



# Co-operative Councils

## Innovation Network

## Consultancy Framework User Guide

### BACKGROUND

As Co-operative Councils, our members are at the cutting edge of policy innovation – and it can be a tough place to be. Councils often need to move quickly and flexibly to be on the front foot when it comes to ‘doing things differently’.

Sometimes it is necessary to bring in extra capacity and specific expertise to be able to do this, and there can also be a need to seek independent challenge to test assumptions and policy design. The CCIN recognises this and wants its members to be as enabled as possible to develop practical policy solutions as quickly and informed as possible – and this is where the Consultancy Framework comes in.

### INTRODUCTION

In 2016 the Co-operative Council’s Innovation Network (CCIN) undertook a tender process to find organisations that could:

- inspire and design innovative co-operative policy over several policy areas and themes, with a focus on delivering differently and redesign of public services in line with cooperative values and principles
- demonstrate the ability to build capacity and leave a legacy that continues to deliver outcomes even after the funding and supporting resources have moved out
- bring credibility and profile to the work of the CCIN reaching across a wide range of sectors and agencies.

Our multi-supplier Framework allows all CCIN Members and Associate Members (and the CCIN itself) to select from a specialist, prescribed pool of organisations to help in developing policy, implementing prototypes and building capacity, both in communities and inside the organisation.

The tender contract period runs from 4<sup>th</sup> July 2016 — 30<sup>th</sup> June 2018 (with the option of a year extension to June 2019). The tender was managed by Oldham Council (Reference number: DN123404 OJEU | Contract Notice number: 2016/S 058-098213).

### FRAMEWORK PROVIDERS

A current list of CCIN Consultancy framework organisations and further information on each is available at:

<http://www.councils.coop/consultancy-framework/>

## ACCESSING THE FRAMEWORK

### Step 1 – Project Specification

Draft a Project Specification and establish the cost of the work



### Step 2 – Decide which Route

Project Value **over £50k** – Mini Competition

Project Value **under £50k** – Direct Award



<b>Step 3 - Mini Competition</b> <b>– over £50k</b>	<b>Step 3 – Direct Award</b> <b>– under £50k</b>
<p>Issue the ‘mini competition’ invitation documents to all suppliers listed on the Framework (your procurement department should hold a template document and will be able to facilitate the mini competition process). Please be aware, to be compliant with procurement law your ‘mini competition must be conducted in accordance with the following:</p> <ul style="list-style-type: none"><li>• You must invite all Framework suppliers to bid</li><li>• Your mini competition invitation documents must clearly describe your requirements and inform suppliers the basis on which you will evaluate their offers.</li></ul> <p>The criterion for award of the mini competition is as follows:</p> <ul style="list-style-type: none"><li>• Quality to be determined by Contracting Authority 0% - 100%</li><li>• Price to be determined by Contracting Authority 0% - 100%</li></ul> <p>You must allow suppliers sufficient time to prepare and submit their bids:</p> <ul style="list-style-type: none"><li>• 2 weeks is considered a minimum</li><li>• Bids must be submitted in whatever format is used by the Contracting Authority e.g. written hard copy format or via an electronic portal.</li><li>• You must inform suppliers of the closing time and date for submitting their bids.</li><li>• You must treat all suppliers equally and fairly, and evaluate all bids in the way you have described in your mini competition documents</li><li>• If you have decided to apply a standstill period, then you must advise all suppliers of the outcome.</li></ul>	<p>Place Award with the successful Contractor, your Council’s own standard award letters may be used but must reference CCIN Consultancy Framework - Reference number: DN123404</p>

## Good Practice

- Pre-market engagement prior to issuing the mini competition invitation documentation is permitted under the Framework and is welcomed by all Contractors.
- It is a useful tool for Contracting Authorities to determine the best route and seek support in developing specifications and refining requirements.
- Industry days, one to one meetings, group meetings and site visits are a good way to preengage with the Contractors.
- A good practice is to share with the Contractor's your timescales (if aware) so they can plan resources in advance.
- When engaging with the Contractors please ensure this is done on a fair, open and transparent basis (i.e. allow the opportunity for engagement with all Contractors on the Framework and provide all with the same information during the pre-market engagement exercise).



### *Step 4 – Conclude*

Contracting Authority notifies [hello@councils.coop](mailto:hello@councils.coop) of the appointment and commences the implementation with successful Contractor.

