

Members' Pack

2024









Welcome from Cllr Louise Gittins

Leader of Cheshire West & Chester Council
Chair of the Cooperative Councils' Innovation Network



The Cooperative Councils' Innovation Network is now the fastest-growing cross-party network in local government.

It was founded in 2012 by Baroness Taylor of Stevenage, the recently appointed Parliamentary Under-Secretary of State in the Ministry of Housing, Communities & Local Government, Steve Reed OBE MP, Secretary of State for Environment, Food and Rural Affairs and Jim McMahon OBE MP, Minister of State in the Department for Housing, Communities and Local Government. These three former council leaders came together with a vision of demonstrating the power of cooperation in action in councils and communities and sharing the unique energy that cooperation brings with fellow councillors and their councils. I don't think that, twelve years later, they could have imagined the strength and innovation that characterises the Network today.

Our cooperative values and principles stay clear and strong, supported by our Values and Principles Board with membership from across the cooperative movement.

As the chair of our Executive Oversight Committee, I have the privilege of leading our proactive approach to innovation. We use our Membership subscriptions to fund policy labs and prototypes, providing our Councils with the space to innovate without risking scarce council funds.

Over the years, we have developed ground-breaking cooperative policy documents on topics as diverse as Growing an Inclusive Cooperative Economy, Community Economic Development Plans, and Cooperation at the Grassroots. We have also organised Study Visits to Mondragon in the Basque Country and Emilia-Romagna in northern Italy for Members and Officers to discover truly cooperative regions for themselves.

As a network of councils, we are actively working on community wealth building and what is needed to grow cooperative economies across the UK. As we face the ongoing challenge of the cost-of-living crisis, our Members and their Councils reclaim the traditions of community action, community engagement, and civic empowerment that can transform communities.

The new government give us a fantastic opportunity to push forward and highlight the role of cooperative values in delivering their missions for the country: from community energy projects, fair employment, community wealth building and much more. Change is happening.

July 2024

Introduction

Established in 2012, the Network was the brainchild of Steve Reed OBE, MP (now our Honorary President), who, together with Jim McMahon OBE, MP and Baroness Taylor of Stevenage, turned the idea into reality. The Network comprises councils, organisations and supporters from across the UK and is the fastest-growing cross-party network in local government.

Our Members believe that the unprecedented challenges facing the public sector and local communities mean that traditional top-down governance models and economic growth are no longer fit for purpose. They want to reclaim the traditions of community action, community engagement, and civic empowerment that can transform communities. This approach will help deliver radical and innovative programmes designed, led, and delivered in partnership with

communities and other sector partners, maximising the social dividend they bring. It has also always been the purpose of the Network to share our developing good practice and support one another in our cooperative aims and values.

There is a growing interest, across the political spectrum, in how to share power and responsibility with citizens, support the development of community and civic life and find more cost-effective ways to create thriving and resilient communities.

The Network is a Special Interest Group of the Local Government Association and is open to all UK councils. Councillors and Officers are encouraged to participate in Network discussions and events, sharing ideas and best practice across the UK.

From coop councils to coop places

Council policy is informed by experience and practice, drawing on, influencing, and framing national and international policy and political debates about the future of public services, local democracy, and communities across the country. It has enormous potential for sharing its approach elsewhere in the UK and overseas. Our work recognises the need to define a new model for local government built on civic leadership, with councils working in equal partnership with local people to shape and strengthen communities; replacing traditional models of top-down governance and service delivery with local leadership, genuine cooperation, and built on

the founding traditions of the cooperative movement: collective action, cooperation, empowerment, and enterprise.

The cooperative business model allows people and communities to meet their needs and aspirations, offering a unique answer to contemporary problems. The model is a proven self-help model.

Cooperative enterprises play a significant role in driving our economy, showing resilience in tough economic times by creating jobs, adapting to social change, and continuing growth and success.

For further information regarding the Cooperative Councils' Innovation Network please visit councils.coop







Statement of Values and Principles



Our Values are what we believe in

While not a registered cooperative, the Cooperative Councils' Innovation Network has adopted the Cooperative **Values** developed by the International Cooperative Alliance:

Cooperatives are based on the values of self-help, self-responsibility, democracy, equality, equity, and solidarity. In the tradition of their founders, cooperative members believe in the ethical values of honesty, openness, social responsibility and caring for others.

Our **Principles** guide the way we, and our Members, put our **Values** into action

The Cooperative Councils' Innovation Network endorses the Principles of the International Cooperative Alliance:

- Voluntary and open membership
- Democratic member control
- Member economic participation
- Autonomy and independence

- Education, training, and information
- Cooperation among cooperatives; and concern for community.

