

Celebration of Cooperative Innovation 2026

Pride in Place - Regeneration Boards

PRIDE IN PLACE

LED BY YOU - BACKED BY UK GOVERNMENT

Online Webinar

Wednesday 11 February 2026

CCIN AGM26 and Celebration of Cooperative Innovation - ONLINE Events



Every Pound Counts: Building Community Wealth Through Social Value - with CLES



Online Webinar

Wednesday 11 February 2026

CCIN AGM26 and Celebration of Cooperative Innovation - ONLINE Events



Care Experience as a protected characteristic - Calls For Evidence



Online Webinar

Tuesday 10 February 2026

CCIN AGM26 and Celebration of Cooperative Innovation - ONLINE Events



Councils Coop Development Toolkit

CCIN AGM26 and Celebration of Cooperative Innovation - ONLINE Events



Online Webinar

Wednesday 11 February 2026

Policy Lab Applications Advice Clinic and Launch

Cllr Mili Patel

Chair – Values & Principles Board, CCIN
Deputy Leader – Brent Council

Morgan Jones

Strategy & Innovation Manager
Cheshire West & Chester Council



Annual General Meeting - Online

12 February 2026



Cooperative Councils' Innovation Network

Annual General Meeting - Online

12 February 2026

Cllr Jim Robbins

Chair of the CCIN
Leader Swindon Borough Council

[@jimrobbins](https://twitter.com/jimrobbins) | [@jimrobbins.bsky.social](https://bsky.social/@jimrobbins)
[@SwindonCouncil](https://twitter.com/SwindonCouncil)

councils.coop



AGENDA

councils.coop

- 1. Welcome, introductions and apologies**
- 2. Minutes of the last meeting**
 - 13 February 2025 (Greenwich)
- 3. Review of the Year: Aug 2024 – July 2025**
- 4. Budget Report 2024/5**
- 5. CCIN Membership Update**
 - a) Multi-year Membership discount for Members
 - b) Associate & Affiliate Fees – membership banding revision
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**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

**Probably the fastest-growing
cross party network in Local
Government....**



Executive Oversight Committee 2024-6



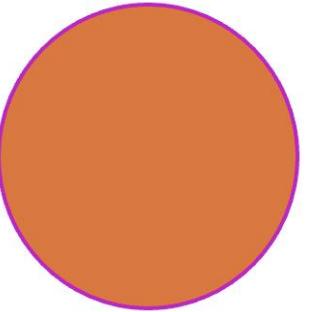
Cllr Jim Robbins
Chair of CCIN
Swindon Council



Cllr Paul Cassidy
Vice Chair of CCIN
Vice-Convenor
Inverclyde Council



Cllr Peter Bradbury
Cabinet Member
Cardiff Council



Vacancy



Cllr Kelly Middleton
Cabinet Member
Telford & Wrekin Council



Cllr Sue Smith
Cabinet Member
Rochdale MB Council



Cllr Shanika Mahendran
Cabinet Member
Milton Keynes City Council



Cllr Jacky Alty
Cabinet Member
South Ribble Council



Cllr Barbara Brownridge
Cabinet Member
Oldham Council – Accountable
Body



Cllr Mike Stubbs
Newcastle Under Lyme
Labour Group



Cllr John Fahy
Chair – Greenwich Coop
Development Agency



Cllr Mili Patel
Chair of V&P
Deputy Leader, Brent Council

We want to thank **Cllr Louise Gittins** – Leader of Cheshire West and Chester who stood down at the end of 2024, having been appointed as Chair of the LGA. Thanks also to **Cllr Sandra Barr** – Cabinet Member for Neighbourhoods and Cooperative Council at Stevenage Borough Council, who stepped down from EOC during the year.

Values & Principles Board 2024-26



Cllr Mili Patel
Chair of V&P
Brent Council



Cllr Alistair Willoughby
Vice Chair
North Herts Council



Cllr Lisa Denson
Cheshire West & Chester Council



Cllr Sam Pallis
Hackney Council



Cllr Rudi Schmidt
Lewisham Council



Cllr David Darkin
Llanelli Town Council



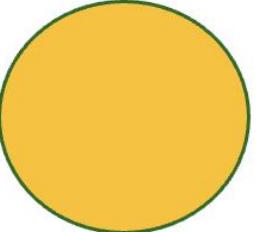
Cllr Dave Grocott
Kidsgrove Labour Group



