



Co-operative Councils
Innovation Network



Co-operative Case Studies

2020

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The Co-operative Councils' Innovation Network comprises 29 Full Councils, 17 Associates and 23 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.



councils.coop

“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.

Join us

Join the CCIN to be part of a growing and influential network of councils committed to developing a new relationship with citizens. There is a growing interest, across the political spectrum, in how to share power and responsibility with citizens, support the development of community and civic life and find more cost-effective ways to create successful and resilient communities.

By becoming part of the Network, you will:

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



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Barking & Dagenham Council
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Bristol City Council
Cardiff Council
Cheshire West and Chester Council
Croydon Council
Glasgow City Council
Royal Borough of Greenwich
Hull City Council
Kirklees Council
Knowsley Metropolitan Borough Council
Lambeth Council
Milton Keynes Council
Newcastle City Council
North Hertfordshire District Council
Oldham Council
Plymouth City Council
Preston City Council
Rochdale Metropolitan Borough Council
Salford City Council
Sandwell Metropolitan Borough Council
Southampton City Council
South Ribble Borough Council
South Tyneside Council
Stevenage Borough Council
Sunderland City Council
Tameside Council
Telford and Wrekin Council

Burntwood Town Council
Billingham Town Council
Edinburgh Labour & Co-op Group
Gloucester Labour Group
Greater Manchester Combined Authority
Halewood Town Council
Hillingdon Labour & Co-op Group
Medway Labour & Co-op Group
Newcastle-U-Lyme Labour & Co-op Group
North Warwickshire Labour Group
Peterborough Labour Group
Renfrewshire Labour Group
Seaton Valley Council
Staffordshire Labour & Co-op Group
Winsford Town Council
Woughton Community Council
York Labour Group

4OC
Bates Wells
The Behaviouralist
Branding.coop
C.Co
The Co-operative College
Co-operatives UK
Development.coop
Governance International
Ideas Alliance
Locality
Marks Out Of Tenancy
Oxygen Finance
Peopletoo
Power to Change
Public Service Transformation Academy
RedQuadrant
Royal Society of Arts
SBI/E3M
Social Value Exchange
Trueman Change
Unlimited Potential
Workers Educational Association

Correct as at 1st May 2020

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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Brent Council

Brent Hubs

Brent Hubs aim to build resilience into local communities; reducing long term dependency on services. They offer alternative ways for Brent residents to connect with local organisations and each other, to access information advice and support, and to use community space to develop ideas and activities that enhance the local area.

The Brent Hubs model was conceived and developed through system-wide reviews of cross-cutting issues, including housing, employment and regeneration. The reviews used a range of community research and engagement techniques to understand issues and challenges and use design-led methodology to create something different: a new way of partnership working that provides responsive local services and activities tailored to local needs.

The first Brent Hub was piloted in Harlesden from 2017 - 2018. Within the first year over 40 different partners participated in delivering services, support and other offers within the hub alongside core council services. These ranged from individual community leaders and neighborhood-level groups to prominent national advice and support organisations.

Evaluation of the pilot showed that the hub was successfully using a joined-up, early intervention approach to help local people to:

- solve simple but pressing problems on the spot;
- identify and address other issues beyond their presenting needs;
- recognise and unpick more complicated and entrenched problems; and
- connect with other people and participate in community life

Feedback from partners illustrated how the model provided new opportunities to work together, build new relationships and support new clients.

In 2019, building on the success of the Harlesden Hub, the second Brent Hub opened in Kilburn. The Kilburn Hub applies the same design-principles whilst offering a bespoke range of services and activities, delivered by different partner organisations alongside core council services, tailored to the needs of Kilburn residents.

Within the first three months of 2019, across both Harlesden and Kilburn Hubs, approximately 2,000 clients accessed support; with 80% of their issues being full resolved within the hub.

Brent is one of the most diverse places in the country; it was the first local authority in the UK to have a majority black, Asian and minority ethnic population and is home to speakers of 149 different languages. The Hub model is crucial in effectively responding to the different needs of local communities; and by 2020 there will be a hub in each of Brent's five unique localities – with Willesden, Wembley and Kingsbury hubs joining the Harlesden and Kilburn offers in time to help host and support Brent's London Borough of Culture 2020 programme.



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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.

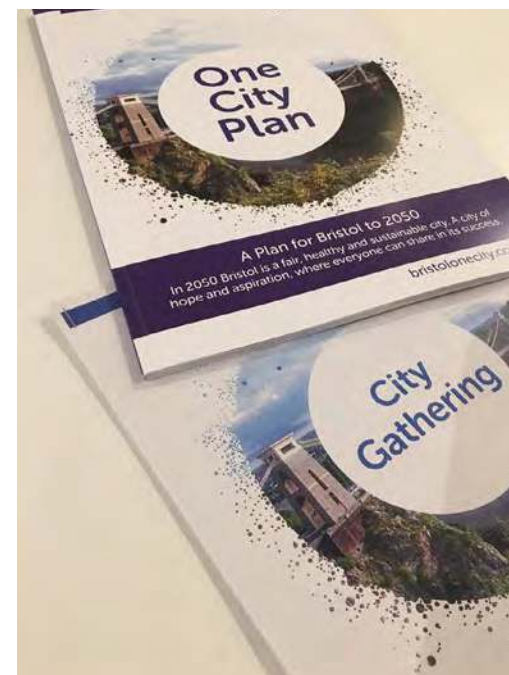
The One City Approach is Bristol's response. Through a new city-wide governance framework, and the launch of the One City Plan, Bristol is breaking down silo's and bringing people together in new ways to solve city challenges more effectively, create more resilient public services and increase the scalability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

Capital Ambition to Build 2,000 New Council Homes



Cardiff Council is implementing an ambitious council house building programme to deliver 1,000 new council homes by 2022 and at least 2,000 in the longer term. Our new build programme incorporates around 40 development sites in the city and is supported by capital investment of circa £280 million over a 10-year period.

Local engagement is at the heart of what we do. Our schemes should enhance existing estates and create sustainable developments where people want to live. We are committed to consulting with local residents through open days and workshops and schemes have been changed to reflect feedback from local residents.

High Quality Design

The Council wants to deliver new homes that are sustainable, energy efficient and well designed. We have developed a Cardiff Design Standard that sets out a range of minimum requirements including high quality design, green infrastructure and energy performance. Our standard secures a high level of energy efficiency in all homes and tenures through a Fabric First approach, achieving a 20% improvement above building regulations as a minimum to help tackle fuel poverty.

We recognise that delivering homes that are more accessible, slightly larger than current Welsh Government standards and which provide a better energy performance than building regulations can be more expensive. However, in the longer term, this helps tackle fuel poverty for our tenants, reduces the need for future adaptations and enables tenants to remain living independently in their own home for longer.

New Delivery Models

The Council has developed the Cardiff Living programme, which is a strategic development partnership with Wates Residential to deliver mixed tenure schemes (social rented & homes for sale) using a fixed portfolio of council sites. Many of these sites are hard to develop and would be unviable in their own right if they were not cross-subsidised by more viable sites. The programme also ensures that housing delivered for open market sale is truly affordable for the local market and local community. One completed scheme saw 92% of the new homes for sale on the open market sold to people who were either first time buyers that wanted to buy on the estate on which they grew up or had a local connection.

New housing solutions are also being piloted in line with the Welsh Government's Innovative Housing Programme and we have been awarded grant funding totalling around £9 million. This approach seeks to challenge traditional building methods and deliver homes quicker and to a higher standard. Schemes include the use of repurposed shipping containers to provide temporary housing solutions for homeless families, the piloting of modular solutions and use of Passivhaus design standards.

Low Carbon Housing

The Council is committed to delivering low carbon housing developments throughout our programme. Work has started on our first low carbon scheme in partnership with Wates Residential and Sero Energy, which will deliver 214 mixed tenure homes (30% council social rent & 70% market sale).

