



Co-operative Councils

Innovation Network



Co-operative Case Studies

Winter 2018/19



Co-operative Councils

Innovation Network



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.

Bassetlaw District Council

Bassetlaw Neighbourhood Planning Marketplace: empowering community plan makers



Bassetlaw District Council are active supporters of neighbourhood planning, with 9 plans now 'made', 15 plans under development, and a number of prospective plan areas currently being explored. Despite the coverage of neighbourhood planning activities in the district, and the similar activities being engaged in by steering groups, little interaction was taking place between them. This was not problematic, but was rather seen as an opportunity to explore what benefits could be accrued by bringing groups together; the Neighbourhood Planning Marketplace concept was born.

The format of the event was inspired by an officer's doctoral research project, which examined ways to enhance public participation in planning, particularly how to assign value to local and tacit knowledge. In translating the research into practice, the aim was to provide neighbourhood planning groups with the opportunity to showcase their work, and to learn about the work undertaken by other groups. The potential for collaborative work to emerge was also anticipated.

The format of the event was designed to provide a relaxed environment in which to share ideas and experience. Presentations made 'from the front' were consciously avoided, with the focus instead being placed on 'market stalls', each hosted by a neighbourhood plan group, providing information and opportunities for discussion. In this configuration, district council officers were positioned very much as facilitators, but still on-hand to provide information and answer queries as required.

A key element of the event was the use of posters, produced by the district council, to summarise the plan development activities of each active neighbourhood plan group in attendance. Through the use of a consistent format, the posters assisted comparisons to be made between groups, such as their stage in the plan production process, and the types of supporting evidence they had assembled.

In practice the event was a great success, with over 75 people in attendance, representing 26 neighbourhood plan areas, both active and prospective, elected members, and members of Bassetlaw Youth Council. Feedback from the event is currently being collated, but initial reports have been encouraging, including:

- groups using the knowledge acquired at the event to refine their own work,
- new contacts forged, including 'critical friends' offering to provide informal support to other groups,
- expressions of interest in new neighbourhood plan areas, including synergies between areas previously deemed to be too small to support a plan on their own.

Further activities are likely to follow in due course.

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Cardiff Council

Cardiff Commitment

The 'Cardiff Commitment' is the Council's youth engagement and progression strategy. The strategy aims to ensure that all young people in Cardiff are provided with the support, choices and opportunities to make a successful transition from compulsory schooling to ongoing education, training and the world of work, and are enabled to reach their full potential.

Working in partnership with young people, schools, communities, training providers, businesses, the public sector, voluntary sector and Careers Wales, the Council is seeking to create a coalition for change that commits to making a real difference to young people's lives and in turn, the future economic growth of the city.

The ultimate goal of the Cardiff Commitment is to ensure that all young people in the city, aged 16 – 24, secure a job that allows them to be the best they can be; a job that unleashes and grows their unique talents and skills.

Simultaneously the Cardiff Commitment aims to support skills development in the city, and to stimulate labour market growth in areas of high demand and where skills shortages are being reported.

We aim to explore the range of opportunities on offer across the city at the moment, from in-school support (e.g. work experience, mentoring etc.), careers advice and guidance, apprenticeships and traineeships, through to finding work.

This strategy will be delivered through a focus on six priority areas to realise better outcomes for young people:

- **Priority 1:** Shared accountability and commitment to action
- **Priority 2:** Early identification of young people most at risk of disengagement
- **Priority 3:** Better brokerage and co-ordination of support
- **Priority 4:** Stronger tracking systems pre- and post-16
- **Priority 5:** Ensuring provision meets the needs of young people
- **Priority 6:** Strengthening employability skills and opportunities for employment

The delivery outcomes can be summarised as:

- Higher youth employment and economic activity
- Better skilled and qualified labour market to meet the needs of a growing economy
- Improved educational achievement for learners
- Reduced numbers of young people 'not in education, employment or training'

Significant progress has been made on the Cardiff Commitment. The number of young people 'not in education, employment or training' has decreased sharply – 4.5% in 2015 (152 pupils) to 3% in 2016 (100 pupils) and a provisional figure of 1.7% in 2017 (number of pupils to be confirmed).

A wide range of partners have been engaged in shaping the Cardiff Commitment. To date, at least 100 employers have indicated a clear willingness to contribute to the strategy with physical pledges from 46 employers in Cardiff supporting opportunities such as work experience, mock interviews, careers events and apprenticeships.

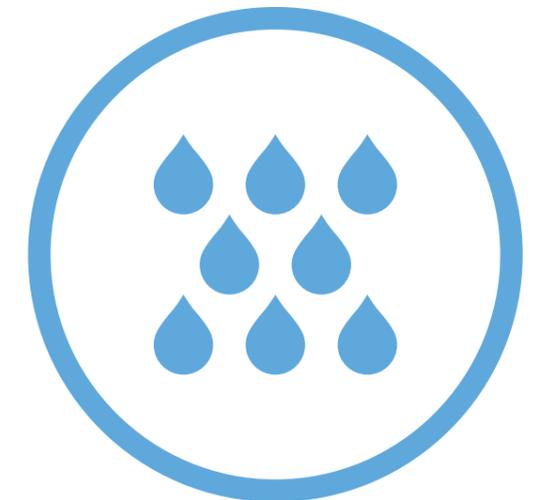
Cardiff Council

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>



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Croydon Council

Housing Commission on Community-Led Housing

In January 2018, the Housing Commission on Community-Led Housing published its report, 'Community-Led Housing: a Key Role for Local Authorities'. Set up by CCIN as a policy lab and led by Croydon Council, the Commission's practical approach is aimed at promoting good practice and innovation to enable councils to work with communities to generate more affordable housing and make best use of government funding for community-led housing (CLH).

The report is timely because the Ministry of Housing, Communities and Local Government is due to publish the prospectus for the next phase of the £240m Community Housing Fund in England. This Fund is providing £60m a year over four years for local community groups, registered providers and local authorities to support CLH. Funding for CLH is also provided by the Welsh and Scottish governments.

Written from the local authorities' point of view, the report argues that CLH should be 'added to the strategic mix' to increase the supply of homes that local people can afford. Different solutions are required for different markets, but CLH can make a contribution, whether through new build homes, returning empty properties to use or introducing CLH into the management of existing homes. The report provides an introduction to CLH and how it comes into being including funding available. It sets out how CLH can help local authorities achieve their strategic priorities and bring resources into the area, and gives examples of how authorities can enable or support it. It also provides sources of further guidance and contacts in local authorities.

12 detailed local authority case studies set out how and why a council is supporting CLH, who it is working with, and give examples of homes created in their area. Authorities featured are from England, Wales and Scotland, and include urban and rural areas of both high and low housing demand:

- Brighton & Hove City Council
- Bristol City Council
- Carmarthenshire County Council
- Chichester District Council
- Cornwall Council
- East Cambridgeshire District Council
- Glasgow City Council
- Hull City Council
- Leeds City Council
- Lewisham Council
- Liverpool City Council
- Redditch Borough Council

The report and case studies are available at www.ccinhousing.co.uk

A CLH Technical Toolkit for local government developed by the Housing Associations' Charitable Trust (HACT), was informed by the Commission's findings. Available from April 2018 at www.clhtoolkit.org, this resource will cover community engagement, planning, funding and legal issues and will provide templates and process maps for local government officers.



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Glasgow City Council

Sustained support for CLH initiatives for new build homes and regeneration in Scotland

Glasgow City Council (GCC) is a successful example of how a large city, with the political and senior officer commitment to do so, can support and sustain CLH initiatives. This is supported by a funding system for social housing providers in Scotland that is more generous than in England, with higher grant levels. GCC manages the Scottish Government's Affordable Housing Supply Programme for the city.

In Scotland community-based housing associations and co-operatives (CCHAs) have been responsible not just for the provision of affordable housing but for the wider the physical, social and economic regeneration of their communities. They act as community anchors, empowering communities to make decisions about their own areas. They were first set up in Glasgow in the early 1970s, to tackle slum conditions in run-down inner-city neighbourhoods. Now most of the 68 RSLs in the city are CCHAs or co-ops. The Council transferred its social rented housing to RSLs in 2003, including CCHAs.

GCC funds CCHAs as they contribute to the six priorities in Glasgow's Housing Strategy, in particular:

1. Promote area regeneration and enable investment in new build housing
2. Manage, maintain and improve the existing housing stock
3. Raise standards in the private rented housing sector

CCHAs do this by building new homes, and supporting regeneration and place making. They also support community empowerment, including skills and capacity building; training and employment opportunities; help communities to set up social enterprises; and develop and manage local community facilities including shops, cafés and commercial work spaces.

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The City Council's support for CCHAs in Glasgow includes:

- **Leading on regeneration schemes**, including eight transformational regeneration areas (TRAs) in the city, three new neighbourhoods and a city deal project with seven other local authorities in the City region area where associations have a new build role. Lauriston Living is a major regeneration project on a mainly derelict and vacant site designated as Lauriston TRA. Partners include GCC, the Scottish Government, and New Gorbals Housing Association (NGHA), a CCHA controlled by an elected volunteer management committee of Gorbals residents. So far, it has delivered 201 social rent and 39 mid-market rent homes for NGHA as well as 69 homes for sale.
- **Providing development funding** for new build housing (c£70m a year plus funding from the second homes council tax fund), including technical evaluation of tenders, land acquisition and planning costs:
- **Funding a strategic acquisition programme** through RSLs to drive up standards in the private rented sector and resolve repair, maintenance and management issues in mixed tenure blocks: GCC is investing £14m alongside the Scottish Government's £20m for the acquisition of 350 mostly private rented homes by Govanhill Housing Association, a community-controlled and owned organisation.

