



Co-operative Councils
Innovation Network

REVIEW OF THE YEAR

August 2019 – July 2020





Response. Recovery. Resilience

Co-operative Council learning through Covid-19

Download: s.coop/2jze3

Introduction from Sharon Taylor OBE

Leader of Stevenage Borough Council

Chair of the Co-operative Councils' Innovation Network (CCIN)



Despite the unprecedented challenges of Covid-19 the Network has continued to grow as councils find better ways of working with communities against a backdrop of greater financial constraint.

Although we have not been able to meet in person since March 2020, the CCIN's profile has continued to grow, and there has been a marked increase in interest in the valuable contribution that the Network's Members are making to public policy development, particularly in a post-Covid world.

By the end of July 2020, we had 33 Full Council Members, 16 Associate Members (which included six Town and Parish Councils), 26 Affiliate Members and nine Supporters. An increase from 19 councils in 2017 to 57 councils and organisations in 2019 and 75 councils and organisations in 2020. Co-operative Council Members (exc GMCA) represent 8.8m citizens and control a budget of £14bn.

My sincere thanks go to the members of the Executive Oversight Committee and the Values & Principles Board, chaired by Cllr Chris Penberthy (Plymouth) for the time they have given in supporting our strategy and focus. Thanks also to Jonathan Downs at Oldham Council (CCIN Accountable Body) for his work on the finances and to Nicola Huckerby for her continued dedication in driving the growth of the Network and supporting all our Members

Cover image: Executive Oversight Committee meeting - Rochdale Town Hall - October 2019

Front Row: L-R: Cllr Martin Judd, Oldham; Fiona Gibson, Cardiff; Cllr Sharon Taylor (Chair), Stevenage; Cllr Clare Penny-Evans, Newcastle; Cllr Paul Stewart, Sunderland; Cllr Chris Penberthy (Chair of the Values & Principles Board), Plymouth.

Back Row: L-R: Jonathan Bland, SBI/E3M; Nicola Huckerby, CCIN; Cllr Clive Fraser, Croydon; Charlotte Burnham, Sunderland; Cllr Peter Bradbury, Cardiff; Cllr Dave Jones, Staffordshire Labour & Co-op Group.



Introduction

The Co-operative Councils' Innovation Network is a Special Interest Group of the Local Government Association (LGA) and its membership is open to all UK Councils. Members of the Network are local authorities committed to reforming the way they work through building an equal partnership with local people, driving real innovation. The Network also has Associate Members comprising both Opposition Groups and Town, Parish and Community Councils. Affiliate members support these councils and opposition groups, and values-based non-governmental organisations and corporations wishing to show their support and engage in the processes of developing innovative Co-operative Councils.

As a Network, we strive to ensure that our member councils uphold and strengthen the co-operative values and principles of the International Co-operative Alliance. Our membership approval process and self-assessment process reflects this commitment.

Co-operative Councils believe that the unprecedented challenges facing the public sector and local communities mean that

traditional models of top-down governance and economic growth are no longer fit for purpose. The founding traditions of the co-operative movement – collective action and co-operation, empowerment and enterprise – offer a foundation for fresh and innovative solutions to tackle today's challenges.

Although drawing on the traditions of the past, much of this remains uncharted territory for local government. Members of the Network are committed to helping each other translate co-operative principles into solutions that work for our communities and places.

The Network is politically driven with elected councillors chairing and forming the Executive Oversight Committee and Values and Principles Board along with representatives of our Associate and Affiliate Membership. Individuals from the national co-operative sector sit on our Values and Principles Board providing insights and expertise. The Network has a 'Policy Officer Group' who share information and support each other.

The CCIN Membership year begins in August and we invoice in September.



