



Co-operative Councils
Innovation Network

Co-operative Case Studies

Winter 2017/8





The Co-operative Councils' Innovation Network comprises 21 councils from across the UK who are committed to finding better ways of working for, and with, local people for the benefit of their local community.

The Network is a non-party-political active hub for co-operative policy development, innovation and advocacy which is:

- Action-focused: a vehicle for helping councils translate co-operative policy and principles into practice.
- Membership-based: funded by modest membership subscriptions from its member councils.
- Open to all UK councils: members share the belief that working co-operatively with communities holds the key to tackling today's challenges.
- Part of the local government family: the network is a Special Interest Group registered with the Local Government Association where we work to promote innovation in local government.

The co-operative approach to public service

Few councils take the brave decision to tackle increasing austerity and challenges on their own front door step by investing to save – investing in communities and the power of people. Co-operative Councils do just that and demonstrate this in their innovative approaches to service delivery. The co-operative business model allows people and communities to meet their needs and aspirations, offering a unique answer to contemporary problems.

We develop policy informed by real experience and practice, drawing on, influencing and framing national and international policy and political debates about the future of public services, local democracy, and communities across the country. It has huge potential for sharing its approach elsewhere in the UK and overseas. Our work recognises the need to define a new model for local government built on civic leadership, with councils working in equal partnership with local people to shape and strengthen communities; replacing traditional models of top down governance and service delivery with local leadership, genuine co-operation, built on the founding traditions of the co-operative movement: collective action, co-operation, empowerment and enterprise.



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“We want to reclaim the traditions of community action, community engagement and civic empowerment which can transform communities and which will help us deliver radical and innovative programmes that are designed, led and delivered in partnership with communities and therefore maximise the social dividend they bring. It has also always been the purpose of the Network to share our developing good practice and to support one another in our co-operative aims and values.”



Councillor Sharon Taylor OBE

Chair of the Co-operative Councils' Innovation Network
Leader of Stevenage Borough Council

It is one of the most challenging periods in local government history. Public Sector funding continues to decline and councils are having to look for innovative ways of providing services with reducing budgets. The Co-operative Councils' Innovation Network (CCIN) was borne out of this uncertainty – a direct public sector response to delivering services differently, using the co-operative values and principles of self-help, self-responsibility, democracy, equality, equity and solidarity.

These Case Studies demonstrate some of the many ways that Co-operative Councils are working with local people to build strong and resilient neighbourhoods. See more at www.councils.coop/case-studies.

ASSET TRANSFER



Beyond Asset Transfer

Newcastle City Council has been supporting the asset transfer of community buildings since 2013.

For some organisations, asset transfer has opened up new and exciting opportunities, whilst others have considered the option but have decided not to pursue asset transfer due to governance and / or financial capacity.

To continue to develop the concept of cooperative asset transfer, we are conducting a study into how successful organisations have been, post asset-transfer. This focuses on the following:

- Financial sustainability;
- Other (non-financial) challenges faced by organisations post the transfer process;
- The effectiveness of advice and support pre and post transfer;
- What outcomes for local communities have been achieved;
- What support (non-council) organisations have been able to secure;
- The benefits of creating cooperative networks of community assets.

All of this will enable Network Members to strengthen our support and practice around this important agenda. It will also help to define asset transfer policy in a cooperative context. We hope this will inspire more local organisations to go for asset transfer by highlighting success and showing what is possible through cooperative approaches.

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ASSET TRANSFER



Community Asset Transfer

South Tyneside Council is the midst of a major programme of community asset transfer which is empowering communities and charity groups to take over the running of local public assets.

Local authorities across the country have faced difficult decisions and have been challenged to find effective and efficient solutions to the continued delivery of valued local services. Proactively embracing the values and models of a Cooperative Council, South Tyneside has taken steps to prioritise community partnership initiatives and cooperative models of working, including developing a new Cabinet Portfolio for the Voluntary Sector, Partnerships and Cooperatives.

Councillors and officers are determined to ensure that, in the face of immense financial and efficiency challenges, much-loved South Tyneside community spaces and services are not simply closed, dismantled and sold off to the highest bidder. Instead, the Council has worked to ensure these resources are retained within the community and used as a vehicle to grow community capacity and engagement.

This year has seen an acceleration of the cooperative agenda, with 12 formerly Council-run community associations currently being supported to draw up business plans and begin the process of being transferred directly into the hands of the local people who use them.

The process is being managed with care, with a focus on ensuring that community management is both financially sustainable and empowering and worthwhile to the individuals involved.

Business delivery plans, drawn up with Council support, identify new opportunities for commercial initiatives and routes to accessing new sources of charitable funding, with the aim of ensuring future financial independence and sustainability.

South Tyneside Council has long recognised the value of cooperating with community partners and service users to deliver services effectively. The current community asset transfer programme goes further, empowering communities with these assets, and equipping them with the skills and support needed for them to manage and set priorities for the delivery of their own spaces and activities.

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COMMUNITY



Reducing Anti-Social Behaviour

In response to increasing complaints about anti-social behaviour (ASB) in Silverdale, partners [1] identified more than 25 young people who were involved in ASB in and around a local shopping parade. Quality of life for some residents was being affected by groups of teenagers shouting, swearing, fighting and causing damage.

Officers from the Borough Council and Police carried out visits to the homes of the individuals identified to inform parents/guardians of this behaviour and took action via Acceptable Behaviour Contracts and restorative justice projects. In addition, consultation with young people in the area revealed they wanted to partake in activities that could deter them from engaging in problem behaviour. As a result, the council worked with the agencies highlighted above to identify opportunities for diversionary activities.