## MEMBERS OF THE CONSULTANCY FRAMEWORK

Business	Email	Contact	Phone
4OC Ltd	<a href="mailto:james@the4oc.com">james@the4oc.com</a>	James Curran	0207 9283127
Branding.coop	<a href="mailto:hello@branding.coop">hello@branding.coop</a>	Nicola Huckerby	07813 687 292
Co-operative College	<a href="mailto:simon@co-op.ac.uk">simon@co-op.ac.uk</a>	Simon Parkinson	0161 819 3000
Co-operatives UK	<a href="mailto:james.delevingne@uk.coop">james.delevingne@uk.coop</a>	James de le Vingne	0161 214 1777
Cordis Bright	<a href="mailto:colinhorswell@cordisbright.co.uk">colinhorswell@cordisbright.co.uk</a>	Colin Horswell	020 7330 9170
Design Council	<a href="mailto:Ellie.Runcie@designcouncil.org.uk">Ellie.Runcie@designcouncil.org.uk</a>	Ellie Runcie	0207 420 5200
KPMG	<a href="mailto:katie.johnston@kpmg.co.uk">katie.johnston@kpmg.co.uk</a>	Katie Johnston	0113 2542936
Locality	<a href="mailto:Jeff.scales@locality.org.uk">Jeff.scales@locality.org.uk</a>	Jeff Scales	07827 281441
Made Open	<a href="mailto:robert@madeopen.co.uk">robert@madeopen.co.uk</a>	Robert Woolf	01872 863489
Traverse (was OPM)	<a href="mailto:Rob.francis@traverse.ltd">Rob.francis@traverse.ltd</a>	Rob Francis	07917 508 484
Perform Green	<a href="mailto:jo.harper@performgreen.co.uk">jo.harper@performgreen.co.uk</a>	Jo Harper	01242 964032
RedQuadrant	<a href="mailto:benjamin.taylor@redquadrant.com">benjamin.taylor@redquadrant.com</a>	Benjamin Taylor	07931 317230
Revealing Reality (was ESRO)	<a href="mailto:contactus@esro.co.uk">contactus@esro.co.uk</a>	Tom Brown	020 7735 8040
The Behaviouralist (was Avalon Behaviour)	<a href="mailto:Jesper@thebehaviouralist.com">Jesper@thebehaviouralist.com</a>	Jesper Akesson	020 3355 0240
Tin Smart Social	<a href="mailto:alex.cole@tinsmartsocial.com">alex.cole@tinsmartsocial.com</a>	Alex Cole	0780 8169034

## CONTACT DETAILS FOR FURTHER ASSISTANCE

Please refer any queries relating to the Framework that you are unable to resolve to:

### Nicola Huckerby

Communications, Membership and Events  
Co-operative Councils' Innovation Network

**Email:** [comms@councils.coop](mailto:comms@councils.coop) | **Mobile:** 00 44 7813 687 292 | **Web:** [councils.coop](http://councils.coop) | **Twitter:** [@CoopInnovation](https://twitter.com/CoopInnovation) |  
**Facebook:** [@CoopCouncils](https://www.facebook.com/CoopCouncils) | **LinkedIn:** [CCIN](https://www.linkedin.com/company/ccin) |

*Released September 2017 and updated September 2018*

**4OC** work with **local authorities** across the country driving **new ways of working** and designing services around **citizens' needs**, which together deliver financial savings and better outcomes for the community.

- 4OC -

### Services

- ④ Options Appraisals and end-to-end Business Casing
- ④ Innovative Solution Design:
  - Target Operating Models
  - Detailed business requirements
  - Digital Transformation
- ④ Programme design and delivery
- ④ Service/Organisational Design and Reviews

### Products

- ④ Digital Readiness Assessment
- ④ Operational Health Check
- ④ PowerBI and MS Project Online – Design/Implement
- ④ P3M3 – Build your Project Management Capability
- ④ IT and Change Strategies
- ④ Online, real time Project Management Tool

### Approach

- ④ Enable Stakeholders to make good timely informed decisions
- ④ Change in incremental steps
- ④ Drive a change in culture
- ④ Engage operational teams and citizens in service design
- ④ Rooted in operational reality
- ④ Build capacity and confidence in teams

### Methodology

- ④ Pragmatic and proven stage-gated methodology
- ④ Based on Prince2, Systems Thinking and Agile but taking account of operational reality
- ④ Structured and flexible
- ④ Effective Performance Management Tools



**4OC. For Organisational Change**

W: [www.the4oc.com](http://www.the4oc.com)  
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Ph: 0207 9283127





Marketing | Communications | Events  
Working for a Cooperative World



Branding.coop provides hands-on support and guidance to organisations wishing to promote their cooperative identity. It's managed and operated by Nicola Huckerby, Director.

An experienced communications and marketing professional with oodles of experience in the public and cooperative sectors, Nicola managed the development and launch of the global COOP Marque now being used by cooperatives in 105 countries. As Co-ordinator of the United Nations International Year of Cooperatives 2012 and Director of Communications for the International Co-operative Alliance Nicola developed a global network of cooperative organisations which she loves to share.

Nicola is passionate about coops and is a Director of Cooperatives South West, Bovey Futures and Vice Chair of Revolver Coffee Cooperative, she is also a member of several others. Nicola works closely with cooperatives across the country including Cooperatives UK, Cooperative News, the Confederation of Cooperative Housing, and the Cooperative Party. Nicola has excellent contacts within the UK worker co-op sector.

Nicola is on a mission to help coops become mainstream. She believes that if people can identify a cooperative when they walk along the high street, visit a website, or browse a publication, then choosing cooperatives above businesses owned by their shareholders will be more likely, this in turn will lead to a better and fairer world.