This scheme has been awarded £3.8 million in Welsh Government funding and will be completed within three years. The scheme provides Solar PV, batteries, ground source heat pumps, EV charging points for every home and the entire development acts as an 'energy store'. The additional costs for the renewable energy technology equates to around £12,000 per property, with projected annual heating and power bills around £400 per home and a projected 95% improvement against building regulations for the energy performance of the homes.

Older Persons Housing

Our development programme also focuses on delivering new older persons housing, providing accessible and flexible homes for our aging population. This reduces the need for future adaptations and allows residents to live independently in their own home for as long as possible, whilst also complying with Housing our Ageing Population: Positive Ideas (HAPPI) standards, having regard to dementia friendly features and complying with RNIB Housing Sight standards. These schemes will also deliver a range of services for older people through communal facilities that will help to tackle social isolation in the wider community.

In summary, our commitment to delivering 2,000 new council homes in Cardiff is all about tackling housing need by building the homes we need, where we need them. New housing is being delivered at scale and pace and the feedback from tenants and owners confirms that we are succeeding in creating quality homes and places where people want to live.

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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
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Glasgow City Council

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

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

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

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

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

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

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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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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Hull City Council

Helping tenants to keep their homes

Welfare reform presents significant challenges with Hull being the fourth most deprived local authority and the Council having two-thirds of tenants in receipt of means test support, and responsible for 23,500 properties. Hull's approach needed to change in order to prevent homelessness and respond to mental health concerns whilst ensuring that the service remained viable through collection of rents.

A cross-agency group was set up to develop new housing options and strengthen tenant support with the aim of slowing down the turnover of properties by making tenancies more sustainable. Three key themes were identified to support the strategy: prevention and tenancy sustainment, minimising income loss, and equipping staff with the tools to do the job. The group also co-located staff that support our tenants from across Job Centre Plus, Humber NHS Trust, Customer Services, and the Housing Service.

Staff awareness and resilience was a key element with 200 front line staff provided with a tailored training programme. Working closely with the Humber NHS Trust has led to an agreement on the provision of specialist support for referrals from frontline housing staff and a commitment to permanent cross agency funding. By offering wrap-around support "high risk" tenancies have been identified earlier which helps to stabilise the rate of evictions and reduce levels of arrears.

The changes put in place have resulted in evictions and tenancy churn showing a downward trend and rent collections have improved to the best ever levels. Using Shelter estimates on the costs of eviction the service is avoiding costs of over £450,000 per annum. Bringing services together has enabled pooling of resources to expand our service offer instead of cutting back tenancy support.



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Hull City Council

Excellence in Planning

The Jean Bishop Integrated Care Centre (ICC) has delivered a ground-breaking, multi-disciplinary, fully integrated model of care provision to frail older people, in the heart of the local residential community.

Early stage involvement of the Planning Service with the Clinical Commissioning Group and Citycare, the Fire Service, and Pickering and Ferens Homes, ensured that the context was understood and through an informed position, the partners were able to develop plans for the co-location of housing and complementary facilities, aimed at improving the lives of the city's growing demographic of older people in particular, enhancing their healthcare provision, delivering fit for purpose homes in the heart of their established neighbourhood, and engendering a strong sense of community.

The scheme provided in the region of £10 million of investment with a 70% call on local supply chain through

delivery, and 110 FTE operational posts, including the recruitment and training of 9 new GP positions with an Extended Role in Older People (GPwER), and has secured funding for GP Vocational Training Posts in Community Geriatrics, recruiting to these posts at a time of national shortage.

Extensive planning consultation involved local residents, service users, carers, and other stakeholders over a three-month process utilising local and social media, the CCG's website, material displayed in GPs, pharmacies, health centres, and the Council's Customer Service Centres, attendance at residents meetings, focus group meetings and local BME groups. This resulted in 700 public responses feeding into the project as a consequence. Once on site, joint consultation and information sessions continued with residents to ensure better and comprehensive understanding of interdependencies, roles, responsibilities, and accountability.



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Kirklees Council

Using the Place Standard to have conversations about what matters to citizens in our local places

We know that our unique local places really matter to our citizens. In Kirklees we're working with our citizens, councillors, colleagues and partners to make sure that everyone has a stake in the place where they live, work or visit.

We're using a tool called the Place Standard, which was developed by NHS Health Scotland, the Scottish Government and Architecture & Design Scotland. This is a way of helping to get conversations going about any place (it could be your street, neighbourhood or town), by using some simple questions.

Our towns, villages and communities are the strength of Kirklees – and it is these places which local people feel the strongest sense of belonging to. Our citizens would like us to do much more to recognise our unique local places.

We know this through the work of the Kirklees Democracy Commission, who heard clearly that our citizens want to have more of a conversation about what matters in our places (instead of stop-start consultations), and more of a voice in what happens here.

The learning from the Commission's 2017 report, "Growing a stronger local democracy, from the ground up", helped us to develop a new approach to citizen engagement in Kirklees. Our design principles for citizen engagement, based on this learning, include: Embracing local identity, Treating people as citizens not customers, Co-producing and "doing with, not to", Placing councillors at the heart, and Seeing staff as citizens and agents for change.

The Place Standard tool has given us a practical way of putting these principles into action in our local places. Following a successful pilot, we worked with people in ten different areas of Kirklees during 2019. In the majority of places community groups, volunteers or ward councillors are co-ordinating the activities with support from the Democracy Service. We are working where citizens choose to have the conversations, and each place is defined in the way that participants choose. Over 200 staff from across Kirklees Council have also received training and are helping to deliver the activities.

One of the valuable things about the Place Standard tool is that it works well at many different scales and in many settings. Our engagement activities have included conversations in two high rise blocks of flats, in neighbourhoods, in towns and villages, and in Huddersfield town centre.

Our citizens have taken part in conversations in a huge number of different settings, including on park benches, at bus stops, at local schools, in shops and businesses, at community events, in sheltered housing schemes, whilst waiting to pick up children from football practice, in their local library, by visiting drop-in events, by requesting a home visit or by taking part online.

The conversations are open, enabling everyone to talk about what matters to them, rather than starting with a list of pre-determined options. Each conversation includes 14 themes, which together give an overall impression of what it feels like to be part of a local place. Importantly, the topics include not only things do with the physical environment (such as streets and spaces) but also the social aspects of a place (including social contact, identity and belonging, and having a sense of influence and control).

Although the Place Standard is used widely across Scotland and is also being used in other countries, putting councillors at the heart of this process is a distinctive aspect of our work in Kirklees. This connection with local councillors helps people to become active citizens who are part of our local democracy.

Over 3,500 people have already participated in the conversations, generating lots of useful insight. We know it's important to keep the conversation going, so we're supporting local people to collate, share and act on what we have learned together. We publish the results on our How Good Is Our Place? blog so that everyone who has a stake in a place can benefit from, and help respond to, what we've learned.

We're changing the way we do things as a council, to make sure that we can respond to the insights we're gaining from citizens and can work together to make our local places even better. Our Place Standard conversations are a key part of our emerging approach to Place Based Working in Kirklees. We're looking forward to being able to share what happens next.



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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 @knowsley 2030 on Twitter or visit 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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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.

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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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Oldham Council

Social Prescribing

In March 2019, Oldham Council marked the world's first Social Prescribing Day by awarding a pioneering three-year contract to a local consortium of voluntary and community organisations. This created a Social Prescribing Innovation Partnership arrangement which is thought to be one of the first for the public sector in England.

Oldham is a co-operative borough. It's a place with a strong history of working together and one where everyone is encouraged to do their bit towards creating a confident and prosperous town to live and work.

Our Thriving Communities programme takes an asset-based approach and seeks to build on the strengths, people and groups that already enrich our neighbourhoods to take a stronger approach to earlier intervention and prevention. By using community resources, we can tackle problems earlier rather than dealing with costlier outcomes later. Crucially we can empower residents to take control of their health, wellbeing and social welfare, by ensuring they can easily access the right help, at the right time and in the right place.

