CCIN Strategy Day Report 2021

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1. **Introduction**

1.1. The CCIN Strategy Day 2021, which ran from 10:00 – 13:00 on Friday 5th March 2021, was designed to allow the CCIN Executive Oversight Committee and Values & Principles Board to meet and set the CCIN's Vision, Mission and Action Plan and jointly decide on a clear set of priorities for the next three years. The wider CCIN network membership had previously had the opportunity to contribute to this process via an online survey which collected their views on the network and its future priorities in the weeks running up to the Strategy Day.

1.2. The interactive session was held on the Zoom platform and as well as Zoom breakout rooms for discussions. It also used technologies such as Padlet boards and Jamboards to replicate the types of tools that would be used in a face-to-face session, such as white boards, flipcharts and sticky-notes. The session was attended by up to 24 members representing a cross section of membership categories – see Appendix.

1.3. The session and was hosted on the Zoom platform, facilitated by colleagues from The Co-operative College. Prior to the 2021 Strategy Day, EOC and V&P members were provided with an online delegate pack that contained joining instructions, and introduction to the technologies being used, as well as a summary of the 2018-2020 Strategy, the 2019 Action Plan and the 2021-2023 Strategy Survey results. This delegate pack can be found at:
https://rise.articulate.com/share/ObdxT_jhZRnZGOjykPxrK5nockJjcEzD

1.4. This report focuses on an outline of the Strategy Day and the outputs from the Action Planning session and a brief re-cap on the context.

1.5. The session plan:

- Welcome and introduction by Cllr Sharon Taylor, including a review of the Network, the previous strategy, synopsis of achievements and outstanding actions
- Review of key areas of focus and priorities identified from member survey and opportunity to add missing areas for consideration
- Collective agreement of the key priorities to be included in the strategic plan

Co-operative Councils
Innovation Network

co-operative
college

- Activities to identify actions required to meet strategic priorities, perceived outcomes, milestones and deadlines
- Discussion to identify elected member to lead on each priority area
- Next steps including the development of this report and a web based action plan
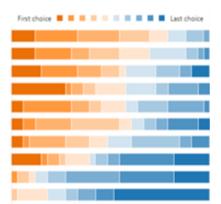
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2. CCIN Progress

2.1. The session was opened by Cllr Sharon Taylor, Chair of the CCIN. In her opening remarks she shared the aims and ambitions for the Strategy Day session which were to:

- Create a 3-year Vision, Mission and Action Plan which has ownership by the EOC on behalf of Network Members
- Develop an Action Plan which is in a format that all Members can access, track and monitor progress
- Identify a 'Champion' for every priority in the Action Plan who will drive it forward, update on progress and report back to the membership through the Governance structure

2.2. In her introduction, Cllr Taylor outlined the growth and achievements of the CCIN since 2016 and the progress to date. With a network of 84 members and 14 supporters and an increasing geographical coverage across the United Kingdom, over 300 case studies of best practice have been shared, with member led project, Policy Prototypes and Policy Labs constantly adding to the mix. The increasing suite of CCIN Publications, wide range of events and the introduction of the Dynamic Purchasing System (DPS) demonstrate continued achievements linked to the previous Strategy and Action Plan. These include:

- The development of a free online Induction Programme for Councillors and Officers
- Increased representation in national and international co-operative networks, including recent discussions with Rose Marley, new Chair of Co-ops UK
- Implementation of the new engagement plan including the setting up of WhatsApp groups, online forums for members, growth of the Network itself, a more engaged Officer Network, broader

representation on the V&P Board, TU engagement through Policy Prototypes and MPs speaking at CCIN events

- Growth of member & wider stakeholder frameworks with GMCA Coop Commission recommending that all GMCA Councils join the CCIN and work underway to grow regional Networks of co-operative councils in the NW and London
- Support for national media coverage through Policy Lab funding conditions and increase reach of CCIN events, such as the 2020 online Conference attracting 40 speakers over three half days from all parts of Membership
- Improved member and stakeholder communications and working practices, including access to over 300 online case studies and the publication and distribution of a case studies pack

