

WELCOME



councils.coop

Some housekeeping

- This session is being conducted as a Zoom meeting. Please feel free to introduce yourselves **in the chat**.
- There will be a Q&A at the end. If you have any Questions, please send them via Direct Message to Cllr Jim Robbins in the chat.
- We will be recording the session and making it available on our website.
- We kindly ask that everyone MUTES themselves during the session, although we do have the power to do that should you forget 😊
- We will add the link to the report to the chat and send it out as a newsletter to anyone registered to receive our newsletters. To register for our Newsletter, please use the QR code.





Cooperative Councils'
Innovation Network

Councillor Jim Robbins
Chair of CCIN & Leader of Swindon Borough Council
@jimrobbins | @CoopInnovation

councils.coop

Programme

- Welcome and Introductions – **Cllr Jim Robbins – Chair of the CCIN & Leader of Swindon Borough Council**
- The Process - Developing the Toolkit – **Simon Grove-White – report author**
- Unlocking Transformative Social Value - The opportunity – **Mark Cook – Partner, Anthony Collins**
- Wigan Case Study - **Cllr Keith Cunliffe – Deputy Leader, Wigan Council and Andrea Glasspell – Assistant Director, Community Wealth and Health**
- Q&A - **Cllr Jim Robbins**
- 4.30 pm – Close



**People-centred councils
driving social innovation
putting people first**

Councils who are
committed to finding better
ways of working with local
people

- Action focused
- Membership-based
- Open to all UK councils
- Part of the local govt family

126 Members
20 Supporters

46



Member

Cooperative Councils'

Innovation Network

28



Associate Member

Cooperative Councils'

Innovation Network

52



Affiliate Member

Cooperative Councils'

Innovation Network

46 Councils ➡ 12.52m citizens ➡ £20.6bn budget



Tackling Barriers to Building a Cooperative Economy



Co-operative Councils
Innovation Network



Arts & Culture for Social Cohesion



February 2025

THIS IS NOT A MANUAL ON COPRODUCTION

This is the product of a Co-operative Councils Innovation Network (CCIN) policy lab on engaging communities in local democracy which took place in 2022-23

November 2023

Co-operative Councils
Innovation Network

collaborate
for social change



Co-operative Councils' Innovation Network

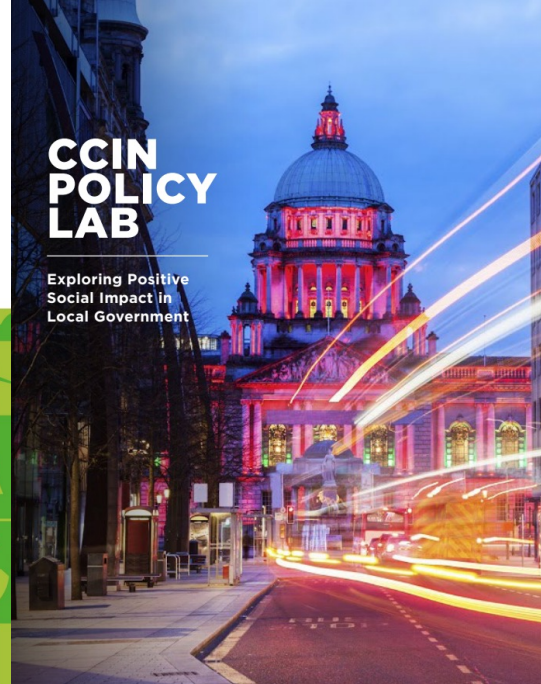
February 2022

Co-operative Approaches to Reaching Net Zero



CCIN POLICY LAB

Exploring Positive Social Impact in Local Government



Co-operative Councils
Innovation Network

Co-operative Councils
Innovation Network



CO-OPERATIVE FUTURES
business for good

Community Economic Development Plans as a Tool for Fostering Co-operative Working Between Councils and the Community