Cllr Michael Osborne
North Warks Labour



Cllr Bradley Arnold
Halewood Town Council
Vice Chair



Vacancy
Associate Member



Claire Ward
Anthony Collins LLP
Vice Chair



Jonathan Bland
SBI/E3M



David Randall
Crystalisr



Rebecca Harvey
Cooperative News



Liz McIvor
Cooperative Heritage Trust



Sam Webster
Cooperatives UK



Gareth Dowling
Cooperative Party



Gareth Nash
Coop & Mutual Solutions



Paul Bell
Unison

We want to thank the following members who served on the Values & Principles Board during the year 2024-25 and who helped support all aspects of the Network's activities:

- Cllr Jacky Alty – South Ribble Council
- Cllr Sandra Barr – Stevenage Borough Council
- Cllr Peter Curling – Hillingdon Labour Group
- Jo Hanon – Your Coop Business Solutions
- Andrew Laird – Mutual Ventures
- Richard McCready – Coop Party
- Cllr Joyce Welsh - South Tyneside Council
- Jo White – Co-operative Futures
- Cllr Sue Woodward – Burntwood Town Council

117 Members
21 Supporters

44



Member
Cooperative Councils'
Innovation Network

27



Associate Member
Cooperative Councils'
Innovation Network

46



Affiliate Member
Cooperative Councils'
Innovation Network

**Correct for January 2026*

44 Councils → Over 12m citizens → £20bn+ budget





Parish Council





Backing
community
business





Item 1. Apologies

- Claire Ward – Anthony Collins & Vice Chair
CCIN V&P
- Cllr Alistair Willoughby – North Herts Council & Vice
Chair CCIN V&P
- Cllr Dave Grocott – Kidsgrove Labour Group & CCIN
V&P Board
- Cllr Valerie Wise – Preston City Council
- Cllr Bev Craig – Leader, Manchester City Council
- Cllr Lisa Denton – Cheshire West and Chester
- Cllr John Cotton – Leader, Birmingham City Council
- Kathryn Roper – Locality
- John Rowney – Camden Council

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Highlights from 2024 - 2025

- ✓ Approved funding for four Policy Labs & one Policy Prototype.
- 📄 Published a Booklet of 49 Case Studies & Feature 600 Case Studies on www.councils.coop
- 💡 Core Team attended 11 in-person events and launched two Policy Labs Online.
- 📅 Updated our back office systems – to include a new CRM system & Online Meeting platform
- ⭐ Retirement announcement from Nicola Huckerby Chief Executive, CCIN - March 2025
- 📘 Launched 10 funded Projects with a combined value of £109,500

Launched the delivery of 10 funded projects - £109,500 including....



Social Value Toolkit

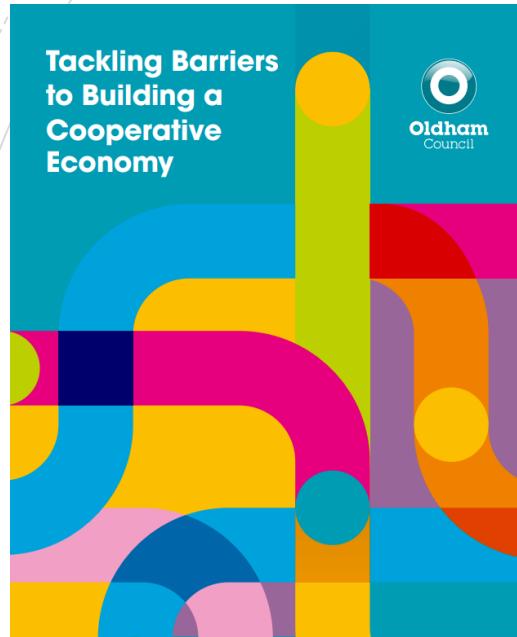
How to apply the freedoms and flexibilities of the legal framework to achieve community wealth-building and cooperative placemaking goals

bit.ly/CCIN-socialvalue-toolkit

councils.coop

Cooperative Councils' Innovation Network

coop People-centred councils driving social innovation putting people first



February 2025



Co-operative Values Driven AI – a guidance framework

October 2024



Cooperative Development Toolkit

A practical guide for councils from "We need more coops!" to action with steps, resources, and strategy