2.3. The facilitators then gave a summary of the 2021-23 CCIN Strategy survey, which aimed to enable the broader CCIN membership to input into the Strategy Day as well as to gauge to what extent the CCIN was meeting the needs of the membership. A broader overview of the results can be found in the Rise delegate pack, but the principle aim for this session was to highlight and rank the priorities identified by members to feed into the strategy session, as illustrated below:

First choice ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ Last choice

1. Funding more Projects led by Members
2. Sharing Best Practice and news with Members (Case Studies and Newsletters)
3. Growing the Network
4. Supporting Members to promote coop values and principles across their organisation
5. Developing smaller Networks for portfolio and interest groups to share ideas
6. Encouraging more co-production and collaboration across Membership
7. Organising and attending events to promote the work of CCIN Members
8. National influence and lobbying
9. Improving range of Member Benefits from Affiliate Members
10. Providing access to training

2.4. Further priorities were identified by survey respondents as:

- Developing cooperative roadmaps for Parish Councils, as these are the only level of local government with the ability to undertake significant discretionary spending
- A focus on practical economic co-operation
- How to put the principles into practice and identifying community needs/demand for co-operatives

2.5. It was important to recognise and discuss the different priorities in the round and with the views from different member categories in order to ensure a range of member voices were included in the priority setting activities that followed. The delegate pack has now been updated to include the slides from the CCIN Strategy Day 2021, which can be found at:

https://rise.articulate.com/share/ObdxT_jhZRnZGOjykPxrK5nockJjcEzD

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3. New Priorities

3.1. In **Part 1** of the prioritising activities, delegates were divided into breakout groups and asked to consider the themes identified and listed on a Padlet Board, as illustrated below:

3.2. Specifically, delegates were asked to:

- Discuss the survey voting and prioritising
- Based on the survey results, did they consider that these were the right priorities to focus on
- Identify any key areas that they considered to be missing from the board and add these to the Padlet Board
- Decide what was the right number of priorities to focus on to ensure achievability

3.3. Once this session was complete, delegates fed back their discussions to the whole group and all agreed on the priority areas (as illustrated on the following Padlet Board).

3.4. In **Part 2** of the prioritising activities, delegates were asked to join a different breakout group, further discuss the priorities that had been added to the board and then to vote for their preferred priorities. At this stage, it was observed by delegates

that many of the priorities could be dovetailed together under broader thematic areas, illustrated below:

3.5. Following on from the voting session, delegates came back together and fed back their discussions to the whole group and carried out a sorting and grouping activity for four thematic areas. It was felt that some of the priorities sat naturally as thematic headings (colour coded in green on Padlet above) under which others (colour coded in yellow) performed more of a role in describing a practical action to achieve the priority. To capture the key points in each of these priority areas, the thematic headings were outlined as:

- **Theme 1:** Better effectiveness in information sharing: accessible information, sharing best practice and encouraging more co-production
- **Theme 2:** Developing a range of networks to increase engagement
- **Theme 3:** Training and support to better promote Values and Principles across organisations and the network
- **Theme 4:** National influence and lobbying; growing the network and events

3.6 These themes were transferred to four thematic Jamboards – a virtual whiteboard tool – for the next stage of the Strategy Day, as detailed in the following section.

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4. Developing Actions

4.1. The next activity was designed to replicate what would happen in a face-to-face strategy session, mimicking the use of post-it notes, pens and flipcharts where delegates are free to circulate in groups to discuss and comment on different themes. Jamboard is an electronic tool which enables this type of 'carousel' activity.

4.2. For **Part 1** of the developing actions activity, delegates were divided into 4 groups, each group starting on the numbered page of the Jamboard that corresponded with their group number. This meant that each group would move on to the next theme after 5 minutes, enabling all delegates to discuss and add comments to each of the four identified thematic areas. For each theme, delegate were asked to comment on:

- How are we going to put this theme into practice?
- Identify potential actions for putting this theme into practice
- What is the end goal/outcome we are looking for?