March 2022

Co-operative Councils
Innovation Network

Cooperative Councils' Innovation Network

November 2022

Growing an Inclusive Cooperative Economy



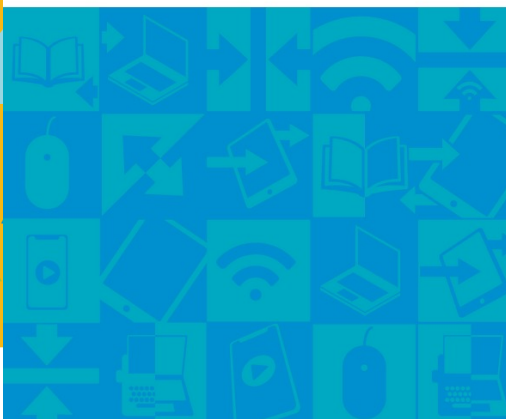
TORBAY COUNCIL

Co-operative Councils
Innovation Network

Co-operative Councils' Innovation Network

February 2022

Understanding the Digital Divide



THE CO-OPERATIVE DIFFERENCE IN CARE

Co-operative Councils' Innovation Network

February 2022



Co-operative Councils
Innovation Network



Peopletoo
it works better with you

Co-operative Councils
Innovation Network



Co-operative Councils' Innovation Network

March 2021

Beyond Asset Transfer



Social Value Toolkit for Cooperative Councils

Unlocking Transformative Social Value



THE PROCESS - DEVELOPING THE TOOLKIT



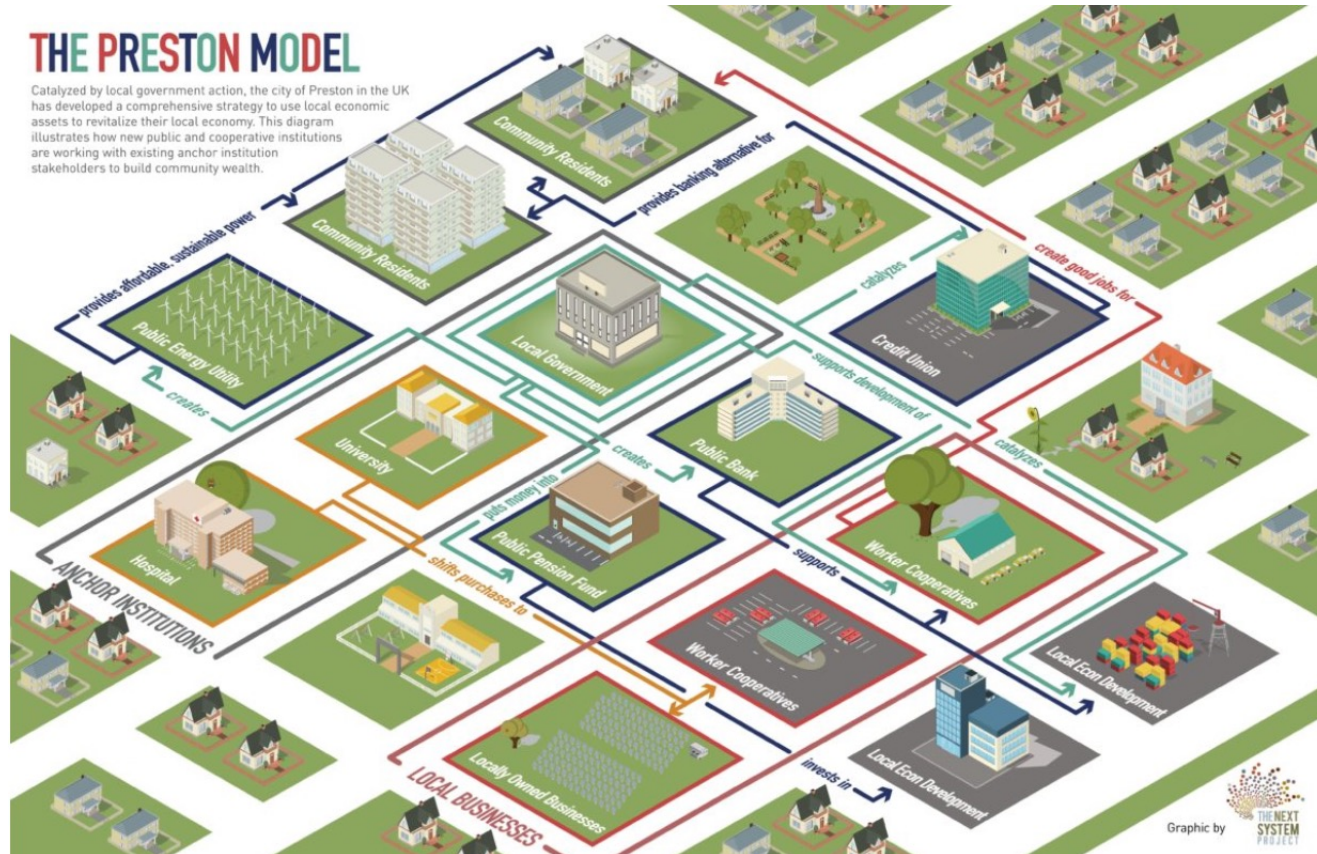
Simon Grove-White, July 2025

SGROVEWHITE@GMAIL.COM

SOCIAL VALUE AND COMMUNITY WEALTH BUILDING

THE PRESTON MODEL

Catalyzed by local government action, the city of Preston in the UK has developed a comprehensive strategy to use local economic assets to revitalize their local economy. This diagram illustrates how new public and cooperative institutions are working with existing anchor institution stakeholders to build community wealth.



Regional & Economic Development via COMMUNITY WEALTH BUILDING



Place-based
focuses on place and community



Wealth & capital
makes financial power work for local places and people



People-centered
empowers the people that value and rely on it



Local value capture and multipliers
optimises economic and social outcomes



Inclusion & diversity
creates an inclusive economy and society that works for all



Anchors
anchors industry and jobs locally



Ownership & control
enables broad investment, ownership and a stake in the local economy, infrastructure, land and enterprises



Collaboration
based on interconnected relationships and partnerships

WHY CCIN MEMBERS NEED DIFFERENT APPROACHES



Democratic engagement

We will support the active engagement of the full range of residents in decision making and priority setting.



Co-production

We will develop systems that enable citizens to be equal partners in designing and commissioning public services and in determining the use of public resources.



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.



Social Partnership

We will strengthen the cooperative partnership between citizens, communities, enterprises and Councils, based on a shared sense of responsibility for wellbeing and mutual benefit.

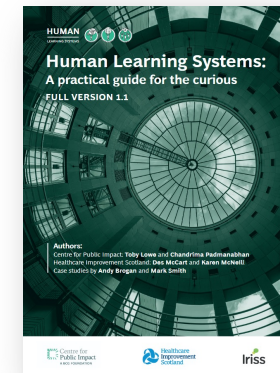
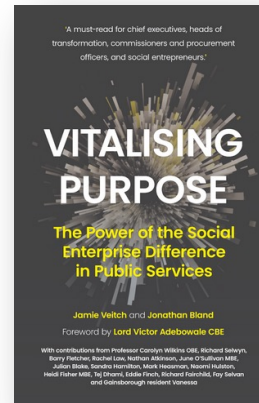
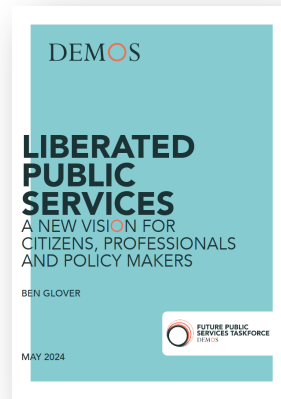
CCIN MEMBERS

SUPPORTED BY





The University of Manchester
Alliance Manchester Business School

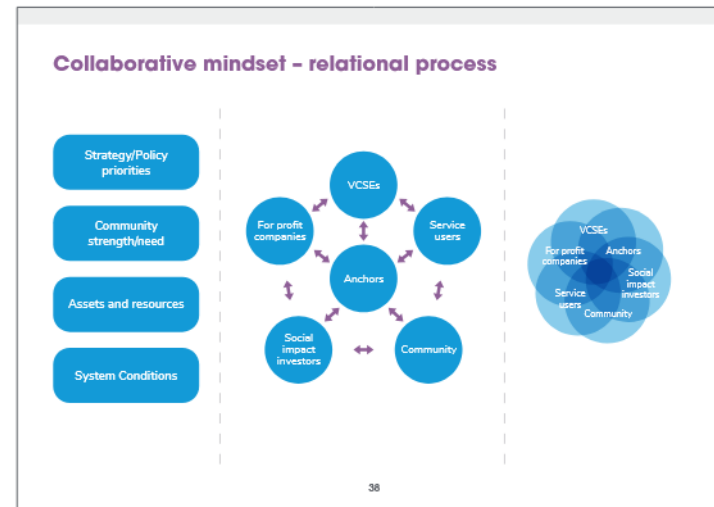
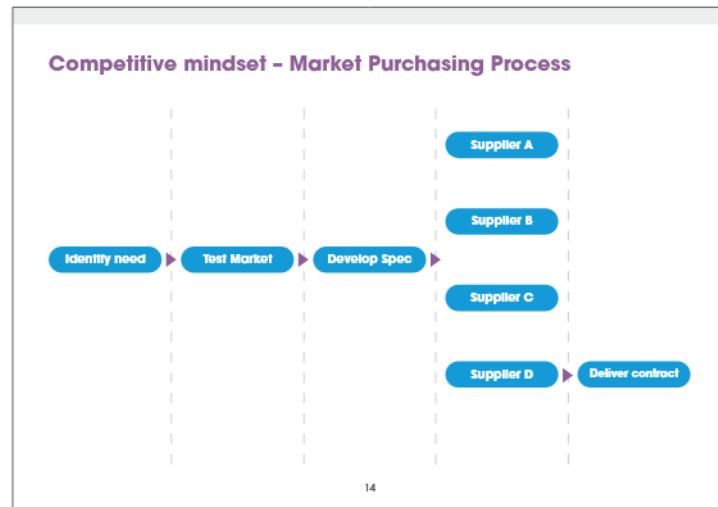




A KEY DISTINCTION

Different social value lenses for CCIN Councils

- The Toolkit provides two distinct theories of change for how social value is generated:
 - Theory of competition
 - Theory of collaboration
- Both have their place.
- **Competitive processes** are more widely used and better understood, but they need to be used differently in many cases to enable genuine social value. [See page 11](#) .
- **Collaborative processes** are generally less well known but are often necessary to be able to work to the values and principles of the CCIN. [See page 35](#) .



