

Councils Coop Development Toolkit

Online Webinar

Wednesday 11 February 2026

CCIN AGM26 and Celebration of Cooperative Innovation - ONLINE Events



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



117 Members
21 Supporters

43



Member
Cooperative Councils'
Innovation Network

27



Associate Member
Cooperative Councils'
Innovation Network

47



Affiliate Member
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Innovation Network

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

Case Studies

Over 600 Case Studies have been shared by our Members for your use

Search

Categories

Principles

Regions

Members

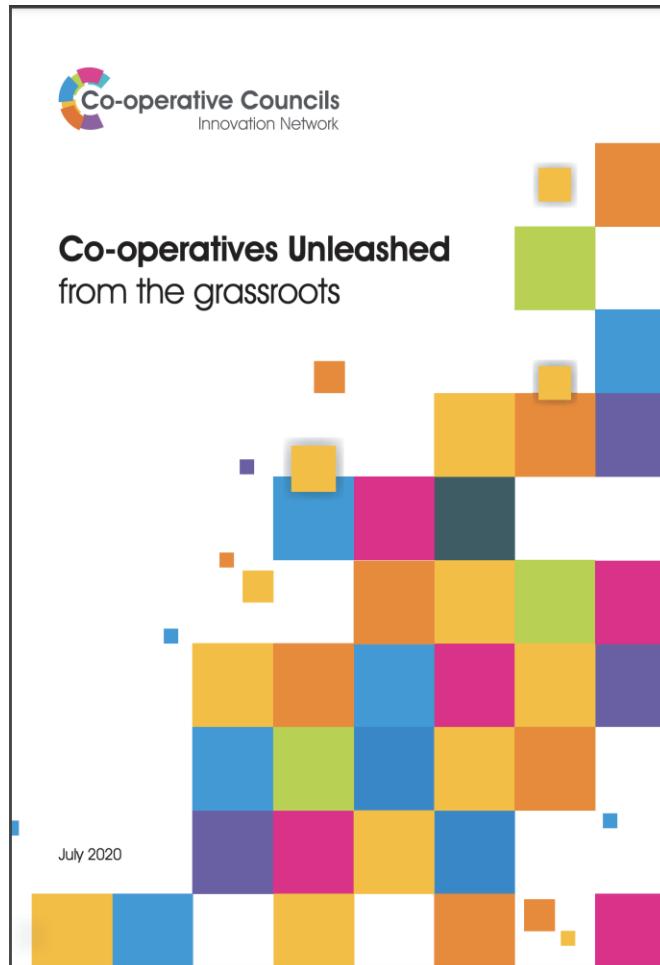
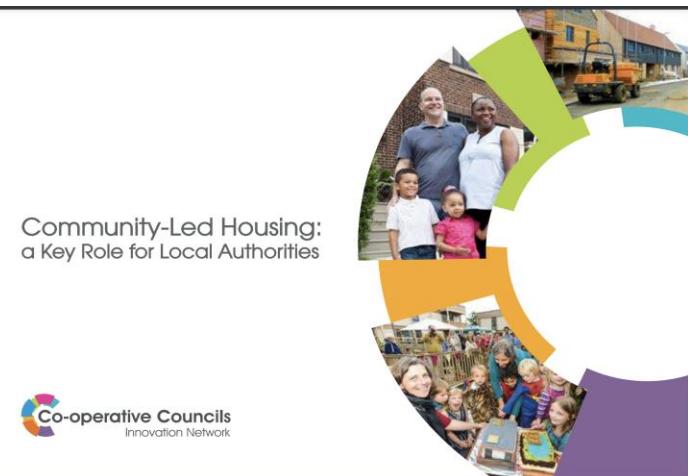
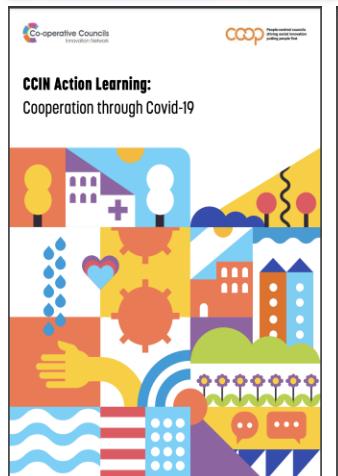
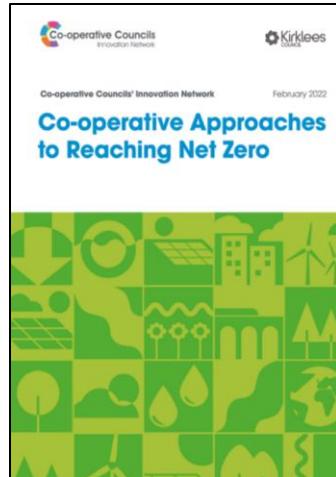
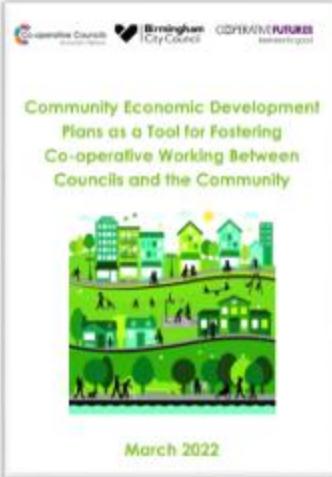
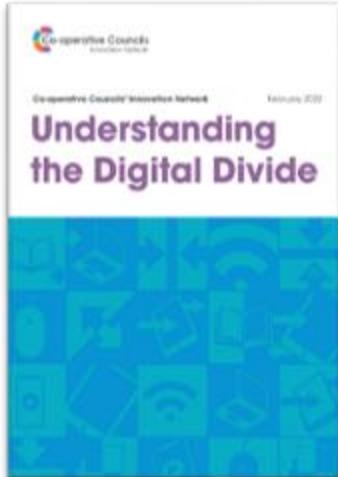
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Right to the Streets