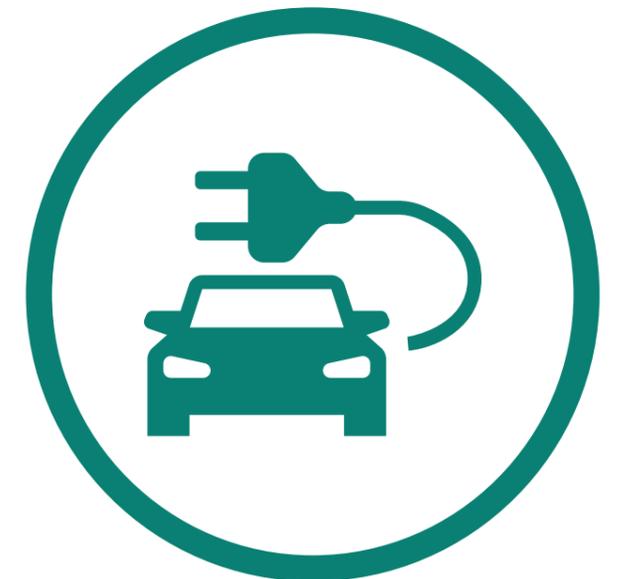
Enabling access to land including access to vacant and derelict land and contributing to infrastructure work and site remediation measures and assisting with land consolidation to allow developments to proceed.

Glasgow City Council

First city in the UK to offer free parking for electric vehicles

Glasgow is serious about encouraging low carbon travel options. That's why it became the first and only city in the UK to announce in 2012 that parking for electric vehicles would be free.

At the same time, the city has expanded its own network of free charging points on the street and at Council venues. The city's own car club is acknowledged to have one of the lowest carbon fleets in the UK and will add ten electric vehicles this year. Each of our car club vehicles is estimated to keep a further twelve cars off the city streets.



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Knowsley Metropolitan Borough Council

Working 'Better Together' in Knowsley

Working 'Better Together' in Knowsley is about everyone coming together, pooling resources and expertise to have a greater impact on tackling the Borough's key challenges.

Knowsley Council's current Corporate Plan outlines what the Council hopes to achieve in the coming years, with the following co-operative principles setting out how it will:

- Be a strong community leader and always champion Knowsley;
- Build better partnerships and work with others co-operatively to improve Knowsley;
- Listen to the community when making decisions;
- Spend locally, invest locally and recruit locally to build social value;
- Help people to be independent, doing more for themselves and each other;
- Prevent problems occurring or stop them getting worse; and,
- Use the best way of delivering services that leads to improved outcomes for Knowsley

These principles underpin the ethos of Knowsley Better Together and demonstrate how true collaboration with partners and co-production with communities will drive forward improvements in Knowsley.

Practically, this will be embedded throughout the Council in all its work: from budget planning and service delivery, to staff inductions and resident engagement.

Through Knowsley Better Together the Council will work closely with partners, Elected Members and the community to adopt and demonstrate how they plan to use and embed these principles.

In some cases this will involve the development of a series of informal, co-produced 'deals' which will focus on what all stakeholders (including the Council, residents, strategic partners and businesses) will do to achieve their shared goals.

To help kickstart some of this work, the Council has launched a £1m fund to encourage the development of sustainable activity to deliver on key priorities, through small grants. Some of the projects and initiatives which have already benefited from the fund include:

- Improving local communities through residents and businesses coming together to tidy an area;
- Providing support to residents with dementia and their carers
- Helping young people explore health and wellbeing issues through creative activity
- Equipping and empowering families to ensure children get the very best home learning environment.

Knowsley Metropolitan Borough Council

Spending and investing locally through innovative procurement processes

Through its Knowsley Better Together Principles, Knowsley Council aims to prioritise spending, investment or recruitment locally to build social value.

There is a strong commitment within the Council to raise the profile of high quality procurement and its role in delivering benefits to the local community. By prioritising social value outcomes in procurement activity, the Council can help create strong and well connected public, private and social sectors that enable communities to be more resilient.

Knowsley Council sees itself as being far advanced in relation to social value and has worked hard in recent years to increase the pace of local activity: it has been recognised as one of the minority of local authorities which are pro-active in developing the agenda, as well as taking it beyond the minimum legal requirements. Procurement is seen as operating a valuable service at the core of the Council's business that can bring real life benefits to Knowsley's communities.

A revised, more vibrant Procurement Strategy and Transformation Plan was launched in 2016 and identifies a number of key themes including collaboration with other organisations, improving the impact that procurement has on the local economy and ensuring that all staff have access to training, advice and guidance as to how their procurement activity can build social value.

Social Value Policy is included within the Council's formal constitutional arrangements under Contract Procedure Rules and requires officers to consider Social Value in all contracting activities.

This has led to a year-on-year increase in the proportion of contracts let with social value embedded, including practical examples such as:

- Apprenticeship and other employment opportunities;
- Maximising locally-based supply chain companies;
- School engagement activities (including site visits and careers advice); and
- Training and other community activities for local residents.

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Knowsley Council

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Knowsley Council

Lambeth Council

Living Well Collaborative

Those commissioning public services are increasingly being expected to oversee rapid large-scale local change that achieve financial savings, but also to make services more accessible, personalised and focused on prevention. In Lambeth they have seized the opportunity to transform the mental health care system. By creating a radical new commissioning model and set of healthcare services that demonstrate co-production working at scale, they have turned the system on its head, and drastically improved outcomes for people with mental health problems in the process.

The problem

- High rates of mental health act admissions and high rates of acute hospital admissions
- 200 people: in high cost residential and inpatient placements across Lambeth CCG and Lambeth local authority in 2014.
- 2 times higher: rates of psychosis than the average rate for England, with poor outcomes for people with severe and enduring mental illness.

At the heart of the ambition of Lambeth Council and CCG was to demonstrate that 'co-production' could work on a large scale and drastically improve outcomes for people with mental health problems, regardless of the severity of their condition. Co-production is a radical alternative to the traditional model of service development and delivery that's driven entirely by professionals. It puts citizens at the heart of their own care and focuses on their assets (what they can and want to do) not just the presenting problem. Co-production works because people's needs are better met when they work together with professionals, on an equal footing, to get things done. Co-production happens when citizens don't just participate in the process of designing and delivering new services, but when they own it.

In Lambeth there was a focus on achieving three big outcomes. That all citizens, including those with mental health problems, should have the opportunity to:

1. Recover and stay well
2. Make their own choices and achieve personal goals
3. Participate on an equal footing in daily life.

Using co-production as the route to making this kind of change was not just about coming up with new structures or mechanisms for involving 'service users'. It was more fundamental than that. Professionals needed to work in entirely new ways – with people who needed help, not for them – and build a vision for an entirely new system of care.

There are three key components to Lambeth's new approach to delivery mental health care services:

Lambeth Living Well Collaborative – a platform for a partnership of service users, GPs, providers and commissioners dedicated to transforming Lambeth's mental health care system.

Living Well Network – a community of providers, support agencies, statutory organisations and people who help citizens of Lambeth to live well.

Integrated Personalised Support Alliance – an alliance contracting approach that manages funds for those who need personalised care and Personal Budgets.

Our impact

- 32% reduction: in referrals to secondary care since the introduction of the living well hub.
- 500 people: supported by the living well network each month, many of whom would not previously had any support at all.
- 75% reduction: in waiting times for support in secondary care (down from 1 month to 1 week).

In the early stages of working with Lambeth, a series of storytelling and co-design sessions over three to six months helped set a bold and shared vision change. The sessions were well-attended by individuals from across different parts of the local system and used design thinking tools (such as stakeholder maps, personas) to set out and bring to life a vision for a system that was poised for prevention rather than crisis care.

At the same time it was critical to start to build a culture of co-production – sowing seeds of a change that would need to be embedded and sustainable. A series of workshops generated insights from both professionals and service users to create a framework and set of processes that could shift responsibility from the professional to the patient, seeding a cultural change and helping to evolve co-production within Lambeth's workforce.

"Working with the staff has enabled me to build up my confidence in dealing with day to day issues, and coping when things get difficult. I also feel better equipped to make confident decisions and when I am well I enjoy every moment playing with my son."

Hannah, Living Well Network Service User

Professionals recognised the value of working with people with lived experience of mental health problems. The creation of a resource map identified the imbalance of funds in the current system – with very little resource going to services designed to help people live well in their communities – and this map was brought to life by peer supporters who were trained as peer researchers so they could tell rich stories that had previously existed only as anecdotes of system failure and tragedy. Capturing the words of people with lived experience highlighted the humanness of the system failings and, in combination with the resource map, provided a clear case for radical change.

"The way I work with Elaine now differs in many ways to how I used to work in the community mental health team setting... The rewards are that Elaine has more independence in her life. She is happier than before and I as her social worker feel proud for her achievement."

Mohammed, Integrated Personal Support Alliance

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As part of the borough-wide expansion of the Living Well Hub in 2015, the Collaborative invested in a practice development hub for professionals. The aim was to support professionals to co-produce new practice built from a foundation of people's experience, as well as building the capacity for more proactive leadership. By bringing stories of people's experiences of the Living Well Hub, professionals have identified ways to do things differently, and carry on doing more of the things they do well. 'Recovery Stories' are captured and shared on an ongoing basis by the Collaborative's volunteer writer and journalist, Karen Cooper.

