

CCIN Co-operative Case Studies 2024

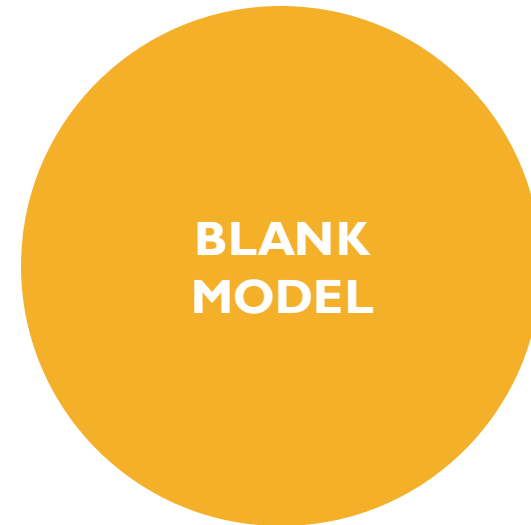
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MORE CASE STUDIES COMING SOON!

NOTE: This icon in the top-right of each case study slide will return you to this list





CO-OPERATIVE NETWORK INFRASTRUCTURE

OVERVIEW

Registered Name	Cooperative Network Infrastructure Limited
Date of Incorporation	06/02/2018
Legal Form / Structure	Society
Ownership class	Multi-stakeholder (Organisations)
Type	Thin-layer co-op

Number of Members	49
Number of Employees	0
Number of Volunteers	0
Turnover (2022/23)	~£294k

Location	Ashton-under-Lyne, Tameside, England (Greater Manchester, Lancashire, Sussex)
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DESCRIPTION

- CNI describes itself as a new type of co-op called a 'thin layer model co-op'
- Offers shared access to assets, mainly fibre networks, that are worth a lot of money (>£1m) without 'taking ownership' of those assets, instead mediating access
- Where many co-ops are about democratic control and shared ownership, CNI are about neutrality – a 'co-operative neutral host'
- Democratic but key point about the co-op structure and governance is that it guarantees neutrality – people talk about 'asset locks' and 'mission locks', this is a 'neutrality lock'
- Members are organisations, drawn from public, private and to some extent, third sector. Some members provide assets and earn a return for providing those assets and some members pay to access those assets
- CNI only adds a very small amount of value in between, hence the term 'thin layer cooperative'.



KEY MILESTONES

Due diligence and founding

- Report commissioned from PwC into the state aid implications and viability of model
- QC sign-off on interpretation of state aid rules

Persuading key members

- Making use of a shared infrastructure not commercially disadvantageous
- Shared infrastructure enables capital to be used better

Expansion

- Second local authority, Blackpool
- Signing-up Virgin Media and City Fibre

Break-even

- Hit break even a couple of years ago, took about 3 years
- Now making a surplus and approaching £1,000,000 worth of assets

Capabilities

- Able to install fibre infrastructure in public and private sector ducting assets as well as Openreach
- Could be covering the country, the model is entirely scalable

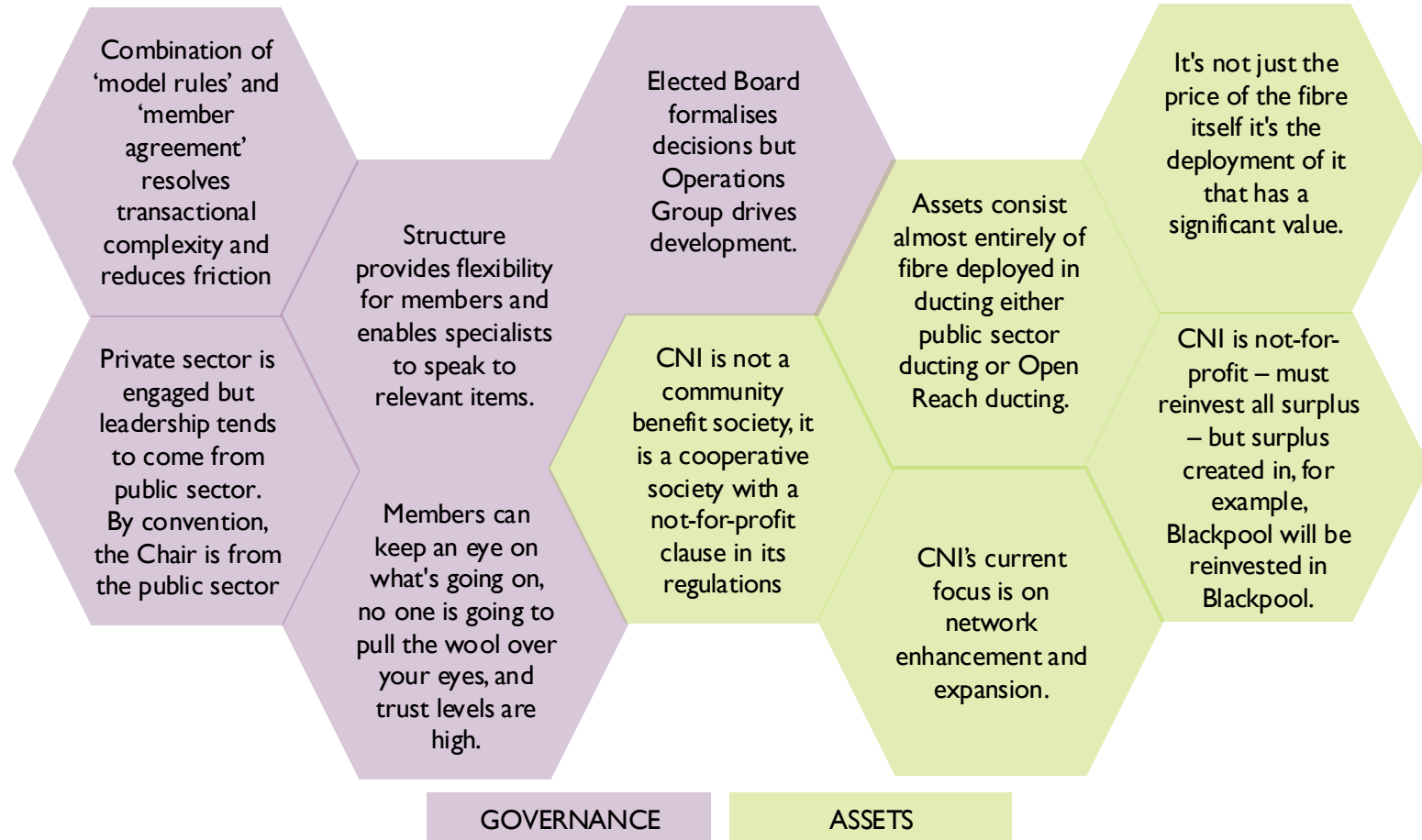
BACKGROUND

NEED: Tameside General Hospital needed to connect its data centre to its disaster recovery centre, needed point-to-point connection running at 10 gigabits. Calculated the money that they would spend over five years would be enough to build their own bit of fibre connecting the two places together and at the end of the five years, the costs will fall off a cliff. Moreover, because now you have your own fibre, why run it at 10 when you can run it at 40 gigabits or at 100 gigabits?

GROWTH: Tameside Council went through a similar process. They built a fibre network so why not join them together and make something bigger? How do you do this without creating some kind of complicated joint venture special purpose vehicle? You use a co-op! That way, you're not giving anything up, you're just saying, let's provide access to this joint network.

PRIVATE SECTOR: It's possible to open this up to the private sector because the model satisfies procurement and state aid rules by establishing certain key value transactions between members outside of the state and those inside the state. The model resolves the subsidy control problem which had prevented councils from intervening in digital infrastructure development.

KEY FEATURES

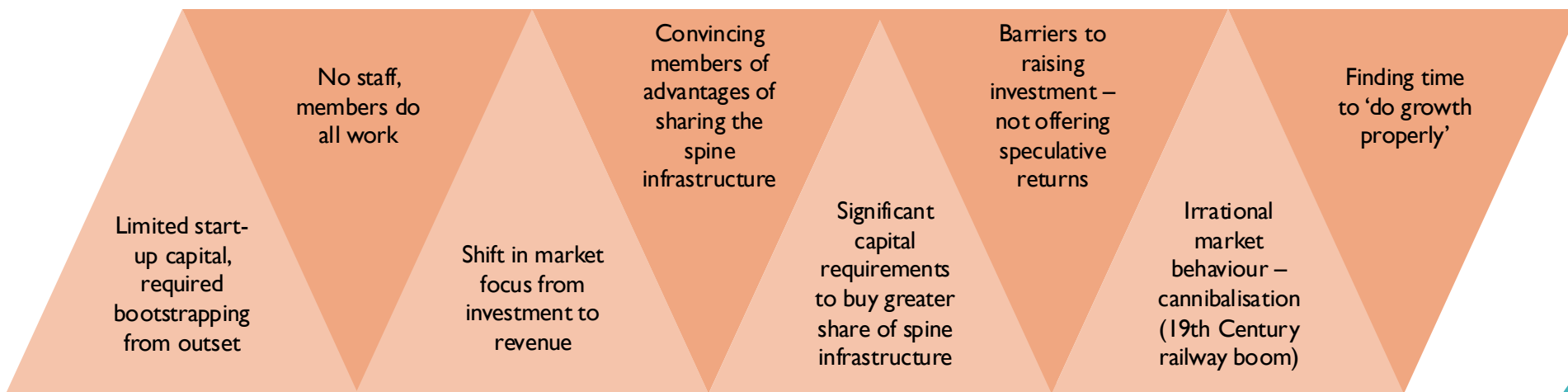


GOVERNANCE

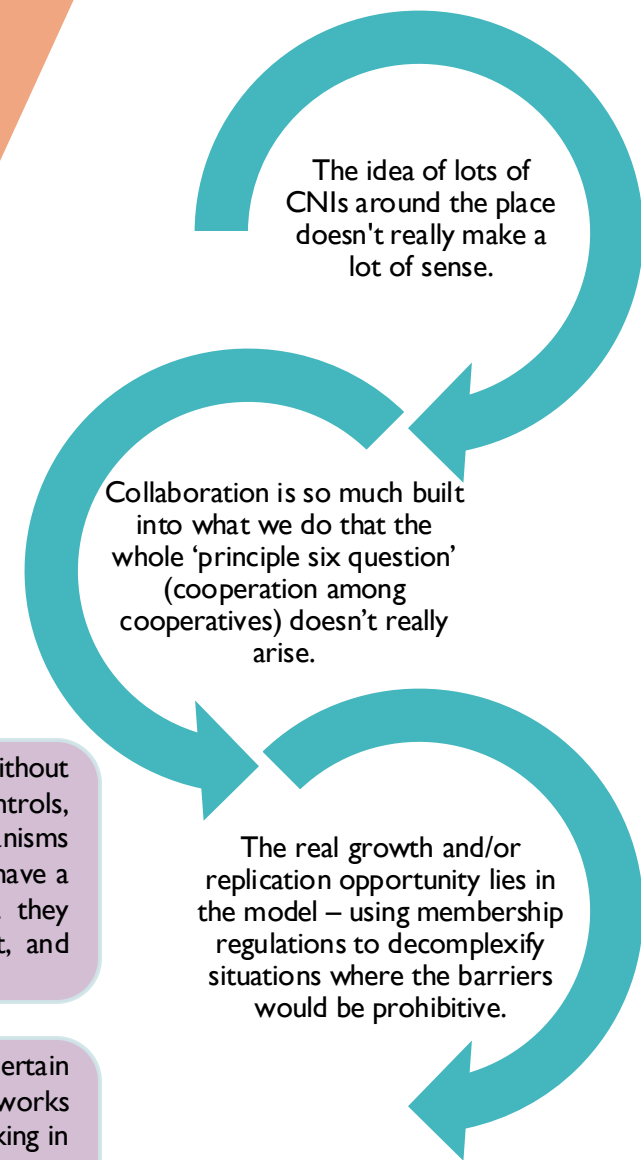
ASSETS



CHALLENGES



GROWTH AND/OR REPLICATION



SUPPORT

Just one thing, a 'can do attitude' in the local authority, nothing more than that

- Some local authorities 'get it', others don't – the idea that if you build and own some of your own infrastructure it gives you all kinds of options you otherwise wouldn't have, including working with a model like CNI
- Blackpool and Tameside have received significant investment from the government on the basis that they were using the CNI model.

KEY MESSAGES / TAKEAWAYS

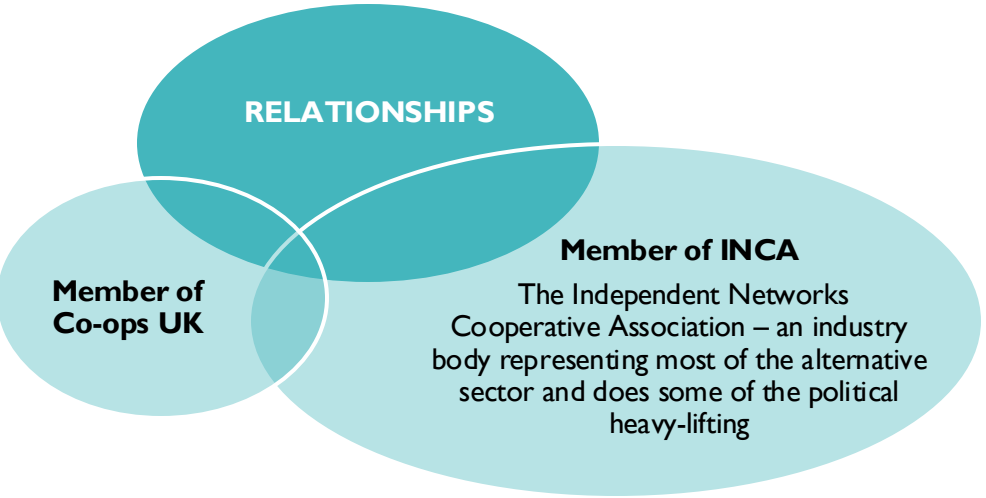
TO LOCAL AUTHORITIES

They can make a very significant intervention without getting entangled in complicated subsidy controls, concession arrangements, and clawback mechanisms without having to spend public money. This can have a transformative effect, totally in line with what they want to do in terms of economic development, and local wealth creation.

TO OPERATORS

It's in your mutual self-interest to collaborate in certain areas, no one is going to 'eat your lunch'. It works commercially and gets the market economy working in a way that's a bit more collaborative and resource efficient, which can only be good for the planet. Overall, CNI and the 'thin layer model' reduces friction by increasing trust.

RELATIONSHIPS





OUTLANDISH CO-OPERATIVE

OVERVIEW

Registered Name	Outlandish Co-operative Limited
Date of Incorporation	19/04/2016

Legal Form / Structure	Society
Ownership class	Workers
Type	Worker co-op

Number of Members	4
Number of Employees	10 freelance collaborators
Number of Volunteers	0
Turnover (2022/23)	£1.2m

Location
Islington, London, England



DESCRIPTION

- A workers cooperative in the tech sector building websites, data tools, and software – originally founded in 2011 then converted to a co-operative society in 2016
- Most clients are ‘somehow for good’, they work with trade unions, large charities, universities, and researchers, along with other progressive companies
- Currently have 4 members and about 10 collaborators (not employees) who are freelancers, collaborators who are on the journey to membership are referred to as ‘Outlanders’
- Predominantly based in London, but since the pandemic have become more and more remote/hybrid
- Use consent-based decision making, Sociocracy
- Don’t have a flat pay structure, instead use a 3:1 ratio, but it's much lower than that
- Key player in establishing and running CoTech, a network of UK-based tech-focused workers co-ops
- Established Space4 in 2017, a co-working and community space, as kind of a way of ‘doing the principle six thing’ in terms of reaching out and putting back into the community.



KEY MILESTONES

Founding (2016)

- Setting up the coop in 2016.
- Setting up CoTech – helped root culture in cooperativism and helped meet a lot more people

Space4

- Originally established in 2017, led to taking on a 10-year contract with Islington Council in 2019, worth £600,000 in rent over 10 years, probably worth a lot more in other ways

Major projects

- Overthrowing a government – a piece of technology that was instrumental in changing the government in Papua New Guinea
- School Cuts website – the campaign influenced many thousands of votes in the 2017 election

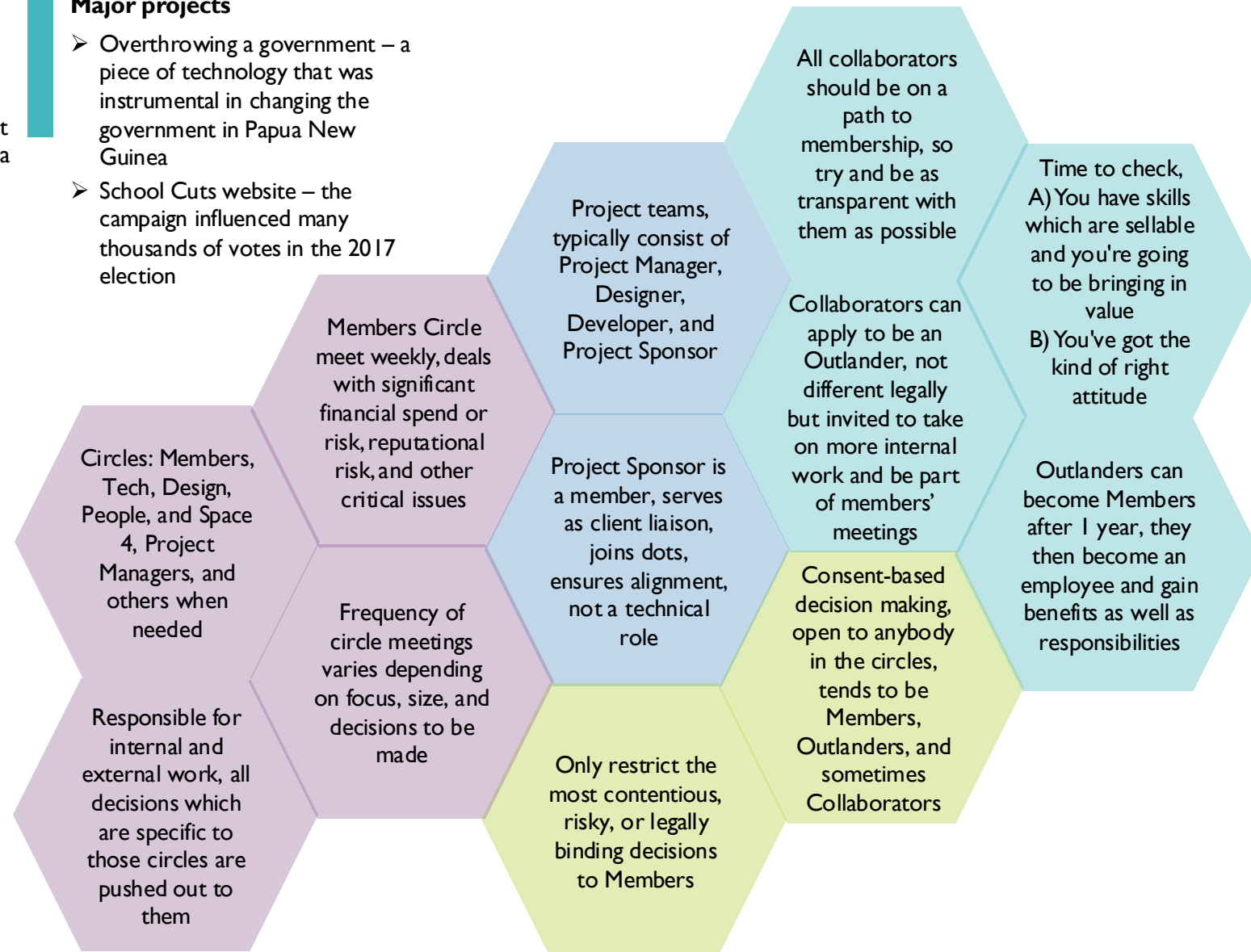
BACKGROUND

ORIGINS: Group of three friends working in digital teams in the BBC. Frustrated by the bureaucracy, realised if they set up an agency they could supply tools to the BBC, would be better paid, and have more control over their work and lives. Initially formed a limited liability partnership building digital tools. Founders were interested in politics and activism, so they started taking on more clients who shared similar interests, values, and missions.

CO-OP: Founders didn't want to become bosses and didn't want all the responsibility. They wanted to do the work and to work with people who were also trying to push themselves, who shared their vision, and who were up for participating so started investigating models, got some advice through Co-ops UK, eventually Siôn Whellens (Principle 6) supported their conversion to a co-op.

PROCESS: Tried to get everybody working for the company to join. Turned out that people had slightly different visions and some didn't really "get it". There was a phase of ironing-out some of the processes and politics in the beginning.

KEY FEATURES



STRUCTURE

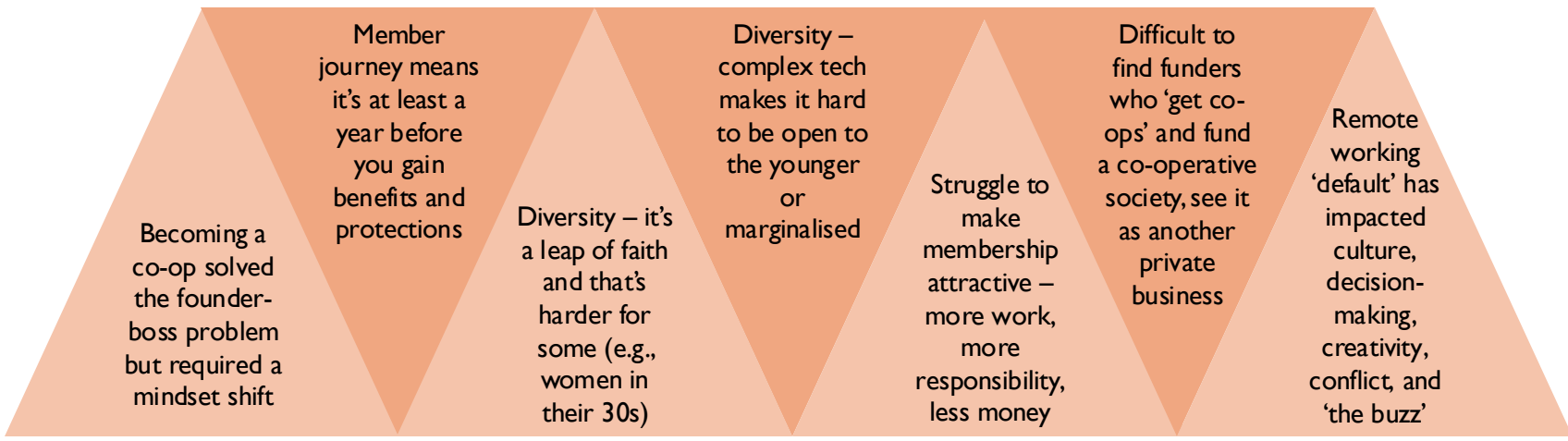
OPERATIONS

DECISION-MAKING

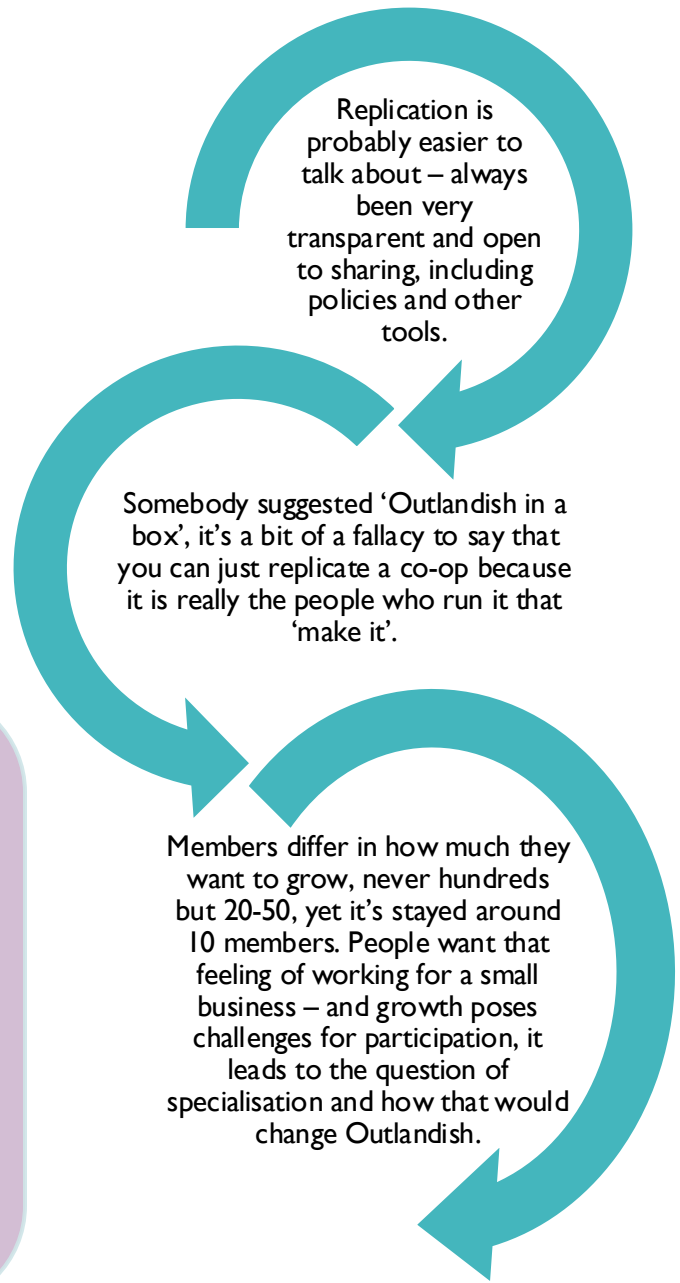
MEMBERSHIP



CHALLENGES



GROWTH AND/OR REPLICATION



SUPPORT

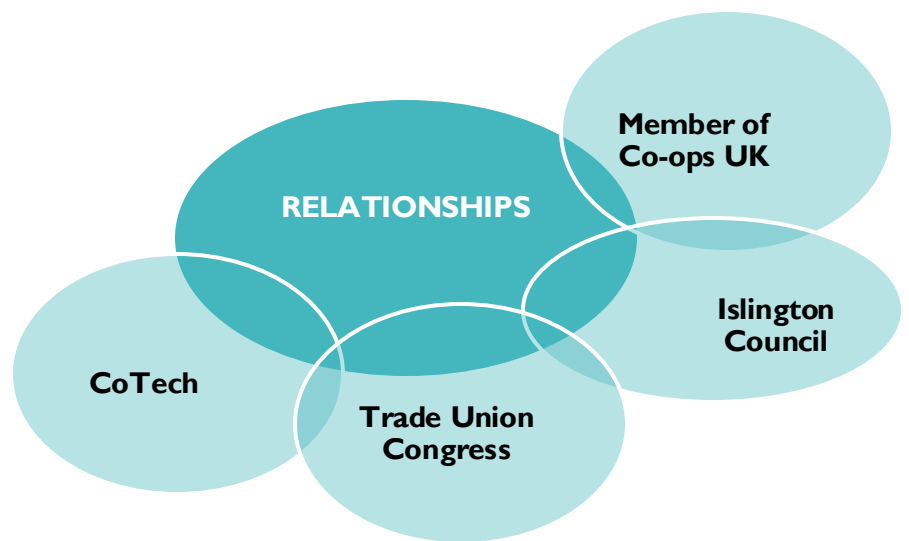
- Co-ops UK provided initial port of call and ongoing touchpoint
- Siôn Whellens (Principle 6) supported conversion to co-op
- Islington Council via 10-year rent agreement for new Space4 location
- Private philanthropic support

KEY MESSAGES / TAKEAWAYS

TO LOCAL AUTHORITIES

Forming the bond with Islington Council has been fantastic. Demonstrating that they can source more of their digital products locally has been great. While you can't necessarily have a highly localised community wealth building model in London, because why shouldn't they buy from neighbouring boroughs, trying to shorten those supply chains and, probably more importantly, make those supply chains more ethical and democratic is good. Most tech agencies don't feel rooted in their local community, so it is quite a special feeling to be engaged in the politics and working with the Council.

