

Investing in your community – how local councils are tackling austerity

Cllr Sharon Taylor OBE – Chair CCIN & Leader of Stevenage Borough Council

Cllr Sue Woodward, Leader of Burntwood Town Council

Cllr Donna Fuller, Leader and Steve McNay, Council Manager – Woughton Community Council

Q & A



Co-operative Councils
Innovation Network

Stevenage
BOROUGH COUNCIL

Sharon Taylor OBE – Chair
Chair CCIN & Leader of Stevenage BC

@SharonStevenage

@CoopInnovation

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

councils.coop

- The Co-operative Councils' Innovation Network is a collaboration between local authorities who are committed to finding better ways of working for, and with, local people for the benefit of their local community – New Municipalism
- As Public Sector funding continues to decline Councils are having to find innovative ways of providing services with reducing budgets.
- Our Network was borne out of austerity – a direct response to delivering services differently, using co-operative values and principles.

@CoopInnovation

62 Members
2 Supporters

28



Co-operative Councils

Member
Innovation Network

14



Co-operative Councils

Associate Member
Innovation Network

20



Co-operative Councils

Affiliate Member
Innovation Network

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28 Councils ➡ 7.4m residents ➡ £9.5bn budget



CROYDON



Salford City Council



Associate Members - 14



Affiliate Members - 20





225 Case Studies
www.councils.coop/case-studies/

CCIN Policy Labs



Member led projects – working with other members to find co-operative policy solutions to the challenges facing local government.



Apply for up to £10,000 to deliver a Policy Lab. This could be anything from co-operative approaches to tackling food poverty to initiatives that put communities back at the heart of local decision making.



Open to all ideas, the more innovative the better!

Co-operation the Stevenage Way

Cllr Sharon Taylor OBE

Leader – Stevenage Borough Council

Chair – CCIN

@SharonStevenage



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Britain's First New Town



A Pioneering Spirit

- A vision of what society could look like.
- Pioneers built the new town on the principles of mutual help and co-operation.
- Community infrastructure needed to be built and developed.



Co-operation through adversity

- 1980s cold war/recession – significant job losses.
- The council, trade unions, local voluntary organisations came together.
- The Business Technology Centre was built and run by a social enterprise.



Neighbourhood Planning

- The “Teddy Bear’s Picnic in Hampson Park”
- The power of communities coming together to solve challenges and design solutions
- Has created one of our most successful and sustainable community centres.



Co-operative Neighbourhood Management

- A different way of working for the council.
- Neighbourhood based staff working with local residents and councillors delivering better services.
- Communities playing an active role and adding to the richness of the town.

Our neighbourhood



Community Wealth Building

- Co-operative solutions are all round us.
- The development of our approach to community wealth building.
- Working closely with Hertfordshire Growth Board and the University.





<https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fplayer.vimeo.com%2Fvideo%2F309492204&data=02%7C01%7C%7C2219f369ec094ecab14408d75b9356e6%7C84df9e7fe9f640afb435aaaaaaaaaaaaa%7C1%7C0%7C637078560680927265&sdata=QtDE9IReT3spG3P%2FXAQVJwqumIRN2B3fo%2FBiS%2BqSwE4%3D&reserved=0>



Burntwood
TOWN COUNCIL

BONEY HAY
BURNTWOOD
CHASE TERRACE
CHASETOWN

**Cllr Sue Woodward – Leader,
Burntwood Council**

@Sue_Woodward



Co-operative Councils
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Creating Connections, Supporting Communities
Woughton Community Council

**Cllr Donna Fuller, Leader and
Steve McNay, Council Manager**

@WoughtonCC



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Spend to Save

The Woughton approach to community support

The Costs of Doing Nothing

Homelessness

- Single homeless person = £20,128 per annum¹
- Emergency (temporary) accommodation = £1 billion (UK)
- Temporary accommodation costs (Milton Keynes)²
2013/14 = £1million
2017/18 = £5.2 million
- Cost of a family becoming homeless = £70,000(ish)

1 – Crisis.org.uk/facts

2 - <https://www.insidehousing.co.uk/insight/insight/the-cost-of-homelessness-council-spend-on-temporary-accommodation-revealed-57720>

The Costs of Doing Nothing - 2

A one-year prison sentence

Prison Costs = £40,000 per year¹

Plus loss of tax, impact on families, additional childcare, social costs, homelessness, impact on future earnings, etc.

