



Co-operative Councils
Innovation Network



Wigan
Council

MUTUAL
VENTURES

Co-operative Values-Driven AI – a guidance framework

October 2024



Foreword

“Councils nationwide are under increasing financial pressure and Artificial intelligence (AI) is often considered a solution. The words ‘Let’s see if AI can do that’ are frequently heard.

The concept of AI as an accessible tool is relatively novel for most people in the UK, including councillors and council staff. Undoubtedly, remarkable advancements have been made over recent years, and we would be derelict of our duties not to explore AI’s potential.

Nevertheless, as stewards of critical public services, we cannot embrace the ‘go fast and break things’ mentality prevalent in many parts of the private sector. When we get it wrong, real people’s lives are impacted.

Councils must be aware of numerous ethical factors when considering AI. It can exhibit bias and make simple mistakes. It is only as reliable as the data we provide it. It also presents concerns for staff who increasingly view AI as threatening their employment. From CCIN’s perspective, AI should support and augment human roles rather than replace them. Evaluating and adopting AI is not solely about its capabilities but also its ethical application.

This brief guide aims to serve beyond an exhaustive procurement manual and offer a foundational understanding of where AI could benefit your council. We propose a framework based on cooperative principles to help you assess AI’s potential and suitability. It focuses on providing the basic knowledge necessary to ask pertinent questions and ensure the ethical and cooperative exploration and adoption of AI.”



Cllr Jim Robbins

Chair of the Cooperative Councils’
Innovation Network

Leader of Swindon Borough Council

About us

The Cooperative Councils' Innovation Network (CCIN) is a collaboration of local councils committed to finding better ways of working for, and with, local people for the benefit of their communities. The CCIN are dedicated to driving innovation in public services through cooperative values and principles. The network brings together councils that are passionate about transforming public services and empowering communities.

This work was led by Wigan Council and contributing organisations were: Brent Council, Bury Council, Cheshire West and Chester Council, Glasgow City Council, Kirklees Council, Manchester City Council, and Oldham Council.

To find out more about joining the CCIN, contact: hello@councils.coop

Mutual Ventures is a public services consultancy, focused on making public services better, more sustainable, and more connected to communities. Mutual Ventures is an Affiliate Member of CCIN and has worked closely with full member councils as part of this policy lab to develop the Framework.



We would like to extend our gratitude to everyone who has contributed to the development of the AI Guidance Framework. This policy lab would not have been possible without the CCIN and its member councils.

CCIN Accountable Body:

Oldham Council, Oldham Civic Centre,
West Street, Oldham, OL1 1UL

Why has this framework been released?

“The development of AI is as fundamental as the creation of the microprocessor, the personal computer, the internet, and the mobile phone. It will change the way people work, learn, travel, get health care, and communicate with each other. Entire industries will reorientate around it. [Organisations] will distinguish themselves by how well they use it.” – **Bill Gates**

- ▼ **Councils and public service organisations need an AI strategy/framework.** AI will transform every industry and organisation. Past technological disruptions have illustrated the importance of being able to anticipate the impact of technology-driven change and of getting ahead of that change.
- ▼ **Public services need to demonstrate serious consideration and action regarding the ethical adoption of AI.** This means it will take time to develop effective and realistic AI strategies and frameworks.
- ▼ **Organisations at the start of their journey towards developing a comprehensive AI strategy need to engage in preparatory work.** This means understanding how AI is likely to change their operating and strategic environment, as well as the initial action that needs to be taken to stay ahead of change
- ▼ **Current guidance on how to employ AI is scarce.** This framework aims to go beyond some of the current guidance and provide some practical recommendations and considerations for councils when adopting a new AI system.
- ▼ A question to ask yourself is “**can you be sure that ChatGPT is not already being used to create reports and papers within your council?**”

What will you learn in this framework?

