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Theme: *Building entrepreneurial ecosystems in cities*
Project title: *Co-operative Glasgow*

City: Glasgow, UK

Target groups: Co-operatives, social enterprises



Context, issue(s) to tackle

Glasgow City Council is committed to becoming a co-operative council that helps grow co-operative businesses and devolves power to its people. As the public sector faces unprecedented challenges, it needs a fresh and innovative approach to the way it works. The council needs new partnerships and must engage with all its stakeholders. To this end, it is developing new models of co-production and is seeking to re-balance power between local authorities, businesses and Glasgow's citizens to build stronger communities, achieve better outcomes and help manage demand on public services in the future.

Objectives

Glasgow City Council's strategic plan contains commitments relating to it becoming a co-operative city. These are:

- make Glasgow City Council a co-operative council by aiming to grow co-operative businesses and social enterprises, and devolve power to our people
- establish a co-operative unit to promote the development of co-operatives and other social enterprises in the city

The council is working on four themes:

- co-operative values and co-operation
- co-operative service delivery
- co-production and community-led commissioning
- transfer of community assets

Date of achievement - design, development, implementation

Adopted at the Glasgow City Council's Executive Committee meeting in May 2013, this is a long term policy initiative to grow the co-operative sector in the city and to change the way the council works.

Key steps and activities

A co-operative development unit was established to lead on co-operative service delivery and the development of the co-operative business sector in Glasgow. It is in its third year of implementation. The Co-operative Glasgow Business Development Fund has been set up to support co-operative transformational business development activities as well as new startups



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[see Table 1 below]. Following consultation with elected members, senior officers, public and private sector business communities and the residents of Glasgow, a Co-operative Glasgow Action Plan was developed (see References, sources, bibliography below) and is currently being implemented. A long-term strategic vision is also being developed.

Budget and its origin

Glasgow City Council has allocated £500,000 (€660,000) per annum towards core costs over an initial four-year period. Meanwhile, other council budgets are also being bent towards implementing the co-operative approach.

Results and impact

Glasgow City Council has set up a strategic development group with representatives from all parts of the council. It meets every six weeks. Its remit is to oversee the implementation of the action plan and the strategic development of the co-operative initiative.

The council has already initiated a number of projects that have co-operative principles at their core. Examples include:

- Glasgow Living Wage
- Glasgow Guarantee
- Financial Inclusion Strategy
- Integrated Grant Fund
- community benefits in public procurement
- transfer of control of assets
- Glasgow Credit Union development
- live streaming of Glasgow City Council committee meetings
- self-directed support

See References, sources, bibliography below for further information on each individual project.

Transferability tips for cities willing to implement a similar scheme

This has to be a long-term political commitment with dedicated staff. It needs resources in order to build the co-operative sector within a city. The council needs to recognise that it will be involved in projects in which it does not have overall control, i.e. it will be a real working partnership. All parts of the council need to be involved.

Contact

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References, sources, bibliography

1. Co-operative Enterprises in Glasgow - Business Mapping and Needs Assessment Report
2. Co-operative Glasgow Action Plan
3. Co-operative Glasgow Projects - Results and impact

1.



Adobe Acrobat Document

2.



Adobe Acrobat Document

3.



Adobe Acrobat Document

4. Credit Union 'Future Savers' link - a highly successful and widely replicated school savers programme

<https://www.youtube.com/watch?v=tJPRvKm1fCA&feature=youtu.be>

5. Co-operative Development Unit website

www.glasgow.gov.uk/co-operativeglasgow

Table 1

Overview of Co-operative Glasgow Business Development Fund support between October 2013 and March 2015

	2013-2014	2014-2015	Total
Existing businesses	9	18	27
New startups	3	5	8
Amount awarded	£256,766	£260,732	£517,501
Leverage	£315,612	£486,879	£802,491
New jobs created	11	22	33
Jobs safeguarded	7	3.75	10.75
Volunteer roles created	0	17	17
Volunteer roles safeguarded	8	55	63

All jobs and volunteers are headcount and not full-time equivalent.

There are seven co-operative start-ups and one social enterprise



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Picture



"Co-operative Glasgow - Putting Co-operative values and our citizens at the heart of everything we do"

**CO-OPERATIVE
GLASGOW**

www.glasgow.gov.uk/co-operativeglasgow



Picture 1: Glasgow City Council, Co-operative Glasgow - Values and mission statement