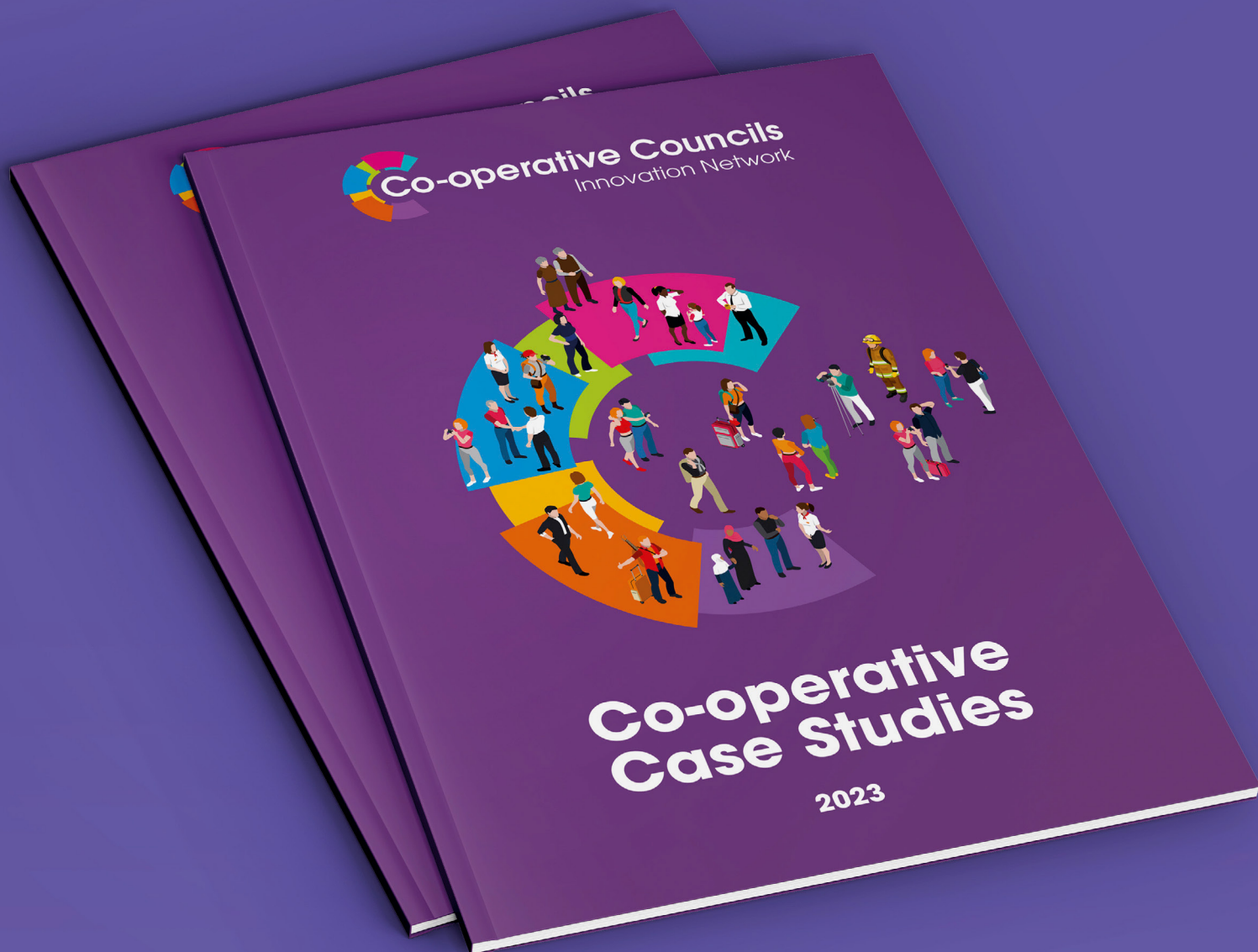




# Review of the Year

August 2022 – July 2023



## Building resilient neighbourhoods

53 new Case Studies illustrating some of the ways Co-operative Councils are working with local people to build strong and resilient neighbourhoods

Over 480 case studies at: [councils.coop/case-studies](https://councils.coop/case-studies)

[councils.coop](https://councils.coop)

 Co-operative Councils  
Innovation Network

 People-centred councils  
driving social innovation  
putting people first

# Contents

<b>Welcome from Cllr Louise Gittins</b>	<b>5</b>
<b>Introduction</b>	<b>7</b>
<b>CCIN Statement of Values and Principles</b>	<b>8</b>
<b>Highlights of the Year</b>	<b>10</b>
<b>Membership</b>	<b>11</b>
Full Members	12
Supporters	12
Affiliate Members	13
Associate Members	15
<b>Governance and Structure</b>	<b>16</b>
Executive Oversight Committee	16
Values & Principles Board	18
<b>Being a Cooperative Council</b>	<b>20</b>
<b>CCIN WhatsApp Groups</b>	<b>20</b>
<b>Funded projects 2023</b>	<b>21</b>
<b>CCIN website</b>	<b>21</b>
<b>Publications</b>	<b>22</b>
<b>CCIN Events</b>	<b>25</b>
<b>Dynamic Purchasing System (DPS)</b>	<b>26</b>
<b>Meetings and events</b>	<b>27</b>
<b>Strategy and Action Plan 2021 - 2023</b>	<b>28</b>
<b>Budget Statement</b>	<b>29</b>
<b>Final Word</b>	<b>30</b>



# Cooperative solutions in local government

How the CCIN and Co-operative Councils are addressing  
the challenges in our communities

Download: [bit.ly/CCIN-projects](https://bit.ly/CCIN-projects)

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# Welcome from Cllr Louise Gittins

Leader of Cheshire West & Chester Council

Chair of the Co-operative Councils' Innovation Network (CCIN)

It was an honour and a privilege to have been elected as the new Chair of the network at the end of 2022. I follow in the footsteps of Baroness Taylor of Stevenage who entered the House of Lords as a working Labour and Co-operative Peer at the end of October 2022. Sharon oversaw the amazing development of the Network over the last ten years since it was founded by Sharon, Steve Reed OBE MP and Jim McMahon OBE MP. They came together with a vision of demonstrating the power of cooperation in action in councils and communities and sharing the unique energy that cooperation brings with fellow councillors and their councils. I don't think ten years later, they could never have imagined the strength and innovation that characterises the Network today.