33 Councils → 8.8m citizens → £14bn budget



Image: Delegates at the 2019 Annual Conference in Rochdale

Highlights of the Year

- A 350% increase in total Membership over the last three years
- Launch of our Dynamic Purchasing System comprising 18 provider organisations
- Funding of 14 bids for our 2020 Policy Prototype Projects on Health and Social Care
- 257 Case Studies on the Councils.coop website giving our members recognition with new audiences
- Bumper issues of our Winter 2019 and 2020 Case Studies Packs
- 105 delegates at our Annual Conference in Rochdale with speakers from all levels of government
- Exhibited at our first Lib Dem Conference and secured our first Lib Dem Council – Torbay
- Launch of 'Coops Unleashed – as seen from the grassroots' Policy Lab report which provides practical steps for councils to grow the co-operative economy
- Ran a conference promoting the Cities of Service model of social action to CCIN members

- Commissioned the Co-operative College to deliver an Induction Programme for the Network
- Launch of the online Members' Forum
- Commissioned an Action Learning Set from Covid-19

Membership

In July 2017, we launched three new categories of Membership as we sought to extend the reach of the Network. This change allowed smaller councils, minority administrations, opposition groups, devolved administrations and local and regional government within Europe to join as Associate Members. Non-governmental organisations, corporations and individuals wishing to show their support and engage in the processes of developing innovative Cooperative Councils are welcomed as Affiliate Members and Supporters.

In 2019/20 Membership increased across all categories, and total numbers grew from 55 to 75 councils and organisations by the end of July 2020. The Network also has nine Supporters.

75 Members
9 Supporters

32  **Member**
Co-operative Councils
Innovation Network

17  **Associate Member**
Co-operative Councils
Innovation Network

28  **Affiliate Member**
Co-operative Councils
Innovation Network

33 Full Members as at 31 July 2020 (26 in 2019)



Barking & Dagenham Council	North Hertfordshire District Council
Bassetlaw District Council	Oldham Council
Birmingham City Council	Oxford City Council
Brent Council	Plymouth City Council
Bristol City Council	Preston City Council
Cardiff Council	Rochdale Metropolitan Borough Council
Cheshire West & Chester Council	Salford City Council
Croydon Council	Sandwell Metropolitan Borough Council
Glasgow City Council	Southampton City Council
Greater Manchester Combined Authority	South Ribble Borough Council
Royal Borough of Greenwich	South Tyneside Council
Hull City Council	Stevenage Borough Council
Kirklees Council	Sunderland City Council
Knowsley Metropolitan Borough Council	Tameside Council
Lambeth Council	Telford and Wrekin Council
Milton Keynes Council	Torbay Council
Newcastle City Council	

17 Associate Members as at 31 July 2020 (10 in 2019)



Town, Parish and Community Councils

Billingham Town Council
Burntwood Town Council
Seaton Valley Community Council
Winsford Town Council
Woughton Community Council

Opposition Groups

Edinburgh Labour & Co-op Group
Gloucester Labour Group
Halewood Town Council
Hillingdon Labour & Co-op Group
Medway Labour & Co-op Group
Newcastle-U-Lyme Labour & Co-op Group
North Warwickshire Labour Group
Peterborough Labour Group
Renfrewshire Labour Group
Staffordshire Labour & Co-op Group
York Labour Group

26 Affiliate Members as at 31 July 2020

(19 in 2019)



4OC	Mutual Ventures
Bates Wells	Oxygen Finance
The Behaviouralist	Peopletoo
Branding.coop	Power to Change
C.Co	Public Service Transformation Academy
The Co-operative College	RedQuadrant
Co-operatives UK	Royal Society of Arts
Development.coop	SBI/E3M
Evenbreak	Social Value Exchange
Governance International	Trueman Change
Ideas Alliance	Unlimited Potential
Locality	West and West
Marks Out Of Tenancy	Workers Educational Association

9 Supporters as at 31 July 2020 (2 in 2019)

Individuals

Andy Boys

Paulo Lopez

Christin Marshall

Cllr Keith Martin

Cllr Thomas Mewies

Rani Moorcroft MBE

Ben Procter

Glyn Thomas JP FRSA

Organisations

Resonance Ltd

Governance

The Executive Oversight Committee (EOC)

holds delegated powers to manage network affairs on behalf of all members. The Chair of the EOC is Councillor Sharon Taylor OBE, Leader of Stevenage Borough Council.

