

The Rise of the Co-op:

Unlocking the latent entrepreneurship in workers and industry.

How could your business benefit?

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Care & Share Associates Limited



Why & How? A Personal Story Geographer

**UK EY Entrepreneur of
the Year**







TEAM FOSTERING
Putting Children's Futures First

CO-OPERATIVE & COMMUNITY FINANCE
the lender for social purpose

CASA
CARE AND SHARE ASSOCIATES

CASA; Key Performance Indicators (2017)

- Vision: A Beacon Of Employee Ownership; A Game Changer In Health & Social Care
- A Leading UK Employee Owned Social Enterprise
- Delivery of 24,000 Hours Of Support Per Week
- Quality - CQC – Hold 5 ‘Goods’ & 1 Uninspected
- Operates Across 9 Territories
- Employ over 1,000 CASA Owners
- Current run rate; £17m



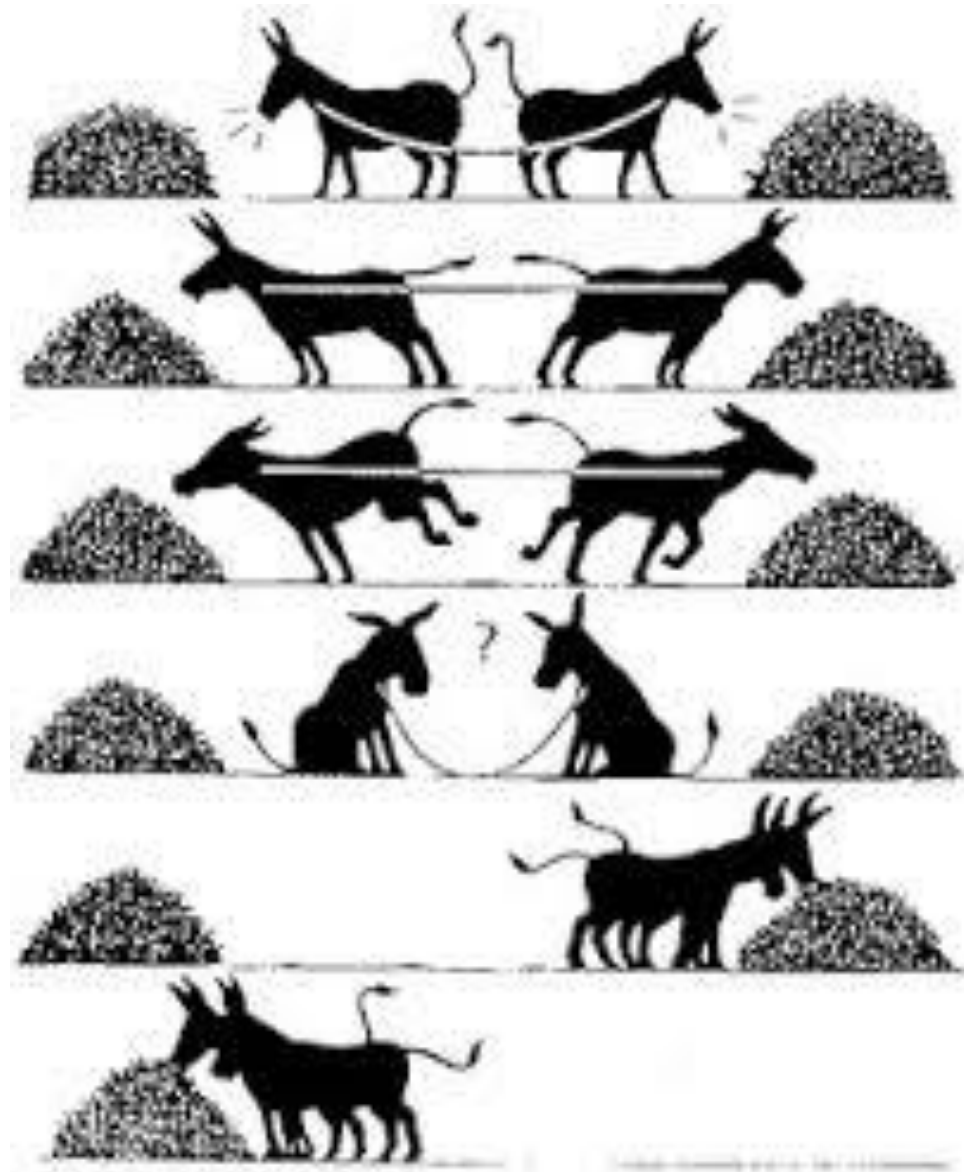
**Buy one
get one
FREE!**

**BUY 1
GET 2
FREE**

Co-operatives, Entrepreneurship & Disability

- The power of employee owned mutuals
- An Engaged Workforce – what does this mean?
- Disability & Social Entrepreneurship