The network has continued to go from strength to strength, and over the last year, it has grown from 100 to 117 Members with 21 Supporters.

We have developed ground-breaking cooperative policy documents on topics as diverse as Growing an Inclusive Co-operative Economy, Community Economic Development Plans, and Cooperation at the Grassroots. We also organised a Study Visit to Mondragon in the Basque Country for members and officers to discover a truly cooperative region for themselves.

We have also attended conferences and exhibitions and our case study books still disappear from our stand like hot cakes! This year we welcomed two new Welsh members Llanelli Town Council and Swansea Council, who joined following the Welsh Labour Conference in March. And the LGA Conference was our most successful to date, with Darlington and Swindon joining before our year's end.

Our cooperative values and principles stay clear and strong, supported by our Values and Principles Board with membership from across the cooperative movement. Thank you to all our dedicated V&P members.

I have had the pleasure of chairing our Executive Oversight Committee, including using our membership subscriptions to fund policy labs and prototypes, giving our councils the space to innovate without putting scarce council funds



at risk. As we continue to develop and share our cooperative practice, our members were delighted this year to agree to fund our study visit to Emilia Romagna in Italy, an internationally renowned cooperative community, this visit will take place in March 2024.

Following on from our successful conference in Telford and Wrekin in 2022 where we discussed a range of topics from cooperative economies in Action, community wealth building in procurement, community energy and promoting the cooperative option this year will see the conference moving to Sunderland, with the focus on 'supporting communities – we are stronger together'.

As a network of councils, we are actively working on community wealth building and what is needed to grow cooperative economies across the UK. We are looking closely at community banking and what that could look like for our residents and SMEs.

As we face the ongoing challenge of the cost-of-living crisis, our members and their councils reclaim the traditions of community action, community engagement, and civic empowerment that can transform communities. Thank you to all those who have contributed to our Network over the last year and the 10 years before with commitment, energy and passion for our values.

September 2023



# CCIN Policy Lab

Practical examples and analysis of new ways to deliver social value across the UK

Download: [bit.ly/CCIN-Social-Impact](https://bit.ly/CCIN-Social-Impact)

[councils.coop](https://councils.coop)

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# Introduction

Established in 2012, the Cooperative Councils' Innovation Network (CCIN) was the brain child of Steve Reed OBE, MP (now our Honorary President), who, together with Jim McMahon OBE, MP and Baroness Sharon Taylor OBE (both now Honorary Vice Presidents) turned the idea into reality. Today, the CCIN is the fastest-growing cross-party network in local government.

The Network is a Special Interest Group of the Local Government Association (LGA), and its membership is open to all UK Councils. Members of the Network are local authorities committed to reforming how they work by building an equal partnership with local people, driving real innovation.

Town, Parish and Community Councils, as well as Opposition Groups are also welcomed as Associate Members.

Our Affiliate Members are a growing group of values-based non-governmental organisations and corporations wishing to show their support and engage in the processes of developing innovative Cooperative Councils.

As a Network, we strive to ensure that our member councils uphold and strengthen the cooperative values and principles of the International Cooperative Alliance. Our membership approval

and self-assessment processes reflect this commitment.

Cooperative Councils believe that the unprecedented challenges facing the public sector and local communities mean that traditional models of top-down governance and economic growth are no longer fit for purpose. The founding traditions of the cooperative movement – collective action and cooperation, empowerment, and enterprise – offer a foundation for fresh and innovative solutions to tackle today's challenges.

We want to reclaim the traditions of community action, community engagement and civic empowerment, which can transform communities. This approach will help us implement radical and innovative programmes designed, led, and delivered in partnership with communities and other sector partners, maximising the social dividend they bring. It has also always been the purpose of the Network to share our developing good practice and support one another in our cooperative aims and values.

Although drawing on traditions, much of this remains uncharted territory for local government. Members of the Network are committed to helping each other translate cooperative principles into solutions that work for our communities and places.



**45 Councils** → **11.7m Citizens** → **£19.3bn Budget**



# CCIN Statement of Values and Principles



## Our **Values** are what we believe in

While not a registered cooperative, the Cooperative Councils' Innovation Network has adopted the Cooperative **Values** developed by the International Cooperative Alliance:

Cooperatives are based on the values of self-help, self-responsibility, democracy, equality, equity, and solidarity. In the tradition of their founders, cooperative members believe in the ethical values of honesty, openness, social responsibility and caring for others.

## Our **Principles** guide the way we, and our members, put our **Values** into action

The Cooperative Councils' Innovation Network endorses the Principles of the International Cooperative Alliance:

- Voluntary and open membership
- Democratic member control
- Member economic participation
- Autonomy and independence

- Education, training, and information
- Cooperation among cooperatives; and concern for community.

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

The icons (right) are used to indicate how Cooperative Councils are putting our Cooperative Principles into practice, demonstrating the 'cooperative difference' in the work that they are doing.



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



# Highlights of the Year

By the end of July 2023, there were 45 Full Council Members, 23 Associate Members (including twelve Town, Parish & Community Councils), and 49 Affiliate Members. Co-operative Council Members (excluding GMCA) represent 11.7m citizens and control a budget of £19.3bn. There are also 21 Supporters, both individuals and organisations.

CCIN's profile has continued to grow, and there has been a marked increase in interest in the valuable contribution that the Network's Members are making to municipal policy development, particularly in a post-Covid world.