Recent developments

Lambeth CCG and Council are in the process of establishing a new Living Well Network Alliance encompassing most of the NHS and social spend on adults with mental health problems (£66m pa) which is an intensive partnership of commissioners and providers who will oversee continued transformation in the way that adult mental health services are delivered over a 7 to 10 year contractual term, commencing July 2018

This builds on the successful IPSA in which we tested out a live alliance contract in relation to the 200 people placed in high cost residential and rehabilitation placements. This commenced in April 2015 and has resulted in significant improvements in outcomes for people (our Big 3) including over 70 who have moved onto more independent accommodation with community based care packages and support. This initiative achieved savings of 20% against an original budget of £12m (see link : <http://lambethcollaborative.org.uk/news/people-not-process-londons-groundbreaking-mental-health-alliance>). Priorities for the LWNA include building an integrated and stronger 'front door' to mental health services, improving targeted, specialist care coordination for people who need more intense, medium-term support and improving rapid response support, especially out of hours and alternatives to bed admission.

Liverpool City Council

Working with CLH to engage communities in neighbourhood regeneration

Liverpool City Council (LCC) is an urban authority where low demand has contributed to housing market failure. Recent population growth is beginning to stabilise the market. LCC considers that Community-Led Housing supports its strategic priorities by increasing choice, creating more sustainable neighbourhoods and reducing vacancy rates. It also improves the environment and enhances equality and diversity.

Most homes created by CLH schemes are produced through the refurbishment of existing homes, although co-operatives have delivered new build schemes in the past. The Council provides land for CLH and transfers properties it previously acquired to CLH organisations for £1. It also provides advice and support. It is a condition of the disposal of land and properties that the homes created are affordable. LCC is keen to ensure a mix of affordable rent and low-cost home ownership options.

Granby Four Streets Refurbishment

After decades of decline, effective joint working is making Granby a vibrant busy neighbourhood where people want to live once again. A number of stakeholders including the City Council, two Registered Providers - Liverpool Mutual Homes (LMH) and Plus Dane Group (PDG), Granby Community Land Trust and Terrace 21 Housing Co-op embarked on a £14m regeneration project in Spring 2014 to bring 110 empty properties back into use.

The regeneration has been sensitive to the character of the neighbourhood and has retained many of the attractive features of the Victorian properties in the area. The programme has attracted worldwide recognition culminating with the award of the 2015 Turner Prize.

The key elements of the regeneration include:

- Refurbishment of long term empty properties for affordable rent and low-cost homeownership
- Engagement with local people through the Granby Four Streets CLT
- Opportunities for self-build projects in partnership with Terrace 21 Co-operative and through the Council's innovative 'Homes for a pound' scheme
- Employment and training opportunities for local people through the establishment of the Granby Workshop
- A monthly community-run street market attracting up to 70 stallholders
- The emergence of Granby has a hub for artists culminating in the creation of a winter garden

Granby Four Streets Vision

Local residents and key stakeholders for the area have developed a Vision for the Granby Four Streets area as follows:

The vision for Granby is to grow into a diverse residential neighbourhood, interspersed with small scale local businesses and quality public spaces. The vision for Granby proposes retaining and refurbishing as much of the existing fabric as possible celebrating the area's character and using this to create a distinctive and desirable place to live, work and play and one which is sustainable for both existing and future residents.

Tackling Empty Homes

The properties targeted by Liverpool Mutual Homes (LMH) and the Plus Dane Group (PDG) are focused on Jermyn Street, Cairns Street and Beaconsfield Street. The scheme includes refurbishment of 38 empty houses by LMH and 24 refurbishments and three new builds by PDG. These refurbishments have been delivered through a combination of government Clusters of Empty Homes grant, match funding invested by the RPs and the transfer of properties by Liverpool City Council. In addition to Clusters of Empty Homes grant the RPs have also secured further grant funding from the Empty Homes Fund to help redevelop further vacant properties in the area.

The newly refurbished properties have been made available for affordable rent and shared ownership and include a mixture of 2, 3 and 4 Bed accommodation. This scheme has not come without its challenges. No two properties are the same and the build refurbishment has encountered major technical difficulties in delivering modern homes while retaining as many of the original features as possible.

Granby Community Land Trust

Following the cessation of the Housing Market Renewal Programme, the Council recognised the need to consider alternative ways of delivering housing renewal and the opportunity for a community-led approach in Granby. This culminated in the establishment of the Granby Four Streets CLT as a vehicle for involving local people in the regeneration of Granby.

The CLT has worked closely with the Council and other partners to refurbish 11 vacant properties bringing them back into use as homes for affordable rent and shared ownership and is due to refurbish six more properties. The CLT have made some of the refurbished properties available for sale using a resale covenant based on median wage levels. This is only the second such scheme in the U.K. and is an innovative mechanism for keeping these homes affordable in perpetuity.

The CLT has secured Arts Council funding to bring forward plans to convert two of the properties into a winter garden providing leisure space for the local community as well as facilities for artists and crafts persons. Negotiations are well underway with the City Council to transfer a further six properties to the CLT for refurbishment.

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Milton Keynes Council

Community Asset Transfer

In 2015 Milton Keynes Council set about transferring 50 community assets including leisure facilities and libraries to locally run organisations, such as parish councils and residents' groups, in order to shore up community empowerment, protect assets for future use and save more than £300,000 on maintenance costs. As a result, residents are already benefiting from improvements to their facilities, from repairs and refurbishment to investment in new uses. Community use of assets has increased by 8% in some areas.

What is Community Asset Transfer?

While Milton Keynes Council has a healthy track record of working with community partners on the delivery of community facilities, the council recognised that it would need to identify a new approach to unlock the value of its assets for communities, as well as making savings itself.

The Community Asset Transfer (CAT) programme seeks to resolve the financial pressure on the council while preserving assets for continuing community benefit and empowering local people and partners to provide the right facilities for their local community.

Communities are able to take over the day to day running of assets as diverse as meeting places, car parks and sports grounds. Where possible (and where the value of the asset is under £2m) the freehold of the asset would transfer to the community. Some complex and significant facilities are instead offered on long term lease arrangements.

Key benefits of the CAT programme:

- Assets can be delivered in a way that produces appropriate outcomes for residents and also delivers excellent money for the council.
- It meets a demonstrable local community need and contributes to community empowerment.
- Assets/value of the asset is protected and preserved for continuing community benefit.
- The programme is a mutually beneficial, simple, proportionate and flexible process.
- It is governed to ensure the applicant organisations are locally controlled, open to everyone, democratic and accountable. Applicants can prove their skills and experience, and long-term sustainability through a business plan.

Working with communities on preparation for CAT

Milton Keynes Council wanted communities to be involved in CAT from the programme inception. In-depth consultation on the approach to the programme (with notice given to stakeholders such as parish councils, residents' associations and user groups 12 weeks ahead of the consultation) and a five-strong pilot scheme to identify lessons to learn, as well as consultation on each asset helped the council better understand how the programme should flex to support applicants.

Each asset transfer was a clear and transparent two-step process which included assessment panels with Ward and Parish Councillors and a delegated Cabinet decision with a five-day call-in period. In addition, applicants must submit evidence that they have consulted users of the facility as part of their bid.

Some of the elements of CAT that evolved due to partnership working included:

- Greater clarity in communications to dispel the myth that large commercial organisations could acquire local assets (the council's preference was that partners should be locally run and controlled, non-profit distributing, inclusive and democratic organisations with a track record in running facilities for the community).
- The inclusion of a pre-application checklist to give applicants the opportunity to submit a more robust bid.
- Greater communication on the intended benefits for all and why the council chose this particular process.
- Ensuring the application process was as flexible as possible to allow some applicants time to build capacity in order to create a better bid.

Community outcomes

The CAT programme is expected to run over 5 years. Thirteen of the 50 community assets identified to be part of the CAT programme have transferred to the community, with one more on target to be transferred by 31 March 2015. This means the programme is on track and has delivered £200,000 of the £335,000 savings to the council anticipated in total.

Assets have been transferred to a variety of local groups, mostly parish and town councils, or management committees comprised of local residents. Most express a desire for greater security and to ensure facilities can remain well used by the widest cross section of individuals and groups.

The CAT programme has proved to be an innovative 'win-win' for communities and Milton Keynes Council. Each group involved in the CAT programme has benefited from greater security, flexibility and control from taking on a local community asset.

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Newcastle City Council

Asset transfer of Community Buildings

Newcastle City Council's approach

- Transfers offered on long leases (25 years+) with peppercorn rent
- Tenants responsible for Repairs & Maintenance
- Transfers to existing tenants (but bids invited for vacant buildings)
- Information about costs and building condition shared at the start
- Independent expert support, including legal advice, made available
- Organisations asked for business cases to assess sustainability and viability
- Capital pot available to facilitate and incentivise transfer
- Support for process from Communities Team, Property and Legal

Case Study -

Blakelaw and Simonside Community Centres

Blakelaw Centre has been successfully transferred to the 'Newcastle Communities Asset Trust' (NCAT). They have also taken a lease on the Simonside Centre, which was in danger of closing, keeping the centre open for the local community.

Both centres are now thriving community hubs with viable commercial operations running to generate income. At Blakelaw a Community Post Office helps generate income as well as providing a valuable local service which otherwise would have closed. At Simonside NCAT run a bar and café in an area of the City which has few other facilities of this sort.

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What went well with the transfer

- Blakelaw – Financial support from City Council and YHN to help with the post office set up costs
- Simonside – Good support from elected members who provided some ward funds to make the transfer possible
- Good relationship with the council officers and knowing who to contact.
- Enthusiasm to progress the transfers on both sides

Challenges

Blakelaw – The building was owned by City Council and managed by YHN (your Homes Newcastle) complicating the negotiations for the capital funding. It would be difficult for an organisation without knowledge of community buildings and asset transfers to successfully negotiate the lease without support. The length of time taken to transfer an asset can make things difficult for the organisation applying. In the case of Blakelaw the charity was in a vulnerable position as the City Council finances weren't in line with the Post Office. The difficulties were overcome because the Partnership has the knowledge and capacity to deal with the issues and there was a genuine commitment on both sides to see the process through. Staff time is a major pressure for the council in trying to deal with the issues around transfer in a timely fashion, but we have also had lengthy delays elsewhere due to lack of capacity in the organisations taking transfers.