Following the Mutual Ventures and Newcastle City Council's workshop at the CCIN annual conference in Sunderland in 2023, the CCIN policy lab has worked with eight member councils to discuss the moral and ethical opportunities and challenges which AI poses for public services. This work has resulted in **a guidance framework based on cooperative values and principles and case studies of good practice.**

Content included in the Guidance Framework



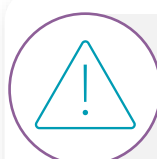
Main Use-Cases

Guidance on which areas AI could help councils with and what the benefits of AI could be in these different areas.



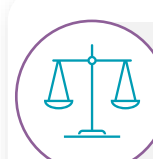
Key Enablers to AI Success

A breakdown of features and characteristics that will enable a council to successfully take advantage of and implement a well functioning AI system.



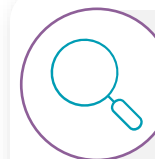
AI Use: Risks & Mitigations

Guidance on some of the key risks councils might encounter when implementing an AI system and recommendations on how to mitigate these risks.



Aligning AI with CCIN Principles

A mapping of CCIN's guiding principles and values against the challenge of adopting AI and how to maintain these principles whilst transitioning.



Case Studies & Examples

Real-life case studies from member councils about where AI is already being adopted, with practical examples of the benefits it has provided.

What is Artificial Intelligence?

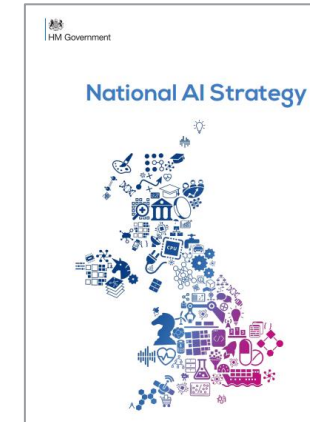
Defining AI

The term Artificial Intelligence was coined in 1956, but AI has become more popular today thanks to increased data volumes, advanced algorithms, and improvements in computing power and storage.

Artificial Intelligence as a term can mean a lot of things – no single definition is going to be suitable for every scenario.

AI is constantly evolving but generally it:

- ▼ involves machines using statistics to find patterns in large amounts of data.
- ▼ is the ability to perform repetitive tasks with data without for need for constant human guidance .



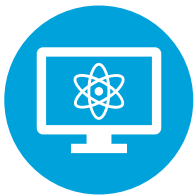
[HM Government,
National AI
Strategy,
September 2021](#)

The government's National AI Strategy is using the following definition: ***“Machines that perform tasks normally requiring human intelligence, especially when the machines learn from data how to do those tasks.”***

How does AI work?

Understanding AI

AI systems are trained on huge amounts of information. They learn to recognise patterns in it to make informed decisions and carry out tasks such as having human-like conversations or making predictions. To do this, AI is powered through tools such as “machine learning” and “deep learning” enabling it to perform given tasks in a way similar to the human mind.



Machine learning refers to the application of AI which lets computer systems or programmes show results based on experience. The machine is provided with data and uses algorithms and statistical techniques to discover various patterns in the data and conduct specific tasks.