The purpose of the EOC is to

- Drive forward Cooperative Policy Development on behalf of network members.
- Make key decisions on Network priorities, for example, setting the scope of Policy Labs and Policy Prototypes.
- Oversee the development, review, approval and implementation of the CCIN’s strategic direction.
- Raise the CCIN’s profile, developing our influence and strengthening our policy impact.
- Oversee the Network budget, allocating spend and signing off the CCIN’s annual accounts.
- Ensure that the Values and Principles Board is resourced and supported to carry out its functions.
- Manage the Network’s reputation, giving consideration to issues, including Member behaviour, which may impact on the reputation of the CCIN.



Executive Oversight Committee 2019-20



Cllr Peter Bradbury
Cabinet Member
Cardiff Council



Cllr Paul Stewart
Cabinet Member
Sunderland City Council



Cllr Sharon Taylor OBE
Chair of CCIN
Leader, Stevenage Borough Council



Cllr Liam O'Rourke
Vice Chair CCIN
Rochdale Borough Council



Cllr Clare Penny-Evans
Cabinet Member
Newcastle City Council



Cllr Clive Fraser
Co-op Champion
Croydon Council



Cllr Barbara Brownridge
Cabinet Member
Oldham Council



Jonathan Bland
Managing Director – Social
Business International/E3M



Cllr Dave Jones
Staffordshire Labour &
Co-operative Group



Simon Parkinson
Advisor to EOC
WEA



Cllr Chris Penberthy
Ex Officio - Chair of V&P Board
Plymouth City Council

Update 12-6-20

EOC membership comprises:

- Representatives from at least six members Councils (including the Chair and Vice-Chair)
- Representative of Associate Membership (voted for by those members)
- Representative of Affiliate Membership (voted for by those members)
- Chair of the Executive Oversight Committee
- Vice-Chair of Executive Oversight Committee
- Chair of the Values and Principles Board

Elections for the Governance are held every two years, and we will be holding elections for the period 2021-2022 in October / November 2020. To find out more about the process visit: www.councils.coop/about-us/eoc-terms-of-reference/

The Values & Principles Board has overall responsibility for Values and Principles oversight within the Co-operative Councils' Innovation Network. More here: www.councils.coop/about-us/values-principles-board-terms-reference/. The Chair of the Board is Councillor Chris Penberthy, Cabinet Member for Housing and Co-operative Development at Plymouth City Council.



Values & Principles Board June 2020



Cllr Iain Malcolm
South Tyneside Council



Cllr Sean Donnelly
Knowsley MB Council



Cllr Chris Penberthy
Chair of V&P Board
Plymouth City Council



Cllr Sue Woodward
Vice Chair of V&P
Burntwood Town Council



Simon Parkinson
Vice Chair of V&P
WEA



Michael Curnow
Peopletoo



Cllr Ken Dalton
Halewood Town Council



Cllr Peter Curling
Hillingdon Labour & Co-op Grp



Cllr Hayden Phillips
North Warks Labour Grp



Cllr John Fareham
Hull City Council



Cllr Stephen Stanners
Seaton Valley Council



Nick Matthews
Co-operatives UK



Dr Cilla Ross
Co-operative College



Rebecca Harvey
Co-operative Press



Emma Hoddinott
Co-operative Party



Jo White
Co-operative Futures



Kathryn Mackridge
TUC

Updated 29-7-20



Cllr Chris Penberthy, Cabinet Member for Housing and Co-operative Development, Plymouth City Council

Chair of the CCIN Values & Principles Board

Values & Principles Board membership comprises:

Independent Chair

- Recommendation on appointment to be made by the Values and Principles Board
- Can be from a Full, Affiliate, Associate Member or from outside the Network
- The Chair sits as an ex-officio member of the Executive Oversight Committee

Representatives from up to five Full Member Councils

- These seats will normally be taken by elected members (an elected member can choose to be supported by one of their Council officers)
- One of these elected members will be elected as a Vice-Chair of the Values and Principles Board

Representatives from up to five Associate Members ensuring a mix of

- Town/Parish Council
- Opposition Group
- Minority administration not able to join as a full member
- Non-UK membership
- One of these elected members will be elected as a Vice-Chair of the Values

Representatives from up to three Affiliate Members

Up to 5 representatives from the Cooperative movement:

- Co-operatives UK (1 Seat)
- The Co-operative College (1 seat)
- The Co-operative News (1 seat)
- The Co-operative Party (1 seat)

A representative from the TUC

Funded projects 2020

Each year CCIN Members can apply to deliver projects on behalf of the Network. Larger Policy Labs attract up to £10,000, and Full Council Members are encouraged to submit bids which can be delivered in partnership with other Members where they will seek to find co-operative policy solutions to the challenges facing local government. Smaller pieces of work are known as Policy Prototype, and these can attract up to £1,500.

