

Simplified C-SW Business Plan 2010-11

**Co-operatives South West
Strategy and Business Plan
April 2010 - March 2011**

Mission:

To promote the common interests of co-operative and mutual organisations of all kinds and to promote the development of co-operative and mutual forms of business throughout the South West Region of the UK.

Aims:

External Aims

- 1. Be representative of the co-operative & mutual sector in the South West
- 2. Provide networking and inter-trading opportunities for co-operatives in the South West
- 3. Encourage co-operative development in the South West
- 4. Build partnership structures and arrangements with organisations with similar objectives
- 5. Create a strong and positive image of the organisation itself and the benefits of membership

Internal Aims

- A. Build C-SW membership year on year
- B. Provide information to the co-operative & mutual sector in the South West
- C. Ensure an ongoing dialogue with Co-operatives UK to express the priorities of C-SW members and to ensure C-SW is able to represent the policies of C-UK within the region

- D. Operate democratically, encouraging the participation of members through the use of participation methodologies that take into account the whole geographical spread of the region and the pressure on human resource available to many members
- E. Build resources to support the external aims
- F. Create management and accountability systems that allow for the application of public, charitable and co-operative sector funding in pursuit of these aims

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Aim	Goals, strategy and activity	Measures	Who
1. Be representative of the co-operative & mutual sector in the South West			
	Seek representation on RISE Board (Regional Infrastructure for Social Enterprise) in order to represent the views of the co-operative sector, and feed back relevant issues to the Co-operatives SW Steering Group	Co-operatives SW is represented at all RISE Board meetings, influencing and taking a stance on issues arising from the RISE board. Feeds relevant issues back to C-SW Board	Chair and Project Manager
	C-SW gathers opinions from members on issues by incorporating surveys/fora on website	At least 3 discussion threads are introduced	Project Manager and Webmaster
	C-SW views heard by South West Stakeholder group through representation on SWS	C-SW represented at all SWS mtgs	C-SW rep on SWS group
	Develop a database of intermediaries (eg. voluntary sector infrastructure orgs & Rural Community Councils) and contact relevant organisations	100 contacts established	Project Manager
	Promote economic and social value of sector and raise its profile by producing and circulating newsletters and a brochure showing data on size, scope and activities of sector	Brochure and newsletters re-produced and distributed to co-ops and opinion formers. Newsletter produced and distributed quarterly to co-ops	Project Manager
2. Provide networking and inter-trading opportunities for co-operatives in the South West			
	Encourage trading amongst co-operatives regionally by encouraging and co-ordinating regional events for co-ops in the SW to network and to promote intertrading opportunities, specifically during Co-operatives Fortnight and working with C-UK to produce stimulating and informative sessions at Co-operatives 2010 (Friday programme)	Programme of events designed and publicised. 5 Events took place, plus partnership (full day) event with C-UK at Co-operatives 2010	Project Manager
	Explore potential for using a self-posting web exchange for goods and services offered and wanted	Facility up and running	
3. Encourage co-operative development in the South West			
	Support co-op education by working with The Co-operative Group, hold 'event' on Co-op Trust Schools/colleges and identify ways in which members can link with schools in their area	Event' held, and 2 Co-ops linked with schools in their area	

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	<p>Support regional plan for co-op development through South West Co-op Support and hold CEH Launch in partnership with SWCS</p> <p>Working with South West Co-op Support, research the feasibility (including funding) of promoting the co-op option across the SW through a roadshow to intermediaries</p>	<p>Reports from SWCS presented to C-SW board. CEH Launch held with representation from RDA and other regional bodies</p> <p>Clear plan of action established by Year End and funding application submitted.</p>	<p>Project Manager and SWCS rep on Board</p> <p>Project Manager</p>
4. Build partnership structures and arrangements with organisations with similar objectives			
	<p>Quarterly communications with RISE to help promote the co-op option to the Regional Development Agency and Government Office.</p> <p>Seek links with other regional organisations in the public, private and voluntary sectors, by contacting economic development officers and other appropriate personnel.</p>	<p>Regular dialogue with RISE</p> <p>Contacts made and links established</p>	<p>Chair and Project Manager</p> <p>Project Manager</p>
5. Create a strong and positive image of the organisation itself and the benefits of membership			
	<p>Raise the profile of Co-operatives SW through press releases, a newsletter, a leaflet on 'The Co-operative Economy', (2010-11 update) improved website, display, communications using a regularly updated database and by attending other events. Identify places/organisations that could be used for raising C-SW profile (eg noticeboards and internal magazines)</p> <p>Explore potential for co-operative solutions to meet a regional need in the South West by holding an event, plus a session at the AGM to address sustainability issues in a co-operative way.</p>	<p>Two press releases resulting in media coverage. A leaflet and newsletters produced and distributed to all known co-ops and mututals. The Co-operatives SW website is well maintained, relevant and useful and an e-forum and blog developed. The display is used at events and new locations for publicity identified. Database of all organisations regularly updated. Four non C-SW events are attended or publicity material supplied.</p> <p>A minimum of 6 organisations attending event. Session at AGM organised to showcase co-ops and collective community action</p>	<p>PM / webmaster</p> <p>Project Manager</p>

