CCIN POLICY LAB

Exploring Positive Social Impact in Local Government

Co-operative Councils
Innovation Network

Peopletoo
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CONTENTS

EXECUTIVE SUMMARY

Social value is in need of a re-think. Especially as the country is told to brace for Levelling Up. For 13 years, Peopletoo have been creating value for people, place and community, and our partnership with the Co-operative Councils' Innovation Network (CCIN) is helping us maximise our ability to enact positive impact on local communities across the country.

This report outlines the challenges facing local authorities with regards to social value, as well as what solutions are possible and how they can be implemented going forward. The report also draws on extensive case studies from Peopletoo's archive of social value successes, including South Tyneside's "Proud to Support" Community Recognition Campaign and Torbay Council's Regeneration and Long-Term Sustainable Employment plan. The report makes it clear that real social impact cannot be achieved while local authorities focus primarily on short-term cost saving rather than longer-term social impact, and the Social Value Act (2013) is too narrow in scope to ensure the long-term benefits to community and society are considered above all else. We hope that the Best Practice case studies within this report highlight the great benefits of thinking long-term, while the findings of the report will encourage local authorities and community bodies to re-think how they approach procurement and other decisions that have a social impact on individuals and their communities.

The Government's ambitions for Levelling Up, outlined in the Levelling Up White Paper (2022) are also key to this report, as we believe that Councils and businesses based in the local community are best placed to deliver maximum social value. More devolved powers and a greater emphasis on local projects benefiting local communities are central to the Government's Levelling Up plans, and this report outlines how these principles have already been considered in our Best Practice case studies, as well as how future social value projects can best incorporate the principles of Levelling Up.

INTRODUCTION & BACKGROUND

Introduction and Background

The Co-operative Councils' Innovation Network (CCIN) 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

Established in 2016, the CCIN's Policy Lab Programme is an opportunity for CCIN members to work together on projects to find co-operative policy solutions to the challenges facing local government.

About Peopletoo

Social value is at the heart of everything we do. Founded in 2009, Peopletoo have been providing support to over 120 local authorities and healthcare trusts, delivering hundreds of transformation programmes. We've implemented efficiency and affordability reviews, supported implementation and incorporated robust financial modelling, service improvement plans, market analysis, informed options appraisals and developed alternative service delivery models.

We understand the importance of going beyond value for money – and creating value for people, place and communities. We are proud to create social value both through offering additional benefits and through the delivery of our programmes, supporting clients to optimise social outcomes through in-house as well as commissioned services. We're a company that firmly believes not only in doing good business, but that business should do good as demonstrated by our value proposition in the methodology. Our team includes many former local government employees and shares the ethos of the public sector.

About Our Partnership

Peopletoo have been an affiliate member of the Co-operative Councils' Innovation Network (CCIN) for several years. Recently, Peopletoo have worked with CCIN on a number of projects, including the 'Co-operative Difference in Care Report'. We are also included on the Consultancy Dynamic Purchasing System supporting the development of practical policy solutions between expert organisations and councils.

Policy Context

The Public Services (Social Value) Act came into force on 31 January 2013. The Social Value Act requires people who commission public services to consider the social, economic and environmental benefits of procurement activity at the pre-procurement stage. Not only is the Act a tool through which the value for money of procurement activity can be maximised, but also encourages commissioners to design better public services or find new and innovative solutions to problems. In the 2022 Queen's Speech the Government announced plans to simplify procurement. This will have social, economic and environmental impacts for councils that they will need to consider.

The recently published Levelling Up White Paper builds on this, proposing a local-led approach to improving living conditions in some of the more deprived areas of the country. With a focus on living standards, transport links, health and wellbeing, and pride for the local community, the Levelling Up White Paper recognises that Councils and businesses based in the local community are best placed to drive the 'Positive Social Impact' in their area.

And there will be plenty of opportunities for councils to look at how central government legislation will change communities and tackle inequalities. The Schools Bill will have major implications on SEND services, the Transport Bill will look at how integrated transport networks can reduce costs and increase connectivity, the Energy Bill will focus on lowering costs and increasing insulation whilst the Draft Mental Health Act Reform Bill will support community health and wellbeing initiatives.

The Challenge

The current financial climate has focused the public sector on cost savings. These savings are often driven by short-term decisions without consideration of the longer-term social impact on local communities.

Furthermore, there has been limited work done to explore how Councils can deliver social value outcomes through their own internal operations and service delivery, rather 'social value' so far has focused primarily on procurement.

Delivering social value is often seen as an aspiration but unachievable or a secondary consideration given financial challenges.

Alternatively, it is seen in the narrow scope of the Social Value Act, hence procurement related and viewed or used as a procurement tool to get additional value out of suppliers in contracts.

There is mixed evidence that procurement is driving or securing social value given. There is often still a focus on lowest cost and applying rigid evaluation processes that does not fully achieve value. Additionally, a lack of contract management once outcomes have been agreed means that these are often not delivered.

Whilst there are pockets of best practice across local government, it is inconsistent and requires an increase in awareness and a systematic approach across the organisation to ensure that social value is one of the core outcomes measured and evaluated both internally and for procured goods and services.

The Solution

We propose a reconceptualization of traditional thinking around social value as a means to an end and extend this to acknowledge that local government is obligated to maximise the positive impact that its activity has on local people and local communities because it is the right thing to do - a term which we are calling 'Positive Social Impact'.

We wish to define and raise the positive social impact agenda within local government, explain why positive social impact is important, and how local government and partners can promote and embed positive social impact in their activities.

Furthermore, we want to share some of the good practice and case study initiatives that we see across Councils in the hope to spread some of these examples more widely. We want to promote good practice and knowledge sharing across the sector through the creation of a library of Best Practice initiatives. The CCIN are expertly placed to support the sector to easily access good practice and share knowledge. We welcome their contribution to local government and the credible and trusted role they plat.

We see this short piece of work as the precursor to additional projects to further enable positive social impact agenda in local government.

We want to work with the network and with partners in the development of a Corporate Framework which organisations can apply internally as well as to their procurement activities to meet key strategic objectives.

Additionally, we want to develop Service Level Toolkits to support the delivery of positive social impact on a service level in key areas, such as Adult Social Care, Children's Services, Property and Facilities Management, Environmental Services, and Transport.

Feedback from engagement with dozens of Councils throughout the course of this Policy Lab has been overwhelming in that they are supportive of these objectives.

The Approach

Peopletoo engaged with the CCIN network and its membership. Following our initial approach, we arranged for interview and discussion with 9 different member Councils:

- **South Tyneside**

- **Birmingham City Council**

- **Plymouth City Council**

- **London Borough of Barking and Dagenham**

- **Newcastle City Council**

- **Salford City Council**

- **Rochdale Borough Council**

- **Torbay Council**

- **Cheshire West and Chester Council**

Discussions were held around the social value including definitions, benefits and challenges. We also explored the aims of the project in terms of broadening social value considerations and principles to include internal Council operations. We engaged and identified pockets of 'good practice' and case studies with each of these member Councils.

Peopletoo then created a survey that was sent out to CCIN Members to identify and understand views and perceptions on positive social impact in local government. The results of this survey have been collated, reviewed and key findings shared as part of this report. Our responders span across 18 different local authorities and 74 individuals. Although we recognise and appreciate that each council comes with their own unique circumstances and priorities, our findings provide a useful overview of 'positive social impact' in local government.

In addition, we also conducted two large-scale workshops with a number of local government colleagues, supported by Social Value Portal, to inform the design of the project, develop the principles of positive social impact, and delve deeper into models of what a good approach to positive social impact looks like. These workshops incorporated views from 28 different Councils, wider than just CCIN membership.

