

## A 'Framework to Advance a Cooperative Capital 2012/17'

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### City of Edinburgh Council

25 October 2012

#### 1 Purpose of report

- 1.1 This report seeks approval for a 'Framework to Advance a Cooperative Capital 2012/17' and provides an update on work to establish a Cooperative Development Unit.

#### 2 Main report

- 2.1 One of the Capital Coalition's key pledges is to progress the development of a 'cooperative approach' in the city and establish a Cooperative Development Unit (CDU). Specifically, there is an initial commitment to develop more cooperative societies in the city to deliver energy, housing, social care and child care services.
- 2.2 These commitments comprise a key component of the Capital Coalition's vision to 'build a cooperative and more prosperous Edinburgh in which every resident and community benefits'. They are also consistent with the Coalition's ambition to instil the values of cooperation, fairness, accountability and responsibility at the heart of everything the Council does and aspires to do.
- 2.3 Given the potential scale of this work, it is important to note the 'cooperative approach' will necessarily bring together a wide variety of current and planned council activities that have cooperation as a central feature. A key principle will be the need for this work to build on existing partnership and community planning arrangements in the city.
- 2.4 Consequently, a draft 'Framework to Advance a Cooperative Capital 2012/17' has been developed to capture these different commitments under priority themes, promote a 'one council' coordinated approach, enhance existing partnership activity and ensure robust governance and progress reporting arrangements.
- 2.5 The contents of the draft framework have been shaped by the major conference held on 7 September 2012 organised by the Council Leader. This involved more than 100 representatives with a range of interests who debated a variety of approaches, risks, opportunities and benefits.

- 2.6 Following this seminar, the Council's Corporate Management Team agreed that the Policy and Public Affairs (PPA) division, within Corporate Governance, would set up the CDU, lead on developing and implementing a cross-council programme of work and ensure community planning partners were engaged in these developments.
- 2.7 The CDU is being officially launched today, and comprises a number of staff drawn from within PPA, including recent graduate recruits. Engagement with a number of service area staff and community planning partners is also underway, with a view to identifying staff that can to assist in the delivery of key objectives described in the framework.
- 2.8 The main functions of the CDU will be to (i) facilitate and enable the development and delivery of the framework, (ii) maintain corporate and citywide oversight and coordination of cooperative activity, (iii) provide quality advice and information on establishing cooperative societies and cooperative service delivery models, (iv) act as a central hub for information sharing, development of best practice, promotion and communication and (v) ensure progress and performance reporting on the framework.
- 2.9 A summary of the draft framework is attached at Appendix 1 for approval. It identifies five key themes, which are described below, alongside a fuller description of key deliverables. These themes and priorities will form the basis of initial work over the next six to 12 months. Other themes, and key deliverables, will be included as implementation of the framework progresses.

### 1. Cooperative Societies

- Audit and support the expansion of existing cooperative societies delivering key services to citizens and communities.
- Enhance capacity building provision in the city to enable the development of new societies, specifically to deliver energy, housing, social care and child care services.
- Explore opportunities to establish service user cooperatives to maximise purchasing power derived from social care direct payments.

### 2. Cooperative Community Engagement

- Develop and implement new political management arrangements in the Council to improve stakeholder community engagement in policy and service development and review. This will include the appointment of new elected member champions to further community causes. For example, a 'Carers Champion' and an 'Equality, COMPACT and Third Sector Champion'.
- Improve cooperative engagement with public sector partners, citizens, business, third sector and wider communities of interest and place, building on existing citywide and neighbourhood community planning arrangements.

- Develop a new ICT strategy that places more focus on cooperative community, citizen and service user engagement and consultation.

### 3. Cooperative Procurement

- Maximise social value and community benefit clauses across a wider range of procurement contracts and commissioning exercises.
- Encourage the development of cooperative and consortium-based bids by third sector providers to public contract opportunities.
- Seize opportunities to utilise public social partnerships as vehicles for service and contract design.

### 4. Cooperative Education

- Integrate a cooperative approach across primary and secondary school clusters to enable improved cooperative learning.
- Improve cooperation with parents to enhance curricular and extra curricular provision.
- Improve cooperation with communities to enhance community access to school resources and buildings.
- Promote the development of a cooperative approach to child care, after-school and community learning and development services.

