

**CCIN Innovation Funding 2025 - Policy Lab : Entry  
# 1038****Organisation leading the project**

Stevenage Borough Council & Brent Council

**Lead Councillor or Officer**

Gemma Maret

**Job Title**

Community Development

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**Project Title**

Sustaining Local Leadership and Place-Based Innovation

**How much funding are you applying for?**

£ 13,000.00

**Summary of project idea (150 words max)**

This two-year, £13,000 project brings together Brent, Stevenage, and five partner councils to strengthen local leadership and tackle complex community challenges. Guided by Co-operative Councils' Innovation Network (CCIN) principles, it focuses on succession planning, person-centred service reform, and radical place-based leadership. Each council contributes to locally tailored initiatives—from anti-social behaviour solutions in Swindon to early intervention hubs in Manchester.

Key deliverables include three cross-council workshops, a virtual mentorship programme, and a sustained Community of Practice supporting ongoing peer learning. Community organisations will co-develop succession strategies and leadership tools while piloting new models of service delivery.

The project expects to engage at least 25 organisations, complete 10+ mentorship pairings, and produce seven case studies showcasing practical outcomes. With a focus on collaboration, innovation, and shared resources, this initiative aims to influence wider public sector practice and leave behind scalable, community-driven leadership models that reflect the strengths of local people and places

**Which other CCIN members will work on this project?**

- Stevenage
- Brent
- Manchester
- Swindon
- Burntwood
- Swindon South
- Tamworth

**1. What are the three key outcomes this project will achieve?**

- More sustainable leadership in voluntary and community organisations.
- Scalable place-based service models with measurable local impact.

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- A stronger network of councils engaged in shared learning and innovation.

### 2. How does your project support the CCIN Statement of Values and Principles?

- Social Partnership: Strong collaboration between councils, VCFSE sector, and communities
- Co-Production: Solutions designed and tested by those who use them
- Enterprise & Social Economy: Supporting community sustainability and resilience
- Place-Based Innovation: Context-sensitive approaches for different localities
- Democratic Participation: Empowering emerging leaders and decentralising decision-making
- Learning & Sharing: Disseminating outcomes through networks, reports, and toolkits

### 3. What is your idea and how will you allocate the budget?

The project aims to strengthen the capacity of local councils and voluntary, community, faith, and social enterprise (VCFSE) organisations to address complex local challenges through cooperative, place-based innovation.

The project focuses on four key objectives: building leadership succession in grassroots organisations, advancing people-centred service design, facilitating cross-council collaboration, and producing transferable learning resources. Strategic activities will be tailored by locality, such as radical place leadership in Brent, trauma-informed early support in Manchester, and anti-social behaviour reduction through resident co-design in Swindon.

The budget will be allocated across five core areas:

#### 1. Workshop Delivery (£3,000):

Three themed workshops will bring together partner councils and local organisations to develop knowledge and share practice on succession planning, cooperative governance, and person-centred service reform.

#### 2. Mentorship Framework & Programme (£1,000):

This will support mentor recruitment, training, resource provision, and virtual events. It will also fund the pairing of community leaders and practitioners to support succession planning and leadership development.

#### 3. Toolkit & Programme Development (£2,000):

Funds will be used to co-develop practical guidance and tools, including a succession planning toolkit, a radical place leadership framework, and content to support local pilots on early intervention and anti-social behaviour.

#### 4. Community of Practice (£6,000):

A large portion of the budget will support the coordination of monthly virtual learning sessions, a digital resource hub, and sustained collaboration between councils and community partners throughout the project.

#### 5. Contingency & Accessibility (£1,000):

Set aside to ensure the project is inclusive and adaptable, covering translation, accessible materials, and extended outreach where required.

The project will engage at least 25 community organisations, complete 10+ mentorship pairings, and deliver seven case studies. A final report and practical tools will be shared across the Co-operative Councils' Innovation Network (CCIN), supporting wider adoption of the project's approaches. This high-impact initiative will help embed resilient local leadership and strengthen collaborative, people-centred governance across the sector.

### 4. Provide a detailed budget of how you will spend the funds and whether you are bringing in other funding.

The total project budget of £13,000 will be distributed across five key areas to ensure delivery of core activities, support collaboration, and produce high-impact outputs.

£3,000 will be allocated to the delivery of three cross-council workshops. These will focus on key themes: succession planning and community resilience, cooperative leadership and governance, and person-centred, place-based public service design. Costs will cover planning, facilitation, guest speakers, materials, venues (if required), and participant support.

£1,000 is dedicated to designing and delivering a virtual mentorship programme. This includes mentor recruitment, onboarding, and pairing, as well as the creation of resource packs and templates for participants. Funds will also support online events and check-ins throughout the programme.

£2,000 will be used to develop practical guidance and tools. This includes the co-production of a succession planning toolkit, a radical place leadership framework, and supporting materials for the early intervention and anti-social behaviour pilots. It also covers the creation of case study content and report contributions.

£6,000 is assigned to the facilitation and coordination of the virtual Community of Practice. This supports the delivery of monthly peer-learning sessions, a resource-sharing hub, and continued engagement with VCFSE partners across all participating localities.

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Finally, £1,000 is set aside for contingency and accessibility purposes. This ensures the project remains inclusive and adaptable by covering translation or interpreting services, production of accessible materials, and outreach to underrepresented or harder-to-reach groups.

### 5. How does your project support the aims and objectives of the Cooperative Councils Innovation Network?

The Sustaining Local Leadership and Place-Based Innovation project directly supports the CCIN's organisational objectives by enabling councils to develop and test innovative, co-operative approaches to public service delivery. Focused on succession planning, early intervention, and place-based leadership, the project equips councils with practical tools to address complex local challenges.

By delivering structured cross-council workshops and a virtual Community of Practice, the project facilitates shared learning and collaboration across member authorities—strengthening the sector's collective capacity. The development of mentorship frameworks and leadership planning also contributes to building long-term resilience within community-led organisations. Outputs such as toolkits, case studies, and a final report will inform wider local government practice and support CCIN's ambition to influence national policy. In doing so, the project contributes to a stronger, more connected network of councils committed to co-operative, community-driven public service reform

### 6. Which of the Government's Missions will your project support?

- Raising living standards in every part of the United Kingdom
- Giving children the best start in life

### 7. How will you share the learning from this project across the Cooperative Councils' Innovation Network?

- Publish a Final Learning Report:

A comprehensive report will be produced at the end of the project, highlighting key findings, tested models, and lessons learned. This will be shared with all CCIN member councils and made available through the CCIN website and communications channels.

- Distribute Transferable Toolkits and Templates:

Co-produced resources—such as the Succession Planning Toolkit and Radical Place Leadership Framework—will be designed for easy adaptation by other councils and shared digitally across the network.

- Share Seven Local Case Studies:

Each partner council will contribute a minimum of 1 case study detailing its local focus area, challenges, and innovations. These will be collated and shared with the network to demonstrate scalable, place-based approaches.

**I agree that the final report will clearly show the Cooperative Difference that this project will deliver and follow the CCIN Brand Guidelines.**



Agree

See guidelines: <https://www.councils.coop/membership/ccin-brand-guidelines/>

### Notes



**Admin Notification (ID: 637b616e68cf7)**

added 25th April 2025 at 16:42

WordPress successfully passed the notification email to the sending server.