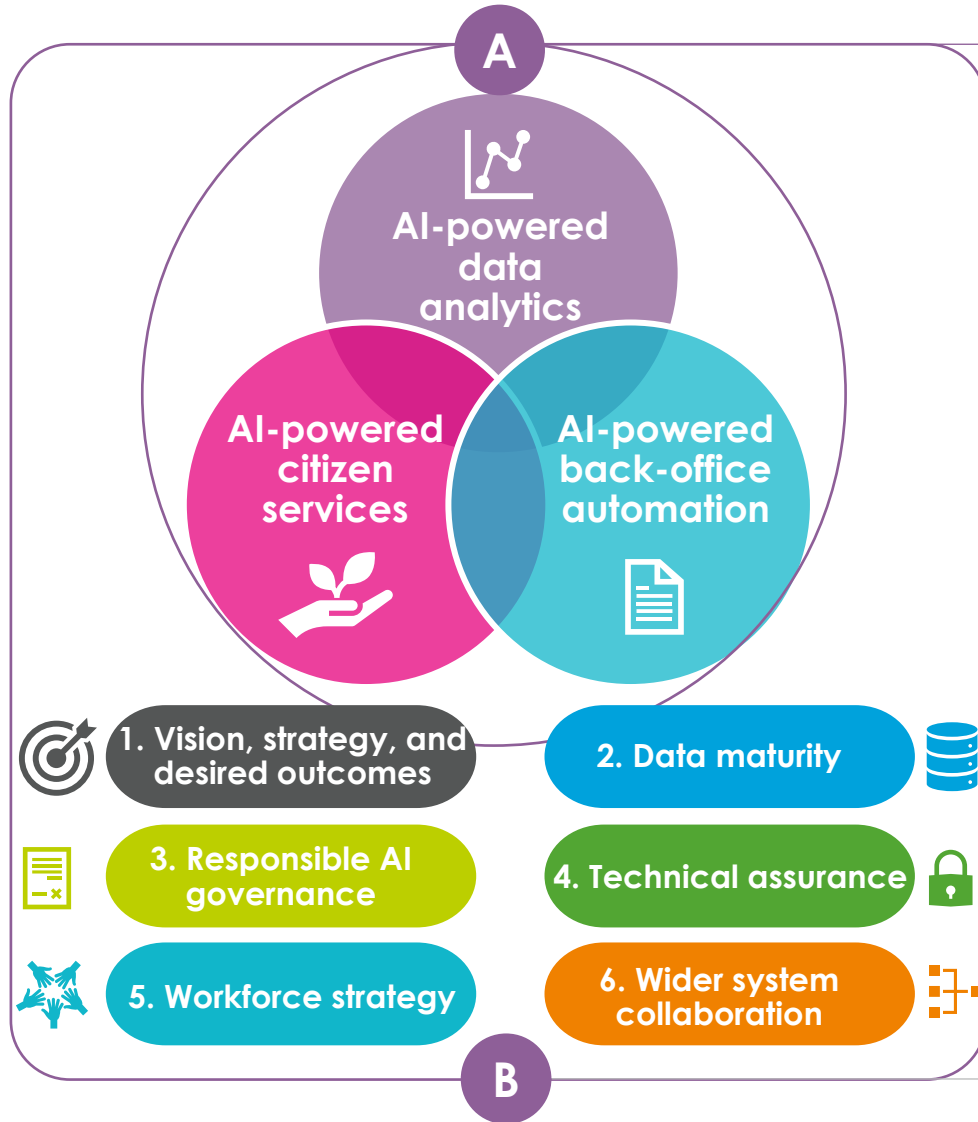


Deep learning is a form of machine learning which uses AI ‘neural networks’ to process information and make inferences. This allows AI to learn and improve through data processing.

In addition to machine and deep learning, AI systems often require robotics, cognitive computing skills, language process, and computer vision to enable models to imitate the way the human brain works while performing complex tasks.

Main use cases and opportunities

AI maturity diagnostic framework



Part A AI-powered council: the main use cases

AI can have multiple uses across all services and functions. You need to be strategic about how you want to use AI, identifying the potential use cases that would deliver the best value for local authorities and your local communities. This part of the diagnostic framework investigates a starting position on your AI transformation journey and where your focus should be going forward.



AI-powered data analytics

Analytics and predictive modelling (e.g. risk prediction) for early intervention are seen as promising AI use cases.



AI-powered citizen services

Applications like chatbots and automation could be used to create user-friendly content and easy to read materials for service users.



AI-powered back-office automation

Back-office automation and streamlining processes are AI opportunities, particularly email management, financial processes, minute taking, and workload support.

Part B Enabling factors

Councils need to act holistically to harness the power of AI. Enabling factors described in the Part B of the diagnostic framework represent the key conditions for change.

Main use cases of AI



AI-powered back-office automation

AI-powered back-office operations and insight. This includes using generative AI tools such as ChatGPT to support research, and development of documentation, graphics, branding, etc.

Potential services: marketing and communications, recruitment, data entry, business support across all service.

Benefits

- ✓ Workforce optimisation and efficiency savings
- ✓ Less reliance on third sector providers

Risks

- ✗ Low accuracy / hallucination
- ✗ Outdated information
- ✗ Lack of fairness and risk of bias



AI-powered data analytics

AI-powered data analytics. This includes data matching across datasets, risk profiling, predictive analytics, targeting for inspection, intervention, or prevention.