Since June 2016 Nicola has managed the communications, membership and events for the Co-operative Councils' Innovation Network, providing a centralised information point for CCIN Member Councils. In 2017/18 this support has included:

- Managing the CCIN website, print and social media platforms, acting as brand guardian
- Co-ordinating recruitment and retention of CCIN membership and management of the membership database and prospects
- Overseeing the launch and publication of the CCIN Housing Commission's report on Community Led-Housing
- Organising the CCIN's attendance at 25 events, exhibitions and meetings including a visit to meet the President and Director-General of the International Co-operative Alliance in Brussels
- Launching the CCIN's Associate and Affiliate membership schemes and recruitment to those schemes
- Collation and promotion of Case Studies (70 to 155) on the [Councils.coop](https://councils.coop) website giving CCIN members recognition with new audiences

Global cooperative sector: 2.8m coops | 258m employees | 1.2bn members

UK cooperative sector: 7,226 coops | 31.1m owner members | £36.1bn value of coop economy

**Nicola Huckerby BA (Hons) Econ, MCMI – Director, Branding.coop**  
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Registered in England and Wales | Company number 9933906



# 100 years.

That's how long we've been delivering co-operative training and education.

We understand that being a co-operative council means doing things differently - being bold and committing to a more collaborative way of working.

That's why we've developed specific training to meet your needs, tailored to the topics that really matter to you.



### Learning lunches

These dynamic bite-size sessions are perfect for a lunchtime break. With a wide range of topics to choose from, our experienced facilitators will ensure you leave feeling energized and full of new ideas.



### Workshops

Perfect for exploring topics more in-depth, these workshops will really get you thinking, with interactive sessions and practical tips to take into your day to day role.



### eLearning

We've developed a suite of eLearning courses because we understand that time is precious and it isn't always easy to get people together in the same room. Our platform provides a flexible approach to learning - all that's needed is a mobile phone, tablet or PC and Wi-Fi connection and away you go!

### Why choose us?



**Unrivalled experience** - we've led the way in co-operative education for 100 years, and we have no intention of stopping now. From developing a co-operative university to exploring new and innovative training methods, you can be confident that choosing us means you'll be immersed in the latest co-operative thinking.



**Value for money** - as an education charity, we're committed to ensuring that our pricing is fair, with all income invested back into making your learning experience the best it can be.



**Communities** - our charitable work takes us to the heart of communities. We understand the needs of local people and work with them to identify sustainable solutions, create opportunities and improve the areas where they live. This insight makes us ideally placed to support your work in making co-operative communities a reality.

Get in touch with our team and see how we can help. You can reach us via:

Email [Learning@co-op.ac.uk](mailto:Learning@co-op.ac.uk)

Online [www.co-op.ac.uk](http://www.co-op.ac.uk)

Phone 0161 819 3000



## Support for co-operative councils from Co-operatives UK



As the network for Britain's thousands of co-operatives, Co-operatives UK works with organisations across the country to promote, develop and unite co-ops. We lead strategic development for the co-operative sector and provide practical advice to new and existing co-ops of all kinds.

Co-operative councils can access a range of tailored support from Co-operatives UK, with a discount of 20% for councils in membership of CCIN.

### Support available from Co-operatives UK

**Awareness.** We can provide resources and lead workshops and other activities to increase understanding of co-ops, the co-operative sector and what it means to be a co-operative council among employees and local people.

**Advice.** We can give practical guidance on developing co-operative solutions, covering everything from legal registration and governance models to member engagement and raising finance.

**Facilitation.** We can lead or facilitate collaborative strategy and action planning workshops to help you arrive at shared outcomes and plans.

**Strategy.** We can deliver strategic programmes to support the growth of new co-operatives, raise money through community shares or enable community-led economic development.

### Benefits of working with Co-operatives UK

**Co-operative expertise.** We have provided strategic and practical support to co-ops for more than 20 years. As the national body for co-ops, we have an in-depth understanding of the challenges and opportunities for the sector.

**High quality service.** We are not for profit, meaning that all generated income is put back into providing market leading services for our members.

**Value for money.** We work with co-operatives large and small, from a range of sectors and complexities, giving high quality and high value advice. CCIN members benefit from a 20% discount.

**A national network.** As the UK's membership body for co-ops of all kinds, when you work with us you can tap into a national network of co-ops that can act as partners, advisers or supporters.