4.3 For **Part 2** of the developing actions activity, delegates were asked to choose the priority that they would most like to focus on in order to ensure that the next activity was driven by delegates' interest and engagement with that thematic area. Where possible, it was requested that there was a volunteer **Elected Member** to lead on the priority theme and that there was a group of at least 4 people to focus on each priority theme so as to generate more discussion and sharing of ideas. For each of the four themes, delegates were asked to identify:

- **What** is the action?
- **How** can we deliver the actions identified?
- **Which ELECTED MEMBER** will lead on the action and who else needs to be involved?
- By **when**? What deadlines are there? include milestone e.g. for actions to be completed and reporting

- An agreed **lead** for each theme or ideas for how to identify a lead

4.4 The results of the two stages of this process can be seen on the following four Jamboard screenshots, and are later developed into the table of Action Planning outputs:

Theme 1: Better effectiveness in information sharing: accessible information, sharing best practice and encouraging more co-production

What is the action?
How can we deliver the actions identified?
Which ELECTED MEMBER will lead on the action and who else needs to be involved?
By when? What deadlines are there? include milestone e.g. for actions to be completed and reporting
Collectively agree lead for each theme or action to ensure lead identified

CCIN Forum - make better use of this, review what topics are being discussed, highlight themes within newsletter emails to raise awareness, distribute newsletter to network within councils

consistency matters - platforms are available but members need to think, be consistent, document what they're doing, share this

Smaller designated WhatsApp groups e.g. health and care - has worked well

Communications plan involving: web-based material; events; online courses; newsletters. NEEDS TO BE A COORDINATED PLAN rather than a number of disparate things.

Part of this needs to be REGIONAL- Regional plan? Regional structure? There does need to be a balance though as there are huge national issues across all councils (- though particular expressions of these issues are regional)

Another needs to be TOPICAL - eg information sharing on specific themes eg community wealth building, health food justice.

End goal - consider whether we are acting on information being shared with us, is there an appetite to take work on forward? why not?

There are a lot of innovative ways/resources but its how we disseminated

promoting and developing resources for use in Councils

Engaging more people. Collective engagement in LAs to make change happen. Also how to convince rest of council?

Elected member to lead: Councillor Joyce Welsh (South Tyneside) (tbc!) and John Fahy (Greenwich Council) - Michael Curnow & Rebecca Harvey to support

Deadlines? Hard as situational changeable (esp re events) Immediate digital plan: Monthly meetings with Joyce/John/Michael/Rebecca/Nicola to develop additional information curation building on current output

Need to be clear who we are targeting information to?. need to breaking it down for different audiences

Members get togethers like officers have?

More webinars in between the bigger events e.g. our Annual Conference. Focusing on themed webinars / topics. Would encourage spotlight to be on member Councils

More work needs doing on this as not really covered in yellow notes!!

There is a lot of information around already that councillors would find useful (other councils, CUK, Co-op News) - how co-ordinate / curate, present, share

Opportunities for Regional Collaboration e.g. North East, Cardiff & Bristol etc.