An eight-week programme of sessions was made available to these young people at no cost to the organisations involved or the younger people themselves. The local college, Sporting Ventures (a Community Interest Company), Wolves Academy and the County Council worked together to provide sessions that tackled issues such as anger management and health and fitness. In addition, the main ASB perpetrators have undertaken a restorative justice project working with local

older people. The project helped to break down generational barriers and change perceptions between the two groups. It also gave young people chance to learn about their local heritage.

Reassurance visits from the council's anti-social behaviour officer and the police have been made to local residents who were affected by ASB. Residents were made aware of positive enforcement action taken against certain individuals, not to criminalise younger people but instead aimed at educating and diverting them into positive activities. Residents have also been provided with security equipment for themselves and their homes.

As a result of this initiative, levels of reported ASB have decreased dramatically and residents have reported a greater confidence in the work done by partners to reduce ASB and the distress it causes. There is also increased confidence amongst partners who are able to appreciate the benefits of early intervention as a way to improve outcomes for the local community whilst saving money and building solid working relationships with other stakeholders.

Working as a partnership to resolve not just ASB but a whole host of other community safety issues is key. The approach not only reduces costs for partners but builds confidence in the local

community so that they feel empowered to deal with their own issues. Newcastle Borough Council promotes restorative justice as a way of working through early intervention and prevention and promotes community spirit in a way that is visible and sustainable. The work undertaken in Silverdale has already led to other, similar projects in other areas across the Borough.

[1] The partners involved included: Staffordshire Police, Aspire Housing, Sporting Ventures, Local businesses, Sporting Communities, Housing Associations, Youth Services, Local Support Team, Staffordshire County Council, Newcastle College, Local Schools, The local community, residents and businesses, and the Volunteering Sector.

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COMMUNITY



Rochdale Parent Carers Voice

'Rochdale Parent Carers Voice' is an independent parent forum that represents the views and voice of families and young people (aged up to 25 years) with additional needs and or disabilities in the Rochdale Borough. We aim to enable parents to be resilient and positive through being empowered and involved. We work on the principle that our voices are louder together!

We provide training and courses for parents and professionals, we influence services and practices, we share information and signpost to services and we have a 'Rochdale Parent Carers Voice Chat' Facebook page for parent to parent support and advice.

We work very closely with the Local Authority and have recently started to work directly with Rochdale's new 'Parent Carer Officer' – Justin Henderson. Justin works with parents and carers

across the borough, providing information on the services, organisations and provisions available to families who have a child with an additional need or disability. Justin also works with parents and carers to develop the services Rochdale provides, meeting with parent groups to obtain their views and working collaboratively with the groups including Rochdale Parent Carers Voice.

As 'Rochdale Parent Carers Voice' we feel the information day, and our involvement in it, is a great step in the right direction. It provides us as parents and carers to obtain all the information we need to support our families in one place as well as creating a doorway for new families to come and explore what services and support is out there for our children and young people.

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COMMUNITY



Funding boost in Oldham helps elderly residents become computer savvy

Elderly residents in Chadderton are becoming more computer savvy, thanks to a partnership between Oldham Council and Age UK Oldham.

Research shows more than one million people living in the UK feel lonely, out of touch and cut off from society. In an attempt to get elder people engaged in new technology and prevent digital exclusion, Chadderton District Executive has provided funding to Age UK Oldham to carry out computer classes in the area. The local charity's Technology & Us service is already creating a buzz at their weekly sessions at St Herbert's Court with an army of eager learners attending.

Councillor Graham Shuttleworth, Chair of Chadderton District Executive, said: "It's great news to hear that so many people are reaping the benefits from this service. We recognised there was a need to help elderly people from becoming digitally excluded and socially isolated. I've been told that it's making the users feel more confident, reducing boredom and more engaged in a world that relies heavily on computers and digital technology."

Age UK Oldham offer one to one tuition, a laptop/tablet rental service and the computer learning classes. A personal learning programme is devised for those who sign up – putting the user in control

in an unpressured environment. Some learners have purchased their own tablets and laptops and now enjoy their new-found skill at home away from the class.

Maggie Hurley, from Age UK Oldham, added: "Technology can enhance later life, so we don't simply teach you how to use a computer, we look for the reason you need to use a computer and then show you what to do. Our volunteer tutors and mentors are patient and experienced. We understand how difficult it can be to get started, but the friendly and informal way we approach your learning journey will make learning fun. Our older learners told us that sometimes using computers can be confusing and frustrating. However, the classes have helped them to overcome the anxiousness and fear towards computers. Now, the computer has become an inseparable part of their daily routines and used as a new tool for communication."

Dorothy Gregory, aged 82, from Chadderton, said: "The classes have brought a great deal of pleasure into my life. Using a computer was quite scary, but now I feel more confident with the help of these classes and it has given me something to occupy my brain. I'd recommend the classes to people of my age. If they are fearful of the computer, they shouldn't be because there's a big world out there at their fingertips."

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COMMUNITY BUDGET



The Local Community Budget scheme

The Local Community Budget scheme was launched by Stevenage Borough Council in 2011 to help community groups and organisations to develop an idea, support an existing initiative or deliver a local priority.

Stevenage Borough Council Councillors each have a budget of £2,500 and the Youth Mayor a budget of £3,300: a total of £100,800 to be allocated to support initiatives across the Borough.

Some examples of our community using this funding are below:

- **Friends of Hampson Park – community event**
The Friends of Hampson Park voluntary group required resources such as; gazebos, and promotional materials for their community events which are becoming increasingly popular each year. In 2016/17 this included a family fun day and an evening of Jazz in the Park.
- **Hampson Park Community Centre Coffee Shop**
Being able to access this scheme has enabled the community based coffee shop to purchase additional outdoor seating and kitchen equipment that has seen the coffee shops revenue increase by giving its customers greater purchasing choices.

