Rochdale - Proud to be the World Capital of Co-operatives

Appendix 1

2012
International Year of Cooperatives

Rochdale

STRATEGIC PLAN
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1. BACKGROUND AND CONTEXT

1.1 United Nations Resolution 64/136

International years are declared by the United Nations to draw attention to major issues and encourage action.

The United Nations General Assembly has declared 2012 as the International Year of Co-operatives ("IYC"), highlighting the contribution of co-operatives to socio-economic development. In adopting Resolution 64/136 on 18 December, the Assembly noted that co-operatives impact poverty reduction, employment generation and social integration.

To commemorate the year, regional conferences will raise awareness of co-operatives and seek ways to leverage their contribution to socio-economic development and foster regulatory frameworks. A research agenda will be proposed and Member States are to form national committees that will serve as focal points for the Year’s activities.

31st October 2011 marked the official launch of the International Year of Cooperatives. The UN slogan for the year is "Cooperative Enterprises Build A Better World".

1.2 What is a “co-operative”?

A co-operative is an autonomous voluntary association of people who unite to meet common economic, social and cultural needs and aspirations, through a jointly owned and democratically controlled enterprise. In general, they contribute to socio-economic development and provide opportunities for social inclusion.

1.3 Co-operative aims and values

As self-help organizations that meet the needs of their members, co-operatives assist in generating employment and incomes throughout local communities. In the informal economy, workers have formed shared service co-operatives and associations to assist in their self-employment. In rural areas, savings and credit co-operatives provide access to banking services that are lacking in many communities and finance the formation of small and micro businesses, promotes inclusive finance.

1.4 Worldwide co-operatives today

The co-operative sector worldwide has about 800 million members in over 100 countries and is estimated to account for more than 100 million jobs around the world. The strength and reach of co-operatives are illustrated in the following examples:

- under the umbrella of the World Council of Credit Unions, 49,000 credit unions serve 177 million members in 96 countries, and 4,200 banks under the European Association of Co-operative Banks serve 149 million clients;

- agricultural co-operatives account for 80 to 99 per cent of milk production in Norway, New Zealand and the United States; 71 per cent of fishery production in the Republic of Korea; and 40 per cent of agriculture in Brazil;

- electric co-operatives play a key role in rural areas. In Bangladesh, rural electric co-operatives serve 28 million people. In the United States, 900 rural electric co-
operatives serve 37 million people and own almost half of the electric distribution lines in the country\(^1\).

1.5  **Rochdale’s co-operative heritage**

The Rochdale Society of Equitable Pioneers, founded in 1844, is usually considered the first successful cooperative enterprise. A group of 28 weavers and other artisans in Rochdale, England set up the society to open their own store selling food items they could not otherwise afford. Within ten years there were over 1,000 cooperative societies in the United Kingdom.

This social enterprise has been used as a model for modern co-operatives, following the 'Rochdale Principles' which have formed the basis for the principles on which co-operatives around the world operate to this day. (The original Rochdale Principles were officially adopted by the International Co-operative Alliance (ICA) in 1937 as the “Rochdale Principles of Co-operation”).

It is this proud heritage that has made Rochdale synonymous with co-operative enterprises and principles, and hence why Rochdale is known as “the birthplace of co-operatives”. This is also why Rochdale has officially been designated by the ICA as the World Capital of Co-operatives.

13 of the original Rochdale Pioneers

\(^1\) Ref: UN ‘Background paper on cooperatives’
2. STRATEGY

2.1. General

The IYC 2012 offers Rochdale a once in a lifetime opportunity to promote itself to a national and international audience as co-operatives become a real focus of world-wide activity. It is therefore critical that Rochdale maximises all of the Borough’s connection with the International Year of Co-operatives throughout 2012.

2.2. Strategic objectives

The stated objectives\(^2\) for Rochdale’s IYC Programme are:

- To promote Rochdale as the birthplace of co-operatives, with a unique heritage and cultural offer
- To promote co-operatives to increase the co-operative movement in the borough
- To leave a lasting legacy beyond 2012 (physical and “word of mouth”) that Rochdale is the birthplace of co-operation.