## Highlights include:

- The number of Full Member Councils has increased by almost one third, from 34 to 45 Councils
- Four Opposition Groups in our Associate Members took control of their council in May 2023 and have transitioned into Full Council members
- The CCIN is the fastest-growing cross-sector Network in local government
- Bestowed the titles of Honorary Vice President on Jim McMahon OBE, MP and Baroness Sharon Taylor OBE
- Funded four Policy Labs & five Policy Prototypes
- Published 478 Case Studies on our website: [www.councils.coop](http://www.councils.coop)
- Organised a Study Visit to Mondragon
- Launched three Policy Lab Reports
  - Cooperation at the Grassroots
  - Growing an Inclusive Cooperative Economy
  - Community Economic Development Plans



Emily Thornberry MP – Shadow Attorney General with Nicola Huckerby - CCIN

# Membership

In 2022/3, membership increased across all categories. Total numbers grew from 121 members and supporters to 138 by 31 July 2023. We have Green, Labour, Labour/Co-op, Liberal Democrat and SNP Councils in membership.

**117** Members  
**21** Supporters

**45**  **Co-operative Councils** *Member*  
Innovation Network

**23**  **Co-operative Councils** *Associate Member*  
Innovation Network

**49**  **Co-operative Councils** *Affiliate Member*  
Innovation Network



Member and Officer delegates from CCIN Members visit Mondragon in the Basque Country

## 45 Full Members as of 31 July 2023 (34 in 2022)

Barking & Dagenham Council	North Hertfordshire District Council
Birmingham City Council	Oldham Council
Brent Council	Oxford City Council
Bury Council	Plymouth City Council
Cardiff Council	Preston City Council
Cheshire West & Chester Council	Rochdale Metropolitan Borough Council
Darlington Council	Salford City Council
City of Edinburgh Council	South Ribble Borough Council
Glasgow City Council	South Tyneside Council
Greater Manchester Combined Authority	Stevenage Borough Council
Royal Borough of Greenwich	Stoke-on-Trent City Council
Hackney Council	Stroud District Council
Hull City Council	Sunderland City Council
Inverclyde Council	Swansea Council
Kirklees Council	Swindon Borough Council
Knowsley Council	Tameside Council
Lewes District Council	Telford and Wrekin Council
Lewisham Council	Trafford Council
Liverpool City Council	Westminster City Council
Medway Council	Wigan Council
Milton Keynes City Council	Worthing Borough Council
Newcastle City Council	City of York Council
Newham Council	

---

## 22 Supporters as of 31 July 2023 (21 in 2022)

### Individuals

Chris Bain  
 Stephen Barry-Stanners  
 Stephanie Baxter  
 Michael Bell  
 Andy Boys  
 Paul Byrne  
 Cllr Richard Eason  
 Sandra Hamilton  
 Christin Marshall  
 Cllr Keith Martin  
 Cllr Thomas Mewies  
 Rani Moorcroft MBE

Ben Procter  
 Cllr Mike Roberts  
 Peter Sagar  
 Glyn Thomas JP FRSA  
 Philip Watson

### Organisations

Community Catalysts  
 The Finance Innovation Hub  
 Resonance Ltd  
 South West Peninsula Party Council  
 Southwark Co-operative Party

**49** Affiliate Members as of 31 July 2022  
 (44 in 2022)





# Growing an Inclusive Cooperative Economy

Supporting community wealth building and social value procurement through mapping the local economy to enable cooperative growth

Download: [bit.ly/CCIN-inclusive](https://bit.ly/CCIN-inclusive)

councils.coop

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## 23 Associate Members as of 31 July 2023 (22 in 2022)

### Town, Parish and Community Councils



### Opposition Groups



# Governance and Structure

The Network is politically led, with elected Councillors chairing and forming the Executive Oversight Committee (EOC) and Values and Principles (V&P) Board. Representatives of our Affiliate Membership are also elected to places on both EOC and V&P. The V&P Board also comprises representatives from the cooperative and trade union sector.

Elections for places on the Governance panels are held every two years, and were last held at the end of 2022. To find out more about the process, visit [bit.ly/ccin-eoc](https://bit.ly/ccin-eoc).

## Executive Oversight Committee

**The Executive Oversight Committee (EOC)** holds delegated powers to manage Network affairs on behalf of all members. Councillor Louise Gittins, Leader of Cheshire West & Chester Council, took over as Chair of the Network in January 2023. Cllr Gittins superseded Baroness Sharon Taylor, who was elevated to the House of Lords in October 2023. Baroness Taylor has served as Network Chair since 2017. We want to thank Baroness Taylor for her enormous contribution to the growth and direction of the Network in recent years.

The purpose of the EOC is to:

- Drive forward Cooperative Policy Development on behalf of Network Members
- Make key decisions on Network priorities, for example, setting the scope of Policy Labs and Policy Prototypes
- Oversee the development, review, approval and implementation of the CCIN's strategic direction
- Raise the CCIN's profile, developing our influence and strengthen our policy impact
- Oversee the Network budget, allocating spend and signing off the CCIN's annual accounts
- Ensure that the Values and Principles Board is resourced and supported to carry out its functions
- Manage the Network's reputation, giving consideration to issues, including Member behaviour, which may impact the reputation of the CCIN.

All meetings this year were held online. All minutes can be read here: [bit.ly/ccin-minutes](https://bit.ly/ccin-minutes).