- **Oak Church Stevenage Pop Up Café**
The pop up café is an initiative by Oak Church Stevenage, a local church with a specific heart for young people.
The vision for the term-time café is to use it as a place to engage with young people who spend their time in King Georges' playing fields after school. The young people who have used it so far have had some very positive things to say about it:
'It's a great chance to hang out with people who are friendly and approachable' - Georgia, 17
'There is a great diversity that hang out in here and the guys just come and hang out and show us respect' - Mo
- **The Neighbourhood Engagement Development Grant (planned for 2017/18):**
An additional funding scheme will be available to specific neighbourhoods such as Pin Green to apply for in partnership with their ward councillors enabling them to; develop, sustain or increase neighbourhood engagement through activities such as; improving or developing community gardens, local neighbourhoods, and local events

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COMMUNITY SUPPORT



The 'No More' Service

The No More Service (NMS) is support provided by the council's Anti-Social Behaviour Team, which works with partners to offer support and guidance to help people reduce their substance misuse and offending.

The team supports people by putting together practical solutions to tackle issues that are perceived to be exacerbating their drug or alcohol use or offending, including the causes and consequences of their substance use. People are offered appointments including daily or weekly office appointments, joint home visits with partner agencies or telephone contact.

Following the initial success of a 12 month pilot aimed to tackle street drinking in Stevenage Town Centre, the project was further funded by the council and recruited dedicated project workers. Due to the project's holistic approach and the partnership working with the police, probation service, prisons other support agencies, the service has gained a reputation as a people-centred approach that gets results. It has assisted many people into employment, training and into more settled accommodation.

Referrals are made by professionals or people make self-referrals which are reviewed at the fortnightly multi-agency meeting, Joint Action Group (JAG). This co-operative approach ensures that the right agencies are involved in an individual's progress, with the person involved in shaping the solution. On some occasions, we have completed initial assessments during prison visits so people can access our support prior to release to assist them with finding accommodation and goals for their substance use, to give them the best chance to continue progress they have made whilst being in prison.

Through our work with people who are perceived to either be "hard to engage" or are continually at the attention of multiple agencies, we have developed a new approach to coordinate support and provide better outcomes for individuals.

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CLIMATE CHANGE

Greener Grangetown

The City of Cardiff Council, Dŵr Cymru Welsh Water and Natural Resources Wales are investing £2 million in Greener Grangetown, an innovative scheme to better manage rainwater in Cardiff's Grangetown community. Using the latest techniques, this scheme will catch, clean and divert clean rainwater directly into the River Taff instead of pumping it over 8 miles through the Vale of Glamorgan and into the sea.

Innovative surface water management techniques will include installing attractive planted areas that will help to absorb the water, and increase biodiversity, whilst providing the community with more green spaces on their streets. Following extensive consultation with residents there will also be several street scene improvements including improved cycling infrastructure, better parking and traffic management arrangements, and the installation of attractive rain gardens. These will not only enhance local biodiversity and wildlife, but deliver important improvements to water quality in the River Taff, and encourage water efficiency. At the same time, by creating more green areas new opportunities will be opened-up for people to enjoy walking, cycling and other recreation close to

where they live and work. More greenery and tree planting will also mean noise and pollutants should be better absorbed, and air will be cleaner too. All this will make Grangetown a greener, cleaner place to live.

Both phases of the scheme are anticipated to remove around 155,000m² (the equivalent surface area of about 40 football pitches) of surface water from the combined wastewater network, which deals with wastewater and rainwater. This will significantly reduce the carbon footprint and costs associated with pumping the water through the existing network, as well as, reducing the chances of surface water flooding by freeing the capacity of the public sewer system to deal with extreme weather events. In addition, on street improvements should make the areas linked to this scheme attractive places to live, reduce noise and pollutants, and encourage more people to walk and cycle. Video: <https://vimeo.com/127346468>



DOMESTIC ABUSE

Stevenage Against Domestic Abuse

Stevenage Against Domestic Abuse has developed a strategic and co-ordinated approach to tackling and reducing domestic abuse in Stevenage through working with internal and external partners. This co-operative service puts the victim and their family at the heart of the support and involves them in the decision making.

The service is unique and believed to be the first in the country that encourages organisations to refer victims and their families a Safe Space provided by the council to stay for up to seven nights whilst they make life changing decisions on their future. The service encourages and empowers victims and survivors to make the decision that is right for them. This could include applying for their own orders against the perpetrators and to be able to access support through courses such as "You and Me Mum". The service has so far supported 85 victims of domestic abuse across the town.

SADA facilitate a monthly SADA Multi-Agency Panel Meeting (mini marac) with partners, which includes Independent Domestic Violence Advisors, Children's Services, the Mental Health Team, Health Visitors and the Police to discuss "medium and low risk" cases by definition. By using this approach, we can help to stop escalation of cases and support the victim by working in partnership with all the agencies including statutory and voluntary sector that are signed up to be part of the SADA partnership.

The SADA partnership also includes the Domestic Abuse Forum which is a survivors group that the direction of the SADA service.

The SADA team also delivers training to neighbouring local authorities and partner agencies in order to build skills and support available to those suffering domestic abuse. By working in this co-operatively way we can help victims, families and our partners to offer a joined-up approach to tackling domestic abuse and helping to keep victims safe.



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EDUCATION

Mutualising education support services

Sandwell's journey to set up a mutual organisation for its education support services began in the autumn of 2010, to enable schools to buy into quality support services irrespective of their status – but why was change needed?

Sandwell, like many local authorities, found itself with a reduced role in supporting education as well as budget pressures which were beginning to impact on its support services to schools. There was a further shift of funding to schools and schools in the Borough were changing status with many opting to become trust schools and academies. So, in view of these pressures, the Council felt a completely different delivery model was needed to enable schools to continue to have quality support services provided to them. The next stage was to find the right vehicle for delivering future services which all stakeholders could actively be a part of, so many ideas were considered as part of a formal options appraisal process. From the outset, all major stakeholders' opinions were sought, including Head Teachers and Governors.