In acknowledging that councils are not in themselves registered cooperatives, we and our Members have developed Principles that have grown from those of the International Cooperative Alliance and are relevant within the context of local government:

The icons on the following page are used to indicate how Cooperative Councils are putting our cooperative principles into practice, demonstrating the 'cooperative difference' in the work that they are doing.

Members' Pack

- Social partnership We will strengthen the cooperative partnership between citizens, communities, enterprises, and Councils, based on a shared sense of responsibility for well-being and mutual benefit.
- 2. **Democratic engagement** We will support the active engagement of the full range of residents in decision-making and priority-setting.
- 3. **Co-production** We will develop systems that enable citizens to be equal partners in designing and commissioning public services and determining public resource use.
- 4. **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.
- Maximising social value We will support
 the development of a framework and criteria for
 social value, giving substance to the concept and
 supporting Councils with the tools to ensure better
 local social and economic outcomes.
- 6. Community leadership and a new role for councillors We will explore ways for Councils to act as a platform for helping the community to contribute to local outcomes, and to re-think the role of councillors as community connectors, brokers, and leaders.
- 7. **New models of meeting priority needs** In exploring new ways of meeting the priority needs of our communities we will encourage models, such as cooperatives and mutuals, which give greater influence and voice to staff and users.

- 8. **Innovation** We will embrace innovation in how we work with local communities to drive positive change.
- Learning We will capture and 'expand' the
 experience and learning from individual projects
 and approaches to encourage broader application
 of cooperative principles within individual Member
 Councils and across the Network.
- 10. **Walking the talk** As a membership organisation, we will make this statement of our principles operational by:
 - Cooperation among Members: Our Members work together to help each other implement our values, sharing experiences and learning
 - Openness of membership: Full, Associate and Affiliate Membership is open to any qualifying Council, organisation or individual who shares our values and is committed to putting them into action
 - Co-production of the Network's work: Members help shape the Network's work programme and the content of events and written products
 - Action-focused: The Network is a vehicle for helping Councils translate cooperative values and principles into policy and practice
 - Membership-based: The Network is majority funded by modest membership subscriptions from its Member Councils, Associates and Affiliates
 - Non-party-political: Members share the belief that working cooperatively within and across communities holds the key to tackling today's challenges



Being a Cooperative Council

Council Leaders have identified some key themes and actions councils can take to grow their local economies. This is not an exhaustive list, but it gives a good framework for these activities across our Membership.

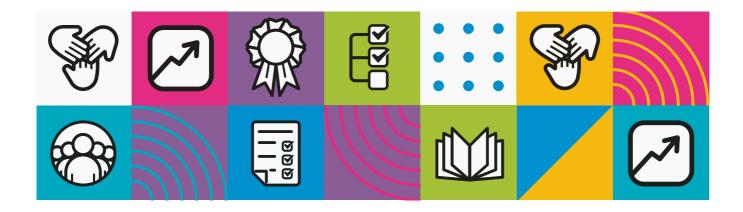
There are two key themes:

Community Wealth Building

- · Develop an Inclusive Economy Charter
- Promote a progressive procurement policy
- 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
- Offer business rate rebates for those businesses that become Living Wage Accredited
- · Champion Local Employment schemes
- Have insourcing Council Services as an objective

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 those focusing on community energy to tackle the climate emergency
- Promote the circular economy
- Support local enterprises to convert into coops/worker coops
- Have an Asset Transfer policy to manage land and assets which support Community Land Trusts



Our Projects

Each year CCIN Members are encouraged to suggest projects where they can work with other Members to find cooperative policy solutions to the challenges facing local government. We are open to all ideas, the more innovative the better! Find out more about the process here councils.coop/funded-projects.

From Cooperative Councils to Cooperative Places (2017) – Led by Oldham Council working with Collaborate. "We know more about what we don't want than what we do..." It is up to Cooperative Councils to take the intellectual and policy risks required of their strong social ethos.

bit.ly/CCIN-coop-places.