### 5. Cooperative Service Delivery

- Maximise opportunities for cooperative service delivery through the delivery of personalisation of adult and children's services.
- Instigate a wider range of community budgeting and co-production service development and delivery initiatives through local neighbourhood management arrangements and Neighbourhood Partnerships.
- Build on the development of approaches to 'Total Place' and improve local multi agency service management arrangements across the city.

2.10 Given the importance of this work within the 'Capital Coalition's Contract with the Capital', a number of key deliverables are already being progressed. A summary of these is attached at Appendix 2.

2.11 In order to ensure effective accountability the following governance and progress reporting arrangements are proposed:

- A report will be submitted to the new Communities and Neighbourhoods Executive Committee in November 2012, which will describe detailed progress against key commitments. Thereafter, there will be a six monthly progress reporting cycle to this committee.

- An assessment of the Edinburgh COMPACT Board indicates that it provides the best practical interface between strategic community planning arrangements and development and delivery of the framework. Consequently, it is proposed that the Edinburgh COMPACT Board receive six monthly progress reports.
- A annual progress report to the City of Edinburgh Council describing key outputs and outcomes delivered as a result of framework implementation.

### **3 Financial implications**

- 3.1 The CDU staff costs will be met from existing Corporate Governance budgets, as will any initial programme expenditure. Expert cooperative development resources are being identified from existing providers in the city and across Scotland. In the medium to longer term, a wider network of council and partner agency staff and resources will be identified to assist with the delivery of the framework.

### **4 Equalities and Environmental Impact**

- 4.1 The development and implementation of the framework will assist the Council to deliver key equality and rights outcomes, and meet the public sector equality duties to advance equality of opportunity and foster good relations.
- 4.2 In addition, delivery of the framework will advance sustainability objectives related to improved city and community governance, social equity and justice, community capacity building and sustainable business development.

### **5 Recommendations**

- 5.1 It is recommended that Council:
- a) approve the 'Framework to Advance a Cooperative Capital 2012/17' at Appendix 1;
  - b) note the establishment of the Cooperative Development Unit within the Policy and Public Affairs Division and the main areas of progress to date identified within Appendix 2; and
  - c) approve the governance and progress reporting arrangements and timescales identified at paragraph 2.11.

**Alastair D Maclean**  
Director of Corporate Governance

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Appendices	1 A Draft 'Framework to Advance a Cooperative Capital 12/17'
	2 A Summary of Progress to Advance a Cooperative Capital

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Wards affected	All
Single Outcome Agreement	All
Background Papers	None

# Appendix 1 - A Draft 'Framework to Advance a Cooperative Capital 12/17' – Summary

DRIVERS	VISION	DELIVERABLES		REPORTING
 <p><b>Capital Coalition - Contract with the Capital</b></p>	<p><b>'To build a cooperative and more prosperous Edinburgh in which every resident and community benefits'</b></p>	<p><b><u>Cooperative Development Unit</u></b></p> <ul style="list-style-type: none"> <li>- Policy and Public Affairs</li> <li>- Core Team in PPA</li> <li>- Virtual Team from across Council</li> <li>- Secondments from across Council and external partners</li> </ul>	<p><b><u>Cooperative Societies</u></b></p> <ul style="list-style-type: none"> <li>- Securing cooperative advice + support</li> <li>- Developing Energy / Housing / Childcare / Adult Social Care coops</li> <li>- Service User Cooperatives</li> <li>- 3<sup>rd</sup> Sector capacity building</li> </ul>	<p><b>Initial Report to Full Council – seek approval for framework</b></p>
 <p><b>Edinburgh Partnership</b></p>		<p><b><u>Governance</u></b></p> <ul style="list-style-type: none"> <li>- Leader and Depute Leader's Office</li> <li>- Communities and Neighbourhoods Committee</li> <li>- Edinburgh COMPACT / Edinburgh Partnership</li> </ul>	<p><b><u>Cooperative Community Engagement</u></b></p> <ul style="list-style-type: none"> <li>- Political Management Review – Phase 1 + 2</li> <li>- Community Engagement Standards</li> <li>- Member's visits</li> <li>- Neighbourhood Partnerships</li> <li>- ICT Customer Engagement Strategy</li> <li>- Appoint political champions to further community causes</li> </ul>	<p><b>Further consultation and engagement on themes, deliverables and KPIs</b></p>
 <p><b>Strategic Plan and Business Plan</b></p>		<p><b><u>Stakeholder Involvement</u></b></p> <ul style="list-style-type: none"> <li>- Audit report of current cooperative activity</li> <li>- Consultation and engagement on framework</li> <li>- National Cooperative Council Network</li> <li>- Website and Communications Plan</li> </ul>	<p><b><u>Cooperative Procurement</u></b></p> <ul style="list-style-type: none"> <li>- Procurement Transformation</li> <li>- Commissioning Plans / GT3P Opportunities</li> <li>- Public Social Partnerships</li> <li>- Community Benefit Clauses / Social Value</li> </ul>	<p><b>Six monthly reports to Communities and Neighbourhoods Committee</b></p>
 <p><b>Christie Commission</b></p> <p><b>Community Empowerment + Renewal Bill</b></p> <p><b>Procurement Reform Bill</b></p>		<p><b><u>Cooperative Education</u></b></p> <ul style="list-style-type: none"> <li>- Cooperative school clusters</li> <li>- Cooperative curriculum learning</li> <li>- Community and parental engagement</li> <li>- Cooperative childcare, after-school + community learning and development</li> </ul>	<p><b>Six monthly reports to COMPACT Partnership</b></p>	
				<p><b><u>Cooperative Service Delivery</u></b></p> <ul style="list-style-type: none"> <li>- Community Budgeting</li> <li>- Total Place</li> <li>- Personalisation and co-production</li> </ul>