bit.ly/CCIN-coopdevt

councils.coop

Cooperative Councils' Innovation Network

coop People-centred councils driving social innovation putting people first

Don't let great work go undocumented

Tell your story

Call for Case Studies 2026

FREE MEMBER
BENEFIT

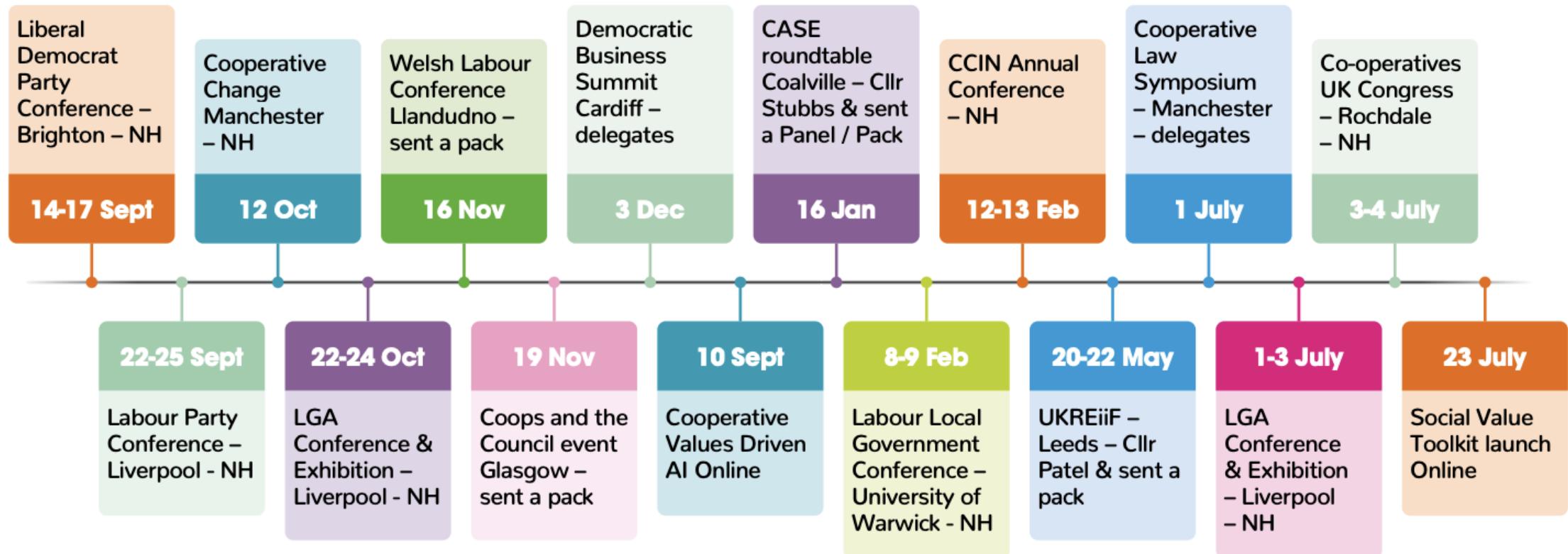
Call for Case Studies for
the 2026 Pack



Download the CCIN Case Study Template

Thank You to everyone who has shared Case Studies throughout the year.
There is still time for more Case Studies to be submitted for inclusion into our
printed Annual Pack and showcased on the CCIN Website.

August 2024 - July 2025 event calendar



What you can do as a council

Playing a central-role in tackling the Climate Emergency

Signed the 'Councils for Fair Tax' Declaration

Pay Real Living Wage

Are part of a Real Living Wage City/Borough/Town

Signed the 'Modern Slavery' Charter

Identified a Cooperative Champion (Member &/or Officer) for the council

Actively encourage co-op innovation within staff teams

Raise the profile of the CCIN across your Council – Encourage newsletter sign up

Being a Cooperative Council

Community Wealth Building

- Develop an Inclusive Economy Charter
- Promote progressive procurement
- 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
- Champion Local Employment schemes

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 community energy
- Promote the circular economy
- Support local enterprises to convert in coops / worker coops
- Have an Asset Transfer policy to manager land and assets which support Community Land Trusts

Dynamic Purchasing System



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 challenge to test assumptions and policy design



As pre-checking has already been done, there are no financial limits on the mini-competition process



Mini Competition must be undertaken when using the DPS, ensuring the CCIN is promoting industry best practice



Allows new suppliers to join at any point

The following organisations were on the DPS on 31 July 2025:

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

Membership Engagement

Introduction of Customer Relationship Management (CRM) System

- Membership & Contact data was scattered across multiple systems, resulting in a fragmented view of our Network.
- Additional resource was brought into design and implement a new system which tracks activity, manage communications and engage consistently.
- The Project aligns with wider digital transformation efforts across local Government

CCIN Newsletters

- The monthly CCIN Newsletter update reaches 1,400+ inboxes across our various audiences each month.
- We are always on the hunt for content, to please send us your news to comms@councils.coop by 24th of each month.
- By encouraging more sign ups within your Organisation we can support CCIN Members to deepen engagement about cooperative practice.