## Membership of the Executive Oversight Committee comprises:

- Up to six Member Council representatives
- One representative from the Associate Membership (voted for by those members)
- One representative from the Affiliate Membership (voted for by those members)
- Chair of the Executive Oversight Committee (Full Member)
- Vice-Chair of Executive Oversight Committee (Full Member)
- A representative from the Accountable Body
- Chair of the Values and Principles Board (Ex Officio)



## Members of the Executive Oversight Committee as of 31 July 2023



**Cllr Louise Gittins**  
**Chair of CCIN**  
Cheshire West & Chester Council



**Cllr Peter Bradbury**  
**Vice Chair of CCIN**  
Cabinet Member, Cardiff Council



**Cllr Shabir Pandor**  
**Leader**  
Kirklees Council



**Cllr Steve Darling**  
Torbay Council



**Cllr Graeme Miller**  
**Leader**  
Sunderland City Council



**Cllr Anthony Okereke**  
**Leader**  
Royal Borough of Greenwich



**Cllr Sue Smith**  
**Cabinet Member**  
Rochdale MB Council



**Cllr Paul Cassidy**  
**Vice-Convenor**  
Inverclyde Council



**Cllr Barbara Brownridge**  
**Cabinet Member**  
Oldham Council



**Cllr Clare Gamble**  
**Chair**  
Billingham Town Council



**Jonathan Bland**  
**Managing Director** – Social  
Business International/E3M



**Cllr Sarah Doyle**  
**Chair of V&P**  
Liverpool City Council

We would like to thank Cllr Leanne Feeley - *Tameside Borough Council* and Cllr Steve Darling - *Leader of Torbay Council*, who both stepped down from the EOC during the year.

## Values & Principles Board

**The Values & Principles Board** has overall responsibility for Values and Principles oversight within the Cooperative Councils' Innovation Network. More here: [bit.ly/ccin-vp](https://bit.ly/ccin-vp).

Individuals from the national cooperative sector

sit on our Values and Principles Board, providing insights and expertise.

The June 2023 meeting was held in person, and all others were held online. All minutes can be read here: [bit.ly/ccin-minutes](https://bit.ly/ccin-minutes).

As Chair and Vice Chair of the Values & Principles Board, we are confident that we can look back on the previous year and feel hopeful with the work underway to embed co-operative change in our communities. Over the past year we have received excellent contributions from talented people across the network. I want to thank everyone who has contributed to these conversations, policies and prototypes. The work which you do is integral to promoting the values and principles we all share.

We would like to note our enormous thanks to Councillor Louise Gittins for her brilliant contribution and guidance as chair. As well as expressing our gratitude to all our Board members who have served alongside us over the last year. Thank you for their insight and commitment to cooperative values. One particular thanks to Nicola Huckerby who is at the heart of our organisation. Our work would not be possible without your dedication and wisdom.

This year, we have had the pleasure of reviewing excellent submissions which demonstrate the

practical ways our members are making a co-operative difference on our communities. As a board we are thrilled to have invested in Policy Labs and Prototypes which we are confident will pay huge dividends to the public we represent.

We are enthusiastic to see our Network continuing to grow. With this, is our great enthusiasm to work in partnership and learn from those who share our cooperative values. Communities across the country continue to face new challenges. We feel strongly that as an organisation we will continue to do all we can to support communities across the country in overcoming these challenges through meaningful cooperative solutions.

**Cllr Sarah Doyle** *Liverpool City Council and Labour & Coop Group*

**Cllr Michael Stubbs** *Newcastle-Under-Lyme*  
Chair and Vice Chair of the Values & Principles Board



## Membership of the Values & Principles Board comprises:

- Chair
- Representatives from up to **five** Full Member Councils
- Representatives from up to **five** Associate Members
- Representatives from up to **three** Affiliate Members
- Up to **five** representatives from the cooperative movement
- A representative from the TUC

We would like to thank the following members who served on the Board during the year and who helped support all aspects of the Network's activities:

- Cllr John Fahy – Royal Borough of Greenwich
- Cllr Frank Walsh – Knowsley Council
- Cllr Rae Evans - Telford & Wrekin Council
- Cllr Hayden Phillips – North Warwickshire, Labour & Coop Group
- Cllr Donna Fuller – Woughton Community Council
- Gus Della Porta – Bates Wells

## The Values & Principles Board as at 31 July 2023



**Cllr Sarah Doyle**  
Chair of V&P  
Liverpool City Council



**Cllr Joyce Welsh**  
Vice Chair  
South Tyneside Council



**Cllr Sandra Barr**  
Stevenage Borough Council



**Cllr Ajaz Rehman**  
Oxford City Council



**Cllr Mili Patel**  
Brent Council



**Cllr Michael Stubbs**  
Vice Chair  
N-U-L Labour & Coop Group



**Cllr Peter Curling**  
Hillingdon Labour Group



**Cllr Sue Woodward**  
Bruntswood Town Council



**Cllr Nathan Pardoe**  
Winsford Town Council



**Gavin Callaghan**  
Vice Chair  
Beartas



**Rachael Walker**  
Trueman Change



**Claire Ward**  
Anthony Collins LLP



**Rebecca Harvey**  
Co-op News



**Neil Calvert**  
Co-operative College



**Cheryl Barrott**  
Co-operatives UK



**Richard McCready**  
Co-operative Party



**Jo White**  
Co-operative Futures



**Paul Bell**  
Unison



**Associate Member  
Vacancy**

# Being a Cooperative Council

The Leaders/Cooperative Leads Group helps drive forward initiatives to grow the cooperative economy. The Group identified some key themes and actions that Councils can take to grow their local economies; this is not an exhaustive list but gives a good framework for these activities occurring across our membership. We have been using this listing on our website and in conversations with potential members throughout the year.

There are two key themes:

## Community Wealth Building

- Develop an Inclusive Economy Charter
- Promote a progressive procurement policy
- Support the creation of a regional mutual/ community bank by investing
- Work with local anchor institutions to buy and recruit local
- Regulate rent and rates for 'local' businesses in Council-owned property
- Offer business rate rebates for those businesses that become Living Wage Accredited
- Champion Local Employment schemes
- Have insourcing Council services as an objective

## Cooperative Placemaking

- Develop a cooperative development strategy
- Establish a cooperative development network
- Commit to community engagement in local decision making including participatory budgeting
- Invest in local community production, particularly those focusing on community energy to tackle the climate emergency
- Promote the circular economy
- Support local enterprises to convert into co-ops/worker co-ops
- Have an Asset Transfer policy to manage land and assets which support Community Land Trusts

To support these **key themes**, the CCIN has developed a **training programme** with the Co-operative College for Councillors and officers to help explain the concepts. More on page 24.

