



**Co-operative Councils**  
Innovation Network



# Co-operative Case Studies

Spring/Summer 2019



# Co-operative Councils

## Innovation Network



The Co-operative Councils' Innovation Network comprises 26 Full Council, 10 Associate and 18 Affiliate Members 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](http://www.councils.coop/case-studies).

## Meet us at the following events in 2019

**8 June**

Co-operative Party Local Government Conference, Newcastle

**18 June**

PSTA Annual Conference, London

**21- 22 June**

Co-operatives UK Congress & Awards, Manchester

**2 - 4 July**

Local Government Association National Conference & Exhibition, Bournemouth

**14 September**

Liberal Democrats Annual Conference, Bournemouth

**22 - 26 September**

Labour Party Annual Conference, Brighton

**2 October**

CCIN Annual Conference and Co-operative Showcase, Rochdale

**11 - 13 October**

Co-operative Party Annual Conference, Glasgow

**28 October**

NALC Annual Conference, Milton Keynes



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## Members



Bassetlaw District Council  
Brent Council  
Bristol City Council  
Cardiff Council  
London Borough of Croydon  
Glasgow City Council  
Hull City Council  
Knowsley Metropolitan Borough Council  
Lambeth Council  
Liverpool City Council  
Milton Keynes Council  
Newcastle City Council  
North Hertfordshire District Council  
Norwich City Council  
Oldham Council  
Plymouth City Council  
Preston City Council  
Rochdale Metropolitan Borough Council  
Royal Borough of Greenwich  
Salford City Council  
Sandwell Metropolitan Borough Council  
Southampton City Council  
South Tyneside Council  
Stevenage Borough Council  
Sunderland City Council  
Telford and Wrekin Council



Edinburgh (Labour & Co-op Group)  
Gloucester (Labour Group)  
Greater Manchester Combined Authority  
Halewood Town Council  
Hillingdon (Labour & Co-op Group)  
Newcastle-under-Lyme (Labour & Co-op Group)  
North Warwickshire (Labour Group)  
Peterborough (Labour Group)  
Staffordshire (Labour & Co-op Group)  
Woughton Community Council



The Behaviouralist  
Branding.coop  
BWB LLP  
C.Co  
Connected Space  
The Co-operative College  
Co-operatives UK  
Governance International  
Locality  
Oxygen Finance  
PeopleToo  
Perform Green  
Public Service Transformation Academy  
RedQuadrant  
Royal Society of Arts  
SBI/E3M  
Sporting Assets  
Unlimited Potential

Correct as at 28 May 2019

## 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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## Bristol City Council

# One City Plan

**Partners across Bristol have come together to define the vision they want for the city.**

Bristol has launched its first ever One City Plan setting out ambitious targets for the future of Bristol, decade by decade up to 2050.

Many forces are shaping Bristol's future, including government policy, trade and climate change. Meanwhile challenges such as an aging population, social inequality and unsustainable resource consumption demand rapid action.

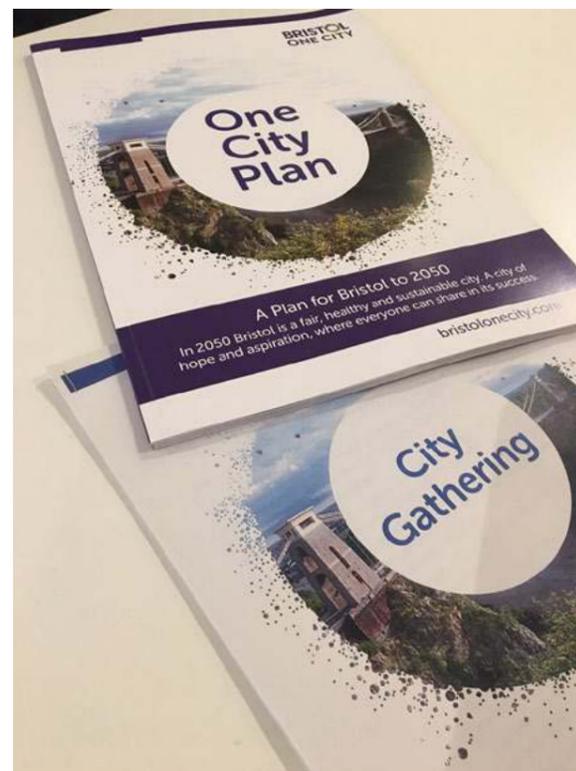
The One City Approach is Bristol's response. Through a new city-wide governance framework, and the launch of the One City Plan, Bristol is breaking down silo's and bringing people together in new ways to solve city challenges more effectively, create more resilient public services and increase the scalability of city innovation.

The One City Approach is in essence about facilitating a cultural change in the city and creating a paradigm shift in city governance. Shortlisted for the EU's Capital of Innovation Award, One City is a pioneering model that is not being undertaken to such a degree in any other city of its size. The One City Approach is a Bristol-wide initiative; however, the driving force behind moving this from concept to delivery has been a small team of Bristol City Council officers from within the Policy, Strategy and Partnerships division.

Key to the approach is to work with the collective intelligence of many stakeholders and for those organisations to recognise that their future prosperity cannot be secured merely through what happens within their boundaries. The city context in which they operate is vital.

Therefore, partners from across the city's business, charitable, academic and public sectors all contributed to the first draft of the plan which aims to make Bristol fair, healthy and sustainable with reduced inequality.

The plan has a vision for each decade and goals which fall under six priority themes; Health and Wellbeing, Economy, Homes and Communities, Environment, Learning and Skills and Connectivity.



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## Bristol City Council

# City is a laboratory for housing innovation

**Re-imagining better ways to live in our cities**

Bristol City Council is making sites available across the city to test and deliver innovative and affordable housing solutions over the next five years, in a bid to find new ways to tackle a housing crisis.

As part of the city's Housing Festival – a five year exploration of housing innovation - the council offered up the city as a laboratory for housing innovation testing, making available a variety of sites, some which would usually be deemed undeliverable using conventional housing development methods.

Bristol is acting as an incubator to road-test in a real-world scenario both existing concepts and innovative solutions designed to accelerate the delivery of quality, affordable housing. From modular homes from ZED Pods, temporary and permanent homes can be planned, created and made ready for people to live in within six months.

The Festival will also explore smart technology and off-site manufacturing, alongside highlighting the ambition and work that is already underway in the city through partnerships, innovators, community groups and pioneers.

The project, supported by Bristol City Council, Bristol and Bath Regional Capital and the Shaftesbury Partnership, is indirect response to the a serious shortage of affordable homes. An average two-bedroom house in Bristol costs £222,000 last year compared to £60,000 in 1990. Each night, around 500 families with children are staying in temporary accommodation.



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## Cardiff Council

# Food and Fun during the summer holidays

**The School Holiday Enrichment Programme (SHEP) is an award-winning, multi-agency programme which provides good-quality meals, nutrition skills, sports education and enrichment activities to children living in areas of need in Wales.**

SHEP was developed and piloted in Cardiff during summer 2015 by Education Catering at Cardiff Council, the Public Health Dietetic Team from Cardiff & Vale University Health Board, Food Cardiff and Sport Cardiff.

[Food and Fun Cardiff](#) runs in schools three days a week during four weeks of the summer holidays. The scheme includes breakfast, lunch, physical activity, food and nutrition skills education and enrichment activities.

In 2018, 14 schools across Cardiff provided places for over 500 children and served over 9,000 nutritious meals. The scheme also provides thousands of hours of additional employment. Over the last four years, 21 staff members have undertaken the Level 2 Community Food and Nutrition Skills course offered by the Local Health Board.

There have been extremely positive results since the programme began including children losing weight and trying new foods, an increase in the uptake of free school meals, improvements in playground behaviour during term time, an increase in children's confidence, increased parental engagement and new food clubs taking place during term time.

SHEP has won multiple awards, including the Catey Health and Nutrition Award 2017, and the Change4Life Award at the Lead Association for Catering in Education Awards for Excellence 2017.

Following the success of Cardiff's SHEP pilots during 2015 and 2016, the Welsh Government announced that they would provide £1.5m of funding to roll out the programme to all Local Authorities in Wales. During 2017, in addition to running their own programme, the Cardiff partnership also supported twelve additional Welsh Local Authorities with their pilot programmes. Last summer 16 local authorities ran a total of 53 schemes working with all seven Welsh Local Health Boards to offer up to 2,500 places.

## Cardiff Council

# Cardiff Staff Healthy Travel Charter

**In April 2019, fourteen leading public sector organisations based in Cardiff signed the newly developed [Healthy Travel Charter](#), committing themselves to supporting and encouraging their staff and visitors to travel in a sustainable way to and from their sites.**

Through fourteen ambitious actions, the charter promotes walking, cycling, public transport and ultra-low emission vehicle use. The actions include establishing a network of sustainable travel champions, developing targeted communications campaigns for staff, offering and promoting the cycle to work scheme and increasing the availability of video-conferencing for meetings to reduce the number of journeys staff need to make across sites.

Between them, the organisations will commit to reducing the proportion of journeys commuting to and from work made by car from 62 per cent to 52 per cent, increasing the proportion of staff cycling weekly to and from work from 14 per cent to 23 per cent, and increase the proportion of vehicles used during the day which are plug-in hybrid or pure electric from 1 per cent to 3 per cent by 2022.

Organisations which signed the charter at the launch event at Cardiff City Hall were Cardiff Council, Cardiff and Vale University Health Board, Natural Resources Wales, South Wales Fire and Rescue, South Wales Police, HM Prison and Probation, Welsh Government, National Assembly for Wales, Sport Wales, Public Health Wales, HM Revenue & Customs, National Museum for Wales, Welsh Ambulance, and the Office of the Future Generations Commissioner.

Together, these organisations employ over 33,000 members of staff in the city of Cardiff, whom they will be encouraging to make a healthy and sustainable change to the way they travel.

The work on the Staff Healthy Travel Charter was initiated through the Cardiff Public Services Board, and was led by a Consultant in Public Health Medicine hosted by Cardiff Council's Transport Team.