RELATIONSHIPS





DULAS

OVERVIEW

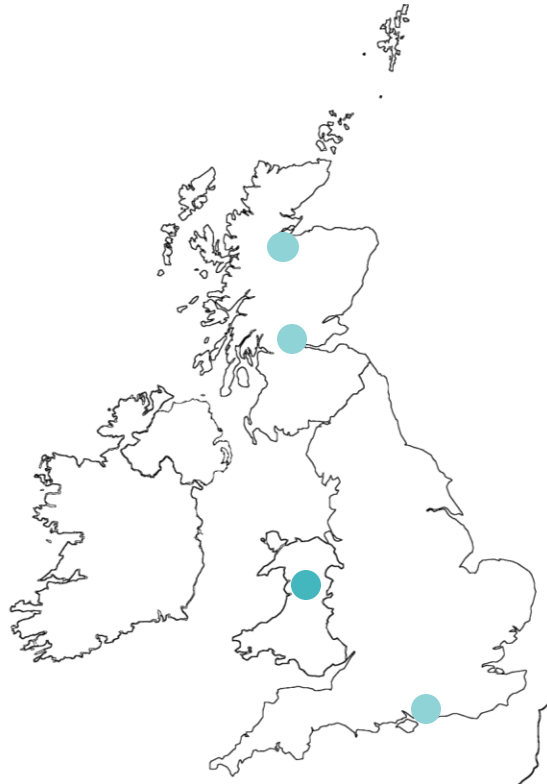
Registered Name	Dulas Ltd
Date of Incorporation	15/04/1982

Legal Form / Structure	Company limited by shares
Ownership class	Workers
Type	Worker co-op

Number of Members	52
Number of Employees	90
Number of Volunteers	0

Turnover (2021/22)	~£12.8m
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Location
Machynlleth, Powys, Wales (Stirling, Inverness, Bognor Regis)



DESCRIPTION

- A workers' co-operative in the renewable energy and manufacturing sectors, founded in 1982
- Originally created as a kind of renewable energy lab at the Centre for Alternative Technology
- Highly qualified and experienced multi-disciplinary team encompassing all aspects of renewable energy from policy, market stimulation and resource assessment right through to research, design, training, and the implementation of wind, solar, micro hydro and biomass projects
- Based across two sites in Machynlleth, where it was set up, but it's also in Inverness and Stirling, as well as in Bognor Regis through a recent manufacturing acquisition
- Guiding set of values since 1982, commitments to:
 - ❖ Creating sustainable and meaningful employment and training and developing its employees
 - ❖ Its community and environment
 - ❖ Improving people's lives using appropriate technology
- Held to these values through challenging times and major successes alike.





KEY MILESTONES

Leaving home

- Moving away from the bigger collective and having to go it alone, but keeping with that cooperative vision and the market it was operating in

New people, new ideas

- Brought in a wider range of engineers and allowed them to explore what they were interested in, taking Dulas away from operating completely in solar

Reflective governance

- Explored a governance structure 'befitting' a financially successful company **BUT** *"milestone isn't that we went down that road, it was the realisation that it wasn't what we needed and rejecting it"*

BACKGROUND

ORIGINS: Founders had been at CAT since 1977, a collective of people had taken over an old slate quarry. Started off wanting to practice alternative ways of living and develop renewable energy but more and more people wanted to visit so they created a visitor centre to demonstrate and educate.

NEED: There was a lack of technical products for renewable energy systems. Four engineers were tasked with developing these products (e.g., solar controllers and inverters) to test the market. CAT was a worker co-op and educational charity, so a limited company was set up to mitigate risk. The charity took a share, and the workers took a collective share.

CO-OP: After a few years making significant losses, CAT was evolving further, so Dulas was encouraged to go it alone, move off site and see if they could survive without the support of the charity. Created additional shares so that all the six employees could take a share each. They took the co-op structure and the way of working they had learned at CAT and started to achieve some financial success. Could have easily changed that model, decided to convert into real value shares, but they didn't. They kept the collective vision. As more staff joined, they just kept offering membership until it's got to this point.

KEY FEATURES

Built into articles that you're a member or a member in waiting from day one

6-month probation then 12 months of engagement as a potential member – 18 months in total

Come to all the member meetings, receive member information, access all member intranet and messaging boards – you're invited to participate!

Only thing you can't do is vote on resolutions or approve directors' remuneration and don't receive a dividend, if a dividend is awarded

Instituted a board of 'member elected directors' after reaching ~22 member-directors

As turnover increased, identified need for Managing Director, Finance Director, and Operations Director

Enables clearer collaboration with conventional organisations and provides long-term vision and strategic direction

Manufacturing – solar, hydro, wind energy products, EV charging, and vaccine cabinets (fridges)

Consultancy – Renewable energy, environmental impact, and 'net zero'

Land – Own two sites in Machynlleth, lease Stirling, lease Inverness (since early 90s), Bognor across 8 units all leased

Plant, machinery, and vehicles (1) – Electric vehicles, 4x4s, and monitoring equipment, turbines, solar PV, refrigeration, EV charging

Research & Development – Renewable energy technology and products, including EV charging

Support services that go with all the technology are kept in house along with IT, Personnel, and Finance.

People – Value employees, the training and development programmes available, the tacit knowledge that nurtured and harnessed

MEMBERSHIP

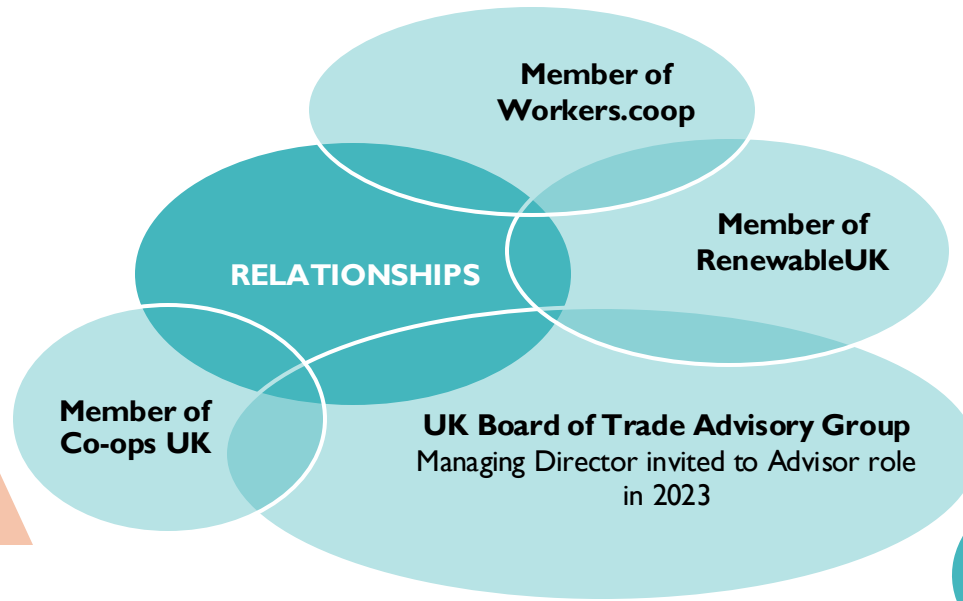
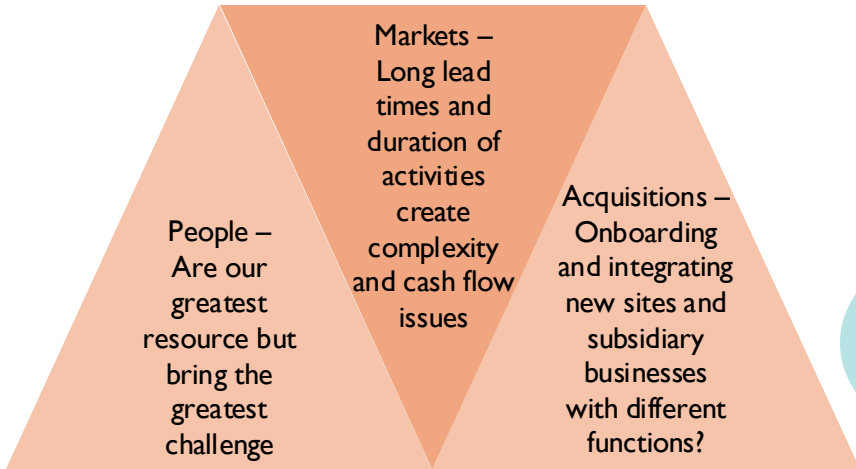
STRUCTURE

OPERATIONS

ASSETS



CHALLENGES



GROWTH AND/OR REPLICATION



SUPPORT

- Limited direct support since leaving CAT
- Sense of disconnect between North and Mid-Wales and South Wales, where the national government and development organisations are based
- Local councils have been supportive but there's a limit to what they can offer or do
- National government is supportive, but it seems to be a reciprocal relationship – if they're going to do a big trade thing overseas or an expo, or commitment to net zero, then it's, let's go to Dulas!

TO GOVERNMENT

KEY MESSAGES / TAKEAWAYS

- **Expectations:** Need to understand and put aside expectations, sense of being caught up in expectations of rapid growth, instant success, instant profit
- **In for the long-haul:** Dulas' success has come from long term commitment to the vision and mission, KPIs tend to drive short-term behaviour, Dulas could have grown faster but in doing so lost its sense of purpose and meaning
- **Boom and bust:** Companies with tax breaks, property deals, and subsidies promising job creation have come and gone, leaving communities in difficulty and local businesses struggling
- **Faith in the process:** Focus on mission has brought benefits to the organisation and its community – it takes time and patience to build strong businesses that make their communities stronger and healthier too and this comes from the co-operative approach to business



SOUTH MANCHESTER CREDIT UNION

OVERVIEW

Registered Name	South Manchester Credit Union Limited
Date of Incorporation	19/09/2000

Legal Form / Structure	Society
Ownership class	Consumers
Type	Credit union

Number of Members	~5,000
Number of Employees	9
Number of Volunteers	~6+

Turnover (2022/23)	Assets ~£4.5m ~£20,000 Surplus
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Location
Manchester, England



DESCRIPTION

- A community credit union created by ordinary people with limited external support
- Operating for 24 years
- Now have approximately 5,000 members and assets of £4.5 million
- Used to run everything from the back room in a church but now has a main office on a very ordinary street in South Manchester
- Staff team of equivalent to 9 full time employees
- Authorised by the Prudential Regulatory Authority (PRA) and regulated by the Financial Conduct Authority (FCA), and the PRA
- Saving is encouraged because 1) Provide capital and 2) It's life changing, many members don't believe they can do it
- At the smaller end, loans are typically made for things like a fridge, a lot of white goods or perhaps a bill, even a parking fine that's suddenly ballooned, larger loans could be for a car or home improvements, there has also been a rise in members taking out loans to cover the cost of visas or for master's degrees.



KEY MILESTONES

DWP Growth Fund

- Initiative driving growth through distribution of small loans
- Smaller loans but at high volume
- Linked to benefits scheme
- Attracted new members who are now loyal, long-term members

Highstreet presence

- Establishing a presence was quite an identity change
- Involved lots of change, including establishing a management structure and becoming more professional and harmonised

New tech solution?

- Involvement in a national programme developing a platform for UK credit unions
- Existing systems are functional but “coded in hieroglyphs”
- Project failed badly but switched on to the need for adaptation
- Since integrated a chat platform

Collaborative solution

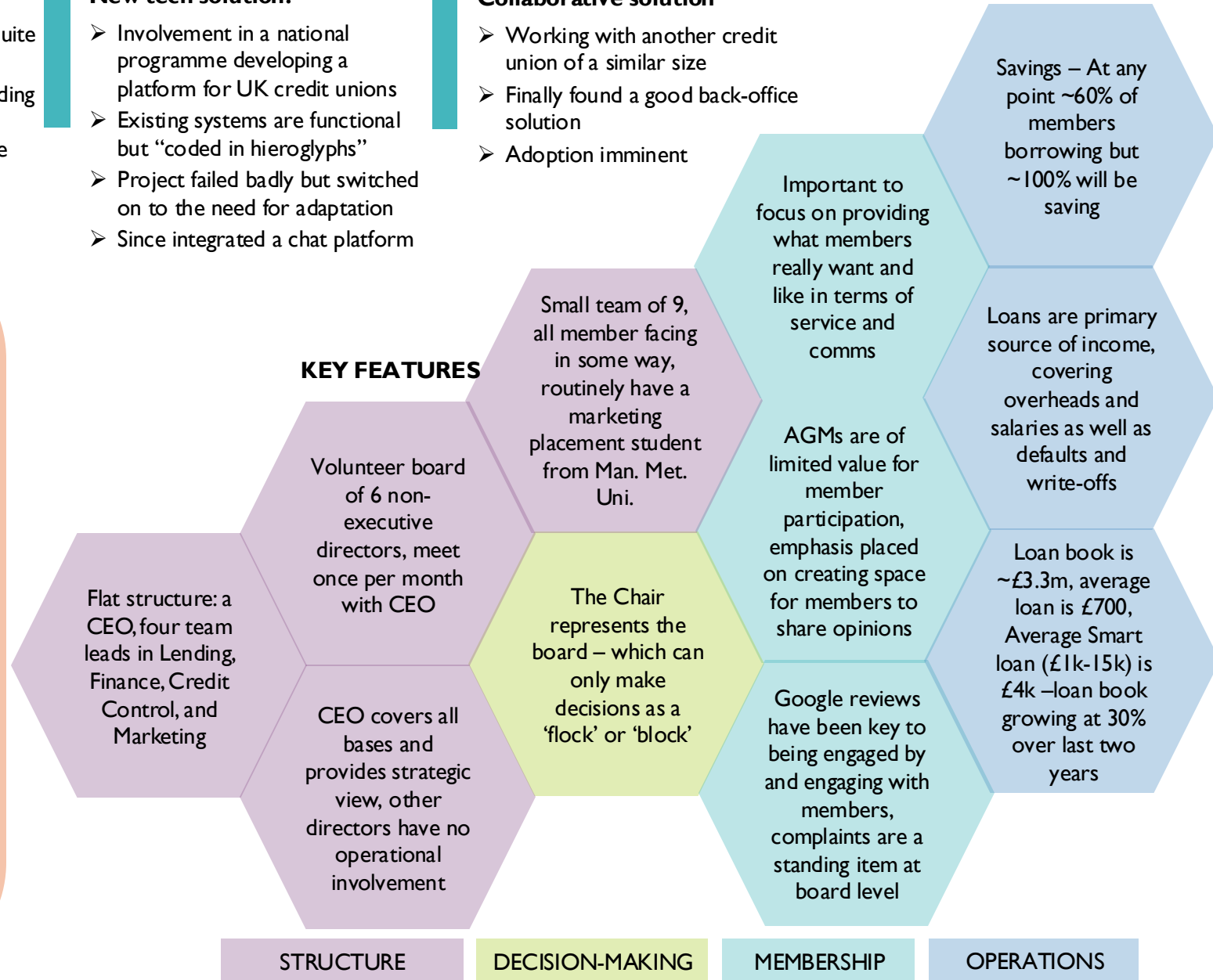
- Working with another credit union of a similar size
- Finally found a good back-office solution
- Adoption imminent

BACKGROUND

ROOTS: Our roots are tied with those of the UK credit union movement, which was started by the Windrush Generation. We're very much there for people who have been on the outside or marginalised and not been able to find their way into affordable finance. That's at the heart of who we are. The people who started us, they believed there was a need for alternative community finance that was human-centred and focused on serving people's needs, getting to know them, being present in the community.

EFFORT: There was a core group of people who met every week for two years before they even knew that it was going to work, they put their time in alongside everything else they were doing. Pure volunteering, it was big commitment. The first chair stayed on our board for 24 years and alongside serving on the board, he had a full-time job as well for all that time. Our directors also ran 10 collection points, the only direct points of contact with the community until 2012, which was a 4-hour weekly commitment. We had a small office in the back of a church for paperwork and accounting. We didn't have any external investors; it was developed in a kind of entrepreneurial way by people investing their own time.

KEY FEATURES



STRUCTURE

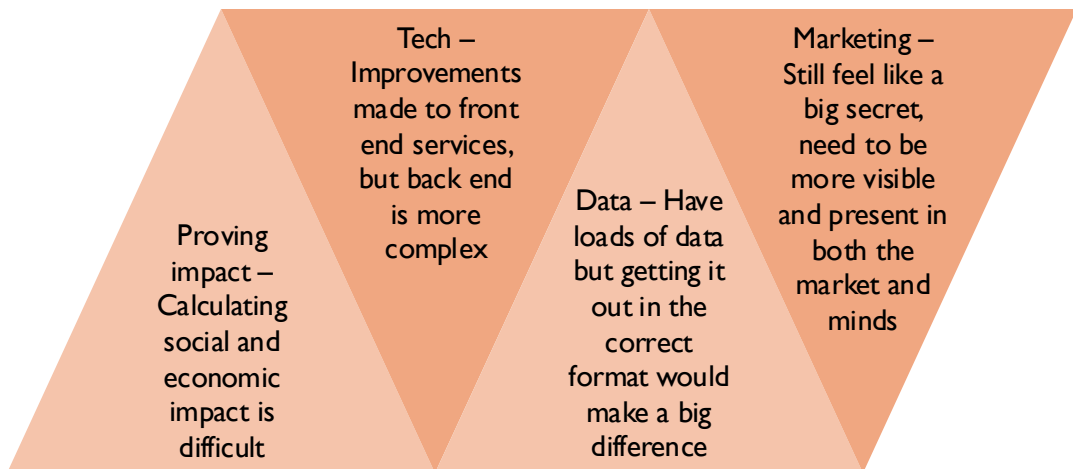
DECISION-MAKING

MEMBERSHIP

OPERATIONS



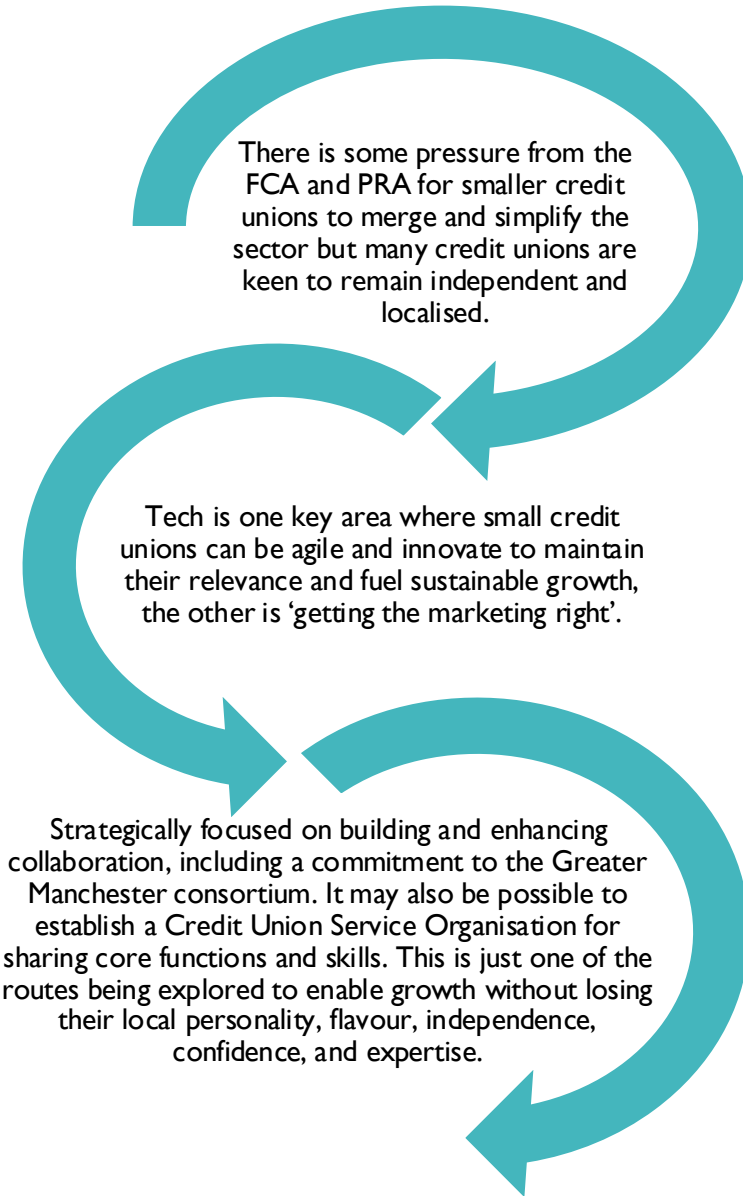
CHALLENGES



SUPPORT

- A local church gave a room for peppercorn rent plus series of community centres doing the same for outward-facing outlets
- Funding and investment including DWP Growth Fund, Lloyds Bank, Fair for All finance dormant asset fund
- 10 years of partnership working with Southway housing trust to provide innovative lending scheme based on them investing a small amount of capital and paying a fee for each loan – interest set aside in development fund that has been used to fund things like the marketing placement student programme

GROWTH AND/OR REPLICATION

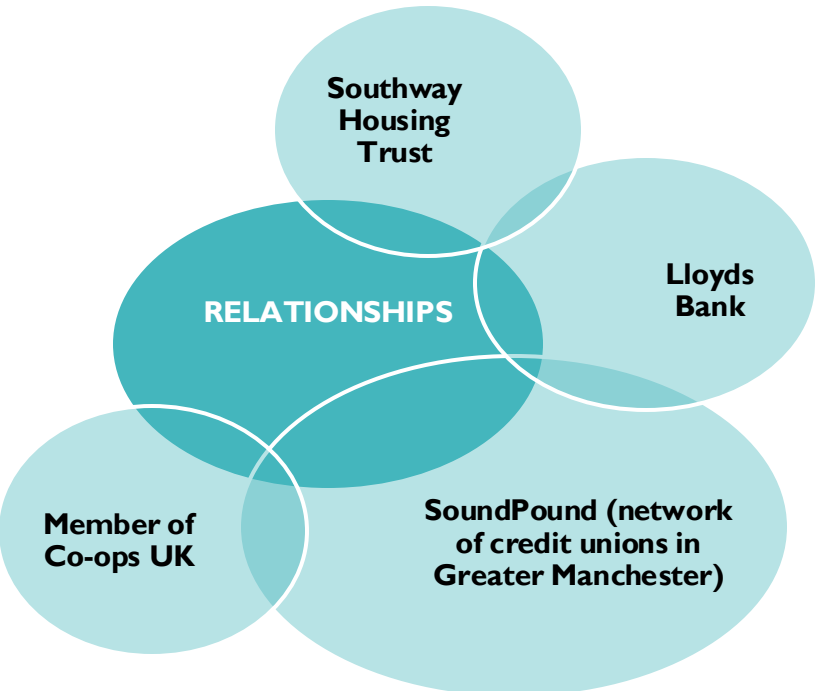


KEY MESSAGES / TAKEAWAYS

- Proactively facilitate collaboration between credit unions and with other community organisations (e.g., housing providers)
- Look to regions such as Greater Manchester where a culture of cross-borough collaboration has developed over many years (including Manchester Airport) and use this to create more cohesion
- Progressively invest in credit unions, they are a key mechanism for alleviating financial difficulties but also helping people learn to save and believe they can save money
- If you can't afford to invest directly, use your influence and outreach to promote credit unions

TO LOCAL AND COMBINED AUTHORITIES

RELATIONSHIPS





EQUAL CARE CO-OP

OVERVIEW

Registered Name	Equal Care Co-op Limited
Date of Incorporation	09/02/2018

Legal Form / Structure	Society
Ownership class	Multi-stakeholder
Type	Platform co-op

Number of Members	219
Number of Employees	27 employees +59 independent
Number of Volunteers	9

Turnover (2022/23)	~£858k Est. £1.5m 2023/24
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Location
Hebden Bridge, Calderdale, England (+ project in London)



DESCRIPTION

- A multi-stakeholder platform cooperative providing care and support at home and in the community to a very broad range of adults experiencing a wide range of scenarios, illnesses, and challenges
- Equal Care offers a trusted, accessible care and support matching and management platform, delivering 5,000+ hours of care per month
- Caregivers and receivers get full choice and autonomy over their care, including the opportunity to be in both roles: care users can share their skills, support others and be fairly rewarded for this.
- Care workers can choose employment type and decide their hours and clients, contributing to a low staff turnover (4.5%)
- 31% of workers are completely new to care
- The company and the technology is owned by the participators and the creators of value
- Equal Care is a Real Living Wage employer
- Regulated by Care Quality Commission (CQC)
- Built a piece of technology and designed a model that enables power to flow away from the usual sources of it in social care, i.e., funders, commissioners, and managers, towards people who are receiving that support and the people who are giving that support, whether that is in a paid or unpaid capacity.