Potential services: people-focused predictive analytics (e.g. predictive models in children's social care, adult social care, homelessness), non-people-focused use cases (e.g. housing planning, traffic planning).

Benefits

- ✓ Better outcomes
- ✓ Targeting scarce resources
- ✓ Decision support
- ✓ Improving response and cost efficiency

Risks

- ✗ Not delivering expected outcomes
- ✗ Unintended negative consequences
- ✗ In-built bias on inequalities
- ✗ Ethics and gaining public trust



AI-powered citizen services

AI-powered front-line services, particularly in areas requiring managing high volume routine queries. This can include AI-based external communication tools and signposting services, such as automated agents, chatbots, call centre support, care support, and traffic management.

Potential services: waste and recycling, adult social care, planning permissions, complaint triaging and other routine queries.

Benefits

- ✓ Better customer experience
- ✓ Workforce optimisation and efficiency savings

Risks

- ✗ Digital exclusion
- ✗ Low accuracy

Enablers and risks

Enabling factors

1. Vision, strategy and desired outcomes

- A clear strategy for using AI is necessary to harness the power of new technology in a controlled way.
- It will allow councils to optimise the roadmap for AI adoption, prioritising use cases that create value, while steadily building internal capabilities.

2. Data maturity

- There is an increasingly synergistic relationship between data and AI. AI cannot function without data, and it is increasing difficult to master large datasets without AI.
- Your organisation's data maturity will have an impact on how you can use AI tools and the quality of outputs.

3. Responsible AI governance

- Increasing use of AI in public services raises new ethical issues and operational risks, including the potential disclosure of sensitive information and risks around equality.
- You should have robust AI governance, focusing on accountability, transparency, fairness, and inclusiveness in how you use AI in all aspects of its operations.
- AI governance can provide you with 'a competitive edge', through building citizens' trust and managing reputational risk.

4. Technical assurance

- AI technical assurance – mechanisms to assess reliable evidence about the trustworthiness of AI systems and to provide security when using them – has an important role across organisations.
- Developing a toolbox of assurance mechanisms for use with AI – such as technical standards or cyber security standards, will enable greater adoption of AI-driven technologies, while supporting you to innovate responsibly.
- Data needs to be 'labelled' in the right way to control access, and data infrastructure needs to be set up so that different sets of data with different sensitivity levels are recognised.

5. Workforce strategy and training

- The full potential of AI can't be realised at scale without enabling staff.
- Whilst AI will should have a profound impact on employee productivity, it will also create a need for continuous upskilling, strategic workforce planning and the redesign of existing roles.
- Staff will need to learn new skills in areas that they may not have realised are associated with AI usage, like data handling and labelling.

6. Wider system collaboration

- AI is transforming all sectors and industries. Organisations working in the public sector should join forces within the same geographic footprint, working with their supply chain, research organisations and other partners to make the best use of the opportunities created by AI and define joint ground rules for improved safety and transparency.

Risks and mitigations

The introduction of any new technology or way of working has associated risks, especially when it has the potential to impact citizens as well as staff. Below are some risks to consider when introducing an AI system.



Job Displacement

The automation of certain tasks and processes by AI systems may lead to job losses or displacement of human workers, particularly in administrative and routine roles. This can have a significant social and economic impact, especially in the context of councils that aim to tackle social challenges.



Ethical Concerns

The use of AI by public services raises significant ethical concerns. One major issue is algorithmic bias, where AI systems may perpetuate or amplify existing biases and inequalities if not designed and implemented with care. This can lead to unfair treatment and outcomes for certain groups of people.



Reduced Trust & Acceptance

Some individuals, especially those from vulnerable or marginalised communities, may be hesitant to embrace AI technologies due to a lack of trust or understanding. This can create barriers to the adoption and effective utilisation of AI solutions.