coop news

Theme 2: Developing a range of networks

What is the action?
How can we deliver the actions identified?
Which ELECTED MEMBER will lead on the action and who else needs to be involved?
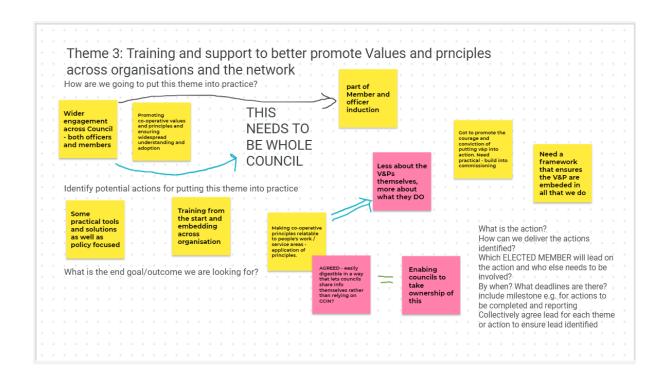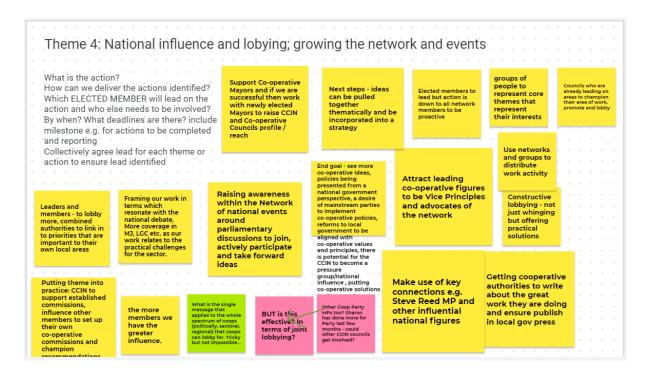By when? What deadlines are there? include milestone e.g. for actions to be completed and reporting
Collectively agree lead for each theme or action to ensure lead identified

Officer Meeting / Networks are invaluable and to be encouraged

Would it be useful to split Associate Membership for sub groups such Opposition Groups / Town Councils

Meetings to be held Quarterly, ensuring regular updates, but not to much demand on time

Mentor / Buddy System - Regional System for Opposition Groups

Cllr Stubbs to Lead Group

Needs to align with Governance Board schedules

how do we get more officers t take more of an interest?

Themed groups of Councils

Better use of online tools

regional networks need to be developed - eg South Tyneside, Sunderland, Newcastle - also by type of Council.

There are transferable ideas from parish to larger councils and visa-versa

Sector Specific Networks - Essential that open to all inc. Affiliate / Associate

Regionalised Groups / Networks

Getting the Council Culture right - It's a fundamental philosophy that is embed in the Council

Happening in part through WhatsApp groups? But is there too much info coming in through these groups? Too much volume!!

Leveraging existing networks and channels to increase engagement rather than just creating others e.g. LGA and wider

How make this manageable? Without overloading Busy People?

Needs to be VALUABLE, MANAGEABLE, NOT TIME-CONSUMING, physical links with other LOCAL groups (geographical needs?)

COLLABORATION - Look at other communication tools e.g. for sharing of info and practice, case studies etc. WhatsApp may not be best avenue

More 'Themed' webinars which focus on specific topics and challenges - also using national press e.g. LGC, MJ etc.

Theme 2 (this one) is a way of delivering improved / more effective information sharing (theme 1)

regional networks can be useful - brings a whole host of networks together, encourages partnership, cross-group working, sharing co-operative best practice and ideas.

Smaller and regional groups or groups focused on particular topic areas may support this

Problem - there needs to be clarity of what the different channels are there for and how they're being used as to not duplicate information

GROUPS of people that can engage regularly eg through Zoom - to cascade info/news down...... REGIONAL?

Theme 3: Training and support to better promote Values and prnciples across organisations and the network

How are we going to put this theme into practice?

Wider engagement across Council - both officers and members

Promoting co-operative values and principles and ensuring widespread understanding and adoption

THIS NEEDS TO BE WHOLE COUNCIL

part of Member and officer induction

Got to promote the courage and conviction of putting v&p into action. Need practical - build into commissioning

Less about the V&Ps themselves, more about what they DO

Need a framework that ensures the V&P are embeded in all that we do

Identify potential actions for putting this theme into practice

Some practical tools and solutions as well as policy focused

Training from the start and embedding across organisation

Making co-operative principles relatable to people's work / service areas - application of principles.

What is the end goal/outcome we are looking for?

AGREED - easily digestble in a way that lets councils share info themselves rather than relying on CCIN?