Recommendation for future transfers

- A shared timeline between both partners would be useful and would help both sides to plan to meet project objectives.
- A shared set of values and principles between both parties

Newcastle City Council

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.

Update April 2018

As a result of a 'call for evidence' Newcastle City Council received information and experiences from a diverse range of partners including members of Co-operative Council's network and community and voluntary organisations involved in Asset Transfers.

These findings have been collated in a draft report which will be shared with Co-operative Council network members and other contributors. It will also be the subject of a Live online discussion in May 2018 where participation will be promoted to all network members and beyond.

Although the evidence gathered showed us that every transfer is unique and different, themes and commonality have emerged.

As more transfers are completed both local authorities and the voluntary sector are learning from their experiences. The process is getting more streamlined and efficient and therefore easier and quicker for all. The study has also provided evidence of how barriers are successfully being overcome and has helped identify ways to make the process easier which we can all learn from.

Recommendations will be set out in the report which may be considered to support members with future transfers (as well as the further learning via additional resources and useful information which will also be shared).

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Norwich City Council

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.

Norwich City Council has engaged with fuel poor households to ensure that they are aware of the Switch and Save. In tranche three we asked the residents questions to identify whether they belonged to an affordable warmth group. The results showed that two thirds of registrants belonged to one of these groups. In addition to this, the small fee we receive from the Switch and Save goes back into affordable warmth work. This has been invaluable for vulnerable residents, as it has provided urgent heating need for them in the winter.

Norwich City Council

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 millions of government grants have been awarded to help reduce the installation costs of the improvement measures.



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Oldham Council

Thriving Communities

The Thriving Communities (TC) programme is the bedrock of the Oldham Cares programme and central to the Oldham Model contained in the Oldham Plan. It focuses on creating the conditions for sustainable prevention, social action and change which are pre-requisites of achieving the overarching outcomes of the wider programme. It will do this through developing and implementing systematic approach to maintaining, building and growing community capacity across the borough through effective collaboration and ways of working with communities and the Voluntary, Community, Social, Faith and Enterprise (VCSFE) sector.

The overarching vision is for people and communities to have the power to be healthy, happy, able to make positive choices and both offer and access insightful and responsive support when needed.

Thriving Communities is a wider platform for change and one of the key pillars central to the refreshed Oldham Plan 2017-2022. The model, as shown below, demonstrates how Thriving Communities, Inclusive growth and Co-operative services, enabled by a simultaneous and conscious investment in public service reform and empowering communities, will deliver on the ambitions and aspirations for a Co-operative Oldham – people and places.

What are we doing?

- Delivering direct improvement to the health and wellbeing of all people living in Oldham and in doing so help address health inequality.
- Adopting an asset-based approach to commissioning that draws upon the strengths of individuals, families and communities and supports a thriving VCSFE across the borough.
- Working with the VCSFE to develop a sustainable approach to funding of the sector.
- Maintaining and growing community capacity across the borough.
- Engaging people and communities in the design and delivery of services.
- Developing an approach to social prescribing that supports the whole of the Oldham Cares system and bridges dependencies with other elements of reform such as place based integration.
- Supporting early intervention and prevention.
- Supporting the building of the Oldham brand and attracting investment to the borough.
- Ensuring that the resources of the wider social care system are directed towards places and the people that need it most and enable positive demand management.

Why are we doing it?



There is a strong and extensive evidence base that these initiatives and projects which underpin the plan work and have undergone appropriate challenge and scrutiny already, some applicable examples are referenced here but the evidence base is much wider.

How are we doing it?

Thriving Communities Hub - Leaving a legacy of system change which transforms the way the VCSFE and public services interact and commission. Drawing in the best in academic research to attract funding to the borough and drive innovation and transformation in how we deliver care across the health care system with an emphasis on moving to earlier community support models.

Funding - The funding work stream will seek to multiply the programme allocation through match-funding and other investment opportunities.

What's co-operative about how we are doing it?

Thriving Communities will deliver on the ambitions and aspirations for a Co-operative Oldham – people and places.

Putting local people at the heart of this approach bringing together residents, communities, partners and organisations to work co-operatively on demand shift and service redesign.

Through the Leadership and Workforce strategy we will continue to build an asset and place-based approach, maximising the capability and contribution of individuals, families, the VCSFE and of statutory services – the co-operative workforce.

What are we hoping to achieve?

Empowering communities help to increase the well-being of those residents who live in them. Increasing people's confidence and skills, leading to better public services or changed policies tackling the issues that make the most difference to people's lives.

What's next?

Roll out fast grants and social action fund
Progress the place-based pilots
Develop our approach to social prescribing
Continue to develop the Thriving Communities Index
Work up the Thriving communities' hub approach with our community groups

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Plymouth City Council

Co-operative education catering service - CATERed

On the 1st April 2015 staff from the Council's award-winning Education Catering Service became employed by CATERed Ltd. A co-operative trading company, all surpluses are reinvested to be used for the ongoing development of the company, management of the estate and services to children and young people.

CATERed is unique - for the first-time schools have agreed to share their budgets and resources with each other in an open, transparent and co-operative way for the benefit of children and young people.

Imagine - 67 Head teachers and governing bodies all voting for the same thing at the same time?

CATERed was created to ensure that all children and young people in schools across the City could access great tasting, high quality food regardless of their background or school they attend.

51% is Council-owned and 49% is school-owned comprising 63 infants, junior or primary schools and 4 special schools - including both maintained schools and academies.

Reducing the strain on the budgets of the council and ensuring that the pupils of Plymouth's schools have an amazing high-quality meal served by a workforce committed to producing only the very best customer experience.

The Board, which makes decisions on behalf of all school's shareholders, consists of 8 Head teachers, 2 council officers and one MD. The venture has only been made possible because of the cooperative approach throughout its members.

The company's main office remains within council buildings, providing the link across different departments. By buying back key back-office services from the council it returns revenue to the council with these costs now calculated on a commercial basis.

CATERed has been able to look to other places for revenue. As a limited company it has now

re-entered the world of event catering and corporate buffets. An area previously lost to "cuts" and a directive to focus on core "school dinners".

Member schools access very high quality catering at a fraction of what they were being charged by other companies and they are effectively recycling their own cash flow. The council also benefits from a highly professional team of caterers who they know and trust.

The company operates using schools' budgets which they commit in an entirely altruistic, shared and co-operative manner to support each other for the greater good.

The budgets are: -

- Traditional benefit-based FSM
- UIFSM
- Equipment maintenance, repair and replacement
- Income from paid for meals

The work to create the company took over two years of planning and has come about through the work of the School Food Steering Group comprising Head teachers, Governors, School Business Managers and Council officers.

Schools were clear: they wanted a service that had the child at the centre of everything it did and to make food fun.

In an echo of the School Food Plan, the principles around which the company Articles have also been written are: -

- 1) Children need to be involved in shaping the offer
- 2) Building on strengths
- 3) Collaboration and cooperative model values
- 4) Vision for a longer term sustainable City-wide offer

Through the Board, decisions are made about how to spend the "pooled" funds from schools to ensure that great tasting food, made from scratch every day using fresh, local, seasonal and organic ingredients in safe and clean environments is prepared cooked and served in each school's own production kitchens.

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Preston City Council

The Preston Model

The Labour Party, including Cooperative Party members, took control of Preston City Council in 2011. We quickly recognised that there was a need for a systemic transformation of the local economy to bring about social improvements to the local community.

Based on work by CLES and the Democracy Collaborative in USA, in 2013 we identified so-called 'anchor institutions', the largest purchasers of goods and services in the locality, who we saw as potential 'community wealth builders'.

Exploring how a change in the spend of existing anchors within the public economy could create a local economic dividend our partners CLES analysed the top 300 suppliers for each of the anchors and identified over £1bn of annual procurement spend. We found that only a small proportion was being spent in Preston (5%) or wider Lancashire (39%).

Over the course of the past four years, with the help of CLES, Preston City Council and each of the anchor institutions have shifted their processes and practices around procurement, so that in 2017 wealth is being harnessed more effectively for the benefit of the local economy.

Updated Analysis

Across the six participating anchor institutions a total of over £746m was spent in 2012/13 procuring goods and services. This had gone down to just over £616m as a result of austerity. In the updated analysis, just completed it can be seen that:

- A total of over £112m of this £616m was spent with Preston based businesses (18.2% of total spend) **an increase in spend with Preston- based organisations of over £74m**. In 2012/13 spend was only £37m (5% of total £746m spend).
- Over £488m was spent with businesses based in Lancashire (equivalent to 79.2% of collective spend) an increase in spend with Lancashire- based organisations of almost £200 million since 2012/13 when spend was only 39% of the total.
- Across the anchors institutions £128m (20.8%) of spend currently leaks out of the Lancashire economy. This compares to £457m (61%) of spend in 2012/13.

In terms of employment we estimate that the increase in Preston spend supports some 1,648 jobs, with the increase in Lancashire spend supporting some 4,500 jobs.

1. As a result of utilising the actual levels of increase in spend figures for Preston and Lancashire and associated GVA per employee averages.