THE OUTPUTS SO FAR...

- Executive Summary
- Practitioner Toolkit
- Supporting Narrative
- Legal Framework
- 8 Case Studies
- Recommendations for CCIN and CCIN Councils

Available at: <https://www.councils.coop/resources/toolkits/socialvalue/>

To express an interest in getting involved in future work, fill out the survey here:

[Community of Practice Survey](#)



Social Value Toolkit for Cooperative Councils Unlocking Transformative Social Value – the Opportunity





Department
for Culture,
Media & Sport

Guidance

Civil Society Covenant

Published 17 July 2025

[Contents](#)

[Forewords](#)

[Summary](#)

[The Covenant](#)

[Purpose: why we need a
Covenant](#)

[Scope: who the Covenant is for](#)

Forewords

**The Rt Hon Lisa Nandy MP - Secretary of State for Culture,
Media and Sport**



Cabinet Office

Public Procurement: Growing British industry, jobs and skills

Consultation on further reforms to
public procurement



The Opportunity

To showcase good practice that inspires a holistic transformative approach

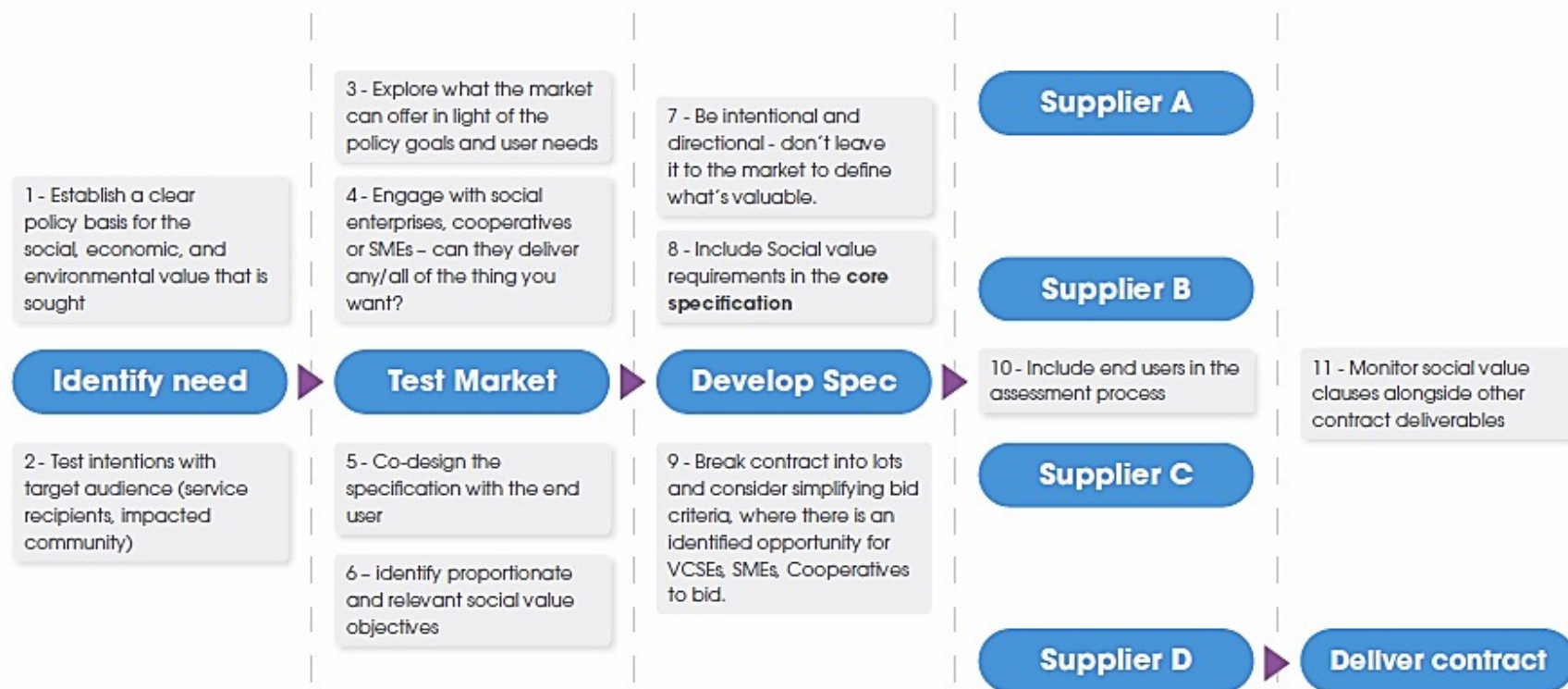
To navigate achieving this transformation from these starting points:

Competitive processes are more widely used and better understood, but they need to be used differently in many cases to enable genuine social value.

Collaborative processes are generally less well known but are often necessary to be able to work to the values and principles of the CCIN.



Embedding social value in a competitive process





Imagine a contract which says:

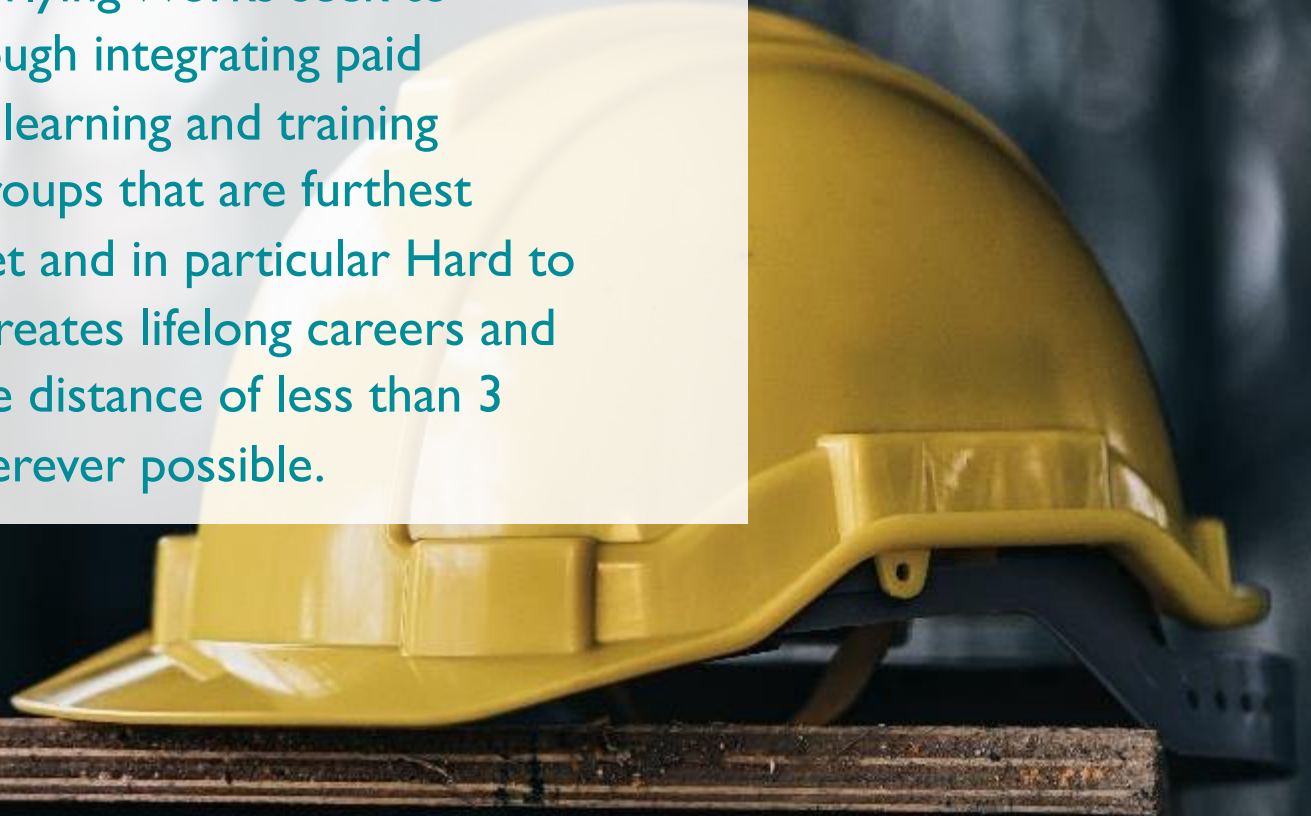
3.1 The Parties agree that the intentions of this Agreement through the provision of the Services and the Underlying Works are to:

- 3.1.1 promote social justice;
- 3.1.2 tackle poverty;
- 3.1.3 address inequalities; and
- 3.1.4 address climate change,
within the Area.



Imagine a contract which says:

3.2 The Services and Underlying Works seek to achieve these primary aims through integrating paid employment with an immersive learning and training experience, focused on those groups that are furthest removed from the labour market and in particular Hard to Reach Groups, in a way which creates lifelong careers and enables a travel-to-work average distance of less than 3 miles using public transport wherever possible.



Imagine a contract which says:

3.3 The paid employment will involve the Underlying Works for [authority] but the Parties recognise that Beneficiaries may, where necessary, be deployed to work on other contracts to ensure full employment and the best outcomes for those Beneficiaries.



Collaborative Mindset – identifying the right structures and partners for ‘emergent’ value

1 - Start by identifying the broad long-term goals/missions or opportunities

Strategy/Policy priorities

2 - consider the strengths and needs of communities

Community strength/need

3 - what resources and assets could be mobilised?

Assets and resources

4 - what are the system conditions and relationships? Who is involved and how? What's not working?

System Conditions

5 - convene those with an interest in the problem/opportunity

6 - Open enquiry into the problems and opportunities

7 - Identify shared interests and aims. Consider how narrow 'self-interest' can be neutralised/ mobilised towards 'common good' goals

8 - consider system stewardship and subsidiarity – how/ where should vision be held and decisions be made?

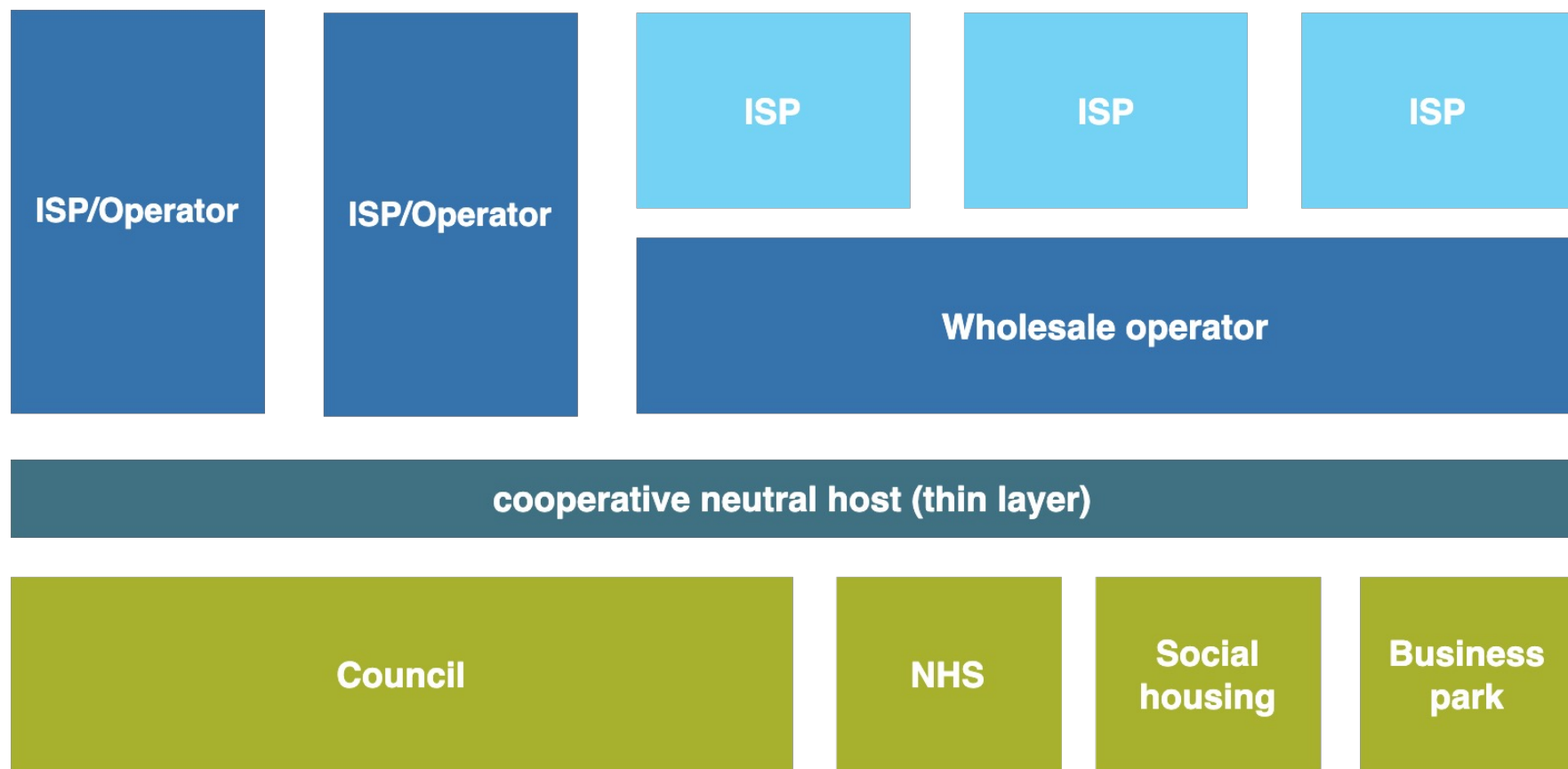
9 - Select partners based on 'relational imperatives' - shared commitments and necessary capabilities