In its Long-Term Plan, the NHS announced an intention to increase the prescribing of social activities to patients, which is already embedded in Oldham. With nearly 10% of our residents self-identifying as lonely, we've made a real commitment to tackling this through our community led-approach.

By connecting people to local groups, facilities and activities like walking, talking, gardening and other social support, we can improve health and wellbeing far better than by simply providing medication alone.

On awarding the three-year Social Prescribing contract we created a Social Prescribing Innovation Partnership arrangement which is thought to be one of the first for the public sector in England.

This new partnership works alongside Oldham Cares Alliance partners and the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector to further co-design, establish and deliver our social prescribing.

The model focuses on linking people into community groups to meet the 'more than medical' need – but also puts community development at the heart of the model. We need to better support these groups more in the future if we truly want them to do more to support our residents earlier in the care pathway and stop their health needs escalating when it could have been different.

Rani came to Oldham from India three years ago and is recently widowed with a one-year-old daughter. Her GP referred her for social prescribing due to mild depression. She contacted Action Together – the organisation running Social Prescribing in Oldham – and was linked up to a knitting group at her local community centre. Her connector found a play and stay session for her daughter, and Rani went on to start further education with Oldham Lifelong Learning Service and is now looking for employment.

Rani said: "The Social Prescribing service is excellent - five stars. I am really happy and I have enjoyed going to the sewing classes and MIND. I feel like they will really help me. I feel like someone is looking out for me. I will be continuing to attend the activities."

Working in a place context we have also developed community-led services joining professionals and social workers, district nurses, health care assistants and representatives from the Social Prescribing Innovation Partnership into integrated multidisciplinary teams (IMDTs). These work from the same building sharing knowledge and resources to improve outcomes for residents.

Our Focused Care teams are a key part of integrated working, identifying social, financial, educational or other factors within households where medication alone will not fix a problem. Based in GP surgeries, they focus on the people who need care the most to improve their lives and reduce pressure on the wider NHS.

Social prescribing focuses on building that critical community capacity and being the glue, which joins people into that grassroots 'more than medical support.'

Focussed care has the ability to work with individuals and families with more complex needs.

Dr John Patterson, chief clinical officer for the CCG and a key leader across the Oldham Cares Alliance, said: "There are so many people who think they don't deserve their mental health to be fixed, or they don't deserve to be happy. All these clichés are actually true and we see it again and again, especially when people are overwhelmed by poverty and complexity. This is a project to focus the care of the system onto our most vulnerable households. By giving these vulnerable families access to good NHS and good general practice care; they reduce their A&E use by up to 40%."

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Plymouth City Council

Creative Solutions Forum

Many adults with highly complex and extreme mental and social vulnerabilities fall between the cracks. They do not fit into standard care settings and often do not present in a way that allows care services to support them. Indeed, many do not present at all because they resent or fear authority.

People like 'John' a local man previously known to numerous services, an alcohol user, with a brain injury and seizures of unknown cause; no fixed abode, often found inebriated in public and at high risk of harm and risk from others, frequent call outs by emergency services, multiple self-discharges from ED and hospital, continual non-engagement with services.

Plymouth City Council has created a multi-agency system - the Creative Solutions Forum (CSF) - to meet such adults' needs. The forum arose as a result of a wider piece of work and was designed to support a new, inclusive and collegiate culture. The concept was established by multi-agency partners in Plymouth and jointly designed by the public health specialist co-leading complex needs work with a colleague in Adult Safeguarding. The forum is accountable to the Safeguarding Adults Board.

The monthly meeting is comprised of a core group of complex needs providers and commissioners in public health, adult social care and mental health. It is a deliberate mixture of practitioners, managers and commissioners to promote co-operation, build relationships of trust and better support the management and mitigation of risk.

The aim is to provide an additional multi-agency, multi-disciplinary response, which can agree bespoke packages of care, enable better risk sharing and risk management between agencies, and facilitate better outcomes for people than could be achieved with 'usual care'.

Eligibility for the forum is based on presenting need and not on diagnosis or primary label. Any adult over eighteen who meets the criteria of a complex presentation and cannot be managed with a single agency response or standard multi-agency response can be discussed at the forum. It is not intended to replace 'business as usual' social work or healthcare but is reserved for cases with high complexity and high risk where a single agency approach is not adequate to meet need.

It is the combination of the people involved, the use of real time data (case files/databases), the 'rule' that nobody can be excluded from the complex needs system and the requirement that every person leaves with a plan that makes it innovative and unique.

These collaborative co-productions have consistently revealed that services are delivered in 'silos' - narrow systems that do not relate to the needs of people, or effectively join-up with other silos of care needed by the person. These 'silos' are a result of a commissioning process that has been mechanistic and akin to a model of centralised procurement, rather than an inclusive, collaborative and user focused process.

Co-productions revealed people often feel 'done to', rather than 'worked with' and as a result, they feel disempowered and marginalised. This combination of a linear approach to commissioning and competition amongst services conspires to deny people access to things they need, resulting in hand-offs between services and leading to sub-optimal responses to our most vulnerable citizens. Often this manifests in increased demand for expensive unplanned care and people spending longer in services than necessary.

As a complex needs system of 26 services and five commissioners we set off on a shared journey of learning including system approaches, appreciative inquiry and modelling the systems thinking, collegiate and co-operative culture we wanted to build.

'John' was discussed at three meetings. After the first he was placed in specialist rehab for 8 weeks, and we assessed his multiple conditions. At the second forum he was placed in a hostel and reconnected with his family but didn't thrive. At the third forum he was placed in his own flat, where he has remained for 12 months and is living a better life than he has for many years.

Our audit of the first 52 cases found consistent reductions in the use of hospital care, emergency services, evictions, bed and breakfast use and other high cost services. Staff report better risk management, less anxiety over high risk cases and huge improvements in inter-service relationships, trust and co-operation. Around 70% of cases are resolved in one visit and almost all cases in 3 visits.

Bespoke approaches have begun to replace standardised care, there are fewer inter-service hand-offs, better understanding of risk and inter-service co-operation has become the default, rather than the exception. Most importantly, culture right across the system has changed.

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Preston City Council

Developing a co-operative network and community for Preston

The Preston Cooperative Development Network (PCDN) is working with Preston City Council and the University of Central Lancashire (UCLan) to strengthen the cooperative economy in Preston. With funding from the Open Society Foundation and Preston City Council, the project has three objectives: develop the co-operative economy as a network of co-operatives, individuals and support institutions, including a Co-operative Education Centre and a Union-Co-op; establish 10 new worker cooperatives; and capture project learning to share with other interested cities, authorities and policy makers.

Key to the project is the contribution of external expertise. Consultants from the Mondragón co-operatives in the Basque Country will explore the potential for social entrepreneurship and partnership work with the PCDN and 1Worker1Vote from the U.S.A. will advise on union cooperatives as a model for emerging worker cooperatives.

Work is underway to deliver all three objectives. A Cooperatives Steering Group, with partners from across Preston and from Cooperatives UK, is initially raising awareness about cooperatives and the support available from the project for new cooperative businesses. From the outset there has been a focus on inclusion, driven by an advisory group representing BAME and migrant communities. Opportunities for linking into cooperative development within the criminal justice system are also being explored.

It is expected that a pipeline of projects will develop across a range of sectors. A new cooperative within the digital economy has already received support and engagement is planned with digital businesses across Lancashire to introduce platform cooperatives. Preston has linked with Kirklees Council through CCIN's Policy Prototype programme to explore local co-operative solutions for social care provision. Early discussions are also underway in the construction and transport sectors.

Activity to develop the wider cooperative economy in Preston is also progressing. A programme of visits by Mondragon begins in May 2020. The Preston Co-operative Education Centre, itself a co-op, is being designed with the Co-operative University. The learning and evaluation of the project is on-going and will feedback to the funder and the community at large.