Cooperation;
For Me To Win You Don't Need To Lose



Long Established International Movement

- *1844 Rochdale
Pioneers*
- *ICA: one in every six
people on the planet
are cooperators.*



Co-operatives and Mutual enterprises are businesses owned by or governed to benefit their members.

Co-operatives are autonomous associations of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly owned and democratically controlled enterprise – *International Co-operative Alliance*



A defining feature of co-operatives is their democratic value.

They are owned and controlled by their members.

International Co-operative Principles

1. Open voluntary membership
2. Democratic member control
3. Member economic participation
4. Autonomy and independence
5. Education, training and information
6. Co-operation among co-operatives
7. Concern for community

Legal models

1. Co-operative National Law (unified/state based)
2. Incorporated Association Act (State)
3. Corporations Act (FP/NFP/Federal)



Sector Snapshot



THERE ARE AT LEAST

2,135

active CMES in Australia



AUSTRALIAN CMES HAVE A TOTAL

29 MILLION+ MEMBERS



AUSTRALIA'S CMES PROVIDE

\$140 BILLION

in Total Value Added to Aus economy



TOTAL REVENUE OF TOP 100 CMES IS

\$30 BILLION

excluding superannuation funds



COMBINED THEY HAVE MORE THAN

\$713.6 BILLION

in gross assets



TOTAL CME GDP IS

8.3%

as a percentage of Australia's GDP



ARE EMPLOYERS OF

146,000 EMPLOYEES



CORE BUSINESS SUPPORT FOR OVER