Reviewing the CCIN Legal Structure & Constitution

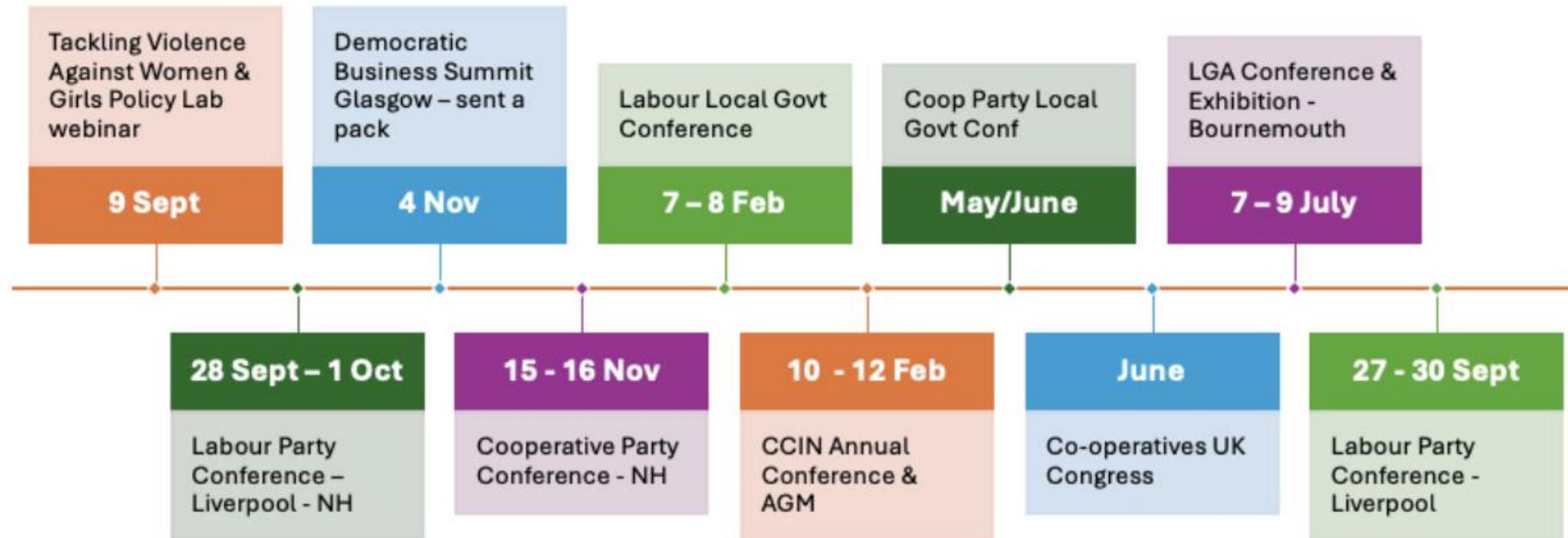
Nicola Huckerby, CCIN Chief Executive announced her decision to step back from the day to day managing of the Network in March 2025.

To help guide us into the next chapter, a task force was formed to explore new opportunities and ensure the network continues to deliver real value to its members.

Task force comprised of 12 individuals from across the governance & officer network, resulting in several new workstreams, including refinement to the existing constitution and exploration of opportunities for a new legal & operational structure.

The wider review of the Legal Structure remains an ongoing task that will run past May 2026.

July 2025 – August 2026 Event Calendar





Cooperative Councils'
Innovation Network

Review of the Year

August 2024 – July 2025



councils.coop

coop
People-centred councils
driving social innovation
putting people first

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ITEM 4

Jonathan Downs

Corporate Policy Lead
Oldham Council (*CCIN's Accountable Body*)