Preston City Council

The Preston Co-operative Development Network

The Preston Co-operative Development Network (PCDN) was registered on the 27th July 2017 as a Community Benefit Society governed by co-operative values and principles. The constitution of the PCDN is an integral part of the 'Preston Model', and follows the recommendations of a report by the University of Central Lancashire to Preston City Council on co-operative values in Preston (Manley & Froggett 2016, <http://clock.uclan.ac.uk/14526/>). The PCDN is conceived as the beginnings of a Mondragón style network organisation of co-operatives, and the Network maintains strong links with the Mondragón Co-operative group in the Basque Country.

The PCDN aims to provide a network for worker-owned co-operatives to take root in the city, especially in economic gap areas identified by the Anchor Institutions. Its objectives are to:

1. Provide information, advice, consultancy and training;
2. Provide and facilitate the provision of premises, equipment and support services;
3. Facilitate and enable access to finance and investment;
4. Provide and enable access to suppliers, markets and customers;
5. Enable and encourage co-operatives and any individual who supports co-operative principles and similar enterprises to work together by providing a network.

The Steering Group, consisting of experts in co-operative business, representatives from the Council, local co-operatives and members of the University of Central Lancashire meets approximately every 20 days. The PCDN is about to invite stakeholder membership across Preston.

As well as promoting co-operative businesses, the PCDN provides a forum for the development of local democracy, community and citizenship. It is also developing the partnership between Preston City Council and the University. The University is committed to its community role in Preston and is endeavouring to become 'more than an Anchor Institution' by going beyond increasing local spending.

Of the two local worker-owned businesses being developed by PCDN, one is in collaboration with the university and is soon to be launched as a digital media co-operative consisting of student and graduate members and located simultaneously at UCLan and in the city centre.

The other co-operative is as a food hub and café worker-owned co-operative, with strong ties to the university. The university intends to develop co-operative education for undergraduates and encourage the development of co-operative business plans for students as part of its provision of employment opportunities. We anticipate a faster rate of interest and an increase in business once the initial co-operatives are making a profit and after the membership beyond the steering group has taken root.

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Rochdale Borough Council

Healthy Heroes

This is a campaign launched by the Council to fight for a healthy borough.

Our local primary schools are working co-operatively to help deliver change by signing up to the daily mile, which means that children walk, run or jog outside for 15 minutes every day. 18 children's centres have introduced the 'daily toddle' which involves children under 5 doing 10-15 minutes of toddling outside every day.

10 primary schools have received the Excellence award in the Greater Manchester Healthy Catering Awards for their commitment to providing and promoting healthier options to their pupils. In addition, 105 children and 22 adults swapped sugary drinks for water/low-fat milk for 21 days as part of the GULP (Give Up Loving Pop) Challenge.

In working together and encouraging people to take responsibility and make informed choices, we are building resilience in our borough.



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Rochdale Borough Council

Place Based Working

The Council is delivering integrated place-based working in some of the most deprived parts of the borough. The work has been praised at a Greater Manchester and national level. The team identify solutions to help some of our most vulnerable people who place significant demands on public services.

Integrated place working is led by council officers who are using a community whole systems approach to changing behaviours and reforming how public services work in deprived areas. The systems approach has involved establishing partnership teams, consisting of the Police and housing providers in our local areas of Kirkholt and College Bank and Lower Falinge. The team has the freedom to develop work outside of the usual system to ensure bespoke solutions will support a range of people with complex needs including the long-term unemployed, CSE survivors and people with drug and alcohol misuse.

Within the Kirkholt pilot area, this innovative approach reduced public spend and crisis demand was reduced by 13% in 12 months. Of 200 individuals that have engaged with the pilots, 83 ended up in employment within a year, which is an incredible achievement. Other initiatives include establishing a 'community champions' scheme which sees volunteers working with local people in finding solutions for their areas.

Royal Borough of Greenwich

Employment partnership

A new employment partnership group has been set up between Greenwich Local Labour and Business (GLLaB), JobCentre Plus Woolwich and Peabody. GLLaB is a service operated by the Council that works to support local residents into employment through training and matching skills of its clients to opportunities.

This follows work to implement the recommendations of the Greenwich Fairness Commission, which highlighted the need for a more co-ordinated approach to employment services in the Borough. While there are many great projects and opportunities available in Greenwich, we found they were not linking together in a way that could help residents.

The key premise of the partnership is to share opportunities and enhance co-working arrangements. Specifically, closer working has led to:

- Monthly meetings between the GLLaB manager, JobCentre Plus and Peabody;
- GLLaB advisors are based at the JobCentre Plus twice a week;
- JobCentre Plus advisors are available at GLLaB;
- Peabody are working with JobCentre Plus and GLLaB to advertise their opportunities;
- JobCentre Plus advisors are also supporting GLLaB outreach work, such as the GLLaB Bus which targets

Sharing opportunities at both the JobCentre Plus and GLLaB enables our Borough's employment services to reach as many residents as possible. It also helps to provide a broader range of employment opportunities and brings together different types of support. This employment partnership will continue to work together to improve employment provision in the Borough.

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Royal Borough of Greenwich

Ward Budgets Scheme

The Royal Borough of Greenwich has recently completed its Ward Budget scheme. The scheme provided £510,000 in funding for communities, divided as an allocation of £30,000 for each of the 17 wards. The scheme has enabled ward councillors to respond more directly to local needs and the priorities of their communities. This has encouraged the Royal Borough to engage closely with community groups and other partners.

The scheme has enabled councillors to fund projects that matter most to residents, ranging from improving the local environment with planting projects, purchasing new equipment for volunteer groups, play groups, scout groups, sport groups; to running local events for the community.

It has also provided additional funding to existing community groups who have put great effort into their own fundraising activities to improve facilities and support community events. Each scheme has added local value and, where there has been cross-ward consensus, these projects have widened those benefits. Projects have been a range of sizes, and even smaller-scale projects have had a wide reach of benefits.

In total, 139 projects have been approved across the 17 wards.

Armada Community Centre - £900

Armada Community Centre has purchased a new cooker for the modest price of £900. This kitchen refurbishment has enabled the Centre to provide hot and nutritious meals to different groups in the community. This includes children playgroups, elderly lunches and other activities.

Stay and Play Start up - £1,239

This funding is helping with start-up costs of a Stay and Play area at Turning Pages Community Centre in Eltham West. This will support mothers with young children on the Page Estate.

Richmount Community Hall Reservations - £6,000

Richmount Community Hall has adapted and enhanced its Garden and Community Centre so it is accessible for disabled people. This will help to increase usage of the Hall and Gardens for all residents.

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Salford City Council

Salford Poverty Truth Commission: How a new approach to tackling poverty is succeeding in Salford

What if people living in poverty could take the lead in challenging Salford's leaders to work with them on tackling poverty?

Would it make a difference to the decisions that are being made? Would new solutions be discovered?

These were just a few of the questions that were being asked when Salford Poverty Truth Commission (PTC) was launched in July 2016. The PTC consisted of 15 people with personal experience of poverty and 15 people in business or public life, whose positions might enable them to help make changes happen. In October 2017, 15 months on, the answers were shared at a moving and inspiring public event: Salford Poverty Truth Commission – Our Story So Far.

People from across Salford and around the country gathered at The Sanctuary in Salford Quays to hear moving, first-hand stories (using poetry and drama) of how the commission has influenced and inspired change in Salford.

The PTC has achieved much, listening to the voice and strong evidence of those with first-hand experience, and working closely with the council to influence key parts of the Tackling Poverty Strategy and altering the way that it speaks with, writes to and meets with residents.

It has inspired the council to:

- review its debt recovery/ income collection systems, ensuring they are as sensitive as possible and do not create further hardship, distress or difficulty for vulnerable people;
- stop using enforcement agents when recovering debts from the most vulnerable residents who receive a council tax reduction (adopting the LGA and Citizens Advice's Collection of Council Tax Good Practice Protocol);
- launch new face-to-face coffee drop-in sessions for people seeking help/ advice on debt: re-writing its standard letters to prevent "brown envelope syndrome" and giving full council tax exemptions for Salford care leavers; and
- waived the \$11 charges for copies of birth certificates for homeless people, enabling them to more easily obtain the official identification they need to access benefits.

Some of these measures are now being discussed across Greater Manchester and in London.

On reflection in reaching this stage of Salford's journey in tackling poverty, there was recognition and continued support amongst participants that "politics is either done to us, or we shape it ... PTCs are a powerful way for people to choose that second option".

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Salford City Council

Salford City Council

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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Salford City Council

Sandwell Metropolitan Borough Council

Motiv8 Projects

Sandwell MBC run a number of projects to help young people under our Motiv8 programme:

The Motiv8 Challenge was developed to tackle Anti-Social behaviour being carried out by young people with the aim of improving our communities, tackling youth unemployment and raising the aspirations of young people in Sandwell. The project is specifically aimed at young people in Sandwell who are Not in Education, Employment or Training (NEET) that may need support in gaining self-confidence, self-esteem, employability and life skills.

The Challenge is delivered four times a year in partnership with many agencies including West Midlands Fire and Police Service, HMP Oakwood, Connexions, Job Centre Plus and voluntary community organisations i.e. Sandwell Women's Aid, Bangladeshi Women's Association. The project offers a mix of thought provoking workshops and physical activities which then leads to a work experience placement within Sandwell Council or with one of our partners. The project consists of one week mix of practical workshops, covering equality/diversity, healthy eating, budgeting skills, drug/alcohol abuse and employability skills. The physical activities include canoeing, climbing skills, a community "digging day" and a night away from Sandwell in a residential/camping area.

We try to help the young people to become more confident in their own abilities, to believe in themselves and aim high to become a positive member of the community. Our first aim is to support young people that are in or have left the looked after care system and we have had some fantastic success stories of young people that have gone into apprenticeships, full time jobs, volunteering or even back into education.