Enabling councils to take ownership of this

What is the action?
How can we deliver the actions identified?
Which ELECTED MEMBER will lead on the action and who else needs to be involved?
By when? What deadlines are there? include milestone e.g. for actions to be completed and reporting
Collectively agree lead for each theme or action to ensure lead identified

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Theme 4: National influence and lobying; growing the network and events

What is the action?
How can we deliver the actions identified?
Which ELECTED MEMBER will lead on the action and who else needs to be involved?
By when? What deadlines are there? include milestone e.g. for actions to be completed and reporting
Collectively agree lead for each theme or action to ensure lead identified

Support Co-operative Mayors and if we are successful then work with newly elected Mayors to raise CCIN and Co-operative Councils profile / reach

Next steps - ideas can be pulled together thematically and be incorporated into a strategy

Elected members to lead but action is down to all network members to be proactive

groups of people to represent core themes that represent their interests

Councils who are already leading on areas to champion their area of work, promote and lobby

Use networks and groups to distribute work activity

End goal - see more co-operative ideas, policies being presented from a national government perspective, a desire of mainstream parties to implement co-operative policies, reforms to local government to be aligned with co-operative values and principles, there is potential for the CCIN to become a pressure group/national influence , putting co-operative solutions

Attract leading co-operative figures to be Vice Principles and advocates of the network

Constructive lobbying - not just whinging but offering practical solutions

Leaders and members - to lobby more, combined authorities to link in to priorities that are important to their own local areas

Framing our work in terms which resonate with the national debate. More coverage in MJ, LGC etc. as our work relates to the practical challenges for the sector.

Raising awareness within the Network of national events around parliamentary discussions to join, actively participate and take forward ideas

Make use of key connections e.g. Steve Reed MP and other influential national figures

Getting cooperative authorities to write about the great work they are doing and ensure publish in local gov press

Putting theme into practice: CCIN to support established commissions, influence other members to set up their own co-operative commissions and champion recommendations

the more members we have the greater influence.

What is the single message that applies to the whole spectrum of coops (politically, sectoral, regional) that coops can lobby for. Tricky but not impossible...

BUT is this effective? In terms of joint lobbying?

Other Coop Party MPs too? Sharon has done more for Party last few months - could other CCIN councils get involved?

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5. Conclusion and Next Steps

5.1. The CCIN Strategy Day 2021 was a tightly packed day of activity that hugely benefited from the active participation of delegates and their enthusiasm for ensuring the Network is focusing on the priorities that matter most to members over the next 3 years. The next steps have been identified as follows:

- CCIN EOC will use this report and draft Action Planning Outputs to finalise an action plan which will become a working document in which progress can be monitored using a traffic light system.

- A lead EOC member will be identified for each of the thematic areas to oversee and report on progress towards the connected goals and to guide the achievement of the Strategy over the next 3 years.

- The proposal is that this Strategy and Action Plan working document will be shared on Google Docs. If CCIN members have any issues accessing Google Docs they have been encouraged to bring them to the attention of the CCIN support team in order that they can take these into consideration and work on solutions.

Action planning outputs

This table contains the raw outputs from Padlet and Jamboards developed by delegates at the CCIN Strategy Day 2021. A web-based editable document will be developed from this information once priorities and actions have been confirmed by the EOC.