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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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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Rochdale Metropolitan Borough Council

Person centred commissioning for better lives: Rochdale's developing story

Commissioning Live offers people with complex learning disabilities and autism more control over the care they receive.

The council has found that traditional support arrangements don't work or can easily break down which leads to crisis and far-from-perfect outcomes for people.

In response, we are providing support in a more bespoke way to ensure people are not limited to a one-size-fits-all format.

The approach focuses on allowing the person to stay at home and creating plans that support long term sustainability.

In practical terms it is about enabling clients and the family to identify what specialist resources they need to live the lives that they want and providing direct and immediate involvement from professionals and providers to co-design a plan to achieve their goal.

Individual Service Funds (ISF), are used to offer flexibility around commissioning of care and support. The Council provides a budget for the year but choice and decision making over how it is spent rests with the client and family.

Previously a social worker would have completed a Care Act assessment to determine a person's eligibility for support and provide a budget, but now a workshop style session allows for client and family engagement.

The council is modelling this way of working with around 10 families and will use the learning to make more strategic decisions about how to deploy key resources across the health and care system and the best ways to support others in similar circumstances.

One example of bespoke care is where a family chooses to appoint a personal assistant to deliver support that champions the client's wellbeing and community interests.

This approach to commissioning is a win-win as it provides people and families with the support they ask for and leads to a better use of resources and better value for money for local public services

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Salford City Council

Route29 – our new approach to supporting young people in care / on the edge of care

We are changing the way we help young people aged 12-17 in care and on the edge of care. Too many Salford young people in care are placed in children's homes outside the city, meaning they have to change schools, move away from their friends and family and don't always get the support they need.

We are introducing a new service which has been very successful in North Yorkshire. Route29 (known as 'No Wrong Door' in North Yorkshire and other areas) is an integrated service for adolescents with complex needs that brings together a team of specialists working together through a shared practice framework. The model operates as an edge of care/outreach service, focused around a re-purposed children's home that acts as a hub to bring together a multi-disciplinary team, including a clinical psychologist, police, speech and language therapist and 'stickable' keyworkers.

Instead of going to a children's home, young people who live in Salford can now get instant access to the professional support they need at the Route29 hub. Where necessary, they can stay overnight on a short term basis, but usually they would stay at home and get help from the hub during the day, for as long as they need it.

Young people have been involved in designing this new service from the very start. They have chosen to have the service branded under the name Route29, and the interior of the hub has been designed to their specification with furniture they chose.

They helped to set the job roles and asked questions on the interview panels to recruit new workers.

One of the young people who shaped the new service and wanted to stay anonymous said: "We have gone through the care system and wanted to use our experience to make it better for young people. Rather than let somebody else choose for us, we have made the decisions. It's completely different, we had to get it right and we were listened to."

"As a child in care you don't always feel safe. You need the right staff, with the right skills, attitude and support from other professionals to work with each child and get the best experience for them."

"Everybody had an opinion on the name, so in the end we did an online poll where young people got to vote from about ten options. We wanted to use the word 'route', because as a young person in care are you are on a journey from A to B. We added 29 as it is the number of the building which we designed. So it's now Route29. It makes me proud to say it."

Salford City Mayor Paul Dennett said: "This new way of working follows a system that was developed in North Yorkshire and has been very successful."

"We handed proposals over to young people who have been in care and they have shaped it using their own experiences. They were brutally honest, they told us the type of staff they wanted employed – and they were very vocal after the interviews about who would fit in with the service and who wouldn't."

"The young people have done a fantastic job and we'd like to thank them for all their hard work and invaluable knowledge. I am also delighted that two of our care leavers applied for jobs at Route29 and start in post very soon."

Councillor John Merry, Lead Member for Children's and Young People's Services added "We'd like to give a special thank you to our contractors Sheila Bird and Quay Interiors. They have done an amazing job renovating the building to the young people's specification. This has saved vital taxpayers' money and we can't thank them enough. They truly have the Spirit of Salford."

Around 580 children and young people are in care in Salford.

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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>



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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

Co-operative Learning in Southampton

Co-operative approaches to learning in Southampton are currently blooming. A third of the City's schools are now members of one of three co-operative learning trusts, which means that 19 Southampton schools are now working in close partnership with the City Council as Cooperative Trust Schools, covering all parts of the City.

2020 has been declared by the City Council as the 'Year of the Child' which provides an ideal focus time for harnessing the pioneering work of the City's cooperative schools movement. The following case study briefly describes the City's longest serving schools co-operative trust.

Southampton Cooperative Learning Trust

The Southampton Cooperative Learning Trust originally started life in 2011 as the Regents Park School Learning Trust and it expanded in February 2016 to embrace seven local schools (mostly on the central/western side of the city) and other community partners (Solent Health NHS Trust, a local branch of the WEA and the City Council) with both a shared identity and commitment to co-operation.



The Trust's objectives include:

- advancement of the education of pupils in its member schools
- advancement of the education of and benefits to the wider community
- promoting community cohesion

The Southampton Cooperative Learning Trust is committed to membership of and active participation in the Co-operative Schools Network. The curriculum and ethos of member schools places emphasis on and a commitment to co-operative values and principles 'with the aim of encouraging all learners to become better citizens, not only while they are learners but during the rest of their lives.'

The Southampton Cooperative Learning Trust schools are:

- Regents Park Community College
- Banister Primary School
- Foundry Lane Primary School
- Freemantle Church of England Academy
- St Johns Primary & Nursery School
- St Mark's Primary School
- Polygon School (special education)

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South Tyneside Council

Sowing the seeds for partnership working

Parks in a South Tyneside town are being given a new lease of life after residents and the Council decided to come together to spruce up their green space.

Springwell and Valley View Park in Jarrow used to attract anti-social behaviour, drug dealing, dog mess, vandalism and litter. But following the creation of a community group dedicated to improving the area, families are now starting to return to use the park for the right reasons.

Primrose Parks Alliance – which was formed when Friends of Valley View and Springwell Park and Keep Mill Dean Clean merged - works in partnership with the Council which provides equipment for litter picks, delivers training to volunteers and provides maintenance of the parks.

Since the group was constituted three months ago (June 2019), around 240 volunteers have been recruited and five major litter picks have been held which have seen the removal of three tonnes of waste and debris from the area. The group has also worked with children of local Valley View School who designed a logo for the alliance and also plans to work with nearby Jarrow School.

Priorities for the alliance include blocking off park exits to motorbikes, cutting back overgrown vegetation, providing more signage and bins and targeting and fining those who leave litter and dog mess or who damage the park.

Caroline Hall, founder and Committee Secretary of the Primrose Parks Alliance, said: "The #LoveSouthTyneside was the driver of this initiative as we are all ordinary people who are passionate about improving the area where we live.

"By working collaboratively with the Council we can advise them on where they can make improvements that will have the biggest impact. For example, a lot of bushes have been cut back which has made the space more open and less threatening for people."

"Our work is starting to make a massive difference with families now starting to enjoy the parks again but we have a long-term vision to make the area beautiful again and make improvements for everyone to enjoy."



Pictured from the left on a litter pick: David Purvis, Sadie Hall, Cllr Nancy Maxwell, Hannah Purvis and Emily Baige
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South Tyneside Council

Stevenage Borough Council

Implementation of the Modern Slavery Charter

The government published a Modern Slavery Strategy in 2014 based on the “four Ps” structure, which the Home Office also uses to tackle terrorism and serious & organised crime:

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.

- **Pursue:** Prosecuting and disrupting individuals and groups responsible for modern slavery
- **Prevent:** Preventing people from engaging in modern slavery
- **Protect:** Strengthening safeguards against modern slavery by protecting vulnerable people from exploitation and increasing awareness of and resilience against this crime
- **Prepape:** Reducing the harm caused by modern slavery through improved victim identification and enhanced support



Under the referral process, potential victims of Modern Slavery are referred by first responders within the council's community safety team, who provide the necessary support and liaison with relevant agencies.