Since June 2011 we have worked with over 200 young people, 49 have gained apprenticeships or secured jobs, 64 have progressed back into education. While these figures show a positive impact on unemployment, we have also made a positive impact by helping on a personal level i.e. help with family and relationship issues, personal finance and generally offering support and mentoring.

The Motiv8 Makeover project is aimed at improving tenancy sustainability and helping young tenants to manage their home successfully. This offers practical training in DIY and workshops on Personal Finance, Employability skills, Healthy Lifestyles. To date over 100 people have engaged with this project.

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Sandwell
Metropolitan Borough Council

Sandwell Metropolitan Borough Council

See Something Do Something - Safeguarding is Everyone's responsibility

In June 2015, the highly successful "See Something Do Something" campaign was launched within our Neighbourhoods directorate. This project aimed to train every member of staff to recognise and report any safeguarding concerns, and develop an internal process for reporting, encourage more joined up working with our partners in Children's Services & Adult Services. Since 'go live' in September 2015, 655 safeguarding concerns have been reported which has resulted in our most vulnerable citizens being protected or supported.

Frontline services have a key role to play in keeping our most vulnerable residents safe, they interact daily with customers in their own homes and potentially could **see something** in regard to safeguarding issues. What was missing was a process that allowed them to **do something**. The See Something Do Something campaign has embedded the ethos that "Safeguarding is Everyone's business" by developing an internal reporting process, underpinned by appropriate training to give confidence/support to all our employees around safeguarding.

Our workforce (1400 employees) has a key safeguarding role to play alongside colleagues in statutory services. Our trade teams go into tenant's houses (stock of 28,000 properties) every day. They are sometimes the only people who are allowed in when other services have failed.

We developed a single point of contact where operatives can report their safeguarding concerns through a dedicated number, then carry on to their next job. Our Neighbourhood officers and specialist teams, receive the reports and have a more specific safeguarding role by working in partnership with our Adults and Children's services colleagues. Ensuring information is shared, referrals made in order to safeguard, our most vulnerable adults and children.

Over two years on, the campaign is fully embedded. Safeguarding understanding has increased amongst employees, they are now equipped with skills, confidence to recognise when "something is not right" and work in partnership with our colleagues in Adult's and Children's services.

The campaign branding has been adopted by both Sandwell Adult's and Children's Boards, and a film is available on YOUTUBE.

<https://www.youtube.com/watch?v=1f0WZEUkno>

We are developing a See Something Do Something program to roll out to the rest of the council and act as an umbrella for all emerging safeguarding priorities e.g. Child Sexual Exploitation, Modern Day Slavery, Female Genital Mutilation.

South Tyneside Council

Supporting volunteers to tackle loneliness

South Tyneside Council works in partnership with voluntary group, South Tyneside Churches Together, to run a befriending service.

The Council gives £11,000 to the group to enable it to carry out its vital work in the community.

The scheme, which sees volunteers visit older, lonely people in their own homes, has proved incredibly popular. The Council and other agencies refer people to the service to help alleviate loneliness and connect people with their communities.

With the public sector facing unprecedented financial challenges, the vital role played by volunteers, community groups and the third sector is becoming increasingly important in delivering the services our residents rely on.

The Council recognises that loneliness can be as bad for your health as chronic health conditions and is keen to do everything it can to keep our older people healthy and well. The scheme has received positive feedback from both older people using the service and befrienders who find it fulfilling to give something back to the community.

To meet the rising demand for the service, the team has organised activity events called 'Happy Hubs' where people can take part in sing-alongs, dominoes, painting, games and craft or just reminisce about times gone by.

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South Tyneside Council

South Tyneside Council

Opening the door to new funding streams

South Tyneside Council recognises the importance of voluntary and community groups in the delivery of services our residents rely on. The Council offers a free online funding tool to help these groups secure the funds they need to continue delivering their vital work in the Borough.

The Open 4 Community portal allows groups to search through a database containing hundreds of grants, awards and other forms of financial assistance from the European Union, charitable trusts and the government.

The funding tool is fast becoming the first port of call for the community and voluntary sector looking for funding. In 2017, the number of people accessing the portal rose almost fourfold, from 137 people in January to 400 people by the end of the year. The funds they are able to secure help them to continue their sterling work in the community.

One group which has used the portal is Age Concern Tyneside South which was able to successfully secure a grant of £5,000 from the Sir James Knott Trust. The money has been used to deliver community-based balance and stability sessions for people over 50 which improve confidence while also addressing social isolation and loneliness. The charity also successfully secured a grant to provide information on smart meters to older people with no digital access and another grant towards new uniforms for community-based staff to improve community safety and recognition for the charity.

As part of the development of a Third Sector strategy, a single overarching organisation called Inspire South Tyneside has been formed. This provides support for groups wanting to set up a new group or charity and disseminates information, advice and guidance. The organisation receives regular updates from the portal which are circulated, giving the third sector early notice of funding streams going live. This is often essential as many funders give tight deadlines by which applications for funding have to be made.

Stevenage Borough Council

Neighbourhood Wardens make a difference

Three Neighbourhood Wardens were introduced in February 2017 to be the eyes and ears of the community, by reporting and solving environmental and anti-social behaviour issues, as well as supporting community activities such as; 'clean up days' and public realm improvement events.

By combining education and enforcement activities, the wardens have jointly achieved:

- Three referrals to the safeguarding team with concerns for Stevenage resident's well-being.
- 4 ASB referrals concerning neighbour disputes, nuisance youths and Anti-Social drinking
- Dealing with a combined total of 485 complaints reported through Fix my Street.
- Issuing of 27 fixed penalty notices for fly tipping.
- One successful prosecution for fly posting and 2 pending serial fly tipping cases
- Partnership working with a local primary school and business to improve an alleyway that is a popular route for families attending the school. Activities involved were:
 - a litter pick with Stevenage Borough Council officers, children, parents and school staff
 - widening the path to create passing points
 - installing a ramp for improved access where there were steps
 - repairing a fence

Further engagement activities for this project include:

- Arriva (bus company) have agreed to sponsor an additional litter bin and volunteer their staff to plant shrubs/bulbs in the spring.
- The Neighbourhood Wardens attending school assemblies to talk to the children about environmental issues such as littering and dog fouling. This will also include involving them with designing posters that can be used in the alleyway.

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 **Stevenage**
BOROUGH COUNCIL

Stevenage Borough Council

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. There is also a Neighbourhood Engagement Fund of £4,500.

Some examples of our community using this funding are below:

Peartree School - Alley Way Project

Parents and pupils from the school and within the community have raised the issue of an alleyway close to the school which was neglected and felt unsafe. The school wanted to work with their local community to tidy up the alleyway and make it much more suitable for children and their parents to walk through. They planned a clean-up session with students, parents and Neighbourhood Wardens from Stevenage Borough Council. Money raised helped with costs to repair fencing purchase planters and bulbs and coloured tarmac and install a dog waste bin, making it a nicer environment for the students and community.

Symonds Green Community Association Coffee Bar

Symonds Green Community Centre invested in a new coffee shop with their centre. Their funding has helped to purchase equipment stock and staff costs for the first three months of them opening. The aim of the coffee shop is to bring a much-needed place of enjoyment to all of the voluntary group and other users of the centre but also as a meeting place for the wider community.



Southampton City Council

October Books

October Books, founded in 1977 is based in Portswood Road in Southampton, is a not-for-profit co-operative radical neighbourhood bookshop. Any money made is ploughed back into the business. October Books trades independently from any political organisation and seeks to promote a fair and equal society. Workers and volunteers come from many different backgrounds who bring diversity to the shop.

Stock is comprised of general popular fiction, non-fiction and children's books, alongside our traditional range of specialised radical books and magazines. Our specialty areas are social issues, adoption, humanities and political issues.

Earlier in 2018, in partnership with local homeless charity Society of St James and Social Enterprise Link Wessex, October Books has completed the purchase of the neighbouring former Nat West bank building to enable creation of a community hub alongside the bookshop. The hub will comprise of small meeting rooms, some small self-contained housing units, shared work space and a larger meeting room which will all be available for use by community groups, social enterprises, health and wellbeing service providers, freelancers, education providers and others within the local community.

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Southampton City Council

Southampton Healthy Living

April 2017 saw the launch of Southampton Healthy Living – a new and innovative partnership of health, voluntary, community and social enterprise organisations. Southampton Healthy Living offer a single service to enable individuals, families and communities develop more control over their lifestyle by helping create communities where healthy behaviour is the norm.

Southampton Healthy Living actively works with communities to help people live longer, fuller lives and to reduce health inequalities between communities in the city. They support residents who can access the service through the Southampton Healthy Living hub so that they can choose the most appropriate to them www.southamptonhealthyliving.org.uk

In addition, groups are run across the city to help people making similar changes come together to talk about their experiences and to offer our support should they need it. Southampton Healthy Living works across the city, in locations that are accessible to local people, to offer support with making small lifestyle changes that can have a big impact on health. This involves working closely with GPs, pharmacies and others to ensure people are referred through to the service and are supported to make a positive change to their lifestyle.

Southampton Healthy Living is led by Social Care in Action (SCA) group, an established provider of health and social care delivery in Southampton. A charitable social enterprise, reinvesting all profit back into the organisation and the wider community, the SCA Group is partnered by Southampton Voluntary Services (SVS) the umbrella body for local voluntary and community groups in Southampton.

Sunderland City Council

Sunderland Low Carbon Social Housing Demonstrator Project

The Sunderland Low Carbon Social Housing Demonstrator Project was designed to contribute to the development of a low carbon economy in the city. Funded through ERDF, with support through Sunderland City Council and Gentoo Group, the project was designed to provide an example of effective energy management within social housing and support the development of new skills and capacity.