KEY MILESTONES

Founding

- 2017 – Met with founding group
- 2018 – Incorporated and received a few small grants
- Managed to employ co-founders on part-time minimum wage in mid-2018

Raising funds

- Late 2018 managed to launch and complete first community share offer
- Raised £410,000 and employed the core team by the end of 2019

Rough terrain

- Core team started in January 2020
- Pandemic hit in March 2020
- Co-op flatlined for 2 years

Recovery

- Emergency recovery share offer to avoid closing door, raised £300,000
- Managed to work out how to grow and found rhythm, ~10-15% growth per month

London calling?

- Developed project in London with £100,00 grant from London Office of Technology and Innovation
- Outcomes include service specification for councils and a playbook for councils and new groups exploring care co-ops

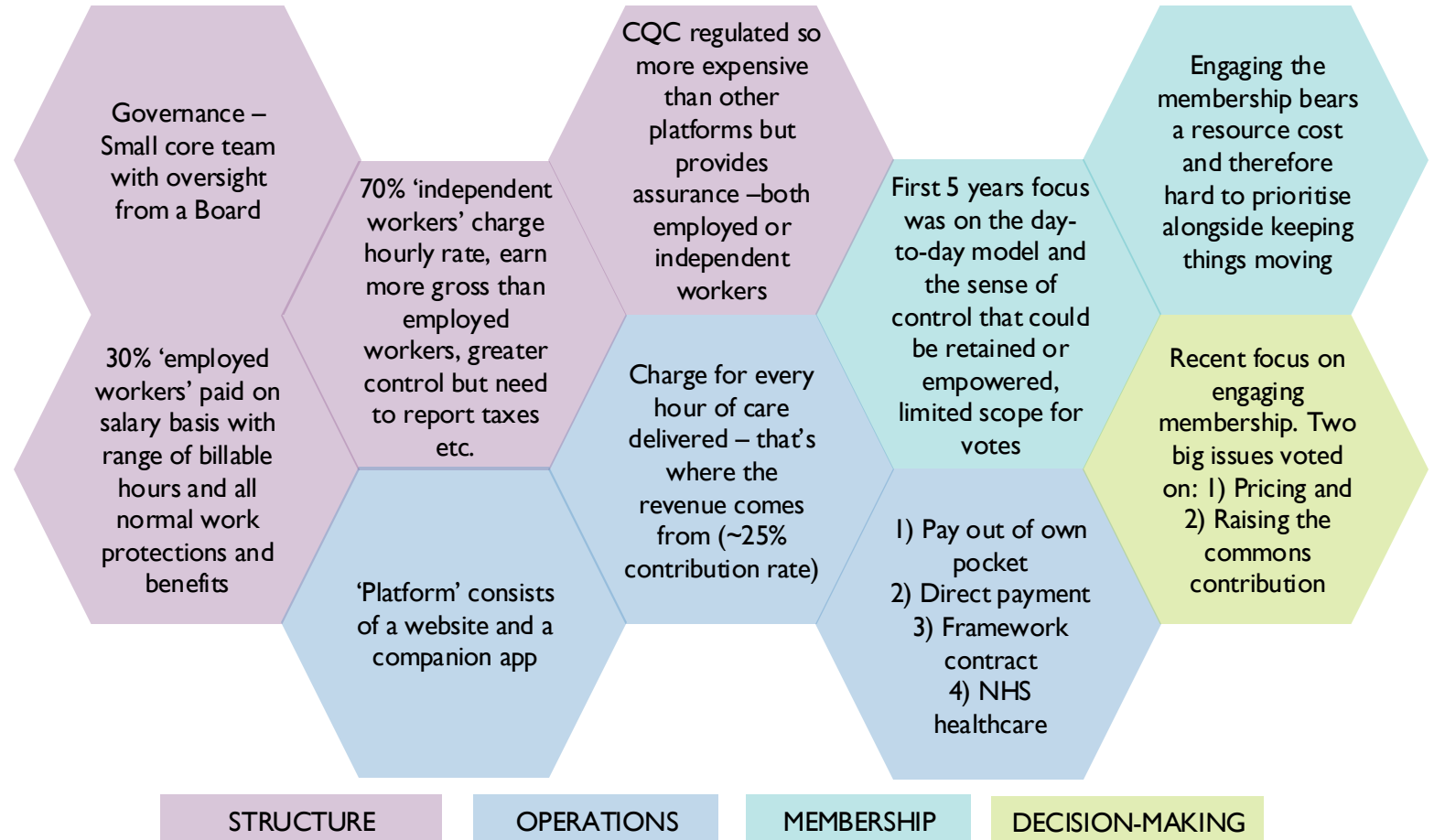
BACKGROUND

IDEA: It was "one of those things that wouldn't go away" The reasons were threefold: 1) Working in social care and seeing all the abuses, problems, and issues from both a worker and support recipient perspective, 2) The power organisational structures had to either contribute to people's sense of empowerment or, more commonly, to take it away, 3) The increasing distance between the people who are the subject of decisions and where decisions are made. Key influences included the sharing economy, co-production, and time-banks.

CO-OP: A charity might have been the obvious option but wouldn't have enabled the sense of equity desired. The multi-stakeholder platform structure fitted the aspirations of the co-founders much better, and this was further confirmed through a series of 'care conversations' that brought together the founding group of people receiving support, family members, unpaid carers, and a couple of care workers.

MODEL: It might have developed differently and been more technology focused if they had moved faster but the first year deprioritized the importance of technology and prioritised the people involved – "That was when we worked out that it was about power. Fundamentally, this is about power."

KEY FEATURES



STRUCTURE

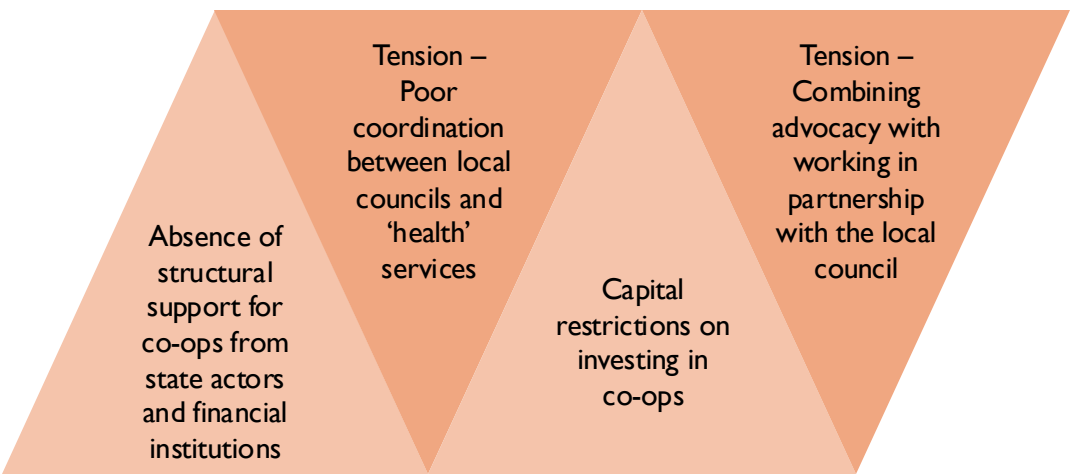
OPERATIONS

MEMBERSHIP

DECISION-MAKING



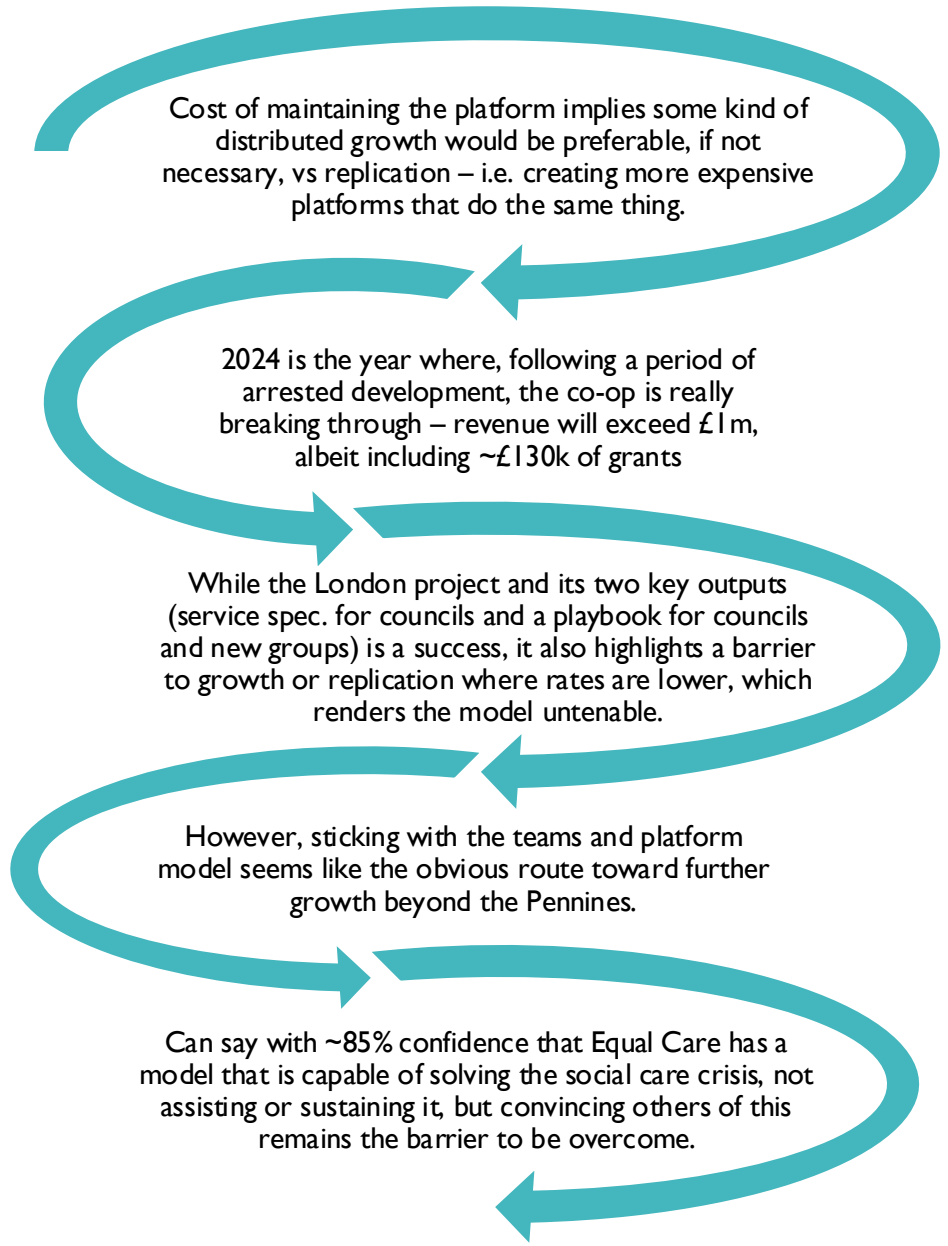
CHALLENGES



SUPPORT

- UnFound Accelerator (Co-ops UK)
- UnLtd grant
- Finance Innovation Lab
- Care Quality Commission Innovation Sandbox
- Key investor-members
- Current Chair is “closest thing to an angel investor”

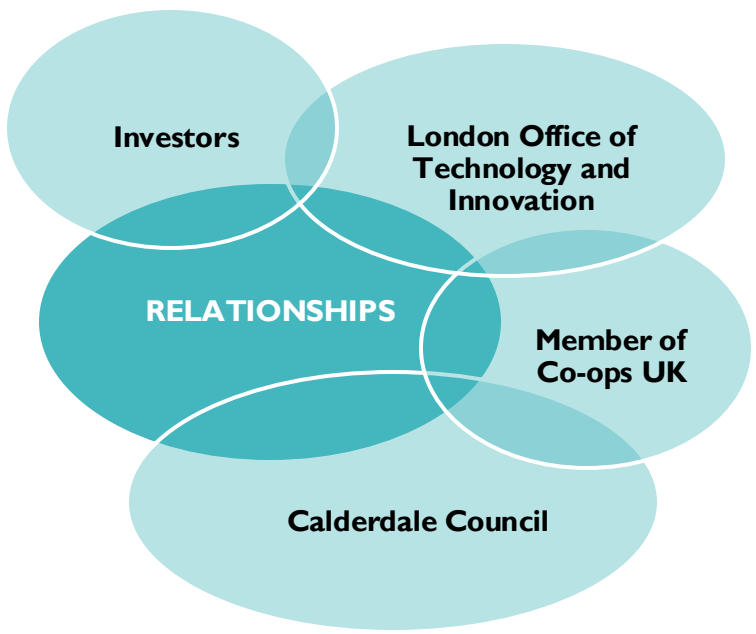
GROWTH AND/OR REPLICATION



KEY MESSAGES / TAKEAWAYS

- **Excuses** – Many local authorities shy away from any positive action around assisting social enterprise-like businesses and particularly co-ops because they think it breaks procurement rules or whatever. Like what? And lazy excuses get trotted out.
- **Favour** – Councils have a big challenge in being able to show preferences, but even if they just commissioned with favour toward businesses that have an asset lock, charities, social enterprises, anything that is mission, that would help.
- **Can do** – The Welsh Government have shown that’s all lies. Of course you can do it. If there’s a political and administrative will, then you can do it.

TO LOCAL AUTHORITIES





BELFAST CLEANING SOCIETY

OVERVIEW

Registered Name	Belfast Cleaning Co-operative Limited
Date of Incorporation	03/05/2012

Legal Form / Structure	Society
Ownership class	Workers
Type	Worker co-op

Number of Members	13
Number of Employees	2
Number of Volunteers	0

Turnover (2023/24)	£151k
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Location
Belfast, Northern Ireland



DESCRIPTION

- A successful workers' co-op based in Belfast founded by a group of members from "both sides of the interface"
- Have members and employees who are refugees, disabled, and otherwise marginalised – and it's not just a women's co-op, there have been men working at the society too, despite what people's stereotypes of cleaners may be
- "There's no discrimination whatsoever and it doesn't matter where you're from, as long as you're a good cleaner and you get the idea of a co-operative, and you strive to understand the seven principles and join as a member."
- Cleaning is viewed as menial, it is looked down upon, it is badly paid, and it is usually zero-hour contracts – the founding members wanted to break all these structures, they wanted real living wage, which they have been from day one, they wanted hours that fit with the life of the women who wanted to return to work but couldn't, and they wanted to ensure that everyone had a voice and a say in decision-making.





KEY MILESTONES

The founding group

- Five founders came together in 2011 and established the co-op in May 2012 with support from Trademark and Co-operative Business Consultants

Big contracts

- 2016/17 tendered for a 146-office block with communal spaces worth >£250k over 5 years – providing job security for three cleaners

COVID-19

- 60% of contracts closed but BCS kept servicing key customers
- Bought six fogging machines and top-quality PPE, offered a new service using non-furloughed cleaners
- When furlough was reduced, no workers lost any salary

Awards

- Living Wage Award 2016
- Key Worker Industry Award 2022
- SENI Co-operative of the Year 2023

BACKGROUND

ORIGINS: Trademark Belfast, an anti-sectarian unit of the Irish Congress of Trade Unions was working with community organisations, women's groups, young people all along 'the interface', 60-foot walls dividing communities. They were delivering training with a group of women from the Shankill area, which is the Protestant loyalist Orange area, and Catholic National Republicans on the other side of the wall. This included human rights, inequality, conflict resolution, and history and identity. Yet, funding always runs out eventually.

IDEA: Most of the women were cleaners and they were working zero-hour contracts for below the living wage, being treated very badly, and were often looked down upon or ignored. In 2011, a phone call came from an events manager looking for good cleaning companies for the MTV Awards. A group of women, Protestant and Catholic, came together to deliver the cleaning and thus the idea for a co-op emerged.

CO-OP: In May 2012, the Belfast Cleaning Society became the first cross-community workers cooperative in Belfast, probably in the whole island of Ireland. Of the five founding members only one remains but there are 15 workers across contracts including Women's Aid refugees, the Pharmaceutical Society of Northern Ireland, Lighthouse Charity Belfast, and the Innovation Factory office block.

KEY FEATURES

If you're honest, know about cleaning, learn the co-op principles, you can be a member

Never discriminate – No bank account, ex political prisoners, disabilities, refugees, it doesn't matter

15 workers, 6 core members, two casual workers

6 key members are the 'pushers' driving the strategy and coordination

Every single worker has a say in the business, all are included in 'Co-op Member Chat' group

Co-operative values and principles are emphasised and practised

The structure works because the core group has evolved, only one founding member left but there's always active members 'coming up'

Principle 7, Concern for Community – If there's any surplus, workers can nominate charitable or local causes to fund and support

Surplus can also be used to pay bonuses – everybody gets a bonus based on the hours they work

Solidarity – Making sure everybody gets paid, customers are happy, sick leave gets covered, care for each other

Operational flexibility – For big one-off jobs such as festivals can take on as many as 100 employees

Principle 6, Cooperation among Cooperatives – Whether it's printing, catering, or training, always try to contract other co-ops

MEMBERSHIP

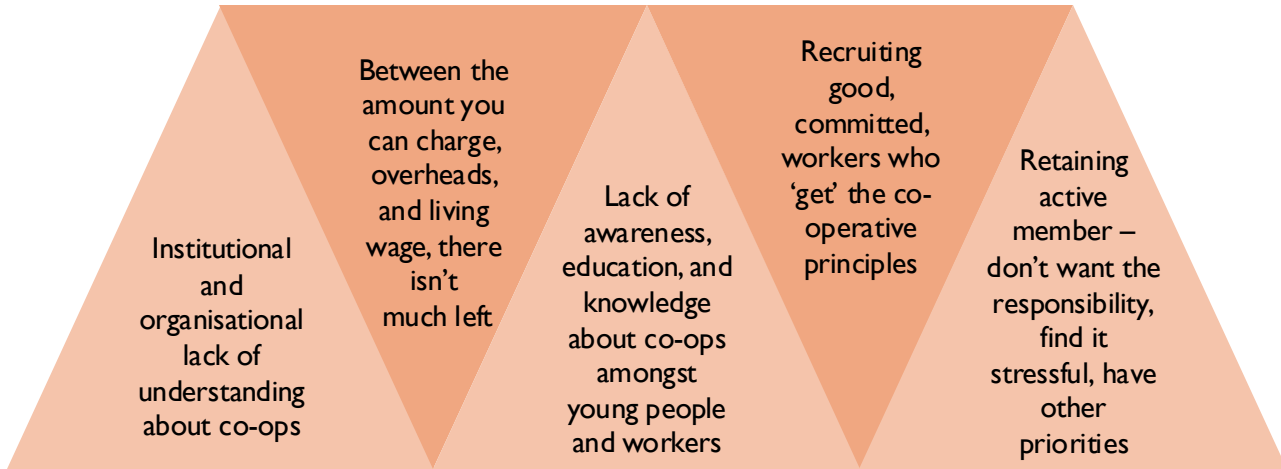
STRUCTURE

DECISION-MAKING

OPERATIONS



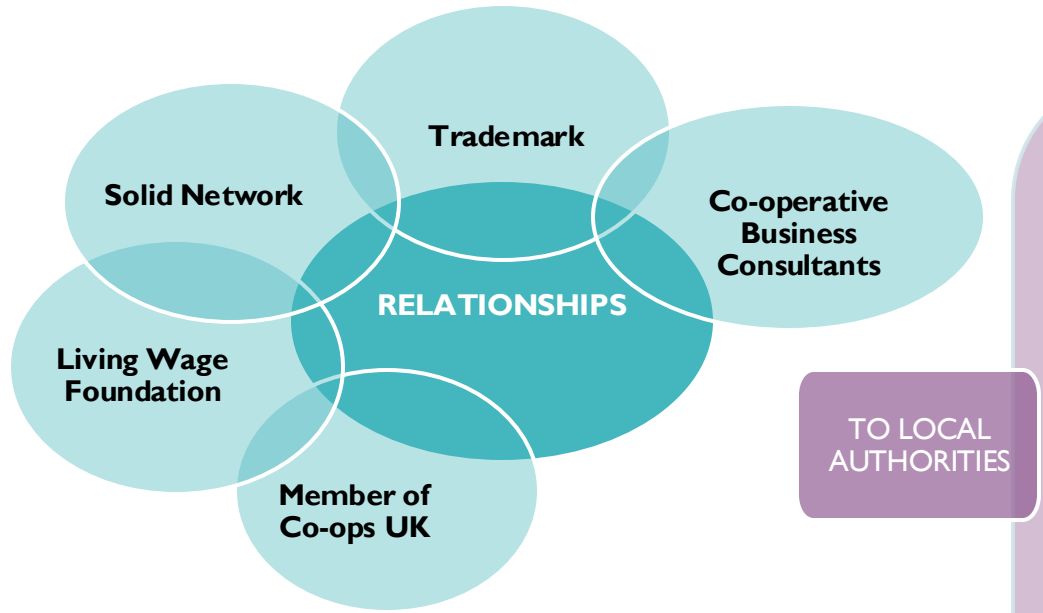
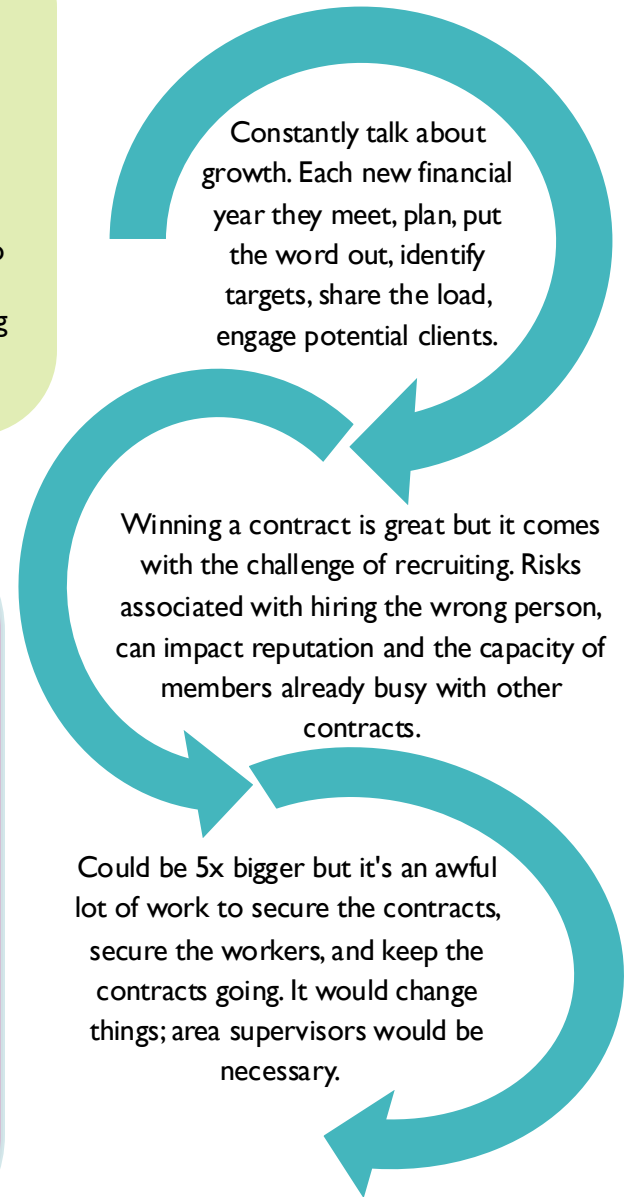
CHALLENGES



SUPPORT

- Trademark have been there from day one, supporting and resource sharing. Now a paid supplier of storage space and, more importantly, back-office support including payroll, ordering, bookkeeping, VAT return, and other admin.
- Co-operative Business Consultants with some funding from Co-ops UK was able to provide support, guidance, and signposting
- However, did not receive any money, no big grant, it was down to the determination of the women

GROWTH AND/OR REPLICATION



KEY MESSAGES / TAKEAWAYS

- **Education and signposting** – Young people and workers need to know about co-ops as an alternative for empowerment and emancipation
- **Support (with money)** – Funding needs to be made available for co-ops like it is for other forms of start-up
- **Connect** – Strong co-ops are connected to other co-ops and support organisations, locally and nationally
- **Promote** – Awareness is one thing but actively promoting and advocating for co-ops is key to both developing sustainable businesses and creating new co-ops. "If you go to a working-class area and find a bunch of cleaners who are working for less than a minimum wage, who've got zero-hour contracts, and they're getting treated very badly, that is a group of men and women who could easily come together and say, do you know what? Let's do it ourselves."
- **Understand co-operative principles** – For co-ops and co-op development to be effective, you need to understand the co-operative principles and how they work in synergy, as do the members who form the co-ops along with anyone involved in supporting them.



SUMA WHOLEFOODS

OVERVIEW

Registered Name	Triangle Wholefoods Collective Limited
Date of Incorporation	15/09/1977

Legal Form / Structure	Society
Ownership class	Workers
Type	Worker co-op

Number of Members	212 (~15 trial members)
Number of Employees	54
Number of Volunteers	0

Turnover (2022/23)	£63.6m
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Location
Elland, Calderdale, England (+ London distribution centre)



DESCRIPTION

- Suma is
 1. A worker co-op
 2. A wholesaler of vegetarian and sustainable food
- It is the largest equal pay worker co-op in Europe
- Members set the direction of the business, everyone has an equal say
- Members all get paid the same wage and take responsibility and each do a range of jobs each week, from truck driving to cooking to accounts
- Always tried to maintain quite a diverse customer base but majority of sales are wholefood and health food shops (though decreasing in number over 20 years) with sales also going through online retailers of various kinds, some exports (detrimentally impacted by Brexit), and across a range of restaurants, bakeries, and bigger retailers such as 'the Co-op'
- Key 'social impact' is in the number of people employed in what are mostly manual jobs but with very good wages, far more than normal in the sector or the national average wage, this brings benefits to the local community.