Since the Implementation of the Charter we have;

- Held a Modern Slavery conference for local stakeholders across the town.
- Introduced iLearn (e-learning tool) as mandatory for all new employees, this is now being rolled out to our councillors
- Worked with council contractors through the procurement process to ensure contractors understand why it is important that they fully comply with the Modern Slavery Act 2015.
- Introduced a Modern Slavery Service, with one-to-one support for victims.

The charter has improved the handling of local cases relating to modern slavery and outcomes for victims. The introduction of the Charter has helped to improve the lives of those who are the most vulnerable and become more effective in our co-operative approach.

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Stevenage Borough Council

Creating a Cultural Strategy for Britain's First New Town

The council worked with local residents and cultural sector partners in Stevenage to create a cultural strategy to draw together the artistic and heritage ambitions for Britain's first New Town as it launches a major regeneration programme and new era for the town.

The council worked closely with Arts Council England to undertake a strategy. The process was purposefully community-led, engaging residents and community-led arts and cultural organisations to shape the ambitions for the future. As a consequence an Arts and Heritage Forum was launched and championed a range of initiatives across the town. Adopting a more co-operative approach to developing a strategy for the town has led to a number of achievements.

Since 2018;

- 200 children led the launch of the cultural strategy as part of a major town centre event.
- Partners in Stevenage have secured over £200k of external investment to deliver ambitions within the cultural strategy.
- The council launched an 'arts and culture spaces' programme for empty retail units to bring vibrancy to the town centre.
- A creative network was established for Schools across the town to embed cultural learning.

- The Stevenage Museum has pioneered new digital programmes to create new content.
- Three major art installations around the town have been commissioned.
- Local health and wellbeing initiatives focuses on arts and heritage have been created.
- An Arts Collective "Junction 7 Creatives" has been formed to drive the local creative co-operative economy.

The Arts and Heritage Forum is continuing to shape new initiatives and installations around the town. The council is continuing to work with the forum to re-imagine opportunities for culture-led regeneration as part of the new town story and ambitions for the future theatre and museum offer.



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Sunderland City Council

Let's Talk - Working with Residents - Neighbourhood Solutions

Following the launch of its City Plan, which aims to create a healthy, vibrant and dynamic city for all by 2030, it was clear that the Council must also work within communities to improve neighbourhoods from within, leaving no residents behind or disadvantaged.

Sunderland City Council developed a strategy to engage with all residents which has been adopted by all council services, alongside key health and other public sector partners as well as the voluntary and community sector – the strategy is called Let's Talk. The strategy was first used to engage with over 50% of the Sunderland population to support the development of five neighbourhood investment plans.

The Let's Talk campaign reached every corner of the city, with key partners from Sunderland Football Club to local taxi services sharing their part – ensuring all residents were asked what they loved about the city, what they would change and how they could support more within their communities.

The response was outstanding! Meaningful conversations, both face to face and via social media, were held with all age groups and communities, across neighbourhoods, from school assemblies to local knitting groups. As a result, the richness of data has informed the development of five Neighbourhood Investment Plans, which are to be approved by the Council's Cabinet later in March 2020. The intelligence has informed future service delivery within neighbourhoods to ensure they are fit for purpose and meeting the needs of residents.

The plans will be dynamic, detailed delivery plans, linked to an online activity tracker and an interactive App, which will enable residents to understand, and monitor how the Council is delivering services, alongside partners within their neighbourhood; how investment is planned and how they can support through either reporting issues, volunteering their time or simply signing up to the Sunderland Neighbourhood Pledge, which is aiming to strengthen communities, encouraging everyone to take ownership of their own actions such as recycle more, not drop litter, looking after their own health and wellbeing, as an example.

Let's Talk
Sunderland

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Sunderland
City Council

Sunderland City Council

A Bottom's Up Approach to Creating a Voluntary, Community and Social Enterprise Alliance

In the spirit of true partnership making, Sunderland City Council, Gentoo Housing Group and Sunderland Clinical Commissioning Group (All Together Better) together with the voluntary, community and social enterprise sector (VCSE) are on an exciting journey to establish an Alliance that shapes the future provision of infrastructure support services, to ultimately support the growth and development of the VCSE sector in Sunderland.

Back in September 2019, a VCSE partnership-led engagement event, known as Voluntary Organisations In Sunderland Engage (VOISE) was held, with over 130 VCSE representatives in attendance. The event was a huge success in discussing what infrastructure support for Sunderland should look like in the future, given the complexity of the sector over the years.

Collectively, the VCSE sector in Sunderland would like to:

- (a) Come together to build on what already exists;
- (b) Develop diverse and sustainable income streams;
- (c) Engage and play our part in supporting the wider sector;
- (d) Support cross-sector collaboration;



- (e) Find a solution to sector support that is sector led but with council buy-in;
- (f) Build on local area arrangements with a city-wide approach;
- (g) Encourage and support volunteering;
- (h) Share information with and about the sector;
- (i) Encourage sector leaders to share and support others; and
- (j) Amplify the voice of the sector through meaningful representation.

The creation of the Alliance is somewhat very different to the traditional approaches across the country and is being developed in true partnership with the sector. It's a partnership of equals, whereby the aim is to co-design a robust solution to sector support that is sector-led with buy-in from all involved, to support the ambitions of the City of Sunderland.

Formalised through a partnership agreement, with robust governance arrangements in place, the Alliance is to run for a period of three years with the ability to extend beyond this period by agreement. Whilst in the early days of setting up the Alliance, the three main partners have financially contributed £30,000 each, £90,000 in total, to resource additional capacity to get the Alliance up and running. Exact costings of the new independent service / organisation will be finalised as part of the co-design / development stage of the Alliance together with its future service offer.

The future is certainly bright for the VCSE in Sunderland ensuring the new independent body offers the right mix of support, challenge, leadership, skills and knowledge together with helping foster relationships between the local VCSE, public bodies and local businesses, to promote local action and make sure local communities have a voice.

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Sunderland
City Council

Tameside Council

Cooperative Network Infrastructure Ltd

The Cooperative Network Infrastructure Ltd (CNI) was formerly known as the Tameside Digital Infrastructure Cooperative but changed its name in 2019 to reflect Blackpool and Manchester City Councils both recently joining. CNI brings together public and private sector organisations to create and share new digital infrastructures in and around Tameside, Blackpool and Manchester. The cooperative offers members wholesale access to fibre and exchange point facilities allowing them to build and operate advanced digital connectivity services. Public sector members are using the same infrastructure to improve services and save costs. Private sector members are using CNI facilities to create advanced Internet and telecommunications services for sale to businesses and consumers. Within Tameside members and investors can use over 50km of fibre spine network to make better use of investment funds and accelerate deployment.

Tameside Council is working with partner organisations to build a new, advanced digital infrastructure to serve public sector, businesses and citizens. The 'thin layer model' pioneered in Tameside facilitates rapid deployment of new, 'full fibre' infrastructure, while avoiding some of the complications and downsides associated with other public sector demand aggregation, leveraged and co-investment models. Tameside and its public sector partners invest in new infrastructure assets where a business case can be made to meet needs. Then those assets are sewn together to form a coherent, integrated infrastructure that can be shared using a co-operative. In general the business case for each investment stands alone. By linking assets together into a shared network, the business case is multiplied.

Within Tameside the Council has been working with public sector partners including Tameside Hospital, the Pennine Care NHS trust, Tameside College and Jigsaw Homes - the principal registered social landlord. Following consultations, including a successful soft market test and detailed state aid advice, Tameside has extending the model to include private sector partners. The CNI was formerly established in 2018 with founder members from both private a public sectors. As with the public sector, private sector partners can contribute assets and use the integrated infrastructure to provide services. CNI has now completed its first successful year of trading and has seen its members deliver over 200 commercial fibre to the premise connections in Tameside alone.