**We offer a flexible and tailored service.**  
**Please get in touch to discuss how we can help and what we can do together.**

[advice@uk.coop](mailto:advice@uk.coop) | 0161 214 1750 | [www.uk.coop](http://www.uk.coop) | [@CooperativesUK](https://twitter.com/CooperativesUK)



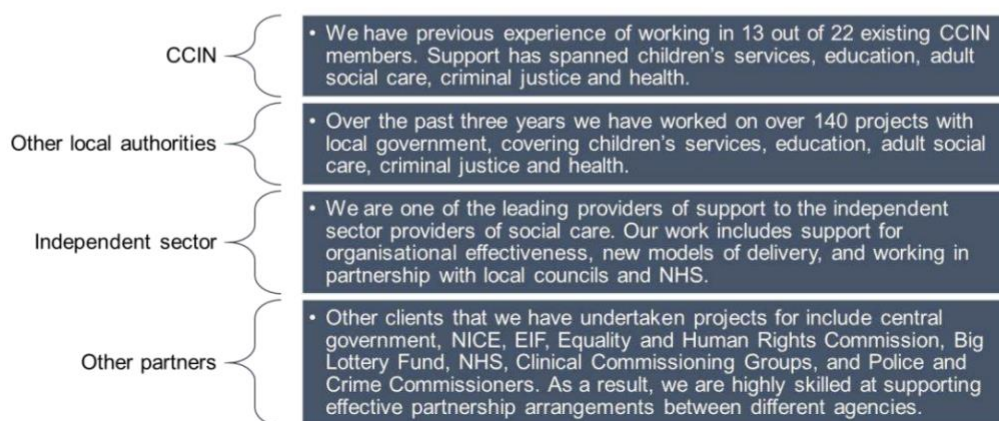
## Cordis Bright

### Expertise

Cordis Bright specialises in the following main policy areas:

- Children and young people's services.
- Adult social care and older people's services.
- Criminal justice.
- Community healthcare and public health.

Our expertise spans across local government, the independent sector (encompassing the voluntary and community sector, not-for-profit sector, social enterprises, mutuals), the NHS, central government and non-departmental public bodies. This is summarised in the diagram below:



### Capacity

Our team has a unique combination of consultancy and research skills with previous experience in practice, management and inspection. Further information about members of the team is available at: <http://www.cordisbright.co.uk/who-we-are.php>. The distinguishing features of our approach are:

- 1. Evidence based:** we ensure that our work is firmly grounded in evidence of what works. This includes drawing on experiences from other sectors that could be applied to the relevant policy area. An example of this is drawing from policy within children's services and applying this to adult social care (e.g. importance of prevention and early intervention); or taking learning from the voluntary and community sector and applying this to local government (e.g. structures to promote collaboration).
- 2. Collaborative:** we recognise the importance of collaborating closely and meaningfully with our clients. This helps to ensure that there is buy-in to new ideas/approaches and also draws on the expertise that our clients have from working in the sector and with the local community.
- 3. Co-productive:** we also recognise the importance of co-production in undertaking projects, e.g. tapping into the expertise of service users and citizens in the problem-solving process.
- 4. Pragmatic:** one of the unique characteristics of Cordis Bright is that we combine expertise in innovation, policy, research and change with in-depth experience in practice and management. As a result, we understand the real-life challenges in designing and

implementing policy/programmes in a cooperative context. We believe that this helps to increase our success at embedding new ways of working.

### **Design Council Overview**

Design Council has been a pioneer in advocating and supporting the value of design to the economy and society for more than 70 years. We are recognised as an independent, trusted partner, enabler and convener, with the capabilities to bring together senior representatives from the public and private sectors to address national and global challenges. As the independent, national adviser to the government on design, a key part of our work is generating new knowledge on the use and impact of design-led innovation across multiple sectors, at community, local, city-region, national and global levels. Governments around the world are increasingly looking to design to help them rethink and redesign policies and public service delivery. Design is now widely accepted as crucial to the development of services and systems, and Design Council has demonstrated how design can be embedded within the public sector to deliver improved outcomes.

### **Expertise and Specialism**

Design Council is a leader in shaping and delivering design-led innovation programmes to stimulate business growth, transform public services and enhance places and cities. Our built environment work is a key part of the government's National Planning Policy Framework, which highlights the importance of design in sustainable development and establishing resilient communities.

Over the last two decades, our design-led innovation programmes have delivered growth in more than 5,000 businesses. Having worked across multiple government departments – and with almost every local authority in the UK – we have inspired and developed new insights that have delivered innovative policy and service solutions. We have worked intensively with a wide variety of stakeholders, from policymakers, service commissioners and delivery teams at both central and local government levels and across a wide range of challenges: from economic growth, infrastructure, transport, housing and regeneration to health, wellbeing, education and environment.

Our core model is based on *advocating* the value of design and *enabling* our partners and clients to use it strategically to drive and deliver innovation. Our enabling work focuses on building and embedding new skills and capabilities in teams to use design strategically to tackle complex policy or service delivery challenges and create better outcomes. Design Council's Framework for Innovation provides organisations all over the world with an efficient way of systemising design-led innovation in both the public and private sectors. The Framework comprises strategic design methods and processes that are required to drive innovation systematically and enable organisations to address major social and economic challenges.

### **Capacity**

Design Council's approach is characterised by collaboration and partnership working. Through our work across the public sector, business, built environment, education and communities, we are able to draw on an unparalleled range of networks and partners from across different sectors, as well as independent experts and organisations with strong credibility and proven experience.

Our core team and extended network of more than 450 national and international design experts enables us to respond quickly and efficiently to the needs of our clients. Our strategic design expertise covers a wide spectrum, from digital, service, product and experience through to planning, landscape, architecture, urban design and master-planning.