Out of all of the options considered (do nothing, private sector mutual venture, company limited by guarantee or co-operative/mutual), it was the co-operative model which proved the most popular amongst all stakeholders, and so a unique way of delivering support services was born.....a mutual society with educational establishments (its customers) as majority owners.

As part of the journey, there were many consultation meetings and scoping workshops held as well as a few 'curve balls' to deal with, such as state aid implications, which services should be included and what the organisational constitution should look like. All of these were overcome to enable Sandwell to go live with their first spin out co-operative organisation on 1st January 2013.

The SIPS Ltd Board has 11 Board Members in total, 7 of which are held by School Governors (4 of which are Head Teachers) representing educational establishments in their Learning Communities, 1 non-voting Employee Board Member and 1 non-voting Associate Member representative. The council has a minority shareholding of 2 seats on the Board.

Members of the organisation are the Governing Bodies of the educational establishments that buy services from SIPS and they can be as active in the organisation as they so choose. It was important that the company was customer led and particularly by governing bodies as they are representatives of their schools and the communities in which they live. Any surpluses that are created go back into the organisation and members, through their Board Representatives, decide how the money is invested.

It was important for all involved, to ensure that schools' money is spent on making their establishments better places for children and young people to learn.

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EMPLOYMENT

Salford City Council

Salford Equality Network's (SEqN)

Following a review of the Salford Equality Network's (SEqN) priorities at its 6 October 2015 meeting, six task and finish groups were established charged with undertaking a refresh of a particular issue or theme that had been highlighted. One of these issues was focused upon 'Maximising Opportunities', which was about identifying the range of services and engagement activities that partners and other service providers offer/ deliver in Salford (including city-wide and/ or across Greater Manchester) in respect of getting 'disadvantaged groups/ communities/ individuals' into employment and access to opportunities (including learning, apprenticeships and training, i.e. CV writing, back to work courses, etc). Within this task there was particular interest in support/ service offers for the following protected characteristics: age, gender, gender identity, sexual orientation, race, disability, religion/ belief and even caring responsibility and marital status.

The outcome of this work has been the Maximising Opportunities Resource Pack and Maximising Opportunities Resource Pack Analysis (April 2016). Together these should assist, alongside other poverty reduction and work promotion activities, with getting 'disadvantaged groups/ communities/ individuals' (including those from the majority of protected characteristics) throughout Salford into employment and access to opportunities (including learning, apprenticeships and training, i.e. CV writing, back to work courses, etc). These are published at the Salford Equality Network: <http://www.partnersinsalford.org/3218.htm>

This content of the baseline resource has been utilised by the Salford Skills and Work Board through the development and delivery of the Salford Employment and Skills Strategy. This will allow for suggestions concerning unmet or mismatched needs and demand across Salford to be discussed and considered in this strategic context.

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ENERGY



Cosy City

Through the scheme home owners can access advice, support, grants and loans to support a wide range of energy efficiency measures. Since March 2014 the programme has assisted over 1000 households by providing general advice and has installed 43 cavity walls, 59 lofts, 66 Solid Wall installations and 32 new energy efficient boilers.

Cosy City is a Green Deal Community funded scheme which assists residents in the Norwich City areas keep their homes warmer in winter and their energy bills lower throughout the year. Over £0.5 million of government grants have been awarded to help reduce the installation costs of the improvement measures.

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ENERGY



Big Switch and Save

Reducing energy use has important environmental, social and economic benefits and therefore, clearly contributes to Norwich City Council's corporate priorities. It will help meet national and international targets to reduce emissions of carbon dioxide, one of the main contributors to climate change. This work is also vital to improve the health of the local community, enhance prosperity and improve the housing stock. The programme of activities has been supported by DECC /NHS commissioning groups and other governmental incentives (RHI/FITs) and has achieved real results.

Since 2011 the council has six rounds of our successful collective energy switching scheme. Through the power of collective purchasing we work to secure the lowest energy prices for our registrants, therefore helping to reduce the cost of energy and offset rising energy prices. The previous round of Big Switch and Save has delivered average savings of £221 a year per household. This was a better saving than those available on online comparison websites.

In the last five tranches, overall 9879 people registered for the Switch and Save. Norwich has repeatedly had the highest national conversion rates, with 1250 switchers in total. This means Norwich residents have saved a total of £225,036. However, if all residents took up the offered savings a total of at least £1,778,220 would be saved on energy bills by Norwich residents.

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ENERGY



Tommyfield Market in Oldham goes solar

Oldham Council has installed a solar array on the roof of Tommyfield Market Hall as it looks to become one of the greenest local authorities in the country – while also saving money.

Electricity generated from the 110kw solar array will be used to power the hall, which is home to more than 90 independent traders. The council will save around £9,000 a year on its electricity bill, which it plans to reinvest in the market hall.

The green electricity generated will also save around 50 tonnes of carbon dioxide – one of the main 'greenhouse gases' and a major contributor to climate change – from being emitted into the atmosphere every year.

Councillor Abdul Jabbar, Cabinet Member for Finance and Human Resources, said: "Over the next financial year Oldham Council needs to make savings of £19m so we need to come up with innovative ways of saving money to secure the future of buildings such as Tommyfield Market Hall whilst at the same time finding clean, sustainable alternative energy sources. "The roof of Tommyfield Market is a perfect site for this solar array due to its size and will be our flagship green project for 2016. We are leading the way as a co-operative green authority, as we look to become more energy self-sufficient at a time when fuel bills are continually on the rise."