Finally, we completed a case study investigation and analysis with participating CCIN members through follow on to our interviews and also supported by desktop research. These case studies will form part of the Best Practice Library, as well as enabling knowledge sharing and the identification of critical success factors in embedding positive social impact.

Acknowledgements

We would like to thank the Network and in particular Nicola Huckerby for the opportunity to deliver this policy lab and for the ongoing support provided.

Thank you to South Tyneside Metropolitan Borough Council as lead Council member and in particular Hayley Johnson, Aisling Crane and Rory Sherwood-Parking for sponsoring and shaping this project. We would also like to thank all the CCIN members who have contributed to this project, have shared their case study examples and given time to discussions:

We would also like to thank the councils and wider CCIN members that have engaged with and contributed to the Policy Lab and those additional Councils that attended the workshop sessions.

OUR ANALYSIS

Defining Positive Social Impact

To us, positive social impact are those actions and behaviours of organisations which generate and maximise the impact that activity and initiatives have on individuals, communities, businesses, services and the environment, in a positive way.

"It is about trying to secure the widest possible social, economic and environmental value from a contract for the benefit of the area and its people." – Policy Adviser, Rochdale Council

"Action taken creates resilient communities, grows community wealth, connects business with communities, enables communities to have a positive life experience and generates a strong voluntary and community sector." – Area Arrangements Strategic Manager, Sunderland City Council

"It means engaging with communities and ensuring that activity which takes place makes sustainable change on the issues that matter to residents. It also means focusing on the impacts for the more vulnerable and disadvantaged within the community." – Director of Children's Services, South Tyneside Council

"Creating beneficial impact against social objectives such as reducing unemployment, strengthening communities and reducing carbon emissions." – Strategy and Policy Officer, Kirklees Council

"Making a positive (social, economic, environmental) impact in everything we do. This needs to be additional to the Business as usual until it becomes business as usual." – Procurement Strategy and Development Manager, Birmingham City Council

"Action that secures long term sustainable improvements in the wellbeing of citizens."

Cabinet Member, Finance & Resources, Birmingham City Council

Key Messages

Whilst 100% of respondents state that it is "very important" to them personally that their organisation engages in positive social impact behaviour in addition to business as usual, this does not provide a direct correlation to how well an organisation delivers positive social impact. In fact, more organisations rated their organisation's handling of social impact as "Averagely" (47%) or Somewhat Inadequately (5%), than "Well" (37%) or "Exceptionally Well" (11%).

Our analysis went deeper to understand the specific issues that councils have with delivering positive social impact. The areas that Councils and organisations have identified as improvement areas in supporting the delivery of positive social impact are as follows (these are factors in which the ratings for "Adequately" and below outweigh the ratings for "Well" and above):

• Encouraging local businesses and the local economy to become involved in positive social impact initiatives.

• Ensuring that the right corporate governance is in place to maximise positive social impact.

• Monitoring the delivery of positive social impact and tangible outcomes that are not just in procurement.

How well do you think your organisation delivers positive social impact?

(% of Residents)

Poorly   Somewhat Inadequately   Averagely   Well   Exceptionally Well
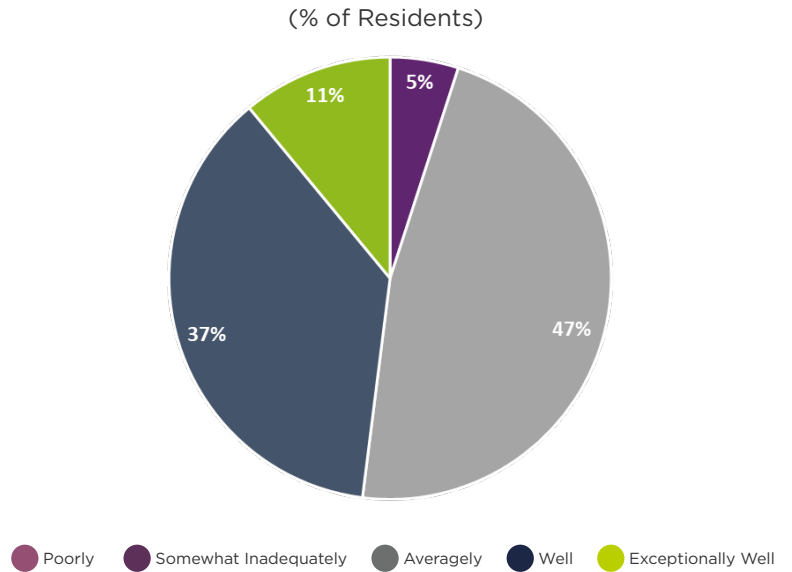
How well do you feel that your organisation encourages local business and the local economy to become involved in positive social impact initiatives?

(% of Residents)

Poorly   Somewhat Inadequately   Averagely   Well   Exceptionally Well
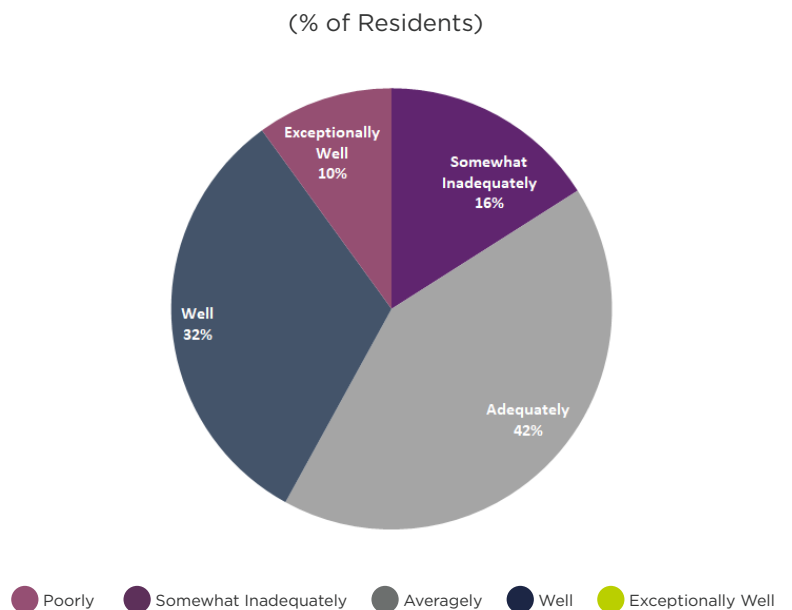
What must be celebrated though, is the high ratings that individuals gave their organisations in the following areas. Although these are not necessarily identified as improvement areas, Councils and organisations may benefit from sharing of knowledge and best practice to develop a consistent approach across organisations:

- 42% of respondents felt their organisation performs "Well", and 11% "Exceptionally Well", in promoting social impact initiative through commissioning, procurement, recruitment and contracting activity.

- 44% of respondents felt their organisation performs "Well", and 12% "Exceptionally Well", in delivering positive social impact through its operations and service delivery.

- 37% of respondents felt their organisation performs "Well" and "Exceptionally Well" in working with the local voluntary and community sector to create community resilience.

- 53% of respondents felt their organisation performs "Well", and 15% "Exceptionally Well", in creating positive social impact through local and community initiatives.

- To understand why some areas are weaker than others, our survey asked participants to rank 7 areas that could provide a potential barrier to local authorities pursuing the positive social impact agenda. Although no respondents found economic or social inequalities, or the ability to quantify positive social impact the least barrier/ no barrier at all, political inequalities frequently ranked the highest issue, with 50% of respondents ranking political inequalities in the top 2 barriers to pursing the positive social impact agenda. Cost/financial barriers was the second highest cited barrier to delivering positive social impact, with 33% of respondents ranking cost in the top 2 barriers.