### **Contacts**

Ellie Runcie, Director, Growth & Innovation  
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0207 420 5224

Che Egbuna, Bid Manager  
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## Our Services

We have developed a strong relationship to support the Cooperative Councils Innovation Network combining the strengths of KPMG with the Centre for Local Economic Strategies, Collaborate and Ready for Business. Our team provides:

- Breadth-with strong credentials across public, private and third sectors in innovation, analytics and policy development); and
- Depth -in terms of intuitive understanding, trust and traction with the Co-Operative Councils Network as a whole and with individual Council members).

Such a relationship enables us to respond with a bespoke and blended approach to the variety of opportunities arising from this framework, whilst providing quality strategic support, research and policy development practice.

**KPMG** is one of the leading professional advisors for local authorities. We are a global network of member firms with 22 offices in the UK. From each office we provide a broad range of **audit, tax and advisory services**, encompassing all aspects of financial analysis to risk management and from change management to IT. We apply these skills with a deep and intimate understanding of the local economy and of the challenges that face the public sector in each part of the country.

We support local authority clients around the UK to help tackle major challenges and change, including tailored advice in four areas: **Health and social care, Financial resilience, Digital and analytics and devolution.**

### Health and social care

In times of severe financial constraints and changing demands, local authorities need to support adults towards greater self-care/self-management and increase social worker face-time with residents. There is also a critical need to target public health care interventions to reduce the number of people requiring services and stem the flow of demand.

We support our clients to develop and implement collaborative models of integrated health and social care to respond to the increasing pressures on services.

### Financial resilience

Local authorities need to rapidly deploy non-traditional means of cost reduction and service transformation whilst finding approaches to help deliver more and better for less. The approach encompasses

1. Integrated financial planning,
2. Enhancing new revenue streams,
3. Redesigning services supported by a digital strategy and (4) reducing service demand through prevention and early intervention. All supported through increased due diligence.

We support our clients with a range of advisory, tax and assurance services to help achieve improved financial resilience

### Data, digital and analytics

Local authorities must continue to adapt and innovate to provide the right services at the right quality to the right people. Utilising data to help make the right choices is critical.

Customers are increasingly looking for high quality, responsive services from organisations, whether in the public or private sector.

We advise on all aspects of data, digital and analytics including the design and implementation of enabling technology solutions.

### Devolution

Devolution is an exciting time for local government. Many of the CCIN members are already part of a combined authority, while others are likely to follow suit in the near future.

Through our extensive work with the Greater Manchester combined authority, we can bring insights to support CCIN members.

If required we can help CCIN members to negotiate place-based settlements with the government, to help secure greater influence over delivery of public services and to enable radical long-term reform.

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

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**Locality** is the national network of ambitious and enterprising community-led organisations, working together to help neighbourhoods thrive.

## Need some help?

We're here to support and inspire your community organisation to develop and grow. We can help you access new funding, grow your impact and tackle challenges that come your way.

We have a strong track record working with local authorities, connecting them to national innovation and supporting them to transform their practice in a cost effective way, particularly in a response to austerity. We can demonstrate significant added value, leveraging significant investment into communities through our connections to national investment, grant funding and support programmes.

Our experienced, SFEDI accredited staff are based locally across the country, with a detailed knowledge of the areas in which they work. Our team build long term relationships with the local authorities we work with, delivering consultancy work such as training, project development, business planning and measuring impact.

## Our expertise

### Local authority service transformation

*We have been developing the role of community organisations in public sector delivery and supporting the pilots of new multi-agency delivery partnerships since the introduction of the Localism Act. We delivered the national programme, Our Place, which supported over 150 communities to develop plans for new service provision. We also provide long term support to Calderdale, Lambeth, Shropshire and Wigan local authorities.*

### Developing social and community enterprise

*We support new 'community anchor' organisations by leveraging investment into communities and helping develop new services in response to local need. We delivered the national Community Organisers programme for four years, creating new community activity and encouraging local volunteering.*

### Community Asset Transfer

*From community centres to green space, we support the transfer, development and management of a range of local authority assets. We have developed approaches to multiple asset transfer, setting up the VCS Consortia and delivering national programmes such as the Community Asset Ownership and Management programme.*

### Managing transformational grant and investment schemes

*As local authorities drive innovation at a local level through investment schemes, challenging communities to mobilise and innovate where mainstream services can no longer afford to. We have provided business support and training to applicants, and supported the programme design.*



For more information, please contact:

Jeff Scales

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m | 07827 281 441



# MADEOPEN

*Helping Communities Create Change*

Made Open provide a solution for social action that mobilises available assets and resources in communities; supported by a unique digital platform and a team with a system for creating functional regions.

## A platform for social action

For more info: [madeopen.co.uk/platform-overview](https://madeopen.co.uk/platform-overview)

Mobilise the assets and resources in your community with our community networking platform:

- » Incentivise community action through timebanking and bartering.
- » Engage volunteers and connect with volunteering opportunities.
- » Crowdsource community assets (time, money, materials).
- » Support collaboration between communities and organisations.
- » Customise features to suit any community of purpose or place.