Digital Divide

The effective implementation of AI solutions often requires access to digital infrastructure, devices, and technological literacy. This can exacerbate existing digital divides and create new barriers for those who lack access to technology or the skills to use it effectively.



Dependency on External Providers

Councils may become dependent on external AI providers, raising concerns about data ownership, privacy, and the long-term sustainability of AI solutions, especially if the providers discontinue their services or change their pricing models.



Data Handling

Use of AI risks the introduction of sensitive data through human error. Inappropriate personal information shared with AI system can lead to a data breach. This can risk the reputation of the institution that causes the breach.



Privacy

AI in public services pose risks to privacy and data security. The vast amounts of personal data required for AI to work effectively must be protected from unauthorised access and breaches. Ensuring that data is handled responsibly is crucial to safeguarding individuals' privacy.

Risks and mitigations

Whilst considering risks, this guide aims to support leaders to identify mitigating actions which can alleviate some of the risks associated with AI. **The mitigations and risks are not exhaustive** but reflect issues that may arise and how to approach dealing with them.



Job Displacement

Mitigating Actions

- Engage the workforce about the benefits of AI and how it can enhance people's roles, rather than remove them.
- Be clear in the potential of AI to create new roles from the productivity increases that it brings.



Ethical Concerns

Mitigating Actions

- As a leader, be intellectually curious and challenge where AI could lead to bias, inaccuracy or lack proper GDPR considerations.
- Conduct regular audits of AI systems to identify and address any biases.



Reduced Trust & Acceptance

Mitigating Actions

- Emphasise education and spread learning materials to those who may be sceptical about AI.
- Directly engage communities who may distrust AI, and openly listen to their concerns, then address them accordingly.



Digital Divide

Mitigating Actions

- Create communication channels to engage with communities and understand their concerns around AI.
- Support those who are more digitally averse to learn and understand how they can use technology to their advantage.



Dependency on External Providers

Mitigating Actions

- Investigate whether AI capabilities can be moved in house over time.
- Conduct long-term planning around the financial and privacy implications of using a third-party provider and discuss how to best work together.



Data Handling

Mitigating Actions

- To use AI securely, staff need to understand the data they are plugging into the system.
- Data handling training should be rolled out to all staff that may encounter AI.



Privacy

Mitigating Actions

- Establish strict access controls to limit who can view or manipulate sensitive data.
- Build on examples where AI has used sensitive information in a safe manner and replicate their success.

Aligning AI & CCIN principles

How does an AI offer align with Cooperative Principles?



Social Partnership

Through leveraging AI-driven insights stakeholders can:

- Share information
- Coordinate efforts
- Work together towards common goals

▲ Foster a shared sense of responsibility and mutual benefit.

■ = AI can drive this principle

▲ = AI is an example of this principle



Democratic Engagement

AI can provide tools that:

- Gather public opinions, analyse feedback, and ensure that the voices of all residents are heard such as through Chatbots and Virtual assistants

▲ Enable broader and more inclusive participation in decision-making processes



Co-production

AI enables citizens to:

- Actively participate in service design and delivery through interactive AI driven tools

▲ Have more input through councils being able to quickly analyse the experiences that are shared and then create more effective, user-centred solutions



Enterprise and social economy

AI can:

- Automate routine tasks, optimise resource allocation, and enhance decision-making processes

▲ Lead to cost savings, improved service delivery, and the creation of new business models that prioritise social impact



Maximising social value

AI can identify:

- Social needs more effectively
- Social trends through high quality data shared with AI

▲ Useful insights into community needs

How does an AI offer align with Cooperative Principles?