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## Croydon Council

# Choose Your Future Campaign



Croydon has the largest population of young people in London. In 2017, knife crime was rising across London; in Croydon there were 126 knife crimes, 70 more than 2016.

Amid concerns about youth violence, Croydon Council wanted to unite the borough, give young people a voice and help bring about positive change. At the borough's first youth congress in July 2017, more than 200 young people attending the event identified 'jobs and success' and 'crime and safety' as their top priorities.

This led to the launch of the Choose Your Future campaign. It aims to unite Croydon against youth violence, galvanise young people, highlight opportunities for them and support their positive choices.

**Choose Your Future is a ground-breaking, award-winning, partnership campaign**, uniting council teams and public, private and voluntary organisations, and young people, and **sends a message that young people are our top priority.**

**The campaign encourages young people to make positive life choices;** celebrates their achievements; and creates opportunities and support for them.

**Choose Your Future places Croydon's young people at the heart of the campaign** – they star in it, and it is social media-driven. It enables them to inspire others, and everyone to celebrate the positive choices they are making. Young people have a real voice, and will continue to set the agenda through youth congress, Young Mayor elections, youth forums, and more.

**It gives young people a voice and places them at the heart of local democracy.**

The impact of the campaign includes:

- A 13% decrease in knife crime.
- Over 3,000 conversations with young people. This ongoing dialogue continues to drive and shape the campaign.
- Over 40 young ambassadors supporting the campaign and sharing their choices.
- Support from over 100 organisations, including the police, Croydon College, Croydon Voluntary Action, Premier League Kicks, Reaching Higher, Music Relief, Croydon BME Forum, The Brit School, Onside, Legacy and local businesses.
- 1,000 Instagram followers, reaching with 21,000; viewed by 500,000 Twitter users.
- Doubled the number of participants in Takeover Challenge 2018 to 150.
- 30 apprenticeships in the council.
- 12,000 votes cast for 28 candidates in the Croydon Young Mayor election.

The Choose Your Future campaign continues but has already established a great legacy for Croydon's young people:

- Young people are involved in the council's policy development, commissioning and recruitment, and are setting the agenda in Croydon
- The campaign has a momentum of its own with partners acting as a rallying cry for the borough to support its young people
- Young people are helping to shape the borough's new violence reduction unit
- Relationships have been strengthened with partners ensuring increased opportunities and support for young people



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**CROYDON COUNCIL**  
[www.croydon.gov.uk](http://www.croydon.gov.uk)

## 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.

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.

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## 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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## Hull City Council

### Active Citizens



The level of interest was high and the attendees came from a mix of cultural and ethnic backgrounds. Feedback at the end of the training surpassed the Council's expectations with many of the attendees expressing profound insights as to how their lives, attitudes and expectations had been changed from attending the course.

Across the world Active Citizens connect with each other to learn, share, collaborate and value difference. International Study Visits bring citizens together from all corners of the world to share experiences, knowledge and strengthen relationships and opportunities for collaboration.

In 2018, the Council submitted an application to the British Council's Active Citizen UK programme to become the UK's first Local Authority partner in this programme. Active Citizens builds trust within and between communities by supporting people to take action on issues they care about. It connects people locally and globally, developing their knowledge and skills to build fairer and more resilient societies and communities.

Hull has worked with the British Council to train two people in its accredited facilitator course, which took place in Ethiopia, bringing together participants from all over the world. Once trained and accredited we were then able to undertake training with Hull residents from a range of cultural and ethnic backgrounds in Hull.

In Hull, there are currently twelve Social Action Projects based on the programme which all embrace working together with the community to bring about positive change. The projects vary from community clean up days to projects music tuition for those from all communities who do not have the financial means to afford music lessons.



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## Hull City Council

### Working together for social justice

The Hull Fairtrade Partnership Group, supported by Hull City Council and chaired by a cabinet member, has members from the Council, voluntary sector, local communities, faith sector, university, NHS and local business, and meets on a regular basis to plan our local Fairtrade campaigns, especially for Fairtrade Fortnight and World Fairtrade Day.

Within the Council, a Fairtrade Officer Group of staff from different service areas co-ordinates the Council's support for Fairtrade Fortnight, and our Communications Team ensure that the Fairtrade message is cascaded throughout the Council and to our partners and communities via social media.

Engagement in Fairtrade Fortnight has grown year on year, both within the Council and through the efforts of the Fairtrade Partnership Group, also in our community. Fairtrade Fortnight 2019 saw our senior management and cabinet supporting Fairtrade, our ward members arranging events in communities, and staff teams promoting Fairtrade in their directorates and through their networks.

Being a Fairtrade City is a great source of civic pride and we recognise the valuable role of our partners and communities in promoting support for Fairtrade. Last year our Lord Mayor invited Fairtrade activists for coffee in his parlour and this year our Deputy Lord Mayor welcomed the Chief Executive of the UK Fairtrade Foundation to the city at event organised by our local faith sector.

Hull is proud to have been a Fairtrade City since 2005, supporting the principles of fairness and decent living standards for producers. As our Fairtrade banners state "Hull has always had time to fight for social justice".



Leader of the Council and ward members sharing the Fairtrade message in a community centre



Cabinet Working Group enjoying Fairtrade snacks

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## Knowsley Metropolitan Borough Council

# Knowsley 2030

**Knowsley 2030 is the new long-term strategy for Knowsley which will set out a new vision and priorities for the Borough.**

The strategy is being co-produced with residents, businesses and other stakeholders in line with Knowsley's Better Together principles to understand how people living, working and studying in Knowsley today feel about the place, what matters to them and to determine what their hopes for the future are.

A period of in-depth consultation has been underway since September 2018, with a quantitative call for evidence and ongoing qualitative stakeholder engagement being vital to inform the strategy's development.

Co-production and engagement in this way is enabling complex issues to be discussed in detail and helping to ensure a sense of community ownership in the shaping and delivery of the strategy.

As with the consultation phase, the wider strategy development process will be undertaken with residents, businesses and strategic partners so that the end result is a co-produced strategy which is owned by and meaningful to all Knowsley stakeholders.

The strategy will be launched in 2020 and run until 2030. You can keep up-to-date by following @knowsley2030 on Twitter or visit [www.knowsleynews.co.uk](http://www.knowsleynews.co.uk) (search 2030).

### What is Knowsley Better Together?

Knowsley Better Together is about everyone playing their part to achieve more. By pooling resources and expertise we know that we can find better solutions and have a greater impact, working in line with a number of principles which highlight how the Council and its partners 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



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## Knowsley Metropolitan Borough Council

# Internship opportunities in Knowsley

**The Knowsley Supported Internship Programme commenced in 2016 and aims to prepare young people with a learning difficulty and / or disability for employment.**

The programme is a partnership between Knowsley Council and Knowsley Community College, working with local employers to provide 12 month's work experience to help young people find sustainable employment in the future.

They are mentored and supported on a day-to-day basis and also attend a weekly session around employability, literacy and numeracy.



In 2016 and 2017, a total of 21 young adults enrolled on the programme, with 17 securing employment, with others going on to further education or volunteering opportunities. For 2018, 10 young people are currently gaining work experience in a variety of businesses across the borough. Roles include grounds maintenance, kitchen duties and caretaker.

As well as employment outcomes, feedback from participants has been extremely positive including improved confidence, social skills and enjoying meeting new people. Future plans include attracting more businesses to support the programme and the establishment of a Supported Employment Forum to raise awareness of the programme's benefits for businesses, along with the support provided to them.

In addition, participants on the programme are also helping to deliver free disability awareness training to businesses as part of a newly created Empower Job Carving programme in Knowsley. Empower job carving takes less skills jobs from different people to create a role suitable for an adult with a learning disability and / or disability. In the first few months, three adults have already secured employment.

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## London Borough of Lambeth

# Lambeth Made

**‘Lambeth Made’ is a shared commitment to make Lambeth one of the best places in the world for children and young people to grow up. It seeks to put Lambeth children at the heart of collective thinking, planning and action in the borough, with the aim of improving the lives and futures of all children and young people.**

Lambeth Made is a programme, launched in 2019, which aims to produce large-scale change for children and young people in the borough by creating new partnerships with children and young people; the community; local businesses; and public and voluntary services. Through these partnerships, Lambeth Made is encouraging everyone to take action in their schools, communities, businesses and organisations and to be guided by the voices of Lambeth’s children and young people to ensure that these spaces are optimal for their development and success.

The adoption of the Lambeth Made message throughout the borough focuses on four delivery areas and hopes to lead to improved measurable outcomes in:

1. Employment, education and training opportunities for young people
2. Confidence, self-esteem, mental well-being and ‘pride’ in young people
3. Community and business-led activities which positively impact children and young people
4. Resilient communities working to reduce Serious Youth Violence in the borough

Lambeth Made has already successfully orchestrated multiple projects which have had considerable impact. Amongst other things, it has developed a work experience programme which secured a week’s work experience for six young people in six businesses, supported by Inspirational Youth; it has also offered free boxing and basketball sessions for young people at risk, supported by the Black Prince Trust; and it has facilitated the WeRise digital work experience programme which led to a number of young people, including two care leavers, delivering to genuine client briefs and securing permanent employment. Lambeth Made is in the process of expanding its impact on and work with children and young people in the borough. It is currently launching a partnership with LDN Apprenticeships, which will see 100 apprenticeships offered to Lambeth children and young people and is working with the Social Enterprise Academy to offer twelve local schools the opportunity for their students to run micro-social enterprises, facilitating the development of invaluable skills.

A range of organisations in the borough have engaged as partners in the project, and have such aided the shaping of the role and aim of Lambeth Made in the lives of children and young people. This includes a start-up grant from Guy’s and St Thomas’ Charity; ongoing funding from Lambeth CCG for the co-ordination and management of the project and; support from the Streatham Business Improvement District; alongside ongoing support from the council which includes sharing resources and supporting the development of ideas. A number of other groups were consulted in the establishment of the project in the borough, including local VCS organisations, business improvement districts and groups of parents, such as Streatham Mums. This has ensured that the Lambeth Made project is reflective of, and responsive to, the real needs of the population of Lambeth.