The target area for the project was Glebe, in Washington. This comprised c.100 1970s brick-built terraced single level dwellings 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.

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. Programmable heating controls and flexi pay billing system were also introduced.

Residents of the 97 social houses receiving energy efficiency measures 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';
- 31 out of 32 reporting that the other improvements had 'made a lot of difference to the comfort of their home' and
- 24 out of 32 believe their heating bills have decreased

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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Sunderland City Council

WARPiT – Online Recycling Tool

WARPiT was an equipment, furniture and resource re-use online tool that helps individuals and organisations to loan or give surplus items to each other for free. Council employees were encouraged to use WARPiT to source equipment and consumables wherever possible as part of our Sustainable Sunderland Policy.

In 2010, Sunderland City Council underwent a major restructure that led to the closure of buildings across the city. As offices were vacated, large quantities of office-related resources like furniture, equipment and supplies became redundant. Consequently, Sunderland City Council subscribed to WARPiT in 2011 to assist in the management of its Building Rationalisation Scheme and the redistribution of resources across the authority. The Council was the first to pilot the software, providing a platform from which resources could be loaned, reused and recycled.

The software was piloted for an initial one-month period within the council, and its success led to its launch across Sunderland, within schools, across the partnership and local charities.

A WARPiT Coordinator was appointed, to oversee the day to day management of the programme and they have become the dedicated point of contact for users, regarding queries, furniture removal, training and system administration.

WARPiT won numerous awards, including Compact Award 2014, Green Apple Award 2014 and was an international finalist in the Circular Economy Awards in 2014. It was also recognised nationally as best practice.

Sunderland City Council is leading the way as the first council to take the software forward in this manner, and we hope the model will be used nationally as best practice in the future.



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Telford and Wrekin Council

Telford Mental Health Forum

Since the Mental Health Works event held at the Park Inn in April of 2016, what originally started out as a small working group of key stakeholders has become a major networking group for the Borough of Telford and Wrekin with the mental wellbeing of the local population as its primary focus.

Telford Mental Health Forum (TMHF) meets bi-monthly with representation drawn from a broad range of stakeholder organisations including NHS Commissioning, DWP, TACT, Citizen's Advice, Telford Mind, SSSFT and several smaller charities and community interest companies that deal with grief recovery and suicide prevention. In addition, the Chair of TMHF is an active member of the joint Shropshire and Telford Strategic Group in developing the strategic action plan for the reduction of suicide.

Service users and Carers are also well represented at Forum meetings and are essential to informing future direction and developments of the group.

TMHF as it evolves is creating specialised sub groups to focus in on key areas linking in with mental illness including Homelessness, Offending and Criminal Justice, LGBT and Young People. It is hoped to develop further niche groups going forward and as a result of active participation in a meeting of TMHF held on 28th March by a group of Councillors from Telford and Wrekin Council's Adult, Social Care Scrutiny Group, TMHF will explore and develop the theme of social isolation across all age groups.

A quote in support of TMHF:

The Telford Mental Health Forum provides an oversight and challenge to the delivery of Telford and Wrekin joint mental health strategy. It provided a sounding board for the development of the strategy with the numerous service users, carers and third sector organisations involvement. The strategy is a live document that is able to flex to the needs of local people and the forum provides connections across voluntary and public sector organisations. It has enabled us to keep the profile of mental health high on the agenda of all organisations including the Health Over view and Scrutiny committee. The forum has helped develop links across organisations to the benefit of all parties. It continues to feed information to commissioners regarding gaps or issues in service provision.

Frances Sutherland NHS Commissioning

TMHF continues to meet with some residual funding from sponsorship received for the Mental Health Works event held at the Park Inn that funds meeting room hire, refreshments and the services of a sessional meeting concentrating/minute taker though this is only sufficient to fund a further two meetings. The Forum also needs financial support if it is to develop future events to bring stakeholders together for workshops and service development for local people with varying degrees of mental ill health.

Since TMHF is not a constituted group in charitable terms, it is suggested that any funding be channelled through an existing Telford Charity such as the Park Lane Centre on Woodside where meetings are currently held. Any such funds would be highlighted as restricted funds for accounting purposes and fully audited to ensure transparency and accountability.

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The Behaviouralist

Developing an open source platform to help identify and target households experiencing fuel poverty

Fuel poverty - living on a lower income in a home which cannot be kept warm at a reasonable cost - is a big issue for local government. According to the Annual Fuel Poverty Statistics Report 2017 (2015 ONS Data) currently, over 2.5 million households have to choose between heating their house and other essential costs, which leads to a multitude of health and societal issues.

Identifying households that are in fuel poverty is difficult and expensive. This often means local government and other organisations (utility providers, charities, third sector) spend vital money in both identifying which households are experiencing fuel poverty and inaccurately target communications or interventions on the wrong household.

We worked with Cadent gas on two projects to help them tackle this problem. During the first, we built and tested a highly accurate machine-learning algorithm that uses publicly available data to identify households at risk of being in fuel poverty. Using data that covers the entirety of England - over 18 million unique households - we can predict with 80% accuracy whether a household is experiencing fuel poverty.

This first step allowed us to, as a part of our second project, propose an integrated approach using the insights from our machine learning toolkit to target behaviourally informed communications and other interventions.

The resulting product is a web-based platform that can be used by local authorities to identify households in fuel poverty and target interventions aimed at improving energy efficiency and keeping houses warm. Using the data from the platform can be a key asset for local authorities in their policy making process, as it can help them understand the distribution and concentration of population with high health and wellbeing risks.



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The Co-operative College working with Rochdale Council

Learning lunches - bitesize sessions perfect for co-operative councils

100 years. That's how long we've been delivering co-operative education. We know that time is precious, which is why we've developed our learning lunches series. These action-packed, bite-size sessions will help you discover more about co-operation and apply the thinking to many of the issues facing co-operative councils today.

Each session lasts no more than 40 minutes, with themes tailored to match your needs. We always start with a short introduction to contextualise the issue, followed by a group activity. We'll then facilitate a focused discussion and provide a summary, with action and reflection points to take away.

Popular sessions with Co-operative Councils have included co-operative problem solving, building your co-operative team and developing co-operative communities. As you'd expect, all sessions have co-operative values and principles right at their heart and are delivered using innovative co-operative learning and teaching approaches.

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Connected Space working with Croydon Council

Urban Data Platform: Transforming Croydon Through Data

The Urban Data Platform was launched with Croydon Council in March 2018, in cooperation with technology company Connected Space.

The solution was co-created: blending local government expertise with technology and product specialists, to help local authorities make better use of both existing and new sources of data.

With Croydon undergoing a £5.25bn regeneration programme, Croydon Council needs to keep the disruption to citizens and businesses to a minimum, which requires careful management and planning. To manage the disruption Croydon Council was using a variety of cross department processes and tools, many of which required significant manual data input and did not fit the requirements.

Using an Agile approach, the first step Connected Space took was to understand the challenges faced across internal departments and how data was currently being collected and used. It became clear that the challenge extended beyond the teams responsible for the regeneration programme, with a need and opportunity to create a solution that morphed across several departments.

Utilising Connected Space's data platform, urban data sources such as Construction, Transport, Road works and Air Quality are consumed to create a simple and intuitive map-based interface with filters to overlay data and provide visibility on what's happening across the Croydon area.

Value the Urban Data Platform provides:

- Breakdown of internal silo structures and improve collaboration between teams.
- Cost saving and efficiency, by using one solution rather than multiple disparate data sources and products.
- Insight to inform the decision-making process.
- Automation and reduction in manual effort to keep the data up to date.
- Simple and intuitive usability and experience.

By combining data gathering and intelligence the Urban Data Platform will help Croydon Council do more with their data. It provides Croydon Council with a solution that is secure, scalable and highly adaptable to change.

"The UDP has made managing the ambitious and complex regeneration programme in Croydon significantly easier than before. The simple, easy to use platform enables better planning, effective collaboration and quicker decision making and will play an essential part of the success of the programme".

Lee Parker, Director of Growth, Croydon Council

Oxygen Finance working with South Tyneside Council

Supplier Incentive Programme

South Tyneside Council spends more than £125m every year with over 3,000 suppliers who help the Council to provide a wide range of key services – from school and library materials and health and wellbeing services to highways maintenance and waste disposal.

One of the ways the Council is working to ensure best value for money is through the Supplier Incentive Programme – an early payment scheme – which has already attracted many suppliers, with invoices approaching £40m signed up to receive early payment in the first year.

The initiative represents a new level of collaboration between the Council and its supply chain, providing mutual benefits for both the Council and businesses, with suppliers having their invoices fast tracked in exchange for a small rebate.

The Supplier Incentive Programme forms part of the Council's new Procurement Strategy 2016- 21, which aims to ensure its spending on goods and services gives value for money for Borough residents through efficient and effective buying practices.

Key elements of the strategy include giving consideration to the social or environmental benefits suppliers can bring to the Borough such as apprenticeships and local employment opportunities. It also makes sure opportunities are made more accessible to local businesses with guidance available to help them quote and compete for work, more effectively.

South Tyneside Council partnered with Oxygen Finance to introduce the programme and the Council has become a role model for other Local Authorities that wish to improve their purchase-topay (P2P) processes, boost suppliers' cash flow and generate a new income stream.

Councillor Iain Malcolm Leader of South Tyneside Council

"Stimulating economic growth is one of our key priorities here in South Tyneside.

Businesses, particularly small and medium sized firms, are the backbone of our economy, therefore we feel it is important we do all we can to support them through these challenging financial times.

