

The Circular Economy & Co-operatives

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Dr Guy Turnbull
A Co-operative Consultant

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CASA's Theory Of Change

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









TEAM FOSTERING

Putting Children's Futures First

CO-OPERATIVE & COMMUNITY FINANCE
the lender for social purpose

CASA
CARE AND SHARE ASSOCIATES



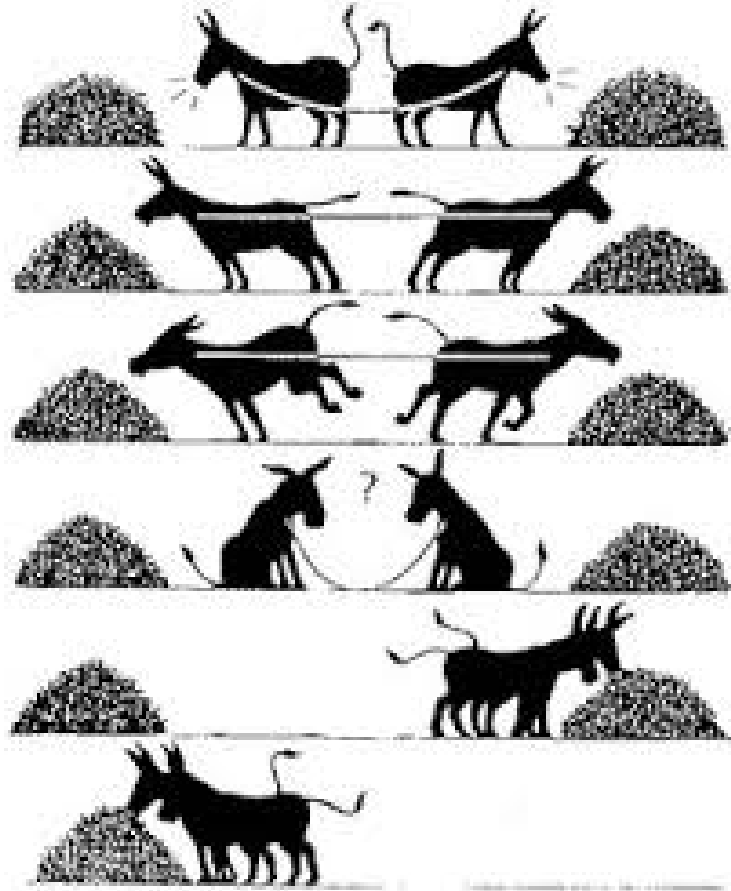
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CASA In Context; Key Performance Indicators (2017)

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



Co-operation & Mutuality In A Nutshell: For Me To Win, You Don't Need To Lose



Drivers; Why Do We Need Co-operative Forces For Good

- Global Financial Crisis – De-regulation & Incentivised Reckless Lending
- Absence Of Good Corporate Governance
- Huge Societal Pressures Around The Impact Of Technology On Ageing & Disability
- Pressure On Resources
- The Role Of Entrepreneurship & Leadership
- The Future Of Work
- The Challenge Of Complexity
- The Role Of The State/Modernisation Of Public Services

Co-operatives Generated As A Response To Pressure Or Need

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Or Is Co-operation Natural?



Ask The Geese



- Fly 70% Further
- Work for common good
- Honk
- Take turns
- Look after each other

Current Challenges In South Australia's Disability & Aged Care Space

- The 'Inevitably Of Demography'
- How will a Care Workforce be recruited, retained, engaged, and 'excited'
- NDIS Pricing Tariff vs Existing/Legacy Cost Base & Operating Model
- Consumer Choice & Control Sometimes Difficult To Articulate
- Under-utilisation of NDIS Dragging Down GDP
- Where's The Spark For Transformation?
- A Sector Ready For 'Consolidation'/Privatisation – both public services and Not For Profit

Current UK Context

- Financial Crash & Public Austerity
- Brexit Accentuating Workforce Challenge
- Market 'Failure' In The Health & Social Care Sector;
 - £2.6Bn Funding Hole plus storing up future problems as low level/prevention services cut
 - The Demographic Reality/Increasing Demand
 - Increased cost pressures – National Living Wage
 - 90,000 plus vacancies in the NHS alone
 - Children's service at tipping point

Why Is This Important?