KEY MILESTONES

Born in Leeds

- Established in Leeds and operated there until the early 1990s

Next stop, Halifax

- Moved to Halifax in the early 1990s to a purpose-built warehouse

Rapid growth

- Early 2000s, strategic shift regarding the decision to grow membership and expand the business
- Started recruiting 10-15 people at a time every three months
- Moved to current location in Elland, bigger warehouse just outside of Halifax

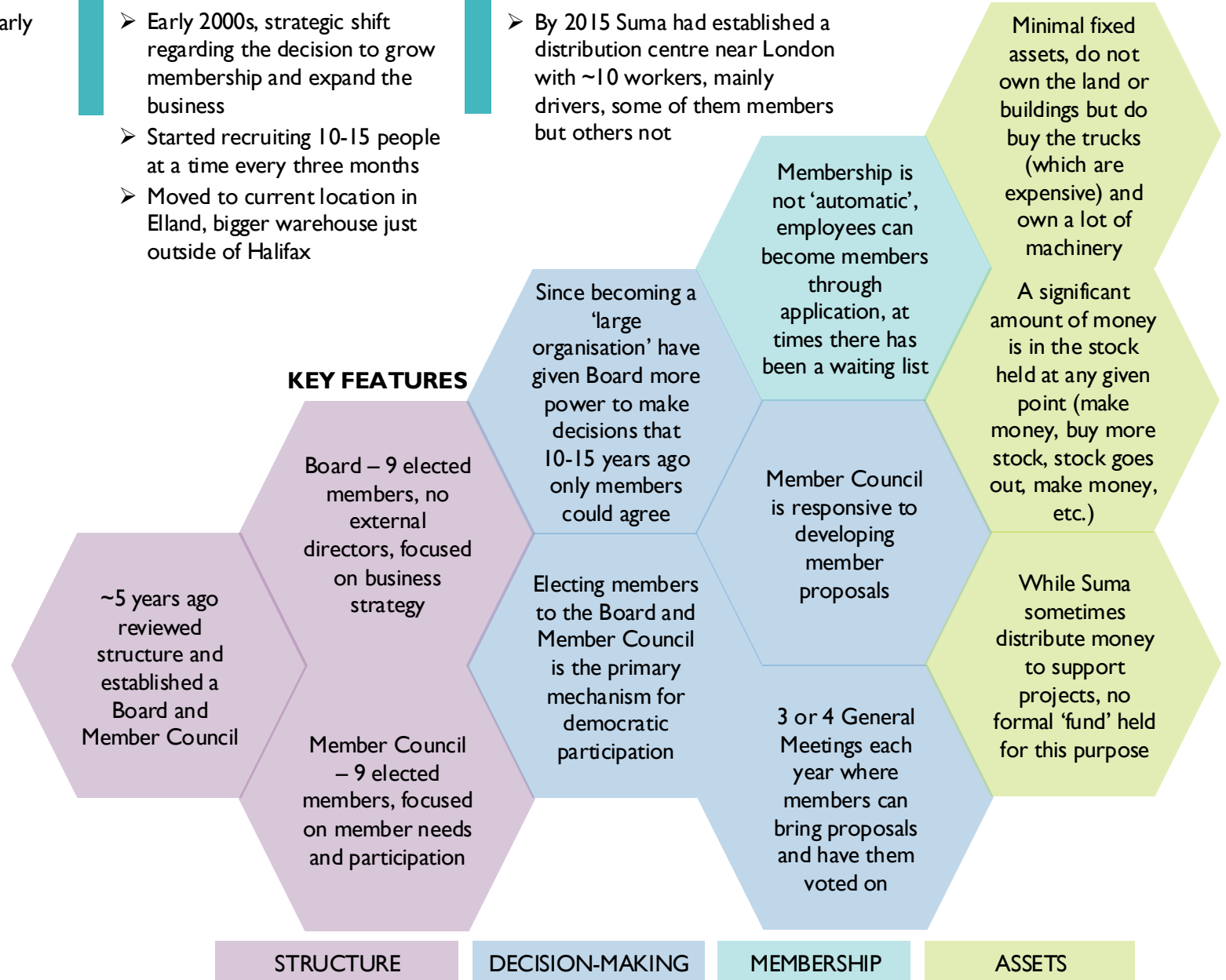
Distributed distribution

- By 2015 Suma had established a distribution centre near London with ~10 workers, mainly drivers, some of them members but others not

BACKGROUND

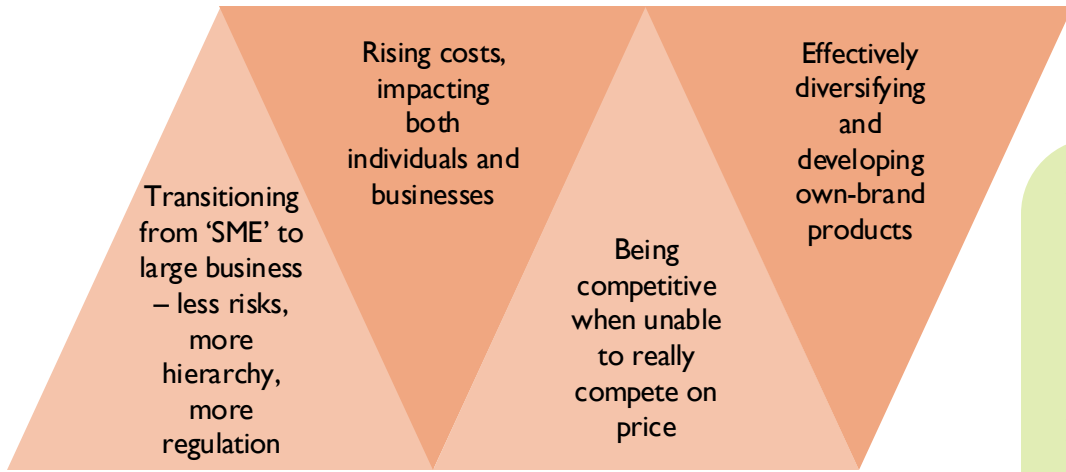
Suma was founded in 1977. Around that time, there were a number of similar groups exploring the concept of 'wholefoods' and a more sustainable approach to food and lifestyle more generally. The early members and those who joined throughout the 80s were what you'd probably call 'hippies' – they'd call themselves that. They were hippies, communists, rebellious types, vegetarianism at that time was a lot more 'out there' than it probably is now, even if it's still relatively niche. So, it came about through a movement of those people, the way they wanted to live their lives, and the way they wanted to eat – or rather, what they wanted to eat! They were living in different parts of the country so started to move stuff around to supply the food and goods they wanted and then that became a sort of business and a way of life. There's a sort of very mundane story about this guy called Reg, who started Suma. He would travel in amongst these places with vans full of big bags of oats and seeds and stuff. While Suma grew from his activities, you can find different food-focused worker coops around the country from around the same time. Some of them don't exist anymore, but a lot of them do in these different parts of the country. They probably all have slightly different origin stories but that's the broad brush of where it came from. The founders stuck around for quite a while, although there are none of them still at Suma.

KEY FEATURES





CHALLENGES



SUPPORT

- In the 1990s received support and consultant services to understand how to grow as well as set up the management committee – before Suma developed its own strategic capabilities
- Support via the local authority around EU funding ~10 years ago
- Increasingly receive support through subscriptions or memberships to Co-ops UK and other organisations

GROWTH AND/OR REPLICATION

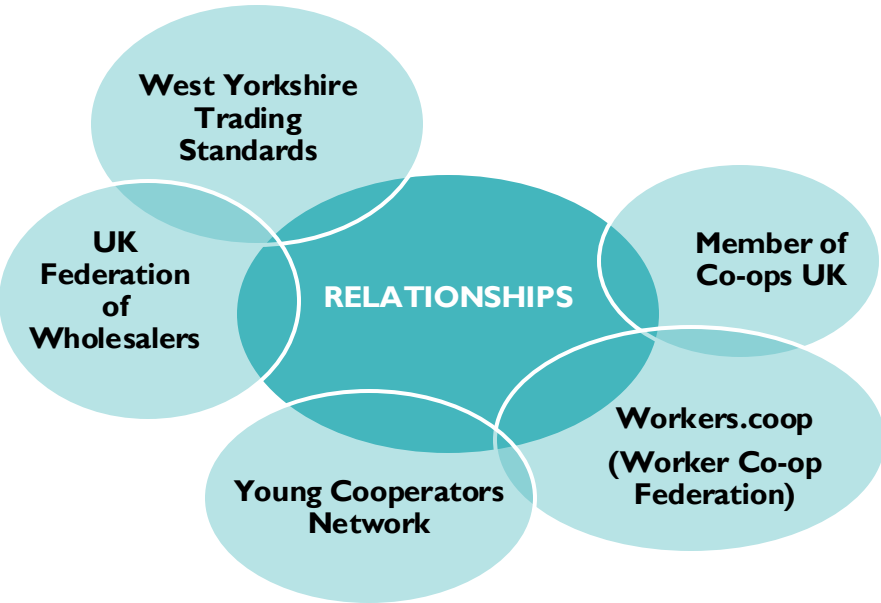
For a long time, it was almost a straight-line, with growth just increasing annually by approximately the same amount. Since the pandemic, things have been more up and down. However, Suma has continued to grow its business and expand its operations.

Some members will look at how Suma has grown, how much things have changed, and pine for the days when there were 100 members, who all knew each other, and you could have general meetings in the canteen. However, there are many others who want to see more growth in a variety of ways – more employees, more members, more profit, more wages.

Replication is a point of frustration. Suma is just a warehousing operation in a small northern town and a worker co-op that runs in this way, and we have proven it can grow and scale – there seem to be no barriers there, it should be easy to replicate.

So, the issue seems to be more cultural but, then again, there's not a lot of people walking around Suma thinking it's this 'special thing', most are just coming in and getting on with the work they have to do...

RELATIONSHIPS



KEY MESSAGES / TAKEAWAYS

That the model works. Co-ops aren't necessarily this weird, unsustainable, impractical thing started by hippies. It works and it's a viable model for paying decent wages, providing benefits, and working in a way that gives workers control. They might take a bit of work to set up but once running, co-ops can self-sustain.

TO LOCAL AUTHORITIES



ARLA FOODS

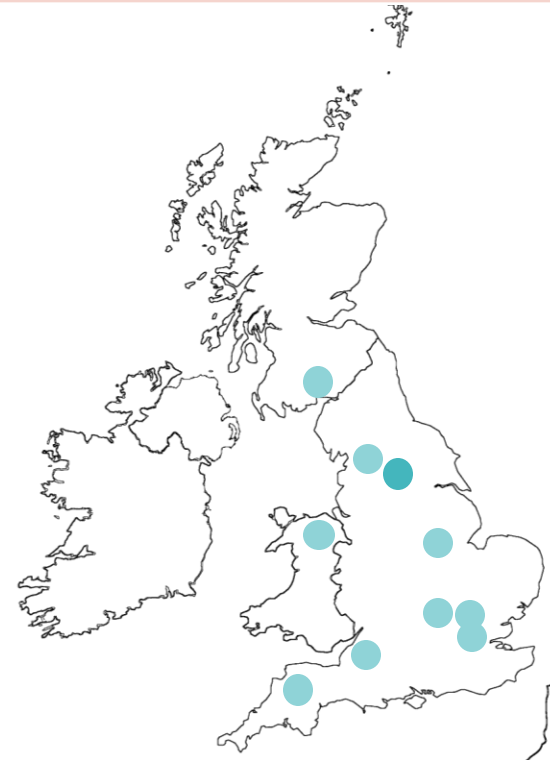
OVERVIEW

Registered Name	Arla Foods Limited
Date of Incorporation	2003
Legal Form / Structure	Company
Ownership class	Enterprises
Type	Producer co-op

Number of Members	2,000 in the UK 8,000 in total
Number of Employees	4,000
Number of Volunteers	0

Turnover (2021/22)	~£2.5bn
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Location
Leeds, West Yorkshire, England (Aylesbury, Hatfield, Lockerbie, Melton, Oakthorpe, Oswestry, Settle, Stourton, Taw Valley, Westbury)



DESCRIPTION

- Arla is a dairy cooperative headquartered in Denmark which operates all over the world
- It has 8,000 farmer-owners across seven northern European countries: Denmark, Sweden, UK, Germany, Netherlands, Belgium, and Luxembourg.
- 2,000 members in the UK, which represents around about 25% of all dairy farmers and around about 30% of the UK milk pool
- It is the third biggest food company in the UK
- One of Arla's key messages is 'one co-op': all the farmer owners have the same rights and are represented through the same democratic structures; the milk price is the same for all of them too
- Farmers are responsible for the strategy and direction of the cooperative via the elected board of directors. A professional management executes the farmers' strategic decisions on a day-to-day basis.





KEY MILESTONES

Founding

- In the late 19th Century, the co-operative was established in Sweden and Denmark while the Express Country Milk Supply Company was established in London, near Kings Cross

Lurpak incoming

- Arla first came to the UK when Lurpak, which is its most well-known brand, was introduced to the market more than 100 years ago

Arla express

- 2003: Arla Foods merged with Express Dairies
- 2006: Arla took over what was left of the UK business and the joint venture became wholly part of Arla Foods

Milk link co-op

- 2012: Arla merged with Milk Link, a pre-existing co-op and it was at this point that several farmer-owners were brought into membership
- 2014: Other farmers were allowed to join and that almost doubled the membership in the UK to around about 2.5 thousand farmers

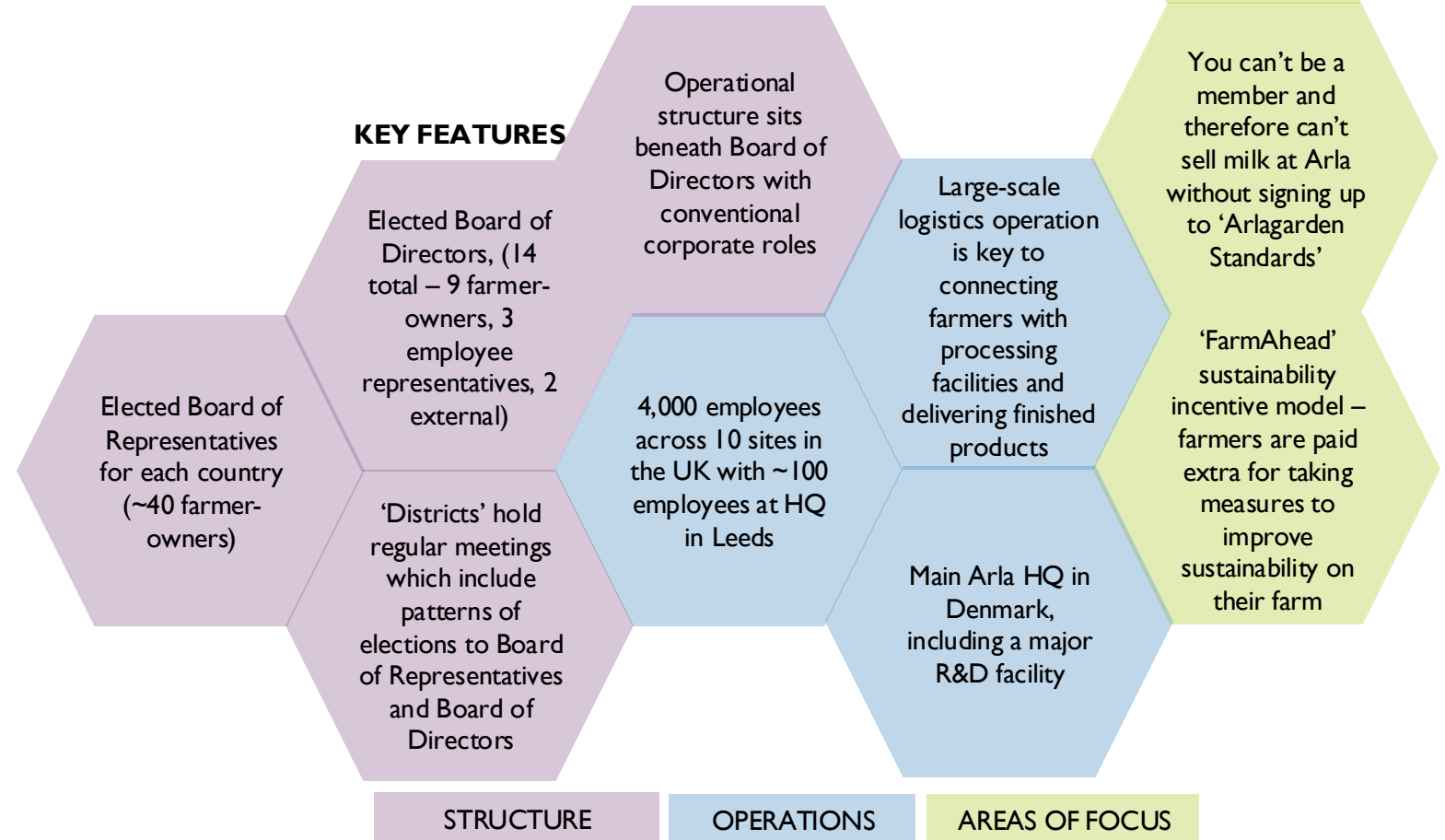
BACKGROUND

ORIGINS: The Co-op was set up more than 100 years ago in Sweden and Denmark. At its very core was and is a focus on fairness in the market. In this case, specifically farmers receiving a fair price for their milk. Evidently, none of the founders are still around, the company grew over quite a long period of time.

NEED: Typically, in agricultural sectors individual farmers have very little bargaining power versus retailers and processors. If you're not a member of a co-operative, you are likely to have to sell your milk either to a processor or direct to a retailer; these can be large organisations with significant pricing power.

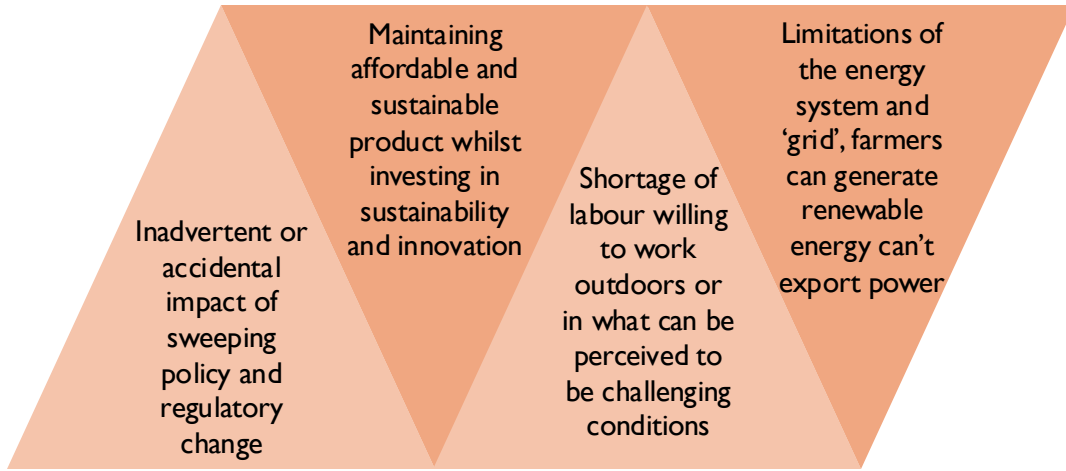
ARLA IN THE UK: Arla expanded into the UK initially as a supplier of dairy products to the market, but then bought into the country and its dairy industry, including through the acquisition of an existing cooperative. Over time, the farmers who were members of that cooperative were brought into ownership of Arla and other farmers have subsequently been recruited or asked to join and that's how the membership reached over 2,000.

KEY FEATURES





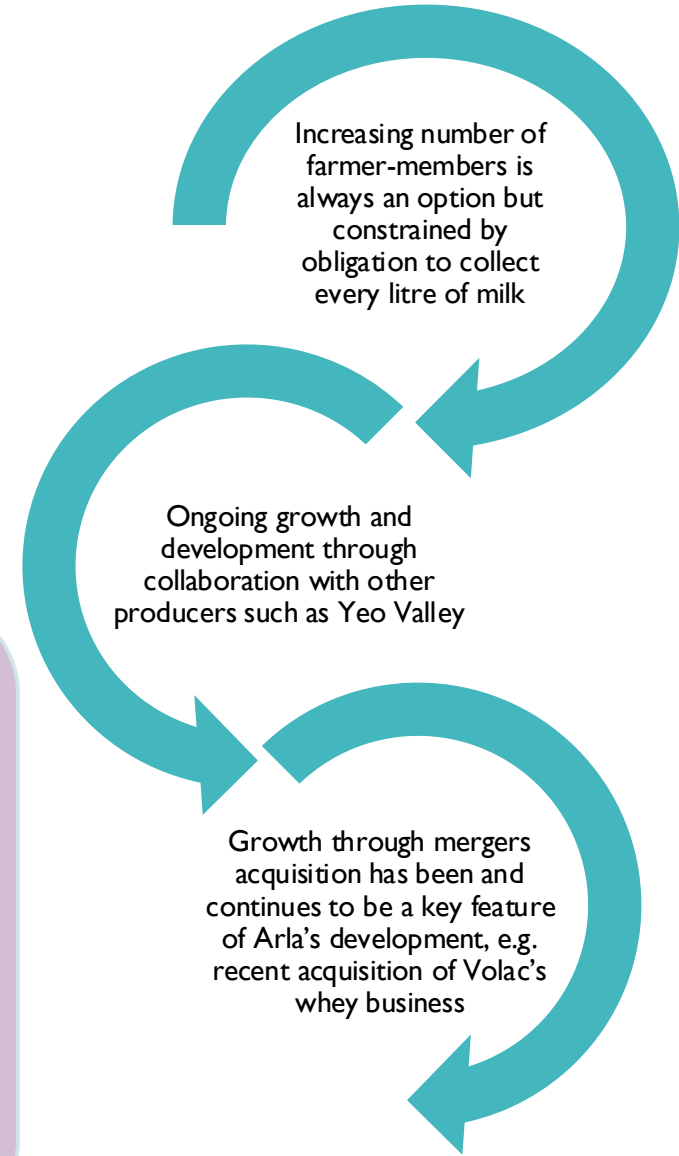
CHALLENGES



SUPPORT

- Farmer-members receive a range of government support and subsidies
- Advice, guidance, and collaboration with agencies such as DEFRA
- Good relations with national and devolved governments
- Good relationship with Co-operatives UK, although not a member

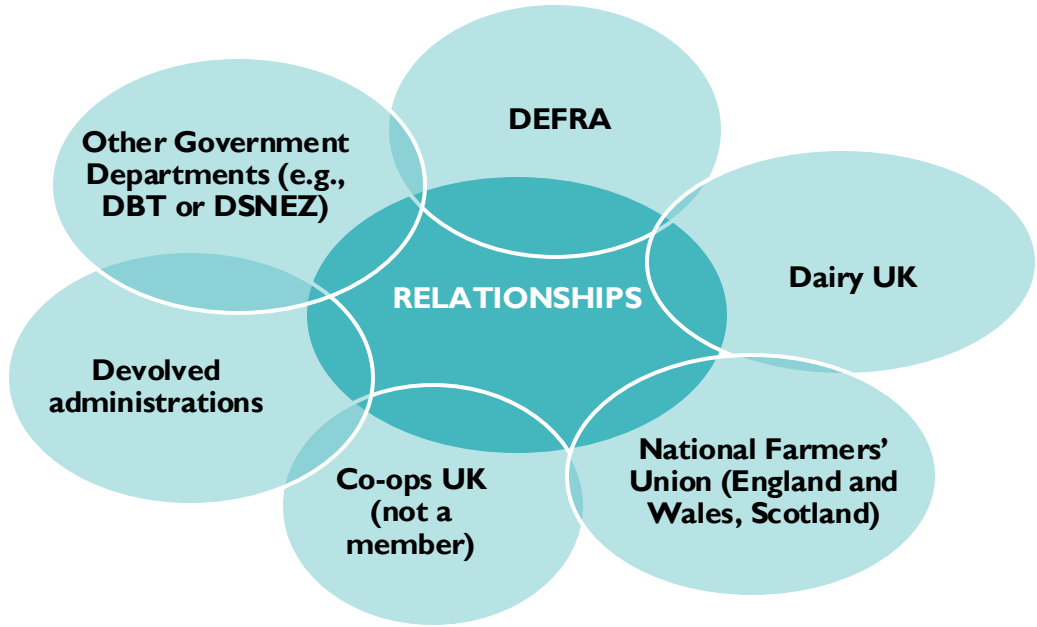
GROWTH AND/OR REPLICATION



KEY MESSAGES / TAKEAWAYS

TO CO-OPS

Do not be limited in your ambition. Just because you are a co-op doesn't mean you are not-for-profit. Focus on your core purpose, Arla's was and remains to ensure fairness in the dairy supply chain. Co-ops should stay ruthlessly focused on how they deliver the ultimate fairness to their members. Likewise, while being profitable is important, you aren't driven by quite the same pressures as other organisations and therefore you are able to take a longer-term view, consider wider interests, and be more holistic. These are your strengths. Lean into them. Celebrate them.





EAST MARSH UNITED

OVERVIEW

Registered Name	East Marsh Community Limited
Date of Incorporation	04/02/2020

Legal Form / Structure	Society
Ownership class	Community Benefit Society
Type	Community co-op

Number of Members	~400
Number of Employees	(10 in CLG)
Number of Volunteers	0

Turnover (2022/23)	£68.6k (£189,783 shares)
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Location
Grimsby, Lincolnshire, England



DESCRIPTION

- The 'mothership' is East Marsh United (EMU), which is a Company Limited by Guarantee with charitable objectives, soon to be a full Charitable Incorporated Organisation aka 'Charity'
- However, the CLG was not able to raise a community share offer and therefore needed a Community Benefit Society (CBS).
- Both the CLG and CBS are 'asset-locked', which is essential for getting public funding and providing long term security for the project.
- EMU serves as the umbrella organisation and coordinates across a multitude of projects. The CBS focuses on housing.
- It grew out of a profound need and a desperate housing situation on the East Marsh with many houses being in a terrible state of repair or abandoned and boarded-up.
- Activities include buying, repairing, retrofitting, and renting out good quality houses that improve the quality of life for both tenants and the wider community.
- Currently EMU has 10 properties and are working towards buying another 10.