▲ = AI is an example of this principle

■ = AI can drive this principle



**Community leadership
and a new role for
councillors**

- AI can:
- Empower community leaders with data-driven insights
 - Enhance leaders ability to address local issues,

engage with residents, and drive positive change in their communities



**New models
of meeting priority
needs**

- The use of AI can:
- Improve service delivery and effectiveness by enabling staff to have more time to focus on human interaction and user-focused decision

making.
▲ Embody a new model of meeting priority needs



Innovation

- AI is:
- Able to support with analysis and anticipate and address community needs proactively

▲ At the cutting edge of innovation and using it effectively can drive existing innovation further
▲ Empowering organisations to stay ahead of the curve and adapt to the world as it evolves



Learning

- AI can:
- Teach service workers a new digital skill set

▲ Support those working within the service learn on the job, revealing patterns and insights that people may not have otherwise spotted



Walking the talk

- AI can:
- Be used to drive improvement and high-quality services whilst maintaining security over personal information

▲ Help councils can take a local stewardship lead

Practically applying the principles



- ▼ In addition to examining how AI aligns with CCIN principles in theory, practical recommendations have been made to help councils implement AI in a way that more tangibly reflects these principles.
- ▼ The principles have been grouped into five key areas which councils may consider as they prepare for introducing AI technology.

Practically applying the principles



Citizen Involvement

Social Partnership

New technology in the public sector always affects the community. It is therefore right that the community have an opportunity to shape how AI is used and ensure, along with the local authority, that it is adding value to the community.

Democratic Engagement

Practical considerations:

- Is there a platform to share plans around AI with the community?
- Is a feedback mechanism in place to capture the voice and thoughts of residents?
- Does a clear business case exist as to how AI benefits the community?
- Have options been assessed as to how AI will broaden community engagement?
- What governance needs to be in place so that citizens can offer ongoing feedback once AI has been implemented?

Co-Production

Community Leadership and a New Role for Councillors

Delivering Purposefully

Enterprise and Social Economy

AI adoption, like all council initiatives, needs to improve the service offering and drive better outcomes for residents, communities and local enterprises.

Practical considerations:

- Has the issue that AI is being deployed to improve been clearly defined?
- What cost-benefit analysis and financial modelling has been done to justify the use of AI as a smart investment from the council?
- Is it evident to residents, service workers, and leaders which social outcomes are going to be improved by the introduction of AI and why?
- Is there a clear short-term implementation plan for how to embed initial AI technology?

Maximising Social Value

Practically applying the principles



Designing Innovatively

New Models of Meeting Priority Needs

AI may be at the forefront of modern technology, but public service leaders still have a responsibility to consider its features and understand how AI, with its breadth of capabilities, will meet the needs of the community in the best way possible.

Innovation

Practical considerations:

- Have all service positions and areas been assessed against how AI could support them?
- What needs to be done to introduce AI in BAU ways of working?
- Is there a long-term plan outlining what the council wants to achieve using AI?

Training and Upskilling

Learning

AI is new and people need new skills and understanding to use it effectively, with confidence, and security. Training is necessary to enable service workers to get the best out of AI as a new technology.

Practical considerations:

- Is there a list that details all the service workers that will need training, and does it specify what training they require, and when they need it?
- Have champions been identified to support AI roll-out and upskilling?
- What training modules and materials are necessary for different teams to thrive?
- Has training been provided for the new roles that team members can take on due to improved efficiencies through AI?
- Has a plan been put together that provides further detail on the support the workforce will receive to enable sustainable adoption of AI?

Practically applying the principles



Leading from the Front

AI adoption could prove challenging for communities and service staff alike and it is important that leadership is positioned to fully endorse specific AI solutions and drive change to ensure it benefits everyone.

Practical considerations:

- Have leaders made efforts to speak to key stakeholders about AI and get their thoughts and feedback?
- Do leaders understand the fundamentals of AI and are they able to talk confidently about how it works, and why they want to introduce it?
- Do leaders understand the risks associated with AI technology and are they happy to be responsible for mitigating and dealing with the risks?
- Have middle managers been brought on the AI journey and are they driving messaging within their own teams? Will they be able to support AI projects in the right way?

Walking the talk

Case studies

QuickAction (1)



Wigan
Council



Co-operative Councils
Innovation Network

QuickAction (QA) is a GenAI tool developed by Wigan's IT service provider Agilisys. QA uses repeatable prompts and can analyse bodies of text to produce content. Using large language model (LLM) capabilities, QA resides in a secure environment with no third-party access to the data, making it a safe space to upload corporate data.