How well do you feel that your organisation ensures that the right corporate governance is in place to maximise positive social impact?

(% of Residents)
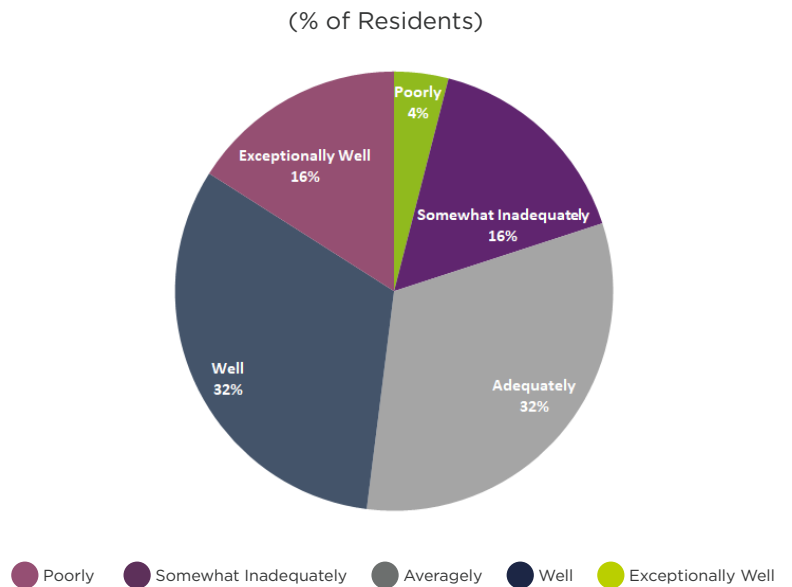
How well do you feel that your organisation monitors the delivery of positive social impact and tangible outcomes?
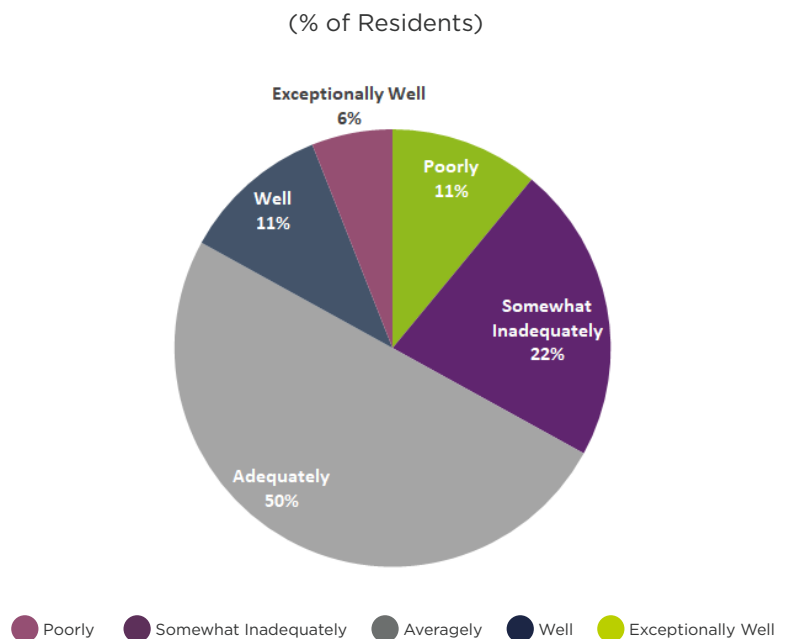
(% of Residents)

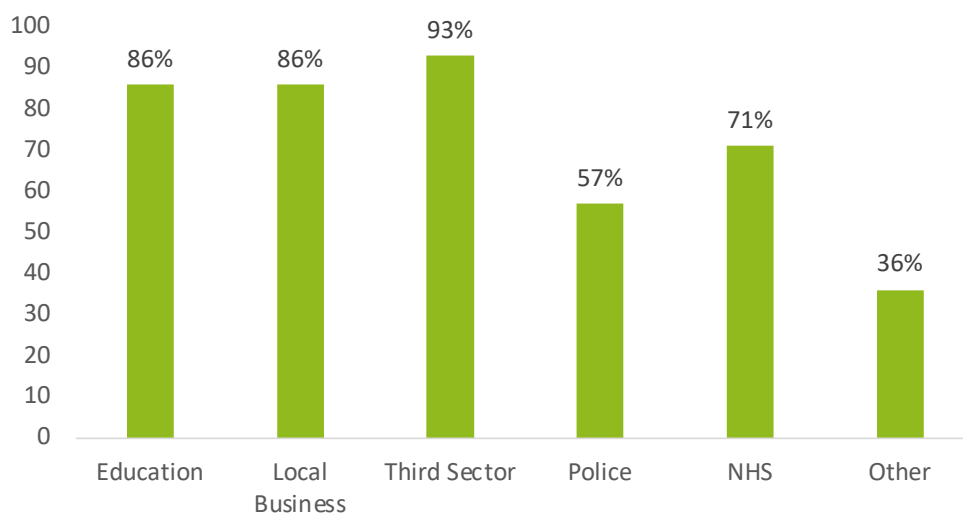**Which of the following partners / organisations have you previously worked with in driving forward positive social impacy working?** (% of Residents)

In many instances, however, it is not a barrier that prevents positive social impact from being delivered, but that other factors are placed higher on the agenda for an organisation's priorities. Local authorities have been more focussed on areas including (but not limited to):

• Value for money

• Low carbon and climate change

• Unemployment (especially linked to Brexit and the impact of COVID-19)

• Place and regeneration

• 'Going digital'

• Delivering core services to a good quality

The key issue here is a problem with perception. All of these factors have the potential to enhance social value if they were observed through a different lens and made more people focussed. The crux of the matter is that organisations see social value as separate to their "core services" and an extra cost, rather than an engrained necessity to the deliverables of councils. This would be improved by creating a concrete definition of social value, so that one does not view these factors as separate and unrelated. Sustainability, local job opportunities and community redesigns are all elements of positive impact if they are frameworked as being a benefit for the people.

Similarly, participants were asked to rank the following five areas in which their organisation has the most positive social impact. Promoting social innovation (providing new ideas and innovative solutions to old problems) was identified as the most successful area of social value in local authorities, with 57% of respondents ranking social innovation as the area that their organisation has the most positive social impact. This was closely followed by environmental and sustainability achievements. Work needs to be targeted on local authorities providing positive social impact surrounding healthier, safer and more resilient communities, as no participant said their council had any success there.

Many councils can attribute much of their success in providing positive social impact to their collaboration with external partners and organisations. Most councils have worked with external bodies, and this is therefore something that needs to be actively encouraged and engrained into council culture as an effective means of ensuring they are providing social value within the community. As well as the external partners listed below, participants also listed housing providers, faith groups, the Church of England, the fire service, and other local anchor institutions as effective organisations they have worked with to deliver social value.

Which of the following tools / approaches wpuld be beneficial to you and/or your organisation in the delivery of positive social impact?