	Sub theme	How to deliver	Potential actions	Who	When
Theme 1: Better effectiveness in information sharing: accessible information, sharing best practice and encouraging more co-production	1.1 More effective sharing of best practice with members to develop ways to better articulate the 'co-operative difference'	- Promoting and developing resources for use in Councils. Consistency matters - platforms are available but members need to think, be consistent, document what they're doing, share this - Smaller designated WhatsApp groups e.g. health and care - has worked well - Engaging more people. Collective engagement in LAs to make change happen. Also how to convince rest of council? - Member get-togethers like officers have? (also for 1.2) - More webinars in between the bigger events e.g. our Annual Conference. Focusing on themed webinars / topics. Would encourage spotlight to be on member Councils	- Need to be clear who we are targeting information to? Need to break it down for different audiences. (There are a lot of innovative ways/resources but it's how we disseminate it) - CCIN Forum - make better use of this, review what topics are being discussed, highlight themes within newsletter emails to raise awareness, distribute newsletter to network within councils -There is a lot of information around already that councillors would find useful (other councils, CUK, Co-op News) – needs to be better co-ordinated / curated, presented, shared		
	1.2 Making information more accessible and encouraging more co-production and collaboration across membership	- Communications plan involving: web-based material; events; online courses; newsletters. NEEDS TO BE A COORDINATED PLAN rather than a number of disparate things. - Creating opportunities for Regional Collaboration eg North East, Cardiff & Bristol etc - Creating a co-operative culture across all levels of CCIN	- Part of this needs to be REGIONAL: Regional plan? Regional structure? There does need to be a balance though as there are huge national issues across all councils (though particular expressions of these issues are regional) - Another needs to be TOPICAL - eg information sharing on specific themes eg community wealth building, health food justice	Cllr John Fahy (RB of Greenwich Council) - Michael Curnow (Peopletoo) & Rebecca Harvey (Coop News) to support	

	Sub theme	How to deliver	Potential actions	Who	When
Theme 2: Developing a range of networks to increase engagement	2.1 Identify the categories that members require – e.g. opposition, smaller councils, adult social care leads, community wealth building leads etc.	- Theme 2 (this one) is a way of delivering improved / more effective information sharing (Theme 1) - Use a survey to gauge level of interest in which categories: 4. Sector Specific Networks - Essential that open to all inc. Affiliate / Associate 5. Regionalised Groups / Networks - Better use of online tools/comms - there needs to be clarity of what the different channels are there for and how they're being used as to not duplicate information - Hold quarterly meetings, ensuring regular updates, but not too much demand on time: Needs to be VALUABLE, MANAGEABLE, NOT TIME-CONSUMING, physical links with other LOCAL groups (geographical needs?)	- Set up smaller and regional groups or groups focused on particular topic areas that may support this - Look at other communication tools e.g. for sharing of info and practice, case studies etc. WhatsApp may not be best avenue - Split Associate Membership for sub groups such Opposition Groups / Town Councils as this will better ensure the right information is going to the right people - Meeting schedules need to align with Governance Board schedules		
	2.2 Ensure there is engagement from and opportunities for smaller members, (associate members and Parish Councils etc.)	- Mentor / Buddy System - Regional System for Opposition Groups (and other members) - Themed groups of councils – but caveats around being mindful of the need for joined up thinking from Tier1 to Tier 3 and ensuring smaller parish councils not dwarfed by Tier 3 LAs - Encourage more officers to take an interest - Capture the transferable ideas that can be taken from parish to larger councils and visa-versa	- Set up links between longer term and newer members - Leverage existing networks and channels to increase engagement rather than just creating others e.g. LGA and wider - More 'Themed' webinars which focus on specific topics and challenges - also using national press e.g. LGC, MJ etc. - Grow the officer network - Groups of people that can engage regularly e.g. through Zoom - to cascade info/news down	Cllr Stubbs (NUL Labour & Coop Group) to Lead Group	

	Sub theme	How to deliver	Potential actions	Who	When
Theme 3: Training and support to better promote Values and Principles across organisations and the network	3.1 Training for wider membership of councillors and groups so everyone understands co-op V&Ps, not just the lead	Wider engagement across the whole Council/member organisation - both officers and members	- Co-operative Values and principles included as part of member and officer induction - Incorporate co-operative values and principles in all ongoing operational training - Making co-operative principles relatable to people's work / service areas through case studies and examples application in action	Cllr Paul Stewart (Sunderland) to Lead Theme	
	3.2 Succession planning built into training	Ensure training is ongoing and regular at all levels to provide continuing professional development	- Map training pathways that ensure values and principles are integrated into 'essential' knowledge requirements in all job descriptions/person specifications - Develop a training programme to support Co-operative Mayors to raise CCIN and Co-operative Councils profile / reach		
	3.3 Ensuring that there is a measurable way to embed V&Ps into practical action and that links are made so that evidence can be collected and measured against V&Ps	Develop a framework that ensures the V&P are put into action and embedded in all that Council/member organisations do	- Build values and principles into commissioning requirements - Develop a 'toolkit' of practical approaches and measures, to evidence that co-operative values and principles are being adopted throughout member organisations		