**Summary of Progress to Advance a Cooperative Capital**

<b>Framework Priority Theme</b>	<b>Progress</b>
<b>Cooperative Societies</b>	<ul style="list-style-type: none"> <li>- Officers in the CDU are in the process of auditing existing cooperative societies in Edinburgh. These organisations will be brought together in December 2012 to discuss and address capacity building issues.</li> <li>- A Short Life Working Group will be established under Edinburgh COMPACT arrangements to gather local and national experts and build capacity within the third sector to deliver more energy, housing, social care and child care cooperatives.</li> <li>- Service for Communities is progressing work on the development of housing cooperatives.</li> </ul>
<b>Cooperative Community Engagement</b>	<ul style="list-style-type: none"> <li>- The council has agreed new political management arrangements that will improve the quality and breadth of community engagement and cooperative policy development. This includes the establishment of a new Petitions Committee.</li> <li>- The Administration is in discussion about the appointment of elected members to the role of 'Equality, COMPACT and Third Sector Champion' and 'Carers Champion'.</li> <li>- In addition, a new more transparent and cooperative budget development process will be set up, commencing in December 2012, involving a wide array of external stakeholders.</li> <li>- Initial discussions with the police Divisional Commander in Edinburgh indicate a commitment to involve and engage a wide variety of community interests in the development of the new Edinburgh Local Policing Plan.</li> <li>- The Council's new ICT Strategy will place more focus on cooperative engagement with citizens, service users and customers.</li> <li>- Accommodation of Co-operative Capital themes into the development of the Compact Partnership's next 'Social Enterprise Strategy for Edinburgh'.</li> </ul>
<b>Cooperative Procurement</b>	<ul style="list-style-type: none"> <li>- Work is underway to integrate equality, rights and community benefit clauses into procurement arrangements.</li> <li>- The Edinburgh Partnership will host an in partnership event in November 2012 promoting social value in public policy and procurement.</li> <li>- Checkpoint Groups continue to enable a more cooperative approach to the development of Commissioning Plans in Health and Social Care and Children and Families.</li> </ul>
<b>Cooperative Education</b>	<ul style="list-style-type: none"> <li>- A paper was submitted to the Education, Children and Families Committee describing progress with regard to cooperative education.</li> <li>- A new working group in Children and Families has been established to progress this theme.</li> <li>- A specific focus has been placed on the development of cooperative child care, after school and community learning and development services.</li> </ul>
<b>Cooperative Service Delivery</b>	<ul style="list-style-type: none"> <li>- Total Neighbourhood and Total Craigroyston continue to progress towards meaningful outcomes, with a focus on establishing improved local multi agency service management arrangements.</li> <li>- The Council's personalisation work continues to progress, in light of the Self Directed Support legislation, that will place service users increasingly at the heart of assessments and decisions on service provision.</li> </ul>