1 - The economic and social costs of crime - Second edition

The Costs of Doing Nothing - 3

Failure to provide effective benefits advice

Research¹ showed that of 1,347 people who received advice, around half (663 participants) received some type of gain, with the average gain being **£1675** for each participant (or £3400 for those that gained)

TOTAL INCOME GAIN = £2,256,722

1 - Healthier, Wealthier Children project

The Costs of Doing Nothing - 4

Failure to provide youth provision

Evidence shows that effective youth provision helps reduce a range of issues, with a preventative approach. This could be assumed to include:

A persistently absent pupil - **£1,886**

A permanently excluded pupil - **£11,514**

Child admitted to hospital due to mental health - **£42,236**

Reported anti-social behaviour incident - **£364**

Young person in the youth justice system - **£9,031**

All figures based on 2016/17 costs and from THE COST OF LATE INTERVENTION: EIF ANALYSIS 2016

The Costs of Doing Nothing - 5

*Cost of clearing up one incident of
fly-tipping*

£359 per incident¹

This figure is based upon the overall costs of £12.2 million for 34,000 incidents of 'large' fly tips (i.e. a lorry load or more).

1 – Defra - Fly-tipping statistics for England, 2017/18

So.....what can we do?

The Woughton Approach

- Advice Service - prevented homelessness, increased incomes, supported ASB work, improved quality of life.
- Youth Service - reduced teen pregnancy, low youth violence / knife crime, increased educational attainment, specialist services for LGBTQI+, focus on 'wellbeing' and support when needed, reducing need for 'specialist' (read 'expensive') services
- Landscape and Environment Team – support to provide community ownership, reporting / work with MKC, evidence gathering, education and prevention work, landscape design to reduce ASB, traffic issues, etc..
- Community Engagement and Development (Incl trailer) - creating opportunities for local people to take control, truly local focus and promotion of grassroots, community led initiatives.



The Costs of Doing Something

Our Youth provision costs around £100k per year

If we stop two admissions to hospital, we save that.

Our Advice service costs around £50k per year

If we stop one family becoming homeless, we save that.

Our Wellbeing and Mental Health service costs around £30k per year

Each 'contact' with a mental health team costs £118¹. We can provide 8 contacts for the same price. If we can prevent one night in hospital, that saves £353¹

1 – costs based on 2013/14 from NHS reference costs for mental health services

Social Return on Investment (SROI)

The consideration includes:

- *What is the cost of delivery (staffing, buildings, resources, etc..)*

and then

- *What were the outcomes? And what are they 'worth'?*
- *What would have happened anyway, without our intervention?*

This leads to a calculation which leads to a 'value' of each £ spent.

Social Return on Investment (SROI)

More an art than a science.

Based upon what might happen, so hard to quantify

HUGE amount of work

HOWEVER....

Shows the value of the services provided

Provides evidence to electorate (and potential funders) of the outcomes of your work

Can be motivating for officers and councillors, helping to drive innovation, creativity and investment.

Social Return on Investment (SROI)

This is a complex calculation that demands time and resource commitment to provide the necessary evidence. It is not something to be entered into lightly...

<http://www.socialvalueuk.org/>

Or, for a brief taster...