DCMS and BDUKfunded Tameside to be one of six pilot 'Wave 1' projects in its £200m Local Full Fibre Network Programme, and is encouraging other authorities to learn from and use the model.

The Cooperative continues attract attention and interest within the telecommunications market and across other local authorities. It won the "Most Innovative Commercial Model" category at the annual Independent Network Cooperatives Association (INCA) Awards and was sighted as best practice UK Governments "Future Telcoms Infrastructure Review" published in 2019. In addition the Co-operative Commission report launched on 27th January 2020 by Andy Burnham and Steve Murrells (CEO of The Co-op) recommended that

"GMCA should work with public and private sector to extend the co-operative neutral host model successfully pioneered in Tameside to other parts of Greater Manchester, aggregating digital infrastructure assets for public use and sharing them with digital and telecoms businesses, including locally based SMEs."

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Cooperative Network
Infrastructure



Tameside Council

Tameside and Glossop Partnership Engagement Network

The Partnership Engagement Network (PEN) was established jointly by Tameside Metropolitan Borough Council (TMBC), NHS Tameside and Glossop Clinical Commissioning Group (T& GCCG) and Tameside & Glossop Integrated NHS Foundation Trust (ICFT) - aka Tameside Hospital. Set up in the autumn of 2017 PEN is part of a multi-agency approach to provide the public and our partners with an identified and structured method to influence the work of public services and to proactively feed in issues and ideas.

Involving the public is key to successful public service delivery and results in better services, more appropriately tailored to people's needs. This approach ensures that structures exist to have ongoing conversation with the public, patients and other stakeholders, creating forums for people and organisations to get their voices heard and give the opportunity to hear about and contribute to the development of public services.

The PEN approach creates a single framework which enables us to:

- Ensure that our plans, strategies and policies are informed by the voice of the public;
- Have systems that allow us to engage with a broad cross section of the population that is as representative as possible of the communities of Tameside and Glossop;
- Reach across the whole of the public and community sectors so that engagement doesn't happen in organisational silos;
- Begin discussions early, enabling the public, patients and other stakeholders to be part of designing solutions.

Furthermore, since it was established two years ago PEN has successfully delivered the following:

- Facilitated over 35 thematic Tameside and/or Glossop engagement projects;
- Received over 6,000 engagement contacts (excluding attendance at events / drop-ins) - 2,600 in 2017, 2,400 in 2018 and 1,200 so far for 2019;
- Delivered six Partnership Engagement Network (PEN) conferences attended by over 400 delegates (with a seventh event in planning for October 2019);
- Supported around 40 engagement projects at the Greater Manchester level;
- Promoted over 50 national consultations where the topic was of relevance to and/or could have an impact on Tameside and/or Glossop.

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Telford & Wrekin Council

Taking an innovative approach to hospital discharge

Collaborative partnership is at the heart of our approach to transforming the health and social care system in Telford and Wrekin. The dynamic Integrated Place Partnership programme works together to improve outcomes for local people by adopting a strengths based approach - focussing upon offering early help, targeted prevention and a joined up response at times of urgent need. One example of the partnership's work includes an innovative preventative pathway pilot to support discharge from hospital - Pathway Zero.

To ensure that only the people who need to be treated in an acute hospital setting are admitted, senior leaders across health, social care and the voluntary sector acknowledged that we must look at new ways of working and to reduce the need for people to be admitted to acute hospital.

Pathway Zero is a preventative pathway to support discharge from hospital, sitting alongside the pre-existing Complex Discharge Pathways 1, 2 & 3. The pathway is targeted at people below the normal threshold for support and who may be readmitted to hospital. It is aimed at focussing hospital discharge on the same strength based approach so as not to create dependency and maximise people's ability to live an independent life.

At the start of the pilot a target was set of 5% of discharges to occur through this pathway. Over the first 5 months of the pilot the approach has exceed expectations with:

- ✓ 9% being discharged home on Pathway Zero, which has decreased the number of people being discharged into bed-based enablement by 2%-point.
- ✓ A 22%-point reduction in rate of re-admissions.
- ✓ 27%-point increase in people discharged with equipment or assistive technology (e.g. community alarms, fall prevention...etc)
- ✓ 37%-point increase in number of people booked into a local community based social care hub for a follow up appointment - helping to maintain independence
- ✓ 14%-point increase in number of carers support inventions and formal assessments.



Pictured: Ward staff and social workers who implemented Pathway Zero in Telford and Wrekin.

In January 2020, the senior leaders reviewed the progress made and agreed to roll the pilot out, taking it from one ward at the hospital to all wards.

All of the above has not only impacted on the discharge system but most importantly on the person themselves. The following case study demonstrates the difference this pathway can make to people:

Derek's Story:

Derek was admitted to hospital with a chest infection; it was his second admission in two months. Derek was referred for discharge on Pathway 1 (this would typically be 3 to 4 care calls a day). The social worker visited Derek and his wife and discussed their situation, what was working well and if there was anything they were struggling with.

The social worker established that:

- Derek has several long term conditions, including respiratory ones.
- They have local family who visit them regularly to check on them and offer informal support;
- Derek is able to manage the majority of his daily needs independently most of the time and his wife, who is his main carer, supports him with the remaining needs; and
- Derek is able to drive and can walk a short distance with a stick.

The social worker identified that Derek could be discharged home instead with some additional community based support/referrals. The worker discussed this with Derek and his wife and their were happy with the proposed plan. Derek was discharged home Pathway Zero with:

- ✓ A referral to several low impact exercise clubs in his local community centre to improve his breathing;
- ✓ A request for a home Occupational Therapy Assessment for equipment - this was completed and a shower stall and bed wedge were delivered later that day
- ✓ A phonecall to a specialist respiratory team to check when they would be out to see Derek; and
- ✓ Support for Derek's wife - a referral for a carer's assessment was made.

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Greater Manchester Combined Authority

A Co-operative Greater Manchester – people and communities working together to improve the environment, create good jobs and sustainable growth

A NEW report is calling for further support for co-operatives in Greater Manchester to ensure the city-region stays at the forefront of co-operative development and bring even greater economic benefits to the local community.

Greater Manchester is home of the co-operative movement, with The Rochdale Society of Equitable Pioneers being established in 1844. Greater Manchester remains home of the Co-operative Group, the world's largest consumer owned business.

The A Co-operative Greater Manchester report has set out a number of recommendations to support the development of the co-operative sector in Greater Manchester and make the most of the social, environmental and economic benefits co-operatives bring.

The Commission has recommended Greater Manchester is designated as a Co-operative Zone with a dedicated resource to offer business advice and support for both existing co-operatives and those who wish to start or convert to a co-operative approach.

Other recommendations include:

- Partners from across all sectors in Greater Manchester should come together to enable an increase in community-led, placed based approaches to co-operation, community ownership and economic development

- Greater Manchester should lead on developing a city-region version of pioneering work in Europe, drawing together 'freelancers' and people in precarious employment into a powerful and functional economic unit.
- Greater Manchester should set up a Greater Manchester Community Housing Hub to address a gap in the housing market and enable the establishment of co-operative and community-led housing projects
- Greater Manchester should carry out a place-based pilot programme for the development of community-owned 'total transport' business models / community transport to link up with shared modes and mainstream network as part of the ongoing work around bus reform

The Commission is chaired by Cllr Allen Brett and vice-chaired by Cllr Angelika Stogia, the GMCA Portfolio Lead and Deputy Portfolio Lead for Community, Voluntary and Co-operatives. They are joined by nine independent Commissioners, drawn from across the co-operative and business sectors.

The Commission was appointed by the Mayor of Greater Manchester Andy Burnham in February 2019 to ensure that the city-region stays at the forefront of co-operative development.

Download the report:

www.gmcommission.coop

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GMCA GREATER
MANCHESTER
COMBINED
AUTHORITY

4OC working with Bristol City Council

Improving access to social housing

In their One City Plan, Bristol City Council (BCC) has a stated ambition to reduce the rate of empty properties across Bristol and to improve the waiting time for social housing for vulnerable residents.