December 2025

Disrupting Sexual
Exploitation

Protecting Victims
through Ex Parte





Cooperative Development Toolkit

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

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Cooperative Councils'
Innovation Network

COOP
People-centred councils
driving social innovation
putting people first



Cooperative Councils' Innovation Network

Jonathan Nunn

Policy & Partnerships Lead
– Kirklees Council

&

Project Lead – CCIN
Cooperative Development
Toolkit



Graham Hart

Head of Economic
Development

&

Roisin Neal

Economic Initiatives
Officer



David Randall

Board Member,
Crystalisr.coop

&

Values & Principles Board
Member (Affiliates) - CCIN



Session Chair: Cllr Paul Cassidy – Vice Convenor - Environment & Regeneration
Inverclyde Council & Vice Chair - CCIN

What is Crystalisr?



Are you an SME who wants to access local work opportunities?

We can help by reducing barriers to Entry and increasing your visibility to larger local institutions unlike cumbersome existing tender portals.

[View our Courses](#) [Find out More](#)



Supplier Gymnasium

Supplier-Users work towards fitness-to-supply, post evidence of achievement, develop market strength and knowledge through collaboration in working groups



Anchor Showcase

Anchor institutions develop their Anchor Network, state their vision and needs, provide market and ecosystem-level insights, offer opportunities for collaboration and provide alerts of contract opportunities



Policy Platform

Engagement between members of the local ecosystem, citizens, policy makers and funders to drive change and access the resources we need to transition to a generative, foundational economy in South London