10 - Establish flexible governance and legal agreements that can evolve to amplify what works well and dampen what doesn't

11 - Monitor progress towards shared goals with curiosity and transparency







The CCIN network should support councils in these efforts by:

Developing a social value community of practice to continue to share best practice

Offering workshops for S151 officers in the principles of relational commissioning

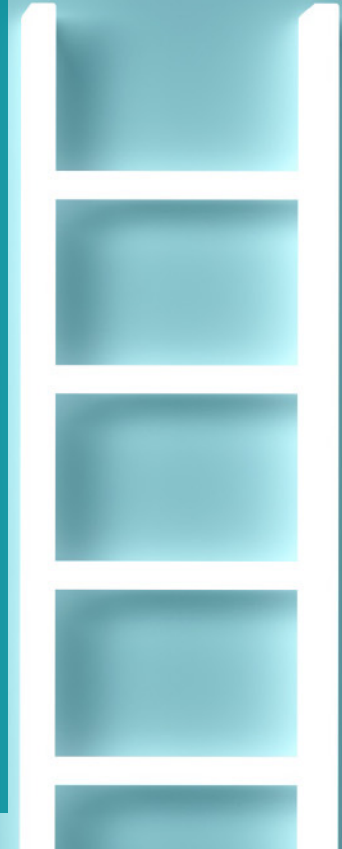
Leveraging the expertise developed by the working group to support member councils to undertake demonstrator projects for the collaboration models

Exploring the development of a shared procurement framework or DPS which could support members to work to relational, collaborative principles

Lobbying local government umbrella organisations and central government to: Recognise the different approaches needed when carrying out market purchasing vs intervening in complex social systems

Recognise the importance of relational working and collaborative commissioning models in setting the conditions to achieve ambitious long term social value goals

Discourage the use of pick and mix social value menus, especially when commissioning in complex social systems





