

Strategy Doc

workers.coop

Strategy:

Vision:

A world where everyone has access to rewarding, meaningful and sustainable work.
Made possible by an interconnected and highly inclusive worker cooperative movement.

Purpose:

Our purpose is to motivate, educate and organise people to start, strengthen and grow great worker co-ops.

Motivate:

1. Substantially increase the number of people motivated to start, convert to or join a worker co-op
2. Mobilise activists to spread awareness of worker co-ops and workers.coop
3. Change public perceptions of worker co-ops as serious, ambitious, well-connected worker led enterprises, worth engaging with and trading with

Educate:

1. Make the possibility of starting or converting to a worker co-op better known, easier to grasp, and a more realistic option
2. Provide learning opportunities for members of worker co-ops, increasing their skills and capabilities
3. Improve the number, quality and availability of people able to advise and support worker coops

Organise:

1. Create the culture and infrastructure so members with overlapping needs, roles, or business needs can organise together
2. Create a centralised and member aligned strategy, delivered through a decentralised network of supporters on behalf of the federation
3. Build the financial, social and intellectual capital of workers co-ops and workers.coop, so everyone can meet their needs and build power

Principles:

Movement building:

Organising methods are at the heart of everything we do. Wherever possible we use or build the assets of worker co-ops and cooperators in our network

Inclusive:

Proactively seek out, involve, and learn from diverse groups in society. Create a genuinely egalitarian culture and space for people to reach their potential and flourish.

Lean and decentralised:

Keep overheads and bureaucracy to a minimum. The services we provide need to be self-organising, scalable and financially sustainable. Decision-making to be both highly delegated and accountable.

Fair and equitable:

An expectation that everyone contributes, but everyone should also benefit, at least in proportion to their contribution.

Reward and recognition:

A culture of celebrating and rewarding those who make a positive impact for our movement, being mindful not to focus on those who shout the loudest or have the most free time.

'Good enough for now, safe enough to try':

A bias towards action over deliberation. Getting full buy-in from all members is desirable, but not at the expense of moving forward, even if that means taking calculated, properly-understood risks.

Making alliances and partnerships:

Orienting towards, and working with, other organisations groups and currents that share our goal of social emancipation through democratic ownership and control of economic activity.