@OldhamCouncil

councils.coop

	2022/23 (Actual Spend)	2023/24 (Actual Spend)	2024/25 (Actual Spend)	2025/26 (Projected Spend)
Member Fees	£198,139.00	£231,028.00	£215,765.00	£223,415.00
Associate and Affiliate Fees	£15,175.00	£20,450.00	£21,350.00	£22,000.00
Supporter Fees	£675.00	£625.00	£550.00	£550.00
Carry Forward	£51,300.00	£36,177.00	£69,824.00	£73,101.00
CCIN Annual Conference	£395.00	£-	TBC	TBC
Partnership Income	£-	£20,000.00	£-	£-
Policy Projects Withdrawn	£-	£7,000.00	£4,000.00	£-
Total	£265,684	£315,280	£311,489	£319,066
Expenditure				
Accountable Body Fee	£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
AGM and Meetings	£618.00	£530.00	£-	£3,500.00
Travel Expenses and Accommodation	£6,395.00	£5,251.00	£6,202.00	£7,000.00
Revolut Transfer	£-	£-	£3,000.00	£-
Insurance and GDPR	£-	£-	£49.00	£-
Management Fees and Governance	MF	£19,487.00	£18,255.00	£21,725.00
Communications Support		£60,000.00	£60,000.00	£60,000.00
Website Maintenance and Email Costs		£3,854.00	£3,706.00	£4,070.00
Printing, Design, and Postage		£13,589.00	£8,062.00	£8,000.00
Membership Support		£21,125.00	£23,000.00	£24,000.00
Communications and Membership Support	CM	£98,568.00	£94,768.00	£102,048.00
Event Sponsorship		£-	£3,300.00	£1,500.00
Stir to Action Festival		£2,400.00	£-	£-
Sponsorship	SP	£2,400.00	£-	£3,300.00
Conference Expenses		£20,661.00	£21,841.00	£23,872.00
Annual Conference		£10,628.00	£7,000.00	£8,000.00
Conference Expenses and Room Hire	CE	£31,289.00	£28,841.00	£31,872.00
Policy Labs and Prototypes		£57,800.00	£87,000.00	£75,000.00
Study Visits		£9,168.00	£16,592.00	£-
Policy Labs and Policy Prototypes	PP	£66,968.00	£103,592.00	£75,000.00
CCIN Strategy Development		£5,794.55	£-	£1,143.00
CCIN 10th Anniversary Video (Rewind Project)		£5,000.00	£500.00	£-
Network Transition Support		£-	£-	£3,300.00
Legacy and Development Work	LD	£10,794.55	£500.00	£4,443.00
Expenditure Sub-total		£229,506.55	£245,956.00	£238,388.00
Reserve		£25,000.00	£25,000.00	£25,000.00
		£25,000.00	£25,000.00	£25,000.00
TOTAL BALANCE		£36,177.45	£69,324.00	£73,101.00
				£86,992.00

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ITEM 5

Cllr Paul Cassidy

Vice Chair, EOC & Chair of Finance & General Purposes
Vice Convenor, Environment & Regeneration – Inverclyde
Council

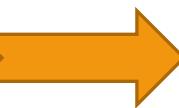
@PCassidy29 | @inverclyde

councils.coop

44 Councils



Over 12m citizens



£20bn+ budget



GREATER
MANCHESTER
COMBINED
AUTHORITY



North
Herts
Council





Parish Council





Backing
community
business



Multi-Year Discounts for Members

Item 5a)

The Cooperative Councils' Innovation Network values stability, collaboration, and long-term partnership.

Offering a modest discount for advanced multi-year payments encourages:

- sustained engagement with the network
- supports financial planning
- recognizes organisations that commit to CCIN Membership over a longer period

Eligibility

This discount applies to organisations that

- 1. Commit to a minimum of two or more consecutive years of CCIN Membership and**
- 2. Pay the full membership fees for the agreed period in advance**

Discount Rate: A 5% discount is applied to the total membership fee for the full period paid in advance.

N.B This discount applies cannot be combined with any other CCIN membership discounts or offers. Organisations already receiving a discounted membership are not eligible to apply for the multi-year advance payment discount.

This Policy is effective from 01/01/2025 and applies to all new and existing memberships meeting the eligibility criteria. It will be reviewed every three years to ensure alignment with CCIN objectives and membership needs.

Changes to Affiliate Member fee banding

Item 5b)

Since the inception of the Cooperative Councils Innovation Network (CCIN), the fee structure for Associate and Affiliate members has remained unchanged since they were launched in July 2017.

Over this period, the network has expanded significantly in terms of commissioned activity, events, advisory support, policy development and administrative demand. Rising operational costs mean that the current fee structure no longer reflects the true cost of delivering value to members.

After a considered decision making process, CCIN Executive Oversight Committee approved the membership report and financial assessment with recommendations in January 2026.

Proposed Fee Structure

To ensure a fairer contribution based on organisational scale, additional tiers have been introduced based on income/turnover.