Policy Lab Updates

In 2020 we saw progress on several Policy Labs and continued to monitor their delivery:

1. Beyond Asset Management Policy Lab – Lead: Newcastle City Council
2. Promoting the Cities of Service model of social action to CCIN members – Lead: Plymouth City Council – partially completed
3. Co-operative Approaches to Sustainable Food – Lead: Oldham Council
4. Co-operative Neighbourhoods – Lead: Stevenage Borough Council
5. 'Co-operatives Unleashed: as seen from the Grassroots 2020 – Lead: Plymouth City Council

Policy Prototype Update

For 2020 we agreed to fund projects where members are thinking creatively about co-operative solutions to the current health and social care crisis. We received 13 Bids and decided to support them all:

1. Enabling a dementia-friendly Burntwood - Burntwood Town Council
2. Co-operative Engagement - Toolkit tests - Rochdale MB Council (Action Together)
3. Connecting Communities: Stevenage Community Transport Service - Stevenage Borough Council
4. Kirklees Adult Social Care Vision – Social Marketing – Kirklees Council

5. Catalysing Care Co-operatives through Community Engagement - Kirklees Council
6. Personalised Commissioning model comparison event: Beyond Time and Task - Kirklees Council
7. Health & Social Care Urgent Response Team - Telford & Wrekin Council
8. Plymouth Complex Leads Alliance - workforce development programme - Plymouth City Council
9. Plymouth Diabaters - Plymouth City Council
10. Plymouth Health and Wellbeing Hubs - Plymouth City Council
11. Living Well at Home (LWAH) – Tameside Council
12. Neighbourhood Conversations - co-operative approach to strengthening community resilience at a locality level - Southampton City Council
13. Co-operative Care Summit – harnessing the strength of the local community, voluntary and social enterprise sector to deliver innovative approaches in delivering health and social care - Southampton City Council

The next stage will be to appoint an organisation from the Dynamic Purchasing System to pull all the learning together into one major policy and resource publication. The 'Co-operative Difference in Care' report, which will be launched in Spring/Summer 2021.

www.councils.coop/2020-health-and-social-care/

Publications

The **Co-operative Case Studies Pack** has again been central to promoting the Network at events which this year featured 58 Case Studies from Member Councils, Associates and Affiliates and included information on our key messages and the CCIN Statement of Values and Principles.

The 2020 edition is available to download from: www.councils.coop/publications/case-studies-pack-2020/. Print copies are available on request.

Our Report '**Co-operatives Unleashed: as seen from the Grassroots 2020**' - was launched in July. It is designed to inspire ambition and tenacity – with the people, policy, funders, projects, business ideas and training – to put wealth directly into communities. A Toolkit to support the report and to inspire councils to develop more community businesses will be launched in November 2020. Lead: Plymouth City Council.

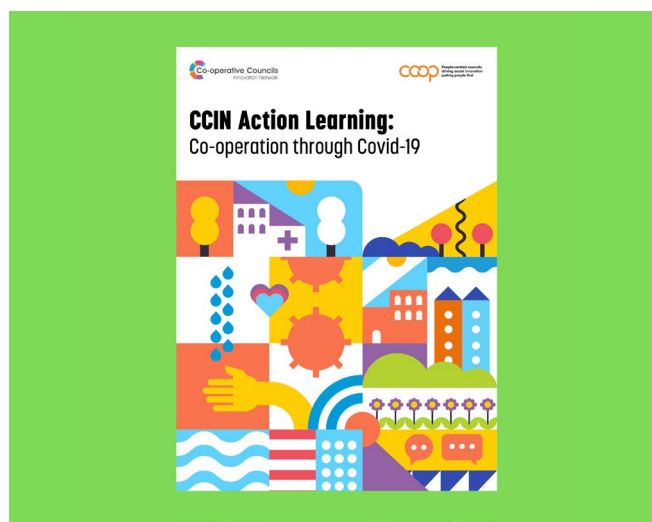
www.councils.coop/coops-unleashed/

CCIN Action Learning: Co-operation through Covid-19 2020 - The unprecedented impact of Covid-19 on communities throughout the UK meant that councils had to respond in swift and innovative ways. The government's initial centralised, Whitehall driven response was insufficient in getting support to those people who needed it quickly and effectively. Local government mobilised quickly to fill that gap.