Video: <https://www.youtube.com/watch?v=g4bw3A9Jrl4>



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## 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

# Milton Keynes: great parish collaboration

Milton Keynes has always been a place of co-operation. Partnerships between public bodies, business and communities created our pioneering 'new city' fifty years ago and help its people thrive today.

We were actually the first unitary authority to become fully parished, with two new parish councils created just this year to serve MK's growing communities, bringing the total to 48. (We're expecting to grow from a population of 270,000 today to 500,000 – eventually becoming bigger than Edinburgh, Cardiff or Liverpool.)

We believe strongly in putting the power back in the hands of local communities, and work with our parish and town council partners to make sure the right services are being delivered in the right way, to the right people, at the right level.

In recent years we've:

- Transferred 28 popular local facilities to parish councils for them to develop, including a swimming pool, a library, community centres, depots and meeting places.
- Given parish councils £100,000 to help them keep our environment clean, funding amongst other things an innovative green chemical-free weed killing machine.
- Identified parish councils who wanted an expanded role in the delivery of local services, whether that's by influencing their delivery, topping up services or entirely taking them over. A good example of this is landscaping, where five councils have already picked up the care of green space in their parish, to be followed by eleven more – which will mean parishes care for around 30% of all green space in MK.
- Set up a Parish Advisory Group of parish councillors from across MK, a ward councillor from each main political party (often a parish councillor themselves) three officers and a cabinet member. At meetings, the group discuss and make decisions that affect parish and town councils.
- Helped parishes navigate services and build the right relationships within our unitary authority by appointing specific officers responsible for parish liaison and answering day to day queries. They attend a Parish Quarterly Forum and parish, clerk and area meetings.
- Jointly developed a Draft Framework to aid closer working and help us agree the best custodian of a service or an asset.
- Held a MK Association of Local Councils conference attended by more than 200 parish councillors.

The *National Association of Local Councils* described us as 'a beacon of good practice' for parish collaboration, and we're proud to be supporting parishes as they use their unique perspective to shape and create better communities.

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## Newcastle City Council

# Securing investment in our communities through our commitment to social value

**In Newcastle, we believe social value - as well as financial value - is important, and should be considered in all our decisions, particularly where we are commissioning and procuring from partner organisations. We have made changes to our ways of working to make sure we consider social value in every part of our commissioning and procurement cycle.**

Our Newcastle Social Value Commitment means wherever we can we will work to spend our funding locally, keep a focus on what communities say is valuable to them, show ethical leadership and make green and sustainable choices.

Last year, we spent over £180 million with organisations within Newcastle and almost £269 million with organisations in the North East. Next year, we anticipate some 40% of our influenceable spend will be with organisations within Newcastle and 65% in the North East. We expect 15-20% of that spend to be with voluntary and community organisations.

As a major employer and investor, we recognise the significant impact our own actions can have and we also know that positive impact can be vastly increased if partners work together. With this in mind, we are working hard to communicate the steps we have taken to secure and measure social value and to promote this message among our partners.

Buying goods and services from local organisations is part of our much wider approach to community wealth building. This draws on a much wider set of powers, resources and community assets we can bring to help generate and sustain community wealth.

For example the Newcastle Fund has played a vital part in sustaining community-based initiatives in partnership with the voluntary and community sectors over the past seven years. We will also continue to unleash the power of council-owned assets in communities. By offering residents greater ownership of these assets, we give them shared interest in their community wealth. To date, 16 facilities have transferred to communities, with negotiations ongoing on a further 12 facilities.

We have also created a £1 million Life Chances Fund to improve access to economic opportunity for the city's most deprived residents. Working with partners, the Life Chances Fund will help people overcome barriers to employment. This will help fulfil their potential, making a positive, sustainable difference to communities.

## Newcastle City Council

# Newcastle Parks Trust

**“a measure of a city’s greatness is to be found in the quality of its public spaces, its parks and its squares” - John Ruskin**

From 1st April 2019 Newcastle became the first major city in the UK to hand over its parks and allotments to an independent charitable trust that will sustain our treasured parks for future generations.

Since the Victorian era, Newcastle’s parks have been much loved public spaces, providing residents and visitors with opportunities to escape, explore, rest, relax and play.

Our parks are the green lungs of the city, helping to keep us healthy, cleaning the air and nurturing local wildlife. They form part of Newcastle’s culture and history.

But, like many places across the country, the future of our parks and public spaces – have been threatened by austerity – the cuts imposed on Newcastle meant that funding for our parks had to be reduced by over 90%.

Newcastle Parks Trust, developed in partnership with the National Trust and communities across the city is a cooperative response to that austerity. As a charitable trust our Parks can access new funding from sources that would be off-limits to the council.

But, beyond the critical issue of funding, the Trust opens up our parks to a greater level of community participation and ownership, including:

- More community-based events;
- Community-led decision making;
- Opportunities for raising income – e.g. through residents to establish small businesses and cooperatives in parks.

Taking a cooperative approach to the future of our parks has shifted our ambition from maintaining what we have, to making our parks better and more vibrant places for everyone.



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## Norwich City Council

# Heartsease Healthy Living

Putting residents at the heart of decision making is fundamental to Norwich City Council's approach to cooperative working and opportunities to put this into practice are explored whenever we get the chance. So when the local CCG came to us with a pot of funding and asked how they use it to create a whole systems approach to tackling obesity, Heartsease Healthy Living was born.

It began, as all cooperative projects should, with asking the organisations and services in Heartsease if they were interested in being part of that system with us to which there was a resoundingly positive response. Workshops were delivered to help the organisations find their common ground and create ideas for projects which might be impactful which were encouraged as partnership approaches with shared resources.

Decisions on which projects were funded through the first round of grants were made by the local community through a public vote (or participatory budgeting process). 220 people from the neighbourhood voted at voting boxes in the local church, GP surgery, local café and even the Vape Lounge. The placement of the boxes was considered so as to get the attention of the most residents and it worked as nearly as many people voted for the projects as voted in the local election!

Projects funded following support from the community include community meals, a cycling for mental health project, table tennis taster sessions and a Bushcraft club for children. A second round of grant funding based on community voting is planned for Autumn 2019.

So as not to simply fund and forget, the project created coasters for use in local cafes, community lunches and pubs which tell residents what projects they helped fund and lets them write on the back what the next projects should be. This feedback will then influence what the next funding round and keep residents at the heart of the project. #HeartseaseHL



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## Norwich City Council

# Growing Communities - Reimagining Horticulture

At Norwich City Council we have a commitment to investigating whether the money we spend can have more positive outcomes than simply the purchase. This ethos is at the heart of our award winning floral displays around the city.

The flowers and plants in both our civic displays and in many community planting projects around the city are grown by students on supported learning courses at City College Norwich in a partnership spanning 20 years and producing over 20,000 plants a year. Many of the students also take on work placements with local firms, learning to plant and maintain the plants they have grown.

In 2019 we have taken our next step and broadened this partnership to include other community groups and residents. In previous years the scheme purchased plug plants for the students to grow to maturity, but we felt we could do more with the help of other green fingered people. The scheme began to also purchase seeds which are 30% cheaper than plugs and engaged local residents to take these home to their own greenhouses to nurture until they reach a stage the students can take them back.

Ten groups are already supporting the students this way with regular meet-ups, seed swaps, advice sessions and they've even diversified into growing vegetables for other local projects from seeds donated to them. This has meant that we can grow more, reduce costs and link groups together on a shared project where we work in partnership.

All the plants which are not used in civic plantings are freely available to other volunteer community planting projects in parks and neighbourhoods to help bring colour and pleasure to the whole city.



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## Oldham Council

# From Grassroots to Boardroom

Community involvement in Oldham means more than asking residents for their views. We're empowering local people to take ownership, as part of our ambition to create a co-operative borough where everyone does their bit, and everybody benefits.

### (1) VEG IN THE PARK - a grassroots project

Veg in the Park community growing hub is a vibrant place with many volunteers, local groups and emerging enterprises focused around growing, cooking, sharing, selling (and eating!) locally produced food. The physical growing space was built by Oldham Council's Parks team with residents central to developing a space for their community to enjoy. The hub was started by a passionate resident and the idea grew from a gardening session and an opportunity to turn a disused bowling green into a brilliant community asset now run and managed by residents.

### (2) OLDHAM FOOD NETWORK - a co-operative approach

The community-led Oldham Food Network was established following a Borough-wide Fair Access to Food Workshop. The Network has grown from a group of volunteers into an active movement, driving Oldham's co-operative approach to food and growing.

It led a crowdfunding campaign for a Community Kitchen for Oldham Food Bank raising £20,000+ in under 8 weeks. This collaborative approach to community involvement, created a swell of support that continues to grow beyond the campaign. By empowering a Network for all of Oldham, we're fostering a culture of collaboration by default. Funded with Food is a community crowdfunder with a difference - aimed at local people with local ideas and funded by the community itself. In return for a donation, individuals receive fresh surplus food from Real Junk Food Project, and a vote for the idea they like best, raising £2,000+ for 4 projects through the crowd so far.

### (3) GREEN DIVIDEND - co-operative communities

The Green Dividend Fund puts residents at the heart of design, delivery and maintenance of community gardens and edible landscaping projects. So far 500+ households and 1,500 residents have been involved, with 50 projects delivered in places and spaces across the borough. It is helping communities develop a shared sense of belonging and promoting closer neighbourhood ties through their enjoyment of greener spaces.

### (4) GET OLDHAM GROWING - creating the right climate

The public-health funded Get Oldham Growing programme has inspired and encouraged people to be active and engaged in food growing. Local people are at the heart of this, co-designing a Growing Conference with residents working alongside the Council to deliver community-led workshops for 120+ people. It invests in people and places, supporting 80+ community food initiatives, engaging 800+ people, 5 growing hubs and employing community-based Health and Growing Ambassadors. This enables the building of strengths and assets in communities to make schemes owned and sustainable.