(% of Residents)

83%	58%	75%	67%	75%	58%
Best practice library of case studies	Having a designated champion for positive social impact within the organisation	Training and mentoring	Toolkits and frameworks desgined to support service areas	Improved corporate focus and governance	Interactive sessions with other councils
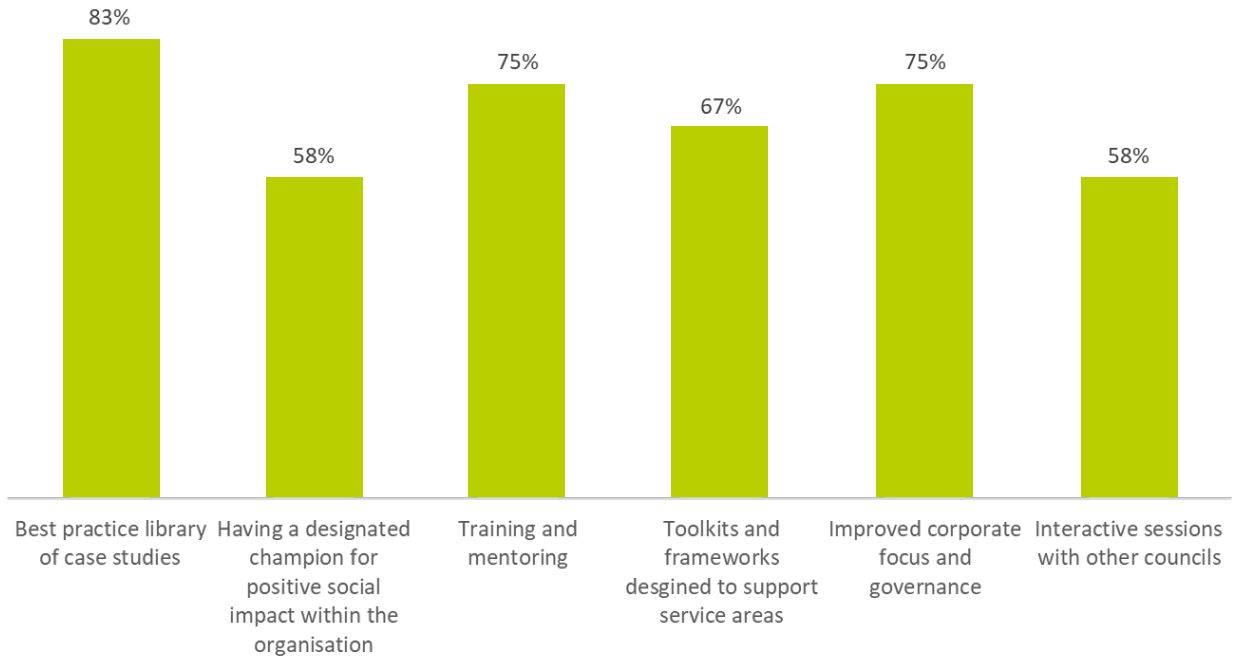
Moving Forwards

As well as the recommendations above, we specifically asked participants for explicit methods of guidance that they believe their organisation would benefit from. Each recommendation that we provided received over 50% interest and were all very high. The most popular idea was providing a best practice library of case studies for positive social impact, compiled within the next section of this report. This recommendation was closely followed in popularity by training and mentoring in relation to positive social impact, which works reciprocally with the other popular idea of improving corporate focus and governance tailored to social value. It is recommended that such training shifting of perception would be provided externally to provide fresh and innovative solutions.

CASE STUDY INVESTIGATION

As part of the engagement with participating CCIN members throughout this Policy Lab, we asked members for examples of positive social impact initiatives that they have implemented within their organisations. An analysis of and further discussion around the case studies provided has identified the following as key critical success factors in pursuing the positive social impact agenda and implementing positive social impact initiatives:

- Embedding positive social impact at the organisation's core, rather than considering positive social impact as adding value alongside business as usual.

- Embedding positive social impact activity as part of the provider organisation's ethos.

- Leading by example. Applying approaches to the organisation's own activity and using leverage as buyer, employer and influencer.

- Working in partnership. Sharing the positive social impact ethos as well as practical tools with stakeholders across the country and across all sectors.

- Focusing on the key principles and values. Re-centring on the 'why'.

- Listening to people's experiences to be able to understand the conditions to address challenges. Involving people in the co-design of approaches.

- Community cohesion. Working together and celebrating success together.

BEST PRACTICE LIBRARY

SOUTH TYNESIDE METROPOLITAN BOROUGH COUNCIL:

"Proud to Support" Community Recognition Campaign

Overview and Background

#LoveSouthTyneside was established on 14 February 2019 to encourage, promote and celebrate social action and civic pride. A recognition programme was launched, with an annual award for an outstanding individual.

During 2020, at the height of the pandemic, South Tyneside saw an outpouring of social action, with friends, neighbours, strangers and businesses stepping up to support some of the most vulnerable in our communities.

We wanted to recognise these local heroes along with heroes in the health and care sector and key workers who were keeping things running, as many of us were furloughed or required to 'shield'.

Our #ProudtoSupport campaign was launched on 24 April 2020 to celebrate the work of special people in the local authority area. Public sector and third sector partners, businesses, groups and individuals joined together to recognise our heroes who delivered for others. #ProudtoSupport harnesses cross-sector collaborative working and showcases South Tyneside's fantastic community spirit.

The Approach

#ProudtoSupport celebrates the work of exceptional individuals and further brings South Tyneside's community together, by recognising their support for others and sharing their stories on the #LoveSouthTyneside social media platform, the media and in wider communications.

Initial aims and objectives

- Recognise and thank people in South Tyneside for their tremendous efforts
- Community-led
- Develop an integrated campaign that all organisations could be part of
- Bring the community further together – community cohesion
- Publicise a range of positive and emotive stories from local people, groups and businesses
- Ensure collaborative working across other public sector and third sector organisations

We asked communities and local organisations to nominate their heroes via our #LoveSouthTyneside website. For organisations such as GPs, pharmacies and community health workers, it provided a platform for them to be recognised by their patients, colleagues and managers. For local businesses, it provided them an opportunity for recognition for their staff, particularly those who worked in key sectors throughout the pandemic. We saw hospitality businesses run by our minority-ethnic communities stepping forward to support our most vulnerable with food. For our public sector partners, it provided a platform to recognise everyone from police officers to refuse collectors. For the individual, it provided a way to say thank you to a neighbour or stranger who was supporting with activities like shopping and collecting prescriptions. We were also able to recognise our children and young people who, home from school, thought of ways to go into the community to support others from socially distanced singing at older people's accommodation to making arts and crafts and dedicating to key workers.

The Positive Social Impact

Every nominated individual or business received a personal letter from the First Citizen of South Tyneside, The Mayor, Councillor Norman Dick. They were named on our dedicated webpage, and some were promoted in case studies which were posted on social media and picked up on by the local newspaper. Our #LoveSouthTyneside followers went up four-fold during this time. Many nominees took to their own social media to post proud photographs of their letter from the Mayor. We also used our refuse vehicles, which continued throughout the pandemic, as advertising to promote the campaign.

The initial aim was to celebrate those who took part in social action. However, the promotion of this encouraged others to engage in social action too. Following a leaflet drop, we secured 100 community volunteers, from furloughed teachers to retired police officers – even to ex-offenders who wanted to play their part at this time. We used Inspire, our local umbrella organisation which supports the third sector to swiftly assign volunteers to appropriate roles in established third sector organisations (who applied their own appropriate safety checks and measures).

We were also able to celebrate our young volunteers, who are often overlooked as third sector organisations tend to deploy adults as volunteers.

The positive social impact was both a recognition and sustainable growth in social action. Many of the new volunteers have stayed on in the third sector organisations they were matched with. Others have formed mutual aid groups who intend to remain after the pandemic.

Details of key contact for more information:

Jill Sowerby
(Web, Marketing and Communications):
Jill.sowerby@southtyneside.gov.uk

Hayley Johnson
(Social Action, Civic Pride and Community Awards):
Hayley.johnson@southtyneside.gov.uk

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NEWCASTLE CITY COUNCIL:

Creation of Social Value Outcomes Framework

Summary

#was Why does Social Value in procurement often fail to deliver in communities? In Newcastle, we've nailed down what Social Value really means to local people and changed our entire system of commissioning and procurement to place it firmly at the centre of what we do. Through the way we design and buy for the city, we are uniting businesses and communities to share skills and capacity for all our futures.

