

10.00am, Thursday 20 November 2014

## The Cooperative Capital Framework: Year Two Progress Report

Item number	8.2
Report number	
Executive/routine	
Wards	

### Executive summary

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This second annual progress report identifies developments across all six themes of the framework and makes proposals to strengthen co-production activity and evaluation.

### Links

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Coalition pledges	P6, P11, P15, P28, P37, P53
Council outcomes	CO7, CO8, CO10, CO11, CO14, CO23, CO26
Single Outcome Agreement	SO1, SO2, SO3, SO4

## The Cooperative Capital Framework: Year Two Progress Report

### Recommendations

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- 1.1 It is recommended that Council:
- 1.1.1 notes the actions taken in response to Council decisions of November 2013;
  - 1.1.2 notes the progress and achievement of related pledges;
  - 1.1.3 agrees to mainstream co-production (as outlined in 3.13) across the Council and that implementation be delegated to the Communities and Neighbourhoods Committee; and
  - 1.1.4 agrees the proposed evaluation methodology.

### Background

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- 2.1 The Capital Coalition's vision is 'To build a cooperative and more prosperous Edinburgh in which every resident and community benefits'.
- 2.2 In October 2012, Council agreed a 'Framework to Advance a Cooperative Capital 2012/17' (the Framework) which described five core strategic themes.
- 2.3 In June 2013, the Communities and Neighbourhoods Committee approved an additional sixth theme.
- 2.4 The Cooperative Capital themes and related objectives are listed below:

Cooperative Capital Themes	Intended Change Objectives
Cooperative Societies	<i>"Changing the market and economic infrastructure"</i>
Cooperative Community Engagement	<i>"Changing our relationship with communities"</i>
Cooperative Procurement	<i>"Changing the way we buy and grant aid goods and services"</i>
Cooperative Education	<i>"Changing the culture of schools and childcare"</i>
Cooperative Service Delivery	<i>"Changing the way we review and design services"</i>
Cooperative Corporate Social Responsibility (included in June 2013)	<i>"Changing Corporate Social Responsibility to meet city outcomes"</i>

- 2.5 The Framework (appendix 1) is aligned to the Capital Coalition's pledges to develop cooperative energy, housing, childcare and social care initiatives. It is also consistent with existing ambitions to improve approaches to community planning, community engagement, prevention, and working in neighbourhoods.
- 2.6 The Framework also aspires to develop a new relationship with service users, citizens, communities and stakeholders, where more focus is placed upon '*doing things with people*', rather than '*doing things to, or for people*'.
- 2.7 Work to develop and implement the Framework is coordinated through the Cooperative Development Unit (CDU) located in the corporate governance service.
- 2.8 Specific work on the four cooperative pledge commitments is undertaken by designated project teams across service areas and the Compact Partnership provides the key reference to the Edinburgh Partnership.
- 2.9 An Expert Group provides guidance to the CDU and project teams on the development of coops and cooperative practice.

## Main report

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- 3.1 This report provides an update on progress over the last year.

### Council decisions of November 2013

- 3.2 Council considered the first year progress report in November 2013, where it was agreed that the pace of progress be specifically accelerated in the areas of:
  - 3.2.1 growing cooperatives;
  - 3.2.2 progressing an asset transfer policy;
  - 3.2.3 other 'total place' initiatives; and
  - 3.2.4 participatory budgeting.
- 3.3 In response, the following action has occurred:
  - 3.3.1 growing cooperatives:-
    - (i) Edinburgh Business Gateway routinely profiles the coop business model within general advice to potential business start-ups; and
    - (ii) seven new coops have come into existence in the Capital since the establishment of the framework.
  - 3.3.2 the development of a Council Asset Transfer policy has progressed and the Communities and Neighbourhoods and Finance and Resources Policy Development and Review Sub-Committees have considered this matter with the prospect of initial policy proposals coming forward in the spring of 2015.
  - 3.3.3 Better Outcomes through Leaner Delivery (BOLD) has established a third 'Total Place' project in Wester Hailes and this will examine alternative

service delivery options across the community, including provision by the Council and third party providers.

3.3.4 three Neighbourhood Partnerships have established new participatory budgeting (PB) schemes and two others are planning to apply a PB approach to future grant distribution. Health and Social Care integration is also offering options to apply PB in commissioning of services.

3.4 Further detail on the above items is given in Appendix 2 (item 1).

#### Capital Coalition's Pledges Commitments

3.5 The Capital Coalition's four pledge commitments focussed on cooperative initiatives are well on track to be achieved. The following summarises the key developments for each pledge:

Pledge 6 - Establish city-wide childcare cooperatives for affordable childcare for working parents.

- establishment of Edinburgh's first After Schools Club Cooperative Charter; and
- installation of a 'Schools of Cooperation Award' by the Cooperative Education Trust for Scotland.

Pledge 11 - Encourage the development of cooperative housing arrangements.

- establishment and operation of the new Edinburgh University Student Housing Cooperative and development support for the Craigmillar Eco-Housing Coop to planning stage; and
- increased cooperation in housing and estate management in North and East Edinburgh.

Pledge 37 - Examine ways to bring the Council, care home staff and users together into cooperatives to provide the means to make life better for care home users and care provides.

- installation of an engagement strategy and charter in relation to National Care Home Standards; and
- a range of cooperative initiatives forming the "Working Together to Achieve Excellent Care" programme, including; personal plans for residents and introduction of 'activity champions' in all Council care homes.

Pledge 53 - Encourage the development of Community Energy Cooperatives.

- installation of Energy for Edinburgh (ESCo) by Council in September as the Council's arms-length company for taking forward a range of energy-related projects;
- the Edinburgh Community Solar Co-operative (ECSC) is progressing the development of a community owned solar photovoltaic (PV) scheme on Council buildings; and
- Castle Rock Edinvar (on behalf of a number of Registered Social Landlords) is progressing the 'Our Power' initiative – a non-profit distributing

membership ESCo to deliver affordable and renewable energy to social housing tenants.

- 3.6 Further detail in regards to each pledge is provided in appendix 2 (item 3).

#### Progressing the Framework

- 3.7 The following summarises key developments of other themes:

3.7.1 in regards to cooperative engagement activity, Council adoption of the 'Consulting Edinburgh' framework is helping to shape neighbourhood plans and the 'Draft Framework for a Co-operative Approach to Housing Services' is enabling stronger tenant participation and co-operative working.

3.7.2 cooperative procurement is now a key feature within the Council's Procurement Handbook and coproduction is being applied as Executive Committees form new grants programmes.

3.7.3 in applying cooperative service design, work in Leith to re-profile youth services may lead to a revised pattern of service, homelessness provision has become outcomes-focussed and the 'Youth Talk' initiative in South Edinburgh has inspired Forth and Inverleith neighbourhoods to take similar approaches.

3.7.4 a Cooperative Corporate Social Responsibility (CCSR) Plan is being devised to assist in the delivery of city outcomes, this will help coordinate CCSR activity which will benefit communities across the city.

- 3.8 Further detail in regards to each theme is provided in appendix 2 (items 4-8).

#### Advisory Expert Group

- 3.9 At the recent Cooperative Capital Seminar, the Expert Group provided an assessment of progress. This identified:

3.9.1 the need for continued support for growing coops in order to foster community benefit, ownership and delivery, in particular strengthening food growing and distribution;

3.9.2 strong prospects (given time) for achieving lasting cultural change, in particular through routine adoption of co-production principles for the benefit of service users, citizens and communities; and

3.9.3 real progress achieved over the last year with a range of cooperative product being generated across the six themes, however improvements are required in decision-making and processes which need to be sympathetic to the needs of cooperative organisations.

#### Co-Production

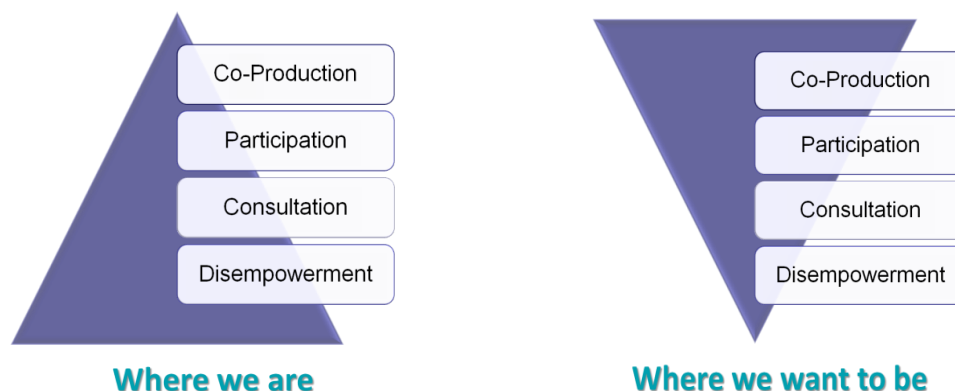
- 3.10 In June, the Communities and Neighbourhoods Committee endorsed the Compact Partnership's description and principles of co-production, as follows:

Definition, “To co-produce is to build something together, to co-create, to jointly develop and innovate.”

Principles, “Co-Production is about equal and respectful, trusting and purposeful relationships between:

- i. policy-makers and those affected by policies and outcomes;
- ii. service providers and service users; and
- iii. budget decision-makers and those affected by budget decisions.”

3.11 The following diagram as recently profiled with the Communities and Neighbourhoods Policy Development and Review Sub-Committee, resonates strongly with the Cooperative Capital Framework’s aspirations identified in 2.6 above, and key aspects of the draft Community Empowerment (Scotland) Bill.



3.12 Good practice in coproduction is currently being applied in a range of settings, for example:

- focus upon preventative services by the Drug and Alcohol Partnership;
- moves to person-centred outcomes in third party homelessness provision;
- market re-shaping in health and social care; and
- development of new grant programmes by Executive Committees.