### (5) GROWING OLDHAM: Feeding Ambition Partnership - the boardroom

Growing Oldham: Feeding Ambition is a partnership co-ordinating the delivery of fair access to food for all. The Partnership is made up of representatives across the food sector, to ensure engagement and feedback across all parts of the system. By growing relationships, it creates a sustainable approach to the future of food.

The most effective way to design services and deliver outcomes that matter to residents is to do it with them; or even better, to create the right conditions for them to do it for themselves.



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## Plymouth City Council

# Plymouth Alliance - a new way of working to address complex needs

### Background

Traditionally contracts have been commissioned in silos, resulting in duplication, inefficiencies and poor outcomes for the person using multiple services.

Twenty five contracts spanning substance misuse and homelessness were aligned whilst a new single system was co-produced and procured using a competitive negotiated procedure.

### New system

Plymouth City Council has co-designed a new complex needs system to enable people to be supported flexibly.

Using an Alliance model, the focus is on creating systemic change: changes to culture, funding structures, commissioning and policy that will support a new way of working. Together we have created a contractual environment where suppliers share responsibility for achieving outcomes and are mutually supportive, making decisions based on the best outcome for the service user.

The new contract went live on the 1st April 2019 and is being delivered by The Plymouth Alliance, which has eight member organisations. The contract has been issued initially for 5 years but may be extended until 2029. The contract is worth £7.7 million for the first year.

### Key changes

Key changes include:

- A no wrong door approach
- A system of complex needs workers who deliver support wrapped around the person.
- A reduction in duplication and inefficiency
- System decisions being made collectively about resources using a 'best for people using services' principle and the ability to respond flexibly to need

### System priorities

The Plymouth Alliance is currently in its implementation phase but has identified a number of priorities for the coming months:

- The development of an integrated accommodation hub, providing information and advice, assessments and allocations
- The implementation of a shared referral database
- An Accommodation and Homelessness Prevention Strategy including plans to increase independent accommodation
- An Asset Management Strategy to consider the best use of existing premises across the system and reflect identified priorities.

## Plymouth City Council

# Armed Forces Covenant - With Military Precision

**In May 2018, the new Labour administration made a commitment to revitalise the Armed Forces Covenant in Plymouth. It was at its outset a vibrant challenging partnership made up of individuals and organisations who wanted to express their support for the military and veteran community. However, numbers attending the Covenant meetings were dwindling and at the last meeting prior to May 2018, there were seven attendees. Something needed to be done.**

The new administration immediately appointed an Armed Forces Champion, Cllr Pauline Murphy who tasked officers to make the Armed Forces Covenant stronger than it had ever been. The change in the last 12 months has been dramatic.

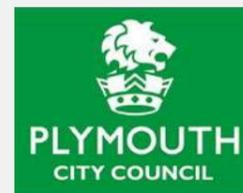
Since May 18, Plymouth has:

- Created four theme groups (Serving Personnel, Veterans, Children and Families and Corporate Partners) that meet regularly to guide and inform the larger Covenant group
- Each theme group is led by a different sector partner i.e the local authority, the voluntary and community sector, the military and the business sector)
- Agreed 3 key priority areas (Housing and Homelessness, Mental Health and PTSD and Celebration and Commemoration)
- Achieved the Employer Recognition Scheme Silver Award
- Developed the first dedicated Armed Forces Covenant website designed and delivered by business sector partners
- Successfully bid for funding into the city from the Armed Forces Covenant Fund – this was the first successful bid for over 18 months.
- Increased the Armed Forces Covenant attendance from 7 to 33.

This has been achieved because the "new" Covenant is led by the Council but owned by everybody. It is stronger because of the breadth and depth of the partners who contribute to make Plymouth a city that values its military past and looks forward to its military future.

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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.



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## 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 Metropolitan Borough Council

# Co-operative working for public service delivery

### There is a long legacy, in Rochdale, of citizen involvement in the development, delivery and leadership of services.

In 2017, a group of citizens and system leaders got together to think about the implications of devolution in Greater Manchester and the reform of public services. They agreed that it might be worthwhile to take action together to understand how citizens might be more involved in the development, delivery and leadership of system change.

With support from academics from Edge Hill University, this started with the formation of a set of principles around which joint work could take place. The citizens were then asked to consider the system in Rochdale borough, as part of the Greater Manchester City Region and identify two themes or areas they'd like to focus on.

This took a number of weeks. The first theme was about cooperative democracy: how power can be shared and shifted in order to increase our potential for joint work. The second was about relationships and how they can be supported in the borough. The citizens set a challenge: "We think a good starting point for change will be to improve hope and trust by taking action together". With continued support from partners in Edge Hill University, the citizens developed a programme of formal hearings in order to "democratise" a space.

Senior leaders were invited to present information about the themes and answered detailed questions.

Both parties were required to take a leap of faith and the feedback from both was that it was a profoundly important event.

Experts were then selected to work alongside the citizens over the course of a year to record and analyse the information they'd collected. The combination of activity and willingness to innovate resulted in real change and action.

Both challenges achieved great change within the year, contributing to the learning and development programme, Leaders in GM and resulting in the co-produced appointment of a new Voluntary Sector Infrastructure Organisation and a new manifesto with measurable results for supporting relationships in the borough.

The final testing will be completed in June 2019 with the co-production of a visual final report which will summarise what has happened. Leaders and citizens are currently in preparation for that process by undertaking peer interviews to understand what's changed.

A video of the hearings was shot so that the larger group of citizens who weren't able to take part could see what had happened: <https://youtu.be/EXRAKagh-7E>

Some of the work and the methodology has been shared across Greater Manchester through the Leaders in GM programme and one of the citizens who took part presented their experiences to the Greater Manchester "Further, Faster" event which launched the GM model of public services.

Plans are in place to continue the legacy of this important work through the review of decision-making processes in the borough. The governance of the local Reform Board is being altered and developments are underway to ensure the meaningful and active participation of citizens in decision making and action in the future.



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## Royal Borough of Greenwich

# Partnership approach to tackling holiday hunger

The past decade has seen increases in rates of food poverty across the country. Over the last decade, incomes after housing costs have fallen and food prices have risen in real terms. For many low income families this has meant that it has been real struggle to provide good quality, nutritious meals for their children.

During term-time, these in-need children receive free school meals. However, in school holidays these meals are not available. For households on a stretched budget, providing meals during the holidays is an additional burden. National and local research has found that children often return to school in poorer health following longer periods without regular Free School Meals.

In response to this challenge, the Council, in partnership with Greenwich Cooperative Development Agency (GCDA), has developed a comprehensive holiday meals service. This service will provide over 8,400 meals a year across 11 venues. These venues include community centres, children centres, adventure playgrounds, youth clubs and leisure centres. As well as providing nutritious meals the venues also offer activities to promote healthy eating and healthy lifestyles.

This partnership approach sees 10 organisations brought together to help deliver this service with the Council providing funding for the meals. This funding model was agreed as part of the Council's new Social Mobility Delivery Plan.

Once in operation, it is intended that we look to add additional services to the scheme to support these in-need families.



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## Royal Borough of Greenwich

# Children Connect with Care Home Residents

**Generations are coming together across the Royal Borough of Greenwich with a series of activities bringing nursery children together with elderly residents.**

The benefits of intergenerational activities, such as reducing social isolation and fostering community links, have been known for quite a while now. The Council's Early Years' service has brought together a number of nurseries and care homes to help develop regular joint activities.

Children from Bo Peeps Nursery in Blackheath have been visiting the Westcombe Park Care Home on a weekly basis since November 2018. Activities at these sessions see the elderly residents interact with the children by singing songs together or doing arts and crafts. Since January 2019, a group of children from Waterways Nursery in Thamesmead has been visiting Lakeview Court weekly to take part in craft activities, story reading and cooking classes. Children at Vista Field nursery are now going on a weekly trip, since Easter 2019, to a nearby community centre to join older people at their activity session, again to share stories, art and craft activities as well as songs and rhymes.

These visits have had a positive impact on the residents of these care homes by increasing their levels of social interaction and reducing levels of social isolation. For the children, it supports their personal, social and emotional development, enabling them to develop positive relationships within their local community.

These schemes have been delivered through a partnership made up of the Council and private sector partners, for example the Westcombe Park Care Home which is operated by BUPA and Greenwich Leisure Limited. This work has demonstrated how this form of public and private partnership working can produce real benefits for the residents in the Borough.

This scheme is one of the recommendations from the Council's Social Mobility Strategy which aims to improve the social mobility of our residents across a range of policy areas. This co-operative approach is essential in delivering a number of the recommendations that will hopefully improve the lives and opportunities for our residents.



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## Salford City Council

# Digital You – Salford: a city-wide approach towards digital inclusion

Salford is a thriving cultural, economic and residential destination, home to 251,000 people and 10,500 businesses. Unprecedented levels of economic growth over the last decade, including renowned schemes, such as MediaCityUK, has transformed the city, creating one of the most highly skilled digital and technical workforces in the Greater Manchester city region.

Salford is aiming to become a Digital City, an ambition which forms part of our wider vision for a better, fairer Salford to improve resident's lives. We are strongly committed to digital inclusion – making sure that residents have the capability to use the internet to do things that benefit them day to day.

To achieve this, Salford is working with Good Things Foundation (GTF), the UK's leading digital and social inclusion charity which helps people to use and engage with digital to improve their lives. Digital You, which is part of Salford's Digital Everyone plan, that aims to bring all the benefits of the digital world to almost 8,000 digitally excluded Salford residents by 2020. The programme is designed to support people to gain basic digital skills and build their confidence and capability to become independent users of computers and the internet. Courses cover: searching the internet, banking online, using public services online, staying healthy online, searching for a job online and more.

Residents are being engaged in digital through local community settings and helped to develop basic digital skills and confidence. The council has also been creating a social movement for change by involving stakeholders

from public, voluntary and private sector, to pledge their support.