- 1948/NHS Born – Life Expectancy 66 years/ now 81 (Oz = 82)
 - UK – Health vs Life Span
 - – 19 Million Over 65s by 2050
 - – 8 Million Over 80 by 2050
 - 1 in 4 of us NOW need help with daily living
 - Doubling of people needing 24/7 support
 - vacancy rate was 10%, amounting to 53,000 vacant positions at any one time.

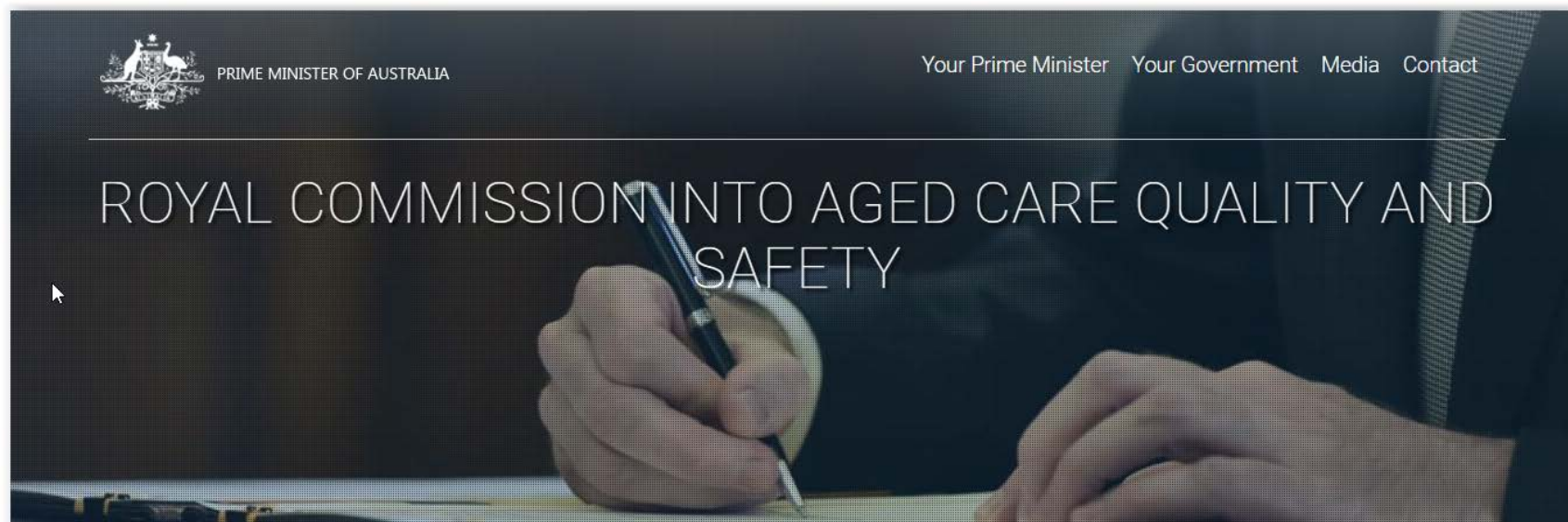


The Face Of Market Failure In Health & Social Care





Morrison to announce royal commission into aged care after string of scandals



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ROYAL COMMISSION INTO AGED CARE QUALITY AND SAFETY

The Aged Care Workforce Taskforce's A matter of care – a strategy for Australia's aged care workforce

- Almost one million workers by 2050 – has been developed by an industry-led expert taskforce.
- Need to almost triple our aged care staff by 2050 which means we must make caring a career of choice, with clear professional pathways, high community appreciation and strong self-respect.
- The Productivity Commission projects the number of Australians receiving aged care will almost triple by 2050, to 3.5 million, requiring staff numbers to grow from 366,000 to almost one million.