174,000 BUSINESSES

including 13,610 farmers and fishers



ANNUAL TURNOVER

2018 **£36.1bn**

2017 **£35.3bn**

2016 **£35.1bn**

2015 **£35.3bn**

2014 **£34.6bn**



NUMBER OF
independent
co-ops in the UK

7,226

NUMBER OF
employees
of co-ops

234,577

NUMBER OF MEMBERS



2018

13.1 million

2017

12.3 million

2016

11.7 million



THE OWNERSHIP EFFECT

www.theownershipeffect.co.uk/

Concerns

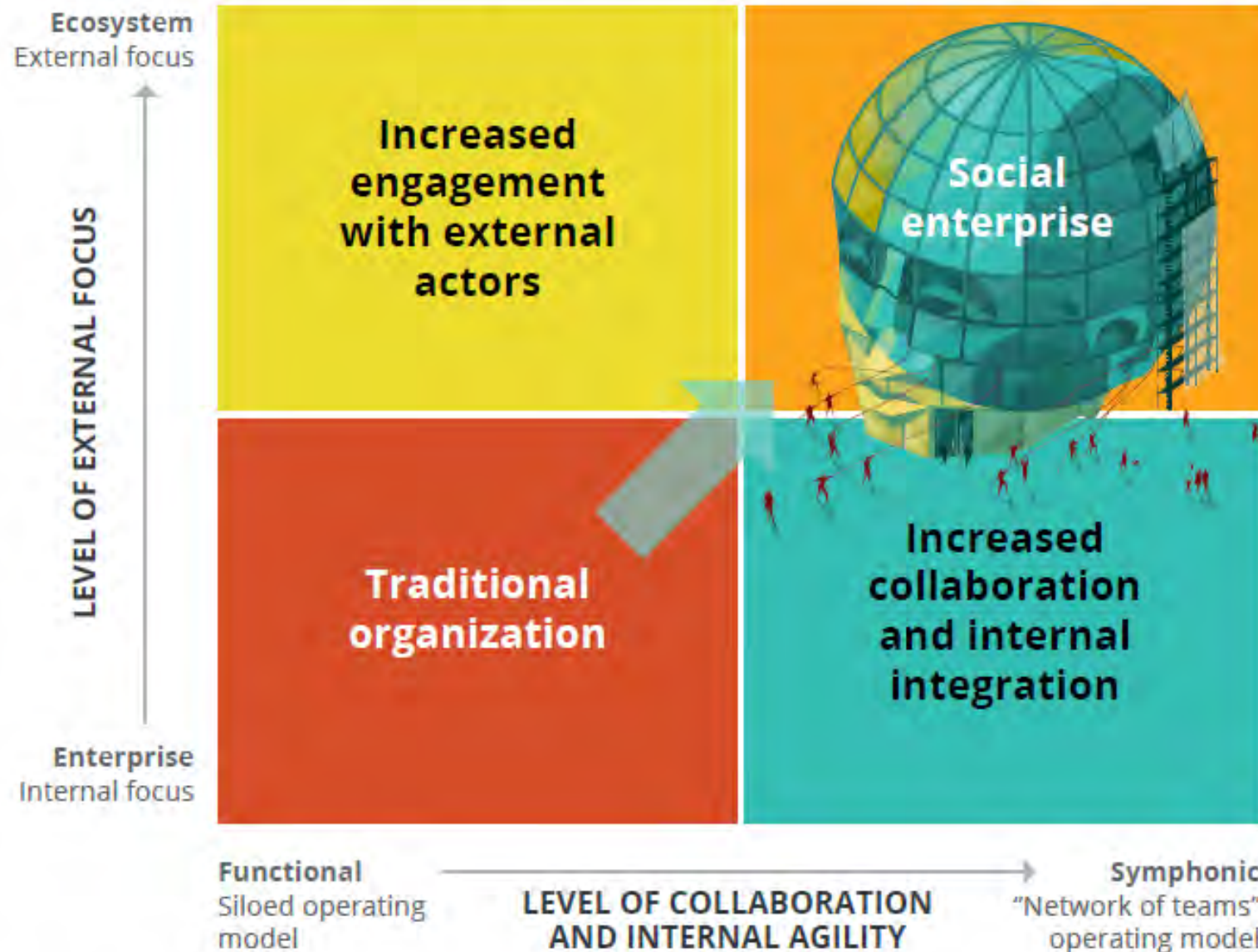
- UK productivity continues to underperform
- HM Government is concerned about standards of corporate governance, low worker influence and engagement, and defaulting public service conglomerates
- Regional government and business leaders are concerned about business succession resilience and economic growth

Co-op Solutions

- Improving UK productivity
- Resilient regional economies
- More engaged employees
- Addresses business succession issues
- Improves strategic scrutiny
- Strongly appeals to millennials

Why are Deloitte Interested?

Figure 1. The evolution of the social enterprise



What Makes A Successful Business?



Success Factors

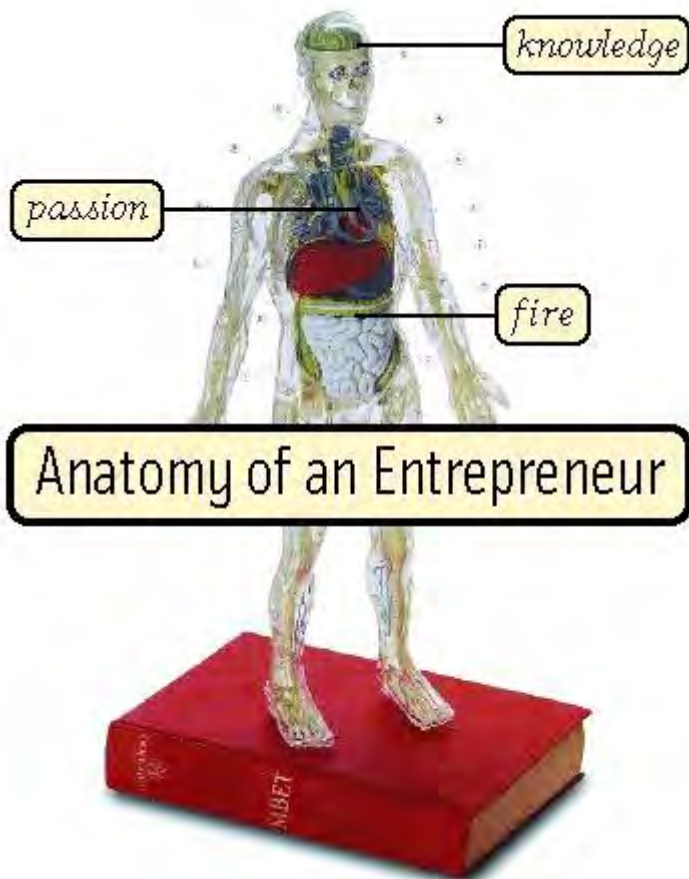
- ∞ Effective and well researched business idea generation and development
- ∞ Good market research
- ∞ Dynamic marketing
- ∞ A Market
- ∞ Appropriately skilled & trained workforce
- ∞ Tight financial control
- ∞ The right financial & other resources
- ∞ Location
- ∞ Product innovation, development & design
- ∞ Flexibility
- ∞ Entrepreneurial People