The project has brought community organisations across the city together joining the Online Centres Network, which offers a wide range of free benefits, including access to a variety of training, online learning platform Learn My Way, and opportunities to link in with other organisations and schemes, including access to funding.

Since its launch in September 2017, Digital You has:

- recruited over 33 centres, such as community organisations or libraries, across the city, with more signing up every week,
- directly reached almost 3,000 residents and recruited over 80 volunteer digital champions, residents who don't need to be an online expert but with enthusiasm for the internet and technology, and
- formed a partnership with Forest Bank Prison – the first such partnership in the UK – to create a positive impact on re-offending rates through providing support ranging from practical basic skills to more advanced skills, such as coding and web content design.

<https://www.salford.gov.uk/digital-salford/digital-you/>



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**Salford City Council**

## Salford City Council

# Public and private sector join forces to create new apprenticeship fund in Salford

A new apprenticeship fund was launched to unlock talent and close the skills gap in Salford.

The Salford Skills for Business Apprenticeship Fund is believed to be the first public/ private/ third sector partnership of its kind which gifts on a city wide basis.

This trailblazing new fund is investing in apprenticeship training within small to medium sized organisations (under 250 employees) to help create more quality and sustainable apprenticeship roles for Salford residents. The fund also helps existing employers close skills gaps in key sectors such as health and social care, education, digital, manufacturing and construction, hospitality, business and professional services.

Thanks to the introduction of the apprenticeship levy and associated reforms, organisations can now gift up to 25 per cent of its training levy to an unlimited number of employers.

Salford City Council and its partners: Apprenticeships at Salford City College, University of Salford, Bupa, Salix Homes, Kingsland Drinks, Morson Group, Salford Clinical Commissioning Group and Seddon will be gifting up to £323,500 of apprenticeship training funding to small and medium sized organisations. The fund is expected to grow as more organisations confirm funding in the coming weeks and months.

The partnership has also secured a further £114,000 Greater Manchester Combined Authority funding to support a proportion of apprentices' salary costs.

The new fund comes after the council's Workforce Panel unanimously approved an Apprenticeship Strategy in January 2019 to boost talent in its organisation and in the city. This forms part of the council's wider commitment to developing employment and skills for residents, as well as raising

employment standards - the principles of which are outlined in the City Mayor's charter.

The aim of the fund is to attract, develop and retain the best possible talent in the city by creating opportunities for people of all ages, to undertake relevant qualifications, helping to raise skills, capabilities and aspirations.

Councillor John Ferguson, Lead Member for Workforce and Industrial Relations at Salford City Council, said: "The approval of the Apprenticeship Strategy and launch of the fund demonstrates our commitment to apprenticeships. Working in partnership with a number of Salford organisations we're investing in apprenticeship training to create more quality and sustainable apprenticeship opportunities across the City. This is something we are passionate about, providing opportunities for people of all ages to learn, unlock their true potential and use their skills to benefit the people of Salford".

David Hynam, CEO, Bupa UK said: "We're proud to support the Salford Skills for Business Apprenticeship Fund. As an organisation with a significant presence in Greater Manchester, we're committed to providing high quality training opportunities for people from diverse backgrounds in the local community. More than 5% of our UK workforce are in roles where they earn salaries while undertaking on-the-job training and we hope this fund will help other businesses to follow our lead."

Councillor John Ferguson continues "We will work with businesses to make sure apprenticeship opportunities are of decent quality, are sustainable and benefit Salford residents that face particular challenges. Apprentices will be able to learn and grow while on the job in a coordinated, strategic approach to meet the ever changing needs of our city."

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**Salford City Council**

## Sandwell Metropolitan Borough Council

# Advocacy Digital and Young People

### Partnership Between Sandwell Advocacy, iSandwell and Sandwell CVO.

Sandwell Advocacy has been supporting vulnerable young people since 1993. Many people do not necessarily understand what Advocacy is and the important part it plays in people's lives. This project wanted to address this by creating a wide variety of information across a number of media platforms. Working together with the innovative iSandwell (a project dedicated to delivering digital inclusion across the area) and young people who access our services we set about making sure as many people in Sandwell understood and supported the Advocacy.

The project kicked off with a multimedia Hackathon, this engaged local programmers and allowed young people to start designing a new look for Sandwell Advocacy. A complete change in all aspects of our social media were decided upon and over the next few months young people redesigned the services web, Facebook and twitter sites; working with a local producer they were able to create a number of films that focused on the life experiences they had experienced and how Advocacy was vital in supporting and empowering them. In addition to this young people 'Postcard Advocacy' designing and creating a wide range of postcards that delivered the Advocacy message in creative imagery.

The young people had the opportunity to have their voices listened to and were able to take a leading role in the direction and design of the services used, enabling them to feel empowered and valued. Young people's confidence and skills improved both emotionally and practically they will be able to take these new skills forward; using them on a daily basis.



<https://sandwelladvocacy.org/advocacy-project-for-young-carers>

## Sandwell Metropolitan Borough Council

# Delivering Better Outcomes by working together

Unlike many other Library Authorities across the country Sandwell is proud to have retained all 19 of its libraries and a mobile library, despite year on year reductions in funding

Working together with volunteers, Friends groups and partners libraries have developed as lively, community and cultural hubs with free spaces for people to use at the heart of the communities they serve

### Volunteers

Sandwell libraries have developed proactive recruitment and use of volunteers. In 2017- 2018, 400 volunteers supported service delivery with 18,436 hours completed.

### Friends' groups

There are friends' groups in all 19 libraries as well as a 'Federation' of friends where representatives come together to meet and share best practise. The friends deliver activities on a voluntary basis, raise money locally and apply for small pots of money from a variety of sources.

**Professional Entertainers** - The 'Federation' successfully applied for £12,000 to fund professional entertainers in 2017 and £15,000 in 2018. These bring children into libraries during school holidays and provide a wide range of free things to do in an area where families don't have much money to spare.

**Tech play** - In an area where ownership is low, we want to encourage young people to have fun with technology. We developed 'Tech:Play' sessions for the summer holidays using games consoles, Virtual Reality headsets, code clubs and other coding activities, robotics and 3D printing. Library staff, volunteers and partners deliver a variety of activities using this equipment, aimed at different groups who experience disadvantage.



**Cereal Readers** - Cereal Readers provides healthy breakfasts and books to children during the school holidays, funded by friends' groups or partners with sessions delivered by volunteers and partners.

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## Southampton City Council

# Co-operative education catering service

Since spinning out from the local council in April 2015, we have transformed the way that we serve our local community. City Catering Southampton has evolved from being a provider of meals to a non-for-profit organisation who believes that great quality food, served with kindness and care is a right, not a privilege.

Now, the schools, families and vulnerable adults whom we serve sit at the heart of our organisation. We're the city's principal provider of school meals, serving hot lunches at 63% of the city's 75 school and nursery settings. School meals account for more than 90% of what we currently do. Our Member schools are represented on our board of trustees and are now fully engaged with a range of initiatives that support the modernisation of school meals and the promotion of food education. We also work with school representatives and local business leaders who help shape our charitable impact, allowing us to support Southampton's community through a range of community food projects.



It means that beyond our restricted reserves, any surplus we generate through service delivery is available to the Board to invest in community food projects – to advance the wellbeing of our community.

Our current focus on the issue of 'holiday hunger' is a great example of this investment. It's about feeding children and families that might otherwise go hungry, by exploiting every aspect of our influence and charitable status. We are ambitious in this, and are seeking to lead the campaign against holiday hunger in Southampton, to make significant change happen. To this end, we work hard to increase our influence in local government, business and the Chamber of Commerce. This, together with our recent invite to join the All Party Parliamentary Group (APPG) on school food, provides a new and important feedback route for our Members to Local and Central Government change agents.

Our Members and Board are therefore able to actively steer our initiatives and together we can all support the health, well-being and educational development of our communities. By being a Mutual, this level of communication and engagement is of paramount focus for us, and thus, we ensure that the profits we make are invested straight back into the communities that we work with, focusing on the issues that matter to them - all creating and solidifying a long term and committed dual-partnership. At City Catering Southampton, this unique way of working has sparked new life into our organisation which drives everyone's passion for enacting real local change.



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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.



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## South Tyneside Council

# Power of the People Safeguards Community Assets

### The future of a long-standing community centre in South Tyneside has been safeguarded following a successful asset transfer programme.

Against a background of cuts in central government funding, South Tyneside Council asked for community support to keep open the Borough's Community Associations.

As a result, all the facilities have been saved from closure and are going from strength to strength.

In the case of Bilton Hall Community Trust, the former Low Simonside Community Association has been turned into a successful, self-sustaining centre, providing the community with a venue where they can do activities, learn and relax.

By researching what local people want, the centre believes it has found the recipe for success and usage is on the rise.

The centre now runs two weekly groups for young people where they can meet to socialise, play pool and take part in sport.

In addition, amateur boxing club, Bilton Hall Boxing ABA, which plays a key diversionary role in keeping young people from potentially getting into trouble, has been saved from closure.

At least 250 people use the Bilton Hall Amateur Boxing Association which was at risk of closure before the charity stepped into the breach. Not only has its future been secured, the centre is now looking forward to improved premises through funding bids from Sport England's Community Asset Fund and Ballinger Charitable Trust. The centre manager is currently working to match that funding with the support of the boxing club and hopefully the work on the new purpose-built facility will start later this year.

Boxing club leader Martyn Devlin, who has been involved in the club for over 30 years, said: "We have had thousands of young people over the years come through the doors.

"Boxing teaches them discipline, dedication and physical excellence but we also try to guide the kids away from drugs and drink. It can be difficult in this area because there's a massive unemployment problem. In the past there were plenty of jobs in shipbuilding but it's so much harder now for young people but I feel this club plays a key role in helping to keep kids on the right tracks."

Robbie Colman, 21, who uses the boxing club said: "When I first left school I could easily have gone down the line of getting up to no good like some of my friends but the club definitely played a key role in keeping me on the straight and narrow.