<u>Income/Turnover</u>	<u>Current Fee</u>	<u>Proposed Fee</u>
Up to £25,000	£100	£100
£25,000 – £250,000	£250	£250
£250,000 – £750,000	£250	£500
Over £750,000	£500	£1,000

N.B The revised fee structure will be implemented following the 2026 AGM, Members will be informed up the proposed changes & rationale. Additional income from the increase will inform budget planning and resource allocation

The revised membership fee structure will be reviewed every year prior to the AGM



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ITEM 6

Cllr Mili Patel

Chair of Values & Principles Board
Deputy Leader – Brent Council

@MiliKPatel | @Brent_Council

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Values & Principles Board 2024-26



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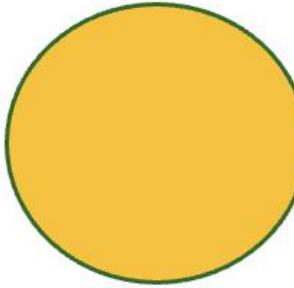
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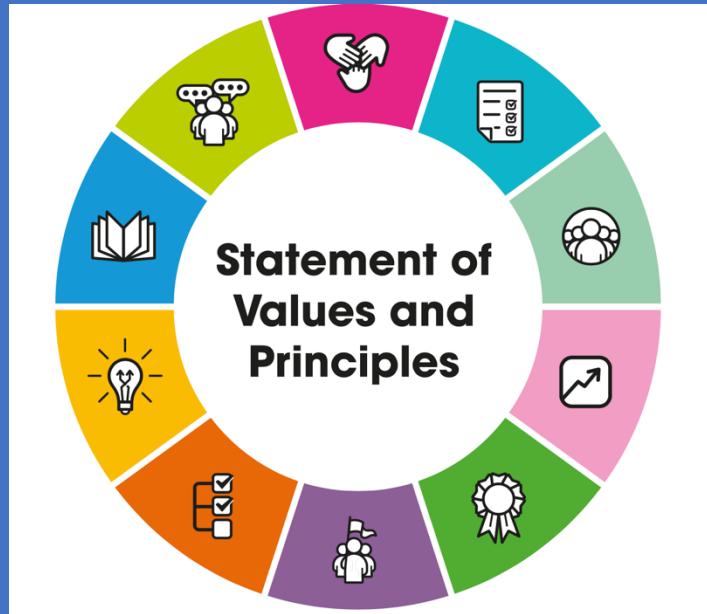
Gareth Dowling
Cooperative Party