<https://knowhow.ncvo.org.uk/studyzone/measuring-your-social-return-on-investment-how-to-get-started>



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**People-centred councils
driving social innovation
putting people first**

Q & A



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**People-centred councils
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Thank you

Associate Membership: includes Local and regional government within Europe and beyond

- Eire
- Falkland Isles
- Melbourne Australia
- Kenya
- South Korea



MEMBERSHIP BENEFITS

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** 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 CCIN website

join the **debate** on our active social
media platforms

profile your
council's **achievements** nationally

@CoopInnovation

Co-operation & Collaboration

GOVERNANCE

OFFICER NETWORK

MEMBERS' FORUM

EVENTS



Cllr Peter Bradbury
Cabinet Member
Cardiff Council



Cllr Tony Newman
Leader
Croydon 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 Paul Stewart
Cabinet Member
Sunderland City Council



Cllr Martin Judd
Deputy 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
Co-operative College



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

Values & Principles Board 2019-20



Cllr Iain Malcolm
South Tyneside
Council



Cllr Peter Curling
Hillingdon Labour &
Co-operative Group



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



Simon Parkinson
Vice Chair of V&P Board
Co-operative College



Cllr Frank Walsh
Knowsley MB Council



Cllr Ken Dalton
Halewood Town Council



Michael Curnow
Peopletoo



Rebecca Harvey
Co-operative News



Emma Hoddinott
Co-operative Party



Nick Matthews
Co-operatives UK



Matt Dykes
TUC



Cllr Adam Farrell
North Warwickshire
Labour Group

Dynamic Purchasing System – from October 2019

- Allows new suppliers to join at any point
- Mini Competition must be undertaken when using the DPS, ensuring the CCIN is promoting industry best practice
- As pre-checking has already been done, there are no financial limits on the mini-competition process
- There is no restriction on timeline, meaning the CCIN wouldn't need to undertake another procurement exercise, unless it was felt that the existing DPS was no longer fit for purpose
- 5 year contract
- Applications closed 18 September 2019

CO-OPERATIVE APPROACHES TO SUSTAINABLE FOOD

WHY?

- (i) **Enable action** – key role food can play as a vehicle for cooperative action and cooperative enterprise
- (ii) **Opportunity** – potential to expand and deepen understanding and awareness of co-operative approaches to sustainable food
- (iii) **Collective interest** – 8 CCIN members referred to ‘food’ activity; enterprise, poverty, health, growing, education (CCIN Annual Conference)



A strong partnership,
working collaboratively



OUR CO-DEVELOPED APPROACH

1. Research and interactive workshops

UK – Working across the CCIN/SFC combined network (70+ areas) host interactive workshops (min.4)
This would cover important food themes e.g.; Food Poverty, Food Economy, Healthy Food etc

2. Communications and engagement (videos) –

Produce a range of different tools and engaging products highlighting local activity (e.g. Plymouth CATEREd programme, Oldham’s Get Oldham Growing programme, Cardiff’s focus on food poverty and healthy food, Greenwich Community Development Agency)

3. Policy Tool – Present findings and case studies in a single document as a policy tool to inform local, regional, national and international policy platforms

4. Conferences & event presentations – Presenting at two leading national conferences to cross-promote the findings to network members from 70+ local authority areas

OUTCOMES

1. Detailed evidence of benefits and challenges of different food initiatives and suitability to local needs
2. Both CCIN and Sustainable Food Cities members (70+ combined) actively engaged in co-operative approaches to sustainable food priorities
3. Strengthen relationships between councils and cross-sector partners focussed on food issues
4. Inform and influence key inter/national policy drivers
5. Explore and encourage food partnerships within CCIN member areas to engage with food
6. Potential international collaboration and increased connections, benefits and relationships beyond the UK



Co-operatives Unleashed

- Led by Plymouth City Council this Policy Lab is an enquiry into strategic Council participation in support of doubling the size of the co-operative economy before the end of the next parliament.
- detailed case study and toolkit
- a summary of national/ international context and key questions to ask at each stage of the development of local thinking and solutions.