Workers.coop: rule book

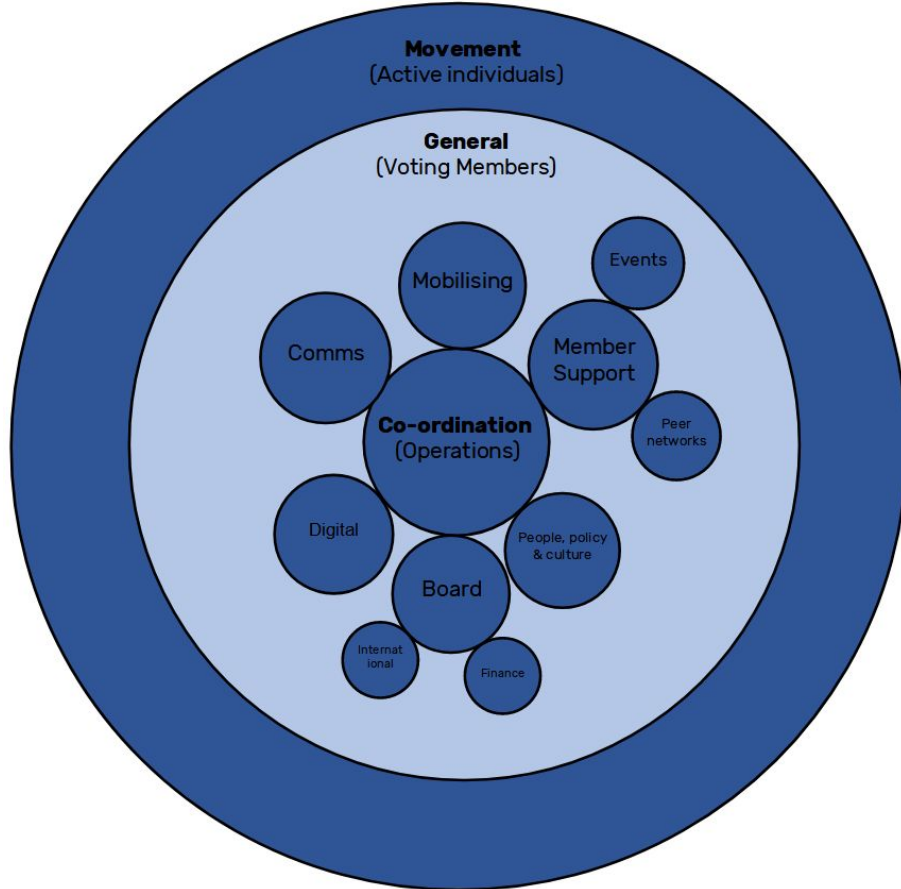


[Our rules can be downloaded from here](#)

OBJECTS

- a) act as a sectoral federation to unite, defend and advance the shared interest of worker cooperatives and other worker-led or worker-owned enterprises;
- b) be the recognised voice and network for worker cooperation in the UK;
- c) provide access to specialist development advice, cooperative support and other shared services for worker cooperatives;
- d) strengthen worker cooperative culture by mobilising cooperators and supporters of the worker cooperative system through industrial networks, knowledge sharing and social movement alliances;
- e) participate in international workers' and cooperative networks, and actively promote worker internationalism; and
- f) Make the system of worker control and collective ownership accessible and relevant to new groups and generations of workers, refining our offer and organising models in the process.

Governance and delivery



Governance:

1. Any individual within the movement can be invited to join any group and get involved.
2. Each member (worker co-op) appoints a representative to the General Group, who agree the overall strategy and movement wide policies, as well as elect the Board.
3. The Board of 6 elected (worker co-ops) and 1 appointed (worker member). Create the strategy and set the overall budget.
4. The Coordination group, ensures all the work groups have what they need to deliver the strategy.

Delivery:

5. Following sociocratic principles a range of permanent or project specific work groups operate semi-autonomously, but accountable to the coordination group.
- 6.

Motivate:

1. Radically increase the number of people motivated to start, convert to or join a worker co-ops
2. Mobilise hundreds of activists to spread awareness of worker co-ops and workers.coop
3. Change public perceptions of worker co-ops as [great businesses], worth trading with

Project	Deliverables	Resources	Success criteria (Dec'23)	Work group
Communications Campaign	<p>Create a strong, shared identity, style guide and communications strategy to promote workers.coop and worker co-ops</p> <p>Create a resource bank of messaging, imagery, memes and other materials for members to search, use and iterate on to deliver our campaigns.</p> <p>Create and oversee our digital communications and engagement with members.</p>	£8,000	<p>50 worker co-ops using our shared branding and messaging</p> <p>100 enquiries about worker coops logged through our website</p>	Comms Group
Mobilisation programme	<p>Create a strategy and start to form productive relationships with other workers' and social movements so we can build our power and influence.</p> <p>Create clear journeys setting out defined jobs and actions people can carry out on behalf of the federation</p> <p>Create reward and recognition activities to celebrate successes and motivate people to act.</p> <p>Onboarding process as well</p>	£4,000	50 activist carrying out actions to promote workers.coop and worker co-ops	Mobilisation?
Building a research and evidence base	<p>Working with partners, build and make easily available a data and evidence base on the benefits of worker co-ops.</p> <p>Foster a global ecosystem of researchers, academics, think tanks exploring and promoting the impacts of worker co-ops</p> <p>Gather data and insights to support benchmarking, improving performance and finding market opportunities for worker coops</p>	£2,000	<p>A database of worker co-ops operational with 50 worker co-op submitting data.</p> <p>5 Business case studies created</p>	Research Group

Educate:

1. Make starting or converting to a worker co-op, well known, easy to grasp, and a viable option.
2. Provide a range of learning opportunities for members of worker co-ops, increasing their skills and capabilities.
3. Improve the number, quality and availability of people able to advise and support worker coops.