Ethical Home Care Neighbourhoods, Partnership and Transformation

Councillor Keith Cunliffe – Portfolio Holder Adult Social Care and
Health

and

Andrea Glasspell – Assistant Director Community Wealth and Health

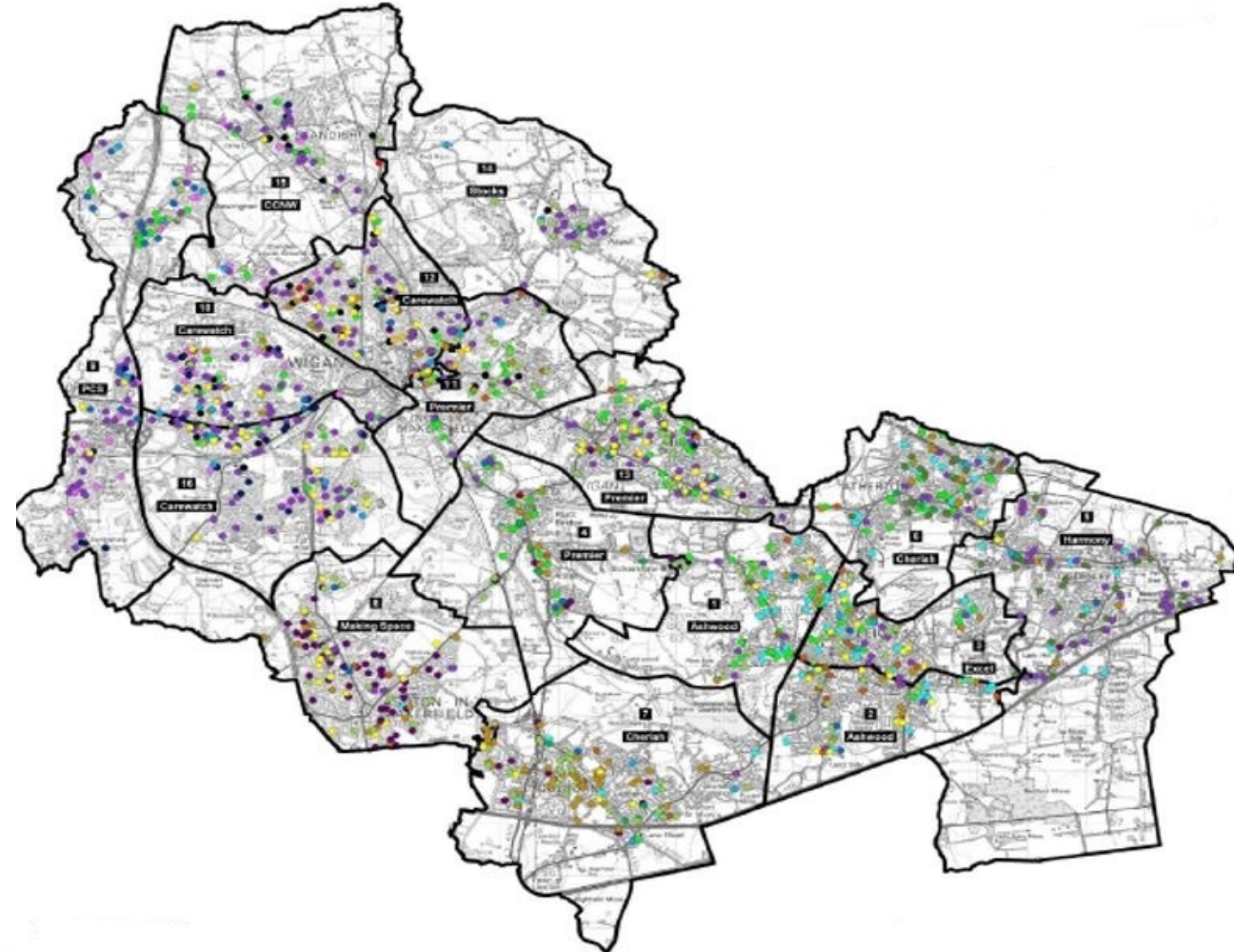
July 2025





Home Care 2015

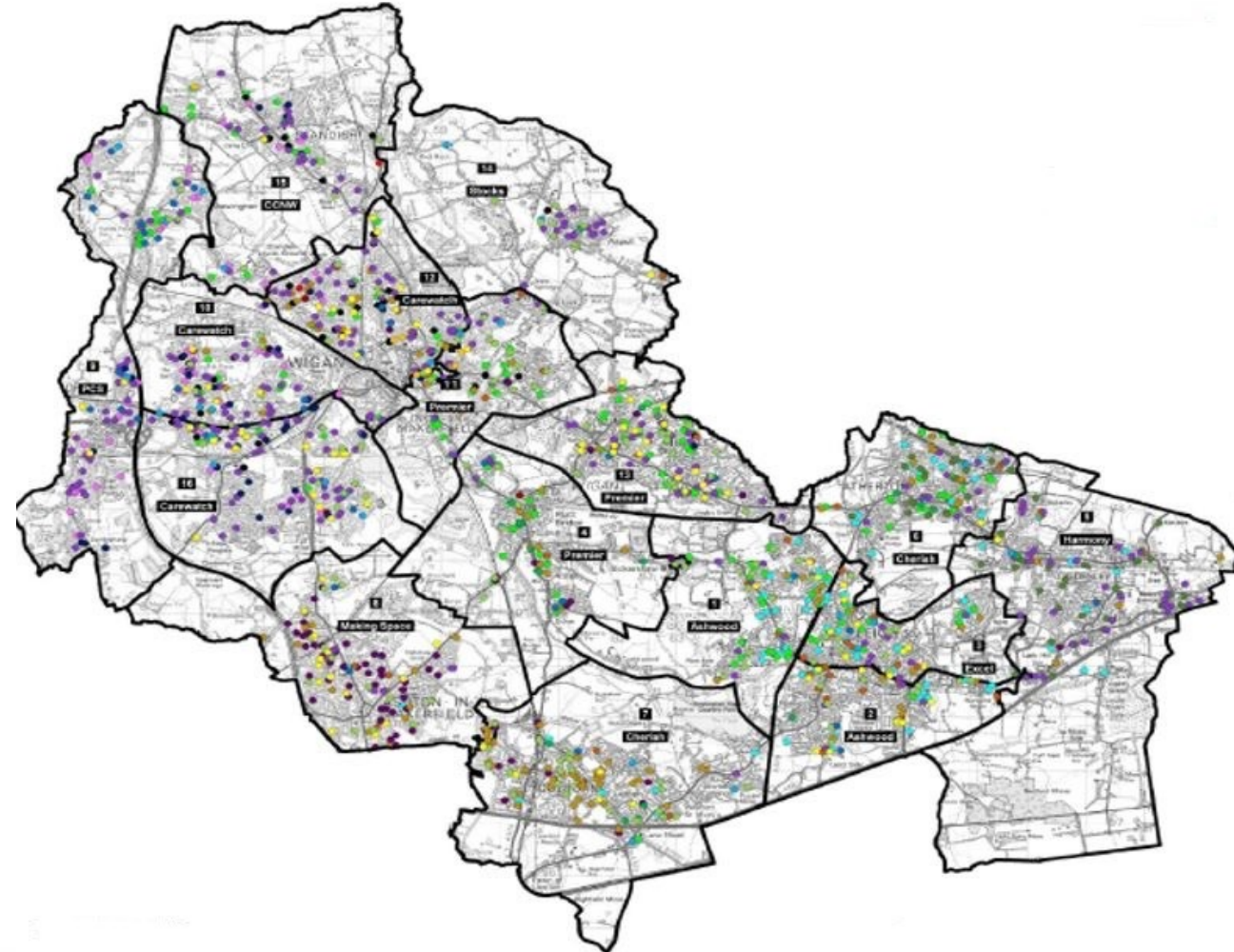
- 10 years ago, home care was very different.
- Over 30 providers travelling the whole borough.
- Carers spent more hours travelling than providing care.
- Hard for carers to know the people and place well. Time and task orientated, 15 minute calls





Home Care 2015

- Difficulty assuring quality and approach.
- No meaningful relationship with the providers.
- Wide spectrum of prices 2015 £11-£22/hr with no correlation between cost and quality
- Challenges with recruitment and retention alongside varying T&Cs for staff i.e. lack of reward and recognition, use of zero hours contracts, no payment for travel time, etc.



Making it Happen



Wigan[♥]
Council

A whole scale, systematic adoption of an asset based approach and formula

Our values and attitudes

Asset-Based Conversations

Connecting to our communities

Permission to do things differently

Neighbourhood working



BeWigan

behaviours

Be Positive

Be Courageous

Be Accountable

Be Kind



www.wigan.gov.uk



WiganCouncilOnline



WiganCouncil



Our remodelled Home Care market

Partnerships, co-production and community wealth

- Worked with providers to agree a minimum number of hours to make it sustainable for them (1000hrs).
- Plotted out the neighbourhoods with providers, understanding the routes carers could take rather than an arbitrary geographical split.
- Co-produced a series of “I” statements with experts by experience which formed an integral part of our Service Specification and quality monitoring





“I” Statements

I want you to turn up at the time we agreed and give your best every visit.

I want you to be pleasant and friendly and help me to be at ease in my own home.

I want to feel in control of my care and support. I want to know who is supporting me and to have a say about whom and when this will be.

I want you to take your time with me, be careful and patient, don't make me feel rushed.

I want you to get to know me well and enjoy meaningful conversations with me, take in interest in my life, my family, my friends, my past and my future.

I want you to focus on me when you are in my home, I don't want you to talk over me with another carer worker or be on your mobile phone.

I want you to help me to be safe, happy and healthy in my home and community, using your common sense and flexibility to make this happen.

I want you to be well trained and able to support me safely, I want to trust and be confident in you when you are supporting me.

I want you to respect my privacy and keep information about me confidential.

I want you to know me well enough to recognise when I am feeling unwell, acting early so that I have the best chance of getting better quickly.

I want you find out about the things that make me 'tick' and support me to maintain and find new interests and activities.

I want you to support me to live a life beyond my home, maintaining friendships, making new relationships and sharing my skills and interests with others.





Our remodelled Home Care market

Partnerships, co-production and community wealth

- Collaboration, rather than competition. Modelled a consolidated hourly rate using intelligence from providers and an open book accounting approach
- Partners selected onto the ethical framework through a value driven process, with lived experience and health partner panel representation.
- Tested out their commitment to Community Wealth Building and what they as an organisation could bring to the Borough.



Values Driven Selection



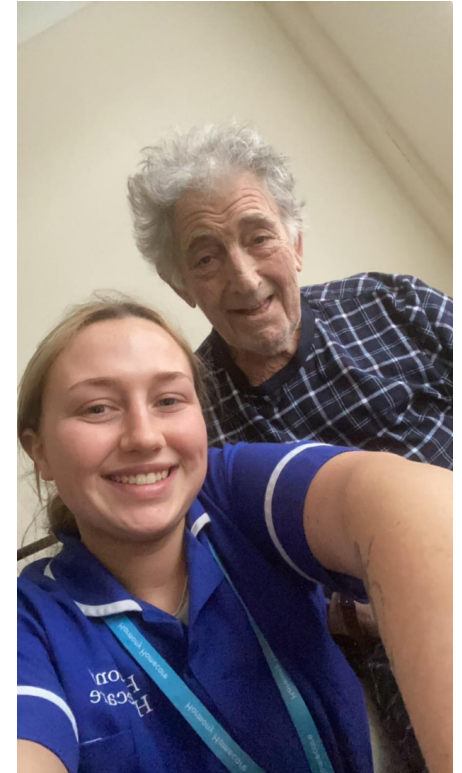
Providers need to demonstrate:

That people have real control over their care and support, actively engaging residents, carers, local communities and partners in the co-design and development of support packages.