"I could have got into trouble but boxing really changed my life and gives me a lot of respect."

The centre has also strengthened links within the community for the older generation, with supported funding to engage in activities on a regular basis including games afternoons, afternoon teas and evening entertainment. A National Lottery Community Fund bid is expected.

As a result of the Council putting co-production at the heart of its strategy, and thanks to the dedication of volunteers, community associations look set to go from strength to strength in South Tyneside.



Robbie Colman, front, with coach Martyn Devlin with club members at Bilton Hall Community Trust, Jarrow

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South Tyneside Council

## Stevenage Borough Council

# Enabling Social Action in Stevenage

The Enabling Social Action Partnership is a nationwide project running from March 2018 - March 2020 as a collaborative partnership between the Department for Culture, Media and Sport and the Universities of Sheffield and Hull.

In June 2018, Stevenage was selected as one of two pilot areas to develop this programme based on its commitment to co-operative neighbourhood management.

A period of action research in the local wards of St Nicholas and Martins Wood saw workshops delivered with the local voluntary sector, police, youth services, elected members and the Stevenage Borough Council's community development team.

The workshops focused on ways of unlocking greater social action within neighbourhoods. As a consequence of the learning and the ongoing development of the council's co-operative neighbourhood management programme the council;

- Approved a dynamic Community Engagement Framework in February 2019 to facilitate new ways to engage residents in the work of the council.
- Finalised its review of resident involvement and created a new and enhanced community development service.
- Streamlined its process for "Licence to Occupy" to enable communities to take over the responsibility for pockets of green space where they wish to.
- Created ward level groups involving elected members and local residents to determine the priorities for the co-operative neighbourhood management programme.
- Started to pilot participatory budgeting in local neighbourhoods.

Stevenage Borough Council will be sharing some of its learning at a national event for Enabling Social Action in York during the summer 2019 and looks forward to learning from other pilot areas over the remainder of the programme.

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## Stevenage Borough Council

# Youth Co-operation in Stevenage

Over the past 12 months, Stevenage Borough Council (SBC) has worked with the town's Youth Council to further develop opportunities for young people to influence decisions.

Working with the young people and the elected Youth Mayor, a structured work plan for the youth council was developed. The plan focused on: increasing membership, creating a stronger voice on issues affecting young people and stronger empowerment.

### Increased membership, diversity of representation and a role for every member

Over the past year the youth council had doubled in size to 18, bringing a wide diversity of young people into decision making processes. For the first time this has included young people who are home schooled through the local home school networks. In the youth council has developed a more participatory structure with all young people having a role in one of four core working groups; Finance; Schools and Youth Work; Media and Communications; Events and Trips.

### The launch of a Co-operative Youth Work Fund

SBC also re-aligned budgets to create a brand-new Co-operative Youth Work Fund with decisions made directly by the youth council. This new fund aims to build capacity around grassroots youth activity across the town, determined by young people's priorities. This is a move away from traditional top-down service provision. The Youth Mayor also oversees a dedicated Local Community Budget to support youth and community initiatives.

### Young People and Council Decision Making

The Youth Council has developed its work programme to closer align with SBC's decision-making processes. Services are held to account by the council's Executive if they have failed to effectively engage with young people. The Youth Council has started to help to inform some of the exciting new plans for Stevenage Town Centre. SBC also held its first awards ceremony dedicated to young people making a difference in October 2018.

The success of this work has been down to a better understanding of young people and their hopes and aspirations for the town, recognising the active role they can play in the spirit of true co-operation.



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## 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 & Wrekin Council

# Transfer of Community Centres

**Telford & Wrekin Council has experienced significant cuts in funding from central government and has had to make some difficult decisions in terms of how services will be delivered in the future. These decisions have been coupled with a commitment to continue to support those that are most vulnerable and to work in partnership with the community, Town and Parish Councils and Voluntary and Community Sector Organisations to continue to ensure essential services are delivered.**

There is a long history of successful partnership working in the Borough and it is this long-term relationship that has enabled five Community Centres that were previously run by the Council to transfer to community management.

As part of its budget consultation in 2016, the Council made the community and partners aware that it would no longer be able to run the five Council community centres.

The council said it was looking for partners to take on the future management of these valuable community assets. At the time, the Council set aside a 'partnership development fund' to provide financial support to organisations that took on the delivery of services that had previously been delivered by the Council. This fund was crucial in enabling the transfer of the management of the community centres to alternative providers.

Grants were made available for a period of three years to support the organisations to develop their business model and grow their income. Organisations have been given long-term leases on the buildings which has enabled many of them to secure additional funding to carry out improvements on their centres.

The first centre transferred in November 2016 to a newly established Community Interest Company (CIC) that was set up specifically to manage the local centre.

Since then a further four centres have successfully transferred to community management with the most recent moving to another specially established CIC in April 2019.

The transfer of Brookside Central in January 2017 was supported by Stirchley & Brookside Parish Council, they have recently been able to fully hand over the management of the centre to a Charitable Incorporated Organisation – which was also set up specifically to manage the centre.

Since the centres have transferred, they have gone from strength to strength, not only providing a valuable community facility, but also many of them have started to deliver vital services that support their communities. Some examples of these services include; delivery of holiday activities programmes for families on low incomes, providing low cost meals through their cafes, provision of information advice and guidance and delivery of care support services.

The centres are well supported by local people through volunteering, fundraising and through regular and varied use of the buildings.

The Council continues to work with the organisations that run the local centres and has supported them to network with each other, as well as providing training and information relating to further funding opportunities.

These centres provide a key role in Telford & Wrekin Council's approach to developing resilient communities.



Hub on the Hill 'fit and fed' project, Summer of 2018, with the Mayor of Telford & Wrekin Council, Councillor Raj Mehta

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## North Warwickshire Labour & Co-operative Group

# Manifesto – delivering WITH communities

North Warwickshire is a collection of different villages & towns, each with their own spirit, history and character; communities with proud histories and heritages. All of this continues to be under threat by a council that doesn't listen or consult effectively with local people, and it's those local people who will fall victim to a council that doesn't listen or work WITH local people. It is our belief that we shouldn't work FOR local people, but alongside them so that they can be empowered, knowing they have a say in how their town or village will develop. More now than ever before, it is vital that local people in communities across the country are part of the decision-making process, not just a tick box exercise for out of touch local politicians who have been given a map, a marker pen and a compass.

In North Warwickshire, Co-operators have provided effective opposition, and in the May 2019 local elections, produced a fully costed local manifesto that aimed high, was ambitious and aspirational. We recognised that local government can't fix everything, but that it is our duty to do our utmost to alleviate some of the pressures of government cuts to our communities, and to help empower those who need it so that they can keep more of their money in their pockets, have their council tax spent wisely with their best interests at heart, live in sustainable, affordable housing near local services, amenities, schools and GP surgeries; not ill-thought development that price our children and local people out of their home towns and villages.

Our co-operative values extend to the residents we seek to serve, whether that's in housing and the desire to promote the co-operative housing sector or promoting co-operative business models throughout the Borough. Although we did not gain control of the council, this year we'll continue to fight for our co-operative values and principles and take the administration of our local council to task.

## Bates Braithwaite Wells LLP working with London Borough of Lewisham

# Life as a new organisation for Lewisham Music

**In 2017, a team here at Bates Wells advised London Borough of Lewisham on all aspects of the transferring of its music services out of the Borough, to an independent charity.**

Like many local authorities, the Borough wanted to find a way for its successful Lewisham Music Service to continue to thrive, whilst providing new opportunities for access to new funding streams, new premises and new governance. At Bates Wells, we have a wealth of experience in assisting local authorities consider and put into place new and alternative delivery models and have spun out over 20 different local authority services in the last three years.

We advised the Borough on the options available for delivery of the service, including the tax structure of the different models. Once the Borough had settled on an independent charity, we advised on the establishment of the new entity. This included advising on an appropriate legal and governance structure and obtaining registration of the charity with the Charity Commission for England and Wales.

After these initial stages, we prepared the legal transfer documentation and advised Lewisham Music on the negotiation of documentation. As part of this, we looked at the property, employment, pensions and tax aspects of the transfer.

The asset transfer completed on 1 April 2017, and since then, Lewisham Music has continued to thrive, and has this year found a new home in the Fellowship, an exciting new arts and cultural facility for the Borough. We have been providing ongoing advice to the charity since then.

As an independent charity, Lewisham Music is able to benefit from public donations and gift aid, and pursue other income generation options, as well as the continued support it receives from the Arts Council. It continues to be the music education hub lead organisation for Lewisham, partnering with all of Lewisham's maintained schools, free schools and academies, alongside a range of local and regional organisations.

We're delighted to have helped Lewisham Music on its journey – and know that it is well placed for more exciting opportunities ahead!



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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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## Branding.coop working with the CCIN

# Communications, Membership & Events for the CCIN

Established in 2016, branding.coop provides hands-on support and guidance to organisations wishing to promote their cooperative identity.

Since June 2016 Nicola has managed the communications, membership and events for the Co-operative Councils' Innovation Network, providing a centralised point for CCIN Members, prospective members and other organisations to find out more about the Network.

This hands-on support has included:

- Liaison with partners and stakeholders to ensure that the Network is Action Focussed
- Co-ordinating the recruitment and retention of CCIN membership and management of the membership database and prospects
- Managing the CCIN website, [www.councils.coop](http://www.councils.coop), print and social media platforms, acting as brand guardian
- Organising the CCIN's Annual Conference and managing the Network's participation at conferences, events, and exhibitions
- Promotion of Member projects using Case studies. These have grown from 70 to 210 in the last three years
- Support to the Network's governance: Executive Oversight Committee and Values & Principles Board
- Monitoring the delivery of the CCIN Strategy and Action Plan
- Management of the Network's online Membership Forum

In the last three years the Network has grown from 19 Members to 54 Councils and Member Organisations from across the UK.