In March 2019, BCC engaged 4OC to help their Housing teams to meet these objectives. 4OC were commissioned to conduct a high-level Service Review of their Voids process in order to improve the customer experience and improve Void times. This would in turn reduce the waiting times for residents to access empty properties across the City.

What we did

4OC worked with all teams involved in the Voids process. Each Team was engaged in one-to-one interviews and co-design workshops to discuss the activities they undertake, how they are supported by policy and business rules, the IT systems they use and their views on how the customer experience could be improved.

What happened:

In partnership with the staff delivering the service, a series of activities were identified to improve services by:

- Reviewing and updating core policies to ensure that there is a consistent standard of service delivered
- Increasing operational efficiency through improving core processes, using of ICT systems and data, agreeing roles and responsibilities, and improving communications with customers and between BCC teams

An Operational Improvement Plan was developed to enable BCC to drive immediate improvements, whilst allowing the service to consider, design and implement wider-reaching enhancements to both customer services and internal process.



A 4OC graphic facilitator was used to make the process more engaging, impactful and fun.

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4OC

Bates Wells 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 delight 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.



For further information, contact:

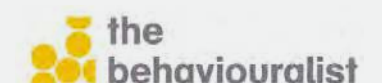
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Branding.coop working with the CCIN

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, 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 250 in the last four 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 four years the Network has grown from 19 Members to 69 Councils and Member Organisations from across the UK.



L:R Steve Reed MP, OBE - CCIN Honorary President, Cllr Sharon Taylor OBE - Chair of the CCIN and Leader of Stevenage Borough Council, Nicola Huckerby - Branding.coop

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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Co-operative College working with the CCIN

Developing Innovative Training for the Co-operative Councils' Innovation Network

Co-operative Councils and their communities will benefit from an innovative training programme thanks to an agreement signed with the Co-operative College, a leading provider of education and training across the co-operative sector.

The CCIN Network has committed to developing an in-depth induction programme with the College that will be rolled out to new and existing members throughout 2020. This will encourage all members to work together and learn, sharing and developing innovative new approaches to make a significant difference across their communities.

Hosted online, the training will focus on co-operative values and principles, exploring how these might be applied to Co-operative Councils. The package will examine a wide range of topics including governance and sustainability, with good practice examples included throughout.

Further stages will follow, with the option to develop bespoke training tailored to each individual council's needs. An eight-week consultation and design period will commence shortly, ensuring that the training targets core areas and meets the diverse needs of the network.

With over 100 years of experience in delivering innovative training solutions across complex organisations, the College is the perfect partner to develop a suite of training materials that will ensure the network continues to go from strength to strength.



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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



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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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E3M

Ideas Alliance working with Dudley Metropolitan Borough Council

Longer, healthier, safer lives for all helping Dudley Council set priorities for adult health and care

We were asked to engage with a wide range of people using a story-telling approach to identify the key priorities for the new Adults Alliance Health and Wellbeing strategy over the next 5 years and begin to define a new relationship/nature of engagement between organisations and communities.

What we did

- Over a six-month period, we had conversations with over 150 local residents and 75 practitioners from statutory, voluntary and community sector groups.
- We employed an appreciative approach throughout and used a mixture of interactive methods to reach people, including structured events, focus groups and ideas stations.
- In order to hear the stories of local residents we went to trusted places where people were already gathered and had conversations with individuals and groups from all walks of life and levels of service and community involvement.
- Over the six months, we had the privilege to listen to people in their living rooms, cafés, streets, local gyms and community spaces.

- We trained two cohorts of local practitioners and residents in active listening skills. This gave them the confidence to go out and gather stories from people they knew, neighbours, friends and family and as a consequence, extended our reach into the community.
- The information gathered was then thematically analysed.
- The results were a clear set of outcomes, guiding principles and recommendations which are detailed in this report.

What happened

We ended the project by curating a multi-media celebration and showcase of all the people we had met and the stories we had had the privilege to hear complete with live storytelling sessions and an exhibition of stories and photographs. The event was attended by over 70 people and participants were invited to listen to the storytellers and share their own experiences with them and others.

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Locality working with Bristol City Council and Power to Change

Homecare redesign to Keep it Local

Bristol City Council is working in partnership with Locality and Power to Change on the re-design of its homecare model.

Keep it Local Network

This work is part of the Keep it Local campaign - for councils that want to move away from bureaucratic commissioning and big outsourcing contracts, and instead unlock the power of community.

In March 2020 the first 11 trailblazer councils were announced. Locality, who is working on this campaign in partnership with the Lloyds Bank Foundation for England and Wales, is calling on other councils to join the Keep it Local Network.

Through Keep it Local, Locality is working in two pilot areas supported by Lloyds Bank Foundation and Power to Change - Bristol and Bradford - to work through practical challenges and feed learning back into the wider network.

Bristol homecare redesign

In Bristol, the homecare commissioning model is due for redesign by August 2021. Through the redesign the council want to shift the outcomes sought from these services, enabling people to stay at home and receive care in their home to meet their care needs. A co-production event held in March 2020 is the beginning of a co-design process co-ordinated by Bristol adult social care commissioners, that will re-design both the delivery model and the way it is applied across the city.

The six Keep it Local principles are being used to guide the redesign process.

The Keep it Local principles:

1. Think about the whole system not individual service silos
2. Co-ordinate services at a neighbourhood level
3. Increase local spend to invest in the local economy
4. Focus on early intervention now to save costs tomorrow
5. Commit to your community and proactively support local organisations
6. Commission services simply and collaboratively so they are 'local by default'

Local pilots

The ambition in the first instance is to work with three community businesses in the City to test ideas and develop a more neighbourhood focussed approach to home care, linking to other community-based & led activities to provide wrap around, personalised support.

Marks Out Of Tenancy working with Nottingham City Council

Leading innovations in the private rental sector

Technological innovations in the private rental sector don't happen every day, but the latest from proptech company 'Marks Out Of Tenancy' is helping Nottingham City Council to lead the way with a digital service to help local authorities identify unlicensed landlords.

CCIN Affiliate Member and Bristol-based social enterprise 'Marks Out Of Tenancy' has been tapping into collective action, co-operation and citizen empowerment for the last couple of years by enabling renters to rate and review their landlord, letting agent, rental properties and neighbourhoods. These collective experiences are assisting future renters to make better renting choices, find great landlords and decent places to call 'home'.

Marks Out Of Tenancy's recently launched service named 'Vault' provides accurate, timely and legal information to local authorities, helping them identify unlicensed properties and rogue operators.

This collaboration between private and public sector is helping to improve conditions in the private rental sector. Paul Greevy, Safer Housing Service's Strategic Housing Manager at Nottingham City Council said: "Sometimes the plates come together, and the simplest ideas impact on local authorities from another tangent - in this case to the world of raising standards in the private rented sector.

"The cumulative impacts over time - of statutes, accreditation and licensing - are now augmented by what has the potential to be a TripAdvisor for the private rented sector. If you're letting private rented accommodation enjoy that 10-star review, for the one-star landlord, time for a rethink because your local authority should be in touch."

CEO of Marks Out Of Tenancy, Ben Yarrow stated: "We look forward to working with more forward-thinking, innovative authorities as they strive to improve conditions in the private rental sector".

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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 working with Kirklees Council

Early Help Service Redesign

Peopletoo were engaged to co-design a multi-agency approach to ensure the delivery of effective, cohesive Early Support Services to meet the needs of children, young people and families across the diverse communities of Kirklees.

Following a review of Early Support Services, Peopletoo were commissioned to implement the recommendations of the programme. The key focus was to provide a more responsive, timely and integrated support to those in need.