The difference that they are making to people's lives through an asset based approach celebrating and facilitating people's gifts, talents and aspirations.

That they seek solutions that actively plan to avoid or overcome crisis and focus on people within their natural communities, rather than service and organisational boundaries.

That they enable people to develop networks of support in their local communities and increase community connections.



Values Driven Selection



Providers need to demonstrate:

That they take time to listen to a person's own voice, particularly those whose views are not easily heard.

That they fully consider the needs of the family and carers when planning support and care.

That they ensure that support is culturally sensitive and relevant to diverse communities.

That they take into account a person's whole life, including their physical, mental, emotional, and spiritual qualities.

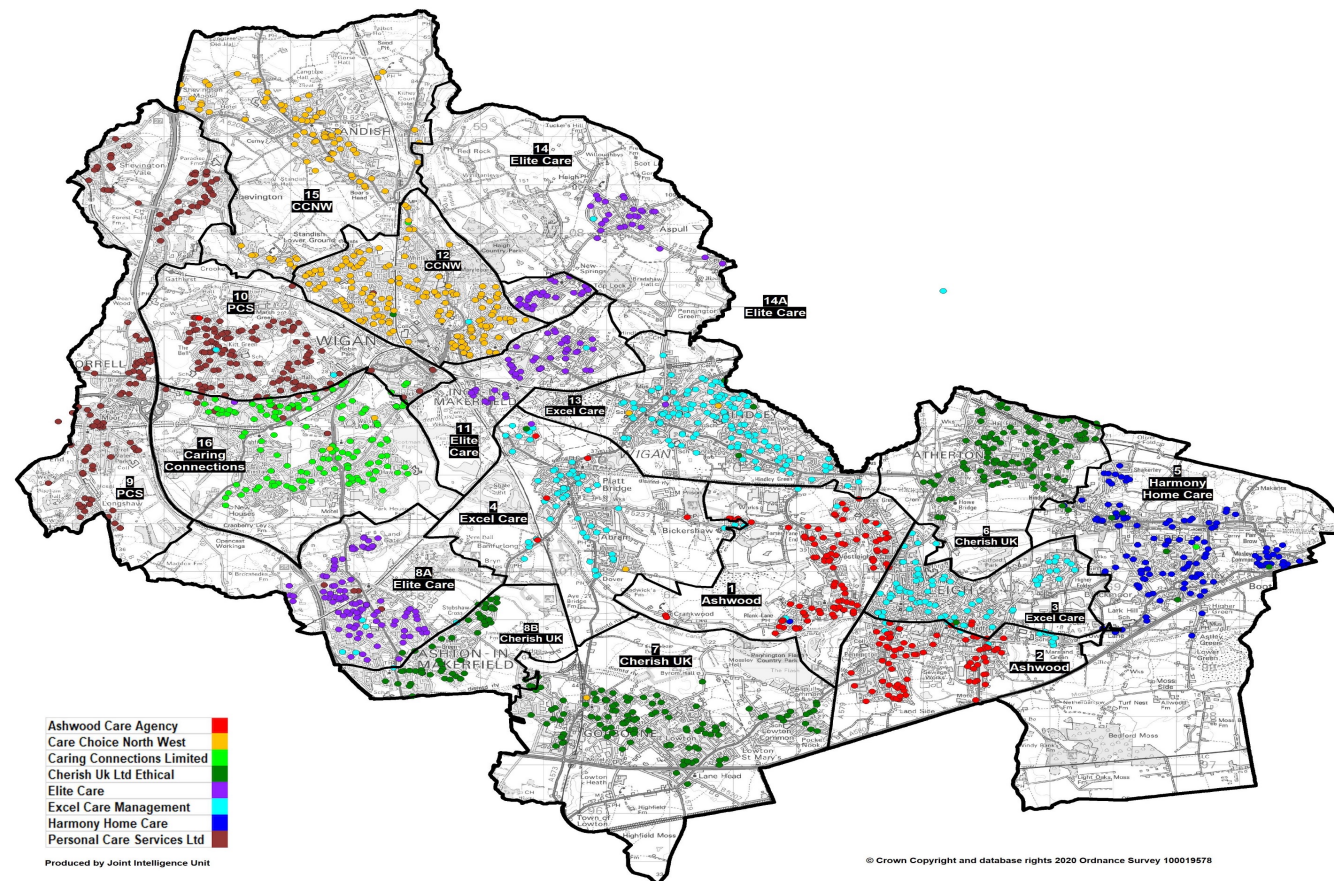
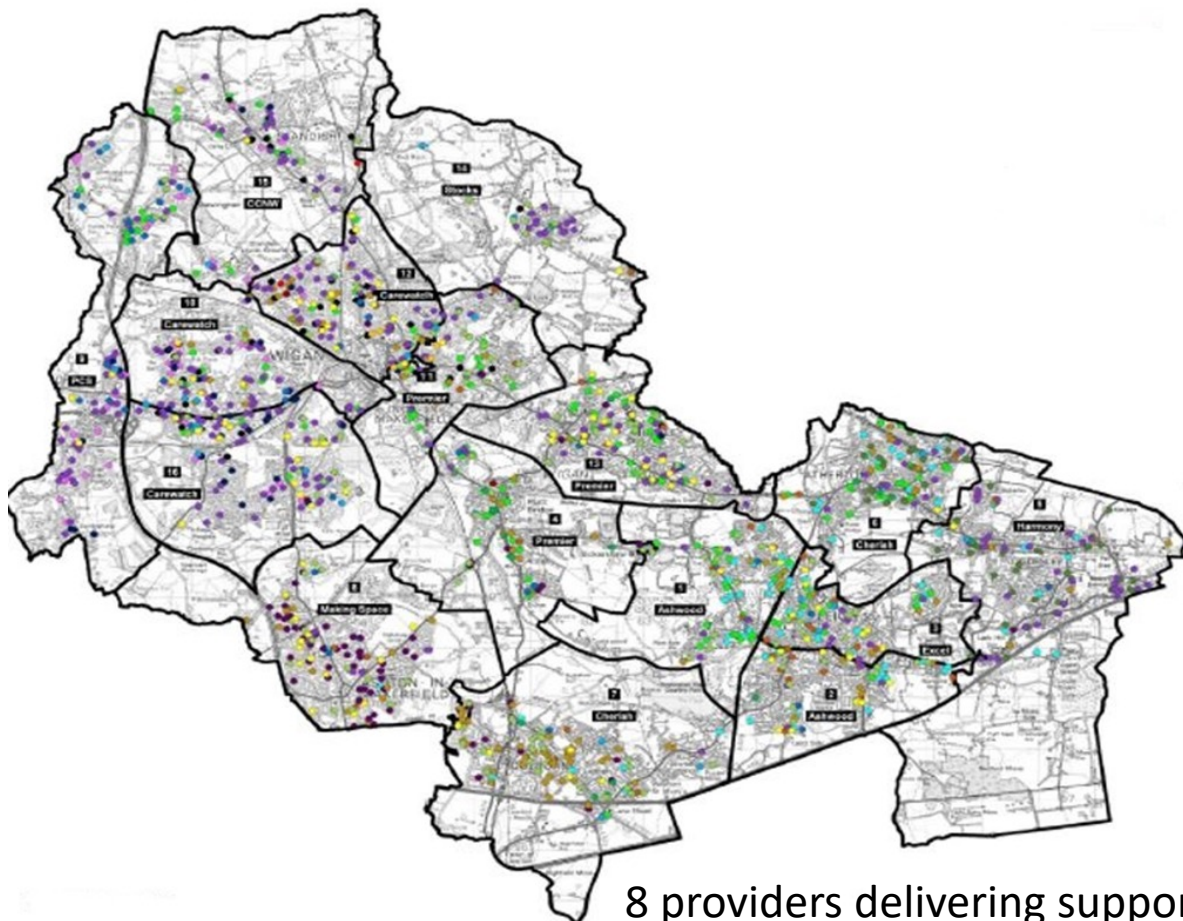