Through the Supplier Incentive Programme and paying businesses early we can help our key suppliers to keep their cash flowing and hopefully ease the financial burden for businesses, which often need to fund the gap between payments. It is also an excellent way for us to strengthen our relationship with suppliers.

The scheme will also benefit the Council with invoices dealt with much more efficiently and with money generated from early payments going straight back into protecting the vital Council services our residents value and deserve."

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Peopletoo working with Cardiff Council

Commercialisation of Total Facilities Management (TFM) Services

Cardiff Council, like many local authorities, had a fragmented approach to facilities management, with many services including; Cleaning, Security, Building Maintenance and Pest Control, all sitting in different departments. This resulted in multiple front doors, significant internal recharges, limited financial and commercial oversight, and ultimately, confusion for the customer. Working in partnership with Cardiff Council, Peopletoo helped create processes for a new Commercial Services directorate, whose purpose would be to generate income and ensure financial sustainability of the component services, specifically those concerning facilities management.

Peopletoo performed a commercial review across facilities management services before implementing recommendations which secured c£1m in savings, delivered significant quality improvements to customers, and additional social value to stakeholders. Additionally, by implementing better commercial controls and restructuring how the council works with the market, it is anticipated the programme will deliver a further £1.8m in cost reduction annually.

Recommendations included:

- **Modelling Charge out Rates:** In depth analysis to identify the required charge out rates required for cost recovery and how this could be improved. This included consideration of productivity, overheads, workplace variables.

- **Demand Modelling:** Assessing what types of work provided the greatest demand on each service, before introducing strategies to sustainably manage it cost effectively.
- **Job by Job profit/loss:** Performed analysis on individual jobs/sites to determine which delivered the greatest profit/loss, why this was the case, and how they could be turned around.
- **Productivity Improvements:** Introduced new ways of working to improve productivity and the value for money provided to Customers. Including Works Scheduling, Team Cleaning and Enhanced Specifications.
- **Commercial Controls:** Introduced new processes and mechanisms to ensure the improved and effective management of works, over the life of a Contract.
- **Market and Competitor Analysis:** Assessed and identified local market conditions to understand the products offered by competitors and developed strategies on how best to counteract and compete.

From the outset, any capacity released through commercial improvements, was used to pursue an insourcing strategy. As a result, this secured both new and increased revenue streams for the Council whilst increasing employment and job security for employees. This has allowed the TFM team to provide improved opportunities for apprenticeships, with the council recently introducing 4 new apprentices with another 10 in the pipeline.

This has allowed the TFM team to provide improved opportunities for employment and apprenticeships. The programme has created over 30 additional jobs and 4 new apprenticeship schemes so far, with another 10 in the pipeline.

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Perform Green working with Bristol City Council

Making Smart Cities a Reality

As part of its Smart City agenda, Bristol City Council committed to create an integrated city-wide management, service delivery and collaborative centre for Bristol. The programme is focused on the needs of citizens and aided by an open information platform to encourage innovation.

The challenge

The programme was scheduled to cost £8.3 million over two years and deliver financial benefit to estates, plus £800k a year in business efficiencies and commercial revenue.

Perform Green were appointed to review progress and build delivery assurance to align the budget and deliverable outcomes.

They had to bring together and integrate teams and functions from multiple sectors across the organisation, including all four Strategic Directorates.

What did Perform Green Deliver?

Perform Green's Barney Smith was established as the Programme Director, who reviewed programme deliverables. That led to a re-planning exercise and major restructuring to protect critical milestones that would have significant beneficial impacts on spend.

This involved decoupling several sub-projects to run in parallel and building a new mixed team of Perform Green, Council and contract staff to deliver with separate workstream leads and full PMO.

Objectives met include:

- an Operations Centre environment to meet agreed accreditation standards
- up-to-date, integrated and resilient technology
- co-located and joined-up operations, within and supporting the functions of the Operations Centre
- a safe, secure, performing operating centre that sells itself to partners
- a commercial model to achieve additional benefit of £8.4m over 10 years.

Perform Green also played a critical role in:

- staff engagement and change management
- commercial engagement – securing multi-agency, paying users of the service
- ownership of the Service Design
- designing transformation of service outcomes using 'Smart Society' expertise
- embedding and operationalising Innovation.

Key successes

The Programme delivered and exceeded all key outcomes from the original business case. It delivered on time, under budget and exceeded its original scope. The benefits case within six months of going live was 50% ahead of year one commercial revenue target profile.

In October 2017, Bristol overtook London as the UK's number 1 Smart City in the Huawei Smart City Index. The Operations Centre was cited along with Bristol Is Open, a Joint Venture Company between Bristol City Council and The University of Bristol also run over the same period by Perform Green.

In March 2018, Bristol won the Smart City award from Mobile World Congress, citing just two initiatives: Bristol Operations Centre and Bristol Is Open.



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Sporting Assets working with Leeds City Council and Cycle Pathway CIC

Supporting social enterprise to repurpose an underused community facility

Like many local authorities in the current funding environment, Leeds City Council have had to consider the value for money offered by local community facilities. Repurposing assets to meet the changing needs of a community has brought new life to not only the facilities themselves but the communities who use them.

Leeds Urban Bike Park is a project which transformed an underused council owned golf course to a vibrant community facility that is used by the local population and riders from across the country.

Sporting Assets were engaged by Leeds City Council (supported by Sport England) to undertake a feasibility study into Leeds Urban Bike Park and Cycle Pathway CIC as operator.

We worked to develop a robust business plan, including detailed 5-year financial model, to support the investment and ensure that the Bike Park could both generate sustainable revenues and deliver valuable community services. Through developing customer experience journeys, Sporting Assets also supported the redesign and redevelopment of the community hub, to enable it to meet the needs of a wide variety of users.

This work, from early stage mentoring support and helping volunteers on governance and operations, through to detailed business planing and robust financial modelling has enabled:

- Cycle Pathway CIC to become a sustainable community sports business (generating revenue of over £11k in the first month from the café alone);
- Cycle Pathway CIC to attract £100k of investment from Sporting Capital to create a community hub that provides the local community with a social space, education and training opportunities and a pathway into activity, whilst delivering a great experience for the trail users and community alike; and
- Leeds Urban Bike Park to attract £1.2m funding from Sport England, Leeds City Council and British Cycling for the project capital works.

Sporting Assets helps to develop sustainable sports and community organisations, by supporting them to take ownership of facilities, develop new resources and diversify their revenue streams. We launched Sporting Capital to provide much needed investment into organisations using sport to deliver impact for the local community. The £3m fund is currently open and offering between £50k and £150k to community sport organisations.



Unlimited Potential working with Rochdale Borough Council

An invitation to tackle childhood obesity – Energy Club

Childhood obesity in Rochdale is increasingly mirroring patterns of socio-economic deprivation. Reducing childhood obesity is a high priority for Rochdale Borough Council.

Weighing and measuring at reception and year 6 presents an opportunity to engage with families of children who are overweight or obese and offer appropriate support. The Energy Club is the main programme offered. Run by Link4Life as part of Living Well Rochdale, it is a fun and educational lifestyles programme for families.

Uptake of Energy Club has been poor. Discussions with parents and school nurses suggest that the National Child Measurement Programme (NCMP) letter, telling parents their child is overweight or obese, is a major barrier. It upsets many parents: they are often shocked, angry and feel blamed, and ignore or challenge it.

Our project has been developed in consultation with children and parents, Big Life group, Link4Life, Pennine Care NHS Foundation Trust, and Rochdale Council

The approach being tested is based on feedback, plus research findings:

- focussing on weight is stigmatic and produces negative responses
- initial engagement is with parents, whose primary concern is their child's happiness
- continuing engagement is driven by the child, whose primary concern is fun and friends

The project therefore seeks to engage the whole family, from their perspective, and to focus on happiness and emotional well-being, rather than weight.

Once height and weight of eligible children in reception have been measured in schools, a personalised 'party invitation' is sent to families with an overweight or obese child, instead of the standard NCMP letter.

The invitation and envelope are colourful, include cartoon 'healthy heroes' characters, and do not mention weight. Following testing with children and parents, the invitation focuses on happiness and stresses fun, friends and free activities. It uses very simple language, making it accessible to all, including those with only basic literacy.

Any core message to parents and then children must be consistent throughout their whole experience (school, communications, and programme sessions), so work is done with frontline staff, such as school nurses, health improvement workers and leisure staff, to enable and encourage this.

The approach is being tested in three primary schools in one ward. As well as direct feedback from families and staff, key measures of success are:

- children sent the 'party invitation' and those sent the standard NCMP letter
- parents who make contact
- bookings made for the Energy Club
- children who turn up at the Energy Club



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CCIN Annual Conference,
Croydon

2 – 4 July 2019
Local Government Association
Annual Conference and
Exhibition, Bournemouth

12 – 14 October 2018
Co-operative Party Annual
Conference, Bristol

22 – 25 September 2019
Labour Party Conference,
Brighton

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By becoming part of the Network, you will:

- access the **latest ideas** and thinking about putting Cooperative principles into practice
- position your council as an **innovator**
- help to **influence** policy thinking at national level
- share examples of projects and initiatives and **learn from others** about what works
- co-produce **tools and techniques** to support the development of cooperative approaches
- be invited to **Cooperative Conferences** around the country where you can meet and work with peers
- join an **officer network** who are leading the development of new approaches
- have access to a cadre of ambitious **political leaders** who are trying to bring change to their communities
- access a growing body of **resources** on the new CCIN website
- be part of **regional and national networks** in England, Scotland and Wales
- join the **debate** on our active social media platforms
- access our multi-supplier **Consultancy Framework** of specialist organisations to help you develop policy, implement prototypes and build capacity when you need to move quickly and flexibly
- profile your council's **achievements** nationally.

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