Co-operative Councils
Innovation Network

South London Problems and Opportunities

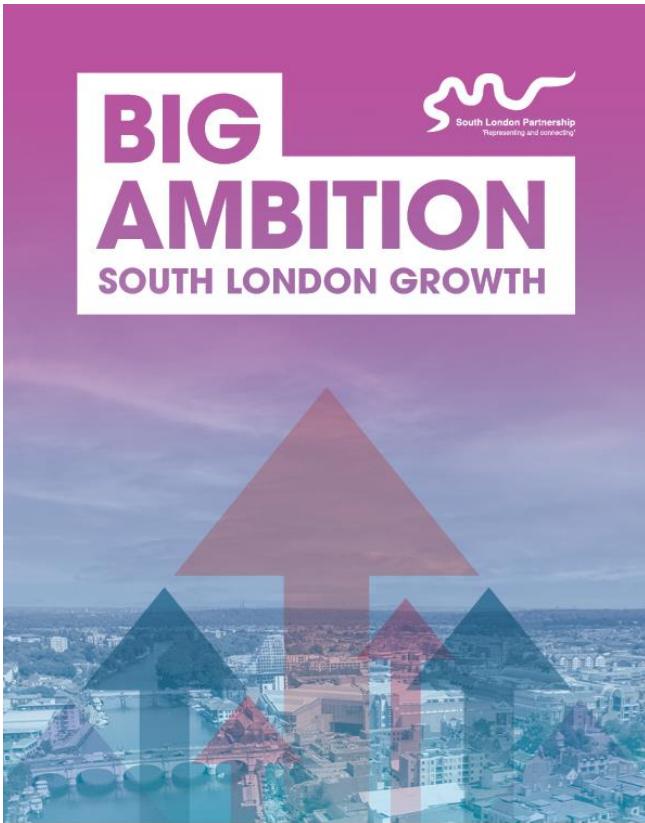


South London Problems and Opportunities

- **Regional Context:** The youth unemployment rate in London has surged, with some figures indicating it reached 21.5% in late 2025, marking a post-COVID high and placing it among the highest in the UK.
- **Impacted Areas:** While the crisis is city-wide, specific South London boroughs have historically shown high rates of youth unemployment, with reports noting Croydon (15.8%) and Lewisham (14.5%) as areas with significant challenges.
- **Croydon Project Abandonment:** In November 2024, URW officially abandoned its long-standing plans for a massive Westfield shopping centre in Croydon, opting instead to pivot towards a mixed-use, residential-led regeneration of the Whitgift Centre. This decision followed years of delays, leaving the town centre in a state of disrepair.
- **Croydon Sale Consideration:** As of July 2025, URW was considering the sale of its Croydon development site.



South London Problems and Opportunities



- ▶ Create a South London Anchor Network to drive collaboration across health, education, skills, net zero, housing, and procurement.
- ▶ Establish a South London Investment and Growth Board to unlock public and private investment in regional growth opportunities.
- ▶ Launch Destination: South London, a strategic forum to attract investment into our towns, high streets, and experiential economy.
- ▶ Pursue opportunities through the proposed International Centre of Creative Industries to grow the region's creative economy.



Co-operative Councils
Innovation Network

EXAMPLE 1 – THE ‘BIG INTEGRATE’ PROGRAMME



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5 co-operative forms of enterprise have now emerged from this ongoing collaboration, and membership of the community of practice has grown to 63 businesses. The 5 emerging co-operative enterprises are:

- Care Concierge – a platform co-operative offering the management of care pathways in the community
- Sunray 100 – a green economy collaborative focusing on retrofit in similar housing archetypes on the 850-home Sunray Estate in Tolworth, Kingston upon Thames, **now entering the phase of creating a Energy Local Club (a co-operative) – Example 2**
- Hack the System – a platform co-operative dedicated to transforming the earning potential of local creatives using game technology
- Vision House – leveraging the 200,000 acres of land earmarked for development under the CofE Housing Project to start small housing co-operatives
- South London Ventures – adding separate community wealth fund management into ‘traditional’ modes of public and private venture capital

EXAMPLE 1 – THE ‘BIG INTEGRATE’ PROGRAMME



Lesson 1 - Insofar as BIG Integrate was a **dedicated programme** authorised by the South London Partnership, it implemented that part of the Cooperative Development Toolkit that encourages the systemisation and funding of initiatives offering the prospect of new co-operative enterprises.

Lesson 2 - **Doing Your Homework:** understanding your local context and objectives. The Community of Practice is a resource pool in which co-operative and social businesses can share information advice and guidance with Anchor Institution in the room to benefit equally for the know how in terms of both procurement practice and the development of co-operative enterprise

Lesson 3 – **Access to funding:** Innovation Vouchers worth ?5,000 per offered along with access to the programme – these were open to any organisation. Regardless of structure.