To successfully carry out this work the team were required to understand the culture and context underpinning the Council's Early Support Strategy, whilst identifying areas where changes to the current delivery pathways would have a positive impact on reducing demand on higher tier services and improving outcomes for families. Building on evidenced based, best practice, both within the Service and from across the UK, recommendations were developed to support the transformation of the Early Support Services.

Tangible and sustainable benefits were delivered, including, but not limited to, the development of a new integrated model of Early Support, re-structuring of the Council's Early Support Management team and a new multi-agency panel process for the allocation and coordination of services. A vehicle was also developed to oversee and drive the Early Support Partnership, providing support mechanisms and accountability across the partnership. Following detailed consultation with partners, Peopletoo agreed and implemented two high level administrative areas to provide a focus for the partnership. To support implementation, they chaired the panels to both model best practice, address any further development issues, whilst embedding cultural change in Children's Services and across the partnership.

The number of families already benefitting from a multi-agency Early Support response, driven by the panel process, is over 350 since the establishment of the panels in November 2019. Ultimately, this work will improve outcomes and realise significant savings. Savings will be delivered as families in need will be identified and will receive effective, timely and preventive support at the earliest possible opportunity, thus reducing the demand on higher tier services.



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Peopletoo
It works better with you

Power to Change working with Kirklees Council Supporting the development of cooperative care

Kirklees Council and Power to Change have supported the development of a cooperative approach to social care provision. Cooperative Care Colne Valley (CCCV) is a multi-stakeholder co-operative and community business established to provide both high-quality domiciliary care for older and disabled people in the Colne Valley, and fair and proper terms and conditions of employment for staff. Focussing solely on the Colne Valley, CCCV aims to provide high quality services at a fair price to local people while involving the people it cares for and their families in making decisions about their care. As a co-operative, it will ensure that all members have a stake and a say in how the service is run. It will also ensure staff are highly trained, motivated and that their conditions of employment are significantly better than those generally offered in this sector, ensuring that the co-operative structure will also provide opportunities to contribute to decision making and for career progression.

A key aim is to develop an innovative operational model that integrates social care aimed at tackling isolation delivered by community and family volunteers, working alongside the paid staff members. CCCV intends to raise the required capital through a community share offer, enabling members of the community to have a stake in the business on a one member one vote basis.

Kirklees Council has supported the project from an early stage by providing start up grants and help with staffing issues. The authority clearly understands the need for bottom up community, place-based solutions to the current crisis in social care and a positive partnership has developed.

Power to Change, which supports community businesses, has provided early stage capacity building support, enabling it to develop its legal structure and prepare for the community share offer. Power to Change has also invested in supporting CCCV to gather learning as it develops and starts to deliver care and support to support other places to set up their own community-led and owned care provision.



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RedQuadrant working with West Lancashire Council

A sustainable new way of operating

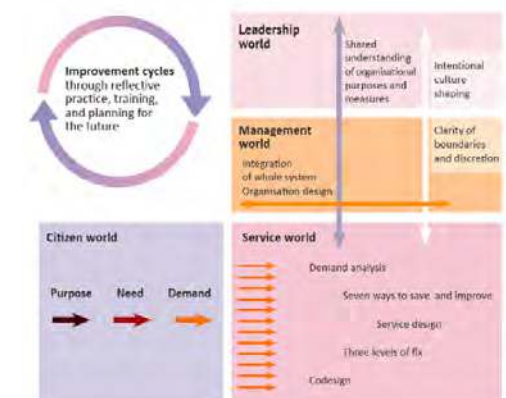
Facing a budget gap of around £1.9m and policy difficulties to balance the budget, the Council began working with RedQuadrant on a 'Sustainable Organisation Review'. Making the change from 'business as usual' in order to identify organisational arrangements to deliver the Council's key priorities, maintain service provision and secure a balanced budget position.

The new model needed to address historical working practices and focus on service improvements. The key building blocks were to take advantage of the opportunities presented by deploying digitally enabled services, more efficient processes, collaborative working both internally and externally with key partners alongside a new customer focused and entrepreneurial staff culture.

We worked alongside West Lancashire staff, engaging with staff at all levels of the organisation to obtain a deep understanding of the issues faced. This was supported by applying our five worlds methodology. Shown in the diagram, it is particularly useful when looking at whole-organisation structures and operations, because it is based on a systems approach and therefore considers the total picture.

Through a combination of efficiency savings from the organisation review and development of income generation opportunities the target of £1.9m savings would be exceeded. Key recommendations implemented alongside RedQuadrant support to create an environment of continuous improvement include:

- Restructuring the Corporate Management Team
- The removal of directorate silos, creating multi-disciplinary team working which supports both the Council's values and the delivery of its key strategies
- Providing greater consistency and fairness across roles and obtaining the right balance of specialist versus generic capacity
- Critical commercial and business development capacity to support income generation and continued delivery of value for money
- ICT Strategy and Target Operating Model development
- Optimising spans of control for managers to operate more autonomously and take ownership
- ICT Strategy and Target Operating Model development
- Increasing empowerment and accountability, ensuring that decisions can be taken at the lowest, most appropriate possible level
- Taking a partnership approach to working with services that support and enable, including Human Resources Finance, Administration and Customer Services



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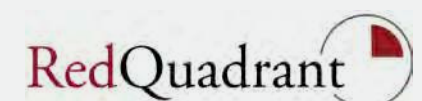
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Social Value Exchange working with London Borough of Tower Hamlets

Capacity building the VCSE sector

The London Borough of Tower Hamlets and Tower Hamlets Community and Voluntary Sector are partnering with the Social Value Exchange over the next 12 months to maximise resources for local community projects, with those resources going to where they will most support vulnerable people.

Cabinet Member for Resources and the Voluntary Sector, Councillor Candida Ronald said, "I'm really excited to see what comes out of the Social Value Exchange. We can leverage the Council's buying power more creatively, provide tailored support to our voluntary sector organisations and protect services that residents really value."

Damian Brady, acting Chief Executive at THCVS, told us, "I really welcome this innovative development, which targets community benefits captured from council contracts at the grassroots organisations in Tower Hamlets — the people who most need them. Tower Hamlets CVS is willing and ready to make sure local people can access this new opportunity."

Over the next 12 months, Tower Hamlets Council will be using the Social Value Exchange platform to leverage up to £70m of procurement spend to secure important and necessary capacity building resources for local projects, which are delivering for the most vulnerable in their local community.



Unlimited Potential working with Salford and Rochdale Councils

Dadly Does It – positive fatherhood

The health, well-being and life opportunities of children and young people in disadvantaged communities are much worse than of their peers in wealthier communities. The greatest underused asset in the lives of children and young people is fathers. Communities and child-related services and organisations tend to focus – and put most pressure – on mothers. Some largely ignore fathers.

Dadly Does It started in 2013, and has run in three different neighbourhoods in Salford and Rochdale. The fathers involved in Dadly Does It tended to have long-term histories of economic and social marginalisation. Many experienced various childhood traumas, with associated complex and difficult family relationships and poor educational experiences.

In each neighbourhood, Dadly Does It focussed on 'what's strong, not what's wrong', and drew on the strengths, assets and hidden wisdom of communities. It used a 'positive deviance' approach, following the four Ds: define the problem; determine the positive role models; discover what they do; design ways of sharing solutions. In each neighbourhood, dads came together and designed their own solutions, which included a Saturday Club for activities with children, and a cycling project.

From these activities, we learned that children want time to do things with their dads. The dads become increasingly motivated to change. As a result, children's well-being improves, the pressure on mums reduces, and relationships in some families become more positive.

A social return on investment found that £1 yielded around £3 of savings in children's services alone, and £13 of value for the fathers who were actively engaged.

Amongst other things, we have learned to relate to fathers as fathers (rather than as men). Positive role models are effective – if working 'shoulder to shoulder'. If fathers find purpose, they regain control and well-being improves.

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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 and principles 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

councils.coop



@coopcouncils



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People-centred councils
driving social innovation
putting people first

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