Proposals are now also being considered to install solar panels on other council-owned buildings across the borough. The installation of the solar panels comes weeks after the council welcomed the signing of the United Nations Conference of the Parties (COP21) agreement, which helps organisations manage the world's transition to a low carbon economy. The agreement will help Oldham Council strengthen the growing partnership working that is already taking place across the borough as we all try to do our bit to tackle climate change.

Oldham already boasts the largest biomass-fuelled district heating network in the UK, and the award-winning Warm Homes Oldham scheme for residents. Oldham Council is also working with the Government on a new apprenticeship standard for community-owned renewable energy. Oldham's own Climate Change Strategy also sets an ambitious target of a 48 per cent cut in carbon emissions by 2020.

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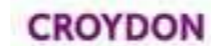
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HOUSING



Housing Commission

The Housing Commission was set up in September 2016 as a CCIN policy lab, led by Croydon Council, to encourage and enable local authorities to foster and support co-operative and community-led solutions to the housing crisis. Community-led housing (CLH) can get homes built on sites that might not otherwise get used and bring empty homes back into use. More opportunities exist now to support CLH than ever before. These include the Government's £300m 2016/21 Community Housing Fund, a game-changer for English local authorities, and Big Society Capital's UK-wide £15m loan facility for CLH development costs. The Welsh and Scottish Governments also have programmes that support CLH.

Our commissioners include representatives of local authorities, Cardiff City Council, Bristol City Council, Oldham Council and Rochdale Borough Council, campaigning and support organisations, policy experts and leaders of community-led organisations.

The Commission's practical approach is aimed at boosting what is happening on the ground: sharing good practice and innovation to enable local authorities across the UK to make best use of CLH funding and work with communities to create more homes in ways that suit their local circumstances and priorities.

We have held two evidence sessions, in Rochdale and Croydon, attended by local authorities and organisations from the CLH sector, and issued a

nation-wide call for evidence from local authorities. We are evaluating the 44 submissions received from across the country.

Among respondent authorities that were actively supporting CLH, the top four priorities supported by CLH were

- the provision of affordable homes,
- empowering communities so that they became more self-sufficient
- involving residents in addressing housing need
- reducing reliance on public services

The submissions received will inform our report that will set out how CLH can support councils' strategic priorities, how CLH comes into being and how local authorities are supporting CLH in practice. It will include case studies to suit a range of housing markets and local authority's circumstances, as well as information on where to get further help. We are working with HACT (the Housing Associations' Charitable Trust) on the production of a technical toolkit that will include templates, models and formats that have already been used successfully by local authorities to support CLH and some that are designed by experts in legal, finance and planning matters. We have also developed a local authority pledge on CLH to encourage more authorities to support CLH.

Our report, website, case studies and technical toolkit will be launched at the end of 2017. For more information go to www.ccinhousing.co.uk

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HOUSING



Low Carbon Social Housing Demonstrator Project

The Sunderland Low Carbon Social Housing Demonstrator Project takes a dual track approach to addressing the challenge of developing a low carbon economy. Funded through ERDF, with support through Sunderland City Council and Gentoo Group, it aimed to:

- Develop an exemplar of effective energy management within social housing.
- Support the development of new skills and capacity, specifically among SMEs to promote supply chain growth.

The objectives of the project were to:

- Increase the technical knowledge, skills and capacity of the business community to enable them to respond more effectively to the anticipated growth in demand for new energy saving products and installations.
- Enable SMEs to achieve the recognised accreditations for the various sustainable energy technologies.
- Create new and safeguard existing jobs with a similar skill set to those required for micro-generation.
- Increase demand for new energy efficiency applications, by highlighting the substantial energy savings benefits of the interventions through community engagement, evaluation work and deployment activities.
- Test, deploy and monitor a range of innovative energy and renewable technologies in Gentoo Group Ltd social housing in the City of

Sunderland, responding both to market failure and future demand.

- Promote social cohesion and reduce fuel poverty by ensuring that the 'hardest to treat' social housing properties and the most vulnerable groups and communities benefit from this flexibility in the use of ERDF funding.
- Engage with residents to educate in the effective use of new, low carbon technologies and to raise awareness of the steps to be taken towards true low carbon communities.

The rationale for the project was to provide a test-case for a supply and use model in establishing low carbon communities, while building opportunities in an emerging sector in the local economy. The twin track approach was designed to simultaneously stimulate both the supply and demand side of low carbon technologies for domestic and commercial use, by installing and demonstrating low carbon technologies and increasing the capacity of the private sector.

The target area was Glebe, in Washington. This comprised c.100 1970s brick-built terraced single level dwellings in Roche Court and Wenlock, with flat roofs and poor levels of insulation. Residents fall mainly within the older age range, and the area has suffered from poor perceptions in the past.

The area is relatively compact, with central space that was capable of being adapted to house the central boiler. Gentoo commissioned the design and installation of a communal energy centre ...

and district heating network, powered by biomass – such as wood chippings - and by gas to provide the heat and hot water to the properties. In addition, the thermal performance of the properties was improved by installing insulated external cladding, double glazed windows and a pitched roof system with loft insulation. The components of the project therefore comprised:

- District Heating (biomass & gas)
- Insulated Pitched Roof with PV
- Improved Windows and Doors
- Insulated Cladding
- Programmable Heating Controls
- Flexi Pay Billing System

To achieve the SME engagement activities, a North-East based training and consultancy provider, Narec DE, was appointed to manage this component of the work. The activities undertaken comprised:

- Engaging SMEs (primarily micro businesses) to become involved in targeted training.
- Delivery of training courses.
- The provision of consultancy support.

The Sunderland Low Carbon Social Housing Demonstration Project is a capital and revenue

funded project, delivered with funding secured from Gentoo Group Ltd, Sunderland City Council and European Regional Development Fund (ERDF). The total investment through this project is £3,884,861 comprising £1,942,431 of ERDF, grant funding and £1,942,430 of match funding. As a social housing demonstration project capital funding to deploy, purchase and install low carbon technologies accounted for most project spend (89%) with SME engagement, demand stimulation and diversification activities accounting for around 5% of spend.