Key Components Of CASA's Success; Addressing The Challenges Of Growth

- ✓ People
- ✓ Markets & Footprint
- ✓ Finance
- ✓ Systems
- ✓ Employee Engagement



Entrepreneurial People!



Entrepreneurs

- Having guts, determination & focus - being able to overcome barriers and not get side-tracked (for too long)
- Being able to spot opportunities
- Having vision
- Having responsibility and ownership - autonomous management
- Feeling comfortable with ambiguity / being open to change
- Managing networks and relationships- creating interdependency and win-win scenarios
- Being energetic and motivated - a good starter, identifying finishers
- Taking incremental risk/managing risk
- Taking initiative and making things happen - being able to make the 'phone ring'

Relevant Co-operatives Approaches In The Health & Social Care Sector

- Genuine Employee Engagement
- Consumer Owned & Controlled
- Hybrid/Multi Stakeholder



CASA's Theory Of Change

- Engaged Employees Deliver Higher Quality Care
- Financial Transparency To All Stake Holders
- Mutuality Is Key To Innovation



Is It As Easy As 1, 2, 3?



Three Lists

- What Is Important For The CASA Business
- What Is Important For Employees
- What Actions Are Required To Achieve This?

The CASA Pledge; Employee Engagement & The Great Game Of Business



Plus A Say In How CASA Is Run

The Bigger CASA Game



BRANCH HOURS PER WEEK

PLEASE WRITE THE TOTAL AMOUNT OF HOURS PER WEEK

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So What If There Are No Jobs?

So What Is Work?



- Money
- Purpose
- Becoming adult
- Status
- Self-esteem
- Social

I AM NOT DISABLED

- Businesses Are About People
- Challenging The Medical Model:
A Social Approach To Disability
- Leads to:
 - Disabled people are well placed to understand and assess their own needs;
 - Disability is about loss of control;
 - Disabled people not only have physical impairments. There can also be loss of self-esteem and adoption of poor body image.

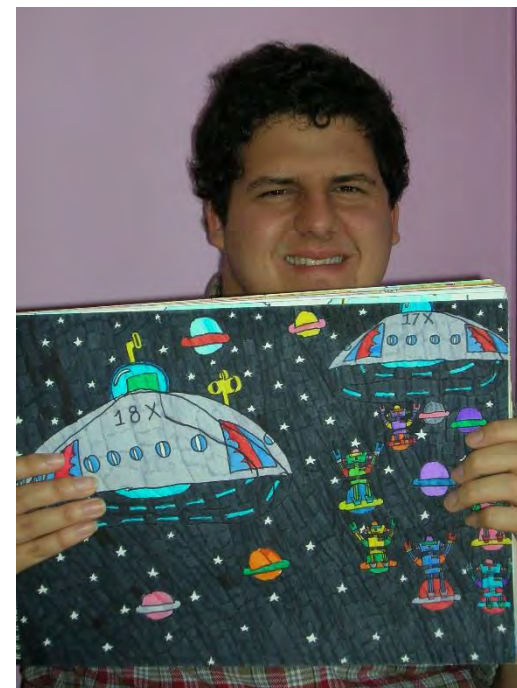
Enterprise Provides

- Economic independence
- ‘Give’ Not ‘Take’
- Self Esteem - you walk ‘taller’
- Control over working environment
- Integration
- An ever changing environment