L:R Steve Reed - CCIN Honorary President, Councillor Sharon Taylor - Chair of the CCIN and Leader of Stevenage Borough Council, Nicola Huckerby - Communications, Membership and Events for the CCIN

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## CIPFA C.co Collaborative Service Design

# Co-Designing Services Together

This Northern Councils Adult Social Care Directorate, like many other Public Sector organisations was operating in a context of the unprecedented challenge, with increasing expectations for more outcome-driven services combined with reducing budgets, the expectation of personalised services, increasing demand, and a challenging policy environment. Recognising this they engaged the C.Co team to help them to think differently about how to deliver their services.

Our starting point was to consider the local context and the legislative requirements of the Care Act and to help scope the need to develop greater diversity in the care market to ensure that there was a wide range of high-quality services.

We helped to ensure the Councils services were accessible, diverse and responsive, enabling choice and control; There was a desire for Adult Social Care and the Council to deliver a diverse choice of services, moving away from traditional models of social care towards a joint health and social care ethos integrating operational and commissioning services where needed. Crucially there was a need to substantially improve choice, quality and cost effectiveness over the next three.

### Our approach

Engagement and involvement of those closest to the service, i.e. the staff, service users and their carers, was a central part of any C.Co project. An engagement programme was therefore devised in order to include these audiences in a co-production and co-design exercise to help inform what the future of Adult Social Care services. A range of methods were used to engage staff, service users and their families, and communities to ensure they shaped how services were delivered and shape potential options and delivery models.

The feedback from staff, service users and communities, was, amongst other information, used to inform the future specification for services. Trade unions were also kept updated and actively engaged on a monthly basis. Over 700 staff were engaged and over 550 service users, carers and residents.

### The outcome

Using this evidence as a basis we helped to build the case by identify the best way forward for each of the services in scope - whether that be in-house, commissioned from the independent sector, integrated with partners, through a Social Enterprise or Mutual, a mixed economy of the above or, should evidence show, decommissioned. Our analysis and considerations helped to shape the business case and develop the best options for the future.

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## The Co-operative College working with Plymouth City Council

# Tackling Community Issues Together

**In 2018 the Co-operative College received a grant from The Co-operative Foundation through the #iwill fund to deliver a pilot project to tackle youth loneliness in Greater Manchester. We were asked to look at how we could expand this project to other communities across the country and took the opportunity to work with Co-operatives UK to collaboratively identify areas in England through their empowering places project.**

Plymouth was a city where they already had strong connections, and through our work with the Co-operative Councils' Innovation Network we became aware that the City Council was working with a number of local partners, including charities and social care providers, to tackle the growing issue of loneliness in the city as part of their whole health and social care systems approach.

The Council's pledge to tackle the issue is in response to the government's strategy for tackling loneliness, published in October 2018, as a result of the Jo Cox Commission on Loneliness. During one of the CCIN meetings we connected with the Plymouth Council representative Anna Peachey who recognised that this project could be a great fit for the city and convened a meeting introducing us to a local Plymouth based organisation.

In April 2019, we were awarded the funding to deliver the Youth Co-operative Action project over the next two years in Plymouth, working with the Real Ideas Organisation (RIO). The scheme will support 75 young people, working with them to make a difference in their communities. Inspired by co-operative values, they'll work together, running their own social action projects to address loneliness.



*"Our Youth Co-operative Action project will empower young people to help themselves, encouraging them to become more engaged and connected with their local community. All those involved will get a real sense of being part of something bigger, tackling the issue of loneliness that impacts thousands of people. We are extremely grateful to Plymouth Council for their on-going support with the project and look forward to building on these strong foundations."*

Gemma Obeng, UK Programme Manager

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## Co-operatives UK working with Plymouth City Council

### Provision of strategic support

Plymouth City Councils (PCC) Corporate Plan sets co-operative working as a strategic value and wanted to set an action plan for increasing the number of businesses in the city that are owned and run co-operatively.

#### The brief and procuring via CCIN Framework

To ensure that the methodology could be benchmarked with existing sector mapping and to provide a Strategic Action Plan to double the size of this sector by 2025, PCC appointed Co-operatives UK to undertake research and provide recommendations.

#### Co-ops UK's mapping capability

The work for PCC produced six distinct yet connected outputs, including a static report mapping all co-operatives and mutual businesses in the area, accompanying commentary to pull out broad themes and key industries identified through analysis and raw data files provided with metadata sources.



#### Development of the Strategic Action Plan

Analysis of the mapping research, local economic development research and consultation with key stakeholders identified by PCC enabled Co-operatives UK to analyse five strands for strategic priorities:

- 1. Strategic Growth Areas** - sectoral analysis to understand both the geographical concentration of sectors and industrial specialisation in Plymouth.
- 2. Access to finance** - scoping of potential sources of finance and enablers such as tax reliefs and mutual guarantee schemes
- 3. Business Support** - identification of potential forms of business advice and support
- 4. Awareness** - promoting the co-op option amongst key audiences, including business support and other intermediaries
- 5. Procurement / Commissioning** - opportunities to leverage PCC procurement to facilitate growth

#### Moving forward

PCC will aim to double the co-operative economy by 2025 across four indicators: organisation; turnover; membership and employees. This will be achieved by creating the right conditions for co-operative formation. These include:

- Finance:** Scoping the viability of a new community investment institution to offer appropriate finance to new-start co-ops
- Support:** Building the capacity of the council to implement the Action Plan and facilitate peer support between existing and emerging co-operatives
- Inform:** Consider a "co-operative option" awareness programme to inform both prospective co-operatives and the wider professional services sector

## Locality working with Cooperative Councils

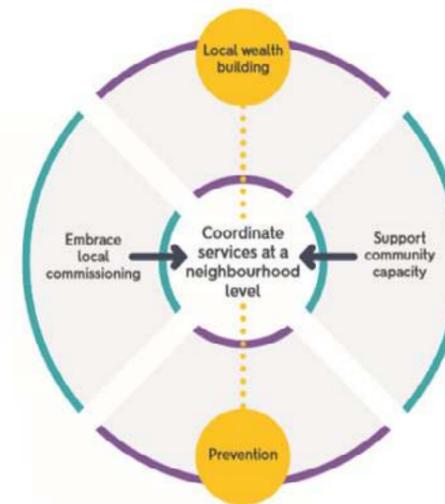
### Keep it Local Network

#### Harnessing the power of community to build strong local partnerships

##### A growing movement

Up and down the country councils and communities are coming together to transform their places. More and more local authorities are moving away from bureaucratic commissioning and big outsourcing contracts. Instead they are unlocking the power of community.

We've travelled up and down the country and met with council officials, local government leaders and community actors on what 'Keep it Local' means in their place, co-designing a visual representation of what the approach entails in the process.



#### A 'whole system' Keep it Local approach

At a time of rising demand for services, councils are forging a different path - building strong local partnerships, sharing power and maximising local strengths:

- For better services that transform lives: community organisations provide a holistic person-centred approach.
- To reduce pressure on the public sector: this holistic approach can reduce pressure on the public sector, through its preventative function.
- To invest and reinvest in the local economy: working with local community organisations creates local economic multipliers.

#### Cooperative Councils Keeping it Local

**Bristol Council** is of the two 'Keep it Local' pilot areas. We've worked with them to map the existing assets in their community and identify opportunities for changes in commissioning practice which embed the Keep it Local approach.

**Newcastle Council** has been on a journey to develop, embed, and begin to see the impact of its social value approach. One of the key features of their approach is the integration of their procurement and commissioning teams. Previous research by Locality found that these two functions are often disconnected, and one of the main barriers to councils Keeping it Local.

More and more councils are choosing to keep it local. It's a practical way of putting cooperative values into action, ultimately transforming the lives of the people councils serve.

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## Oxygen Finance working with Bexley Council

### Supplier Incentive Programme

**Working in partnership with Oxygen Finance, Bexley Council introduced its Supplier Incentive Programme to build stronger relationships with the key suppliers that support the Council in delivering essential services to residents and local businesses.**

With an annual spend of more than £160m on services for a local population of 245,000, the Council saw the opportunity to introduce an innovative early payment programme, which would deliver much-needed liquidity into the local supply chain whilst also generating an additional revenue stream to invest in essential frontline services.

#### About the programme

Launched in 2016, the Supplier Incentive Programme offers the Council's suppliers early settlement of their invoices in exchange for a discount, directly proportional to how quickly the payment is made.

#### Benefits for Bexley Council

Bexley is now among the fastest paying Councils in the country, settling invoices within an average of seven days for suppliers who have joined the programme.

Thousands of invoices have been processed early to date, injecting millions of pounds of liquidity into the economy, while the additional revenue generated from the Supplier Incentive Programme is being channelled into frontline services for the benefit of local residents.

#### Benefits for the Council's Suppliers

The Supplier Incentive Programme has been well-received by Bexley's supply chain, who benefit from access to free e-invoicing, support from dedicated contacts and enhanced cash flow as a result of earlier payment.

Andrew Hubbard, managing director of Bexley-based property management company, Under My Roof, one of the largest suppliers of temporary accommodation to the council, also welcomes the benefits, commenting:

*"Cashflow is the lifeblood of a business and having access to swift payment, especially from major clients, is hugely reassuring - we can be confident that we'll get paid as quickly as we can submit an invoice. Using the Supplier Incentive Programme has enabled us to grow our business in, what can only be considered, a very difficult time in the housing market."*

## Peopletoo Ltd working with Lambeth Council

### Adult Social Care 'Front Door'

Peopletoo were commissioned by Lambeth Council and the LGA to review the "Front Door" across Adult Social Care. With a focus on improving service provision and delivering financial savings through demand management, the review focused on a number of areas:

- Customer Journey
- Utilisation of the Corporate Contact Centre
- Demand modelling for new and existing clients
- Analysing Occupational Therapy demand outcomes
- Streamlining demand and identifying opportunity to develop additional capacity
- Reviewing potential opportunities to integrate Front Door with Health
- Identifying opportunities for improved use of digital and technological solutions

Working across the Initial Contact Service, Peopletoo developed a future 'Front Door' model, which focused on dealing with new clients, with existing contacts being redirected to long-term teams. The key principles of this model were:

- Channel shift
- Increased focus on prevention and short-term intervention
- A 'strengths-based' approach
- Timely and proportionate responses
- Maximising the use of resource

Peopletoo found that through utilising digital, using resource more effectively, increasing awareness of the Voluntary and Community Sector and better managing demand through culture change and channel shift, substantial improvements and efficiencies could be delivered. We outlined how the Initial Contact Service deliver 'strengths-based' screening at the first point of contact for new clients, with all existing clients redirected to long-term teams, reducing the number of touch points and improving their customer experience. Further to this, the new clients receive an outcome focused screening which maximises prevention and short-term intervention to their benefit. Links between the Local Authority and the Voluntary and Community sector would be further developed to ensure there was an integrated approach for customers and all possible information, advice and guidance was being utilised to its full potential.