Community-Led Housing (2018) – The Housing Commission was led by Croydon Council, with a practical focus on encouraging local authorities to foster cooperative, community-led solutions to the housing crisis.

bit.ly/CCIN-housing

Cooperatives Unleashed: as seen from the Grassroots (2020) – Led by Plymouth City Council, this project was designed to inspire ambition and tenacity – with the people, policy, funders, projects, and business ideas and training – to put wealth directly into communities.

bit.ly/CCIN-unleashed

CCIN Action Learning: Cooperation through Covid-19 2020 – The unprecedented impact of Covid-19 on communities throughout the UK has meant that councils have had to respond in quick and innovative ways. This publication has Case Studies from 15 Member Councils.

bit.ly/CCIN-Covid

Beyond Asset Transfer - harnessing community asset transfer to create stronger local communities (2021) - Led by Newcastle City Council and completed by Mutual Ventures. Transferring assets to communities or not-for-profit organisations is not always easy, even when you know it is the right solution. This report seeks to demystify the Asset Transfer process and encourage more councils to be bold in their plans for community assets. bit.ly/CCIN-Asset-Transfer

Cooperative Approaches to Reaching Net Zero (2022) – Led by Kirklees Council. Reaching Net Zero is the biggest and most crucial shared challenge we face globally and locally. This report and toolkit showcase how Cooperative Councils are achieving this and provides resources to rapidly implement approaches most applicable to your places.

bit.ly/CCIN-Net-Zero

The Cooperative Difference in Care (2022)

- Compiled by Peopletoo. The wide variety of work undertaken by our Members places a spotlight on how the cooperative principles can be applied to create new and effective ways of working, help support communities and become part of a solution to the care crisis.

bit.ly/CCIN-care

Community Economic Development Plans (2022) – Led by Birmingham City Council and Cooperative Futures. Community economic development planning or CEDP is a process of economic development within a specific geographic area, to make the economy in that area work well for that community. This report shows the value to Councils of working in cooperation with communities to undertake community economic development planning.

bit.ly/CCIN-comm-econ-devt-plans

Cooperation at the Grassroots (2022) -

Burntwood Town Council, North Herts District Council, Stevenage Borough Council and Sunderland City Council, worked together throughout the policy lab to demonstrate how cooperative councils can embed neighbourhood working to deliver better outcomes and better value for money, through a cooperative model of organisation and delivery at a local level. This report includes a fabulous set of video case studies.

bit.ly/CCIN-coop-grassroots

Our Projects (continued)

Growing an inclusive Cooperative Economy (2022) – Led by Oxford City Council this policy lab report captures learning from test-and-learn pilots in Oxford, Stevenage and Torbay on areas such as embedding social value in procurement across anchor organisations; community mapping; financial support; advice and awareness-raising.

bit.ly/CCIN-inclusive

Study visit to Mondragon (2022) – The CCIN led a study visit to the Mondragon Corporation in the Basque Country in October 2022. Over two intensive days, 15 delegates underwent an immersive experience visiting their headquarters, Industrial and R&D enterprises, and the university campus.

bit.ly/CCIN-Mondragon

Democratising Policy Solutions - This is not a manual on coproduction (2023) – Led by Rochdale Council this project was an extension of a

Rochdale Council this project was an extension of a Policy Prototype undertaken in Rochdale Borough which developed a toolkit for community engagement. A group of CCIN Councils, Affiliates and citizens from the various places, got together to share their practice and experience around Co-production. Through workshops and enquiries, they developed an encyclopaedia of ideas about how local government is engaging, and can engage, communities in local democracy. The product is a reflection and a set of tools to help those who want to think and act cooperatively when they are making things happen together. bit.ly/CCIN-Democratising-Policy

bit.iy/cciiv-beiiiociatisiiig-i olicy

Arts & Culture for social cohesion (2023) -

Cardiff Council, North Hertfordshire District Council, Oldham Council, Stevenage Borough Council. Culture and arts can be strong drivers of development, social cohesion, and change. At the heart of social cohesion is social inclusion. Communities with low social cohesion often have low involvement or access to civic engagement, economic opportunity, and social

participation. Supporting the role of culture is vital to building social cohesion. The Community Engagement Panel for Arts & Culture considered how increasing Arts & Culture offerings in town centres encouraged people to use town centres with a knock-on effect of increased footfall to retail, hospitality businesses and other high street amenities.

bit.ly/CCIN-arts-culture

Coop Option Training (2023) – Led by Kirklees Council and delivered by Stir to Action, Coop Option Training is designed to increase the knowledge and capacity around alternative business models of the following:

- Business development workers of local authorities and LEPs
- Community development workers
- Social Enterprise Advisors

The training comprised a core module around support for alternative business models and two optional models on finance and legal structure and governance for those wanting a deeper dive.

bit.ly/CCIN-coop-option

Study Visit to Emilia-Romagna (2024) – The CCIN led a study visit to Emilia-Romagna. The region is known worldwide for its dense network of cooperatives that contribute to 30% of the region's GDP and involve 2/3rds of the population as members. Cooperatives in Emilia-Romagna are present in most sectors of the economy, including retail, agribusiness, social services, financial services, insurance, and transportation. Learning from other network members is an important benefit of Network Membership, and this visit allowed elected Members and Officers to see first-hand how a cooperative region operates. During the three-day visit, 25 delegates from across the UK met the Presidents of several Italian cooperatives. bit.ly/CCIN-Emilia-Romagna

See next page for Active Projects...

