



VALUES & PRINCIPLES BOARD

online meeting

Meeting 1200 - 1400 hours on Wednesday 10th December 2025

MINUTES

Present:

Cllr Mili Patel	Brent Council (Chair, Values & Principles Board) (from Item 13)
Claire Ward	Anthony Collins LLP (Vice Chair)
Cllr Alistair Willoughby	North Herts District Council (Vice Chair)
Cllr Sam Pallis	Hackney Council (from item 3)
Cllr Rudi Schmidt	Lewisham Council
Rebecca Harvey	Co-operative News
Jonathan Bland	Social Business International (from item 4)
Liz McIvor	Cooperative Heritage Trust
Paul Bell	Unison (from item 4)
Gareth Nash	CMS.COOP
David Randall	Crystalisr
Cllr Bradley Arnold	Halewood Town Council

In attendance:

Nicola Huckerby	Chief Executive - CCIN
Pete Vallance	Community Innovation Specialist – CCIN (Minutes) (Until item 15.2)
Michael Rodrigues	Westminster City Council (for item 6)
Rahima Begum	Westminster City Council (for item 6)
Morgan Jones	Cheshire West & Chester Council (Until item 6)

Apologies:

Cllr David Darkin	Llanelli Town Council - (Council Activities)
Cllr Dave Grocott	Kidsgrove Labour Group (Council Activities)

Absent:

Cheryl Barrott	Co-operatives UK
Cllr Lisa Denson	Cheshire West & Chester Council
Gareth Dowling	Co-operative Party
Cllr Mike Osborne	North Warwickshire Labour Group

In the absence of Cllr Mili Patel at the start of this meeting, Claire Ward, Vice Chair took on the role of Chair for this meeting.

1. **Welcome, introductions, apologies** – Chair
 - 1.1 After identifying that the meeting started as Inquorate, the advice from the Chief Executive, CCIN was to continue, as further members of the Board were scheduled to join during the meeting.

The Chair highlighted the matter of attendance as being an issue of concern Board Members are absent from two meetings during a calendar year, there are implications for members of the board being removed.

1.2 **New Members of Values & Principles Board**

Cllr Bradley Arnold (Halewood Town Council) was welcomed as Associate Representative, and Gareth Nash (CMS.Coop) & David Randall (Crystalisr) were welcomed as Affiliate Members to this Board.

The Values & Principles Board meets around 4 times per year, and therefore absence without reasonable grounds for 50% of the Annual Meeting and is an unacceptable position to be in. By the time the Chair had finished this item, the meeting was quorate.

1.3 **Election of Vice Chair, Associates**

Chief Executive, CCIN gave an update which included identifying Members who are eligible to stand for this position. It was noted that Cllr

2. **Minutes of the last meeting – 17 September 2025** – These were approved.

3. **Matters Arising**

3.1 **Item 3.2 VAWG Report**

Request to supply Case Studies for inclusion on the Website remains incomplete and the video remains an outstanding matter. The final tranche of funding can be released to Trafford Council once these two elements are supplied. It is recognised that should Swindon run an additional session this would be an extra component that was not included in the initial BID.

Action: PV to follow-up with Trafford.

3.2 **Item 4 Being Cooperative: Towards a model of brave and inclusive governance in local government (Cooperative Governance) Policy Lab – Rochdale (2023/24)**

After dialogue with the Rochdale Project team, Chief Executive, CCIN and Chair, Values and Principles Board. The expectation is that the next Project Update to be supplied to the next Values & Principles Board meeting to take place after February 2026. Project Sponsors were informed of this approach.

Noted: Opportunity for the Project Sponsors to reach out to this Project from February 2026.

3.3 **Item 6.1.1 Project Sponsors Update – Role Portrait**

Members welcomed the Project Sponsor role document circulated as part of the Project Sponsor brokering process prior to the meeting.

Agreed: to use the Project Sponsor Role Portrait as appropriate as part of the Policy Project Process.

3.4 **Item 7 Empowering Communities through Civic Crowdfunding (CWAC 2023-24)**

www.councils.coop/crowdfunding - has received full sign off and is now a live webpage.

3.5 **Item 14.1 Funding Agreement for each Policy Project**

Noted: Once Policy Project Leads have been signed the Funding Agreement and returned to Oldham Council, this triggers a Purchase Order for an invoice to be submitted for 50% of payment.

4. **Funded Project Tracker Update**

PV gave an overview of the Tracker.

5. **Project agreements & Funding**

This item was addressed during matters arising.

6. **Presentation at meeting: Taking a Cooperative approach to tackling health inequalities Policy Lab – (Westminster 2023/24) -**

The Chair welcomed two Westminster colleagues to this online meeting.

Prior to this meeting Westminster Council had submitted request to vary for the following reasons:

- Timeline constraints – Westminster City Council's (WCC) desire to complete this project before Purdah.

- Resourcing and capacity issues experienced by WCC
- Strategic Refocus.

It was noted that WCC had asked to scale back deliverables approved in the Original BID without reducing the Budget from CCIN.