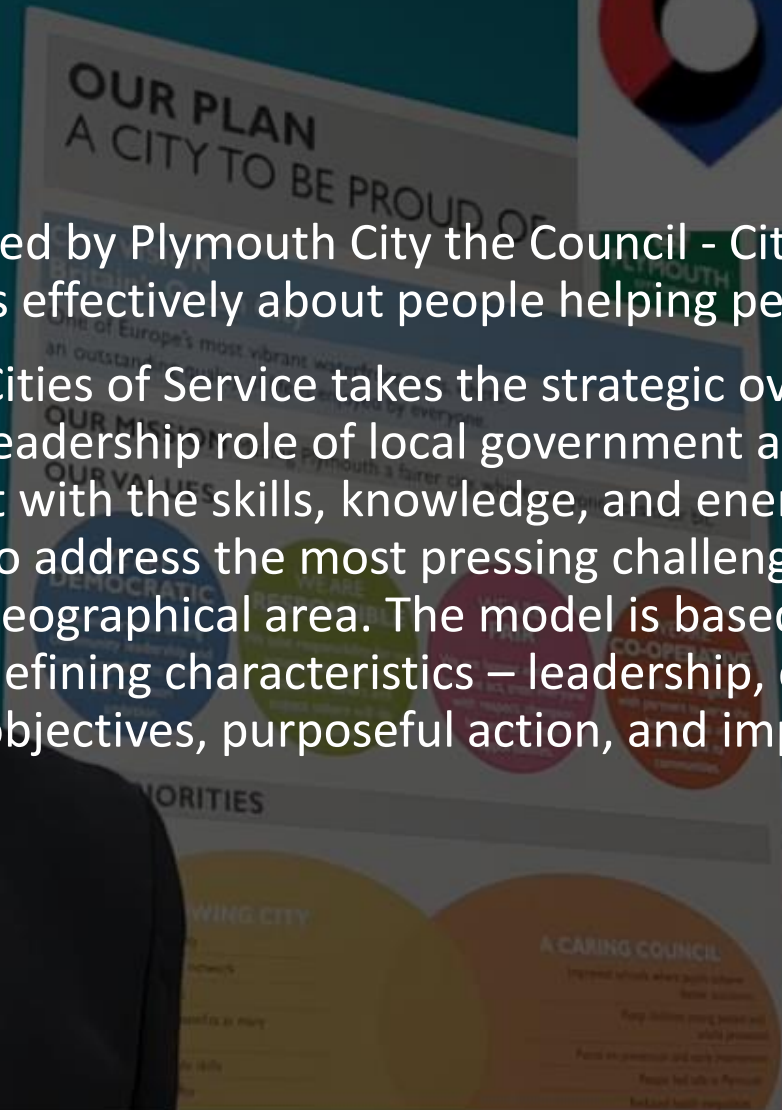
Co-operative Neighbourhoods

- Led by Stevenage Borough Council this proposal will test trailblazer neighbourhood/locality pilots to demonstrate the value of co-operative councils further developing their mechanisms to work at a very localised level with their residents as co-producers of local communities and neighbourhoods.



Promoting the Cities of Service model of social action

- Led by Plymouth City the Council - Cities of Service is effectively about people helping people.
- Cities of Service takes the strategic overview and leadership role of local government and combines it with the skills, knowledge, and energy of citizens to address the most pressing challenges in a given geographical area. The model is based on four defining characteristics – leadership, clear objectives, purposeful action, and impact.



Achieving Social Outcomes

- Supporting the increased awareness and understanding of social value and maximising social outcomes across local government. Social value should be mainstreamed in local government.
- The public sector pound can generate substantial social value without increased cost and in many cases can deliver lower costs and improved service sustainability whilst contributing positively to local communities.



The outcomes of our project will be achieved if social value becomes mainstreamed in local government, with a focus on savings being made considering the longer-term social impacts on local communities, rather than just making short term decisions.'"

Health & Social Care – our 2020 funded projects



What are the co-operative solutions in health and social care – for example:

- Social care and school transport
- Childcare
- Extra care housing
- Domiciliary care
- Commissioning/procurement
- Beneficiary/user engagement
- Self-organising around personal budgets,
- Community meals services
- Preventative healthcare

Consultancy Framework 2016- 2019