3.13 To achieve the aspirations and cultural change objectives of the Cooperative Capital Framework, it is proposed that the coproduction description and principles (as outlined in 3.10-3.12 above) be mainstreamed across the Council when forming policy and strategy and in the design, delivery and review of services. This proposal is supported by the following:

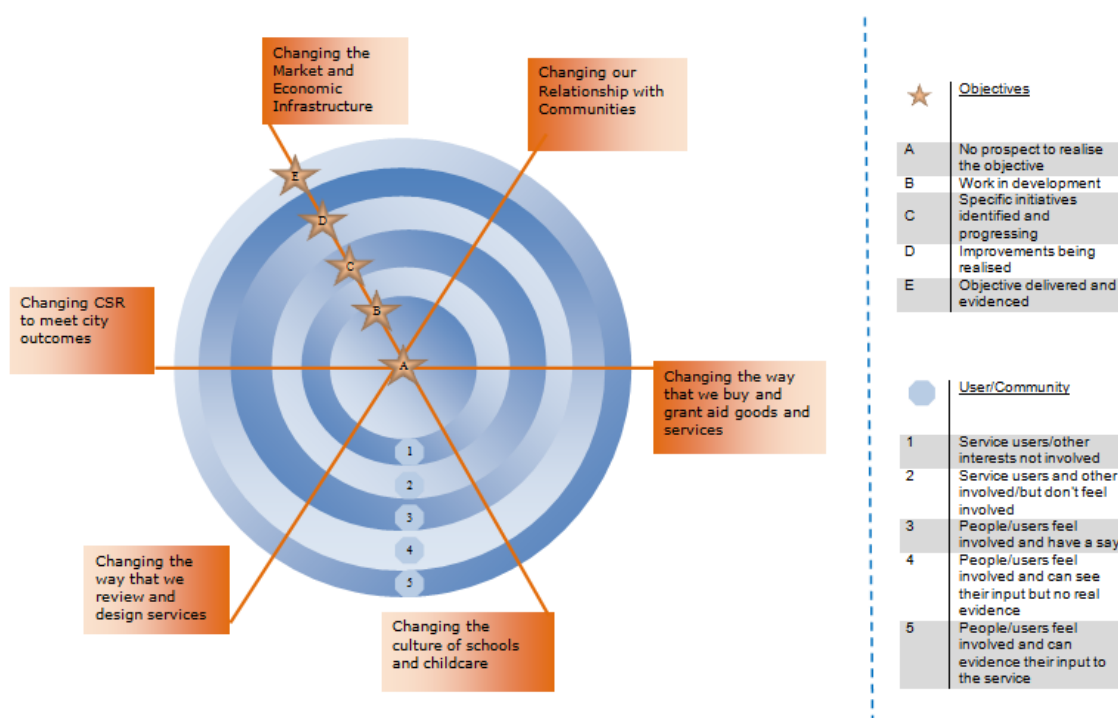
- the Expert Group’s assessment of progress (item 3.9);
- sustainability objectives within the Procurement Reform (Scotland) Act;
- common good and sustainability aspects of the draft Community Empowerment (Scotland) Bill; and
- BOLD’s objectives for shared services and efficient and effective delivery of services according to identified need.

3.14 Should the above proposal be agreed, in order to ensure progress Council is asked to delegate implementation to the Communities and Neighbourhoods Committee.

## Evaluating the impact of the Cooperative Capital Framework

- 3.15 In June 2014, the Communities and Neighbourhoods Committee asked that a suitable evaluation methodology be identified in order to measure the benefits of the framework.
- 3.16 It is proposed that the evaluation 'wheel' below and series of related Key Performance Indicators (KPIs) form initial evaluation measures for the Cooperative Capital Framework. The tool and indicators can be further developed should this be necessary. Further detail is provided in appendix 2 (item 9).

Cooperative Capital Framework – Evaluation Wheel and related KPIs



## Communications and promotion

- 3.17 In June the Communities and Neighbourhoods Committee approved the establishment of the city's 'Cooperative Capital Month' to occur annually in November. There will be a focus upon the Cooperative Capital initiative across the Council associated with Council Values and the framework objectives. Wider promotional efforts will also take place throughout the year, using social media, networks, seminars, events and case-study material.

## Cooperative Capital Innovation Network (CCIN)

- 3.18 The Corporate Policy and Strategy Committee (October 2013) agreed that Edinburgh become Scotland's first member of this national network.
- 3.19 In June 2014 the Communities and Neighbourhoods Committee agreed to continue membership for a second year, with any extension subject to review. Further detail is provided in appendix 2 (item 2).

- 3.20 Following a visit to the city in August, the Network are progressing plans to grow cooperative action across public bodies in Scotland with a range of related activity, including presenting to; Scottish Parliament Cross-Party Working Groups, COSLA, SOLACE and other key national conferences and events.
- 3.21 The recent appointment of the Council Leader as Chair of the CCIN Network will ensure a broader dimension to the work of the Network going forward.
- 3.22 The next CCIN National Conference will take place in Glasgow on 2<sup>nd</sup> December 2014.

### **Measures of success**

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- 4.1 Implementation of the evaluation wheel and related Key Performance Indicators for each framework objective and annual reporting to Council.
- 4.2 Creation of base-line evaluation data 2014-16 and % increases as appropriate thereafter.
- 4.3 Attainment of related pledge commitments.
- 4.4 Number of coproduction and cooperative initiatives taking place both in the Council and potentially within and across community planning partners.

### **Financial impact**

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- 5.1 Resources for cooperative capital framework activities are contained within service area budgets.

### **Risk, policy, compliance and governance impact**

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- 6.1 Key risks within the Cooperative Capital Framework are associated with achieving the Capital Coalition Pledges. This is mitigated by the joint and collaborative efforts of the CDU/project teams and engagement with key partners to mitigate these and related policy matters.

### **Equalities impact**

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- 7.1 The development and implementation of the Framework will assist the Council to deliver key equality and rights outcomes, and meet the Equality Act 2010 public sector equality duties to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations.

### **Sustainability impact**

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- 8.1 The development and implementation of the Framework enables the Council to meet the Climate Change (Scotland) Act 2009 public sector duties, and contributes to the delivery of Sustainable Edinburgh 2020 objectives, in particular the advancement of vibrant flourishing communities, social and economic wellbeing and an efficient and effectively managed city.



## Consultation and engagement

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9.1 In addition to the key engagement activity reported to Committee on 23 June 2014, the following has also taken place:

- two meetings of the Cooperative Capital Expert Group – May 2014.
- staff guidance on the Orb and including case studies – November 2014.
- profiling Edinburgh activities on the CCIN Network – June 2014.
- presentation to the Economic Development Strategic Partnership and Compact Partnership on Cooperative Corporate Social Responsibility – April and September 2014.
- Cooperative Capital Framework Annual Seminar – November 2014

## Background reading / external references

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Council website pages:

- [www.edinburgh.gov.uk/info/20234/cooperative\\_capital](http://www.edinburgh.gov.uk/info/20234/cooperative_capital)
- [2015/18 revenue and capital budget framework](#) – report to the Finance and resources Committee of 30 September 2014;
- [Energy for Edinburgh](#) – report to City of Edinburgh Council of 25 September 2014
- [Council Asset Transfer Policy: Progress and Principles presentation](#) to the Communities and Neighbourhoods, Policy Development and Review Sub-Committee of 24 September 2014
- Community Empowerment (Scotland) Bill – [current status](#)
- [Participatory Budgeting Update](#) – report to the Communities and Neighbourhoods Committee of 23 September 2014
- [Progress of the Cooperative Capital Framework](#) – report to the Communities and Neighbourhoods Committee of 23 June 2014
- [Consultation Framework](#), Report to Communities and Neighbourhoods Committee of 6 May 2014
- [Craigmillar Eco Housing Co-operative Funding](#), report to Communities and Neighbourhoods Committee of 11 February 2014
- [Cooperative Council Network](#)
- [CCIN Network Scotland region information](#) and [film](#)
- [A framework to advance a Cooperative capital 2012-17 – year one report. Report to Council 21<sup>st</sup> November 2013](#)
- [A framework to advance a cooperative capital 2012/17 – joining the Cooperative Councils innovative network](#) – report to Corporate Policy and Strategy Committee of 1 October 2013
- [A Framework to advance a Corporate Capital 2012/17 Progress report – Report](#) to Communities and Neighbourhoods Committee of 7 May 2013
- [A framework to advance a Cooperative capital 2012/17](#) – report to City of Edinburgh Council of 25 October 2012,

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## Links

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### Coalition pledges

**P6** - Establish city-wide co-operatives for affordable childcare for working parents

**P11** - Encourage the development of co-operative housing arrangements

**P15** - Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors

**P28** - Further strengthen our links with the business community by developing and implementing strategies to promote and protect the economic well being of the city

**P37** - Examine ways to bring the Council, care home staff and users together into co-operatives to provide the means to make life better for care home users

**P53** - Encourage the development of Community Energy Co-operatives

### Council outcomes

**CO7** - Edinburgh draws new investment in development and regeneration

**CO8** - Edinburgh's economy creates and sustains job opportunities

**CO10** - Improved health and reduced inequalities

**CO11** - Preventative and personalised support in place

**CO14** - Communities have the capacity to help support people

**CO23** - Well engaged and well informed – Communities and individuals are empowered and supported to improve local outcomes and foster a sense of community

**CO26** – The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives.

### Single Outcome Agreement

**SO1** - Edinburgh's Economy Delivers increased investment, jobs and opportunities for all

**SO2** - Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health

**SO3** - Edinburgh's children and young people enjoy their childhood and fulfil their potential

**SO4** - Edinburgh's communities are safer and have improved physical and social fabric

### Appendices

**Appendix 1** - Cooperative Capital Framework

**Appendix 2** - Progress report, evaluation methodology and case studies



**Cooperative Capital**  
*Building capacity*

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

## **Year Two Progress Report November 2014**

# A Framework to Advance a Cooperative Capital 2012/17

For more information go to: [http://www.edinburgh.gov.uk/info/20234/cooperative\\_capital](http://www.edinburgh.gov.uk/info/20234/cooperative_capital)

1. Cooperative Societies	2. Cooperative Community Engagement	3. Cooperative Procurement	4. Cooperative Education	5. Cooperative Service Design	6. Cooperative Corporate Social Responsibility
<ul style="list-style-type: none"> <li>• Energy</li> <li>• Housing</li> <li>• Child Care</li> <li>• Adult Social Care</li> <li>• Cooperative Development Unit</li> <li>• Expert Group</li> <li>• Social Enterprise Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Neighbourhood Partnership Review</li> <li>• VoiCE</li> <li>• Edinburgh Partnership</li> <li>• Youth engagement</li> <li>• Asset Transfer</li> <li>• Learning and Development</li> </ul>	<ul style="list-style-type: none"> <li>• Community Benefit Clauses</li> <li>• Public Social Partnerships / Co-production</li> <li>• Third Sector</li> <li>• Sustainable procurement</li> <li>• Maximising Social Value</li> <li>• Grants Review Implementation</li> <li>• Supply / Client Chain</li> </ul>	<ul style="list-style-type: none"> <li>• After School Clubs</li> <li>• ChildCare</li> <li>• School Clusters</li> <li>• Parent and Pupil Involvement</li> <li>• Community Learning and Development</li> </ul>	<ul style="list-style-type: none"> <li>• Total Place</li> <li>• Participatory Budgeting</li> <li>• Personalisation</li> <li>• Cooperative Place Making</li> <li>• Learning and Development</li> </ul>	<ul style="list-style-type: none"> <li>• CSR Audit</li> <li>• Employee Supported Volunteering</li> <li>• Volunteer Strategy</li> <li>• Entrepreneurs</li> <li>• CSR Fundraising</li> <li>• CSR Skills Development</li> <li>• CSR Business Connectors</li> <li>• CSR Citizenship</li> </ul>



## 1. Progress of Council requests of November 2013

1.1 Council considered the first year progress report in November 2013, where it was agreed that the pace of progress be specifically accelerated in the areas of:

- (i) growing cooperatives;
- (ii) progressing an asset transfer policy;
- (iii) other 'total place' initiatives; and
- (iv) participatory budgeting.