Co-operative Development Benefits

- Locally owned, creating and retaining profits and jobs within their communities;
- Democratically controlled;
- Reach ‘new entrepreneurs’;
- Developed a capacity to identify and develop new and innovative markets
- Value & Contribution Recognised by Government

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

- Genuine Employee Engagement Through Ownership
- Consumer Owned & Controlled
- Marketing/Secondary Producer Co-operatives
- Hybrid/Multi Stakeholder/Buurtzorg/Self-managed teams
- Public Service Mutualisation Vs Privatisation

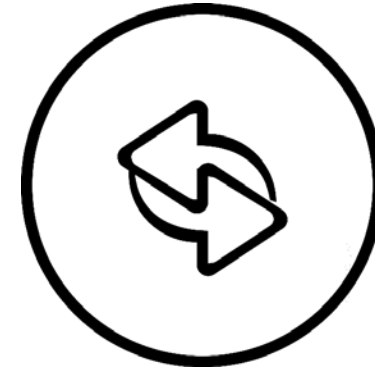


The Co-operative Model – Ethics and Values

Co-operative members believe in the traditional ethical values of honesty, openness, **social responsibility** and caring for others.

Co-operatives are based on the values of self-help, **self-responsibility**, democracy, equality, equity and **solidarity**.

SELF-RESPONSIBILITY



SOLIDARITY

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SEVEN COOPERATIVE PRINCIPLES

Education
Training
&
Information



Training
&
Information

Concern
for the
Community



Member
Economic

Participation

COOPERATION



Among Cooperatives



AUTONOMY
&
INDEPENDENCE



Voluntary
Open
Membership

Democratic



MEMBER Control

US Unemployed Co-operative Relief Organisation

Chance establishment in 1932 by one man trying to exchange his labour for feeding his family

Resulted in support for 150,000 families in California

Groups like UCRO ultimately involved more than 1.3 million people, in more than 30 states. It happened spontaneously, without experts or blueprints

But based on co-op principles of;

Self-help

Solidarity

What History Books Left Out About Depression Era Co-ops

It would seem that a movement that provided livelihood for more than 300,000 people in California alone would merit discussion in the history books.



Mondragon Corporation is a corporation and federation of worker cooperatives based in the Basque region of Spain.

Founded in the town of Mondragon in 1956 by graduates of a local technical college.

Response to poverty, hunger, exile, and tension of the Spanish Civil War.

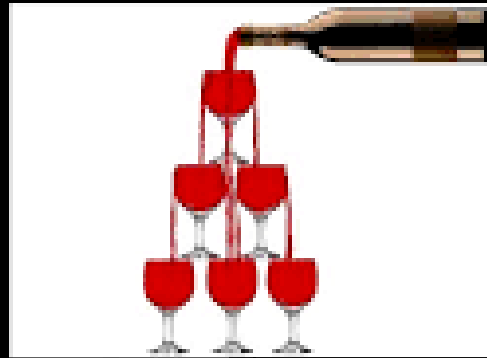
Revenue: 12.11 billion EUR (2015)