For Co-operative Councils, this played to their strengths and brought to the fore the values of community leadership, co-production and social value.

In July, we launched a call to Full and Associate Members to draw together a set of case studies and an action-learning set to articulate how Co-operative Values & Principles have underpinned member response and recovery efforts. In doing so, we hope to demonstrate the role councils can and should continue to play in local civic life. The report was launched in October 2020.

www.councils.coop/eoi-action-learning-set/



Induction Programme sponsored by the Co-operative College

The Network has seen significant growth over the last three years, and one of the ideas from the Members Strategy Session was to create a Member Induction Programme. The Co-operative College agreed to develop, and fund an Induction Pack for the Network, and Phase 1 was launched in July 2020. This virtual learning environment is a basic induction for councillors and officers and is a useful insight for affiliate members. It is designed to answer introductory questions about the Network:

- What is our Co-operative Difference?
- How does the CCIN operate?
- What are the benefits of CCIN Membership?
- What's our commitment to the Cooperative Values & Principles?

Visit the programme here:
www.councils.coop/ccin-induction/

Dynamic Purchasing System (DPS)

In April 2020 the Network launched its DPS. As Co-operative Councils, our members are at the cutting edge of policy innovation – and it can be a tough place to be. 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. The CCIN recognises this and wants its members to be as enabled as possible to develop practical policy solutions as quickly and informed as possible – and this is where the DPS comes in.

A DPS is an entirely electronic system to purchase

goods, works or services. Unlike a traditional framework, suppliers can apply to join at any time. It is an ‘open market’ solution designed to provide buyers with access to a pool of pre-qualified suppliers.

Our multi-supplier DPS allows all CCIN Members and Associate Members (and the CCIN itself) to select from a specialist, prescribed pool of organisations to help in developing policy, implementing prototypes and building capacity, both in communities and inside the organisation.

The DPS period runs from 1 April 2020 to 31 March 2025. There's a User Guide along with details of who is on the DPS on the CCIN website:

www.councils.coop/resources/dps/

Images: Clockwise from top left

- > Steve Reed OBE (Shadow Secretary of State for Communities and Local Government; Honorary President of the CCIN) at the 2019 CCIN Annual Conference, Rochdale
- > Woughton Community Council – Winners of the NALC Star Council Awards 2019, Milton Keynes
- > Nicola Huckerby (CCIN) with Christina Rees (Labour & Co-op MP for Neath) at the 2019 Labour Party Conference, Brighton
- > Cllr Sharon Taylor OBE with Baroness Smith of Basildon (Shadow Leader of the House of Lords (Labour & Co-op)) at the 2019 Labour Party Conference, Brighton

Events

The Covid pandemic directly impacted on the number of face-to-face opportunities we had to connect and collaborate; however, we did attend nine events before Lockdown including the Liberal Democrat Party Conference which we attended for the first time.

Our Case Studies Pack is central to our print and we'd encourage all members to supply Case Studies for it. We've continued to enhance our range of quality conference merchandise to support our messaging. The events we attended included:

Liberal Democrat Party Conference
Bournemouth - 14 - 17 September 2019

Labour Party Conference
Brighton - 21 - 25 September 2019

CCIN Annual Conference and Co-operative Showcase
Rochdale - 1-2 October 2019

Tameside Co-operative Summit
3 October 2019

Embedding Social Value in all Council Activities with Peopletoo
London - 9 October 2019

Co-operative Party Annual Conference
Glasgow - 11-13 October 2019

NALC Annual Conference 2019
Milton Keynes - 28 October 2019

Cities of Service CCIN Policy Lab Conference
Plymouth - 27-28 January 2020

Growing the New Economy convention with E3M/SBI
Oldham - 12 February 2020





Virtual meetings and events

The Covid-19 pandemic gave us the opportunity to strengthen links with the Officer Network. We introduced monthly calls at the start of Lockdown which created space for Officer Leads and others to share experiences and best practice with peers. All Council Officers are invited to join the calls.