Overview and Background

Newcastle City Council's radical approach to Social Value has led the way for co-design, delivery and measurement of community activity that creates real, long-term benefit for local people and local providers. Good system change takes time; over the last 7 years, we have uprooted common practice and received wisdom about social value in procurement to develop a system of design and measurement that responds to our community needs and strengthens our local marketplace. The culmination of our work so far is a framework that will help us show the wider impact on Newcastle of Social Value in what we buy, but this could not have been achieved without the design journey we have made. It is this journey that demonstrates true innovation – working from the ground up to create a culture that stands by its local decision-making.

For Social Value to be achieved, it needs to be embedded at an organization's core, not considered as added value alongside day-to-day delivery. Since the advent of the Social Value Act in 2012, we have united senior politicians, Council officers, Newcastle's VCSE community, our local marketplace and key city partners to champion the importance of designing Social Value as Core Policy and use their levers of influence to include Social Value in decision making. Leading by example, we have worked in partnership to achieve these important milestones:

1. A combined commissioning and procurement service managed in categories to join up design, procurement and contract management for maximum Social Value.

2. A Social Value Commitment that shows how we can achieve key outcomes that Newcastle residents say are important to them.

3. A commissioning and procurement tool that identifies bespoke opportunities for Social Value with stakeholders and a process for including them in contract structure, activity and performance.

4. A Social Value Outcomes Framework that shapes activity in Newcastle fairly and accounts for achievements in ways that are valuable to local people. Creating and running with a new approach across our entire portfolio of goods, works and services is a massive challenge; city needs, budget demands and market capacity are different for each contract, so our tools flexibly respond to each unique scenario with Social Value solutions that strengthen links between business and community.

The Problem

Since the Social Value Act was introduced in 2013, industry has developed to tackle the issue of fair procurement evaluation. Frameworks of proxy financial value propose to equalize activity for the purposes of scoring tender submissions. Except that activity cannot be equalized in this way – its value is highly contextual in each procurement opportunity and its impact is determined by more than the quantity of activity delivered. We believe such frameworks values have the potential to disadvantage smaller, local organizations in the tendering process, and waste important opportunities to design structured, sustainable Social Value into contracts that target identified community needs.

Existing frameworks also presuppose that Social Value activity must be directly attributable to the contract investment. To us, this represents the cart driving the horse – we want to work with organizations that demonstrate good ethical standards at their core and use contract delivery to work together with communities on projects that are needed and valued by local people.

The Challenge

We wanted an approach that designed bespoke opportunities for Social Value into every contract, paying attention to the quality of activity and recognizing that for activity to be successful and sustained, it must be embedded as part of the provider organization's ethos.

We worked with colleagues, local businesses community organizations and residents to break through barriers of size, sector and location and create a framework of measurements that are meaningful and achievable. What we've made isn't just a list of activities; it's a live tool to be used by all in designing and delivering Social Value. Here's how it works:

In our commissioning and procurement cycle, we use our framework to:

- **Analyse** Social Value potential for contracts in their sub-category (Sub-Category Plan)

- **Engage and consult** with internal and external stakeholders to scope Social Value priorities for the specific contract opportunity

- **Design** priority opportunities for Social Value into the commissioning model through contract length, lotting, location, specification, procurement routes and tender-readiness support

- **Tender evaluation questions** around Social Value priorities

- **Set contract performance and activity measures**

- **Record and monitor** contract performance

- **Analyse activity** across categories and share practice

As our approach as grown, we have defined our achievements in 3 ways:

1. **Leading by example**

At each step of our Social Value journey, we have applied our approach to our own activity and leverage as buyer, employer and influencer. We have seen the increased benefit of our Social Value activity in our spending – during 2019/20, 67% of our contract and grant spend was with SMEs, 63% was with local businesses in the North East and £50.5m (14%) was with VCSE organisations.

2. **Social Value delivered through our contracts**

We apply our framework to every contract we let, designing appropriate opportunities for Social Value that are reflected in proportionate evaluation weighting. Using the framework to set and measure activity delivered in contracts, we are gathering real examples of skills development, local employment, green and sustainable activity that addresses climate change, reduced isolation, increased health and wellbeing and ethical decision making across Newcastle. This not only demonstrates the wealth of community investment that we can influence in our city, but also shapes future design of Social Value into wider areas of our and others' delivery for maximum impact and benefit.

3. **Influencing partners to embed Social Value**

Our approach may have started with us, but its strength is multiplied in partnership. We have shared our ethos and our tools across the country with stakeholders from all sectors, spreading our message about embedding Social Value at the heart of what you do, and the importance of community co-design. We are pleased to input our approach to the design of the North of Tyne Good Work Pledge and the tenets of Locality's Keep it Local campaign.

Outcomes, Future Targets & Goals

The creation of our Social Values Outcomes Framework represents the latest outcome in our developing approach. It is designed using over 300 examples of Social Value that have been delivered in Newcastle by our contract providers. It has been mapped to stakeholder priorities for the city, with input from local VCSE organizations, health partners, businesses, university students and cross-council colleagues. It has been trialed through the entire commissioning and procurement cycle and is yielding tangible and meaningful examples of Social Value in the city.

However, the tools and processes we have created are just that, and though essential to good design and delivery of Social Value, they do not take the place of real people coming together often to review and shape the Social Value that benefits Newcastle's communities. We know our approach makes sense, and tackles may of the traditional challenges to making Social Value work, but the real proof will be in both the big picture of Social Value activity measured across Newcastle using our Framework, and the real-time feedback of all stakeholders as industries and organisations collaborate to maximise their impact.

Northern cities like Newcastle are at the heart of the government's Levelling Up agenda, with the Government seeking to devolve more powers to local authorities like Newcastle City Council and the North of Tyne Combined Authority to ensure Social Value projects like this one are tailored to the community they are seeking to improve. We therefore expect to see more local authorities engaging in Social Value journeys like this one in the future as Levelling Up funds become available for Northern Councils and communities.

The next step in our journey is to measure, understand and report the collective activity delivered across our contracts in Newcastle, and work together with all stakeholders to set and direct new Social Value priorities and regular targets that meet our city's constantly evolving needs.

Newcastle's Social Value Journey

Introduced Category and Sub Category Management Approach

Engagement and consultation with local people and organisations

Co-develop Social Value Framework with VCS and local SMEs

Commissioning and Procurement Plan puts Social Value at the heart of everything we do

C and P Regulations incorporate Social Value in commissioning

Social Value Act introduced

2013
2010
2014
2015
2016
2017
2018
2019
2021

Sustainable Procurement

Council creates Commissioning and Procurement Function

Council establishes Social Value working group with partners

Social Value Commitment adopted

Framework tested by Government as an area of good practice

Develop a system to measure and report Social Value in all that we do

Social Value is fully operational across the Council

Social Value partnerships with anchor organisations in the City

Newcastle City Council | FSB | Newcastle Gateshead Clinical Commissioning Group NHS

B2B:north connect : win : grow | Newcastle County Voluntary Service | necc North East Chamber of Commerce

Details of key contact for more information:

helen.kerrigan@newcastle.gov.uk

ROCHDALE BOROUGH COUNCIL:

Good Help - Repurposing Services in Covid-19 Response

Overview and Background

What was the challenge?

Good Help in Rochdale is a two-year reform and integration project designed to help the borough respond to crises created by the Covid-19 pandemic, in particular, repurposing services to:

- Support people across the borough to flourish

- Reduce the costs of public services, especially failure demand costs

- Improve service outcomes for people.