A survey of SME beneficiaries reported very high levels of satisfaction with the support received as well as very high levels of additionality (i.e. benefits are directly attributable to project support). Responses received demonstrated several positive outcomes for SME participants, including:

Four businesses increasing their collective turnover by over £80,000 because of the training received through the project, an average of over £20,000 per business;

- At least four new jobs being created because of new work won, equating to an economic contribution of £143,210 to the Gross Value Added.
- 54% of beneficiaries selling new services.
- 92% of beneficiaries stating that the training had helped to improve their business
- Four businesses looking to invest over £42,000 to implemented changes to improve their energy performance.

Residents of the 97 social houses that have had energy efficiency measures undertaken on their properties also reported very high levels of satisfaction with the improvements with:

- 25 of the 32 households surveyed stating that the new heating system had 'made a lot of difference to the comfort of their home'; and
- 31 out of 32 reporting that the other improvements had 'made a lot of difference to the comfort of their home'.

Early data suggests the improvements have made a positive impact on residents' energy use and costs as well as improving their quality of life. For example, 24 out of 32 believe their heating bills have decreased and monitoring data from the Gentoo Group suggests that each household can expect to save at least £108 per year on their energy bills with a saving of around £59 or €80 per year on heating and hot water and £49 or €67 per year on their electricity bills.

Collectively these savings suggest a reduction in energy bills of at least £10,461 per year across the 97 households.

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RECYCLING



Recycle and Reward

Salford City Council has introduced an innovative community recycling reward scheme to drive up recycling rates in city neighbourhoods, and achieve improvements such as decreasing levels of contamination in recycling waste streams and reducing levels of residual waste. It also rewards clubs, charities, groups and organisations in neighbourhood areas.

The scheme was introduced to create a powerful incentive for local people to recycle more, by creating a reward fund for the benefit of groups that have been nominated by participating householders. Under the scheme, improved recycling performance will trigger the council to allocate rewards to nominated beneficiaries.

There has been an increase in recycling rates in all areas of the city since the scheme started in November 2015. Householders have been invited to get involved and nominate a community facility or group (such as a school) they wish to benefit. Any uplift in recycling rates will lead to nominated community groups receiving a reward.

Each month, there is a list of 'good causes' to vote for in each area of the city. The ones with the most votes in each of the areas will win their reward

if recycling in that area has increased from the previous month. So far recycling has increased in every area each month. Currently there are 102 registered good causes who have received funding since December 2015. DCLG Funding has enabled £94,243.78 of rewards to be given out through the city from December 2015 until February 2017, with a further £8,000 allocated for March 2017.

Prior to the start of the scheme recycling figures were making slow but steady improvement, now standing at 42.5% (towards a target of 45%) but with the introduction of the Reward and Recycling scheme recycling is increasing more rapidly now standing at 44% (February 2017). Salford's recycling rate is part of a Greater Manchester recycling rate which has a target of 50% by 2020. Following on from a pilot scheme, the city council has now implemented the Street Champion programme and increased the number participating to 83 with a further 32 indicating an expression of interest across the city.

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REGENERATION AND INVESTMENT



Charlestown Riverside and Pendleton One developments

Salford City Council has taken a proactive approach to social value via these schemes building in social value into the projects, working with developers to build into delivery and secure outcomes. A special focus is on better understanding the complex nature of supply chains, particularly within construction, in order to maximise the opportunity to Salford suppliers and so employment opportunities from development investment.

Under the terms of the Development Agreement between the City Council and Keepmoat Homes for Charlestown Riverside, the set of contractual social value obligations which have been agreed which are as follows:

- 70 full time construction jobs year on year over the lifetime of the project (this includes the Keepmoat Homes site, contract managers, sales staff and all working trades and sub-contractors)
- 16 apprentices (4 per year on a 2-year rolling programme)
- 30% of local labour from Salford
- 30% of spend on local (Greater Manchester) supply chain
- Create work placement opportunities across the partnership

A Social Value Working Group, which involves local residents, has developed an action plan for a significantly enhanced programme of social

value initiatives, over and above Keepmoat Homes baseline commitments and these are design to significantly improve social value outcomes.

Keepmoat Homes additional social value contribution includes the provision of various training courses at nil cost or at a subsidised rate within a specially designed 'kick-start' programme for the local people of Charlestown Riverside and Salford. There will also be a construction skills training programme for young people from the Albion Academy, construction of a multi games area, and a discretionary fund Supporting local residents to reduce barriers to training & employment.

Pendleton One has seen 328 (cumulative new) job opportunities have been delivered since contract commencement - 39% of the new job offers were made to Salford residents at the point of the job offer. A further 336 jobs have been safeguarded. 83 (cumulative number) apprenticeships have started since contract commencement - 90% of the apprentice starters were Salford residents at the point of apprenticeship offer. 285 (cumulative number) work placement opportunities have been offered and of those 149 people have completed - 97% of the starters were Salford residents. 41 people have been employed on the project directly from the work placement programme.

70% New Homes have been purchased by first time buyers, with the new homes generating £190,464 in additional Council Tax revenue.

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SOCIAL CARE



Elderly Fuel Allowance

The city is the only one in the UK to offer an annual affordable warmth dividend to all vulnerable elderly people over the age of 80 - £100 every winter since the new Administration was elected in 2011. The Council also delivers a major domestic energy efficiency programme, leveraging in national and local funding sources to provide up to £500 a year in savings for fuel-poor residents. Now Glasgow is establishing an Energy Services Company for the city – a radical move to protect our people from market failure in the energy system by drawing on our history of municipal activism.