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## CCIN WhatsApp groups

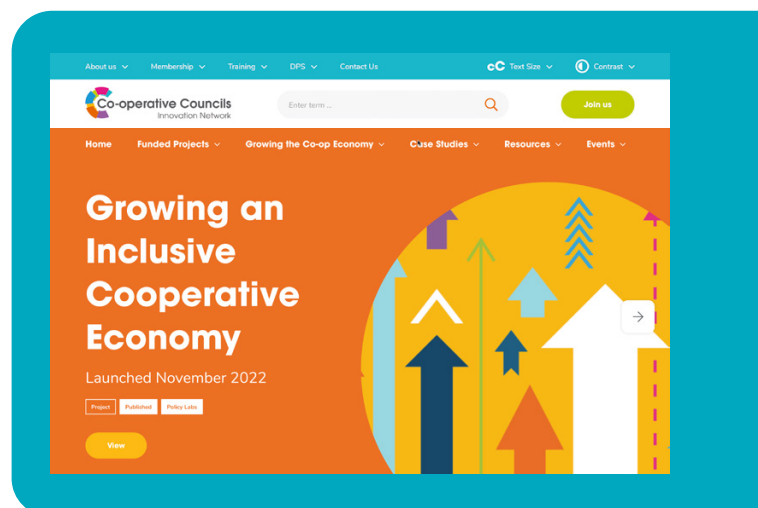
WhatsApp groups have been a timely way to share our news. We're keen to encourage more officers to join the Officer Network WhatsApp Group and more Leaders/Cooperative Leads to join their Group. To join either Group, please WhatsApp Nicola Huckerby on 07813 687 292, who will add you. You can remove yourself at any time.

## CCIN website

The Councils.coop website has become the first point of reference for Members of the Network to find resources to develop and grow the cooperative economy. The website usefully focuses on what it means to 'Be a Co-operative Council' and highlights our Values and Principles using the icons developed to illustrate how the delivered policy work and case studies resonate with the Network's Principles.

### Features include:

- Fully searchable content
  - Member listings and links to third party websites
  - Membership info
  - Events and training courses offered by the CCIN, the Cooperative College, Cooperatives UK and Affiliate Members; functionality allows members to upload their events onto the site.
- Funded Projects, published and active, which can be searched by Member, date and Principles supported
  - Archived events, newsletters and projects
  - 478 Case Studies and functionality for members to upload their own Case Studies
  - Resources section, which includes Publications, Newsletters, News and Blogs



## Funded projects 2023

Each year CCIN Members can apply to deliver projects on behalf of the Network. Full Councils are encouraged to submit bids that can be delivered in partnership with other Members looking to find cooperative policy solutions to local government challenges. These attract up to £20,000. Smaller projects, known as Policy Prototypes, are defined to a specific locality and can attract up to £2,000.

### Policy Lab Updates

For 2022 we welcomed bids from across the Network but were disappointed with the number of applications. Four Policy Lab bids were approved:

1. Coop Option Training – Lead: Kirklees Council
2. Tackling Violence Against Women and Girls – Lead: Trafford Council
3. Social Value Toolkit for Councils – Lead: Oxford City Council

4. Study Visit to Emilia-Romagna – Led and organised by the CCIN

### Policy Prototype Updates

For 2023 we had an open call for Policy Prototype projects and approved the following:

1. Engaging & empowering the residents of Woolwich Common Estate – Greenwich Council
2. Co-operative Community Bank of Kindness – Stevenage Borough Council
3. Turning Strategic Plans into Art – Inverclyde Council
4. Cooperative Culture Making in Rochdale – Rochdale Council
5. Health and wellbeing support delivered via a Community Wellbeing Project – Brent Council

# Publications

## Community Economic Development Plans as a tool for fostering co-operative working between councils and the community

Community economic development planning or CEDP is a process of economic development within a specific geographic area, to make the economy in that area work well for that community.

Within CEDP three important attributes are emphasised:

1. The overall focus is the economy. Community economic development is all about re-shaping the underlying economic system in a place, rather than working on improving people's capacity to live well within the existing environment.
2. The economy is a means to an end, not an end in itself. Rather than emphasising economic growth as the end goal of local economic development, a CEDP approach is interested in economic development, which generates human wellbeing within environmental limits, at a community level.
3. It's led by the community. In CEDP, the power to drive the change rests within the community of residents, local businesses, local service providers including councils, community groups and voluntary sector organisations with a direct stake in the economic health of that area.

This report was prepared by **Co-operative Futures** on behalf of **Birmingham City Council** who led the project. The case studies outlined in this report demonstrate the value to Local Authorities of working in cooperation with communities to undertake community economic development planning.



Thank you to all the councils that participated in this project: **Birmingham City Council, Co-operative Futures, Croydon Council, Gloucester Labour Group, Milton Keynes City Council, and Sunderland City Council.**

The report was launched in November 2022. [bit.ly/CCIN-comm-econ-devt-plans](https://bit.ly/CCIN-comm-econ-devt-plans).

## Cooperation at the Grassroots

The partner councils (**Burntwood Town Council, North Herts District Council, Stevenage Borough Council and Sunderland City Council**) worked together to demonstrate how cooperative councils can embed neighbourhood working to deliver better outcomes and better value for money, through a cooperative model of organisation and delivery at a local level.

All four councils differ in size, scope and resources and have been using the term of the policy lab to design and develop better ways of working co-operatively within their communities.

Thank you to all of the Councils that participated in this work: **Burntwood Town Council, North Herts District Council, Stevenage Borough Council and Sunderland City Council.**

This report includes a fabulous set of video case studies and was launched in November 2022. [bit.ly/CCIN-coop-grassroots](https://bit.ly/CCIN-coop-grassroots)

## Growing an inclusive Cooperative Economy

The steering group led by **Oxford City Council** delivered a test and learn pilot on cooperative mapping, looking at creating a directory of cooperatives in the city's areas of deprivation. To promote co-op growth, this directory can be shared with large anchor institutions' procurement teams to prioritise when choosing suppliers to generate local, social value.