1.1.1 In response, the following action has occurred in regards to growing cooperatives:

- Edinburgh Business Gateway Advisers have received detailed training from coop experts and Cooperative Development Scotland, following which the service has:
  - profiled their business support service to the annual meeting of coops in May 2014;
  - issued a survey (September 2014) to the city's 100 cooperative organisations (55 of which meet coop status) to ascertain their business support needs;
  - taken steps to develop a booklet which will describe the business support landscape for coops, social enterprises and enterprising third sector organisations.
- seven new coops have come into existence since the establishment of the framework – some of these have received support from the Council. These are:
  - the Public Affairs Coop;
  - Edinburgh Community Solar Ltd;
  - Swap and Reuse Hub Cooperative;
  - Edinburgh Iyengar Yoga Centre (Community Benefit Society);
  - Edinburgh Student Housing Cooperative;
  - Bruntsfield Community Greengrocer (known as 'Dig-In'); and
  - Water of Leith Credit Union.

1.1.2 Efforts to establish a Council Asset Transfer Policy has progressed, with the following action taking place:

- following promotion across third sector networks in March and April 2014, six organisations have registered an interest in taking on ownership of a building or land from the Council, groups registering an interest include; Edinburgh Markets, The Melting Pot, Craggs Community Sports Centre, WHALE Arts, Remade in Edinburgh, COMAS and Edinburgh Basketball;
- an Asset Transfer Co-production Steering Group has been established to shape policy proposals for the Council, the group involves Council officers and some of those groups identified above. The group has also taken a range of evidence from organisations which operate a building-based service and are looking to grow their asset base;
- discussions with the Communities and Neighbourhoods Policy Development and Review Sub-Committee and the Finance and Resources Committee have taken place over the last few months to consider the challenges of releasing an asset for community benefit in the context of the Council's budget challenges;
- most recently the Communities and Neighbourhoods, Policy Development and Review Sub-Committee of 24 September 2014 received a presentation on asset transfer. The Sub-Committee welcomed the proposed emerging policy principles and made the following points:

- it is important that the policy framework provides both flexibility and transparency where requests can be considered on a case-by-case basis;
- timing should be commensurate with the passing of the Community Empowerment (Scotland) Bill by the Scottish Parliament;
- decisions to transfer an asset should take into account the ingredients for successful asset transfer, in particular financial and operational sustainability;
- that decisions on any transfer rest with the Finance and Resources Committee.
- The Communities and Neighbourhoods Committee and the Finance and Resources Committee will consider initial policy proposals commensurate with the timeline of the Community Empowerment (Scotland) Bill which is due for final reading in the Scottish Parliament in Spring 2015.

1.1.3 BOLD has established, a third 'Total Place' project in Wester Hailes and this will examine alternative service delivery options across the community. Currently a mapping exercise is being undertaken in order to identify key services, related providers and any areas of duplication of resources. Following this, a revised service pattern for the area in regards to Council/third sector services will be devised for subsequent engagement and consultation.

Similarly, a pilot project on the re-provisioning of youth services in the Leith area has commenced. Initial discussions have taken place in the summer and a joint working group of Council officers and third sector representatives are collaborating to identify opportunities for efficiency and greater collaboration. A report on progress will be submitted to the Education, Children and families Committee in due course.

1.1.4 In September the Communities and Neighbourhoods Committee received an update on how Participatory Budgeting (PB) is being taken forward, the report highlighted the following:

- in the Reshaping Care for Older People Change Fund – the 'Canny wi cash' initiative distributed £56,000 of small grants to 56 projects;
- in South Central Neighbourhood Partnership (NP), local students and community members continue to vote on funding proposals and in the Leith NP area the 'Leith Decides' initiative once again distributed around £23,000 of available funds to 26 local projects – both of these schemes attracted new applicants;
- three Neighbourhood Partnerships have established new PB schemes:
  - in the Liberton/Gilmerton NP young people were able to distribute £11,000 of grant monies to projects they found relevant and valued;
  - in Almond NP with £2,000 of grant monies set aside for youth projects;
  - Inverleith NP asked local young people to identify key projects for funding – 12 projects were identified.
- the Western and Forth NPs have also identified some youth focussed activity for their PB initiative, while Portobello and Craigmillar NPs are proposing the PB route to distribute grant monies in these areas.
- under the integrated health and social care strategic commissioning plan, there are PB opportunities to inform and distribute resources; and
- the Edinburgh PB initiatives have attracted interest from the Scottish Government and Glasgow City Council and discussions are underway on the best way to enable collaboration, including a participatory budgeting conference, a learning event and some project work.

2. Developing the Cooperative Capital Framework
- 2.1 Role of the Cooperative Development Unit (CDU) and Cooperative Expert Group
- 2.1.1 Work to develop and implement the framework is coordinated through the Cooperative Development Unit (CDU) located in the Corporate Policy and Strategy Team within Corporate Governance. The CDU and service area project teams benefit from an advisory Expert Group which includes the following; the Cooperative Enterprise Hub, Link Group, EVOC, Cooperative Development Scotland, Coops UK, Napier University, Cooperative Education Trust, Capital Credit Union, Edinburgh Business Gateway and Social Firms Scotland.
- 2.1.2 The Expert Group continues to emphasise the importance of:
- promoting good practice to maximise the benefits of cooperatives and cooperative engagement across the city;
  - creating conditions in which market opportunities and trading within the local economy can be maximised through greater use of; sustainable procurement, co-production of service outcome/outputs, positive engagement with providers, supply chain and improving capacity in third party providers; and
  - ensuring that the use of not-for-profit organisations is actively considered as part of public investment programmes.
- 2.1.3 It is intended that the Expert Group will meet with the Council Leader in October each year and with project teams to review progress and potential for further innovation.
- 2.2 The Cooperative Council Innovation Network (CCIN)
- 2.2.1 The Council's membership of the Network has allowed access to learning and practices around;
- cooperative solutions and approaches to co-production;
  - strengthening cooperative opportunities and consortia;
  - re-designing services based upon outcomes;
  - approaches to measuring impacts;
  - alternative delivery models;
  - empowering communities to maximise assets; and
  - enhancing leadership.
- 2.2.2 The benefits of joining the Network have included:
- access to case study and research material;
  - application of cooperative principles in other Councils;
  - input into policy formulation on key social issues;
  - installation of a Scottish component within the CCIN website;
  - the installation of the Council Leader as chair of the Network; and
  - input into shaping events and conferences.
- 2.2.3 During the last year, the Network has focussed upon a core set of [operating values and principles](#)
- 2.2.4 In partnership with the Network, discussions have focussed upon how best to maximise cooperative approaches across other local authorities. Activity in Scotland with CCIN has included discussions with Glasgow City Council and a number of other Councils, for example; Dundee, Renfrew, Renfrewshire, Perth and Kinross, Falkirk, North Lanarkshire

and Aberdeen. The Council has also recently contributed material in the form of a short film describing the principles behind the Edinburgh Cooperative Capital Framework and a case study outlining coproduction of the Compact's Social Enterprise Strategy 2013-18. The case study material contained in this report will subsequently be included on the website.

- 2.2.5 The Communities and Neighbourhood Committee's approval for a further years membership (parallel to Glasgow City Council) has enabled a strengthened programme of work that will provide strong foundations for the expansion of cooperative working in Scotland, for example: (i) enhancement of the Scottish component within the CCIN website, (ii) a first Cooperative Conference to be held in Scotland next month showcasing cooperative initiatives in Scotland, and (iii) planned presentations to the Scottish Parliament's Cross Party Working Groups on Coops and Social Enterprise.
- 2.2.6 In the year CCIN are planning to grow the network across the UK with further promotional efforts to attract Councils and public bodies that are expressing an interest in strengthening their cooperative approaches and coproduction efforts. Should membership increase sufficiently in Scotland, this may warrant the creation of a specific Scottish Network with strong links to Scotland's national community planning fabric.
- 2.3 Communication and Promotion
- 2.3.1 In June, the Communities and Neighbourhoods Committee agreed the installation of 'Cooperative Capital Month' in November each year. This was agreed in order to provide a focus for communications and allow a programme of associated key events and reporting opportunities to be developed.
- 2.3.2 In line with the decision of the committee, this month a small number of events are taking place, focussing upon;
- sustainable procurement/supplier engagement;
  - strengthening co-production to offer solutions; and
  - the progress of the Cooperative Capital Framework.
- 2.3.3 Council will also be aware of key messages associated with the framework that has taken place on the Orb for Council staff. These key messages link strongly with the Council's core values and customer engagement activity. It is intended to continue these messages at points throughout the year.
- 2.3.4 Cooperative initiatives have also attracted press coverage across the year, examples include coverage on [Scottish Television](#), the [New Internationalist Magazine](#), [Guardian Newspaper](#), [Edinburgh Evening News](#), etc.
- 2.4 Cooperative Capital Seminar – November 2014
- 2.4.1 Council will recall the recent Cooperative Capital Seminar which took place on 4<sup>th</sup> November 2014. The event attracted around 60 delegates from across the council, city partners and cooperative organisations.
- 2.4.2 The Expert Group assessment of progress identified:
- efforts to develop community coops should be maintained in order to foster community benefit, strengthened opportunities for community enterprise and ownership and delivery for the benefit of service users, citizens, visitors and communities – particular opportunities in food growing and distribution were highlighted;



- strong prospects for lasting cultural change as a result of the framework can be achieved by strengthening the application of coproduction across Council policy and strategy and in service design and delivery; and
- real progress has been achieved over the last year with a range of cooperative product being generated, however improvements are required in Council decision-making and processes which need to be sympathetic to the needs of cooperative organisations.