KEY MILESTONES

An unexpected grant

- 2022: Received offer from Council and £150k grant from Homes England to buy first three houses

Raising shares

- 2022: Raised £500k share offer which provided the resources, bought the assets, and raised the profile of EMU – positioning it as an organisation to be taken seriously

Social investment

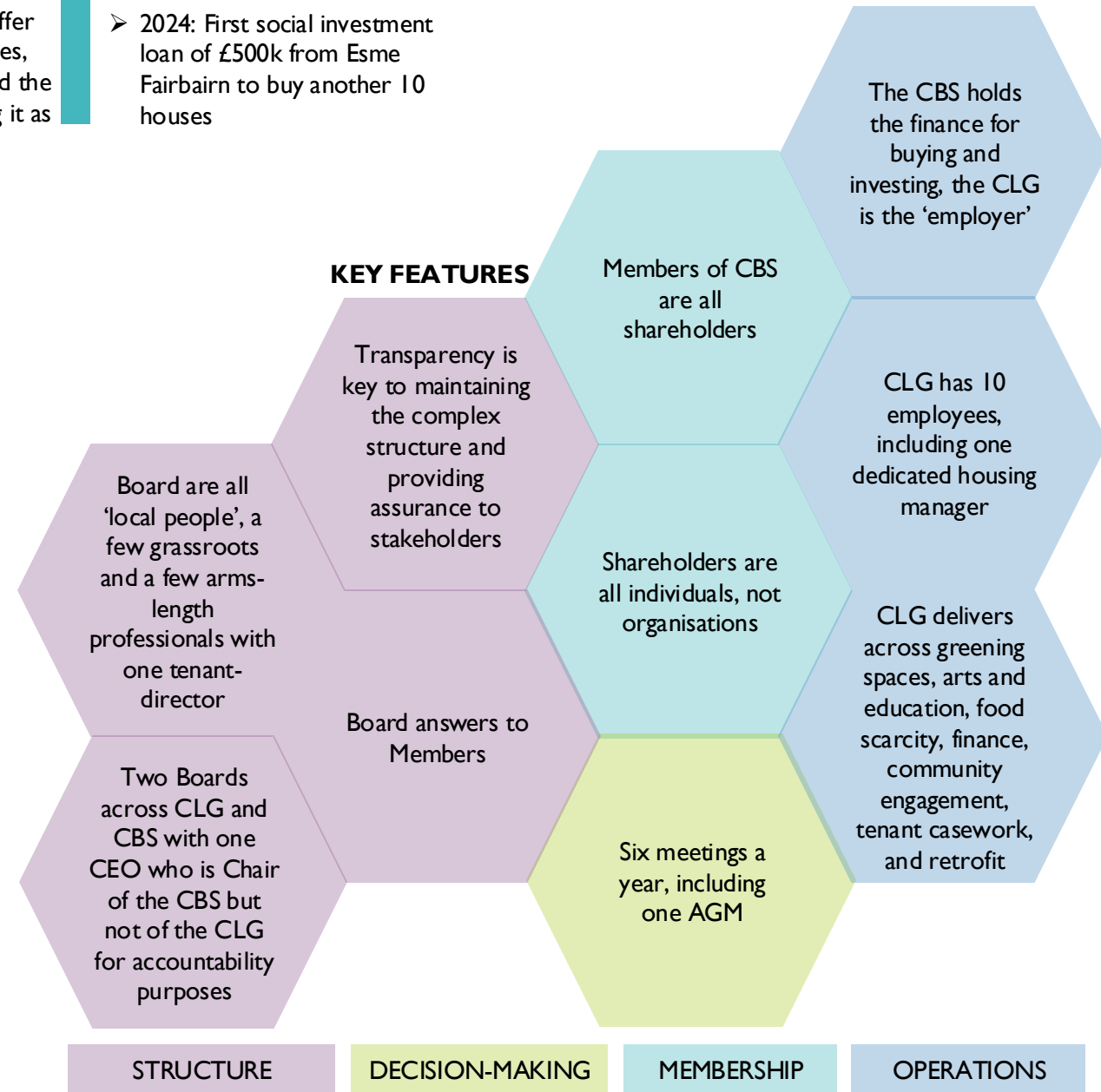
- 2024: First social investment loan of £500k from Esme Fairbairn to buy another 10 houses

BACKGROUND

ORIGINS: The East Marsh was built in the 1850s on drained marshland to serve the fishing industry using a grid design of two or three-bed terraced houses straight onto the pavement with little canopy cover, but decent sized back gardens and narrow alleys behind. Men used to go fishing, women formed a tight-knit community to care for each other, raise children, and support the industry, often by braiding nets. 100 years on and the industry was in decline with nothing to replace it. Thatcher's 'right to buy' provided an opportunity for people to leave, many wanted to, and the council also bought into privatisation of social housing – they got rid of all of it. This resulted in private landlords owning most of the houses. Houses go without repair for years; the boilers don't work, there are holes in the floors, they've routinely got rats and black mould in the bathroom. The windows often don't open or shut properly, and the back-alleys are full of junk and refuse. Tenants might stay for three months, and then they'll clear off. When people move in, they will find the previous tenants have left all their belongings and this will end up on the street. Landlords often 'flip' multiple houses at a time, sometimes with tenants in them and sometimes after serving Section 21 notices.

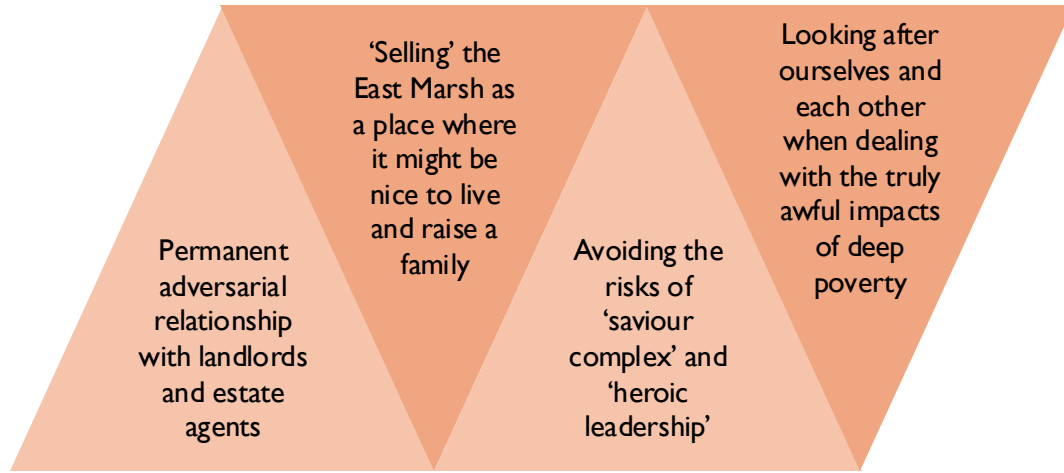
OPPORTUNITY: In 2022, the Council had some funding from Homes England to get empty homes back in use and said they would work with EMU. They gave a substantial amount of money to buy three houses. It was always part of EMU's aspirations and what EMU needed more than anything was a secure long-term revenue stream. If they could develop an ethical housing model and create a substantial portfolio of homes for their use value, not exchange value, then they could both ensure the future of the organisation and the community. So, they got some houses, which became community assets, and they are there for use value, for a decent family home, there for people for the long-term and EMU decided that they would house whoever is in need, not turn people away if they've got the kinds of issues that other landlords would not take on.

KEY FEATURES





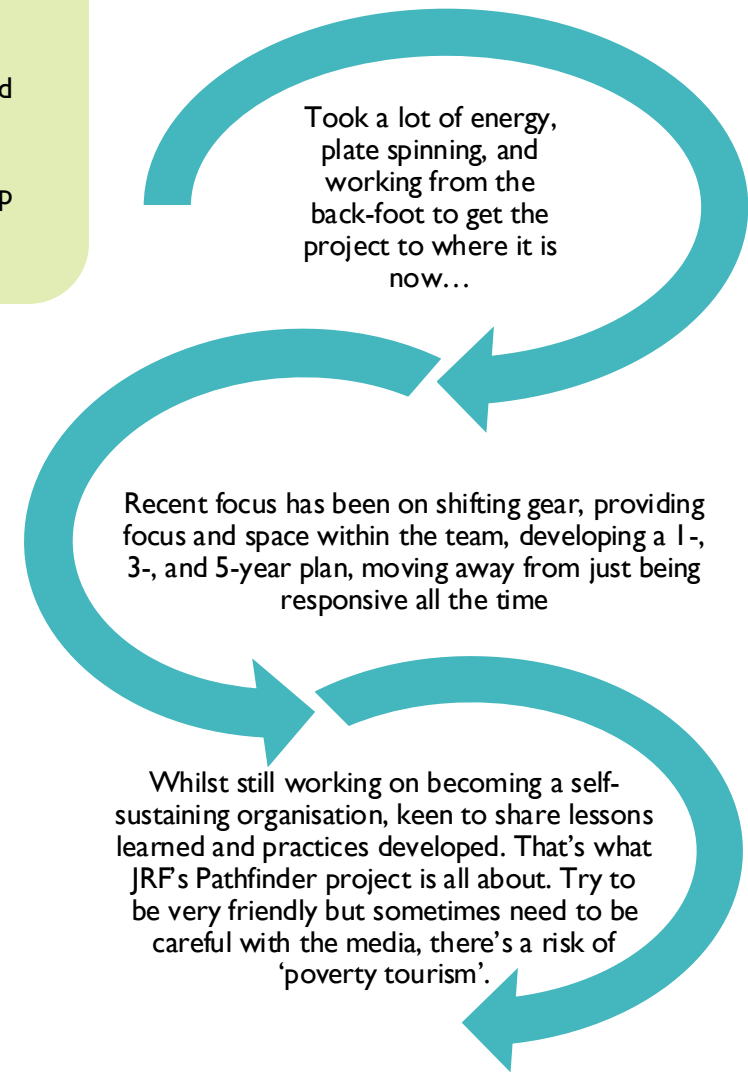
CHALLENGES



SUPPORT

- Funding received from:
- Homes England
 - Esmée Fairbairn Foundation
 - The Henry Smith Charity
 - Joseph Rowntree Foundation
 - The Mercers' Company
 - Tudor Trust
 - Create North East Lincolnshire
 - Arts Council England
 - UK Research and Innovation
 - UK Skills Partnership
 - The Clothworkers' Foundation

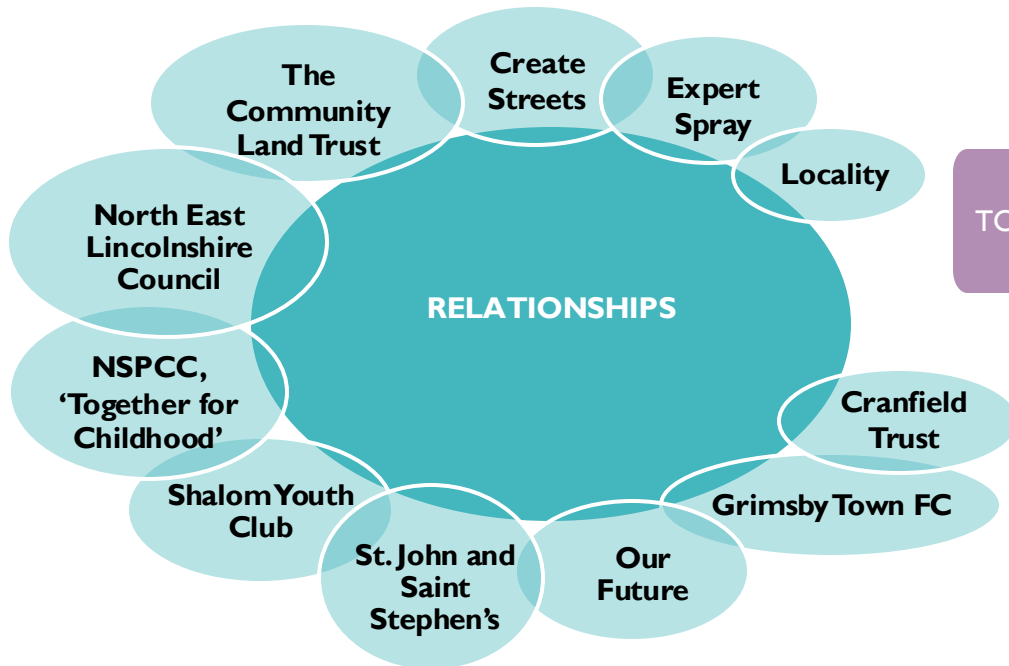
GROWTH AND/OR REPLICATION



KEY MESSAGES / TAKEAWAYS

TO EVERYONE

Let's talk about poverty, what it really is, what it really does to people, and let's all take responsibility for that. We're not just individual units operating in silos and living our life. We're all connected. We all share one planet, we live in towns, we live in communities, we don't know what's going on behind other people's doors. Let's stop judging, start being honest, and acknowledge that the level of poverty that our communities are living in is wholly morally unacceptable. So, how can we work together to create a more equitable, kinder, compassionate and understanding future for our kids and our grandkids?





DELTA-T

OVERVIEW

Registered Name	Delta-T Devices Limited
Date of Incorporation	20/03/1980 (originally est. 1971)

Legal Form / Structure	Society
Ownership class	Workers
Type	Worker co-op

Number of Members	29
Number of Employees	1
Number of Volunteers	0

Turnover (2022/23)	~£5m
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Location
Burwell, Cambridge, England



DESCRIPTION

- A worker co-op specialising in environmental science measurement technology, Delta-T has gained a global reputation for innovative high-performance sensors
- In-house R&D team collaborates with academic institutes to develop impactful new technologies
- Focus on providing high level of customer service and after-care is key to maintaining high levels of trust in instruments and advice
- All members have one equal share in the business, which must be relinquished upon leaving
- A small business that hasn't really expanded in recent years, instead opting to prioritise stability and maintain a consistent membership
- The founder, Edmund Potter is still a member; working part-time and taking a great deal of interest in the co-op and its operations





KEY MILESTONES

50 years of Delta-T

- In 2021 Delta-T turned 50, a major achievement for a small business that emerged from a commune in the early 70s – though it did not formally become a co-op until the 1980s

Over £5 million in sales

- In 2022 Delta-T achieved over £5m in sales, underscoring the business' vitality and strong position in the environmental instruments market

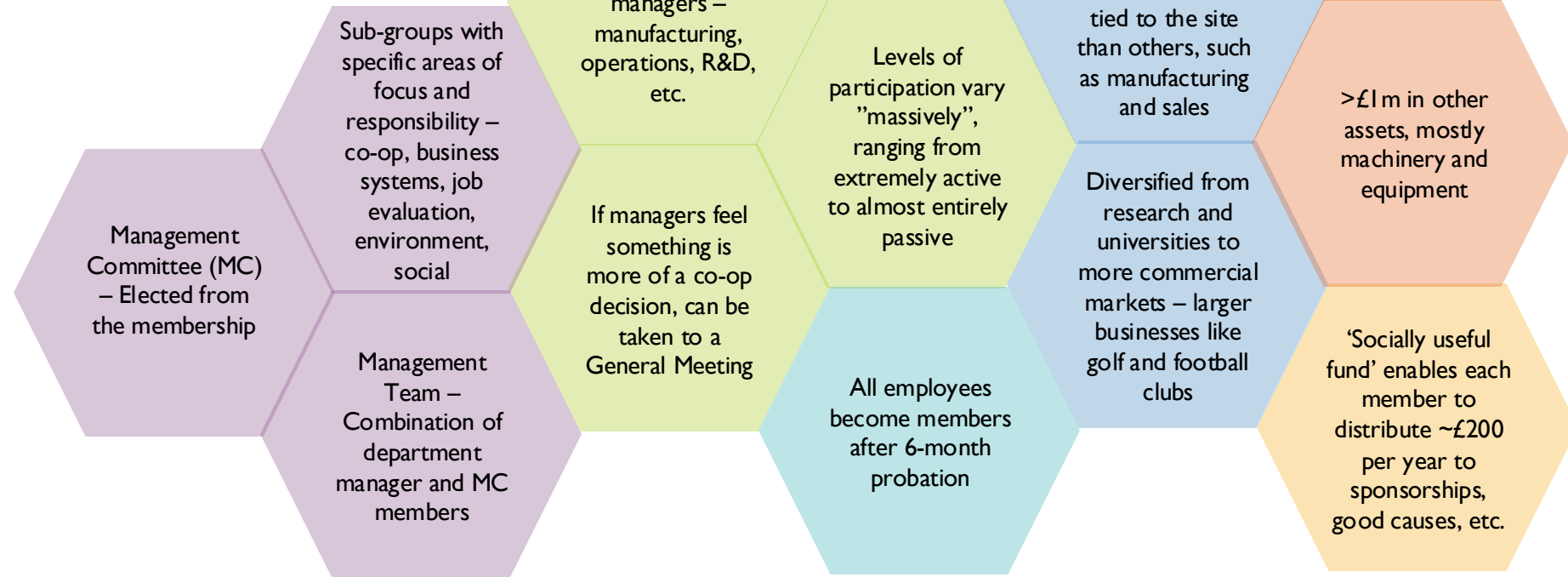
Member retention

- As of 2024, nine members have been with the co-op for over 20 years and most people only leave because they retire due to age or wanting to stop working – it's a positive and engaging place to work

BACKGROUND

Edmund was a bit of pioneer in the field. The business was set-up by a group of people who were part of a commune, for want of a better description. Even before it was a co-op, the intent was to make it fair for everybody with lots of multi-skilling and role overlap. From a love of aeroplanes and the technology that went along with them, Edmund turned his attention to sensors. It started with an idea relating to the sensors that are put on your fingers at the hospital to monitor pulse. He thought it would be a really good idea if you could put them onto a leaf and see what moisture levels were like. Essentially, Delta-T was established to do research into things that were not yet being researched. At the time, there was a lot of pushback, nobody was interested in this man with his crazy ideas. Gradually, he managed to get some people interested and the company evolved from there, starting with just one product which they still sell a version of 30 years on – the AP4 – and Kew Gardens has just bought one so it must be useful.

KEY FEATURES



STRUCTURE

DECISION-MAKING

MEMBERSHIP

OPERATIONS

ASSETS

SOCIAL IMPACT

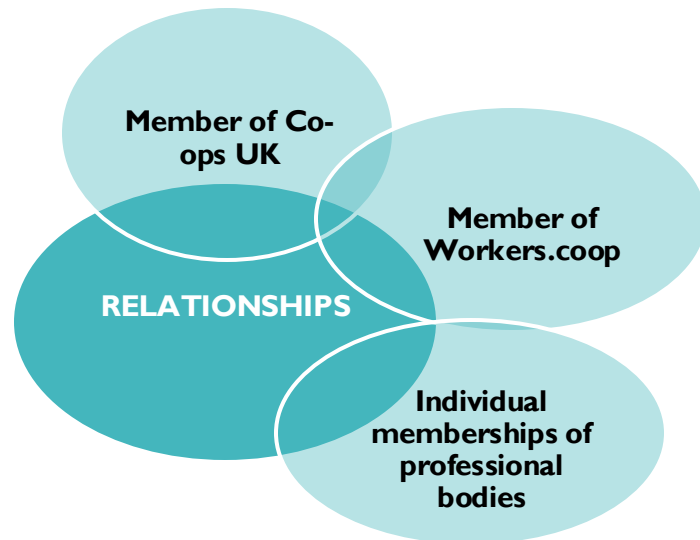


CHALLENGES



SUPPORT

- Co-ops UK provides advice and guidance for changing rules, e.g. proxy voting
- All new MC members go on the Co-ops UK relevant training courses



TO LOCAL AUTHORITIES

KEY MESSAGES / TAKEAWAYS

There isn't necessarily the understanding of what challenges and complexities co-ops face. Local councils often just see co-ops as another business and make assumptions based on that understanding. The model is intrinsically different, its potential beneficial impacts far greater, particularly in terms of long-term economic, social, and environmental factors. Co-ops are very undervalued and a big part of that is a lack of understanding. However, co-ops do present something of a challenge in terms of the level of member engagement required to make them work well and the lack of clear investment mechanisms that don't undermine member ownership and control. So, there is a real need for education around what co-ops can do but also how they can be supported and nurtured.

GROWTH AND/OR REPLICATION





CÂR-Y-MÔR

OVERVIEW

Registered Name	For the love of the sea Limited
Date of Incorporation	01/08/2019

Legal Form / Structure	Society
Ownership class	Community Benefit Society
Type	Community co-op

Number of Members	415
Number of Employees	14
Number of Volunteers	~150hrs per week

Turnover (2022/23)	£437,4189
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Location
Upper Cleggyr, St Davids, Wales



DESCRIPTION

- Community benefit societies are often parks, pubs, or post offices, Câr-Y-Môr is the first community-owned regenerative ocean farm for seaweed and shellfish
- Members have equal ownership of the business, it is not set up to pay dividends and it is designed to prevent buyouts or takeovers, there is also an asset lock that ensure all assets would be transferred to the community or other community organisations in the event of failure
- Câr-Y-Môr looks to drive greater profit to put that money back into the business and do more for the community, whether through putting a percentage of profit into local projects or to invest in creating more jobs
- The business aims to:
 1. Improve the coastal environment
 2. Improve the wellbeing of the local community
- Regenerative ocean farming is based on using integrated multi trophic aquaculture, moving from monocultures to polycultures where several different species grow together and adopting a zero-input approach – no pesticides, fertilisers, or fresh water





KEY MILESTONES

Trial sites

- In August 2020, after three years of applications and lobbying, Câr-y-Môr received the necessary 5-year Licenses for two trial Restoration Ocean Farms.
- In just three months, Robust Boats deployed and seeded both sites

Pioneer share offer

- In 2021, Câr-y-Môr launched its 'pioneer share offer' for investments of £1k - £10k
- Key activities associated with this offer included further developing trial sites, purchasing Solva Seafoods, establishing a Seafood Market

First license

- In 2022 Câr-y-Môr was at long last granted a 20-year license for their first 3-hectare site in the Ramsey Sound, off the St David's Peninsula in Pembrokeshire

Defra grant

- In 2023, Câr-y-Môr received £1.1 million to expand seaweed production facilities by developing a seaweed processing unit with storage, equipment, shop, and an educational hub

BACKGROUND

Originally conceived in 2017, For the Love of the Sea Limited (Câr-y-Môr) was officially founded and registered in 2019 by founder-members – and extended family group – Owen Haines, Chimene Haines, Francois Beyers, Joanne Haines, Alice Rogers, Jon Haines, and Meg Haines.

Since then, membership has grown to over 200 members. 87 of which are pioneer share investors. Câr-y-Môr has also operated a trial seaweed and shellfish farm for two years and in 2022 installed a 3-hectare ocean farm. The society also employs 13 people living in the local community.