EXAMPLE 2 – SUNRAY 100 ENERGY LOCAL CLUB



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Kingston Council provided £30,000 of funding via the energy advice budget to engage with the public and cause the founders to come forward to develop the retrofit initiative on the Sunray Estate.

Setting up a co-operative vehicle for the initiative, Sunray Energy Local Club

Kingston Council provided access to practical planning tools such as access to the Advanced Infrastructure LAEP+ Dataset which allowed planners to understand the practical implications of installing solar, batteries and heat pumps on the estate, and the potential economic uplift of the energy Local Club Model.



The award winning Net Zero planning tool. Use the digital twin to identify optimum locations to deploy low carbon technologies or plan region-wide energy transitions



EXAMPLE 2 – SUNRAY 100 ENERGY LOCAL CLUB



Lesson 1 – Local government in Kingston was able to scrutinise the Energy Local Club model via central government Department for Energy Security and Net Zero and the Renewable and Sustainable Energy APPG of parliamentarians to decide whether or not to recommend the Energy Local Club model to residents as part of the public engagement service. This is an example of a Council using its **convening power**.

Lesson 2 – **Extended Convening**. Because Kingston Council had additionally set up a so-called Green Business Community of trusted partners in the transition to NetZero, it was possible for local collaborators to pair up with suitable local partners and suppliers to take forward the project – a win for community wealth building

Lesson 3 – **Theory of Change**: Engaging with able-to-pay residents and private landlords and turning them into climate ambassadors is a wicked problem, but as a result of this Council-led collaboration across the community and with the Sunray 100 partnership, a Theory of Change has emerged which is starting to deliver.

Strong Cooperative Roots

Together for
Greenwich



Long and Rich History
of Co-operative
Development



Royal Greenwich boasts
a thriving ecosystem of
over 600 generative
businesses



GCDA – established in
1984 – one of the few
remaining Co-operative
Development Agencies



Strong Political ambition
- aligning with
Government Mission to
double the size of the
co-operative and mutual
sector



Co-operative Council Journey in Royal Greenwich

Together for
Greenwich



Co-operative Council CCIN member 2016

Community Wealth Building July 2022

Our Greenwich Plan 2022

Anchored in Greenwich Partnership Sep. 2022

Inclusive Economy Strategy March 2024

Co-operative Commission Feb 2025

Royal Borough of Greenwich Co-operative Commission

- Kick off in March 2024
- 3 strands; co-operative business support, social care, and community energy
- 11 Commissioners
- Expert witness sessions
- Public call for evidence, 63 submissions



SUPPORTING NEW AND EXISTING CO-OPERATIVE START-UPS AND BUSINESSES

- Partner with local universities and anchor institutions.
- Ensure local businesses can access support programmes.
- Invest in staff training across the council.
- Explore the formation of a London-wide co-operative network.

SOCIAL CARE

- Co-produce a Co-operative Care Compact with residents, workers, and care providers.
- Conduct a strategic review of commissioning to identify areas where co-operative care models could be introduced.
 - Encourage the growth of co-operative micro-businesses in health and care.
 - Establish a local health and social care workforce board and care workers' network.

RECOMMENDATIONS

COMMUNITY ENERGY

- Launch a £1 million Community Energy Fund to invest in local carbon-reducing projects.
- In preparation for the national Great British Energy initiative, develop a Local Power Plan with a cross-sector taskforce and community stakeholders.
- Create a Community Energy Partnership Board to unite stakeholders, streamline access to funding, and support local groups with information and expertise.

GOVERNANCE

Establish a Co-op Commission Board to provide oversight and governance to monitor the progress of the recommendations.

Using the Co-operative toolkit

Three current areas where the toolkit features:



Co-operative
Champions

Toolkit sections-
Back to Basics
What Can I do



Commissioners

Toolkit sections-
What Can I Do
Doing Your Homework



Hackathon
participants

Toolkit sections-
Back to Basics

What and Who is a Co-operative Champion?