**Torbay Council** and **Stevenage Borough Council** were also both steering group members. They delivered test and learn pilots in Torbay, focusing on care cooperative development, and in Stevenage, on social inclusion.

Approaches included promoting community wealth-building and inclusive economy initiatives focusing on embedding social value in procurement across anchor organisations; community mapping; financial support; advice, and awareness-raising.



Thank you to all the councils that participated in this work: **Development.coop, Oxford City Council, Preston City Council, Stevenage Borough Council** and **Torbay Council**.

This report was launched in November 2022.  
[bit.ly/CCIN-inclusive](https://bit.ly/CCIN-inclusive)

## Study Visit to Mondragon

The CCIN led a study visit to the Mondragon Corporation in the Basque Country in October 2022. Over two intensive days, 15 delegates underwent an immersive experience visiting their headquarters, Industrial and R&D enterprises, and the university campus.

MONDRAGON is the outcome of a cooperative business project launched in 1956. Their website describes itself as "a dedicated group of people with a cooperative identity forming a business group that is profitable, competitive and enterprising, capable of successfully operating in global markets. Our organisation uses democratic

methods in its corporate organisation, and its aims are employment, the personal and professional advancement of its workers, and the development of its community."

Thank you to the delegates from the following councils who made the visit so memorable: **Billingham Town Council, Brent Council, Greenwich Royal Borough, Kirklees Council, Oldham Council, Preston City Council, South Ribble Borough Council, Stevenage Borough Council, Sunderland City Council** and **Winsford Town Council**.

The post conference report was presented to the Annual Conference in November 2022.  
[bit.ly/CCIN-Mondragon](https://bit.ly/CCIN-Mondragon)

## Officer Group

The Network has an 'Officer Group' comprising Policy officers from Full and Associate Membership councils. The Group meet monthly to share best practice and discuss cooperative approaches to common issues. The Group is chaired by Jonathan Downs, the Corporate Policy Lead at Oldham Council on behalf of the Accountable Body.

## Network support

Network support is provided by Nicola Huckerby, who manages day-to-day operations and provides a central coordination point for the Network, which has grown from 19 member Councils to 138 Councils, political groups, organisations and supporters in the last seven years.



# CCIN Training

Certified training programmes for CCIN Members

The Network currently offers two certified training programmes on the Co-operative College's Learnworlds Platform

Visit the programme here: [bit.ly/ccin\\_training](https://bit.ly/ccin_training)





# CCIN Events



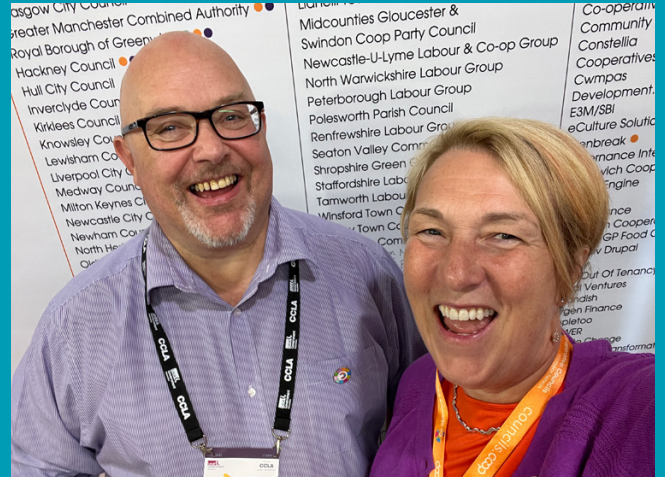
Cllr Anthony Okereke - Leader of Greenwich, Cllr Louise Gittins - Leader of Cheshire West & Chester and Chair of CCIN, Lord Kennedy of Southwark, Cllr Shabir Pandor - Leader of Kirklees, Cllr John Cotton Leader of Birmingham City Council, Cllr Peter Curling - Leader of Hillingdon Labour Group and Cllr Sue Woodward - Leader of Burntwood Town Council



Cllr Susan Brown - Leader of Oxford City Council and Nicola Huckerby - CCIN



Jonathan Nunn - Kirklees Council, Cllr Milli Patel - Deputy Leader Brent Council and Nicola Huckerby - CCIN



Cllr Graeme Miller - Leader of Sunderland Council with Nicola Huckerby - CCIN



Cllr Shabir Pandor - Leader of Kirklees Council and Cllr Vince Maple - Leader of Medway Council with Nicola Huckerby - CCIN



CCIN Stand at the LGA Conference

# Dynamic Purchasing System (DPS)

In April 2020, the Network launched its DPS. As Cooperative Councils, our members are at the cutting edge of policy innovation – and it can be a tough place to be. Councils often need to move quickly and flexibly to be on the front foot when it comes to ‘doing things differently’. Sometimes it is necessary to bring in extra capacity and specific expertise to be able to do this, and there can also be a need to seek independent challenges to test assumptions and policy design. The CCIN recognises this and wants its members to be as enabled as possible to develop practical policy solutions as quickly and informed as possible – and this is where the DPS comes in.

A DPS is an entirely electronic system to purchase goods, works or services. Unlike a traditional framework, suppliers can apply to join at any time. It is an ‘open market’ solution designed to provide buyers with access to a pool of pre-qualified suppliers.

Our multi-supplier DPS allows all CCIN Members and Associate Members (and the CCIN itself) to select from a specialist, prescribed pool of organisations to help develop policy, implement prototypes and build capacity in communities and inside the organisation.

The DPS period runs from 1 April 2020 to 31 March 2025. There’s a User Guide along with details of who is on the DPS on the CCIN website:

[www.councils.coop/dps](http://www.councils.coop/dps).