The online events we organised or attended were:

- **Covid-19 Dashboards and Indicators**
– 15 May 2020
- **How to use and access the CCIN Dynamic Purchasing System**
– 27 May 2020
- **Covid-19 Recovery Planning**
– 9 June 2020
- **Local Government Association Annual Conference & Exhibition – Harrogate**
– 30 June - 2 July 2020
- **Launch of the CCIN Induction Programme**
– 3 July 2020
- **Covid 19 – Economic Recovery Planning**
– 7 July 2020
- **Launch of 'Coops Unleashed – as seen from the Grassroots' Policy Lab Report**
– 13 July
- **GMCA Co-operative Commissioners meetings**
– various dates

Strategy and Action Plan 2018 – 2020

The Executive Oversight Committee has continued to monitor the delivery of the Strategy & Action Plan which was developed and agreed by Members in 2018 and reviewed again at an 'All Member Session' in January 2019. The Plan saw many new initiatives take shape including:

- Development of a CCIN Induction Programme
- A CCIN Engagement Plan which saw relationships with the wider cooperative sector grow
- More Member Engagement including the launch of an Online Members Forum on the Councils.coop website and WhatsApp Groups for Associate and Affiliate Members.
- A more Active Officer Network with sharing of best practice and ideas
- Funded project work in Health and Social Care

The Covid pandemic prevented us all gathering together at our planned Regional Conference in Sunderland in June 2020, but we will reach out to all Members to engage in the development of the new Strategy and Action Plan for 2021-23.

Images: Clockwise from top left

- > Lord Newby (Leader of the Liberal Democrats in the House of Lords) and Nicola Huckerby (CCIN) at the 2019 Lib Dem Party Conference, Bournemouth
- > Cllr Sharon Taylor OBE (centre) with Cllr Krupesh Hirani (Brent Council) and Cllr Muhammed Butt (Leader of Brent Council) at the 2019 Labour Party Conference, Brighton
- > Cllr Brenda Warrington (centre, Leader of Tameside Council) at the Tameside Co-operative Summit, October 2019

We are pleased with the immensely positive response we receive from organisations enquiring about our work. Being a Co-operative Council is something to be proud of, demonstrating a genuine commitment to co-operative innovation, best practice and the communities we serve. We look forward to welcoming many new members to the CCIN over the coming year, joining a cohort of like-minded local authorities committed to delivering the best local cooperative public services to our communities.

By becoming part of the Network, you will:

- access the latest ideas and thinking about putting Cooperative principles into practice
- position your council as an innovator
- help to influence policy thinking at national level
- share examples of projects and initiatives and learn from others about what works
- co-produce tools and techniques to support the development of cooperative approaches
- be invited to Co-operative Conferences around the country where you can meet and work with peers

- join an officer network who are leading the development of new approaches
- have access to a cadre of ambitious political leaders who are trying to bring change to their communities
- access a growing body of resources on the new CCIN website
- be part of regional and national networks in England, Scotland and Wales
- join the debate on our active social media platforms
- access our multi-supplier Consultancy Framework of specialist organisations to help you develop policy, implement prototypes and build capacity when you need to move quickly and flexibly
- profile your council's achievements nationally.

If you have any ideas for events, workshops or just want to contribute a co-operative news story, please get in touch.



Contact:

Nicola Huckerby, Operations and Communications

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Mobile: 07813 687 292



A practical guide for councils to help and grow **community businesses**

Download: s.coop/2k2sw

councils.coop

 Co-operative Councils
Innovation Network

 People-centred councils
driving social innovation
putting people first

Join us today

Find out more about the UK local authorities who are driving global public sector policy development & best practice with a common belief in the co-operative values and principles

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 @coopinnovation

 comms@councils.coop

Join us today at councils.coop