Any council officer that volunteers to:

- **Champion Co-operative Values** : Promote and model the principles of co-operation - such as democratic participation, social responsibility, and equity, within your service area and across the Council.
- **Promote Co-Production**: Advocate for greater collaboration with residents, service users, and community organisations in the design, delivery, and evaluation of services.
- **Support Culture Change**: Help embed a co-operative mindset and behaviours in daily practice, working with colleagues to develop more open, participatory, and responsive services.
- **Share Good Practice**: Identify and share examples of co-operative working from your team or wider local government sector and help replicate effective approaches across the Council.

Capacity building business advice network

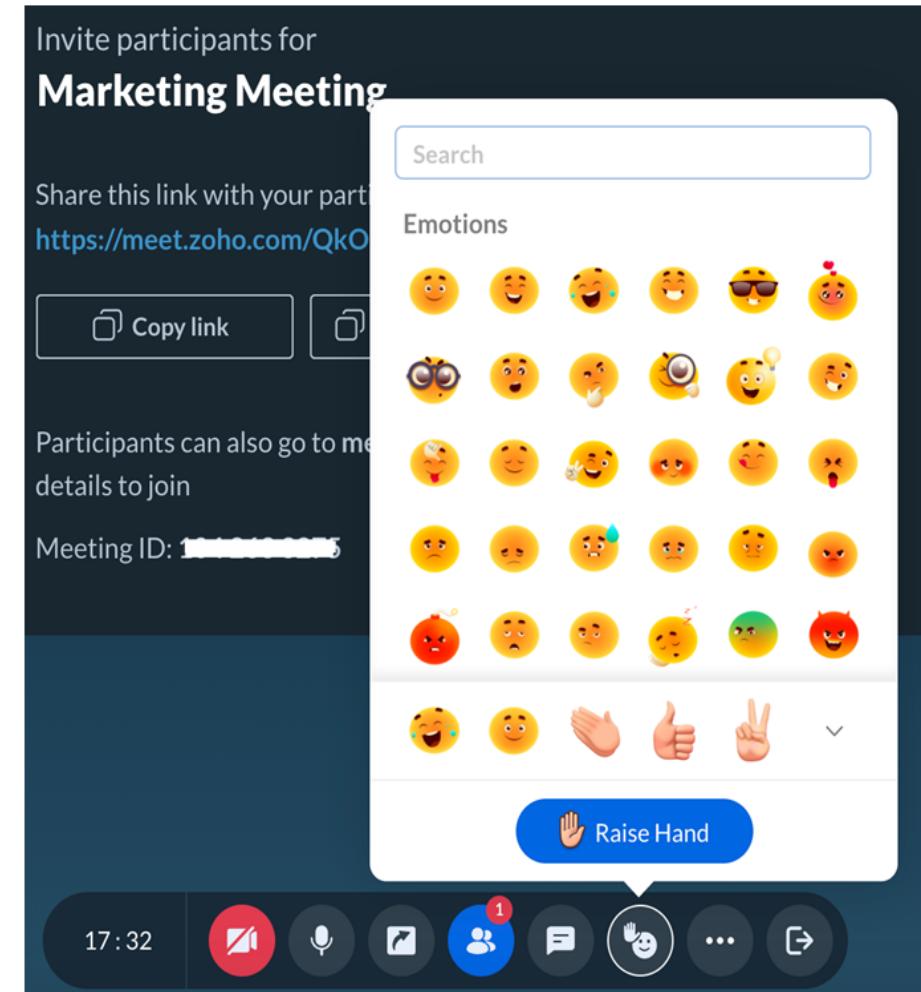
Building the knowledge and skills of business advisers

Working with Stir to Action to provide training and awareness on alternative business models

- Staff delivering micro enterprise support in adult social care
- Advisers working in Generative Business Support
- Advisers working in Start-up and small business support

Which cooperative capability would you **MOST** like to strengthen in your council?

- Thumbs-up = Insight & engagement
- Heart = Co-design
- Clapping = Shared governance
- Smiley = Community assets
- Lightbulb = Learning & evaluation



What is the **BIGGEST** barrier to cooperative practice in your area right now?

- Thumbs-up = Time
- Heart = Culture/mindset
- Clapping = Lack of structures
- Smiley = Skills/confidence
- Lightbulb = Knowing where to start

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Thank you