## Design for change

For more info: [madeopen.co.uk/services](https://madeopen.co.uk/services)

Let us help you to design better services by connecting research, strategy, design and technology:

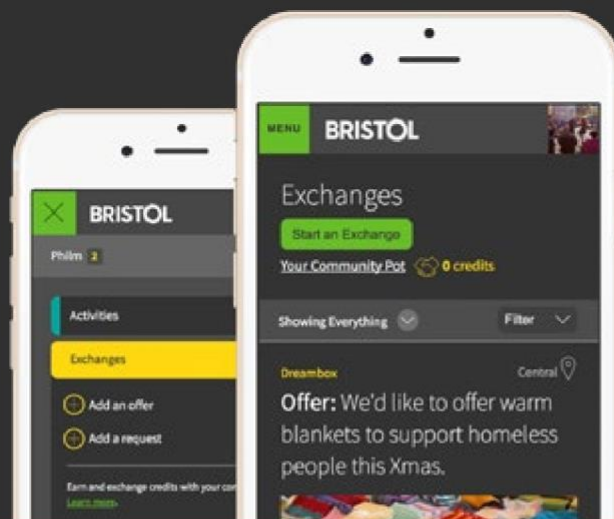
- » We put people first using well established service design models.
- » We engage people directly to explore their experiences.
- » We provide clear strategic direction to help plan and implement change.
- » We use design to solve problems and create better user experiences.
- » We can create digital services that keep you ahead.

## Mobilising communities

"52% of our citizens already help out in their community at least 3 times a year. To make community action more accessible, we have opened the website, Can-Do Bristol, a digital platform designed purely for communities to help themselves, connecting people and businesses to projects looking for help."



Marvin Rees, Mayor of Bristol  
[candobristol.co.uk](https://candobristol.co.uk)



## We're creating change with:

- » Bristol City Council
- » Croydon Council
- » Central Coast Council (Tasmania)
- » Devon County Council
- » Cornwall Council
- » Monmouthshire County Council

We also work with organisations from the private and voluntary sectors. Learn more: [madeopen.co.uk](https://madeopen.co.uk)



# Digitally inspired change for the better

We harness the power of **digital technology** to deliver **positive benefits** to people, communities, organisations and cities. Working under the banner of Smart Society, we **improve lives** and change things for the better.

## What we do

We drive innovation, productivity and a sustainable, collaborative future through digitally inspired change. Our world-class team deliver transformational programmes built on a robust change management process. By considering commercial and economic models, we make sure our clients get maximum value. And because everything we do is about people and improving lives, we always leave a positive, lasting legacy.



Smart  
Society



Digital  
Transformation



Change  
Management



Learning and  
Organisational  
Development

## Our clients

- Acas
- Aldermore
- Bristol City Council
- Bristol Is Open
- Bristol Waste
- Catapult Future Cities
- Croydon Council
- Deliverd
- Dotforge
- Food Standards Agency
- HSBC
- Isle of Wight Council
- Liaison
- Ministry of Housing, Communities and Local Government
- Mother London
- NHS
- North Somerset Council
- Our Peoples' Clients
- RSA
- Wolverhampton Council



*Perform Green came in and provided the leadership, strategy and pace we needed. I would recommend the team to anyone wanting to make big differences – their expertise, advice and leadership has ensured we have exceeded our own ambitious expectations.*

**Patsy Mellor, Service Director, Bristol City Council**

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Commercial  
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Supplier



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[www.performgreen.co.uk](http://www.performgreen.co.uk)



## Business profile

**RedQuadrant** is a customer-focused efficiency and transformation consultancy for the public sector. Our approach to transformation is to focus on making change happen whilst ensuring that change is sustainable – we work with our clients, building capacity through skills and knowledge transfer and making ourselves redundant in ensuring change can continue after we have left. For the CCIN framework, we will additionally be able to draw upon the skills and expertise of some longstanding and valued partners whose approaches and experience complement our own:

- **The National Council for Voluntary Organisations (NCVO)** champions the voluntary sector and volunteering. NCVO has extensive expertise in upskilling both the statutory and the voluntary sectors, facilitating more productive commissioning relationships and better public services.
- **Social Business International (SBI)** and its **E3M** network (which focuses on innovation in public services) have extensive experience of promoting and developing co-operatives and social enterprises to deliver local transformation and address local and national policy agendas.
- **The Social Innovation Partnership (TSIP)** works with organisations to help them clarify their purpose and what it is they want to achieve. It then supports them to develop the systems and skills they need to embed evidence and innovation in their work. With this combination of strategic and practical support, organisations can measure, communicate and grow their social impact.