Initial Board discussion took place around the unrealistic timescale to complete this project before April 2026. It was felt that for the Project elements to be run, and the output of this Project to be of a suitable standard the timelines identified in the request of variation would need to be extended at least to June 2026.

While some event elements had been removed from the original bid, maximising attendance at the remaining activities – particularly the two webinars and the Changemakers continuation event – will be important to ensure the best use of the Network's limited resources. WCC Officers were asked to promote the webinars widely across the CCIN network, and that CCIN resources will be used to promote via the Publicise your event on the CCIN Website.

It was noted that the Changemakers event – changed from 2 days to 1 day: 'The £5,000 funding for this event represents a substantial per-head cost (around £278 based on 18 attendees), so full attendance is crucial to optimise value. For the up to three additional CCIN members that can be involved, there was encouragement to liaise directly with the CCIN Officer Network Lead and consider targeting councils that would increase the diversity of participation (for example rural authorities or those from the devolved nations).

A subsequent Budget Update for this event was changed, with £1k was reallocated from the Roundtable event to the Changemaker one-day budget, the Board encouraged the Project Team to keep the roundtable event in, even if it was an online webinar. The rationale was that would be a cost effective way of generating learnings and output from this project.

Toolkit development

It is noted that the £10,000 allocation for the Toolkit is significantly higher than for previous CCIN toolkits, and therefore the output will need to be a high-quality, practical and easily replicable resource, underpinned by robust scoping, development and production. The Toolkit will need to follow the clear expectations on format, style and level of details as highlighted in the CCIN branding guidelines, which also references previous toolkits.

With 50% of the Project's Budget being allocated to the Toolkit, it was asked that the WCC Project Lead liaises with CCIN Lead as the Toolkit develops. CCIN works with Coop News on the design and production of its own collateral and should be asked to quote for any outputs from this project.

Project Lead confirmed that if the decision was taken not to go ahead with the Changemaker event it would not adversely affect the production of the Toolkit.

Project launch

All CCIN projects include some form of launch, and the Board would expect this project's outputs and outcomes to be launched in a way that delivers some of the intentions of the original Roundtable proposal – for example, an online session similar to Trafford Council's recent launch of its Violence Against Women and Girls report, which included partner contributions and time for questions. In addition this is a project that could be launched at the LGA conference, if it were ready in time (or almost ready as in the case of the TVAWG Toolkit).

CCIN Values and Principles

The Board seeks confirmation that V&Ps will still be embedded in this project, and the legacy of the project, despite the timeline and resourcing issues encountered for this project.

6.1 Next steps and project sponsorship

Considering the above, the Board's view is that it is unrealistic to expect the project to be fully completed by the end of March 2026, and that sufficient time should be allowed both for high-quality production of the Toolkit and report and for an effective launch.

The Board proposed that WCC submit their final report in July 2026. It was also agreed that the CCIN Values & Principles Project Sponsors for this Policy Lab will be Gareth Nash and Cllr Mili Patel (if she was happy to pick this one up).

The worst outcome would be for any new Administration to come in and for the project not to be completed which would mean the CCIN would need to clawback any funding already handed over. Mention was also made of the Health & Wellbeing Strategy (until 2033) so there were a number of actions already in place beyond Purdah.

6.2 **Agreed: to note the November 2025 update report.**

7. **Cooperative Approaches to Post-16 Transition** (Manchester City Council 2024 /25) – Policy Lab.

Agreed: To note the November 2025 update report.

Agreed: To ask the Sponsor to continue to provide updates at future Values & Principles Board meetings.

8. **Treating Care Experience as a protected characteristic** (Swindon Borough Council 2024/25) – Policy Lab

Agreed: To note the November 2025 update report. CW gave a verbal update on progress. Several in-person sessions were being arranged in 2026 for CCIN members to attend. The project is keen to run a session as part of the CCIN AGM / Conference 2026.

Agreed: To ask the Sponsor to continue to provide updates at future Values & Principles Board meetings.

Agreed: PV to liaise with the Project Team as per their offer to run a Conference Workshop.

9. **Faith, Young People & Resilience: Understanding the Past, Strengthening Cohesion, and Preparing for the Future (GMCA 2024/5)**

Agreed: to note the update report. PB fathomed the technology to be able to give a verbal report to the meeting.

Agreed: To ask the Sponsor to continue to provide updates at future Values & Principles Board meetings.

10. **Sustaining Local Leadership and Place-Based Innovation (Stevenage Borough Council/Brent Council (2024/5)**

Agreed: To note the November 2025 update report.

Agreed: To ask the Sponsor to continue to provide updates at future Values & Principles Board meetings.

11. **Fairer Help (Hackney – 2023-4)**

Agreed: to note the update report. With Policy Prototype in final draft it is hoped that this could be signed off in time to launch this at the CCIN AGM 2026.

Action: PV to follow up with the Project Team at the next Values & Principles Board meeting to arrange a suitable sign-off

12. **Greenwich Co-operative Care Compact and Workers Network (Greenwich – 2024-25) - Prototype**

Agreed: To note the November 2025 update report.

Agreed: To ask the Sponsor to continue to provide updates at future Values & Principles Board meetings.