2.4.3 The workshops produced a number of outputs as follows:

- greater cooperative working (furthering Cooperative Capital) should be a redeeming feature across the city's community planning fabric and be progressed through existing partnership arrangements;
- community capacity-building efforts to generate community-owned coops should be maintained with a focus on local communities within and across Neighbourhood Partnerships; and
- in regards to Cooperative Consortiums as a model for delivering services, it was suggested the business benefits be clearly identified and that the model be encouraged (by commissioners) as a way of delivering services.

### 3 **Progressing Cooperative Societies** (theme 1)

*"Changing the market and economic infrastructure"*

#### 3.1 **Pledge 6 - Establish city-wide childcare cooperatives for affordable childcare for working parents.**

##### Early Learning and Childcare

3.1.1 The Children and Young Persons (Scotland) Act 2014 requires local authorities to consult with parents every two years on the delivery of children's entitlement to 600 hours of early learning and childcare from August 2014. A parental engagement exercise, involving 1800 parents has recently taken place in order to establish a reasonable starting point for the delivery of this entitlement. Over the next year, a further consultation process will be undertaken to explore the development of flexible options for delivery in order to better support parents' working patterns. This will include the contribution made to childcare provision by locally based not-for-profit organisations who work for the benefit of the communities in which they are located.

3.1.2 New nurseries will open at Wardie and Fox Covert. So far these developments have involved engagement with the local communities as part of the statutory public consultation process. The ongoing planning for the service to be delivered from the new nursery in Fox Covert will take place as a co-design/production process with members of the community, including the parents who currently use the provision in the vicinity of the local school. This collaboration will take account of the statutory responsibilities that are required to be met for early learning and childcare, and give consideration to ensuring the continuing voice of the local community in the ongoing service development arrangements. Similarly, a replacement nursery at Duddingston has involved extensive consultation with the local community

##### Subsidised Childcare

3.1.3 Currently affordable childcare is provided through grant arrangements with a small group of social childcare providers. However, provision in this area will in future be provided on a contractual basis.

3.1.4 Following consultation with users and potential users of such a service, a voucher-scheme providing childcare subsidy will be piloted and granted to eligible parents in low income households. This will enable this group to access suitable childcare beyond the geographical areas as served by the current childcare provider(s). The specification for the contract tender was co-designed with both provider and parent input.

The tender process is open to current providers, and the specification includes a performance indicator which states the need to evidence '*collaboration with other childcare services to develop a co-operative approach with the aim of reducing operational costs*'.

3.1.5 A workshop exploring how the Council can work with stakeholders to support the city's childcare agenda took place earlier this month organised by the children and families and economic development service.

#### After School Care

3.1.6 Lothian Association of Youth Clubs (LAYC) was commissioned to work with parent led non-profit After School Clubs (ASC) in order to explore options for developing a co-operative model of childcare organisation.

3.1.7 Following lengthy discussions with a broad range of the childcare providers, it has not been possible to support any organisation to move from their current form of governance to that of a formal cooperative. The complexities faced in terms of their status with the Care Inspectorate, together with little perceived economic, social or service benefits have provided significant barriers. The emphasis has instead focused upon strengthening the collaborative and co-operative practices across the sector.

3.1.8 LAYC has worked with a representative group of ASC to develop a [Co-operative Charter](#) which was launched in May 2014. Following this launch, ASC have been invited to apply for the Charter Award which will be granted in the event of organisations fulfilling particular requirements, including observance of co-operative values and the principles of [Getting it Right for Every Child](#).

3.1.9 Future work in respect of the development of collaborative practices with ASC will include; (i) the development of a mentoring scheme, (ii) the delivery of a grant to encourage collaborative working, and (iii) the exploration of a consortia approach to procuring services. It is also proposed that a city-wide conference for organisations be planned for spring 2015, in order to promote the Charter and provide a platform for considering further initiatives within this context. Further information is provided in the form of case study material at the end of the report.

#### Playgroup Sector

3.1.10 The Council recently appointed an officer whose remit includes the development of support to organisations within the playgroup sector. This work will initially focus on one part of the city, exploring how a group of local providers might be supported to develop collaborative, co-operative practices and capacity building support will be offered by the community learning and development service and Edinburgh Business Gateway.

### **3.2 Pledge 11 - Encourage the development of cooperative housing arrangements.**

3.2.1 Over the last year there has been significant progress on developing co-operative housing arrangements, with a greater focus on changing and improving relationships with communities.

### 3.2.2 Housing Co-operatives

The two new housing co-operatives Craigmillar Eco Housing Co-operative (CEHC) and Edinburgh Student Housing Co-operative are both examples of local residents or particular interest groups responding to their housing needs by taking a co-operative approach.

3.2.3 The Council agreed to give a grant to CEHC to cover pre-development costs associated with the development of ten, highly energy efficient, affordable homes in Greendykes. The grant, being administered by PARC, helped CEHC progress the project to planning application stage in July 2014. The project featured on 'Urban Realm's' website, given as an example of one of the largest [passivhaus development](#) in Scotland.

3.2.4 106 students moved into the Edinburgh Student Housing Co-operative flats in Bruntsfield in time for the start of the 2014/15 academic year. The Student Co-op was set up by students who were keen to develop an affordable alternative to private rented sector accommodation. Students applying for the homes had to demonstrate their commitment to co-operative principles and will be expected to help manage and get involved in decision making. Further information is provided in the form of case study material at the end of the report.

### Housing and estate management co-operative initiatives

3.2.5 Council officers and partners are supporting tenants in the 21<sup>st</sup> Century Homes developments in Greendykes 'C' and West Pilton Crescent to establish Community Co-operatives, piloting a new way of working together. Local Neighbourhood Teams are encouraging the new tenants to work together to identify housing and estate management priorities and develop their community co-operative.

3.2.6 Community co-operative proposals in West Pilton Crescent build on other examples of collaborative working in the area, for example, the establishment of a food co-operative and community shop, through working with TRIM, the local residents and tenants association. The community shop has also been used as a place where local residents can get advice on issues such as energy use and welfare reform.

3.2.7 A stair cleaning pilot project is also being taken forward across the city which will enable some blocks to 'opt out' of the Council Stair Cleaning Contract. Tenants and owners in these blocks will manage the cleaning themselves and will be expected to sign up to a charter to maintain the cleaning of the stair to a reasonable standard.

3.2.8 The Housing Pledges Working Group, encourages input from Housing Association partners and this helps to progress co-operative projects in the city.

### 3.3 **Pledge 37 - Examine ways to bring the Council, care home staff and users together into cooperatives to provide the means to make life better for care home users and care providers.**

3.3.1 The scope of this pledge has been extended to include cooperative approaches to providing social care support to those living in the community and in care home settings. Work is progressing in health and social care on adopting cooperative ways of working and encouraging the development of cooperative business models owned and run by and for their members whether these are employees or people who receive social care support and their families.

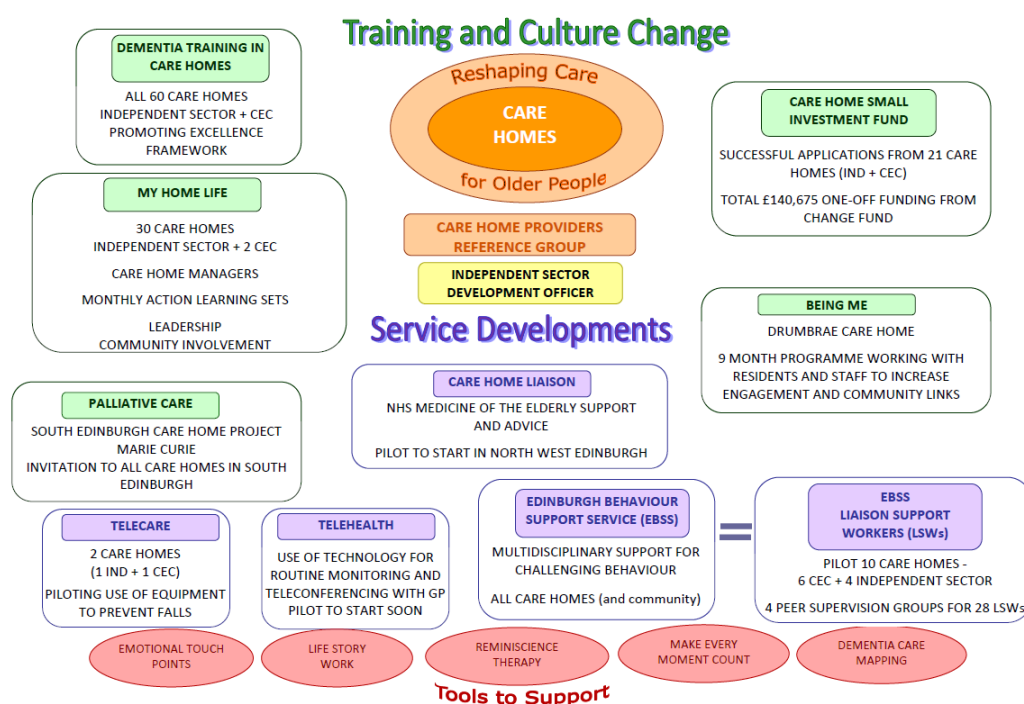
3.3.2 The "[Working Together to Achieve Excellent Care Programme](#)" and related project team is taking this work forward across all council care homes with a focus upon:

- participation strategies and new personal plans for residents;

- activity champions and strengthened links to volunteering to support activities;
- installation of the 'My Home Life' workforce development programme for 30 managers from Council and independent care homes;
- establishment of an engagement strategy and Charter allied to the National Care Home Standards; and
- enhancing the workforce, over the last three years 20 young apprentices have been employed within Council-run care homes.

3.3.3 Investments have been made from the Change Fund for Older People in a range of work streams including; My Home Life, Dementia Training, and a small Investment Fund have provided opportunities for collaboration with independent and council care homes. The following diagram maps the various work streams involved in delivering cooperative action within council and independent care homes and in social care settings.

## Enhancing Quality and Working Together in Care Homes



3.3.4 The positive impact for care homes residents has been shown, for example through the increased involvement of residents in the planning of activities within care homes. A dementia mapping exercise undertaken in one care home in July 2013 and August 2014, demonstrated a dramatic improvement in the amount of time residents were either content and happy or very happy with high positive mood.