The implementation of QuickAction involved several key steps:



Use of AI: The QuickAction tool is used to create formal meeting minutes from transcripts; analyse survey text for key themes and sentiment; summarise reports; review documents for different audiences; compare document versions and explain changes; conduct case audits and create draft assessments in Adult Social Care; and test with the procurement team for tender evaluations.

QuickAction (2)



**Wigan
Council**



Co-operative Councils
Innovation Network

Enablers

Strong support from Senior Management and the Digital Board, collaboration with the Innovation Partner, and the enthusiasm of innovators within services have been crucial. A governance group has been established to facilitate the transition of use cases into a live environment.

Barriers

Challenges included freeing up staff capacity for testing, the complexity of developing repeatable prompts, and issues with audio recording quality in Adult Social Care. There was also some reluctance to record conversations with vulnerable individuals.

Outcome/ Impact

The tool has significantly impacted survey analysis, providing valuable business intelligence. It is expected to save considerable time in minute-taking, allowing staff to focus on tasks requiring human intervention. In Adult Social Care, it enhances the quality of interactions between social workers and clients. The PR team has also used it to summarize Council Reports, resulting in positive news articles

People's Panel for AI (1)



MANCHESTER
CITY COUNCIL



Co-operative Councils
Innovation Network

The Manchester City Council, in collaboration with Manchester Metropolitan University, embarked on an ambitious AI initiative known as the **People's Panel for AI**. This aimed to empower residents with the education and skills necessary to influence the use of AI in frontline service delivery. Through interactive AI roadshows and training sessions, the initiative sought to provide local communities with the knowledge to shape AI development, ensuring that tech-enabled services are inclusive and responsive to community needs.

The implementation of the People's Panel for AI involved several key steps:

Identifying the Challenge:

The project began by recognising the digital exclusion in Greater Manchester, where over 1.2 million residents are at risk, and 450,000 are classified as "non-users" of the internet. The initiative aimed to address this by bringing diverse community perspectives into the research and development process.

Removing Barriers to Access:

Launching sessions in areas identified by the Digital Inclusion Risk Index (DERI) as being at greatest risk of digital exclusion. The first five roadshows were delivered in community spaces at no cost to participants.

Collaborating with Partners:

The project was delivered in partnership with Manchester Metropolitan University, which provided expertise in AI and community engagement. Collaboration with service providers like Transport for Greater Manchester and Citizens Advice ensured that the training had real-world impact.

Embedding Impact:

A showcase event was held to share key learnings, benefits of the project, and ideas for next steps.

Use of AI: The People's Panels facilitated by Manchester Metropolitan University allowed residents to offer insights on the use of AI in various services, including Tech Enabled Care, Transport for Greater Manchester, and Citizens Advice. The feedback from these panels shaped the thinking around AI use cases.

People's Panel for AI (2)



MANCHESTER
CITY COUNCIL



Co-operative Councils
Innovation Network

Enablers

The key enablers were support from senior leadership to align the project to broader strategic goals, the use of the Digital Exclusion Index (DERI) to enable a data driven approach to target communalities most in need of support, collaboration with Manchester Metropolitan University to deliver accessing and engaging training, and collaboration with service providers to ensure training culminated in meaningful outcomes.

Barriers

There were social and economic barriers to engagement. Many residents in underserved communities faced significant barriers, including financial and language barriers, low digital literacy, and difficulties accessing transportation.

The project mitigated these by providing free transportation, using translators, hosting sessions in accessible locations, and promoting sessions through traditional methods.