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STRATEGY

Salford City Council

Building the 'Social' Market Place

The Council has already started to build a social market place in the City – both through its own actions and through the strong partnerships that it has with the VCSE and business sectors.

Practical steps aimed at developing and anchoring the social value market in Salford include:

- the Council Social Value and Sustainability Policy, aligned to its updated Procurement Strategy, applicable to all areas of business;
- created a commissioner's toolkit for Social Value;
- focussing market development through the council's business team, emphasising our three key 'social value' objectives from business investment and regeneration as: increasing community activity; increasing quality job opportunities/ tackling the causes of poverty, and developing local supply chains;
- social value being a core part of the assessment process at Procurement Board;
- supplier development activities in partnership with Salford Social Value Alliance, GM Social Value Network, GM Chamber of Commerce, Salford CVS and others.

Salford City Council is at the cutting edge of social responsibility and we believe that we are leading the way nationally in ensuring a social value market place in our City. Successes in the last 12 months include:

- embedding of social value 'ask' into all our grant giving, including the Devolved Budgets scheme where local people get to decide how the money is spent in their area;
- inclusion of social value in the Locality Plan for Health and Social Care Devolution – as an enabler underpinning the delivery of the whole Plan (around £450m/ annum);
- work with the Cabinet Office to share best practice around social value in commissioning and procurement, including advice for the Crown Procurement Service;
- awareness raising with businesses and local employers;
- provision of support for local providers to measure social value – Greater Manchester Mental HealthTrust has published a social impact report and gone on to pay the Living Wage to its entire staff, as a result of its Achieve Recovery contract with Salford City Council.

STRATEGY

Pin Green Neighbourhood Investment

In November 2016, the council won Social Enterprise UK's 'Buy Social – Market Builder' category for its contribution towards encouraging social enterprise in Salford.

In 2017/18, we will continue this work, with Salford Social Value Alliance partners to hold a responsible business summit, further analyse our supply chain in terms of the contribution that social enterprise makes in our city and work with the Centre for Social Business at Salford University to boost social entrepreneurship in our city. We will also work to identify 'priority organisations' to do business with, on the basis of maximising benefit in the local area and carry out a more in-depth analysis of our 'buy social' spending.

Neighbourhood Community Planning has been introduced to Pin Green to give the community an opportunity to come together and work in partnership with SBC and local partners such as; ward councillors, community groups, schools, businesses, and the Police.

In Pin Green this process began with the redevelopment of Archer Road Neighbourhood Centre which involved; consulting with local residents, services and businesses via residents groups, events and ward walkabouts, on their thoughts, views and wishes for the future. As a result, the community centre and the local pub were demolished and regenerated to provide housing, and new business units. Pin Green Community Centre was then relocated to Hampson Park and renamed Hampson Park Community Centre. Key events following this were:

- Friends of Hampson Park community group was set up by local residents to help maintain and enhance Hampson Park as a green and pleasant place to visit by:
- Young people worked closely with council officers, ward councillors, Friends of Hampson Park, Pin Green residents group, and neighbourhood Police to design and locate a new skate park within Hampson Park.

- A community café in the heart of Hampson Park, located within the community centre serves, the centre's user groups, members of the public using the park, including dog walkers, skate park users, and events that take place. Volunteers alongside paid staff work in the café which is being developed over time to take into account its customer's needs.

Additionally, Neighbourhood Wardens have been introduced to be the eyes and ears of the community and report issues and ensure these are actioned – as a direct result of Pin Green Neighbourhood Warden patrols and attendance at residents' meetings:

- Waste disposal issues in communal building have been tackled and more receptacles have been put in place for residents to use.
- Parking concerns such as nuisance and abandoned vehicles are being highlighted and actioned in partnership with other agencies.
- 3 fly tipping penalties have been issued in the past three months

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STRATEGY



The Lost Effra project

The River Effra used to flow from Crystal Palace to Vauxhall where it joined the Thames. Like many London Rivers it was diverted in to the sewer during the Victorian period. Consequently, the land where the Effra used to flow is now developed, however the valley of the Effra still exists and flooding along its route is a regular occurrence.

The Lost Effra Project was launched in 2013. Its aim was to develop a community based water management strategy and inspire people to create new ways to manage their environment along the route of the Effra in the London boroughs of Lambeth and Southwark. Part of this work has been educating communities on the benefits of sustainable drainage and showing how SuDS (Sustainable urban Drainage Systems) don't have to be expensive and technical engineering solutions, but something that anyone can deliver in their own gardens.

The project is steered by the London Wildlife Trust, but involves key organisations such as the London Borough of Lambeth, Greater London Authority, Thames Water and Natural England. However, the main thrust of works and ideas comes from the network of community groups who are involved in the project and span the area that used to be the River Effra. The project also works in partnership with Lambeth Council Contractors who supply a lot of labour and resources in kind but also working with small local contractors to encourage growth within the local area and assure local skills are used.

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TRANSPORT



Green Wheels Travel Scheme

Transport sustainability and air quality are high priorities for Salford, so Salford City Council has launched the Green Wheels Travel Scheme, with the aim of encouraging staff to play their part in tackling climate change and promoting sustainability, by making environmentally friendly travel choices when travelling to, from and during work.

Partnering with two Social Enterprises; Co-Wheels and the First Step Trust, as well as working with Transport for Greater Manchester, a key element of the scheme has been the introduction of a new car club as a safe and cost-effective alternative to employees using their own vehicles for business travel. The car club provides a pool of low or no emissions, regularly maintained and valeted cars for staff, residents and businesses to use as required. It operates on a profit share basis with any income from non-business travel shared between Co-Wheels and the City Council to re-invest into other green travel schemes.