2.3. Links to wider policies

It is recognised that the IYC Programme, by its intrinsic nature, is wide-ranging and will impact on a number of Boroughwide strategic objectives and organisations, both within and outside of Rochdale MBC. As such, all of the IYC Programme outcomes should be tied in to the overall strategic aims and targets for the Borough where possible, including:

- Building Success and Independence, and improving Quality of Place;
- Supporting greater inward investment within the Borough, including the town centre regeneration;
- Establishing new (and developing existing) international links;
- Promoting a modern image of Rochdale and modern day examples of co-operative working;
- Increasing understanding of co-operatives, and how these are relevant to modern day business;
- Increasing the footfall of visitors, both inside and outside the borough;
- Putting Rochdale firmly on the map as the Capital of Co-operatives: past, present and future;

\(^2\) Ref : ELT report dated 13\(^{th}\) Dec 2010
• Increase the number of co-operatives within the borough, encouraging businesses to support each other;

• Encouraging greater community cohesion, through collaboration and co-operation;

• Promoting the wide number of local initiatives taking place across the borough, highlighting areas of investment as well as best practice examples of partnership and collaboration;

• Maximising the publicity potential for project plan strands by linking with current events – e.g. Olympics / health & wellbeing; Fairtrade fortnight / schools and colleges; Sustainability Week / sustainability and environmental etc.

2.4. 5-year legacy

The intention is to deliver a co-ordinated programme of events, linked to common themes, throughout 2012 – however it is essential that the IYC 2012 also leaves a lasting legacy for the Borough. As such, there will be a 5-year legacy plan in place from 2013 – 2018 which will be linked into the borough’s community strategy, Pride of Place.

2.5. United Nations IYC 2012 objectives

As can be seen, there is a clear synergy between the above objectives and the 10 key objectives set for the IYC 2012 by the United Nations, namely:

1. Cooperative enterprises build a better world.

2. Cooperative enterprises are member owned, member serving and member driven

3. Cooperatives empower people

4. Cooperatives improve livelihoods and strengthen the economy

5. Cooperatives enable sustainable development

6. Cooperatives promote rural development

7. Cooperatives balance both social and economic demands

8. Cooperatives promote democratic principles


3. KEY THEMES AND VALUES

3.1. Values

The main co-operative values are:

- Openness
- Self-help
- Social responsibility
- Caring for others
- Democracy
- Equality

These themes and values will be used to confirm the “Key Messages” for the communications plan.

3.2. 5 Ways to Wellbeing

The IYC Programme themes will be aligned with the 5 Ways to Wellbeing to support the ongoing legacy of the 2012 IYC Programme. It is intended that each activity within the IYC Programme will be specifically linked to one of the 5 Ways to Wellbeing, i.e.:

- Connect
- Be Active
- Take Notice
- Learn Something New
- Give Something Back
4. ROLES AND RESPONSIBILITIES

4.1. IYC Steering Group

A Steering Group has been set up to oversee the implementation of the overall programme plan and the delivery of the longer-term strategic objectives listed in section 2. The Steering Group is responsible for ensuring the successful delivery of the Rochdale IYC Programme, and has ultimate authority for approving all related activity and ensuring linkage across the different project strands.

The Steering Group is chaired by the Project Sponsor, Pam Smith, and comprises representation from the key project area leads as follows:

Helen Winn - overall project manager. Responsible for the co-ordination of the Rochdale IYC 2012 project plan and for giving direction to the IYC Working Group

Penny Sharp – policy manager. Responsible for ensuring that the strategic direction of the IYC Programme remains consistent with other Borough policies and aims, and current regeneration / community initiatives e.g. Rochdale town centre regeneration. Responsible for overseeing delivery aspects of the IYC Programme within RMBC

Andy Glover & Helen Winn (jointly) – budget and cost management. Responsible for maintaining a full audit trail of all monies received (e.g. budget or sponsorship) and spent and ensuring that the project costs do not exceed the overall project budget and are spent in a manner consistent with the strategic objectives and solely related to the delivery of the IYC Programme. Responsible for ensuring VFM

Julia Youd – media and communications lead. Responsible for ensuring the positive promotion of the IYC programme in a manner consistent with the Communications Plan

Carol Hopkins – business liaison officer. Responsible for establishing new and developing existing relationships with external bodies, including overseas and international links. Responsible for liaising with organisations to raise sponsorship monies

Matthew Rowbotham – IYC support. To provide general support across all workstreams, e.g. with events co-ordination / management, liaison with community groups etc.

The Steering Group will meet monthly during 2012 to review the delivery of the Rochdale IYC Programme and to provide strategic direction as appropriate.

4.2. IYC Working Group

The high level Rochdale IYC 2012 plan sets out a number of key strands to which each of the activities included within the IYC programme are linked. These activities are detailed in the overall project plan (Appendix 1a). It is intended that the project plan will be flexible to accommodate new activities that may be developed collaboratively during 2012, e.g. “fringe” events and so forth.
A Working Group has been established comprising key leads for each of the Rochdale IYC event strands.