What is Good Help?

Good Help is a way of working with people that builds their confidence and purpose; helping them to plan and take the actions that move them towards that purpose and enabling them to build their skills to improve their life circumstances.

Good Help is highly co-operative. It is focused on the principles of education and the values of equity and self-help. Good Help is self-sustaining - if people have experienced good help, they'll know about it and be able to describe it. The more you listen to people's experiences of good and bad help, the more you can understand the conditions needed to do more of it.

The Approach

Rochdale is following a five-step process to deliver the reform project:

STEP ONE:

EXPLORATION

The process began with an exploration of what Good Help means for Rochdale. This formed the basis of an early strategy, captured in the visualisations on the next page.

MASLOW'S HIERARCHY OF NEEDS — Safety
PERSON CENTRED PLANNING — Important to / Important for — Future
PROBLEM SOLVING — System Change — VCA Reform Integration
MULTIPLE DISADVANTAGE — MEAM
EQUALITY — DIVERSITY
PLACE BASED — SOCIAL MODEL
COVID-19 Community Response Hubs — Mutual Aid
PARTICIPATORY ACTION RESEARCH
CO OP — Cooperation + Self Help
Thrive / I Thrive
Community Voluntary Faith Social Enterprise
LIFE CIRCUMSTANCES — SENSE OF PURPOSE — CONFIDENCE — knowing what I'm doing + believing it can happen + improved life circumstances and feeling hope and in control + taking action in the right relationship
GOOD HELP — ACTION
EARLY HELP
Rochdale — Relationships — MEAM
RECOVERY STAR
Homelessness Raven
TRAUMA INFORMED PRACTICE
PERSON + COMMUNITY CENTRED APPROACHES
USING STORIES
CONNECT 5 — Cognitive Behaviour Theory
BEHAVIOUR CHANGE
Capability Opportunity Motivation Behaviour
MULTI DISCIPLINARY
RESTORATIVE PRACTICE (+affect psychology)
CITIZENS' CURRICULUM
TRANSACTIONAL ANALYSIS — Parent — Adult — Child — I'm OK, You're OK
ASSET BASED APPROACHES
SOCIAL IDENTITY THEORY

Recognise + build on each person's control
People = Key agents for change
Using language of strength not deficit
Share decisions
Shared responsibility
POWER SHARING — TRUST
Feeling safe
Encouragement
ENABLING CONVERSATION — HOPE — Strengths based — Positive Association — Asset Based — RP RA RC
Tailoring — Defining own purpose + plans — Responding to individual needs
Person centred — Programme — Person
Practical + Emotional Support — Shared Purpose — Goals
Stepping back
SCAFFOLDING — Noticing what works — Sustaining the change — Building confidence — Of course I can do this!
Thrive Model
FEATURES OF GOOD HELP
Sharing Information
TRANSPARENCY — DATA — Participatory Action Research
Opportunity + Barriers
OPPORTUNITY MAKING — Recovery Star — Resources — Investment — Training — Social Model — Citizens Curriculum — Covid Response — Future
Who's important to me / Who's important for me
ROLE MODELLING + PEER SUPPORT — Mentors + Peers — With Lived Experience — MEAM — Community networks — Place Based
Developing Relationships that help over time — Constructive / Not Destructive

STEP TWO:

STEP THREE:

CO-DESIGN

Before we started, we needed to map the Good Help already taking place so we could explore how to support it even more. 76 people from across the borough, including staff and citizens, came to an event to identify the challenges and opportunities for supporting Good Help in Rochdale. Two priorities were chosen (1) embedding Good Help in language and culture across the whole system, and (2) co-producing the approach, service design and delivery, with people who use services.

Once our priorities were set, we used them to create a two-year plan to create systemic change from the bottom up, using a range of activities and projects, which:

- Influence the system

- Enable people across the system and community to lead this themselves without the permission of the council or anyone else

- Create a local movement

- Support advocates to influence others

- Demonstrate how a single place can be transformed

- Generate stories (with evidence) of how people's lives are transformed

- Support people to optimise their part of the system for Good Help.

SPECIFIC PROJECT SUPPORT

Our co-design approach brought to light the areas where Good Help was already happening, but could be nurtured, so it had a bigger impact and even better results.

One example of where has happened is with our local 'Community Health Champions'. The Champions are a team of volunteers (including over 50 local community leaders), who are supported by our local Living Well service. The Champions are focused on trying to prevent health inequalities by reaching out, engaging and working with their neighbourhoods – in the same spirit and with the same values as the co-operative pioneers.

They were set up a long time before the Good Help project started but were already using the Good Help principles to work with people and make a difference to their lives.

Since the pandemic hit, they've been focusing on preventing health inequalities from impacting on people who are most at risk from Covid 19. This includes everything from engagement in neighbourhoods to supporting in the vaccination centres.

Since this programme started:

190
people have been trained in the Good Help conversational tools

1,573
people have been reached by the volunteers.

We know this is a critical part of the community effort which, so far, has seen 483 people get the support and help to take up a Covid vaccine where they wouldn't otherwise have done.

STEP FOUR:

EVALUATION

All the projects will be evaluated by assessing:

- **Fidelity:** making sure that the service design matches proven Good Help practice

- **Quality:** the quality of the implementation of the design (e.g. net promoter score)

- **Impact:** what community members tell us about the difference the service is making to their lives.

When they've been assessed, each project will be assigned to one of the categories below:

- Showcase (already high quality)

- Tweak (scope for improvement)

- Big opportunity (potential for major improvement)

- Unknown opportunity (need for major improvement, may be challenging)

For those projects that have been prioritised as needing some support, the next steps will be to meet to assess, quality and fidelity, and identify support required (e.g. action learning group, coaching, service design support).

STEP FIVE:

MILESTONE TRACKING

By continuing this work and creating the space for sharing and learning, we hope to generate more Good Help projects across the borough over the two years of this project. By the end we aim to have a total of 30 projects, with new projects identified through system-wide cells.

More specifically, we will feel confident that we have created a lasting Good Help culture in Rochdale Borough by September 2022 if we have:

- 400 different public service professionals who have attended one of our events who work in the borough

- 100+ self-identified Good Help advocates, who are seeking to lead this across the borough themselves

- Critical mass of cross-party support for the approach

- Changed key aspects of the service systems

- A clear, borough-wide plan that many people and organisations 'own' and are proud to be part of.

Details of key contact for more information:

Helen Chicot, Place Lead, Rochdale Council
helen.chicot@rochdale.gov.uk
01706 925925
www.rochdale.gov.uk

TORBAY COUNCIL:

Regeneration - Providing Long-Term Sustainable Employment for Local People

Overview and Background

Torbay Council has adopted the Community Wealth Building Approach as part of its Repositioning Plan to support the post-covid economic recovery and ensure an inclusive and sustainable long term economic growth by capitalising on the activity generated by the local anchor institutions.

Torbay consist of three towns, however, suffers many challenges associated with urban metropolitan areas.

Generally, Torbay economy has a dominance on employment within retail, hospitality and tourism, and health and social care sectors, which are generally low productivity and low paid. Equally, Torbay has some of the highest personal insolvency rates in England, relatively high proportion of benefit claimants, and a rising disparity in income. 27.4% of Torbay's population live in the top 20% most deprived areas in England – these areas are mainly concentrated in each of the three town centres.

16.3% of households in Torbay are work-less compared to 13.9% across Great Britain, which is reflective of some of the challenges around intergenerational unemployment in coastal areas prior to the pandemic, and around 20% (4,600) of children in Torbay live in low-income families.