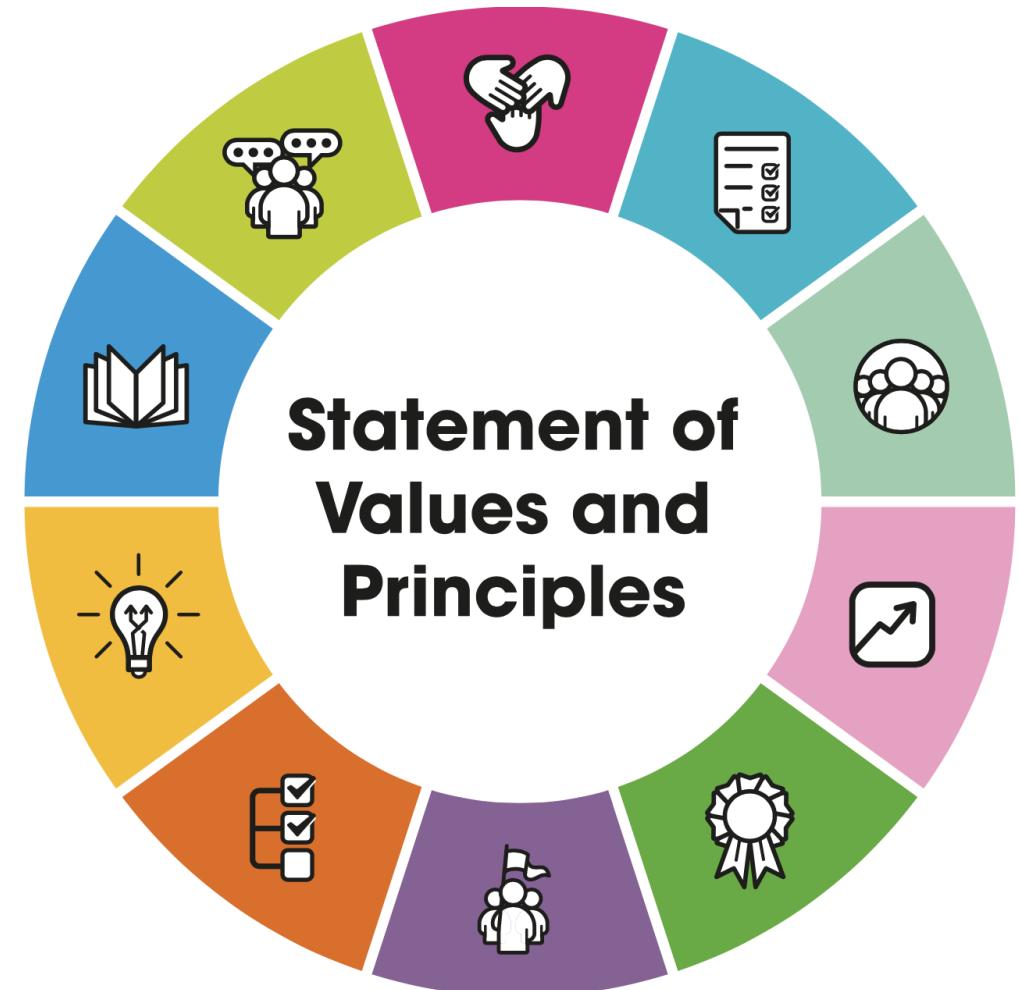
Gareth Nash
Coop & Mutual Solutions



Paul Bell
Unison



These icons displayed on our work demonstrate how Co-operative Councils are putting our co-operative principles into practice, demonstrating the **#cooperativedifference** in the work that they are doing.



Funding approved for 4 new Policy Labs



Policy Projects underway

Policy Projects

Taking a Co-operative approach to tackling health inequalities

Policy Lab
Project Lead: Westminster City Council

Being Cooperative: Towards a model of brave & inclusive governance in Local Government

Policy Lab
Project Lead: Rochdale Council

Fairer Help

Policy Prototype
Project Lead: Hackney Council

Greenwich Cooperative Care Compact & Workers Network

Policy Prototype
Project Lead: Royal Borough of Greenwich

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Cooperative Councils'
Innovation Network

Policy Lab

Applications Advice

Clinic and Launch

Cllr Mili Patel

Chair – Values & Principles Board, CCIN
Deputy Leader – Brent Council

Morgan Jones

Strategy & Innovation Manager
Cheshire West & Chester Council

CCIN Policy Lab & Prototype funded projects



Member led projects to find co-operative policy solutions to the challenges facing local government.
Open to all ideas, the more innovative the better!



Policy Labs - more significant collaborative pieces of work that CCIN members work on together and eligible for between £10,000 - £20,000 of funding.



Policy Prototypes - smaller projects delivered in a specific locality on behalf of the Network and eligible for up to £2,000 of funding.