13. **Policy Lab and Prototype Review**
- 13.1 **Short term actions – Item 3.3 More clearly set out the role of CCIN Values in Process**
 Agreed: RH & PV to arrange a follow up call, with the output to inform this Action.
- 13.2 **Short term Actions – Item 4.1 Develop a simple “post project review ”form**
 CCIN Website Manager has worked with Morgan Jones to deliver the online review hosted on the CCIN Website <https://www.councils.coop/post-policy-lab-review/>
- 13.3 **Short term Actions – Item 5.2 Model Communications Plan**
 PV had circulated three examples of Communications Plans from the most recent Policy Project round; he thanked members for their feedback.
 Agreed: to include model communications plan circulated at the meeting in future Policy Project applications.
- 13.4 **Short term Actions – Item 5.3 Expectation for Case Studies from Councils to case studies on work influenced by a published Project.**
 PV informed the meeting that this matter was highlighted at the December 2026 Officer meeting. The issue of Case Studies submission throughout the year was something that should be encouraged.
- 13.5 **Request for Task & Finish support to review Medium term and outstanding actions in preparation for 2025/26 Round of Projects – as part of Thematic Lead Session**
 PV gave an update on the Review, considering the timescales until the launch of the next round of applications for the Policy projects, it was hoped that outstanding items in the Review which had not been progressed are mopped up in time for the opening of 2025/26 Applications. Chair had wished to go through individual action, but it was noted that time was not available at this meeting.
 Action: PV to review the Action Plan and highlight any key areas needing focus at next Values & Principles Board meeting, with a view for completion of any Actions in time for the launch of Policy Projects 2025/26.

Two key areas were highlighted as needing to place focus: 4.2 – Developing a mutual aid approach (e.g where an officer loses a key officer) – although this would be on an adhoc basis for each project. 5.5 Additional activity to set aside Officer time to review the impact of the project 12 months, on / 5.6 Require a review of the impact of larger pieces of work a year after publication, this could also link into raising the profile and building deeper strategic links from CCIN Members work back to UK Government through All Party Parliamentary Groups & various Departments.

The outgoing Chief Executive referred to the Task & Finish Group proposals to replace her single role with two roles. One focused on Public Affairs & the other focussed on CCIN Membership & Strategy, more will become clear after the impact of May 2026 Elections are known. She agreed that with the founders of the Network well placed in Government, there are some strong opportunities for raising the profile of work and initiatives of the CCIN and its Members.

14. **Policy Lab & Project timetable 2025/26**
 Cllr Patel thanked Claire Ward for chairing this Board meeting in her absence, and assumed the role of Meeting Chair from this point forward. Chief Executive took Members through the slide deck and associated dates.
- 14.1 **2025/26 Budget for Policy Projects**
- £60k total budget – 24 months for delivery
 - £15k total budget – 12 months for delivery
- 14.2 **Timetable for Policy Bids 2025/26**
 The Timetable agreed by EOC is as follows
- **10-12 Feb 26** Call for Applications launched during CCIN 2026 Conference
 - **16 March 26** Closing date for Application
 - **w/c 23 March 2026** EOC & V&P Joint Meeting to consider Bids
 - **April 2026** Sign off Successful Bids and Budget
 - **Mid June 2026** Contracts awarded / Projects Commence

Board Members highlighted the potential for Members to engage from now, as a way of creating more time to help develop Bids before applications were opened in February 2026. Chief Executive confirmed Policy Project applications will be included in the December 2025 CCIN Newsletter and Agenda item on CCIN Officer Call (January 2026). The intention is that Bids are in prior to Local Elections Purdah.

15. **Member Engagement updates**

15.1 **Associate Member Engagement** – No updates received.

15.2 **Affiliate Member Engagement** – Claire Ward reported back that she had received nothing back via the WhatsApp group.

16. **Any Urgent Business**

16.1 **Topics for future Webinar Sessions**

Chief Executive asked Board Members to help identify future topics for the CCIN Conference & Webinars Members identified the following areas:

- Neighbourhood Governance requirements engaging with residents at a Neighbourhood Level.

16.2 **Values & Principles Gratitude to Nicola Huckerby, outgoing Chief Executive, CCIN**

Paul Bell led words of gratitude and thanks for the support that Nicola Huckerby has given to the Values & Principles Committee and the CCIN. Members expressed their individual thanks to Nicola and wished her every success in retirement.

16.3 **UK Government Call for evidence on business support – CCIN Response**

Cllr Palis asked whether CCIN will be submitting a response as part of this call for Evidence. PV confirmed that he is participating in a Round Table organised by Coops UK to help inform their response. He has asked Leaders from Full Member Councils whether they are responding on an individual basis. Preston & Greenwich have confirmed that they are likely to provide a response to this Call for Evidence.

Action: PV to liaise with Chair, CCIN to determine whether a response can be made.

17. **Next meeting**

- **10 – 12 February 2026** – CCIN Annual Conference and Annual General Meeting
- **End of February 2026** - Values & Principles Board
- **23rd March 2026 – 1.30pm** – Joint EOC & Values & Principles Board (Policy Project Applications)

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