Outcome/ Impact

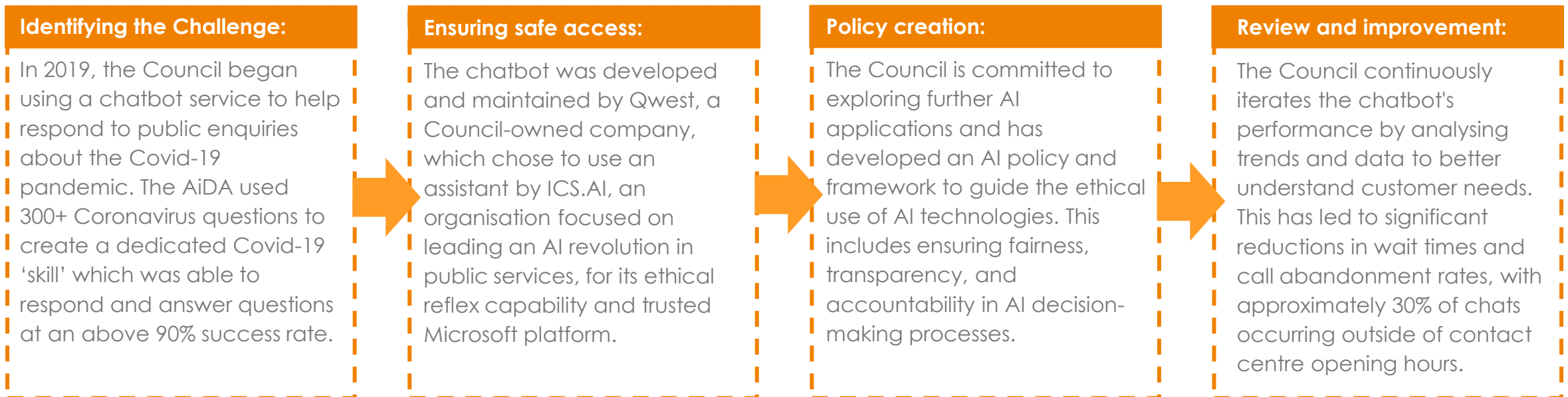
The initiative successfully engaged underserved communities, with significant improvements in residents' understanding of AI, trust in AI systems, and confidence in challenging automated decisions. The roadshows engaged 41 residents, with over 50% later joining the People's Panel for AI.

The insights gathered from the People's Panel helped shape the development of AI initiatives in public services, ensuring that digital initiatives align with the needs and values of local communities.

AI Driven Chatbot (1)

Cheshire West and Chester Council recognised the need to enhance their digital presence and improve customer engagement. The Council aimed to provide a consistent and efficient method of customer service while reducing the workload on customer service agents. This led to the implementation of an **AI Driven Chatbot (AiDA)**, which is a digital assistant able to handle enquiries from the general public, provide self-service options, and manage contact with the public via the council's website.

The implementation of the AI Driven Chatbot involved several key steps:



Use of AI: AiDA uses conversational AI to understand and respond to customer queries in a human-like manner. It covers a wide range of services, including Council Tax, Waste and Recycling, Housing, Schools, Planning and Building Control, Parking, Libraries, and Environmental Health.

AI Driven Chatbot (2)

Enablers

Key enablers for the successful implementation of AiDA included strong leadership support, high-quality data infrastructure, and existing risk management frameworks. Adequate staffing, digital expertise, and ongoing training also played crucial roles in supporting the chatbot's rollout and operation.

Barriers

The main challenges faced during the implementation of AiDA were the requirement of staff time and resources to check questions, answers, and associated links. Additionally, the reporting element of the system required significant manual intervention to obtain meaningful information and statistics.

Outcome/ Impact

AiDA has enabled the Council to offer a 24/7 'helper' to its residents, aiming to answer queries at the first point of contact, offering the customer links to the online form(s) or process. AiDA answers approximately 2,000 inbound customer enquiries per month (10% of overall customer contact via the Contact Centre). This has reduced wait times and call abandonment rates. Approximately 30% of all 'chats' with AiDA take place outside of contact centre opening hours ensuring our customers are getting the support they need when they want it.

Find out more



People-centred councils
driving social innovation
putting people first



Co-operative Councils
Innovation Network

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

Join us today at: **councils.coop**

@coopcouncils @coopinnovation comms@councils.coop



Wigan
Council



Brent



**Cheshire West
and Chester**



Kirklees
COUNCIL



Oldham
Council



**MUTUAL
VENTURES**

Bury
Council



MANCHESTER
CITY COUNCIL

Policy Lab Lead: Robert Gregory, Wigan Council

r.gregory@wigan.gov.uk