KEY FEATURES

Board consists of members – a couple are employees but most not

Used to have a very flat structure but now have two department managers to improve functional coordination

Day-to-day decision making is fast-paced and has evolved rapidly in response to the pressures faced by the start-up

Member involvement varies greatly, some are super engaged and heavily involved but others just receive the newsletter

Big decisions are made by members, each has one equal vote

Members are from across the UK and Europe. There are a few in America, a few in Australia, all over the world really

14 full-time employees working across the operations – office, farming, processing, sales

Membership is distinct from the share offer structure, it costs £1 per person to join and just need to agree with the aims of the organisation

The share offer is set to between £1k and £10k. Once the business is commercially viable, shareholders will receive 3% per year

Clocking ~150 volunteer hours per week, could be admin, carbon monitoring, farm-work, all-sorts

All shareholders are members, but all members are equal regardless of the amount they invest

All employees are paid the same flat-rate, no matter their role, experience, or age – £13 per hour

Sell both shellfish and seaweed both B2B and B2C

CBS model offers social investment mechanism and eligibility for state grants

STRUCTURE

DECISION-MAKING

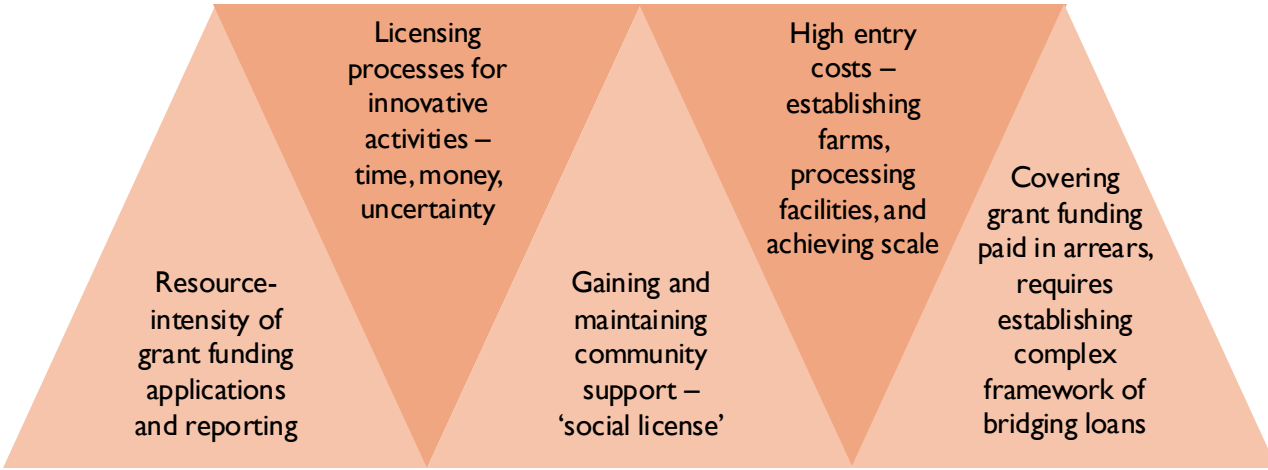
MEMBERSHIP

OPERATIONS

INCOME



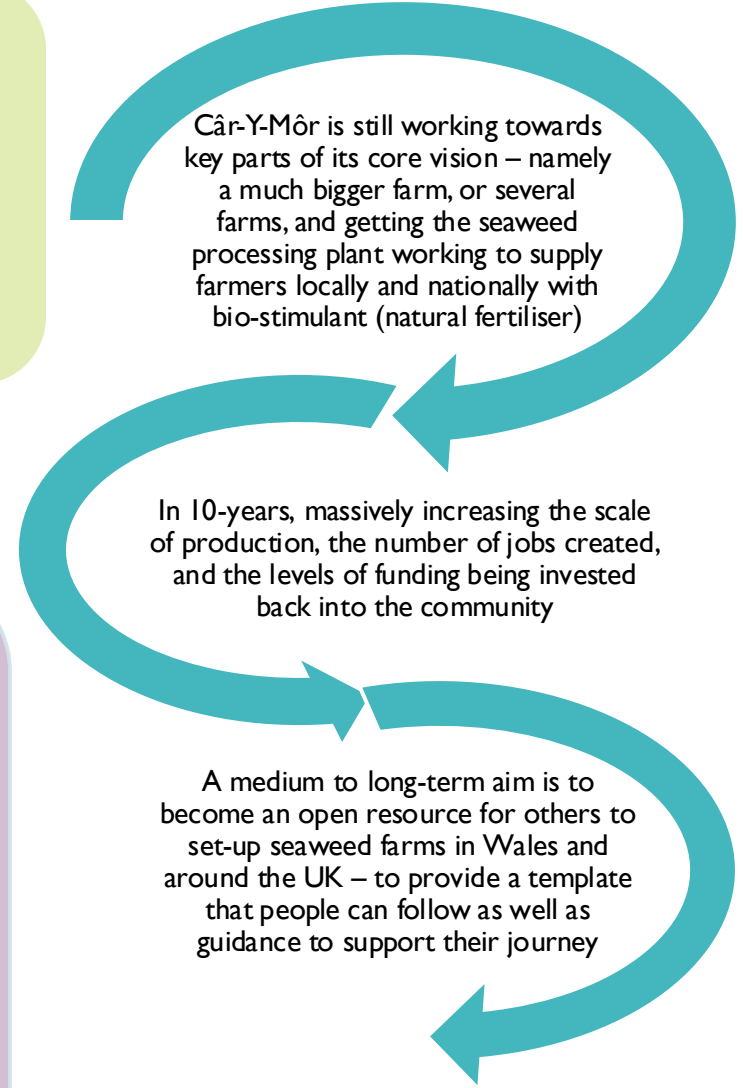
CHALLENGES



SUPPORT

- Funding received from:
- World Wildlife Fund
 - Wales Council for Voluntary Action
 - Department for Environment, Food & Rural Affairs
 - NatWest
 - Esmée Fairbairn Foundation

GROWTH AND/OR REPLICATION

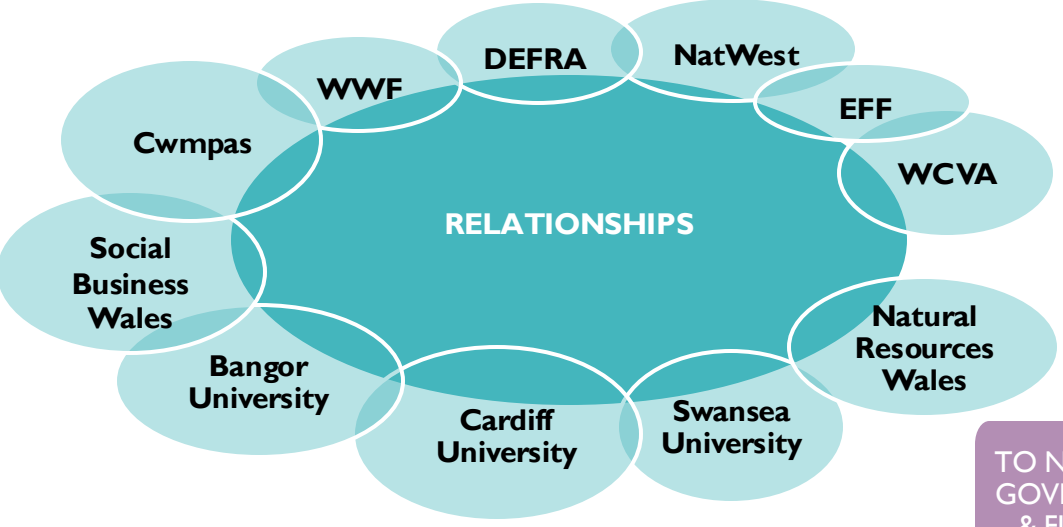


KEY MESSAGES / TAKEAWAYS

Better understanding of community-owned businesses is essential to both enabling the creation of more businesses and putting the foundations in place to enable them to innovate, grow, and make the most positive impact possible. There is lots of interest in sustainable businesses, but that interest needs to come with effective funding and support mechanisms, with an emphasis on the funding. It’s all well and good saying that this is a great idea but if you are then going to make the journey more difficult by putting up barriers to development and not appreciating the resource pressures on small, highly innovative projects then it’s likely even the best ideas won’t end up getting anywhere.

TO NATIONAL GOVERNMENT & FUNDERS

RELATIONSHIPS





UNICORN GROCERY

OVERVIEW

Registered Name	Unicorn Grocery Limited
Date of Incorporation	08/08/1995

Legal Form / Structure	Society
Ownership class	Workers
Type	Worker co-op

Number of Members	53
Number of Employees	2 (+ full time equivalent of 11 casual workers)
Number of Volunteers	0

Turnover (2022/23)	~£8.1m
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Location	Chorlton-cum-Hardy, Manchester, England
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DESCRIPTION

- Unicorn is a small wholefoods supermarket that is run as a worker co-op and serves ~6,000 customers a week
- Sells fresh fruit and veg, organic and mostly local, as well as general groceries, tinned goods, dried goods, fresh ready meals, hot soup, bread
- It is a place where a really wide range of wholesome, tasty food, sourced with care, is sold at affordable prices as well as a friendly, diverse and welcoming space that would act as a hub in the community.
- In recent years Unicorn has been named 2017's Best Food Retailer at the BBC Food & Farming Awards and the Soil Association's 2018 Best Independent Retailer, Lancashire Life's 2019 Independent Retailer of the Year award, and Manchester Food & Drink Festival's 2019 Food & Drink Retailer of the Year, and and came top of Ethical Consumer's national supermarket ranking.
- Co-op members aim to run the kind of shop they love shopping in – and hope you enjoy it too.





KEY MILESTONES

Buying the building

- In 2001, the building Unicorn was based in was put on the market, the members decided they wanted to buy it but needed to raise £1m
- Through a mechanism called 'loan-stock', the co-op was able to raise the funds from various co-op specific organisations and customers

Paying it back

- By 2009, building purchase loan-stock and CCF loans had been repaid
- New loan-stock was issued to buy some farmland
- Unicorn continued its longstanding practice of investing locally and internationally through its 1% and 4% solidarity funds

Peak membership

- By 2018, Unicorn had reached around 70 worker-members, the most members it has had so far
- There were hopes of buying the building next door and expanding the site, a bigger membership made sense in the context of this intended growth

Striking a balance

- Since the COVID-19 pandemic, as members have left, Unicorn has consciously decided not to replace them and to allow some natural attrition
- Because of the size of the premises and the additional bureaucracy required, it just doesn't make sense to keep growing the membership

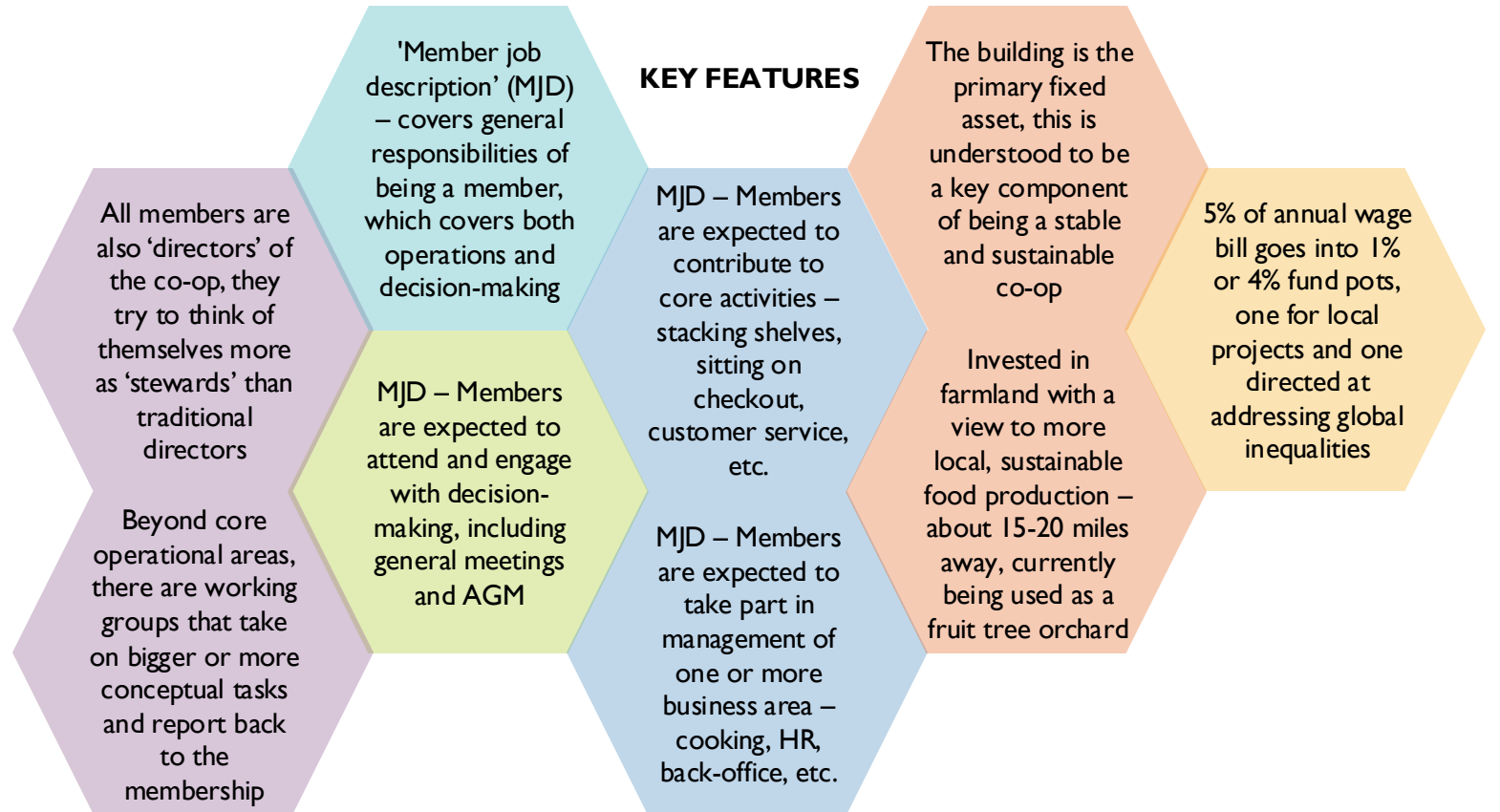
BACKGROUND

Unicorn was established by a small group of people committed to social change. It was the product of three things coming together.

First, there was the 'classic idea of a co-op' providing good food at a reasonable price – going back to the origins of the movement with the Rochdale Pioneers but updated for the 1990s.

Second, there was the interest in what are referred to as 'wholefoods', minimally processed, more natural, ideally organic, but also trying to ensure the produce is accessible, avoiding premium pricing.

Third, was 'good work'. That means work that is fairly paid and paced as well as satisfying. Work that makes you feel like you're doing something good in the world while also being able to rely on the income – it's not going to be out-sourced or off-shored and doesn't feel precarious.



STRUCTURE

DECISION-MAKING

MEMBERSHIP

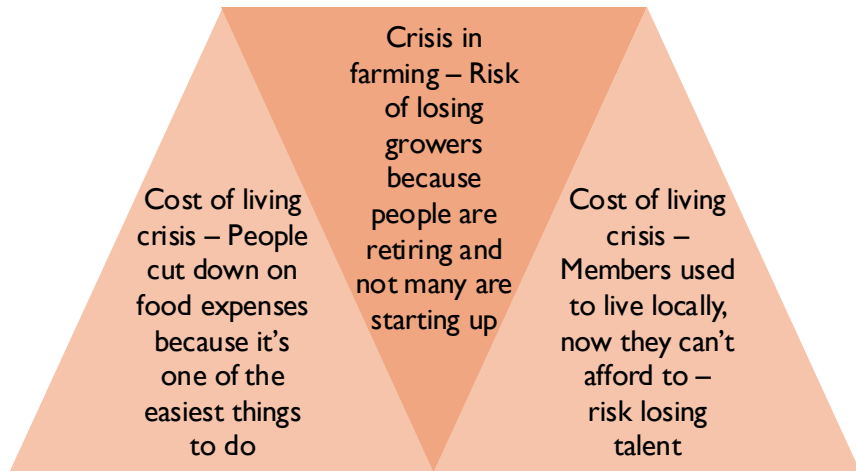
OPERATIONS

ASSETS

SOCIAL IMPACT



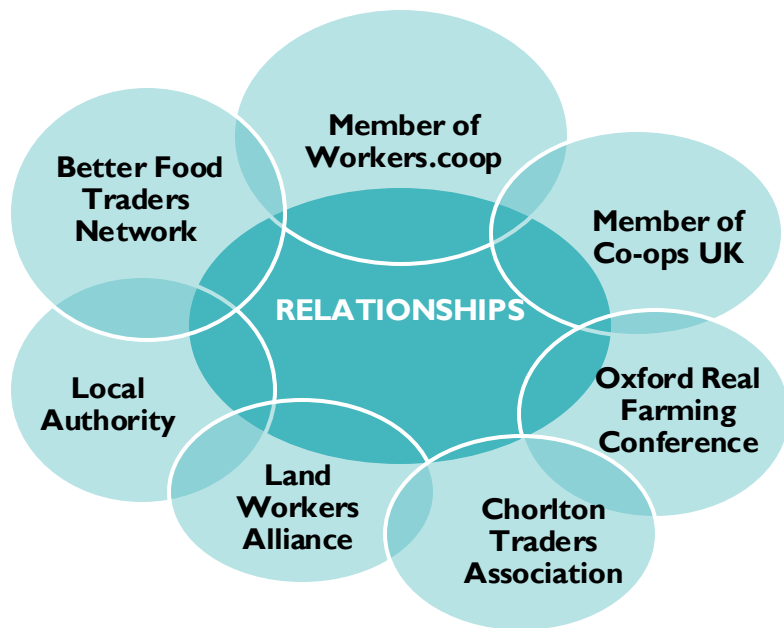
CHALLENGES



SUPPORT

- A range of support from co-op development workers over the years, specialist consultants with extensive knowledge of the model(s) and options available
- Co-operative Community Finance, a specialist lender for co-ops
- Useful engagement from academics studying co-ops, who have written about Unicorn and other co-ops, a good opportunity to reflect and learn
- Local councillors have been supportive over the years, very keen on Unicorn

GROWTH AND/OR REPLICATION



KEY MESSAGES / TAKEAWAYS

TO LOCAL AUTHORITIES

Understanding how co-ops can benefit both the workers and the local area. Having a co-op that is very fixed in place and embedded in the locality for a long time – providing good work, excellent customer experiences, and nurturing strong local connections is powerful and impactful. Bars, cafés, retail, these aren't businesses known for good wages or working conditions, but places like Unicorn prove that it needn't be that way.

One way councils could help, especially new co-ops, is by providing low cost, medium to long-term access to space, potentially housing multiple co-ops in or near each other – taking a major pressure off them and enabling them to find their feet and learn from each other would have huge benefit to the co-ops, which would then have huge benefit to the local community.



FOX & GOOSE

OVERVIEW

Registered Name	The Fox and Goose (Hebden Bridge) Limited
Date of Incorporation	28/03/2013

Legal Form / Structure	Society
Ownership class	Community Benefit Society
Type	Community co-op

Number of Members	328
Number of Employees	12
Number of Volunteers	7 Directors, 5 Others
Turnover (2022/23)	£329,362 (£118,656 shares)

Location
Hebden Bridge, Calderdale, England



DESCRIPTION

- Established to safeguard the Fox and Goose co-operative pub for the benefit of the community, aims to have/be:
 - ❖ A reputation for great drinks, snacks, and events
 - ❖ A friendly, safe, and inclusive place
 - ❖ A great team of staff and a great place to work
 - ❖ An attractive and well-maintained venue
 - ❖ Ethical and environmentally sustainable
 - ❖ Part of the community (rooted in community)
 - ❖ Financially sustainable
 - ❖ Co-operative and democratic
- One of the first “assets of community value” registered with Calderdale Council and the first co-operative pub in West Yorkshire
- Activities go beyond drinking, with space for artists to exhibit work, local groups to hold meetings, and various sub-groups – including one that cares for woodland next to the pub
- In 2023, the Board launched a new member engagement strategy, emphasising more communication and introducing an open share offer at £25 a share – by the 2024 AGM, half of those who stood to become a director were from the open share offer cohort.





KEY MILESTONES

Original share offer

- Proposal accepted by the bank in November 2013 and a share offer issued to the community, raising £130,000 from 259 investors, with investments ranging from £100 to £15,000, opened on 22nd March 2014

Expanding the garden

- In 2020, the members decided to increase the size of the beer garden, install a shelter, and add heaters and lighting – created more spaces for different people and contributed to attracting a wider demographic

Management restructure

- Employed a Business Manager to work alongside the Pub Manager in early 2023, reducing the workload for both the Board Members and the Pub Manager and facilitating more operational focus and strategic direction

Open share offer

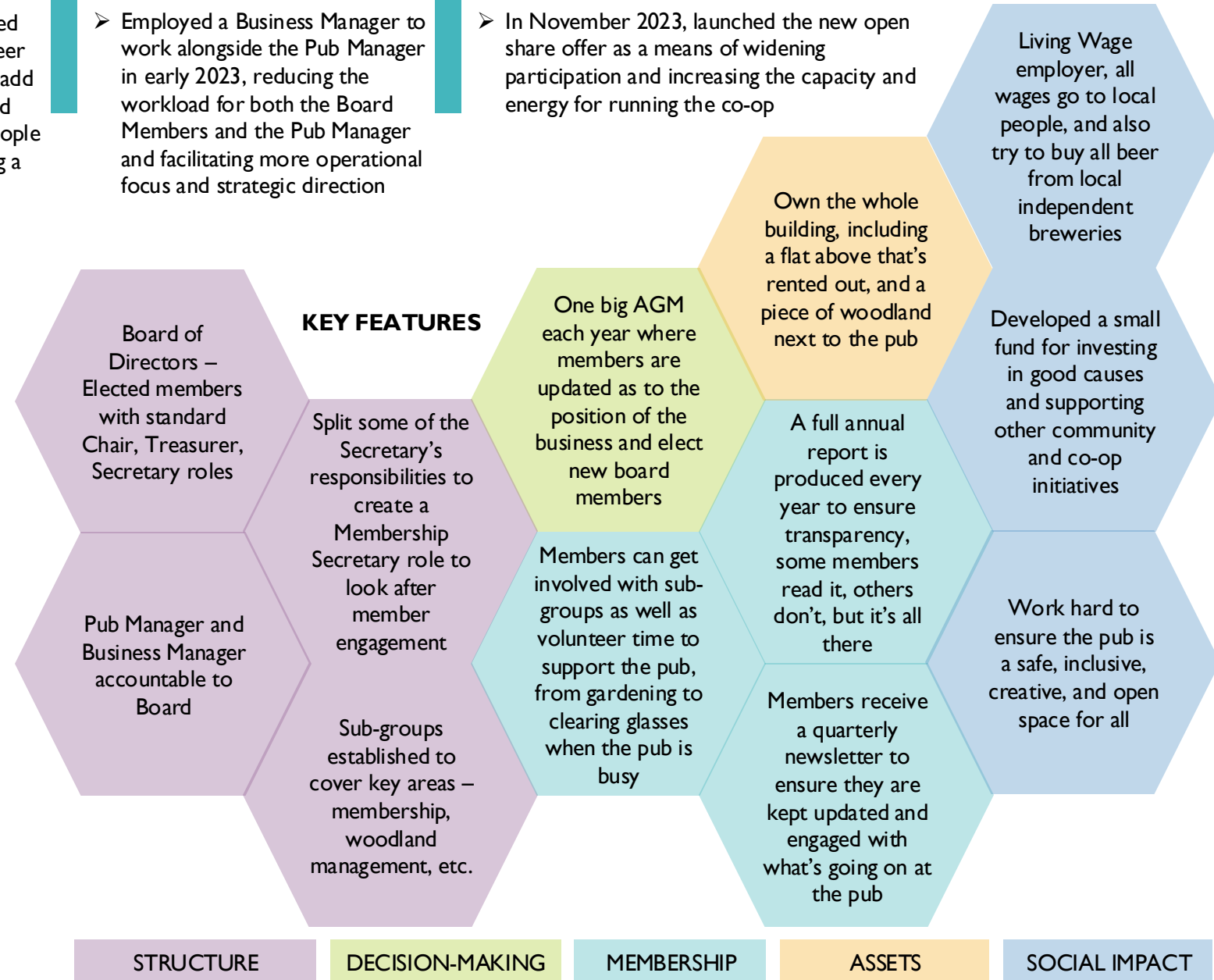
- In November 2023, launched the new open share offer as a means of widening participation and increasing the capacity and energy for running the co-op

BACKGROUND

ORIGINS: The Fox and Goose has always been a wet-led local pub – people meet there, have a drink, have a chat, play music. That was always its unique selling point and it had a fair bunch of loyal regulars. However, while it was popular, it was at risk of closure.

IDEA: A whole bunch of locals felt that it was worth saving. The owner wanted to sell to the community, but the group didn't know anything about buying a pub – so they sought advice locally and then from the Plunkett Foundation. Very quickly, the group learned a lot about community benefit societies, membership organisations, and community shares as well as visiting other community-owned pubs.

PROCESS: Despite no objections or major opposition, the whole process of buying the pub took two years, including registering it as an asset of community value and getting the business and property valued to avoid dispute. The community ended up buying the pub for £85k from the bank. The funds were raised from a community share offer with a minimum share of £100, which excluded some people but was felt reasonable, and supported by several key pledges for larger sums.





CHALLENGES



SUPPORT

- Plunkett Foundation – Setting-up and share offers
- Co-operatives UK – Guidance and training, particularly around governance
- Power to Change – Funding during COVID-19 pandemic

GROWTH AND/OR REPLICATION

There's a big movement for saving village pubs, much more than urban pubs, and a lot of these are replicating or at least learning from examples like the Fox & Goose

There are lots of lessons to be learned and structures or processes that can be replicated but the unique selling point (USP) always varies a bit – What's the 'big thing' or things? It could be sport, or music, or real ale but that USP is key to determining success and sustainability

If it's not already been emphasised enough, the key lesson here has been nurturing the membership – it was a very conscious decision at a governance level to enhance focus on membership and that also led to the open share offer, which has resulted in 75 new members to date, with minimal objection or contention

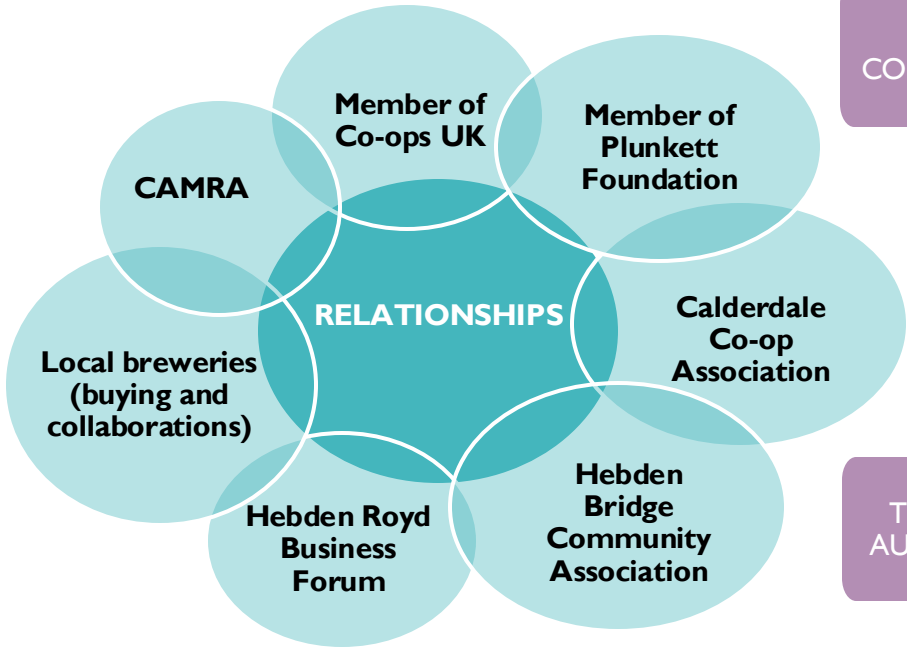
KEY MESSAGES / TAKEAWAYS

That they work! Why don't more people do it? It's just the right way to go. They are successful, it is community involvement, membership, and engagement. It's a great way to go. Yes, there are some complexities and there is plenty of learning to be done but ultimately that means you're upskilling the community, people can gain valuable skills and experience being involved with running a community pub – or other community asset.

Local councils seem to understand businesses and the third sector but don't understand community benefit societies. The big message is that this is a business, it operates as a business, it is not reliant on grants. Having community benefit societies, makes both community and the local economy stronger. They are more than a CIC, they aren't just an asset lock, they are a sustainable membership group committed to their asset and their community.

TO COMMUNITIES

TO LOCAL AUTHORITIES





LILAC HOUSING CO-OP

OVERVIEW

Registered Name	Lilac Mutual Home Ownership Society Limited
Date of Incorporation	05/05/2009

Legal Form / Structure	Society
Ownership class	Tenants (Leasehold)
Type	Housing co-op

Number of Members	33
Number of Employees	0
Number of Volunteers	0

Turnover (2021/22)	£56,924 (£2.4m shares)
---------------------------	---------------------------

Location
Leeds, West Yorkshire, England



DESCRIPTION

- The name Lilac captures the key elements of the organisation – Low Impact Living Affordable Community
- It is a co-housing cooperative built from natural materials
- Uses:
 - ❖ A co-housing design strategy to develop the housing and community
 - ❖ A cooperative structure to ensure it is member-led
 - ❖ A financial structure called mutual home ownership society (MHOS) that builds financial equity between members
- 'Low impact'
 - ❖ Constructed from natural materials including timber and lime so it's naturally sequestering
 - ❖ Also comes from behaviour change, with respect to the approach to living together, being a community, as well as an alternative approach to the conventional housing market





KEY MILESTONES

Financial model

- Locking-in Mutual Home Ownership model was a key moment, the real financial innovation behind the project that sparked interest and made it stand out from other eco-home initiatives

Critical mass

- More and more people joined until all 20 homes were filled, the enticing vision had worked!