The scheme is also helping to deliver real social value benefits by contracting out some of the maintenance and valeting work to a local social enterprise company run by the First Step Trust –

a charity that provides real work, training and employment opportunities for people excluded from ordinary working life because of mental health conditions or other disadvantages.

A good example of the scheme being used for additional community benefit is through our work with the Salford Armed Forces Veterans Network, who regularly use the vehicles to take veterans to local breakfast clubs.

It is estimated that vehicles account for over 30% of greenhouse gas emissions in Salford. This is a particular issue for the city as large parts of the motorway and strategic road network are within designated Air Quality Management Areas. Our Green Wheels Travel Scheme, expanded in 2016, has already saved around £150,000 per year, led to a 27% reduction in council business miles driven, and an estimated reduction of 128 tonnes of CO₂.

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TRANSPORT



Doing even more to invest in sustainable transport

In addition to the electric vehicle infrastructure, the Council has established Scotland's biggest and best cycle hire scheme with 420 bikes and 41 docking stations across the city. The number of people commuting by bike into the city centre has risen by 130% over the past five years, a real testament to the investment in improved infrastructure for cycling and the emphasis being put on sustainable transport. Two all-electric buses have been purchased for a key route between the city centre and Riverside Museum and these developments have had a cumulative impact on improvements to the city's air quality. 95% of the city now meets all national air quality standards, with efforts focused on tackling those areas known to present challenges.

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VOLUNTEERING



Salford Friends of Parks Group

Salford City Council has supported friends of parks groups for many years. In recent years the parks and greenspace team have looked at how friends' groups can become partners in helping to manage their local greenspace. This has resulted in parks officers and groups thinking innovatively about events and activities, park maintenance and fund raising. There has been an increase in friends of parks groups from 22 to 30 over the previous 12 months resulting in better managed parks and increased community involvement. Some examples include:

Friends of Lightoaks Park - Set up in February 2016 by members of the local community. Their first litter pick attracted over 50 people. Since 2016 they have delivered over 10 successful events, such as clean-ups and family fun days. The group have also successfully secured funding to deliver activities and purchase a community notice board in partnership with the city council. The group have built great links with the local community and primary school located next to the park. The group recently funded a bug hotel for the school grounds.

Friends of Eccles Rec - With 203 social media members this group deliver daily litter picks. The group came together to focus on overcoming the litter problem in their local park, their daily litter

picks have made a huge impact. The council provide the group with a trade waste bin free of charge to dispose of the waste they collect in the park. The group have also secured funding to create a sensory garden with raised beds which is currently being installed.

Friends of Roe Green Play Park - This group came together to renovate their local play area. The play area had become dated and was in desperate need of new play equipment. The council had secured £60,000 in capital funding and section 106 money, the group decided to run a campaign to increase this budget to £100,000. Through funding applications and events the group have now reached this target and are now working with the council to design their new park.

Friends of Parr Fold Park - The friends of Parr Fold park run regular volunteer days to tend to the flower bed they have adopted. The group secured funding to purchase plants and have recently secured a tool shed. The group have also successfully worked with City of Trees to see an orchard planted in their park on a once unused piece of land. The group also run regular litter picks and activities.

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YOUTH



Rochdale Youth Service “Middleton in Bloom Project”

Rochdale Youth Service staff have supported a group of young people to lead in entering Middleton Township in the Northwest in Bloom Competition, by creating a working party and community action group. The “In Bloom” project has enabled the whole community to come together for a common goal of showcasing and improving the environment in Middleton. By starting this project, we have been able to put together lots of different individual groups and share, skills, knowledge, abilities and help each other out. We have strong links with schools, housing, voluntary sector, community centres, churches, allotments, community gardens and much more.

This project has enabled young people and children to make decisions and be a part of other decisions made in their area, reducing, vandalism and anti-social behaviour. What we are especially proud of is our sense of community and through our action days, we have been able, not only to work on areas on our route for the judges to see, but to help out other community groups in terms of our young volunteers.

We are especially proud of helping out our groups with dementia, disabilities and elderly residents and our community action days where young people identify areas and we improve them. Through our clean up days and action days, we constantly recruit more volunteers and young people and children challenge their peers about keeping the environment clean, helping our next generation learn to take more pride in where they live. It has given the community a sense of purpose, a social outlet. In one sense the “In Bloom” project is not about flowers but about bringing people together and this project has done this. Each year we aim to improve and find new ways of ensuring everyone has access to take part in this competition.

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YOUTH



Rochdale Youth Service Open Award Centre Team

This group operates from Matthew Moss Youth Centre on a weekly basis. It is open to any young person regardless of ability or experience from the Borough of Rochdale who wishes to take part in the Duke of Edinburgh's award. The project is run by Rochdale Youth Service as part of its wider youth provision in the Borough.

The staff team is made up of a mix of people including paid Youth Service staff, volunteers from across the Borough and young adults who were previously participants and have returned as peer mentors. Countless hours of dedication and commitment from the team provides a seamless programme for young people. All believe in the equality and potential of every young person. They work effortlessly to build an atmosphere of openness and inclusivity that is integral to Youth Work principles and practice.

The team stay away from the comfort of their own homes and pleasure of their families to provide such opportunities for young people on many weekends, overnight stays and multi-day/night residential and expeditions. Without the support of our volunteers and peer mentors, the Open Award Centre would fail to provide such a provision.

The team goes beyond their working roles to deliver the most of every opportunity so that the young people can experience valuable lessons for life. This has seen a wide spectrum of young people coming together to work towards their Duke of Edinburgh's Award. From young people with disabilities, to young people from opposite ends of the economic spectrum. All working together without being defined in boxes, categories or labels in a safe, supportive atmosphere.

Wider impacts can be calculated through the many voluntary, third sector organisations, schools and faith based groups throughout Rochdale who have benefitted from having young people volunteer with them as part of their D of E programme.

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