## The following organisations were on the DPS on 31 July 2023:

- |                            |                                  |
|----------------------------|----------------------------------|
| 4OC                        | Ideas Alliance                   |
| Anthony Collins Solicitors | Made Open                        |
| Branding.coop              | Mutual Ventures                  |
| Centrifuge                 | Peopletoo                        |
| CLES                       | People, Potential, Possibilities |
| Climate Positive           | RedQuadrant                      |
| Collaborate CIC            | Ruby Star Associates             |
| Co-operative College       | Stir to Action                   |
| Co-operative Futures       | The Behaviouralist               |
| Co-operatives UK           | Trueman Change                   |
| Crellin Consulting         | Unlimited Potential              |
| Human Engine               |                                  |



Cllr Mike Stubbs - Newcastle-under-Lyme Labour Group and Vice Chair of V&P Board



Cllr Louise Gittins - Leader of Cheshire West and Chester, Nicola Huckerby - CCIN, Cllr Elizabeth Dennis - Leader of North Herts Council and Cllr Alistair Willoughby - North Herts Council

## Meetings and events

We have had another successful year taking the CCIN message across the UK and beyond, with events in Edinburgh, Liverpool, Greater Manchester, Bournemouth and even Mondragon in Northern Spain. We have organised fringe events and workshops to support some of our exhibitions.

### These included:

- Fringe at the Labour Local Government Conference
- Speaking slots at the Stir to Action Urban Playground event where we were a Partner Sponsor
- Workshop at the Co-operative Congress
- Fringe at the Co-operative Party Local Government Conference

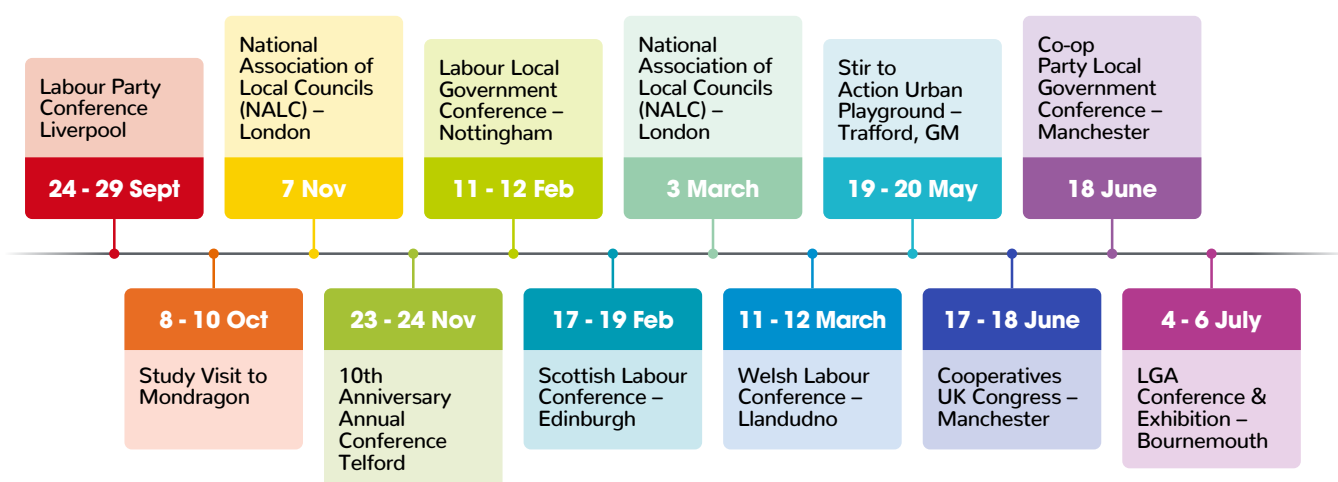
In July, we kickstarted our **Coop Option Training** with an introduction to alternative business models and the related support landscape. A funded Policy Lab, these online sessions were organised by **Kirklees Council** and delivered by **Stir to Action** and **Coop Culture**. The CCIN has funded 84 places across three courses, aiming to increase understanding by council officers and other stakeholders of the 'cooperative option'.

Training to be delivered in September and October 2023 will cover:

- Finance options to support alternative business models;
- Governance models.

Monthly officer meetings have played an essential part in giving Officer Leads and others the space to share experiences and best practice with peers. All council officers are invited to join these calls.

## August 2022 – July 2023 event calendar



# Strategy and Action Plan 2021 - 2023

Four key themes emerged for the 2021-3 Strategy and Action Plan with a member of the EOC leading each thematic area to oversee and report on progress towards the connected goals and to guide the achievement of the Strategy over the three years.

Download a copy of the Strategy: [councils.coop/about-us/governance/strategy-2021-2023/](https://councils.coop/about-us/governance/strategy-2021-2023/).

Work began during the year on plans to prepare the 2024 - 6 Strategy and Action Plan.



# Budget Statement

The CCIN Membership year begins on 1 August, and Oldham Council, as the Accountable Body invoices in September.

The CCIN's budget report is provided below. The CCIN generated income from membership fees across Full Members, Associates and Affiliates. Each year the Executive Oversight

Committee prioritise spending based on Network needs, funding a range of Policy Labs, Policy Prototypes and paying for Network support and administration. The budget will be updated after the Annual Conference in November 2023 to reflect any new Network requirements and the new three year Strategy.