Torbay are looking to build its economy by bringing wealth back by putting communities first and helping people to thrive by:

- Supporting good quality jobs with fair terms and conditions for local people

- Encouraging local spending

- Using land and property for the common good

- Supporting small businesses and social enterprises to grow

- Increasing investment within the local economy by harnessing and recirculating local wealth

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The Approach

Torbay is looking to extract Social Value through its regeneration schemes, not only in the end outcome, but also throughout the construction process. Over the next seven years there is a planned regeneration programme of around £676M which is expected to be brought forwards.

Torbay Council will be developing Employment and Skills Plans (ESP) with each contractor to support, employ, and train local people within the construction sector – not only in the building trades, but also in the wider supply chain including engineering, design, and archaeology.

As part of the development of the ESPs specific cohorts and areas deprivation will be targeted and work placements, training and qualifications, and local employment opportunities created.

Torbay has delivered ESPs on three regeneration projects totalling £24M which are currently taking place. The ESPs are targeted to provide 15 work placements, create 17 new jobs for local people, provide 12 careers, information, advice and guidance sessions, provide 382 weeks of training, and provide qualifications to 38 people.

Regeneration of areas like Torbay is key to the government's Levelling Up strategy, with Torbay Council showing local leadership through the introduction of the ESPs, training the local workforce and kickstarting the regeneration project which will improve living standards across the Torbay area.

The Positive Social Impact

The programme will provide long term sustainable employment for local people. There is a strong pipeline of regeneration activity and demand for skills within the construction sector locally and associated supply chain. It will provide full-time well paid employment opportunities which in turn will reduce unemployment, raise productivity and pay levels across Torbay. Most importantly it will provide people with the opportunity to find work and earn a fair and secure wage to provide them with greater disposable income and improve their quality of living. It will reduce the number of people living in deprivation and sub-living standards across Torbay and provide new opportunities for local people.

While the regeneration activity is still taking place there have been a number of positive outcomes, including the caretaker of a private school which had closed down and was being redeveloped remaining employed, along with construction careers, advice, information, and guidance sessions being provided to young people under Torbay Council's care and work placements being offered.

Details of key contact for more information:

Jude Pinder
Strategic Commissioning Officer
Procurement, Contract
Management & Commissioning
01803 207242
jude.pinder@torbay.gov.uk

Daniel Newman
Senior Economic
development Officer
TDA
01803 207827
Daniel.newman@tda.uk.net

CHESHIRE WEST AND CHESTER COUNCIL:

Declaring a Poverty Emergency

Overview and Background

Cheshire West and Chester Council has become one of the first councils nationally to declare a Poverty Emergency, following a request to Cabinet by Leader's Champion for Poverty and Inequality, Cllr Mandy Clare during the initial peak of the Covid-19 pandemic in Summer 2020.

"COVID-19 has deepened existing inequalities, hitting the poorest and most vulnerable communities the hardest. It has put a spotlight on economic inequalities and fragile social safety nets that leave vulnerable communities to bear the brunt of the crisis. At the same time, social, political and economic inequalities have amplified the impacts of the pandemic. On the economic front, the COVID-19 pandemic has significantly increased global unemployment and dramatically slashed workers' incomes." - Goal 10, Reduced Inequalities (UN Sustainable Development Goals).

There is a large and growing body of evidence that highlights the disproportionate impact on low-income communities as a result of recent global recessions and the COVID-19 pandemic. For low income and non-earning residents in the Borough, income-based inequalities that pre-date COVID-19 have been further exposed and greatly exacerbated by these crises, the impact of which is yet to be fully realised. It is becoming clear that poverty is the key defining factor in how people experience the social and economic impacts of this pandemic in their lives, yet those struggling on the lowest incomes have the least influence in shaping and influencing our approach to recovery.

Recovery needs to be about fairness. Despite the trauma and upheaval, there is an opportunity to take stock. There is an opportunity in how we plan our recovery, firstly to give true recognition to those low-income workers who have kept our country running while many of us were in lockdown or isolating at home, but also to create a lasting legacy of change, where poverty is not inevitable in our society and where fairer, greener and stronger communities can emerge.

Many people want an environmentally cleaner and fairer, kinder 'new normal' rather than to go back to business as usual. We have seen how quickly we can make big changes when we really need to, and local councils have provided the driving force behind much of the crisis response nationally.

The Council is looking forward to working more closely with the other councils that have already shown an interest in making this declaration, to take their response to poverty beyond the immediate and the local and to play our part in pushing for greater awareness and fundamental change nationally.

The Approach

The decision to declare a Poverty Emergency in the Borough was taken at Full Council on Thursday, 22 October and embraces the successes from the two Poverty Truth Commissions held in the borough since 2016. These Commissions provided a platform for people with first-hand experience of poverty to inform work and decision-making. To support its work in tackling poverty, the Council has now set up a Poverty Truth Advisory Board with public, private, civic sector and Community Inspirers representatives to advise and support services across the Council and partner agencies.

In declaring a Poverty Emergency, this Council recognises that this is the time for that change. By aligning this work with our Climate Emergency declaration in 2019, this Council commits to a People and Planet approach to Recovery and Renewal which encompasses:

- **Prioritising People and Planet** Identifying where the environmental and poverty agendas overlap in order to tackle common issues of inequality, health and wellbeing.

- **Recognising Socio-Economic Deprivation as an equalities issue** Acknowledging that the stress of being poor and in crisis has a detrimental impact on health, including mental health and wellbeing, achievement, life chances, participation, resilience and social cohesion.

- **Investing in 'Levelling Up' locally** Working with residents to understand the barriers to employment, housing, health, leisure or education, and investing locally to level up our Borough's communities.

- **Embedding Lived Experience** Building on the foundations of the Poverty Truth Commissions, to reach out to people affected by poverty and use their experience to develop better policies and services which respond to their needs.

- **Building stronger communities** Continuing to work with the network of groups involved in the community response and other local initiatives, to increase participation in local democracy and involve people in the decisions that affect their lives. Providing a means for new groups to meet and build confidence, to collaborate, educate, experience a sense of ownership and influence and to build democratic participation, in order to root necessary responses within the heart of low-income communities.

- **Unlocking Community Wealth and Potential** Developing further council strategies around community wealth building, including supporting communities to consider routes to community ownership in order to create jobs and share local wealth. Fostering the education, awareness, skills and culture-shift at all levels that provide the precursor to meaningfully explore and expand community ownership as a route out of poverty and forward through the crisis.

- **Working together** Growing a network of local academics, professionals, unions, those with expertise in supporting migrants and asylum seekers and with existing and emerging poverty-related grassroots community groups and a wider network of people with lived-experience to support our work.

- **Expanding our evidence-base** Collating more detailed poverty-related data in order to better inform the local and national approach.

- **Starting with ourselves** Ensuring that our staff and those within our council companies are paid at least a local living wage will make us an example to others, helping to expand our local living wage Borough status. Through this and the implementation of a social value policy we can create inclusive growth in our Borough, in partnership with our suppliers, contractors and commissioned services.

Therefore, this Council resolves to:

1 Formally acknowledge the rising levels of poverty so widely evidenced over the past decade and further exacerbated by the dual crises of pandemic and recession.

2 Identify, report on and address unfair socio-economic barriers to democratic participation, security and wellbeing wherever they exist.

3 Ensure that the Poverty Emergency workstream sits alongside all other workstreams within the council's recovery planning.

4 Develop a Poverty Emergency Strategy which takes a People and Planet approach to helping residents in our borough cope which aims to remedy the disproportionate social and economic impacts of the pandemic and recession.