Moving in!

- Great to move in and actually be 'doing it' – the sector needs several good examples where people can come, look under the bonnet, and get the sense they could also replicate it

What's next?

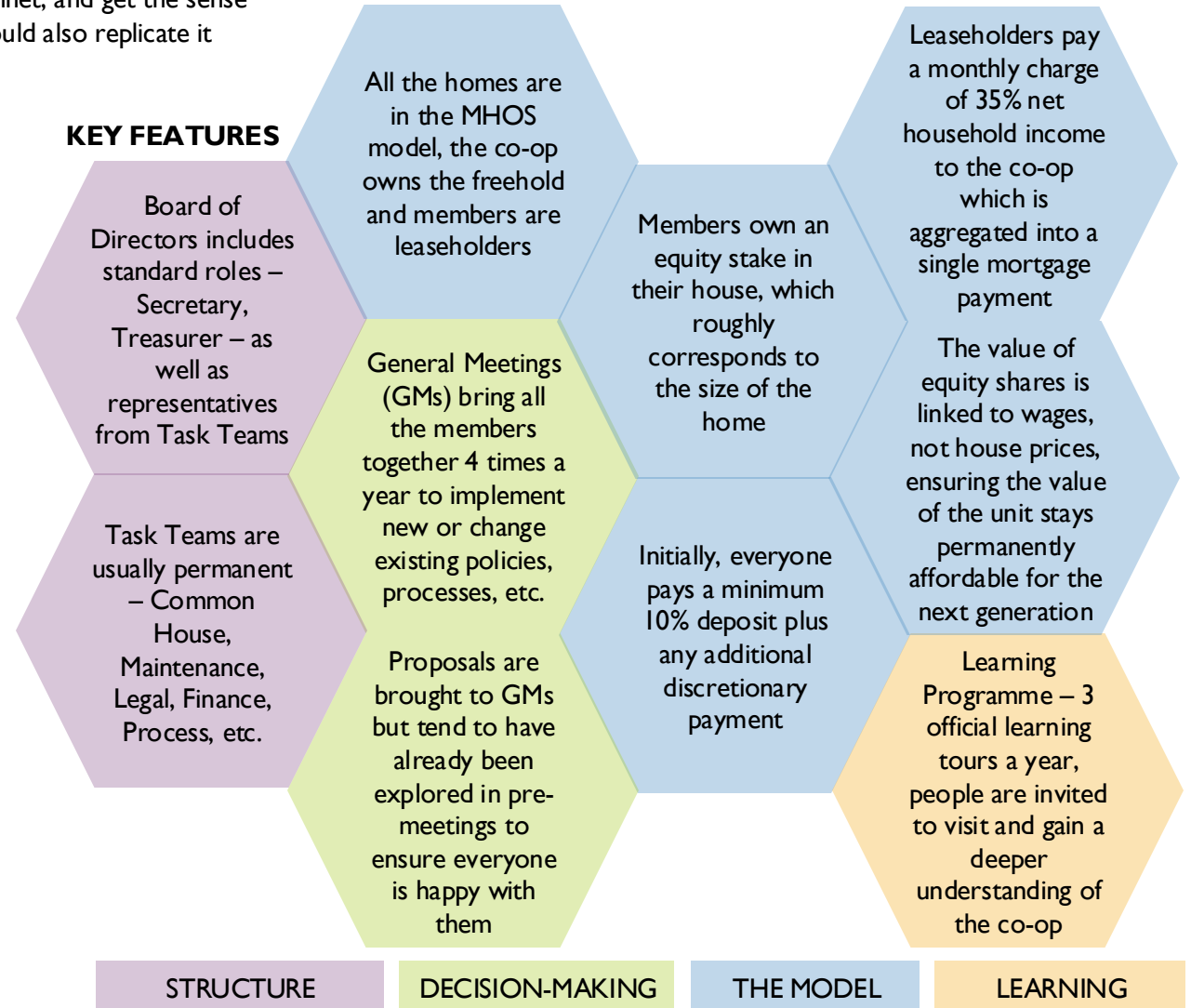
- Need to keep innovating and making progress, this includes getting off gas, bringing houses to Passivhaus standard, and figuring out how to push the model further to offer greater gains for lower income members

BACKGROUND

ORIGINS: Started as one of those classic bedroom conversations between friends. They wanted to do something a bit different in terms of thinking how they lived and where they lived in years to come. They looked at the kind of places on the market and felt that what was available wasn't quite right for people. "So, we just thought, well... what if we build our own homes?" It was kind of a big dream, a group of enthusiastic activists from different quarters but they decided to direct their enthusiasm toward housing. The vision started from there, it was really DIY, a group of friends with a vision they were determined to make a reality.

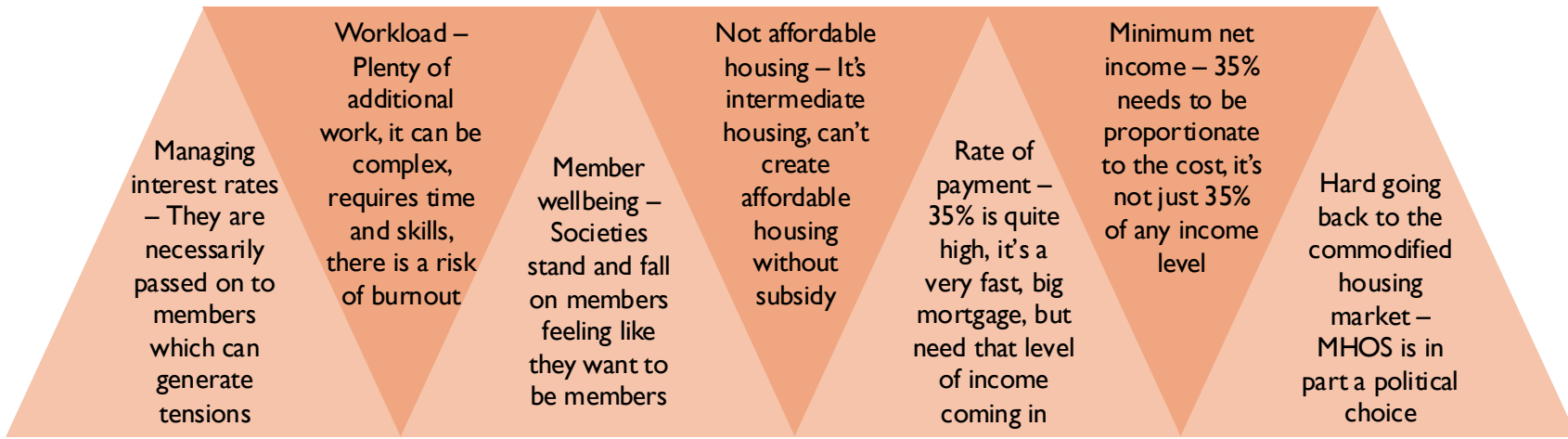
CRITICAL MASS: A couple of members moved to Leeds to begin forming the 'critical mass', they were called Leeds Eco Village. They held meetings every week and started to build up the membership as well as gain support for the project. Then they changed the name to Lilac, started looking for suitable land with Leeds City Council and talking to banks and lenders – Ecology Building Society and Triodos. Once there was a group of about eight members and they had been able to really nail down the idea between them, they started to open up membership and grow the group, they didn't want to have this situation, which a lot of co-ops and Co housing groups have, which is get too big too quickly and get pulled in too many different directions but never actually pull the idea off.

KEY FEATURES

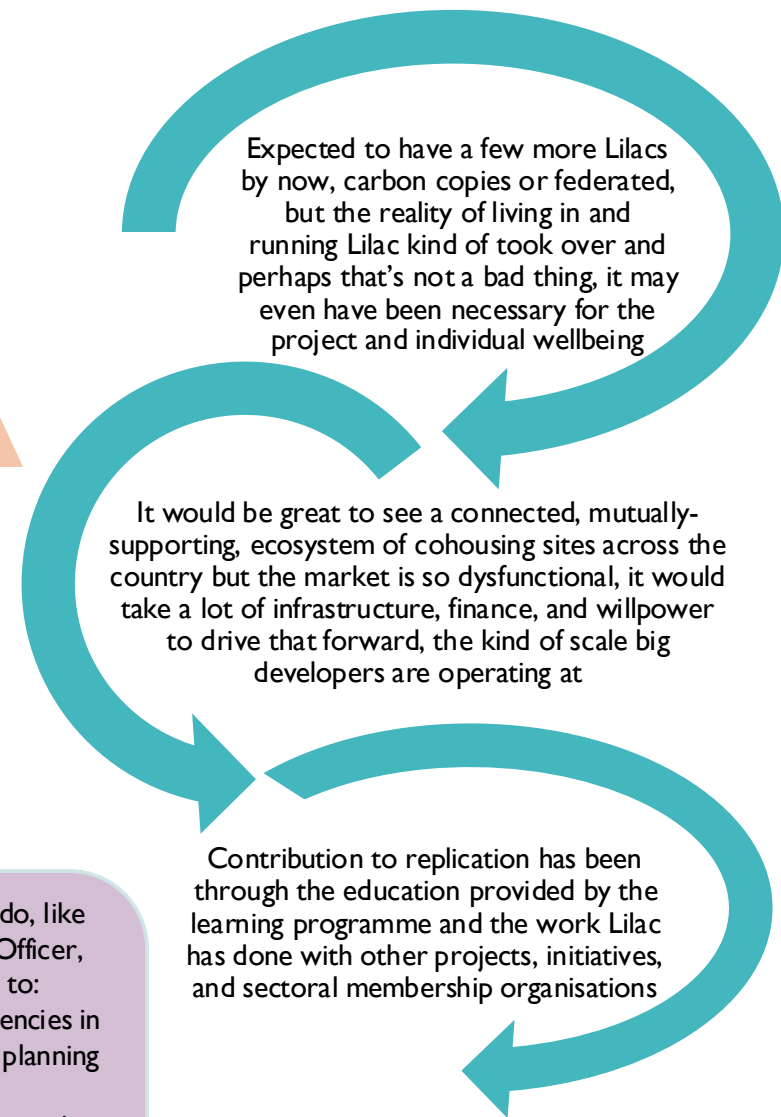




CHALLENGES



GROWTH AND/OR REPLICATION



SUPPORT

- Received a small grant from Homes England early in the process, covered costs of engaging key professional services – namely a Project Manager and a Quantity Surveyor, both important for getting things right from the outset
- Financial modelling is another critical skill set to have in a housing project, Lilac had their own expert and it's increasingly common for other such groups to include a financial modeller
- Bought the land from the Council at market value but with a six-month options agreement to provide time to get finances in order as well the possibility of paying in two tranches, which wasn't needed in the end

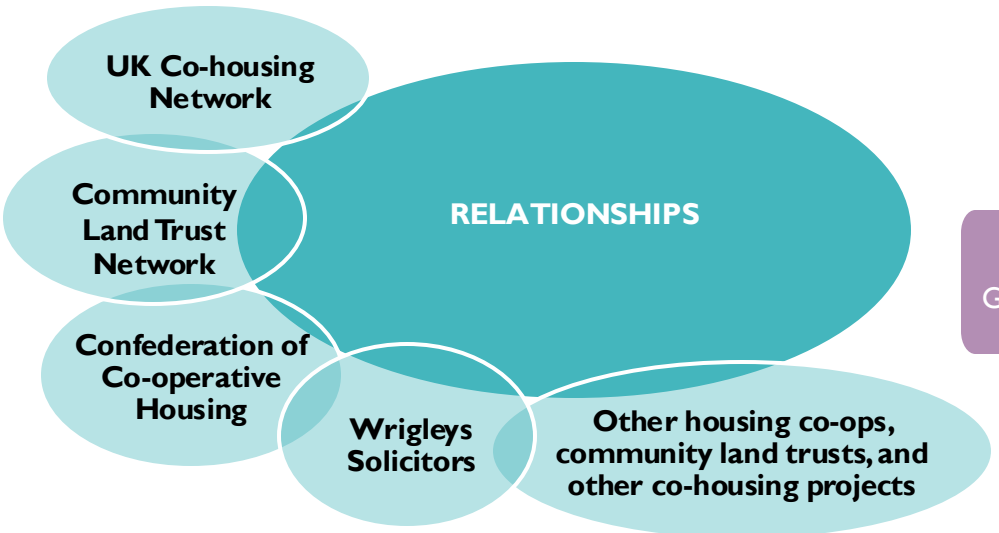
KEY MESSAGES / TAKEAWAYS

There are things Local Authorities can do, like have a dedicated Community Housing Officer, but the onus is on central Government to:

1. Address the inequalities and inefficiencies in the housing market – land banking, planning regulations, barriers to entry, etc.
2. Create opportunities for more community-led housing and provide the financial mechanisms to enable projects to be developed and delivered – early funding, government-backed loans, mandatory below-market value land sales.

TO GOVERNMENT

RELATIONSHIPS



How to build your own case study...

When we set out to develop this set of case studies, we wanted to ensure that they would have as much utility as possible for users as well as for them to be easily updated and it be clear how new ones could be created. The following slides include our notes on conducting the interview as well as how to turn this into a case study using the model provided.

- In the resources available from CCIN there is .docx file [CCIN Co-operative Case Studies 2024 - IBLANKFORM] that can be updated for each new case study
- In this .pptx file [CCIN Co-operative Case Studies 2024 – Case Studies VX] there is a blank version of the case study along with alternative versions of the trickier graphics
- The main set of case studies is a great point of reference to understand how different cases might place greater emphasis on certain sections of the frame and therefore be modified to reflect this

[Form & Interview Guide](#)[Model and Graphics Guide](#)

NOTE: This icon in the top-right of each slide in this section will return you to here





The data capture form and interview

Recording and Transcription – We recommend carrying out the interview over a platform like Teams or premium Zoom, these allow you to easily record the interview as well as generate an automatic transcript. While not perfect, the auto transcript combined with the audio file should mean you won't have to spend much time cleaning up the data.

Populating the form – It's good practice to populate the headline information (see next slide) ahead of the interview but this isn't essential so don't worry if you don't have time to do so. The rest of the form can be used as a script for the interview, you can also capture some ad hoc notes as you go. The main piece of work here is to copy the transcript content into the various sections to provide some structure and enable you collate any relevant content that comes up in other parts of the interview.

Be flexible – It's inevitable that key insights that are more relevant to a different section or have relevance across multiple sections will come up at various points in the interview and associated transcript. Our advice is to come up with a way to 'code' or mark these parts when you review the transcript – using the comments function or highlight colours, you might also decide just to copy and paste the particular insight into its more relevant section. The form is a working document, it does not need to be aesthetically pleasing, it needs to be functional and ultimately enable you to make sense of the interview data and populate the corresponding graphics.

Prompts and flow – Some sections and sub-sections of the form have some suggested prompts, others don't. It's down to you to decide where to prompt. While you do need to be in control of the interview, bear in mind that if a participant is in full flow and sharing interesting insights, you don't want to be cutting them off unnecessarily. Likewise, if a participant has essentially covered a section already then you don't want to make them go over it again unless you think there are things missing. Keep tabs on the interview schedule sections, listen carefully to the participant, and trust your gut.



Headline information

The first part of capturing the required information involves obtaining some headline information.

A great starting place for this is the Open Data available from Co-operatives UK, [linked here](#) but otherwise easily found via Internet search.

Co-operatives UK publish two key data sets:

1. Organisation data (Monthly)
2. Economic data (~Annually)

It is important to note that sometimes this data is outdated so we recommend double checking with the case co-operative before finalising the content. Nevertheless, the data sets are a good place to start.

Trading Name	
Registered Name	
Date of Incorporation	
Nation	
Location	
Legal Form / Structure (Company, Society)	
Ownership class	
Description / Type (Worker, Housing, Community, Multi-stakeholder, Consumer, Producer, Platform)	
FCA Reporting Class	
Industry / Sector	
Number of Members	
Number of Employees	
Number of Volunteers	
Turnover (2022/23)	



Interview questions (I)

1. In brief, how would you describe your co-op (in a very top-level way)?

Believe it or not, some participants are a bit stumped by this question while others either offer very little and some offer too much.

The trick here is to remember you're not looking for background of lots of depth on key features or characteristics of the co-op.

Try to encourage your participant to imagine they are explaining what the co-op is, does, and for whom it exists.

If you're struggling with this one, take a look at some of the other case studies to get a better sense as to what might be highlighted here.

2. Background

The prompts included in the interview schedule are helpful here in terms of focusing on needs, aspirations, founders, other organisations involved.

Try to consider what has already been covered in the first question, do you want the participant to thicken the existing narrative or go further back in time?



Interview questions (2)

3. Key milestones

It's good to frame this question a bit, perhaps drawing on some of the participant's responses to the first two questions.

We have also found that it's useful to ask for 3-5 key milestones, this feels easier for participants but also increases the sense of significance attached to each one.

Some things to watch out for:

- Founding
- Investments
- Increased / decreased membership or turnover (growth)
- New products and/or services
- Funding received



Interview questions (3)

4. Current position

- **Membership participation, decision-making, etc.**
- **How do you 'work'?**
- **Business model, customers, clients, what brings in the money**
- **Assets (capital equipment), capital, etc.**
- **Social impact(s)?**

This is the longest section of the interview. The key thing here is to cover the main areas but avoid being overly prescriptive. As you might notice from the existing case studies, there is flexibility in what 'key features' are focused on in the hexagons.

This section is also one of the main sources of content for expanding on the information included in the description and background boxes as well as for teasing out additional key milestones and challenges.



Interview questions (4)

5. Key challenges?

As with the key milestones, we have also found that it's useful to ask for 3-5 key challenges, this feels easier for participants but also increases the sense of significance attached to each one.

What you're looking for here are challenges that are currently facing the co-operative or the industry / sector it operates in.

Watch out for challenges that are too general, you will need to find a way of making them more specific.

The graphic for challenges will require you to make these very concise and clear.

6. Support received to date (financial and general)?

Here you're looking for specific source of support received by the co-operative over its existence. Try to encourage participants to reflect on advice, guidance, and financial support.

7. Relationships...

There is some overlap with the support question here but you're trying to get a broader sense of the co-operative's ecosystem. The prompts included in the form are helpful in terms of flagging the breadth of different relationship that could be included here.



Interview questions (5)

8. Growth and/or replication

This can be an unpredictable question where you may need to be fairly reactive to whatever angle the participant chooses to approach it from.

In some instances, they may go into significant depth on their current strategy and have really clear points to make. However, others may be less certain or find the 'growth' aspect somewhat challenging.

From the case studies thus far, it seems quite a few co-operatives lean towards wanting to see replication or are even engaged in providing learning opportunities and resources to facilitate this.

One way or another, be sure to ask about both growth and replication.

9. What else is important? What would be your key messages to local or national government or perhaps to other co-operatives?

This started out as the classic 'Have I missed anything?' interview question but quickly developed into a great opportunity to allow participants to reflect on what had been covered throughout the interview and then segue into providing a key message or takeaway.

We found that many participants really enjoyed this question, whether airing frustrations with lack of understanding from local and national government or offering up an inspirational narrative for people in co-operatives or wanting to start a co-operative.

This is the participant's space to speak up, you may need to give them a bit of encouragement, but it works as a nice way to wrap up the interview.

Working through the graphics (I)

Easy bit of population from the headline information table in the form.

I

INSERT CO-OP NAME

OVERVIEW		Location
Registered Name		
Date of Incorporation		
Legal Form / Structure		
Ownership class		
Type		
Number of Members	0	
Number of Employees	0	
Number of Volunteers	0	
Turnover (2022/23)	£	

DESCRIPTION

> Xx

INSERT LOGO HERE

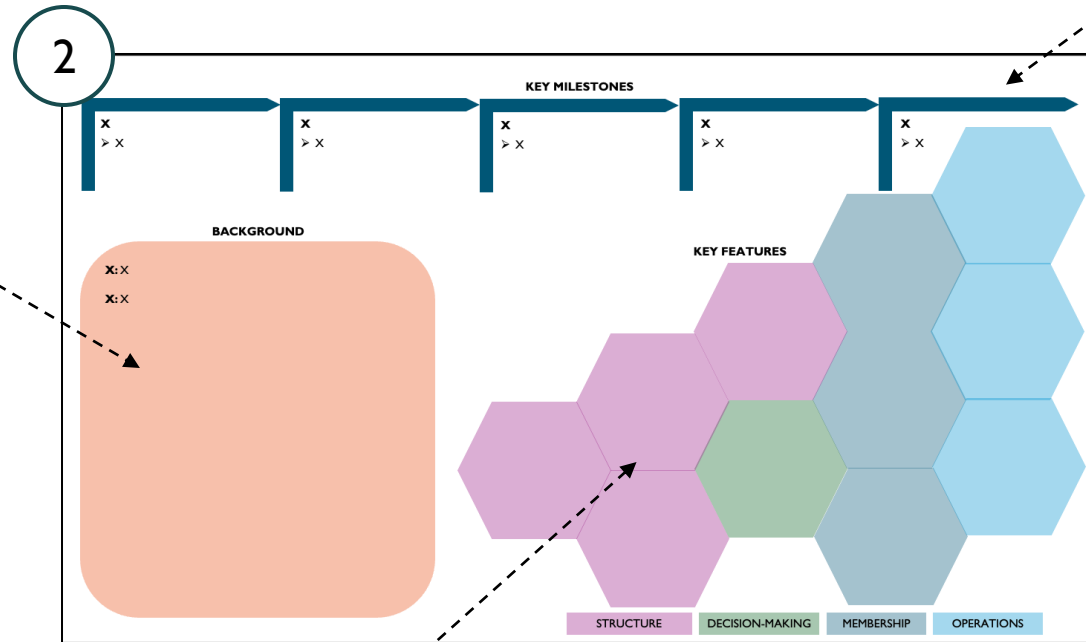
Insert the description text here, taking care to follow the same bullet point format, it's likely you will need to heavily edit this text to fit – it's a useful process that challenges you to really capture the key points. There's a bit of room to expand the box downwards if needs be.

Use Google Maps to roughly pinpoint the location of their headquarters on the map and move the dot to this location. If they have additional sites, use the lighter coloured dot(s) provided in the blank case study to mark these. You may need to copy and paste the lighter dot for multiple locations and, of course, delete it if there are no secondary locations.

Get hold of the most recent version of the co-operative's logo and paste it here. Size it to roughly fit the dimensions of this box but don't worry if it's a bit bigger. Remember to delete this box, unless using it as a background for a .png image.

Working through the graphics (2)

Similar to the description box, you'll be editing text down to fit here. There is some flexibility depending on the other graphics. You can decide between a block running narrative, ideally split into paragraphs, or creating sections using bold capitals before the colon, e.g. **ORIGINS:**

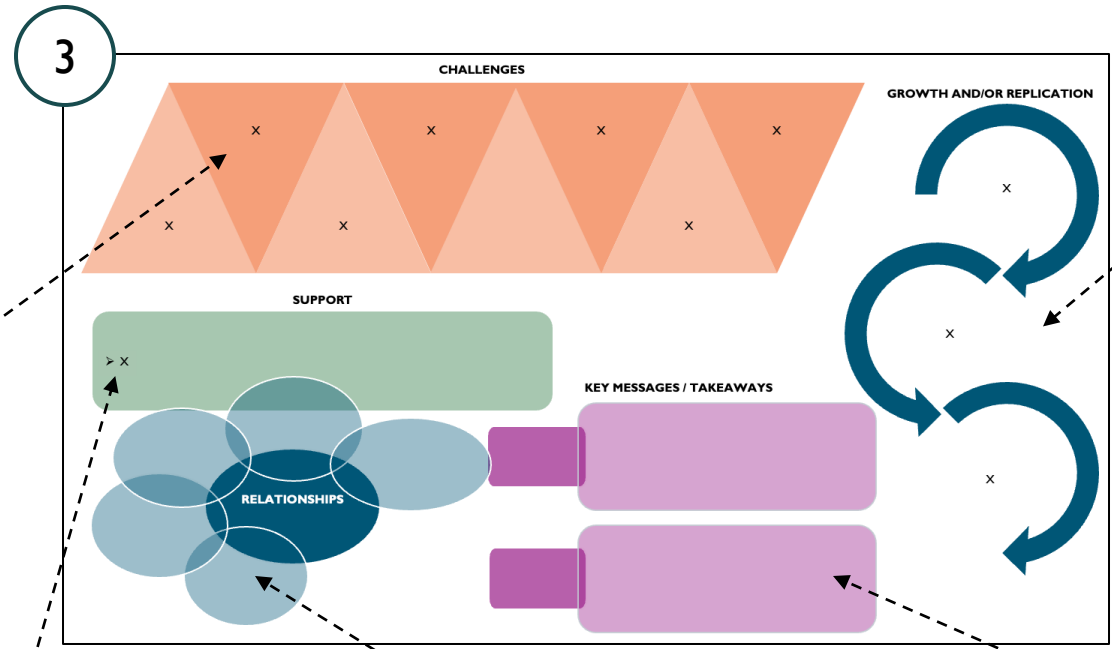


If you haven't already been using it for the text boxes, this is the first graphic where it may be useful to copy it over to the blank 'sandbox' slide after the third part of the case study. Here, you can more easily add all the text you want, cut it down, and play around with different numbers of milestones before you paste it back into this slide to see how it fits and what the implications are for the other graphics.

This is by far the trickiest of the graphics to get right. You definitely want to be using the blank sandbox slide for this. We recommend copying it in, breaking up the hexagon grouping and using the space available to play around with the key features you want to include, what 'labels' (e.g., Structure, Decision-making, Operations, Assets, Social Impact) and associated colours these fit with, and eventually how the hexagons fit together. It is to be expected that you will have too many, need to either combine or cut entirely, and get frustrated with how they don't quite fit or keep having gaps between them. However, once you get it to fit, the sense of satisfaction is rather good!!

Working through the graphics (3)

This graphic isn't so tricky, which is probably welcome after your inevitable struggles with the hexagons! The task here is getting the challenges to fit into the triangle. They need to be really succinct. A good tip is to use the enter / line break key to bump the text a bit further up or down. Try to keep the number of challenges to 3-5 as this leaves more space for the other graphics.