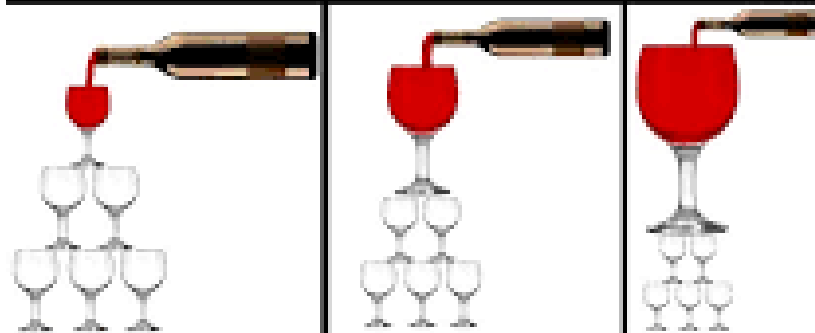
Ownership Matters

Trickle down economics

How we're told it works



What actually happens



An International Movement



- 1844 Rochdale Pioneers
- ICA: one in every six people on the planet are cooperators.
- At least 12% of people on earth is a cooperator of any of the 3 million cooperatives on earth.
- Cooperatives provide jobs or work opportunities to 10% of the employed population
- the 300 top cooperatives or cooperative groups generate 2.1 trillion USD in turnover while providing the services and infrastructure society needs to thrive (GLOBAL 300).

Co-operatives build sustainable and resilient societies

By their very nature, cooperatives play a triple role:

- As **economic actors** they create opportunities for jobs, livelihoods and income generation
- As **people-centered enterprises** with social goals they contribute to social equity and justice
- As **democratic institutions**, they are controlled by their members, playing a leading role in society and local communities

Cooperative movement supports International Fair Trade Charter



Consumer Co-operatives: Fighting The Plastics Challenge

- The Co-operative Group, Uk
- Co-op Norway
- The Japanese Consumers' Cooperative Union
- 2016, the plastic caps on Coop Norway's own-brand organic Ånglamark milk became fully recyclable
- The polyethylene used during production comes from biomass from second generation feedstock, rather than petroleum-based sources.
- The Co-operative Group's 2020 Strategy aims to make 80% of their private label packaging recyclable.
- The Japanese Consumers' Cooperative Union has created a 'Co-op Action Plan' for SDGs

Agricultural cooperatives: Maintain longevity of the land via sustainable farming practices.

- COOCENKI cooperative brings together small scale farmers working in North Kivu province- DR Congo.
- Membership of 285 young farmers
- The members came together to help with production and consumption. Those rearing livestock receive feed produced by the farmers who in turn receive manure for their farms making it easier for them to access organic matter for soil fertilization.
- Co-creating a solution to the problem of accessing quality agricultural products, a big challenge for farmers in the DRC
- Indian Farmers Fertiliser Cooperative Limited (IFFCO)
- Founded in 1967 with just 57 cooperatives, they are today an amalgamation of over 36,000 cooperatives
- diversified business interests, ranging from general insurance to rural telecoms, in addition to their core business of manufacturing and selling fertilisers.
- They have pledged to implement reforestation projects on waste lands in 29,419 hectares.
- Committed to reducing energy consumption and undertake alternative and renewable energy initiatives, and to achieve self-sufficiency in food production by making high quality fertilisers available to farmers



Let's Co-Operate!