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A. Build C-SW membership year on year			
	Update information pack for new members and issue Membership Certificates and new constitution to all members	Information pack updated and all members issued with membership certificates and constitution	Project Manager
	Increase membership by inviting all newly registered co-ops to be C-SW members and continue to encourage existing co-ops & mutuals to become members	10 new members	Project Manager
	Investigate potential for running a member get members incentive programme	Discussion at Board meeting	Board
	In partnership with C-UK, maintain a single database of co-ops and mutual organisations in SW, avoiding duplication and optimising accuracy with personalised address where possible.	Database of all orgs segmented by size, activity, turnover, number of members	Project Manager
	Target sectors not engaged for membership and contact them	Signed up new C-SW members from underrepresented sectors	Project Manager
B. Provide information to the co-operative & mutual sector in the South West			
	Regular communication with members through newsletter, monthly e-bulletins, and a web-based noticeboard.	Sections of each newsletter relevant to members. Monthly e-news bulletins and web-based 'noticeboard' established.	Project Manager
	Members' meetings more accessible	Electronic media used for at least one meeting	
C. Ensure an ongoing dialogue with Co-operatives UK to express the priorities of C-SW members and to ensure C-SW represents C-UK policies in the region			
	Participate with and learn from other Regional Co-operative Councils in the UK by attending national RCC meetings and feeding information and examples of good practice to the Steering Group of Co-operatives SW.	Co-operatives SW is represented at all national RCC meetings and minutes of these meetings are distributed to the C-SW Board.	Chair and Project Manager
	Assist C-UK to produce casestudies, press releases and to build C-SW and C-UK membership	Case studies and press releases are produced. C-SW membership is increased.	C-UK and Project Manager

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D. Operate democratically, encouraging the participation of members - taking into account limited resources and the whole geographical spread of the region			
	Hold an AGM and use the meeting to encourage members to contribute via the website to the strategy of C-SW.	AGM has over 25 attendees. Input from members on strategic development	Project Manager
	Give feedback to members re their contribution of ideas and publish feedback on web.	Members informed of how their input has been used in C-SW (or given a reason why not practicable).	Project Manager
	Hold regular Steering Group meetings, booked in advance, publicised and minuted.	4 Steering Group meetings are held during the year, with attendance registered and analysed at year end. Board members represent at least 5 different co-operative 'sectors'.	Board and PM
	Improve communications at board level and with members and use other methods in addition to face-to-face meetings	Non face-to-face meetings held	
E. Build resources to support the external aims			
	Draw down funds from the Co-operative Enterprise Hub for activities and administrative costs and appeal to Retail Societies, mutuals and other targets for sponsorship.	The bid is successful and money drawn down. 5 letters are written to other potential sponsors, one successful.	Project Manager
F. Create management and accountability systems that allow for the application of public, charitable and co-operative sector funding in pursuit of these aims			
	Incorporate as a co-operative society and launch at the AGM.	Co-operatives SW becomes Incorporated and each member is presented with a certificate of membership to mark the occasion.	Board
	Agree adoption of an Equal Opportunity Policy (and put a Policy and Implementation Strategy to the AGM)	A Policy and Implementation Strategy is in place.	Board
	Produce a Budget for 2010-11 showing Actual v Budget, and present an updated report at each Steering Group meeting.	Budgets, showing actual vs budget, are produced and reported on at each meeting.	Treas.