5 Continue to streamline and widely publicise access routes to advocacy and support for those directly impacted by the crisis and facing homelessness and unemployment/ underemployment

6 Work collaboratively with partners to provide space for community-led 'hubs' where solutions to low income and crisis impacts can be explored by local residents and support provided

7 Keep the disproportionate impacts of the crisis on low income communities at the forefront of our response to planning, housing, land allocation and development including our response to recent legislative changes

8 Develop a dedicated online space for sharing of good practice, networking with other councils and providing a platform for the Leader's Champion and an interface for collaboration with those directly impacted

9 Support the Leader's Champion for Poverty and Inequality to lead on this work, assisted by the cross-party Poverty Truth Advisory Board (PTAB) and a wide network of residents with lived experience.

10 Take a collaborative and evidence-based approach, working more closely with health, universities, trade unions and poverty-related community groups to improve our research and intelligence

11 Use what we learn through the work of the Poverty Emergency to raise the voices of those affected by poverty to help inform the government to shape and deliver their 'Levelling Up' agenda in our Borough and sub-region.

12 Invite other Councils to join with us in declaring a Poverty Emergency as a vehicle for systemic change in our society.

13 To share through networks like the LGA, our model for declaring a Poverty Emergency alongside a Climate Emergency as best practice in recovery and renewal.

The Positive Social Impact

By calling a poverty emergency, the Council is committing to tackling poverty in all its forms, responding to the challenges that the communities of West Cheshire face but also looking to the future and to how community ownership models and community wealth-building approaches can provide alternative models of economic development that can stimulate a fairer, greener recovery. This will include facilitating education and support for developing viable alternative approaches.

OTHERS EXAMPLES

South Tyneside: Supporting Disadvantaged Children, Young People and Families

- The council has organised free summer holiday clubs for children and young people (aged 5-16) who are on benefit-related free school meals or who are experiencing hardship. This will run all throughout the summer holidays and they have secured funding to do so again at Christmas. The clubs consist of a variety of activities (bush craft, sports, gardening, cooking classes) and a nutritious meal. Free Summer Fun for Struggling Families - South Tyneside Council

- The council launched a strategy that provided more than 3,000 children and young people from disadvantaged families with laptops, tablets and routers to the internet to help with home schooling during the pandemic. Lockdown Laptops Aid Learning - South Tyneside Council

Preston City Council: Tackling Discrimination and Domestic Abuse

- The council is supporting 'The Heartstone Odyssey Book Festival' – a 3-day online festival that tackles racial discrimination and raises public awareness of prejudice, intolerance and hate crimes through the power of literature and storytelling. Lancashire schools to take part in global book festival to tackle discrimination - Preston City Council

- They are a part of the 'No Excuse for Abuse Campaign', tackling domestic abuse in Lancashire. The campaign is there to reach victims and give them information on where they can access help. It also aims to help people understand the signs of domestic abuse and to reach out of they are concerned for an individual's wellbeing. Preston City Council backs campaign to tackle domestic abuse in Lancashire - Preston City Council

Cheshire West and Cheshire Council: Crowdfunding Initiative

- The council launched a crowdfunding initiative that will give local residents with an idea to improve their community the chance to gain funding through the platform. The council themselves have also put aside several different funding pots: general fund, climate change fund, suicide prevention fund, and a containment outbreak management fund as a part of their COVID recovery. Cheshire West and Chester Council announces partnership with crowdfunding platform Spacehive to bring community project ideas to life | Your West Cheshire

Rochdale Borough Council: Supporting Youth Employment

- Rochdale supports the government Kickstart scheme and have brought in 2 recruits this year. The scheme helps businesses and organisations to employ young people (aged 16-24) who are at risk of long-term unemployment. It offers a 6-month full-time paid contract for a young person on Universal Credit with the aim of getting them vital work experience to kickstart their careers. Young employees kickstart their career with pioneering new role (rochdale.gov.uk)

Stevenage Borough Council: Supporting Local Economy and Business

- The council has partnered with LoyalFree which is an app that is designed to boost footfall and sales in the town by encouraging consumers to shop locally and support local businesses. Stevenage Borough Council launches new high street app to promote local spend at businesses in the area

- They also launched a 'Welcome Back to Stevenage High Street' initiative as part of a series of promotional videos. This was also designed to encourage the support of local businesses upon the opening up of facilities after lockdown. Stevenage welcomes businesses back to its historic High Street

Bristol City Council: Creating Healthier and More Resilient Communities

- The council has just launched a new Drug and Alcohol Strategy: a four-year plan to reduce the impacts drug and alcohol use have on individuals, families and communities. Some of the aims of this scheme include education on substance abuse, ensuring the existing services serve the needs of local communities, and to improve the links between services to ensure a holistic approach is taken that includes addressing wider needs such as housing, unemployment and mental health. Building a vibrant, inclusive and compassionate city (bristol.gov.uk)

Birmingham City Council: Supporting Women and Young Girls

- Birmingham City Council has organised a summit for girls aged 14-16 for leadership development, cross-cultural awareness and civic exchange. The programme is called Young Women into Leadership (You WIL) and aims to stop the lack of female representation in government and business, whilst providing young women with invaluable experience. Young Women in Leadership summit aims to inspire new generation of female leaders | Birmingham City Council

- The council does have the Birmingham Business Charter for Social Responsibility, binding them to helping their communities. Birmingham Business Charter for Social Responsibility | Birmingham City Council

CORPORATE FRAMEWORK

There is an opportunity to define and raise the positive social impact agenda within local government, explain why positive social impact is critical, and how local government and partners can promote and embed positive social impact in their activities through the development of a Corporate Framework that is aligned with key strategy priorities such as Levelling Up, Inequalities and supporting communities.

The feedback from participating Councils indicates the need for a framework that articulates positive social impact and how this can be delivered through the efforts of every service, members, staff and external stakeholders. Is about a culture and mindset across each Council and a commitment that goes beyond Procurement activities as shown by the sample of great case studies submitted by CCIN members.

SERVICE LEVEL TOOLKITS

In terms of delivering positive social impact, a series of service toolkits and guidance should be developed in key areas, such as Regeneration, Adult Social Care, Children's Services, Property and Facilities Management, Environmental Services, and Transport.

NEXT STEPS
& CONCLUSION

Positive Social Impact is central to Peopletoo and CCIN's partnership and our shared goal of spreading Social Value across the communities which need it the most. Each of the case studies in the Best Practice Library demonstrate what Councils and communities can achieve, from celebrating individual achievements in South Tyneside to reacting to COVID-19 in a positive way in Rochford and embracing large-scale regeneration projects to improve living standards and embrace the opportunities of Levelling Up in Torbay.

Levelling Up will have a big impact on the way communities both fund and manage their Positive Social Impact in the future. As more responsibility is delegated to Councils to manage regeneration projects and improve key infrastructure, education, healthcare and transport links, it's more important than ever that Positive Social Impact and Social Value is at the forefront of local government's minds.

Peopletoo therefore recommends CCIN:

1 Creates a webpage of positive social impact best practice from local government and updates this regularly.

2 Supports CCIN members to take leadership roles in articulating the importance of positive social impact on all areas of local government, especially in procurement and emerging legislation.

3 Publishes an annual best practice brochure which details which councils are doing well across the country.

4 Informs the government's thinking on social value being more than procurement and delivery and measurement through consultation responses.

5 Supports councils to evaluate social value as part of funding bids for central government funding streams such as Levelling Up Funding.

6 Supports the government and ONS to evaluate social value as part of the levelling up objectives published in the White Paper

7 Works with members to develop corporate framework and service toolkit approaches and guidance.

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

Join us today at: council.coop

Co-operative Councils
Innovation Network

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it works better with you