This one can be tricky, we recommend using the blank sandbox slide to develop it. Pull the text boxes out of the graphic, edit your text, then move them back into the graphic and decide how much you need to modify the arrows. The arrows can be a bit of a pain, so we have supplied an alternative blank version as part of the resources. Take your time, remember to breathe, and, as with the hexagons, enjoy the sense of satisfaction when you get it looking 'just right'!

One of the most straightforward, keep it simple, use the right bullet points, feel free to move it next to the challenges graphic or squeeze it into the middle of the slide as necessary.

Fairly straightforward and there's an alternative provided. The key here is using shape format options to adjust the margins within each bubble to make the text fit the shape and positioning of the given bubble.

Another easy one. Can be one, two, or three boxes. The trick here is to maintain the depth of the label boxes into the left side of the main text boxes.

Model V2.2

BLANK

[Copy and paste the following 4 slides]

INSERT CO-OP NAME

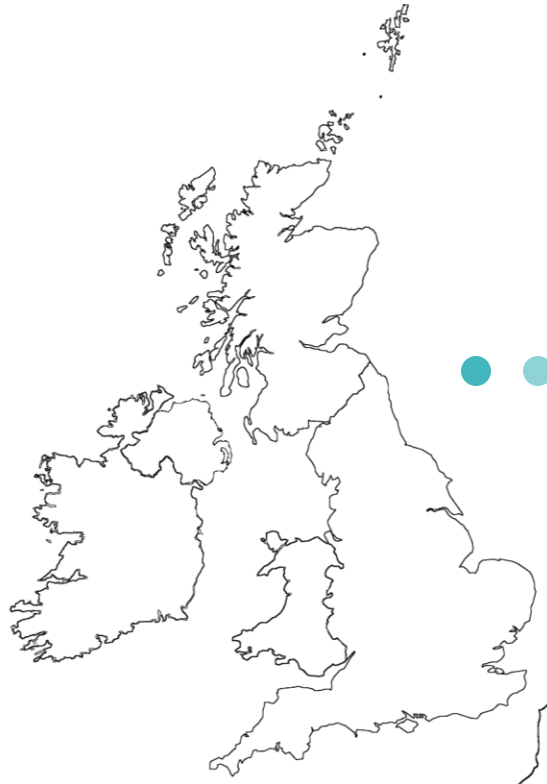
OVERVIEW

Registered Name	
Date of Incorporation	

Legal Form / Structure	
Ownership class	
Type	

Number of Members	0
Number of Employees	0
Number of Volunteers	0
Turnover (2022/23)	£

Location



DESCRIPTION

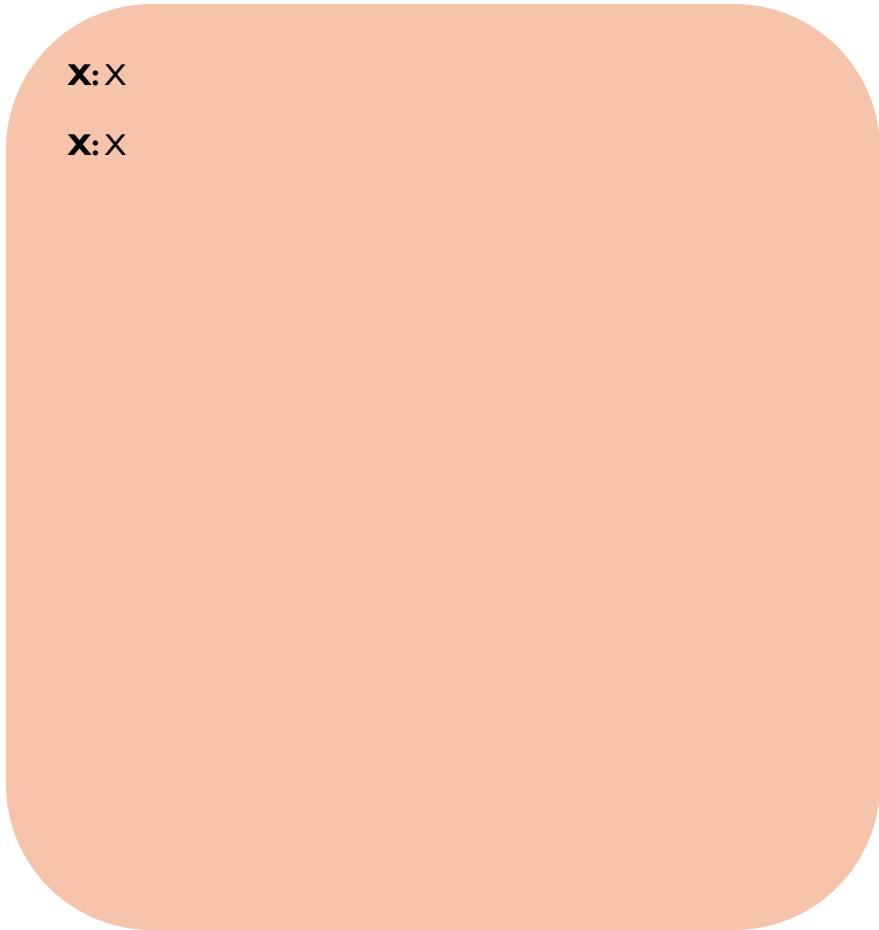
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INSERT LOGO HERE

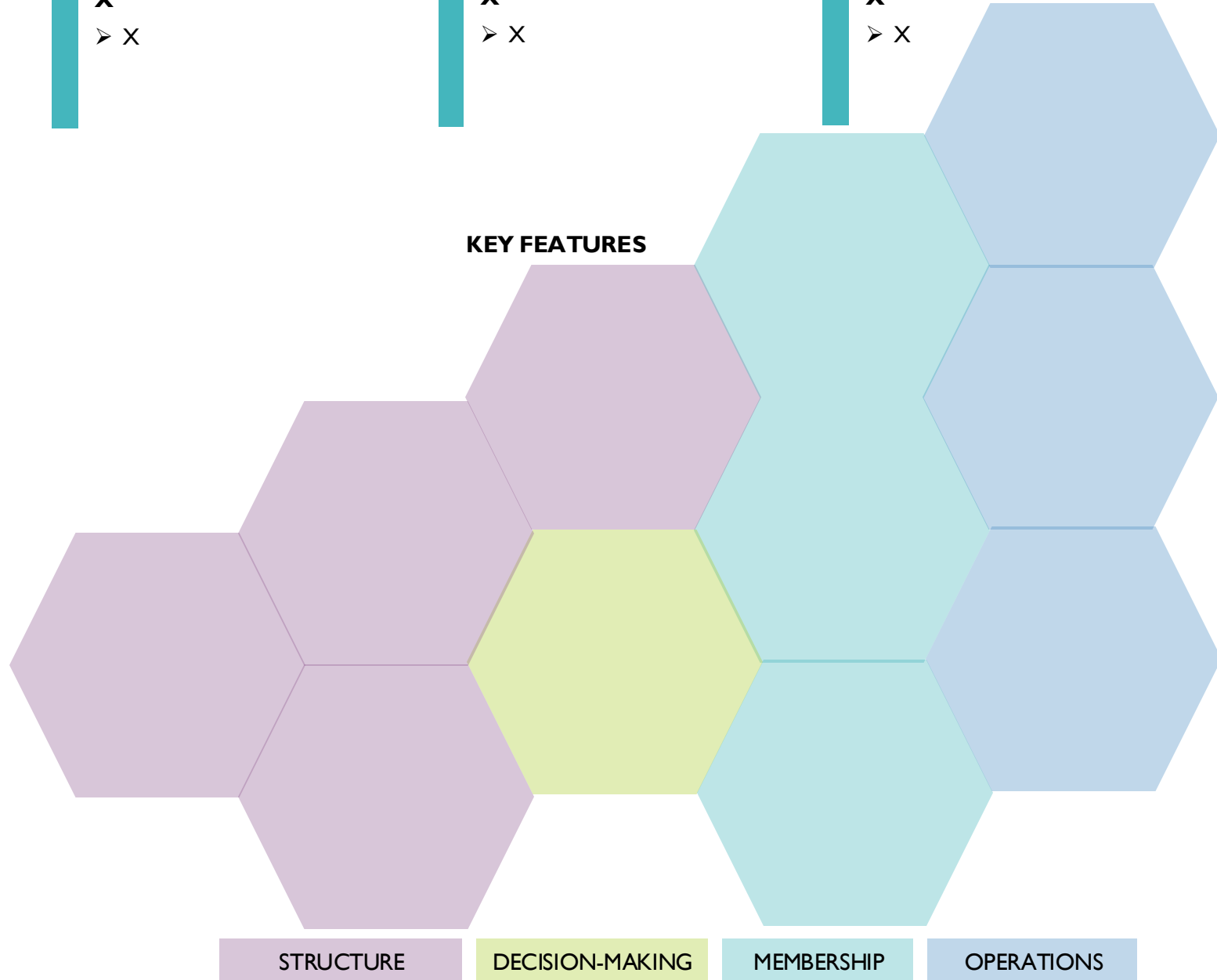
KEY MILESTONES



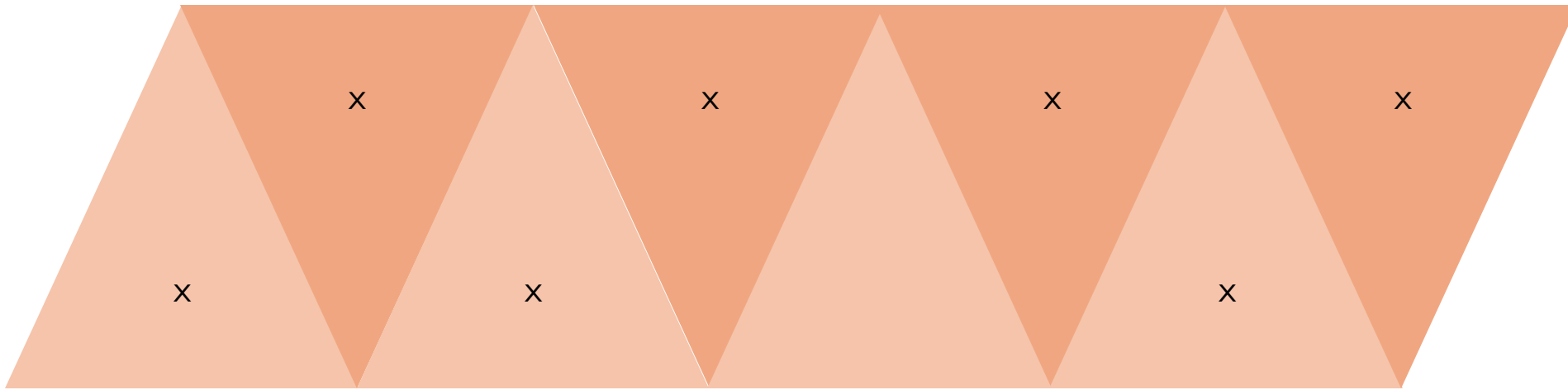
BACKGROUND



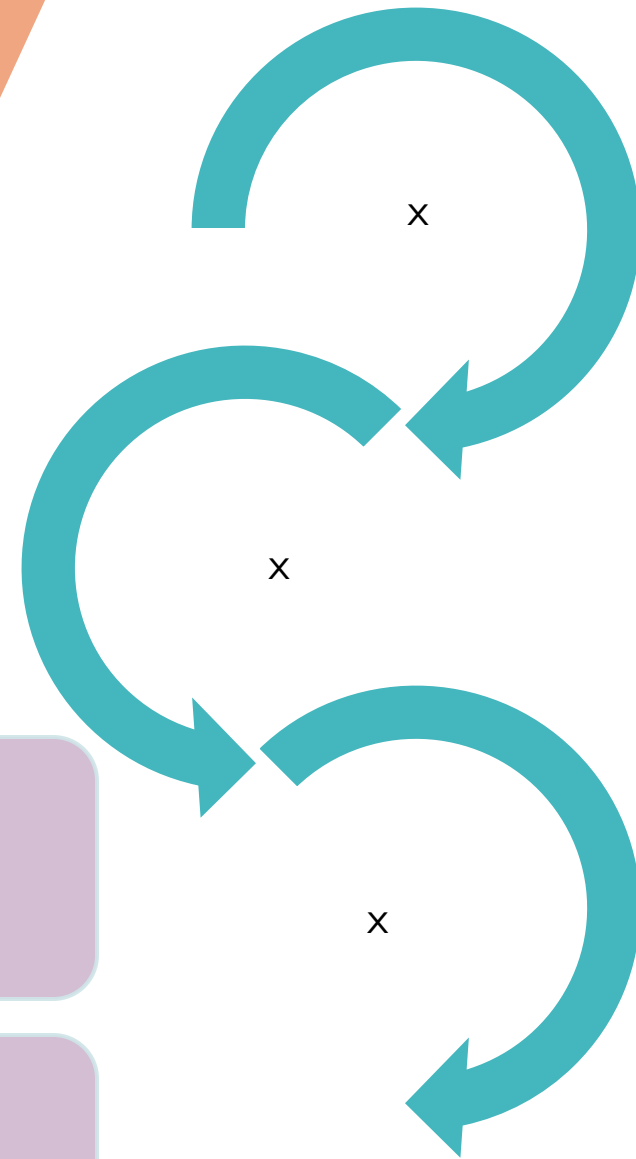
KEY FEATURES



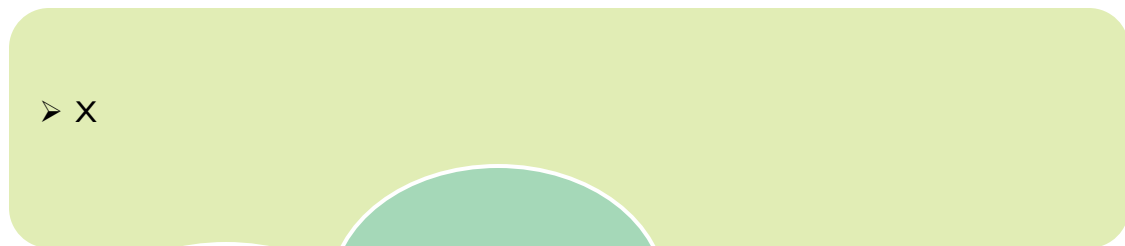
CHALLENGES



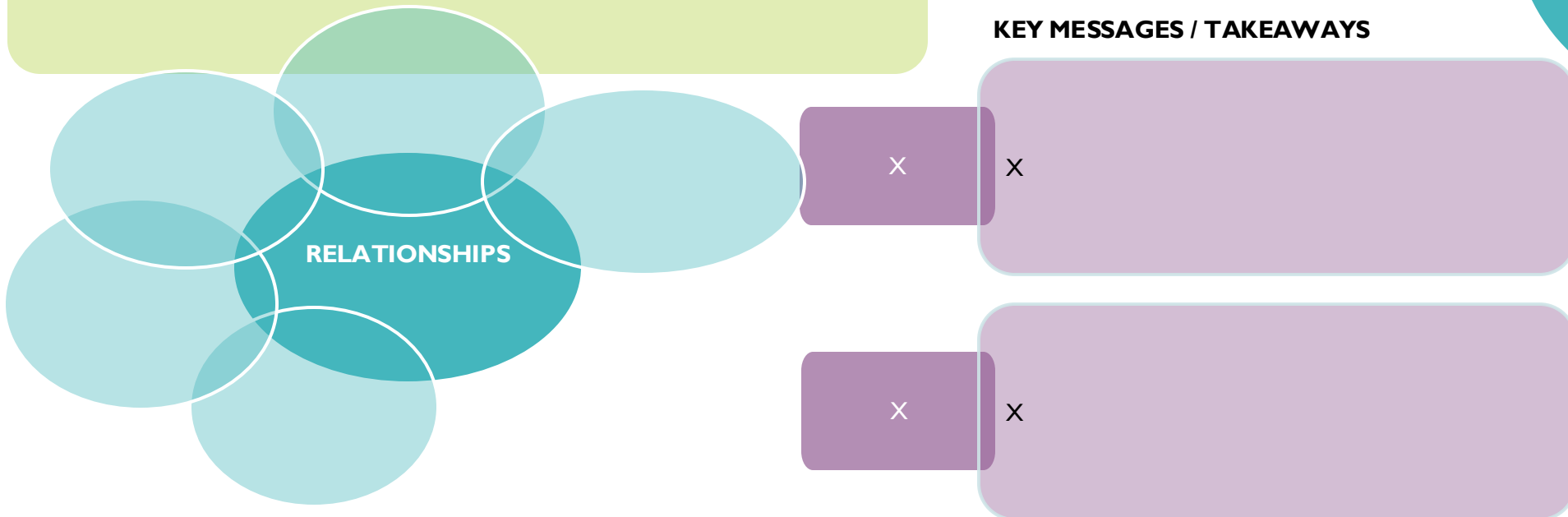
GROWTH AND/OR REPLICATION



SUPPORT

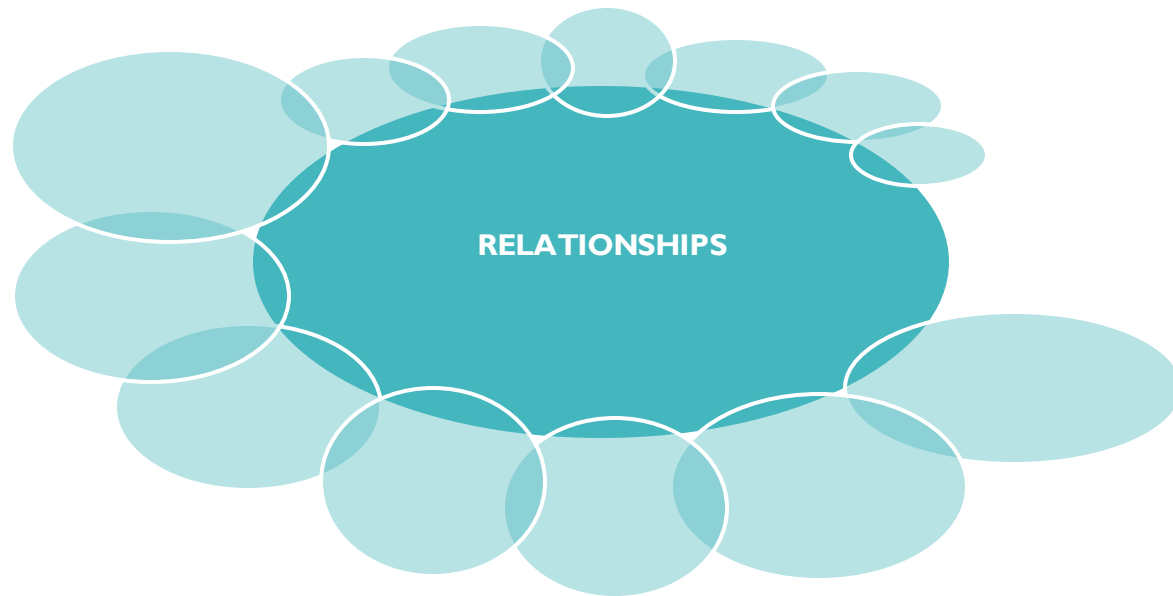


KEY MESSAGES / TAKEAWAYS



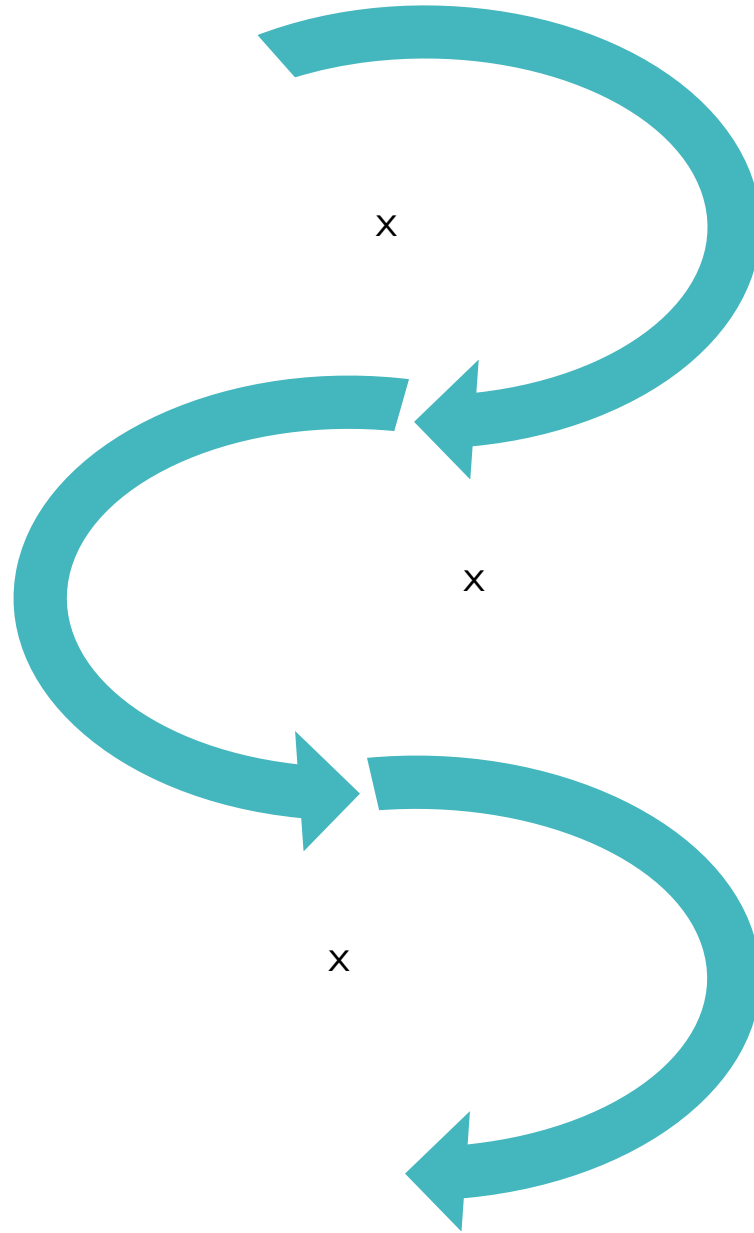
SANDBOX

Alternative Graphics (I)

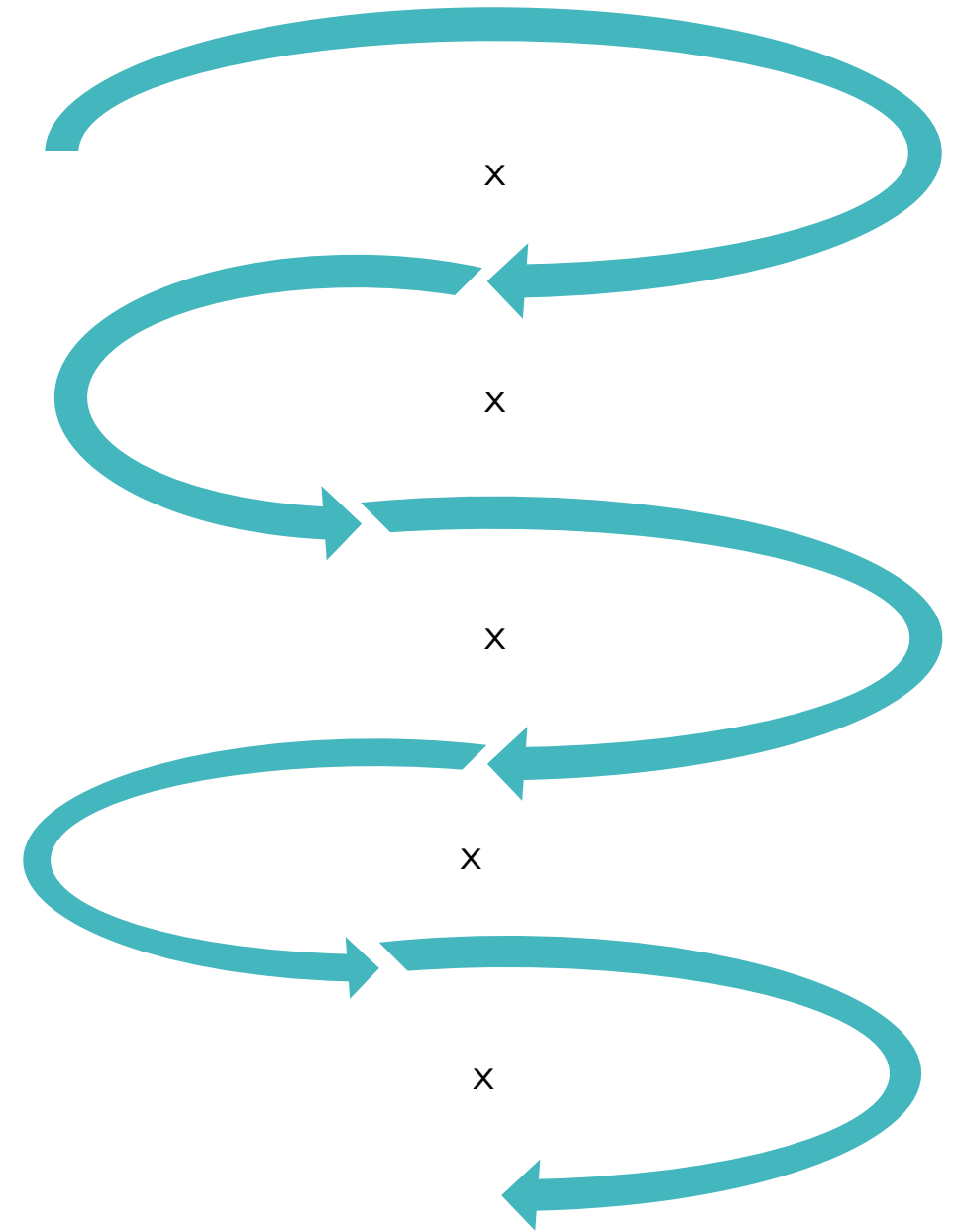


Alternative Graphics (2)

GROWTH AND/OR REPLICATION



GROWTH AND/OR REPLICATION



You've reached the end of the deck!

Return to...

These buttons will take you to each of the main sections of this deck...

**CASE
STUDIES**

**BUILDING A
CASE STUDY**

**BLANK
MODEL**