3.3.5 Building on a series of workshops in 2013 a booklet has been produced and circulated across care home staff to promote good practice in personalisation and self-directed support, profiling the importance of increasing knowledge and understanding and obtaining views in relation to barriers and enablers of personalised care.

3.3.6 In regards to the development of a social care coop, a small group of users receiving services from Edinburgh Development Group (EDG) have signalled an interest in creating a cooperative in order to employ staff directly to provide individual care packages. The group are receiving capacity-building support from the Community Enterprise Hub, supported by development funding (£15,000) from the health and social care service. The

group have however submitted a request to the Care Inspectorate to clarify if this model of service meets requirements.

### 3.4 **Pledge 53 - Encourage the development of Community Energy Cooperatives.**

3.4.1 The 'Edinburgh Community Energy Hub' was established in 2013 as a sub-group of the Edinburgh Sustainable Development Partnership. It is focussing on three priorities;

- solar photo-voltaic;
- district heating; and
- electric car charging points.

3.4.2 In December 2013, the Corporate Policy and Strategy Committee approved the signing of a Memorandum of Understanding (MoU) between the Council and Edinburgh Community Solar Cooperative (ECSC) to develop a proposal for a community-owned solar photovoltaic (PV) scheme on Council buildings.

3.4.3 The Council is supporting the aims of Edinburgh Community Solar Co-operative (ECSC) in the development of a community owned Solar Photovoltaic (PV) scheme. It is proposed that ECSC will procure, install and manage solar PV panels sited on the roofs of Council buildings. An upcoming report to the Transport and Environment Committee in January 2014 will provide further detail and options in taking this project forward.

3.4.4 The Council is supporting Castle Rock Edinvar with the 'Our Power' initiative – a non-profit distributing membership ESCo which will be a national supplier of affordable and renewable energy to social housing tenants. The ambitious initiative aims to provide energy to around 0.15-0.2m customers over the next five years.

3.4.5 Harlaw Hydro, a Balerno community initiative, has now begun to develop a hydro electricity generation scheme at Edinburgh's Harlow Reservoir to power more than 50 local homes. Due to be completed by the end of the year, the project aims to save more than 129 tonnes of carbon dioxide and produce sustainable electricity. It has the backing of 240 shareholders, with around 70 per cent from the local Balerno, Currie and Juniper Green communities.

3.4.6 Council recently considered a report (September 2014) regarding the establishment of a Council Energy Service Company (ESCo) proposed as 'Energy for Edinburgh'. Following Council's decision, the installation of Energy for Edinburgh (ESCo) in the form of an arms-length company will enable the ESCo to have a strategic remit across the city's energy agenda and contribute to delivering the Council's Sustainable Energy Action Plan.

The ESCo will require a suitable governance and financial assistance package to become operational and to take forward initial projects, including the initial project around retro-fitting non-domestic properties to make them more energy efficient.

Further progress reports on the ESCo will be submitted to both the Finance and Resources Committee and the Economy Committee in due course.

3.4.7 The Council also participated in the South East of Scotland collective switching project in 2013. This collective energy switching project, funded by the Energy Saving Trust, allowed communities to use their collective buying power to get a better deal on energy bills. 116 switches took place in Edinburgh, saving participating households an estimated total of £16,000 on their energy bills.

### 3.5 Social Enterprise Strategy

3.5.1 Council will recall endorsing the [Compact Partnership's Social Enterprise Strategy – Enabling Enterprise](#) in February 2014. In recognising the city's leading role in strengthening social enterprise, the Council and Edinburgh Social Enterprise Network (ESEN) have [received an award](#) from Social Enterprise Awards Scotland under the Social Enterprise Market Builder category. The award recognises innovative approaches to creating opportunities for goods and services to be bought from social enterprises. Recent initiatives in the city such as ['Social in the Square'](#) and the ['Buy the Good Stuff'](#) campaign were key to winning the award.

#### 4 **Progressing Cooperative Community Engagement** (theme 2)

*"Changing our relationship with communities"*

4.1 A report outlining the significant community engagement activity that is helping to shape [Neighbourhood Partnership \(NPs\) Local Community Plans](#) was considered by the Communities and Neighbourhoods Committee in September 2014. Employing the 'Consulting Edinburgh' framework, the report highlighted the significant community activity that is helping to shape local plans and subsequent performance management arrangements.

4.2 The [Edinburgh Partnership's 'strengthening partnership fund'](#), has made awards totalling £72,000 in the year. With a focus upon partnership development, the fund has supported a range of initiatives as reported to the Communities and Neighbourhoods Committee in June 2014

4.3 Council agreed a response to the consultation on the Community Empowerment (Scotland) Bill in February 2014. A revised Bill has been presented (June 2014) to the Scottish Parliament and is currently subject to scrutiny by the Parliament's Local Government and Regeneration Committee.

4.3.1 The proposals within the Bill will influence; the city's engagement with communities, inclusive practices in designing services in particular the pace on sharing power across communities with decisions taken closest to those receiving the service. Other areas of impact will be; asset transfer (buildings and land) and preventative work around poverty and inequality.

4.4 The housing and regeneration service has been examining ways in which the relationship with communities could be improved and the following provides further details:

4.4.1 In regards to community gardens and allotments (on Council-owned land) serviced by local residents, a number of projects have been developed in areas where there is a high percentage of flats and lack of access to gardens. Examples include:

- Lochend Community Garden (supported by Neighbourhood Environment Programme - NEP funding);
- West Pilton Community Garden and allotments at Prestonfield and Hamilton Wynd;
- Gracemount walled garden, which some of the residents from the new affordable homes in Gracemount.

4.4.2 Feedback from the consultation on a 'Draft Framework for a Co-operative Approach to Housing Services' carried out in 2014 suggested there should be a focus on strengthening communication and engagement with stakeholders, including tenants and wider communities. Therefore a number of initiatives have taken place including:

- an Edinburgh-wide Tenants Panel as an additional route to gather Council tenants' views on; (i) housing and related services, and (ii) strengthen tenant participation and co-operative working;

- to address the housing needs of veterans, particularly those with a disability. By developing a model which integrates housing for veterans into existing communities it could give veterans the opportunity to use their skills to support local communities, particularly young people;
- provide homes for people with learning disabilities in Kirkliston. As well as the families who campaigned for the housing and support for their adult children, the project also involves Enable South Queensferry Branch, Queensferry Churches in the Community, Home Scotland – the Housing Association who secured the funding and adapted the flats and Share Scotland as the care provider.

4.5 A range of developments taking place under the auspices of the Education, Children and Families Committee, these are:

- the Children’s Services Inspection (2013) judged the engagement of children and young people, families and other stakeholders to be “very good”;
- new arrangements for the Consultative Committee with Parents including parent representative on committee have been well received by parents;
- parents and pupils have recently been surveyed for feedback about schools (feedback received from 4,500 parents and 7,000 pupils);
- new youth participation arrangements are in place including; youth peer mentors, action research groups and a recent participation festival;
- parents from the Consultative Committee with Parents have been invited to be part of the BOLD initiative; and
- a new Childrens Partnership Engagement Strategy has been developed and is ready to implement.

4.6 In regards to social care provision, four LOOP ([Local Opportunities for Older People](#)) networks have been established, bringing together people who work with older people from across NHS, social care, housing services, neighbourhood teams, care homes and the third sector organisations. The main aims of the networks are to strengthen local infrastructure, community capacity and resilience and enable older people to have a direct impact on the services shaped to meet their needs.

4.7 The new Community Plan 2015/18 is currently in development. A cooperative approach to develop the plan is being undertaken and the wider Edinburgh Partnership ‘family’, and other key stakeholders will agree a smaller number of shared priorities aligned to the four city strategic outcomes.

4.7.1 Priorities for the Plan were the subject of joint discussions at the recent Edinburgh Partnership Family Gathering event of 28 October. Key outputs were:

- strengthened joint efforts to respond to city outcomes;
- shared business and continuity of effort across Edinburgh Partnership, Strategic/Cross-cutting partnerships and Neighbourhood Partnerships; and
- the opportunities presented by inculcating Cooperative Capital approaches, in particular co-production across the partnership landscape.

4.7.2 It is intended that a refreshed Community Plan will be in place and adopted by the Edinburgh Partnership by March 2015.

4.8 As agreed by the Council in October 2012, the Compact Partnership became the primary reference point for delivering the Cooperative Capital Framework within the Edinburgh Partnership.

4.8.1 In August 2013, the Board of the Compact Partnership commissioned ‘Compact 10’, in order to (i) celebrate achievements since the Compact’s formation in 2004, and (ii) to

4.8.2 identify the strategic priorities for the next ten years.  
The Communities and Neighbourhoods, Policy Development and Review Sub-Committee recently suggested priorities for the Board, including; (i) co-production to generate better outcomes ahead of leaner delivery, (ii) third sector being agents of rapid change, (iii) preventative action to address poverty, inequality and disadvantage (iv) cultural change and delivery of efficient quality services.

4.8.3 A report proposing the Council's contribution to the Partnership Board's new strategy 2015-20 will come forward to the Communities and Neighbourhoods Committee in the spring of 2015/16.

## 5 **Progressing Cooperative Procurement** (theme 3)

### *Changing the way we buy and grant aid goods and services*

5.1 The Scottish Parliament approved the Procurement Reform (Scotland) Bill in May 2014. Most provisions do not come into effect immediately and the work to develop the Regulations and Guidance will be aligned to incorporate recent EU Procurement Directives.

5.1.1 The legislation is now a significant element of the continuing Public Procurement Reform Programme and supports:

- a business friendly, socially responsible approach which looks at outcomes, rather than outputs;
- to use the power of public spending to deliver genuine public value beyond simply cost/quality when purchasing;
- sustainable public procurement in particular to maximise the social and economic benefits from effective and efficient public procurement activity.

5.1.2 The above resonates strongly with the cooperative capital principles and approaches to:-  
(i) designing services efficiently - shaping services around the needs of users, citizens and communities; and  
(ii) maximising sustainable (economic, social and environmental) and intelligent buying practices. In order to strengthen a strategic approach to applying sustainable procurement, discussions are underway with NHS Lothian to strengthen and coordinate actions.

5.2 The Council's Commercial and Procurement Service has previously reported to the Finance and Resources Committee on proposals for a new Procurement Handbook and related Procurement Strategy. The Procurement Strategy was launched in June this year and includes aspects of the Procurement Reform (Scotland) Act.