Active Projects

Councils' Cooperative Development Toolkit – Led by Kirklees Council

More info: councils.coop/project/coop-development-toolkit Contact Jonathan.Nunn@kirklees.gov.uk to get involved.

Social Value Toolkit for Councils - Led by Oxford City Council

More info: councils.coop/project/social-value-toolkit-oxford

Contact sgrovewhite@gmail.com to get involved.

Tackling Violence Against Women and Girls - Led by Trafford Council

More info: councils.coop/project/tackling-vawg-trafford Contact Emma.Moseley@trafford.gov.uk to get involved.

Cooperative Governance - Led by Rochdale Council

More info: bit.ly/CCIN-coop-governance

Contact Helen.Chicot@Rochdale.gov.uk to get involved.

Taking a Cooperative approach to tackling health inequalities – Led by Westminster City Council

More info: bit.ly/CCIN-tackling-health-inequalities
Contact ewallace@westminster.gov.uk to get involved.

Cooperative values-driven Al – Led by Wigan Council

More info: bit.ly/CCIN-coop-AI

Contact r.gregory@wigan.gov.uk to get involved

Bidding to deliver a Policy Project

Members can **lead** a maximum of one project at any time; to encourage more councils to get involved.

All funded projects must demonstrate the 'cooperative difference' and explicitly show this using our Statement of Values and Principles (councils.coop/about-us/values-and-principles).

Policy Lab funding supports research, collaboration and implementation of cooperative initiatives that involve multiple Network Members. This work is incredibly valuable for our Members, allowing us to share best practices on a national footprint, collaborate with like-minded local authorities and partners, and work together to solve some of the complex problems facing local government and the communities we represent.

We recommend engaging a minimum of three other CCIN Members to create a working group to support the development of your project. We welcome applications from all Members, but the application must be submitted and overseen by a Full Member Council. Members will have up to two years to deliver a Policy Lab. Applications will be considered for funding of up to £20,000, dependent on their scale and ambition.

Policy Prototypes are smaller projects for Members who want to deliver in their locality on behalf of the Network. This funding is available to councils of all sizes, Opposition Groups and Minority Administrations. Members will have up to twelve months to deliver a Policy Prototype. Applications will be considered for funding of up to £2,000.

Membership Benefits

Becoming a Member 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 Cooperative Conferences around the country where you can meet and work with peers
- join an Officer Network that is 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
- join the debate on our active social media platforms
- access our multi-supplier Dynamic Purchasing
 System (councils.coop/resources/dps) 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.

In addition to the above there are Member Specific Benefits. See the checklist on pages 11-12 to make sure you are maximising your Membership.

Join here councils.coop/how-can-i-join

Our Governance

The Network is politically driven, with elected councillors chairing and forming the Executive Oversight Committee and Values and Principles Board and representatives of our Associate and Affiliate Membership. Elections take place every two years.

Our Executive Oversight Committee bit.ly/ccin-eoc

Our Values & Principles Board bit.ly/ccin-vp

Representatives from the national cooperative sector sit alongside elected Members on our Values and Principles Board, providing insights and expertise.

The CCIN Constitution bit.ly/ccin-constitution

Checklist for New Members

	Full	Associate	Affiliate	Supporte
Mailings including Monthly eNewsletter. Signup here: bit.ly/CCIN-news	✓	✓	✓	✓
Profile of your decision to join the Network in the Newsletter	/	✓	/	
Contact details for Network Members provided in an excel spreadsheet quarterly	✓	✓		
Access to Officers' Network – monthly meetings	✓	1		
Access to Officers' Network – WhatsApp Group	✓	1		
Access to Officers' Network – LGA Knowledge Hub	/	1		
Access to CCIN Procurement Framework (DPS) managed by Oldham Council	✓	✓		
Access to 'Membership Category' WhatsApp Group	2	3	/	
Access to Leader/Mayor, Deputies, Coop Champion WhatsApp Group	✓	✓		
Access to Children & Young People WhatsApp Group	/	/	✓	
Access to Adults WhatsApp Group	/	/	✓	
Access to Housing WhatsApp Group	✓	✓	✓	
Able to apply for Policy Lab & Policy Prototype funding ⁴	✓	✓		
Submit Case Studies for our website: bit.ly/ccin-submit	✓	/	✓	
Submit Case Studies for the annual printed pack: bit.ly/ccin-submit	5	6	6	
Submit articles for the Monthly eNewsletter by 24 th of the month. Add us to press release distribution list: councils.coop/media/	✓	✓	✓	
Submit a blog post for the website and newsletter ⁷	/	/	/	