Not only did this programme identify savings in excess of £750,000, to be delivered over a two-year period, it delivered an approach which improved the customer journey, promoted self-help and personalisation of care and delivered more effective management of contacts with proportionate response.

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**Peopletoo**  
It works better with you

## 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 OperaXtions 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.

## PSTA working with Somerset County Council

# Creating a more integrated approach to health and social care

The PSTA are supporting Somerset County Council and NHS Somerset CCG to work together, using local projects to influence a system change towards prevention, early intervention and joined-up working.

As a rural county, isolation, poor social mobility, an ageing population and difficulties in recruiting carers create a strong need to move towards an approach that mobilises local assets in the community.

Three cohorts of 30 have completed a Somerset Academy so far, and a fourth is now underway. Each Academy brings senior managers and practitioners together for five days over five months to work as place shapers and system leaders. Participants build a mutually supportive 'team' ethos across Somerset by developing stronger relationships, shared understanding and collaborative behaviours and adopting a strengths/asset-based approach. Academy participants launch 'Challenge Projects', building momentum through action research and creating a 100-day action plan to make real change happen.

The programme supports people to live independent and positive lives by:

- providing person-centred support;
- fostering partnership working and collaboration;
- exploring sustainable, community-based solutions; and
- focusing on outcomes

Other key partners now include Health Education England through the STP local area workforce board (LAWB), the NHS QI faculty; and South West AHSN.

Each Academy has initiated a range of projects, for example:

- A project looking at how better to support frequent attenders at A&E with multiple needs has resulted in a data sharing protocol between the NHS, local authorities and emergency services
- A housing project used asset-based thinking and co-production with local groups to integrate single tenants better into the local community, which has influenced the broader Somerset strategic housing framework.

Other initiatives launched by the academy include a project to identify the early signs of self-harming in children, and a project prototyping/testing an 'advanced care (end-of-life) planning protocol' with micro-providers and families.

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## RedQuadrant working with Bristol City Council

### Bristol Leads 2018-2019

The Bristol Leads programme needed to support and challenge participants to demonstrate to their peers, teams, customers, and line managers the value they can bring. It also needed to show how Bristol wished to work and behave as a council. Designing a practical programme of support for team managers and leaders to help them step into the leadership space and embed continuous improvement across the council.

We designed the programme jointly with the council to ensure it met their needs, could adapt to any changes needed, and would help embed and build on the work done so far. It consisted of six workshops where participants learned practical tools that would improve their day-to-day work.

During the workshops we shared techniques which participants could try out in the room using examples of their real work. They were also challenged to use different tools and techniques outside of the workshops with their teams and colleagues.

Alongside the workshops we offered in business support to all the participants. This support was focussed on the leadership development of the participants and was delivered in a bespoke way to meet the specific needs of each participant and their leadership challenge.

The programme has been a true success, with 150 participants who participated directly and approximately 1,500 other employees within Bristol City Council benefit from cascaded learning as the participants took knowledge and tools back into their daily work. Critically

the improvements made have benefited citizens by delivering savings, efficiencies and improvements.

The impact from this programme for participants has been significant. This includes:

- participants are more engaged and refreshed in their relationships with their leaders and the organisation
- collaboration across the council is spreading (both within departments and across departments with participants thinking beyond traditional silos)
- team leaders having a new, better understanding of their leadership role and contribution

This programme will have considerable legacy benefits as these impacts are taken forward into the day to day working practice of participants and those they share their knowledge with. This is helping with a current culture change in the organisation but will provide genuine delivery capacity for major projects in the future.

## E3M working with Oldham Council

### Northern Roots & Oldham Alchemy

In July 2018, the E3M partners convened a special Alchemy innovation event to support Oldham Council and its partners in developing ideas for a bold new initiative called 'Northern Roots'. The project involves harnessing the potential of a currently underused 65-hectare site and a new brand centred on food growing and production. Together they will be a catalyst for community health and wellbeing, new leisure opportunities, skills development, employment, enterprise creation and service transformation.

The Oldham Alchemy event brought together 85 participants and sought to ensure that 'Northern Roots' reflects Oldham's ambition to be a productive and cooperative place with healthy, aspirational and sustainable communities. The event:

- shared knowledge about the "art of the possible" with real, successful examples of innovation in social enterprise and service delivery from across the UK.
- explored ideas for large-scale social enterprises, examining how these could contribute to building an inclusive economy and delivering co-operative services.
- examined the social impact and value these ideas could deliver, their financial sustainability and the investment or resources they would need.
- explored how Northern Roots can enable Oldham to develop services which cost less and deliver better outcomes, stimulate local, inclusive, economic growth, and empower and engage local residents in solving problems.

Council representatives and a range of Oldham stakeholders worked intensively for 24 hours alongside members of the E3M Bold Commissioners Club, E3M Social Enterprise Leaders, social investors and the E3M partners

The participants developed a diverse, bold, ambitious, boundary-pushing but realistic set of proposals for co-operative, collaborative and sustainable service delivery by social enterprises in Northern Roots.

Following the event, the E3M partners prepared a special report for Oldham Council and on 28 January 2019, Oldham's Cabinet approved plans to begin development of Alexandra Park Eco Centre, and further develop the Northern Roots project. The inception phase of the project will focus on community, stakeholder and investor engagement.



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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.

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## 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 Statement of Values and Principles

## Introduction

The Co-operative Councils' Innovation Network is a Local Government Association Special Interest Group. Members of the Network are local authorities committed to reforming the way we work through building an equal partnership with local people, based on the values of the International Co-operative Alliance. As a Network we strive to ensure that our member councils uphold and strengthen co-operative values and principles. Our membership approval and self-assessment process reflects this commitment.

Co-operative Councils' Innovation Network members believe that the unprecedented challenges facing the public sector and local communities mean that traditional models of top down governance and economic growth are no longer fit for purpose.

We agree that we urgently need to create a new approach, and that the founding traditions of the co-operative movement – collective action and co-operation, empowerment and enterprise – offer a foundation for fresh and innovative solutions which can be built on to tackle the challenges of today.

Although drawing on the traditions of the past, much of this remains uncharted territory for local government. Members of the Co-operative Councils' Innovation Network are committed to helping each other translate co-operative principles into solutions that work for our communities and places.

## Our Values are what we believe in

Whilst not a registered co-operative, the Co-operative Councils' Innovation Network has adopted the Co-operative Values developed by the International Co-operative Alliance: Co-operatives are based on the values of: **self-help, self responsibility, democracy, equality, equity and solidarity.**

In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility and caring for others.

Our Principles guide the way we and our members put our values into action.

The Co-operative Councils' Innovation Network endorses the principles of the International Co-operative Alliance:

- voluntary and open membership;
- democratic member control;
- member economic participation;
- autonomy and independence;
- education, training and information;
- co-operation among co-operatives; and
- concern for community.

In acknowledging that Councils are not in themselves registered co-operatives, we and our members have developed principles that have grown from those of the International Co-operative Alliance and are relevant within the context of local government.

1. **Social partnership:** We will strengthen the co-operative partnership between citizens, communities, enterprises and Councils, based on a shared sense of responsibility for wellbeing and mutual benefit
2. **Democratic engagement:** We will support the active engagement of the full range of residents in decision making and priority setting
3. **Co-production:** We will develop systems that enable citizens to be equal partners in designing and commissioning public services and in determining the use of public resources
4. **Enterprise and social economy:** We will promote community-based approaches to economic development that focus on supporting the creation of jobs, social enterprises and other businesses and providing an environment for co-operative and mutual enterprises to thrive
5. **Maximising social value:** We will support the development of a framework and criteria for social value, giving substance to the concept and supporting Councils with the tools to ensure better local social and economic outcomes
6. **Community leadership and a new role for councillors:** We will explore ways for councils to act as a platform for helping the community to contribute to local outcomes, and to re-think the role of councillors as community connectors, brokers and leaders
7. **New models of meeting priority needs:** In exploring new ways of meeting the priority needs of our communities we will encourage models, such as co-operatives and mutuals, which give greater influence and voice to staff and users
8. **Innovation:** We will embrace innovation in how we work with local communities to drive positive change
9. **Learning:** We will capture and 'expand' the experience and learning from individual projects and approaches in order to encourage broader application of co-operative principles within individual member Councils and across the Network
10. **Walking the talk:** As a membership organisation we will make this statement of our principles operational by:
  - Co-operation among members: Our members work together to help each other implement our values, sharing experiences and learning
  - Openness of membership: Full, Associate and Affiliate Membership is open to any qualifying Council, organisation or individual who shares our values and is committed to putting them into action
  - Co-production of the Network's work: Members help shape the Network's work programme and the content of events and written products
  - Action-focused: The network is a vehicle for helping councils translate co-operative values and principles into policy and practice
  - Membership-based: The network is majority funded by modest membership subscriptions from its member Councils, Associates and Affiliates
  - Non-party-political: Members share the belief that working co-operatively within and across communities holds the key to tackling today's challenges





Find out more about the UK local authorities who are driving global municipal co-operative policy development with a common belief in the Co-operative Values and Principles

Join us today

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