). Has begun to develop an employee culture which embraces innovation and the risks it brings.</p>	<p>Has a strong track record of innovation in delivery with communities and can evidence the positive change and improvement in local outcomes that such innovations have brought about. Can provide evidence of an employee culture which embraces innovation and can evidence a number of innovations which have been instigated by employees.</p>	<p>Can evidence encouraging and influencing other partners (Public, private and VCFS) to embrace innovation in working with local communities (e.g. is a guiding principle of key strategic plans for the Council and place). Can evidence a number of examples where innovation in how we work with local communities has led to an innovation in approach and improvement in outcomes.</p>
<p><b>Learning:</b> We will capture and 'expand' the experience and learning from individual projects and approaches in order to encourage broader application of co-operative principles within the Council and across the Network</p>	<p>Made a public commitment to capture and 'expand' the experience and learning from individual projects and approaches in order to encourage broader application of co-operative principles within the Council and across the Network.</p>	<p>Has begun to identify how it will capture learning from specific projects to help others to apply similar coop approaches or learn from their mistakes. Has begun to identify how it can best play an active role in the network and identify what it brings to the</p>	<p>Regularly captures learning from key projects and proactively inputs this learning into the various CCIN mechanisms such as blogs, case studies etc. Is an active member of the Network and regularly takes part in the various events, projects and meetings</p>	<p>Can evidence encouraging and influencing other partners (Public, private and VCFS) to proactively capture and 'expand' the experience and learning from individual projects and approaches in order to encourage broader application of co-operative principles (e.g.</p>



Performance area	Aspiring	Developing	Achieving	Leading
	<p>Has committed to play an active part in the Network in order both to learn and pass on learning to others i.e. attend CCIN events, take part in the Officer Network, develop policy lab ideas and take part in policy labs.</p>	<p>Network in terms of expertise and learning.</p>	<p>that are taking place.</p>	<p>is a guiding principle of key strategic plans for the Council and place). Is a proactive member of the CCIN regularly leading as well as attending key projects and events held by the CCIN.</p>