We have access to a wealth of experience through our network of over 1,500 independent consultants handpicked for expertise in each project, and, in collaboration with our partners, have the skills and capacity to offer expertise on the full range of local government functions – please see our [website](#) for more details. Collectively, we have a track record in relation to significant themes such as:

- place/locality and neighbourhood working;
- community capacity building and asset based approaches;
- alternative service delivery models such as community enterprises and mutuals;
- effective partnerships and collaboration with public sector partners, the voluntary and business sectors;
- systems thinking and systems leadership;
- service redesign;
- behaviour change and demand management;
- social enterprise and social value;
- joint needs assessment and outcomes-based commissioning;
- performance management;
- effective and efficient resource management and ethical commercial approaches; evaluation, social impact and return on investment

We also lead the Public Service Transformation Academy, a social enterprise building the capacity of public services to transform themselves – [www.publicservicetransformation.org](http://www.publicservicetransformation.org)

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# Revealing Reality: Supplier Profile

## SUPPORTING LOCAL GOVERNMENT TO MAKE CHANGE HAPPEN

[www.revealingreality.co.uk](http://www.revealingreality.co.uk); 020 7735 8040, [contactus@esro.co.uk](mailto:contactus@esro.co.uk)

### Working to support local service providers and residents across the UK

Revealing Reality (formerly ESRO) has been working in partnership with Local Authorities and other local service providers to facilitate change processes for over 10 years. We have a team of 30 people (supplemented by a number of additional associates and subject matter experts) who work in project teams to deliver bespoke support packages.

### Using ethnographic and systems research to drive change

Founded by anthropologists, we have expertise in ethnography & in-context research to really understand the needs and experiences of local people. These behavioural and cultural research skills are complemented by other research skills, including an experienced quantitative and data analysis team, a film production unit and innovation team.

### Facilitating collaboration and bring people together

We understand the importance (and sometimes difficulty) of getting a wide range of local organisations, each with their own priorities and boundaries, to work together. We regularly design processes that bring people together in different ways – helping to have different kinds of conversations to motivate change or stimulate new ways of thinking. We have a lot of experience of bringing in local residents into these conversations, and have a number of tools that can be flexibly deployed to ensure real people are put at the heart of service re-design.

### Specialism in 'hard to reach' audiences and complex subject matter

Working in partnership with local authorities means we have developed a specialism in engaging 'hard to reach' audiences. Over the last year we engaged illegal and undocumented migrants, young gang members, young carers, socially isolated older people, care leavers, adoptive parents, families at the edge of care and a whole range of BAME groups (e.g. Bengali, Indian, Pakistani, Tamil, Black African, Black Caribbean, Gypsy & Traveller groups).

### Training and skills transfer

We recognise how lucky we are to get to work with a whole range of different teams up and down the country, as we are constantly learning new approaches and collaboratively identifying ways to solve problems. We believe passionately in the importance of skills transfer, and are willing to invest in the development and training of those with whom we work, to share our knowledge and expertise.

### Wider influence and change

At Revealing Reality, we have a strong reputation for thought leadership and an ability to influence policy-making at the highest levels. We regularly publish our work and have had input on policy areas as diverse as welfare reform, adoption, and regulation around high cost credit and consumer vulnerability.

## SPECIFIC SUBJECT EXPERIENCE & EXPERTISE

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>■ Family and children's services</li><li>■ LAC, fostering and adoption</li><li>■ Dementia services</li><li>■ Mental health services</li><li>■ Migrant populations</li><li>■ Gangs / anti-social behaviour / criminal justice</li><li>■ Long-term unemployment / routes to work</li><li>■ Wellbeing, resilience &amp; mental health</li><li>■ Health</li></ul> | <ul style="list-style-type: none"><li>■ Digital inclusion</li><li>■ Community assets</li><li>■ Community budgets</li><li>■ Co-operative / community schemes</li><li>■ Enterprise and entrepreneurs</li><li>■ Early intervention</li><li>■ Welfare reform and advice services</li><li>■ Information provision</li><li>■ Customer services</li></ul> |
|---|--|



Company Profile:  
**The Behaviouralist**

The Behaviouralist works with organisations to demonstrate the economic, social, and environmental benefits that can be achieved through engaging with behavioural science.

The Behaviouralist is comprised of world-renowned experts in behavioural science and economics; delivering a unique blend of academic prowess and real-world commercial application. We have a history of delivering successful innovations in a policy context. By success we mean that we have:



**Changed the outcome  
indicator for the better**



**Generated significant  
economic savings.**

These methods can be applicable to a wide range of policy challenges (payment arrears, housing, education, health, etc.) and provide a robust and cost-effective result.

We also work to address misunderstandings in behaviour change, these can include:

- Confusing actual behaviour with 'stated preferences': Behaviour is what people actually do, not what they say they do.
- Before and After measurements aren't true indicators of change: any number of external factors could have influenced the behaviour change.
- Surveys are tricky: studies have shown they only predict 3% of actual behaviour (Webb & Sheeran, 2006)
- Focus Groups bring hurdles such as selection bias, group conformity, social desirability and demand conformity.

We are undertaking numerous projects for local government clients including:



Collecting Housing Association and Local Authority payment arrears (Council Tax & Business Rates)



Channel migration and demand management across multiple services for local authorities



Energy consumption reduction (household and organisational)



Behaviour change through digital platforms (with our in-house designers),



Transport behaviour in cities



Housing allocations and homelessness.