The Working Group is chaired by Helen Winn, and comprises the following representatives:

Jessica Byrne (RMBC) – Schools and Colleges
Julian Jefferson (Link4Life) – Heritage and Arts
Tim Nuttall (RMBC) - Tourism
Barbara Lloyd (Link4Life) – Health and Wellbeing
Shabnam Sardar (HMR PCT) – 5 Ways to Wellbeing
Carol Hopkins (RMBC) – Business and Enterprise
Chris Taylor (RMBC) – Sustainability and Environment
Julia Youd (RMBC) – Communications and Media
Matthew Rowbotham – IYC support / events co-ordination

The lead for each theme will develop a specific action plan for each theme, setting out:

- Actions
- Milestones
- Timescales
- Risks and Contingencies
- Cost implications

A number of theme plans are primarily single service / agency responsibility and a lead has been identified. A number are multi agency and interlinked (i.e. development of events and PR and Marketing) and so will require a theme steering group.

4.3. Member involvement

To ensure that there is Member support and engagement, the Council Leader, Councillor Colin Lambert, has been appointed as political sponsor of the Rochdale IYC Programme.

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3 In liaison with Karen Humphreys (Hopwood Hall College) and [TBC] (Rochdale Sixth Form College)
4.4. **Partner organisations**

The following partner organisations have committed their support and involvement in the strategic planning and operational delivery of the 2012 IYC Programme:

- The Co-op and the Co-op College
- Inspiredspaces Rochdale (Rochdale’s local education partnership) – in conjunction with Carillion
- Link4Life
- Hopwood Hall College
- Rochdale Sixth Form College
- Place Board
- HMR PCT
- Rochdale Town Centre management team.

In the spirit of the 2012 IYC Programme, it is expected that there will be full co-operation and collaboration between RMBC and all of the organisations involved to achieve the strategic objectives of the Programme. This will include the sharing of information, provision of resource, support and guidance as necessary.

It is vital to the success of the 2012 Programme that each organisation involved commits 100%.

4.5. **External links**

The 2012 IYC Programme provides a unique opportunity for Rochdale borough and its local communities to reach out and forge new links and relationships with national and international partners.

Each Working Group lead is responsible for identifying any possible opportunities, which are to be reported to the Steering Group (via Helen Winn).
5. COST MANAGEMENT AND RESOURCE PLANNING

5.1. Cost planning

Each Working Group representative is responsible for producing a cost plan for their activities. As well as setting out financial requirements, the cost plan should also include details of any non-financial support required to deliver the activity, for example resource requirements, materials, as well as any dependencies on other workstreams.

Each cost plan must be submitted to Andy Glover for approval. Once approved, this will fix the budget for that event which must not be exceeded without further approval (see section 5.2).

The Working Group representatives shall ensure that their cost plans are regularly updated. Following completion of each activity, a final cost plan shall be submitted to Andy Glover detailing the actual costs of the event. This is important to ensure there is a full audit trail of the 2012 IYC.

The overall cost plan for the Rochdale IYC Programme will be approved by Pam Smith and Penny Sharp.

5.2. Cost management

Each of the Working Group representatives is responsible for ensuring that the events within their workstream are delivered within the approved cost plan. Once the cost plan has been approved, this must not be exceeded without seeking specific approval from Pam Smith or Penny Sharp.

5.3. Overall accountability

Andy Glover and Helen Winn are jointly responsible for ensuring the overall Value for Money (VFM) of the Rochdale 2012 IYC. This will include ensuring that:

- project costs do not exceed the overall project budget;
- all project costs are spent in a manner consistent with the 2012 IYC strategic objectives and are solely related to the delivery of the IYC Programme;
- all monies received (whether from the public sector budget or private sector sponsorship) are properly and fully accounted for;
- there is a full audit trail of all monies received (e.g. budget or sponsorship) and spent in relation to the 2012 IYC Programme.

The above issues are captured in more detail in the IYC Finance Protocol (Appendix 1b). If there are any queries regarding the cost planning or cost management aspects of the IYC programme, these must be raised in the first instance with Andy Glover or Helen Winn.

5.4. Final account

At the end of the IYC 2012 a full review will be undertaken of the costs of the IYC Programme and these will be presented to the Steering Group.
5.5. **Sponsorship funding**

A sponsorship template has been produced to help with the obtaining of additional sponsorship funding from local businesses and other organisations to support the Rochdale 2012 IYC Programme. It is important that any additional funding for the IYC Programme, including sponsorship funding, is separately accounted for.
6. MEDIA AND COMMUNICATIONS

6.1. Communications Objectives

Our IYC communications will:

• raise awareness and understanding of Rochdale’s co-operative heritage and its co-operative future
• promote all IYC events to encourage people to take part
• contribute to changing people’s perceptions of Rochdale so they recognise it as a visitor destination
• support the borough’s strategic objectives and the UN’s objectives for 2012

6.2. Key messages

To ensure consistency, information has been provided to all partners regarding key information that needs to be included in all media releases referencing IYC.