	Sub theme	How to deliver	Potential actions	Who	When
Theme 4: Influence and lobbying; growing the network and events	4.1 More lobbying at higher levels to increase profile and influence of network	- Constructive lobbying by identifying themes and framing actions to resonate with the national debate - More co-operative ideas, policies being presented from a national government perspective, a desire of mainstream parties to implement co-operative policies, reforms to local government to be aligned with co-operative values and principles - Make use of key connections (e.g. Steve Reed MP) and other influential national figures including Co-op Party MPs	- Councils who are already leading on areas to champion their area of work, promote and lobby via Network and share practical solutions - Leaders and members from combined authorities to link in to priorities that are important to their own local areas - More coverage in MJ, LGC etc. as our work relates to the practical challenges for the sector - Potential for the CCIN to become a pressure group/national influencer , putting co-operative solutions on the national agenda - Attract leading co-operative figures to be Vice Principals and advocates of the network - Cooperative authorities to write about the great work they are doing and ensure publish in local government press - CCIN to support established commissions, influence other members to set up their own co-operative commissions and champion recommendations	Cllr Clare Penny-Evans (Newcastle) has agreed to be Lead Co-ordinator for this Theme but with 'expert leads' spread across membership	
	4.2 Organising and attending events to promote the work of CCIN members and grow the network	The more members we have the greater influence.	- Raising awareness within the Network of national events around parliamentary discussions to join, actively participate and take forward ideas		
	4.3 International co-operation and exchange of good practice and learning	- Perhaps this can be linked into Theme 1 rather than in this theme?	- What is the single message that applies to the whole spectrum of coops (politically, sectoral, regional) that coops can lobby for?		
	4.4 Funding more projects led by members	Policy Prototype and Policy Labs	- Use networks and groups to distribute work activity		

Appendix 1: CCIN Strategy Day 2021 Attendance Sheet		
Organisation	Name	Position
Stevenage Borough Council	Cllr Sharon Taylor	Leader
Oldham Council	Cllr Barbara Brownridge	Cabinet Member
Kirklees Council	Cllr Shabir Pandor	Leader
Sunderland City Council	Cllr Paul Stewart	Deputy Leader
Newcastle City Council	Cllr Clare Penny-Evans	Cabinet Member for Climate Change & Communities
Royal Borough of Greenwich	Cllr John Fahy	Chair of Corporate Finance and Performance Scrutiny Panel
Billingham Town Council	Cllr Clare Gamble	Chairman
Social Business International/E3M	Jonathan Bland	Managing Director
Burntwood Town Council	Cllr Sue Woodward	Leader
London Borough of Hillingdon Labour & Cooperative Group	Cllr Peter Curling	Leader of Labour Group
Newcastle-U-Lyme Labour & Cooperative Group	Cllr Mike Stubbs	Leader of the Labour & Cooperative Group
Peopletoo	Michael Curnow	Business Development Director
Workers Educational Association	Simon Parkinson	Chief Executive & General Secretary
Co-operative College	Cilla Ross	Interim Principal
Co-operative News	Rebecca Harvey	Executive Editor
Co-operative Party	Emma Hoddinott	Local Government Officer
Coop Futures (Worker Coop)	Jo White	Executive Director
Oldham Council	Jonathan Downs	Corporate Policy Lead
Oldham Council	Mahmuda Khanom	Policy Support Officer
CCIN	Nicola Huckerby	CCIN Operations and Communications
South Tyneside Council	Paul Baldasera	Officer Lead for Cllr Welsh
Rochdale Council	Caroline Wolfenden	Officer Lead for Cllr Brett
Cardiff City Council	Fiona Gibson	Officer Lead for Cllr Bradbury
Kirklees Council	Jonathan Nunn	Officer Lead for Cllr Pandor