We also produce academic and commercial papers outlining our work. We've published ground-breaking research, developed traditional and digital platforms for behaviour change interventions and delivered measurable change across a diverse range of industries and sectors.

### **VIRGIN ATLANTIC AIRWAYS**

changing pilots' fuel consumption behaviour in 8 months,

**saved**  
**6,828**  
**metric tons of fuel**  
worth 3.3 million pounds

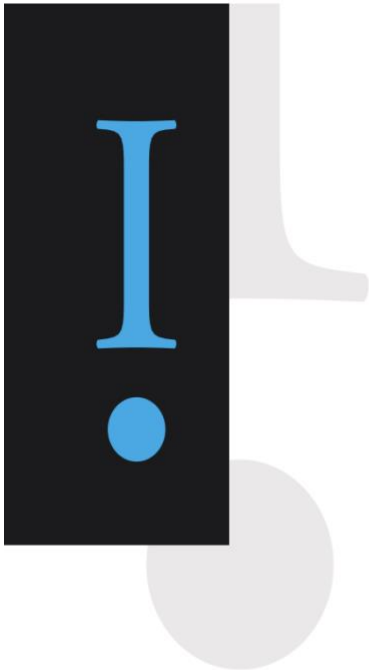
### **HARINGEY**

Carrying experiments with 13,538 households in 75 days,

**£111K**  
**measured increase**  
in tax collection

**Let us show you how we can help you**

[dan@thebehaviouralist.com](mailto:dan@thebehaviouralist.com) or 020 3355 0240



TIN SMART SOCIAL LTD

## Company Profile

- We are innovation consultants, with a social impact signature to everything we do.
- We use our **Involve | Solve | Evolve** approach to develop, deliver, evaluate and scale high quality, high impact programmes, wrapped around what people, communities and businesses really need.
- We are available to work with you from regional impact centre of excellence (RICE) hubs

## Our Strengths

- We leverage global thinking to deliver local impact.
- We use proven collaborative approaches, tools, and methods to build long-term cooperative outcomes and relationships.
- We have developed our Wellbeing Working® theory of change model which enables us to embed social value and innovation within our corporate culture.
- We have an experienced policy, strategy and governance (PSG) Board who work closely with our management team to offer you a broad range of consulting, innovation, and delivery skills across local government, education, health, and CSR.

## Capacity, Capability, and Expertise

Our range of templated tools, techniques and learning programmes are piloted and proven in physical environments (our Digisheds Social Incubator studios) – as well as in virtual learning environments (our Telligenia VLE Academy).

- **Health & Wellbeing Impact** –with troubled families; older people; NEETs; SENs
- **Accredited STEM Talent Programmes** - employability, traineeships, mentor certification
- **Social Mobility Outcomes** - brokering, developing and sustaining social impact partnerships
- **Reputation Enhancement** - ethical innovation and impact measurement ‘on the ground’
- **Culture Transformation** - Building social brands and values; purposeful marketing;

## Reference Organisations

### Public

Department of Work & Pensions  
Telford & Wrekin Council  
Lambeth Council  
Aston University

### Corporate

Capgemini  
Business In The Community  
Lloyds Register  
Thomas International

TIN Smart Social Ltd  
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[www.tinsmartsocialglobal.com](http://www.tinsmartsocialglobal.com)

Registered in England and Wales  
Company Number 9377718  
VAT Number 206 3023 60



**Traverse** is the new name for OPM Group. OPM was founded in 1989, became the UK's first employee-owned "public interest" company and has been wholly-employee owned since 2009. Throughout that time, the landscape of public service delivery has changed immensely but our commitment to social value still runs through all the work we do.



Traverse builds on the history of both OPM and Dialogue by Design to provide full-service consultancy in Consultation and Engagement, Evaluation, Organisational Development and Social Investment.

We can support local authorities with a range of activities, including:

- qualitative and quantitative research to help you make sense of evidence;
- engagement with staff, partners, service users and citizens to help you understand their experiences and preferences, and to involve them in co-designing new ways of doing things;
- monitoring and evaluation activity to help you review projects and programmes;
- use of our own economic assessment tools.

Our work with service users and citizens can focus on small, target groups or reach out to whole populations. We are skilled at designing open, transparent engagement processes about complex, sensitive topics, as well as inventive, highly creative approaches that help people build a vision for the future of their communities.

In addition, our expertise in organisational and community development means that we can support councils to move from the 'what' to the 'how', helping them to make change happen on the ground through whole systems thinking.

We have strong networks and expertise across local government, and with partners in health and the voluntary and charitable sector.

Our quality systems are ISO 9001:2015 accredited and our procedures for handling data are ISO7001:2013 and Cyber Essentials accredited.

Contact us at [tenders@traverse.ltd](mailto:tenders@traverse.ltd) or for more information, take a look at our website at [www.traverse.ltd](http://www.traverse.ltd).