Policy Labs –

- £60k total budget
- 24 months to deliver
- Support the Government's Missions

Policy Prototypes –

- £15k total budget
- 12 months to deliver



Cooperative Councils'
Innovation Network

Tackling Barriers to Building a Cooperative Economy



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

Arts & Culture for Social Cohesion



Cooperative Councils' Innovation Network

February 2025



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



March 2022



Cooperative Councils' Innovation Network

November 2022

Growing an Inclusive Cooperative Economy



Cooperative Councils' Innovation Network

February 2022

Understanding the Digital Divide



Co-operative Councils' Innovation Network

February 2022

Co-operative Approaches to Reaching Net Zero



THE CO-OPERATIVE DIFFERENCE IN CARE

Co-operative Councils' Innovation Network

February 2022



CCIN POLICY LAB

Exploring Positive Social Impact in Local Government



Co-operative Councils' Innovation Network

March 2021

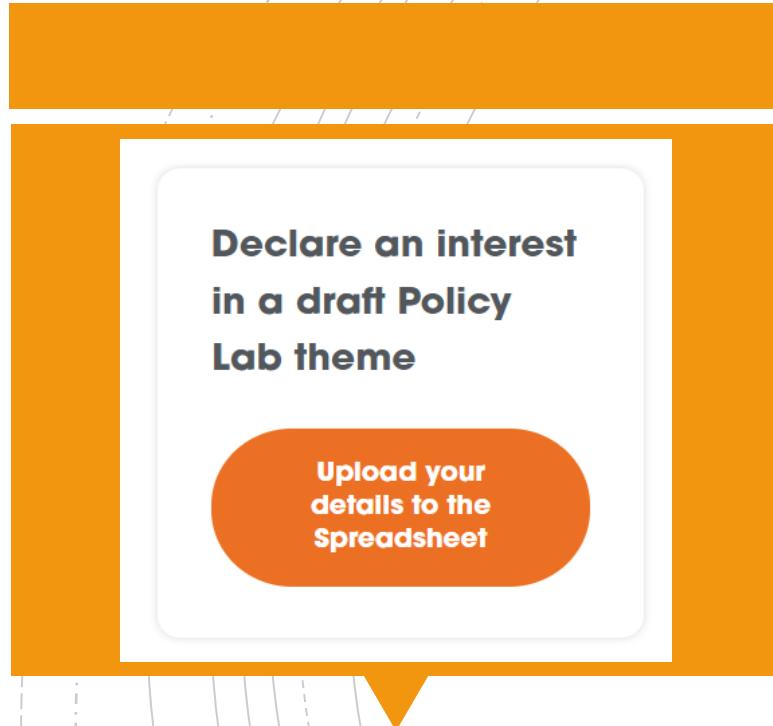
Beyond Asset Transfer



How to get involved in Policy Labs and Policy Prototype Bids in 2026

To encourage more councils to get involved, Full Members can **lead** a maximum of one project at any time. So, if you are leading an existing Project (a Policy Lab or a Policy Prototype), you can't lead a new one, but you can always join another.

Next Steps



- Talk to colleagues on the network
- Upload any ideas to the CCIN website via the draft Policy Lab theme.
- See what ideas others have uploaded on the Policy Projects Spreadsheet

Deadline for Submission of Bids:
Monday 16th March 2026

Dates	
10 – 12 February 2026	Launch at Annual Conference
16 March 2026	Closing date for submission of all Bids
w/b 23 March 2026	EOC & V&P Board consider Bids
30 March – 10 April 2026	Bidders are asked to respond to any further questions raised by Governance
w/b 13 April 2026	Sign-off of successful bids by V&P (meeting)
w/b 20 April 2026	Budgets signed off by EOC (via email)
May/June 2026	Values & Principles Board Members assigned at Sponsors to the Policy Project.
w/b 15 June 2026	Contracts awarded/work starts

For more information visit <https://bit.ly/CCINbids25>



AGENDA

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- 2. Minutes of the last meeting**
 - 13 February 2025 (Greenwich)
- 3. Review of the Year: Aug 2024 – July 2025**
- 4. Budget Report 2024/5**
- 5. CCIN Membership Update**
 - a) Multi-year Membership discount for Members
 - b) Associate & Affiliate Fees – membership banding revision
- 6. Report back from Values & Principles Board**
- 7. 2025 – 26 Policy Projects funding round**
- 8. Proposed Revisions to CCIN Constitution**
- 9. Governance Elections 2026 – Timeline & Expressions**
- 10. Any Other Urgent Business**

ITEMS 8 & 9

Cllr Paul Cassidy

Vice Chair, EOC & Chair of Finance & General Purposes

Vice Convenor, Environment & Regeneration – Inverclyde Council

[@PCassidy29](https://twitter.com/PCassidy29) | [@inverclyde](https://twitter.com/inverclyde)

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Item 8

Proposed Revisions to CCIN Constitution



Constitution



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Item 9

Governance Elections for CCIN

- All out Elections for CCIN Executive Oversight Committee and Values & Principles Board are scheduled to take place at the end of 2026.
- Further details will be shared with Members in Autumn 2026.
- Interest from Members who be considering standing for Election too the EOC / V&P Boards can be submitted at any time to:
hello@councils.coop

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Any other
urgent business

Item 10



CCIN Stand at the LGA Conference October 2024 (left to right)

- Baroness Sharon Taylor of Stevenage
- Nicola Huckerby - CEO, CCIN

Nicola Huckerby

Outgoing Chief Executive – Cooperative Councils' Innovation Network



Launch of the Councils Cooperative Development Toolkit at the Coop Party's Coop Change event in Manchester - October 2024 (left to right)

- Nicola Huckerby - CEO, CCIN
- Jim McMahon OBE, MP
- Cllr Jim Robbins - Chair of CCIN and Leader of Swindon Borough Council



CCIN Stand at the LGA Conference October 2024 (left to right)

- Baroness Sharon Taylor of Stevenage
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Nicola Huckerby

President – Cooperative Councils' Innovation Network



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- Jim McMahon OBE, MP
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People-centred councils
driving social innovation
putting people first

Thank you