The key messages are that:

• Rochdale is celebrating the International Year of Co-operatives
• Rochdale is the World Capital of Co-operatives – it’s where the global Movement began
• Rochdale is organising events throughout the year to celebrate IYC
• Rochdale will be hosting visitors from throughout the world, including members of the International Co-operative Alliance Board
• Rochdale is taking a lead on co-operation. It will be hosting major conferences – one focusing on developing mutual housing solutions and the second for Councils aiming to become Co-operative Councils
• Rochdale’s proud co-operative history is shaping its future
• Rochdale is a Fairtrade Borough
• Rochdale is full of surprises – it’s a great place to visit with something for everyone
• Rochdale is facing the future with confidence, proud of its past and excited about its future
• There’s lots going on in Rochdale – major regeneration, millions of pounds of inward investment
• The Olympic Torch will be passing through Rochdale on 23 June
• Rochdale will be celebrating the Queen’s Golden Jubilee, lighting beacons across the borough
• Rochdale is hosting the Rugby World Cup in 2013

6.3. Audiences

Communications will be targeted appropriately. Our key audiences are:

• Residents from all neighbourhoods across the borough.
• Potential residents.
• Visitors and potential visitors.
• Investors and potential investors.
• Members.
• Business leaders.
• Council staff.
• Partners and their staff.
• AGMA – officers and residents within the authorities.

6.4. **Communications Channels**

**External**
The following channels will be used to target our external audiences:

- Media (print, radio and online) – local, regional, national and specialist, including Co-operative News
- Rochdale Council website
- Visit Rochdale and Visit Manchester websites
- Partner websites including RBH, NHS, Link4Life, CVS
- ICA website
- Social media – Facebook and Twitter
- Posters/leaflets/on-street advertising
- ‘Good news’ texts to Rochdale business leaders and LSPB members

**Internal**
To communicate to **Council staff** we will:

- Issue global e-mails
- Use the intranet
- Use pop-ups
- Incorporate the latest news in all issues of “E-news”
- Use the Core Brief
- Distribute marketing materials
- Issue ‘good news’ texts (ELT, Service Directors, SMTs)
- Explore the possibility of arranging staff-specific events

**Members**
To communicate to **members** we will:

- Issue media releases to members as per arrangements for issuing other releases
- Provide Cabinet members and other councillors who have opted in, with ‘good news’ texts
- Provide targeted briefings as needed
- Invite members, as appropriate, to key events

6.5. **Evaluation**

It is vital that we evaluate communications. In all instances we will begin with no-cost and low-cost solutions to communications. Success will be measured by:

- £ value of media coverage received.
- Hits/unique visitors to IYC web pages.
- Numbers attending events.
- Participants in awards or competitions.
- Number of re-Tweets.
- Number of ‘Likes’ on Facebook.
6.6. **Branding**

**Use of official IYC logo** - The Council has gained permission from the UN/ICA to use the official IYC 2012 logo. This will be issued with all media releases relating to the IYC. Partners of the Council can also use and issue the logo.

**Borough branding** - Communications will follow borough brand guidelines or Council brand guidelines, or the relevant partner guidelines of those issuing marketing materials.

**Other branding guidelines** – As noted in section 3.2, the IYC Programme themes will be aligned with the 5 Ways to Wellbeing to support the ongoing legacy of the 2012 IYC Programme. Therefore where relevant the 5 Ways to Wellbeing key messages and branding will be included in both media releases and on marketing materials.
7. REVIEW AND EVALUATION

7.1. Project evaluation / audit

At the end of IYC 2012 there will be a formal project evaluation and audit. This will review, in particular:

- Achievement of individual project deliverables
- Economic and social impact
- Delivery against strategic objectives
- Cost (against budget)
- Event success factors
- Sustainability / Legacy events

7.2. Case studies

Wherever possible, a case study should be produced following the completion of each event to provide a lasting record of the IYC programme as well as supporting media releases, publicity etc.

Each workstream lead is responsible for ensuring that case studies are completed and submitted to Matthew Rowbotham.

Any queries regarding the format of IYC case studies should be directed to Julia Youd in the first instance.
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