The CCIN Membership Year runs until the 31st July 2024

	2021/22	2022/23	2023/24	2024/25	2025/26	
<b>Income</b>						
Member Fees	£175,772.00	£198,139.00	£246,992.00	£253,992.00	£260,992.00	Assumes 2 new members per year @£3500 Assumes 2 new members per year @£250 each Assumes 2 new members per year @£25 each
Associate and Affiliate Fees	£14,200.00	£15,175.00	£19,700.00	£20,200.00	£20,700.00	
Supporter Fees	£575.00	£675.00	£675.00	£725.00	£775.00	
Carry Forward	£63,487.00	£51,300.00	£24,972.00	£77,365.00	£132,308.00	
CCIN Annual Conference	£-	£395.00	£-	TBC	TBC	
<b>Total</b>	<b>£254,034</b>	<b>£265,684</b>	<b>£292,339</b>	<b>£352,282</b>	<b>£414,775</b>	
<b>Expenditure</b>						
Accountable Body Fee	£6,237.00	£6,237.00	£6,237.00	£6,237.00	£6,237.00	
Officer Network Governance	£6,237.00	£6,237.00	£6,237.00	£6,237.00	£6,237.00	
AGM and Meetings	£-	£618.00	£3,500.00	£3,500.00	£3,500.00	
Travel expenses and accommodation	£5,000.00	£6,395.00	£5,000.00	£5,000.00	£5,000.00	
<b>Management Fees and Governance MF</b>	<b>£17,474.00</b>	<b>£19,487.00</b>	<b>£20,974.00</b>	<b>£20,974.00</b>	<b>£20,974.00</b>	
Communications Support	£60,000.00	£60,000.00	£60,000.00	£60,000.00	£60,000.00	
Website Maintenance and Email Costs	£1,500.00	£3,854.00	£2,500.00	£2,500.00	£2,500.00	
Printing and Design	£8,000.00	£13,589.00	£8,000.00	£8,000.00	£8,000.00	
Membership Support	£20,000.00	£21,125.00	£24,000.00	£24,000.00	£24,000.00	
<b>Communications and Membership Support CM</b>	<b>£89,500.00</b>	<b>£98,568.00</b>	<b>£94,500.00</b>	<b>£94,500.00</b>	<b>£94,500.00</b>	
Event Sponsorship	£-	£-	£1,500.00	£1,500.00	£1,500.00	
Stir to Action Festival	£2,500.00	£2,400.00	£-	£-	£-	
<b>Sponsorship SP</b>	<b>£2,500.00</b>	<b>£2,400.00</b>	<b>£1,500.00</b>	<b>£1,500.00</b>	<b>£1,500.00</b>	
Conference Expenses	£20,000.00	£20,661.00	£20,000.00	£20,000.00	£20,000.00	
Annual Conference	£-	£10,628.00	£8,000.00	£8,000.00	£8,000.00	
<b>Conference Expenses and Room Hire CE</b>	<b>£20,000.00</b>	<b>£31,289.00</b>	<b>£28,000.00</b>	<b>£28,000.00</b>	<b>£28,000.00</b>	
Policy Labs and Prototypes	£71,760.00	£69,800.00	£60,000.00	£75,000.00	£75,000.00	
Study Visit	£-	£9,168.00	£10,000.00			
<b>Policy Labs and Policy Prototypes PP</b>	<b>£71,760.00</b>	<b>£78,968.00</b>	<b>£70,000.00</b>	<b>£75,000.00</b>	<b>£75,000.00</b>	
CCIN Strategy Development		£5,000.00				
CCIN 10th Anniversary Video (Rewind Project)		£5,000.00				
Stir to Action Workshop - Co-op Development Tool	£1,500.00					
<b>Legacy and Development Work LD</b>	<b>£1,500.00</b>	<b>£10,000.00</b>	<b>£-</b>	<b>£-</b>	<b>£-</b>	
<b>Expenditure Sub-total</b>	<b>£202,734.00</b>	<b>£240,712.00</b>	<b>£214,974.00</b>	<b>£219,974.00</b>	<b>£219,974.00</b>	
Reserve	£25,000.00	£25,000.00	£25,000.00	£25,000.00	£25,000.00	
	£25,000.00	£25,000.00	£25,000.00	£25,000.00	£25,000.00	
<b>TOTAL BALANCE</b>	<b>£51,300.00</b>	<b>£24,972.00</b>	<b>£77,365.00</b>	<b>£132,308.00</b>	<b>£194,801.00</b>	

## Final word

In November 2022, we celebrated our 10th Anniversary at the Annual Conference in Telford. During the year, we recognised the significant role played by **Steve Reed OBE, MP, Jim McMahon OBE, MP**; and **Baroness Taylor** in turning their idea of a cooperative innovation network for local authorities into a reality. By July 2023, we had a total of 117 members and 21 supporters, making us the **fastest-growing cross-party network in local government**.

Our new Chair, **Councillor Louise Gittins**, has established a Chairs and Vice-Chairs Working Group from across the Governance, ensuring that all membership categories' voices are heard. This group is a valuable sounding board for me. Additionally, we have several new councils represented on our Executive Oversight Committee and Values & Principles Board, who, along with our longstanding members, have



exciting ideas about the future direction of the Network. To capture this moment, we have commissioned the **Ideas Alliance**, one of our Affiliate Members, to support the network in reviewing its work so far and developing a future collaborative forward-facing strategy for 2024 – 2026 and beyond. This work will help steer the CCIN for the next decade, acknowledging that we have grown exponentially over the last few years.

In 2022/3, we attended more in-person events with exhibition stands at conferences in England, Scotland, and Wales. Our event strategy has proven to be the perfect opportunity for us to meet up with members and introduce the Network to potential members.

Being a Cooperative Council is something to be proud of, demonstrating a genuine commitment to cooperative innovation, best practices, and the communities we serve.

We look forward to welcoming many new members to the CCIN over the coming year, joining a cohort of like-minded local authorities committed to delivering the best local cooperative public services to our communities.

We believe that the Member experience can be even better as we seek to share the innovative practices that our Members have developed with wider audiences. Please get in touch if you have any ideas for events or workshops or want to contribute a cooperative news story or Case Study.

Thank you for your continued support.

### Contact:

**Nicola Huckerby**  
Operations Lead

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**Mobile:** 07813 687 292



# Co-operation at the Grassroots

Councils work at a localised level with their residents as co-producers of local communities and neighbourhoods

Download: [bit.ly/CCIN-coop-grassroots](https://bit.ly/CCIN-coop-grassroots)

[councils.coop](https://councils.coop)

 Co-operative Councils  
Innovation Network

 People-centred councils  
driving social innovation  
putting people first

# Join us today

Find out more about the UK local authorities who are driving global public sector policy development & best practice with a common belief in the cooperative values and principles

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 **Co-operative Councils**  
Innovation Network

**COOP** People-centred councils  
driving social innovation  
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