5.2.1 Both the Handbook and the Procurement Strategy feature (i) cooperative approaches to designing services, (ii) ways to strengthen the application of social clauses, and (iii) applying sustainable practices in the purchasing of goods and services. In addition a range of measures are planned to improve supplier engagement.

5.2.2 The commercial and procurement service in partnership with service area commissioning teams have been proactive in applying social clauses in suitable contracts. Examples of this include; employability training in capital works (apprenticeships) as part of the 21st Century Homes programme, improved community engagement in gardening/ground maintenance contracts, contractor's loan of staff and equipment for community benefit, etc. While most of the contracts are ongoing, some examples of social clauses currently applied include:



- requirements to provide apprenticeships in capital works:
  - benefits for the community in works/service contracts, i.e.; enhancing a community facility, staff volunteering, working with the community on specific projects, etc.
- 5.2.3 The economic development service supports providers in dealing with the employability aspects of social clauses, for example; help with apprenticeships, accessing those not in employment of education, school leavers, etc.
- 5.3 As part of the Budget Motion in February 2013, the Council initiated a Review of Grants to Third Parties covering the £23m awarded through the annual corporate grants process. The review focussed upon best value and organisational sustainability and was led by the Communities and Neighbourhoods Committee, in partnership with a Member/Officer Working Group and leading third sector representatives.
- 5.3.1 The review took a range of evidence during the summer/autumn of 2013/14 and the [product was considered and approved](#) by the Committee in February 2014, followed by further discussion at the Corporate Policy and Strategy Committee and Council meetings in February and March 2014 respectively
- 5.3.2 Since the Communities and Neighbourhoods Committee's decision in February 2014 to establish new grant programmes, a number of developments have taken place, including:
- the setting up of a joint council officer and third sector steering group to assist in the co-production of new grant programmes;
  - a presentation to the Finance and Resources to develop guidance for Policy Development and Review Sub-Committees and Executive Committees;
  - briefings for elected members on grant programme changes, and related co-production approaches;
  - a series of BOLD briefings with Executive Committee Convenors and Vice-Convenors;
  - a specific Member/Officer Working Group established under the Education, Children and Families Committee; and
  - presentation of [the 'state of the third, culture and sports sectors' report](#) identifying the social-economic impacts and timeline for introducing new grant programmes.
- 5.3.3 Two training sessions have recently taken place with Elected Members enabling Executive Committees and Policy Development and Review Sub-Committees to become more involved in the coproduction of new programmes.
- 5.3.4 The Finance and Resources Committee has entered a period of engagement and consultation in regards to the package of proposed budget reductions for 2015/16. This includes payments to third parties. A key third sector consultation event will take place on 24 November and it is likely that formal representation will come forward to Committee in January 2015.
6. **Progressing Cooperative Education** (theme 4)  
*"Changing the culture of schools and childcare"*
- 6.1 The new Co-operative Education Trust Scotland (CETS) Schools of Cooperation Award focus on democratically-elected pupil councils and developing the pupils' voice. They also aim to promote the understanding and application of co-operative values through

engagement with the wider community

6.1.1 This new 3-stage award for the Council's schools has now been finalised and recently presented to deputy head teachers. Schools have been made aware of the scheme. CETS has also asked for volunteers to participate in the programme.

6.1.2 After careful evaluation of the earlier cluster-based pilot programme (in Stockbridge Primary, Flora Stevenson, Ferryhill and Granton Primary Schools) it was determined that the scheme should now focus upon work with individual schools – this change recognised the different stages of cooperative working by some schools. The new award therefore encourages schools to become a 'school of co-operation' at the level which is appropriate for their school community.

6.1.3 The new awards ask for individual schools to apply for level 1 initially. This is a self-evaluated level, whereas levels 2 and 3 require pupils to give a short presentation to a panel comprising CETS and other selected members of the community. The criteria required to achieve the level 3 Schools of Co-operation Award are:

- developing a community/cluster co-operative project/business/credit union;
- preparing and delivering a student-led presentation on co-operative values and principles to school and community;
- delivering school-led CPD for staff on co-operatives, with an external visit to a co-operative business; and
- appointing a teacher with commitment to developing a school of co-operation with the Pupil Council.

6.1.4 CETS' role will be to offer support to schools and facilitate partnership working with other co-operative businesses. It will also facilitate links with other Council services, such as Community Learning and Development, and with external agencies, for example the Social Enterprise Academy, Eco Schools and HE/FE outreach programmes.

6.2 The Compact Partnership's Social Enterprise Strategy includes targets around growing the incidence of enterprise in schools. St Augustine's High School as well as Edinburgh University were amongst those receiving a national enterprise award (June 2014) from the Scottish Government recognising their contribution. Curriculum for Excellence places great emphasis on the development of skills for learning, life and work. For example, Craigmount High School used the Social Enterprise Academy to lead staff training, suggest speakers and provide local Social Entrepreneurs to help with the launch of Craigmount's 'Progressive Minds' programme and Social Enterprise Company

## 7. **Progressing Cooperative Service Design** (theme 5)

### "Changing the way we review and design services"

7.1 The BOLD initiative is examining options to establish a third Total Place project in Wester Hailes. This follows continued operations of 'Total Neighbourhood' in East Edinburgh, and 'Total Craigmoynton' in North Edinburgh – both of these initiatives continue to develop well.

7.1.1 BOLD supports the principles of; (i) enhancing the role of service users, (ii) benefitting from providers' experience, and (iii) a desire to empower staff, providers and users to work better together to find solutions.

7.1.2 The early work in Leith by the children and families service in partnership with third sector groups, will examine how youth services are provided to assist young people in the area to

realise their outcomes. The product from the review may lead to a revised pattern of service and resource.

7.2 Focussing on the importance of promoting the cooperative model has become the theme for an ongoing number of quarterly seminars with senior service managers and the Council Leader. Events earlier in the year have included briefings with around 100 senior managers from across the Council.

7.3 The children and families service is proactively including users and/or their representatives in a range of initiatives including;

- a third sector representative within the Childrens Partnership Chief Officers' Group;
- parents of children with disabilities now play a key part in helping to redesign the holiday play-schemes experience; and
- proposals for the development of integrated children's services have recently been approved by the Education, Children and Families Committee. These proposals will enable the redesign of childrens services and will be the subject of external engagement and consultation.

7.4 The Edinburgh Drug and Alcohol Partnership are undertaking a 'Commissioning Collaborative' approach to reshaping the treatment and recovery service where there are a number of challenges. Working with service users, providers and key professionals, a revised package of care is being developed as follows;

- a re-balance of investment that focuses upon increasing capacity in preventative services and those that enhance and sustain recovery;
- effectively deal with service pressures and manage demand;
- take into account long-term needs of the client group;
- design services around desired outcomes;
- improve user involvement in designing services; and;
- ensure best value and efficiency while improving front-line services.

Case study material is provided at the end of the report.

7.5 In homeless services, a significant reshaping of services been introduced. A number of providers have expressed a desire to move away from an inputs (hourly-rate) based provision, to have an outcome-based focus. From 17 original services that cover all of the city, the new services recently put in place (from October 2014) are:

- one city-wide advice service;
- one city-wide mediation service;
- one city-wide home budgeting and food preparation service; and
- three neighbourhood services that will cover parts of the city and provide visiting housing support and peer and preventative support.

Further information is provided in the form of case study material at the end of the report.

7.6 The Library Service is expanding cooperative initiatives to include a number of facilities and is beginning to take this forward in the Craigmillar Neighbourhood area where a local group of volunteers are working on a project to improve the I.T. skills of young men in the local area.

- 7.7 An example of good practice in cooperative working was received earlier in the year by the Communities and Neighbourhoods Committee in respect to [the 'Youth Talk' initiative](#) in South Edinburgh, where young people are actively engaged in shaping a range of services in their neighbourhood.
- 7.7.1 Key developments of the initiative include:
- holding a recent Youth Funding Panel Event which involved representatives from both local High Schools Pupil Councils making decisions on Community Grants Fund spending;
  - the development of a new "Life Skills" training course aimed at school leavers which will better equip them in key areas such as employment, housing and money matters;
  - sharing experiences with other areas, leading to; (i) the Forth and Inverleith NPs adopting 'Positively Engage Young People' as local priorities and (ii) Forth NP Youth Forum and Total Craigoyston agreed to work together to replicate "YouthTalk".
- 7.8 In health and social care services, a co-operative approach has been taken in developing the service specification for voluntary sector registered day services for older people. The 16 registered day services in the city were involved in developing this specification through a Co-Production Partnership, which will continue to meet to share learning and develop areas such as Self Directed Support and tools to support effective communication with people with dementia.
- 7.9 Reflecting the synergies between person-centred services and the cooperative capital objectives, a collaborative approach has been applied in the planning and implementation of Personalisation and Self-Directed Support programmes in Edinburgh involving staff, service users and carers and service providers.
- 7.9.1 The Health and Social Care Collaborative Inquiry Group was established in December 2012 as a means of actively collaborating with frontline staff in the planning and development of the Personalisation Programme by (i) generating and implementing new ideas for personalised, outcomes focused care and support, and (ii) making best use of the skills and expertise of the workforce in order to assist with improving and changing practice.
- 7.9.2 Over the last year the Group has:
- worked with managers to develop, test and implement a new assessment tool;
  - explored the strengths and weaknesses of the previous customer journey through social care and developed a new person's pathway that reflects the principles and new ways of working required to implement personalisation and self-directed support; and
  - shaped the learning and development programme to support staff develop the new knowledge and skills required for the implementation of self-directed support.
- 7.9.3 Part of the funding received from the Scottish Government (£400,000) to support the implementation of Self Directed Support was used to establish an Innovation Fund to help stimulate new and innovative responses to the changing needs of Edinburgh's citizens. The panels responsible for making awards from the Fund were chaired by chief officers from third sector interface organisations and included frontline staff and service users and carers in the membership. The following investments have been made from the Fund in the last year:
- 'Kick Start' investments totalling around £80,000 have been awarded to encourage

organisations and users to test out their ideas for doing things differently in the field of health and social care, or spreading their innovative practice to new areas of Edinburgh; and

- a contribution of £35,000 towards the start up costs of a social enterprise 'which supports adults with learning disabilities in Edinburgh to provide gardening and household maintenance services to older people.

## 8 **Progressing Cooperative Corporate Social Responsibility (CCSR) (theme 6)**

### *"Changing Corporate Social Responsibility to meet city outcomes"*

8.1 This theme provides a way to ensure that Edinburgh's SME/business community can engage with the Cooperative Capital Framework.