Members' Pack

	_{Eull}	Associate	Affiliate	Supporte
Annual conference and AGM attendance	3 free places, others at 50% discount	1 free place, others at 50% discount	1 free place, others at 50% discount	25% discount
Invitations to CCIN events ⁸	/	/	✓	✓
Printed publications on request ⁹	/	/	✓	✓
Access to CCIN merchandise at events	/	/	✓	✓
Eligible to stand for EOC	5 places	1 place	1 place	
Eligible to vote for EOC Members	/	/	✓	
Eligible to stand for V&P Board	5 places	5 places	3 places	
Eligible to vote for V&P Board Members	/	/	✓	
Access to CCIN virtual training programmes	/	/	✓	✓
Your logo on the CCIN website, download ours here: councils.coop/ccin-membership-logos	✓	✓	✓	
75 words description of what you do on our website: councils.coop/about-us/our-members			✓	
Publicise your events on our website (rules apply)	✓	✓	/	

^{1.} For Town and Parish Councils

For more details contact: Nicola Huckerby, Operations Lead comms@councils.coop

 $^{^{\}rm 2.}$ Officer Network and Portfolio Groups

^{3.} Different Groups for Opposition Groups and Town & Parish Councils – self-managed Groups

^{4.} Policy Labs must be led by a Full Council

^{5.} Double-page spread for one or two Case Studies

^{6.} One page for one Case Study

^{7.} CCIN reserves the right not to publish a blog post, if it doesn't, a reason will be given

 $^{^{\}rm 8.}$ Depending on the nature of the event the mix of free and discounted spaces available may change

^{9.} Subject to availability and postage fees

Dynamic Purchase System

As Cooperative 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 Dynamic Purchasing System (DPS) comes in.

In 2019 the Cooperative Councils' Innovation Network (CCIN) undertook a tender process to find organisations that could:

- inspire and design innovative cooperative policy over several policy areas and themes, with a focus on delivering differently and redesigning public services in line with cooperative values and principles
- demonstrate the ability to build capacity and leave a legacy that continues to deliver outcomes even after the funding and supporting resources have moved out

 bring credibility and profile to the work of the CCIN reaching across a wide range of sectors and agencies.

A DPS is a completely 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 has been split into 2 lots.

The lots

Lot 1 - Policy Development & Testing

Lot 2 - Capacity Building

The DPS period runs from 1 April 2020 to 31 March 2025. Because it's dynamic, organisations can apply to join the DPS at any time during that period.



Types of Membership

Full Membership



- Local councils (Unitary, County, District and Borough) in England, Northern Ireland, Scotland and Wales
- Combined Authorities and Police and Crime Commissioners

Associate Membership



Our Associate Membership scheme is open to the following organisations:

- Town and Parish Councils in England, Northern Ireland, Scotland and Wales
- Groups of elected representatives engaged in local councils (Unitary, County, District and Borough) in England, Northern Ireland, Scotland and Wales:
 - Minority administrations of local councils where opposition parties block membership and the administration, therefore, join as a political group
 - Opposition groups will seek to become Full Members if they take control of their local authority

- Other elected authorities:
 - The devolved administrations of the United Kingdom of Great Britain and Northern Ireland
 - Local and regional government within Europe and beyond

Affiliate Membership



Our Affiliate Membership scheme is open to non-governmental organisations and corporations wishing to show their support and engage in developing innovative Cooperative Councils.

The values and principles of Affiliate Members align with the Networks. They support the development of cooperative policy and practice and can demonstrate they deliver a positive social impact to local communities.

Supporter

Individuals and organisations wishing to show their support and engage in the processes of developing innovative Cooperative Councils.



Find out more about the UK Councils that are using cooperative values and principles to build resilient places through community wealth-building and co-produced services.

Join us today at

councils.cop

f@coopcouncils X@coopinnovation ✓ comms@councils.coop

Contacts

For invoicing and Officer Network contact: **Jonathan.Downs@Oldham.gov.uk**

For all other enquiries contact Nicola Huckerby comms@councils.coop