George

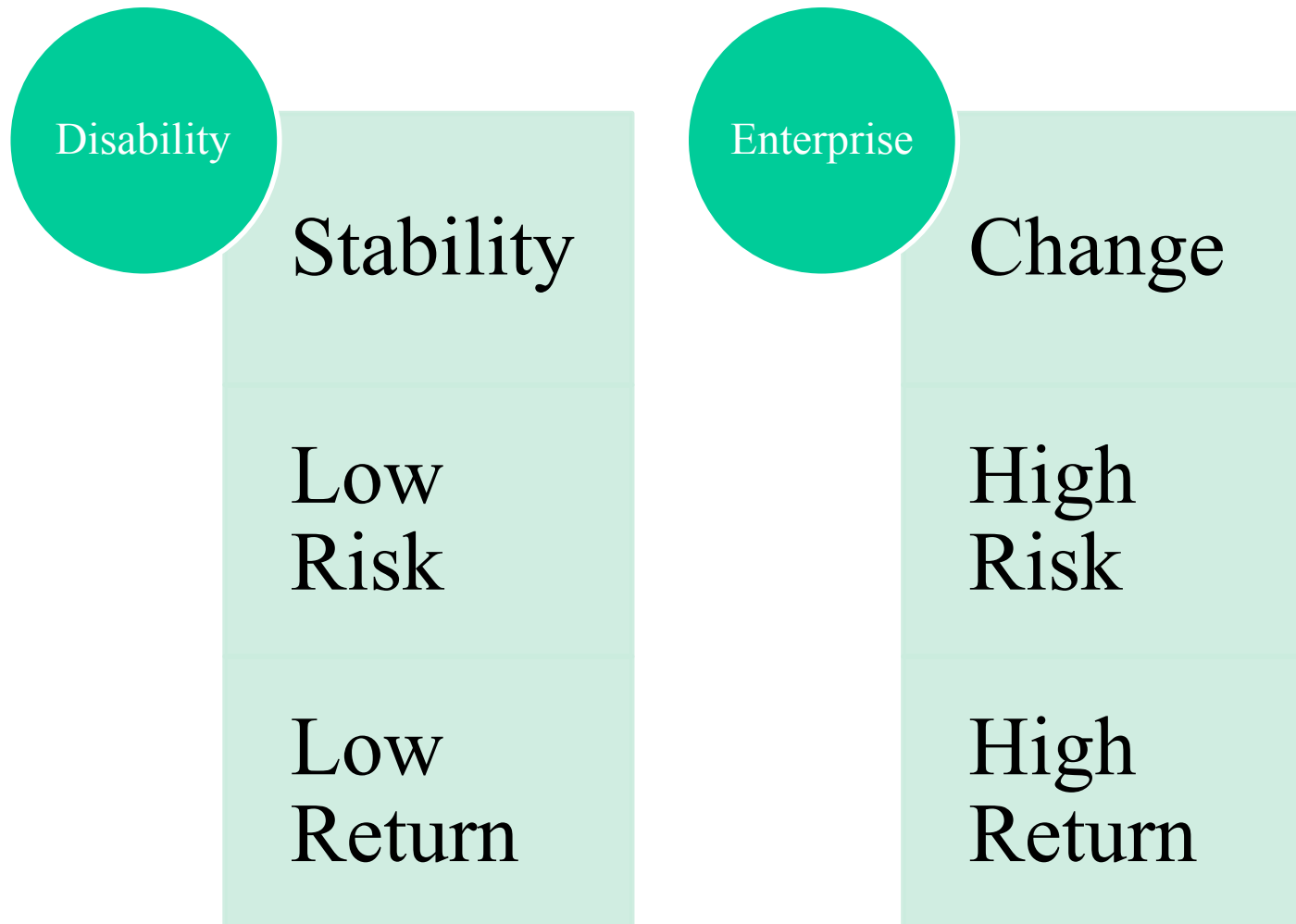
- Talented artist
- Notable style
- Independent Living Fund and Direct Payment
- Rent out to business
- Business support







When Two Worlds Collide





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