Project	Deliverables	Resources	Success criteria (Dec'23)	Work group
Start a worker co-op	<p>Create a clear learning pathway to walk people through examples of worker coops and the process of setting one up.</p> <p>Create, collate and share a resource bank of guides, templates and case studies</p>	Fund from March '23?	23 worker coops started through our approach	Member Learning
Learning programme	<p>Create an online learning programme starting with “the basics” and developing additional modules based on member feedback</p> <p>Create a series of webinars and workshops on topics of interest to our membership</p> <p>Create, collate and share a resource bank of guides, templates and case studies</p> <p>Create opportunities to support, co-learning and mentoring between worker members</p>	£7,000	<p>50 worker members using our learning programme</p> <p>10 webinars or workshops hosted through our programme</p>	Member Learning
Co-op Clinic	<p>Recruit and train a pool of trusted supporters who can triage and broker (to our network) member enquiries</p> <p>Develop a pool of trusted peers, mentors and professional advisers</p> <p>Develop a framework and process to manage transactions between our members and this network</p> <p>Support barefoot training to build the skills and capabilities of worker members to become advisers</p>	£7,000	<p>At least 5 people trained and supported to provide enquiry management (triaging)</p> <p>20 peers, mentors and professional advisers onboarded and ready to offer support</p> <p>30 transactions recorded between members and our network of supporters</p>	Member Learning

Organise:

1. Create the culture and infrastructure so members with similar needs, roles, or co-ops can organise together.
2. Create a centralized and member aligned strategy, delivered through a decentralised network of supporters on behalf of the federation.
3. Build the financial, social and intellectual capital of workers co-ops and workers.coop, so everyone can meet their needs and build power.

Project	Deliverables	Resources	Success criteria (Dec'23)	Work group
Peer Networks	<p>Create the digital infrastructure and guidance so members can host their own online/in person peer networks based on shared interests: location, role, industry, demographics.</p> <p>Create and host flagship groups with high demand: Tech, Food, Finance, HR, Business development, London, Manchester, Glasgow, LGBT+ etc</p> <p>Host monthly Business Exchange meetings for generating business referrals for worker co-ops in our network.</p> <p>Deliver two large scale events, one in the Summer and one in the Winter</p>	<p>£5,000</p> <p>Fund in '23</p>	<p>12 number of peer networks active and attended</p> <p>150 participants taking part in our peer networks</p>	Member Learning
Member and support programme	<p>Build the expertise, design and implement infrastructure needed to recognise, organise and on-board people to carry out volunteer actions or paid work on behalf of the federation.</p> <p>Design, build and user test an effective reward and recognition framework providing a range of intrinsic or extrinsic motivators for volunteers, workers and paid contractors.</p>	£5,000	50 supporters taken through our programme and taking actions on behalf of the federation	Mobilisation
Finance	<p>Create and maintain financial reports, management accounts and other requirements to manage a co-operative society under UK law</p> <p>Ensure we have the financial sustainability to deliver our strategy</p>	£1,000	The Board have got adequate financial reports.	Finance
People	Ensure we have legally compliant internal systems, policies and processes within the federation, and to support the cultivation of a healthy, co-operative culture.	£2,000	A full suite of legally compliant policies in place	PPC
Digital	Create and maintain the digital infrastructure: email, web, forums, chat and SSO. Create and maintain our membership management systems to deliver our membership, members services and communications campaigns.	£1,500	Don't know!	Digital
Bus Dev				

Finances:

Notes:

Income:

- Aug '22 - March '23 confirmed
- March '23 onwards a target
- Assuming some paid for services coming in from April '23

Expenditure:

- Detail given for project for up to end of March '23 will be allocated in future years once income is confirmed.
- March '23 onwards assumes of costs to deliver paid elements

Profit & Loss	Aug'22 - March '23	April '23 - March 24	April '24- March '25	April '24 - March '25
Income				
Membership Fees	£ 20,000	£ 37,810	£ 57,288	£ 63,017
Co-op Clinic (Paid)		£ 4,950	£ 7,500	£ 8,250
Learning programme (paid)		£ 10,098	£ 15,300	£ 16,830
Grants & Donations	£ 57,200	£ 37,000	£ 37,000	£ 30,000
Total Income	£ 77,200	£ 89,858	£ 117,088	£ 118,097
Cost of Sales				
Motivate:	£ (14,000)	£ (13,000)	£ (18,000)	£ (18,000)
- Comms Campaign	£ (8,000)			
- Mobilisation Programme	£ (4,000)			
- Research and data	£ (2,000)			
Educate:	£ (14,000)	£ (13,000)	£ (18,000)	£ (18,000)
- Start a co-op				
- Learning programme	£ (7,000)			
- Co-op Clinic	£ (7,000)			
Organise:	£ (14,000)	£ (13,000)	£ (18,000)	£ (18,000)
- Peer networks	£ (5,000)			
- Supporter programme	£ (5,000)			
Co-op Clinic (Paid)	£ -	£ (4,455)	£ (6,750)	£ (7,425)
Learning programme (paid)	£ -	£ (9,240)	£ (14,000)	£ (15,400)
Sub-total	£ (42,000)	£ (52,695)	£ (74,750)	£ (76,825)
Overheads				
Project Co-ordination	£ (17,625)	£ (26,325)	£ (26,325)	£ (26,325)
Digital Infrastructure	£ (1,500)	£ (1,275)	£ (1,275)	£ (1,275)
People, Policy and Culture	£ (2,000)			
Finance (prof fee etc)	£ (1,000)	£ (1,800)	£ (1,800)	£ (1,800)
One-off misc expenditure	£ (9,900)	£ (5,000)	£ (5,000)	£ (5,000)
Overheads sub-total	£ (32,025)	£ (34,400)	£ (34,400)	£ (34,400)
Total Expenses	£ (74,025)	£ (87,095)	£ (109,150)	£ (111,225)
Surplus	£ 3,175	£ 2,763	£ 7,938	£ 6,872
Balance	£ 3,175	£ 5,938	£ 13,876	£ 20,748

What do we mean by Supporters

Underpinning our strategy is an experiment:

- Can we create a strong, centrally designed strategy, infrastructure and organising framework. That allows a large decentralised supporter network to deliver the work.
- Can we get the balance right between: The amount of contribution a supporter makes, the amount/type of reward they need, at a level of resourcing the federation can sustain.

Example Supporter Journey's:

Taking part in our "Motivate" journeys:

1. Signing up to our newsletter, reading and sharing stuff on social media
2. Logging on to read the campaign strategy, attend a mobilising or training webinar, download resources and share them
3. Create their own campaigns materials and share with others
4. Host their own local campaign, or talk to their local authority
5. Get trained to be a national spokesperson, to speak at events or on radio
6. Get them on the BBC Newsnight!

Taking part in our "Educate" journeys.

1. As a worker member go through our online learning platforms, "introduction to worker coops" module
2. Download our resources or attend a webinar training session relevant to their role
3. Share their own guides, templates, resources from their day job
4. Design and run a webinar training session on something they are expert in or create a module for our online learning platform
5. Attend a Barefoot Adviser course or other training we subsidise
6. Become an Adviser in our brokering service

Taking part in our "Organise" journeys:

1. Just take an interest, read outputs from Groups, maybe give comments etc
2. Attend, maybe even host a member interest group in their town or one a topic relevant to them
3. Become a member of a working group
4. Take on a role within a working group
5. Take on increasingly complex or time consuming work within the Groups work plan
6. Standing for the Board of Directors or becoming a Driver of a Group