8.1.1 Earlier in the year (June 2014) the Communities and Neighbourhoods and Economy Committees agreed that significant benefits (and the advancement of city outcomes) could be realised through establishing a city-wide CCSR Plan under the auspices of the Edinburgh Partnership. The Plan will aim to "make it easier to do CSR" in four main ways:

- making CSR more easily understood;
- making it easier for a wider range of businesses to engage in CSR;
- maximising the impact of CSR upon the city, communities and citizens; and
- demonstrating the business and social benefits of this activity

8.1.2 In considering the matter, the Economy Committee cited some examples of the areas where engagement can be targeted, including; education, employability, living wage and wider community benefits. Committee also noted that the Edinburgh Guarantee continues to be a leading example of successful and purposeful CCSR engagement across the public, business and third sectors where over 200 employers are now engaged providing employment support to around 1,000 young people.

8.1.3 Preparations to co-produce a plan are being taken forward by the CDU and economic development service (on behalf of the Economic Development and Compact Partnerships) and this will be the subject of further engagement and consultation. The city's first CCSR Plan be presented for approval to the Edinburgh Partnership in the winter of 2014/15.

8.2 The Lord Provost once again hosted the city's annual volunteering awards in early June 2014 and this acknowledge the significant impact of volunteering across the city and in particular identified Edinburgh's eighth 'Volunteer of the Year'. Recent analysis of volunteering activity in the city indicates that:

- 175,000 people in the city regularly volunteer – this represents the highest volume of volunteering in Scottish major cities and £40,000 per week of equivalent economic value;
- for every hour of staff time, organisations lever in over 20 minutes of volunteer time;
- 3,500 people volunteer (£2m of equivalent value) with the Council helping staff deliver services.

8.2.1 Additional efforts on CCSR will include:

- two new Council Staff awards (from 2015) for Volunteer of the Year and Staff Civic Fundraiser(s) of the Year will be incorporated into the Pride in Our People Scheme in 2015; and

- a new section on the Orb to promote CCSR, to enable staff to profile social causes and enable wider engagement with the [‘Give As You Earn \(GAYE\)’](#) and [justgiving schemes](#).

9 In considering the Cooperative Capital Progress Report in June 2014, the Communities and Neighbourhoods Committee requested that a suitable evaluation tool and related Key Performance Indicators (KPIs) be developed in order to assess the impacts arising from the Framework. This tool has been discussed by the Communities and Neighbourhoods Policy Development and Review Sub-Committee and in the recent Cooperative Capital Seminar. On both occasions the tool was endorsed.

#### 9.1 Evaluation Tool

In order to develop a cluster of suitable measures, a range of current evaluation tools were examined across CCIN members and in discussion with Evaluation Support Scotland. A tool has been identified which meets the committee's requirement to assess two distinct measures; (i) the influence of service users, citizens and communities on service design and delivery, and (ii) the degree of cultural change taking place across Council service areas as a result of the cooperative capital framework

9.1.1 Council is asked to note that this tool is currently used in a range of settings across Scotland. In Edinburgh, the Community Connecting service (as reported to Council in June 2012) applies a variation of the model for evaluation purposes.

9.1.2 The proposed 'wheel' evaluation tool below enables the two measures to be applied for each of the six themes comprising the framework as follows:

- each 'segment' of the wheel relates to the involvement of service users, community members or citizens and the degree of influence that they think has been applied in shaping the service;
- the 'spoke' of the wheel enables those involved in delivering projects to identify the degree of cultural change that has taken place through the application of cooperative working.

9.1.3 The scoring of the above measures is informed by a range of evidence collected through surveys, focus groups and direct engagement. However, the tool can only be applied to initiatives associated with the framework or promoting cooperative working.

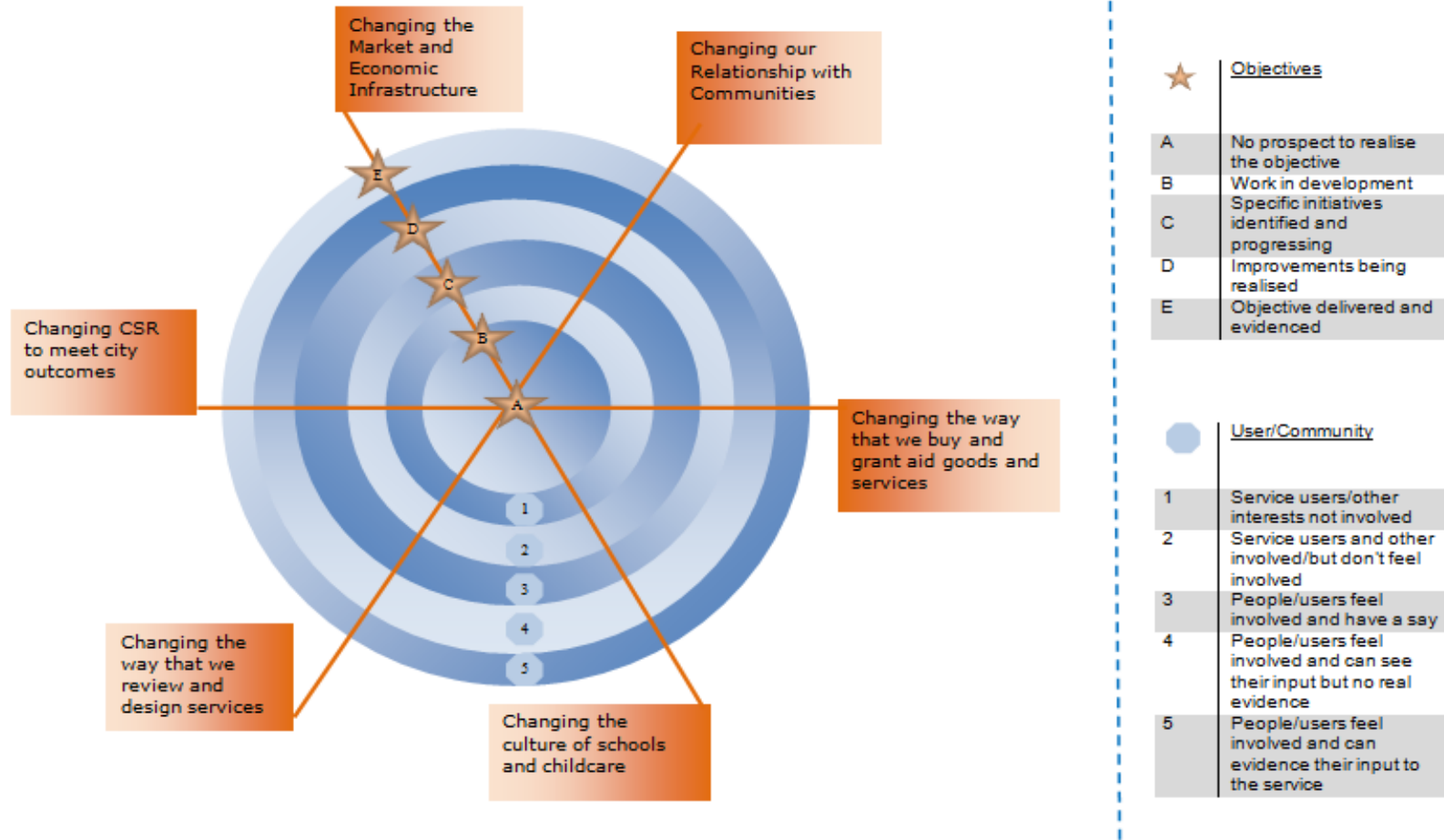
#### 9.2 Key Performance Indicators (KPIs)

In addition, a range of initial Key Performance Indicators (allied to the wheel's two measures) is proposed for each of the six themes and these are identified at the end of this section. Should this initial suite of indicators be approved, Council is asked to note that the first two years of operation will enable base-line data to be collected and for the tool and performance measures to be reviewed on an annual basis.

9.3 Council is asked to note the following:-

- the data accrued in the first two-years (November 2014-16) will form the base-line for improvements reflecting the degree of cultural change as co-production is mainstreamed across council services.
- that the application of this model of performance assessment will provide strong references for other cooperative councils.

### Cooperative Capital Framework – Evaluation Wheel and related KPIs





Appendix 2 (item 9.2): Cooperative Capital Framework – Proposed Key Performance Indicators (for each objective)

Evaluation Measures	<b>Cooperative Capital Framework Objective - Changing the Market and Economic Infrastructure</b>				
<i>Key Performance Indicators (KPIs)</i>					
<i>Rate of cultural change and impacts to realise the (change) Objectives</i>	<i>% increase in the number of coops operating and working across sectors in Edinburgh expanding the supplier market-place.</i>	<i>Number of cooperative initiatives in regards to;</i> <ul style="list-style-type: none"> <li>• <i>affordable childcare</i></li> <li>• <i>housing arrangements</i></li> <li>• <i>care home staff and user</i></li> <li>• <i>energy.</i></li> </ul>	<i>Incidence of providers/workers examining cooperative opportunities and applying new service delivery models.</i>	<i>Levels of awareness within and across neighbourhoods of the benefits of cooperative initiatives and service delivery models.</i>	<i>% achievement of commitments within the Compact Social Enterprise Strategy.</i>
<i>Influence of service user(s) and /or communities</i>	<i>Number of services users/ community members expressing an interest in community ownership and delivery.</i>	<i>Number of service users that feel that they could deliver a better quality service/ initiative.</i>	<i>Number of service users that feel that they have successfully influenced delivery to become user/community led.</i>	<i>Workers feel supported to consider alternative delivery models.</i>	<i>Communities feel supported to consider alternative delivery models.</i>

Evaluation Measures	<b>Cooperative Capital Framework Objective - Changing our Relationship with Communities</b>	
<i>Key Performance Indicators (KPIs)</i>		
<i>Rate of cultural change and impacts to realise the (change) Objectives</i>	<i>% policy / strategy and plans co-produced with service-users, providers and other stakeholder.</i>	<i>Incidence of community representatives involved in the engagement, consultation and policy-proofing activity.</i>
<i>Influence of service user(s) and /or communities</i>	<i>% increase in the number of people who feel that they are able to have a say on things happening or how Council services are run in neighbourhood / local community</i>	<i>% increase in the number of people who are satisfied with the quality of services that are received and which meets their needs and aspirations</i>