THEN

.....NOW



Wigan
Council



8 providers delivering support across 18 allocated neighbourhood zones, with established roots in each place and a commitment to local investment.



www.wigan.gov.uk



WiganCouncilOnline



WiganCouncil



Wigan[♥]
Council

Time

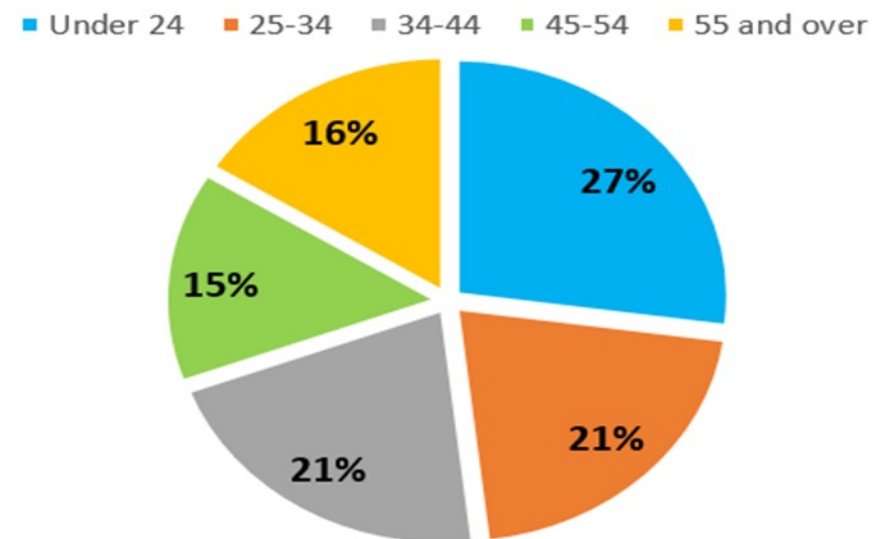
- Over 21,000 hours delivered every week.
- Represents annual investment of c£23m
- Resilient provider market with sufficient capacity to meet need.
- No waiting lists.
- Carers have the time to get to know the people and the place



People

- High Quality care – 94.4% of Community Based Providers rated 'Good' or 'Outstanding' by CQC, highest in Greater Manchester.
- Paying all carers Real Living Wage, irrespective of age.
- New entrants into care with over a quarter of carers now under the age of 25.
- 11% of males now employed as care workers.
- Investment prioritised in the reward and recognition of our workforce.

Workforce: Age profile





Wigan[♥]
Council

Planet

- 86% of the home care workforce in Wigan, live in the place where they are delivering care.
- 45% of visits by walking/cycling routes.
- Reduced travel time and reliance on cars.
- Less likely to be delayed by traffic or bad weather
- Benefiting our carbon footprint. 50% of the national benchmark.
- Virtual calls saving an estimated 7.5K hours per annum of travel time



Wigan Council

- We love to celebrate our unique and special partnership with our home care providers in Wigan
- Home Care provider forums
- Investment in good care and support
- They are committed to Wigan as a place and it's citizens and continue to do amazing work building Community Wealth across the borough.

Summary



Wigan
Council

- The way we commissioned was impacting on provider costs, changing this enabled us to commission affordable and sustainable services that work for us, the provider and the customer.
- The additional benefits and impact the remodelling has achieved around, reduced travel time and costs and improving our carbon footprint
- Our enhanced, relationship model of quality assurance and improvement, focused on individual experience and outcomes. Ensuring high quality care and support.
- Care and support in Wigan is personal, high quality and deeply connected to communities by a partnership of providers who genuinely care about the people and place.





Cooperative Councils'
Innovation Network

Councillor Jim Robbins
Chair of CCIN & Leader of Swindon Borough Council
@jimrobbins | @CoopInnovation

councils.coop

The CCIN network should support councils in these efforts by:

Developing a social value community of practice to continue to share best practice

Offering workshops for S151 officers in the principles of relational commissioning

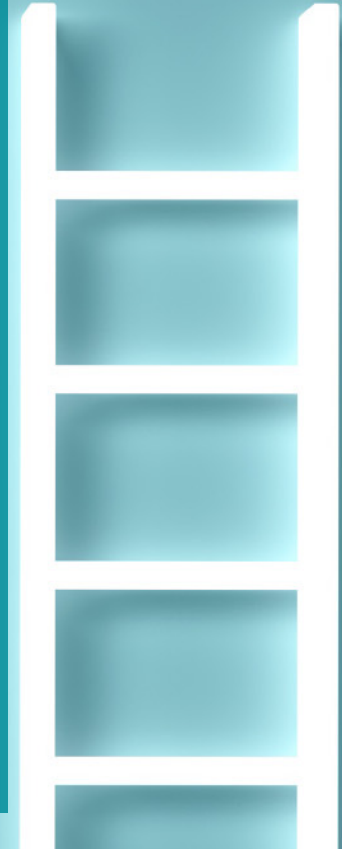
Leveraging the expertise developed by the working group to support member councils to undertake demonstrator projects for the collaboration models

Exploring the development of a shared procurement framework or DPS which could support members to work to relational, collaborative principles

Lobbying local government umbrella organisations and central government to: Recognise the different approaches needed when carrying out market purchasing vs intervening in complex social systems

Recognise the importance of relational working and collaborative commissioning models in setting the conditions to achieve ambitious long term social value goals

Discourage the use of pick and mix social value menus, especially when commissioning in complex social systems



Beyond Social Value – Procurement and
Commissioning Community of Practice - please
complete the survey



Q&A



Councillor Jim Robbins

Chair of CCIN & Leader of Swindon Borough
Council

@jimrobbins | @CoopInnovation

Download
the Toolkit



<https://bit.ly/CCIN-socialvalue-toolkit>