<i>Evaluation Measures</i>	<b>Cooperative Capital Framework Objective - Changing our way that we buy and grant aid goods and services</b>		
	<i>Key Performance Indicators (KPIs)</i>		
<i>Rate of cultural change and impacts to realise the (change) Objectives</i>	<i>Sustainable procurement is routinely considered in the provision of works, goods and services.</i>	<i>Number of commissioning and procurement exercises where (i) Community Benefit clauses have been applied, and (ii) benefits are accrued and reported.</i>	<i>Number of co-produced grant programmes installed under Executive Committees.</i>
<i>Influence of service user(s) and /or communities</i>	<i>% increase in the number of service contracts where service users routinely provide guidance to shape the requirement</i>	<i>% increase in incidence of number of users, community representatives and provider interests involved in shaping services</i>	<i>% increase in service user/customer satisfaction rates</i>

<i>Evaluation Wheel Measures</i>	<b>Cooperative Capital Framework Objective - Changing the culture of schools and childcare</b>				
	<i>Key Performance Indicators (KPIs)</i>				
<i>Rate of cultural change and impacts to realise the (change) Objectives</i>	<i>Increase in the number of primary/secondary school clusters receiving the Cooperative Education Trust Award.</i>	<i>Increase in the number of establishments achieving the Schools of Cooperative Award and status</i>	<i>Number of cooperative initiatives taking place to advance affordable childcare.</i>	<i>% increase in the number of schools operating a social enterprise programme</i>	<i>Incidence of pupils winning enterprise awards across Edinburgh schools</i>
<i>Influence of service user(s) and /or communities</i>	<i>% increase in the number of service users, representatives and providers that feel involved and listened to in shaping services</i>	<i>% increase in satisfaction that education services provided meet the needs of pupils and wider community</i>	<i>% increase in satisfaction with the quality of education services provided reflecting the needs and aspirations of pupils, parents, community and other stakeholders</i>	<i>Number of pupils which help shape, benefit from and engage with an enterprise programme</i>	

<i>Evaluation Measures</i>	<b>Cooperative Capital Framework Objective - Changing the way that we review and design services</b>			
	<i>Key Performance Indicators (KPIs)</i>			
<i>Rate of cultural change and impacts to realise the (change) Objectives</i>	<i>Number of service re-designs taking place which are co-produced involving service users or representative, related community interests and other stakeholders.</i>	<i>Number of personalised services secured based around user-identified outcomes.</i>	<i>Number of staff receiving Leadership matters and induction training which includes Cooperative capital inputs.</i>	<i>Number of cooperative initiatives taking place in libraries, housing and regeneration areas.</i>
<i>Influence of service user(s) and /or communities</i>	<i>% increase in the number of service users, representatives and providers that feel involved and listened to in shaping services</i>	<i>% increase in satisfaction that services provided meet the needs of users and wider community</i>	<i>% increase in satisfaction with the quality of services provided reflecting their needs and aspirations</i>	

<i>Evaluation Wheel Measures</i>	<b>Cooperative Capital Framework Objective - Changing Cooperative Corporate Social Responsibility (CCSR) to meet city outcomes</b>		
	<i>Key Performance Indicators (KPIs)</i>		
<i>Rate of cultural change and impacts to realise the (change) Objectives</i>	<i>Delivery of a co-produced CCSR Plan to the Edinburgh Partnership by end of 2014/15.</i>	<i>% achievement of commitments within the Compact Volunteering Strategy are delivered</i>	<i>Number of people volunteering within Council services</i>
<i>Influence of service user(s) and /or communities</i>	<i>Number of community members able to identify suitable volunteering opportunities to suit their life-style and ambitions</i>	<i>Number of local SMEs involved in CSR-related activities with communities and community organisations</i>	<i>Number of community members on the board of community organisations which attract/receive investment from SMEs</i>

**Case Study 1 – Progressing Cooperative Societies, Development of cooperative housing arrangements**

About the Project

**Name of project**

Edinburgh Student Housing Co-operative (the Housing Co-op)

**What was the challenge?**

To set up a student housing co-operative to offer students an affordable alternative to the private rented sector, providing purpose build student accommodation within a community setting.

Identifying Improvements

**What were the service improvement requirements?**

A group of students in the city were keen to set up a student housing co-op to provide good quality, affordable housing for students in Edinburgh. There was a desire to establish an autonomous, student owned and run housing co-operative, to increase the level of affordable long-tenure accommodation that includes opportunities to develop a community that students can take an active role within.

**Were there any financial benefits to be achieved?**

The Housing Co-op offer rooms to rent for £300 per month including bills. This is significantly lower than the average private rented accommodation costs in Edinburgh, which the University of Edinburgh estimates are between £85 and £100 per week. (£368-£433pcm).

**What process was undertaken to identify and achieve improvements?**

Much of the planning and preparation stages of the project were undertaken by the students themselves, assisted by a number of partners including; Castle Rock Edinvar Housing Association (CREHA), Co-operative Development Scotland, Edinburgh University, Cooperative Development Scotland and the housing and regeneration service.

**What were the critical success factors?**

The leadership demonstrated by the student group, business support and successful negotiations with CREHA were the key critical factors.

**What was the resulting outcome?**

The Edinburgh Student Housing Co-operative has been formally established a 5-year lease with CREHA, and the Housing Co-op has a long term view to purchase the property. 106 students were selected to move into the flats. Students now have another option in the housing market. This provides affordable accommodation below market rates, and autonomy over the running of the building. The Housing Co-op also offers students an opportunity to develop skills and be part of a thriving community.

*“One of the general lessons we have learnt is the importance of good stakeholder relations and networking. The project would never have advanced if certain key individuals with good relations in the co-operative movement, the council and the housing sector had not been committed to the success of the project. These relations have time and again opened up a wealth of opportunities, knowledge and savings for the business.”*

*Mike Shaw. Edinburgh Student Housing Co-operative*

More information on the Edinburgh Student Housing Co-operative can be found on their [website](#).

## Case Study 2 – Cooperative Education, Developing a Cooperative After-School Clubs Charter

### About the Project

**Name of project:**

Lothian Association of Youth Clubs (LAYC), After School Clubs Co-operative Charter

**What was the challenge?**

To convince parent-led/community-based After-School Clubs (ASCs) that the way they worked embodied the principles and practices of cooperative working and to provide additional support that would help crystallise that approach and secure the mutual benefits that it brings.

### Identifying Improvements

**What were the service improvement requirements?**

The work in devising, developing and delivering the 'Co-operative Charter' is founded on increasing and enhancing the levels of support provided to both committees and staff in order to enhance the quality of the child care provision.

**What were the critical success factors?**

The active engagement of the ASCs, particularly the volunteer office bearers, and listening to their concerns and ideas on what would best assist them in respect of building a more co-operative and collaborative approach.

**What was the resulting outcome?**

The original plan that focussed on governance was overtaken by a more pragmatic and co-operative model that in itself demonstrated the benefits of adopting co-operative working and which provided longevity and legacy.

### Delivering change and improvements

**What was the impact of co-produced changes on service users (please provide evidence of any user feedback which indicates improvements)**

The critical difference was the providers having ownership of the process and the resultant outcomes which were designed by and for them.

## Case study 3 – Cooperative Procurement: Co-producing Preventative Alcohol and Drug Treatment programmes

### About the Project

#### **Name of project**

Edinburgh Alcohol and Drug Partnership Commissioning Collaborative

#### **What was the challenge?**

The Scottish Government has set out in a clear national strategy that drug/alcohol treatment services need to make recovery the focus of service activity. In Edinburgh this means that treatment services needed to develop greater options for people who are abstinent or have stabilised their condition. This should enable people who have stabilised to continue their recovery journey into self managed recovery and fulfil their potential.

This required a redesign of service provision which retains effective approaches to stabilisation but also develops a range of services for people in early recovery: group work, links to mutual aid, peer support and links to other community based services.

### Identifying Improvements

#### **What were the service improvement requirements?**

- improved access to services and reduction in drop-out between referral and treatment start;
- clear roles for nurses, social workers and community services to improve capacity and the improve the quality of intervention;
- improved access to residential services, aftercare support and appropriate counselling / psychology service;
- a clearly articulated set of services for people in early recovery, including improved links to mutual aid and the recovery community.

#### **Were there any financial benefits to be achieved?**

£500k of savings need to be found by April 2016

#### **What process was undertaken to identify and achieve improvements?**

Actions to date include:

Establishment of a Commissioning Collaborative – this sets the priorities, action plan and investment.

Four multi-sector Alliances have been established - responsible for service design

Delivery Plan - sets out priorities in the form of a logic model as well as a series of priority actions.

#### **What were the critical success factors?**

- Ownership of the “collaborative approach” amongst the organisations involved
- Putting time aside to jointly focus on the governance arrangements required
- Clearly set out decision making process in which there are delegated functions within the collaborative
- Clear requirements for redesign within the Alliance structure.

#### **What was the resulting outcome?**

Clear governance arrangements have been developed and owned. These are shared arrangements across the public and third sector.

Alliances are currently working on the redesign and this work is not yet complete.

## Case Study 4 – Cooperative Service Design: Re-designing Homelessness Services

### About the Project

#### **Name of project**

Homelessness Prevention Implementation Plan - Collaborative Consultation on Advice and Support

#### **What was the challenge?**

The challenge was to:

- commission services with an increased focus on homelessness prevention and improving the independent living skills of people who are homeless or threatened by homelessness;
- improve partnership working between commissioned services and Council services delivered in local Neighbourhoods;
- procure services on the basis of the positive outcomes they deliver for service users; and
- improve efficiencies with budgetary restrictions.

### Identifying Improvements

#### **What were the service improvement requirements?**

The service improvements required were to:

- commission services with an increased focus on homelessness prevention and improving the independent living skills of people who are homeless or threatened by homelessness.
- improve partnership working between commissioned services and Council services delivered in local neighbourhoods.

#### **Were there any financial benefits to be achieved?**

In addition to improving services the work stream had to be managed within budgetary reductions of 15% (around £500,000) in the period 2014-17.

#### **What were the critical success factors?**

The critical success factors were to develop services that:

- focus on homelessness prevention and give people the life skills they need to live independently;
- work within the available budget and related pressures;
- develop services that work more closely with the Council's own support and housing management services; and
- meaningful input from service providers and service users.

#### **What was the resulting outcome?**

From 17 original services that cover all of the city, the new services that will be in place from October 2014 are:

- one city-wide service of each of the following; advice, mediation, home budgeting and food preparation; and
- three neighbourhood services that will cover parts of the city and provide visiting housing support and peer and preventative support.