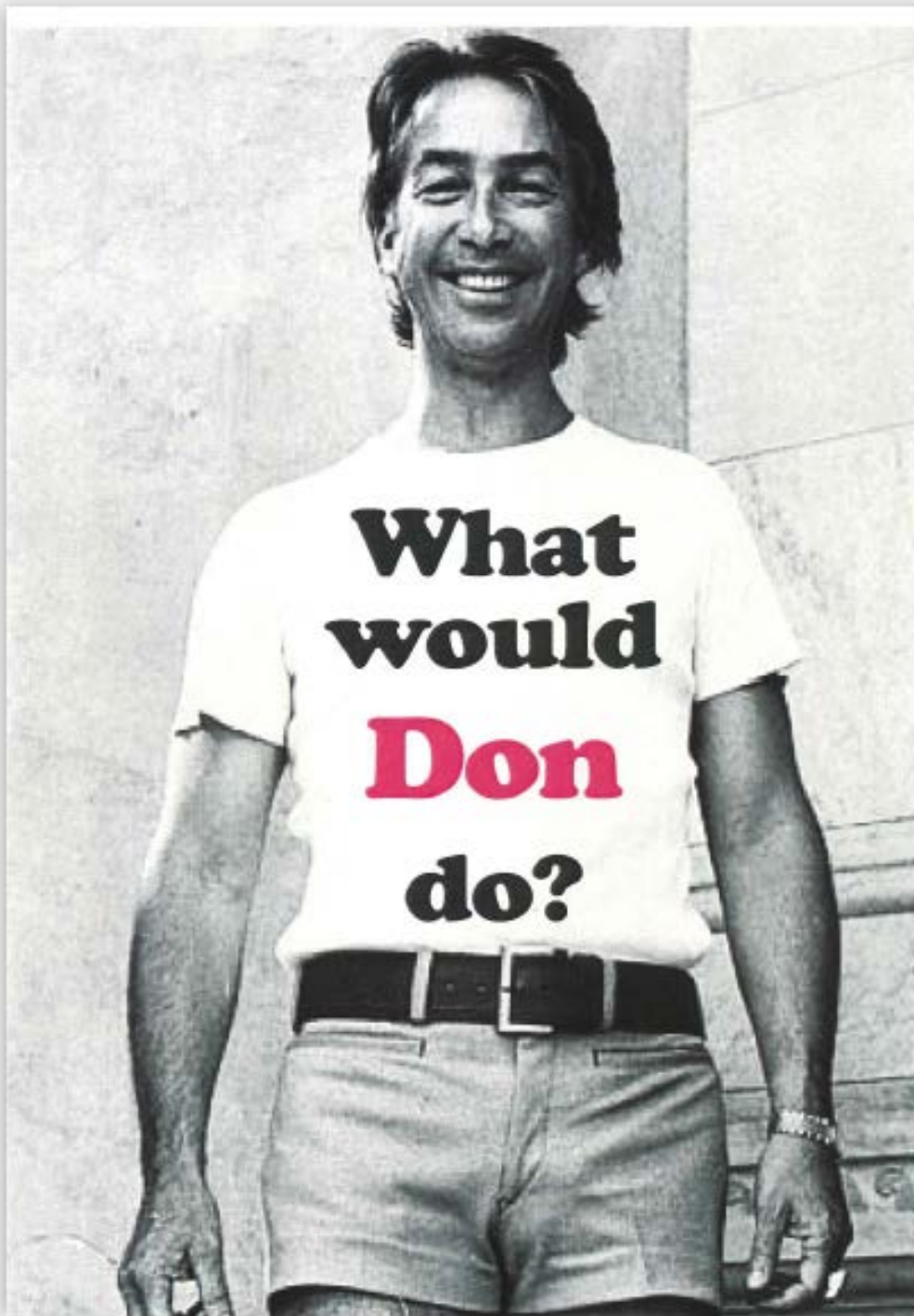
guy@thecarecoop.com

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Maybe...

Follow Through From CIVIC Democracy To Industrial Democracy:

Build A More Co-operative State



Mutual Solutions To Big Challenges

- Support the care sector re-engineer to meet changes in funding and demand - particularly it's workforce issues
- Innovate Develop New Models Of Place-Based Care
- Disability and entrepreneurship - how do we create a whole new cohort of entrepreneurs in SA, and how do we help support a whole new group of people to participate in the economy.
- How can employee ownership can help with family owned businesses and transition planning.
- Support The Transition Public Service Mutuals
- Build A More Circular Economy

Thoughts On Building A More Co-operative Environment

- Burning Platforms & Drive on particular sectors
- Social procurement, competitive engagement, & market making – Long term commissioning
- Access to capital
- Education and internships
- Leaders & incentivised development support
- Enabling legislation – Social Value Act/Health & Well-Being (Wales) Act/ Tax Incentives (Italy) ;
- Import & Scale
- Create ‘Sectoral Development Body’?

The Right People

- ✓ Where are today's/tomorrow's social entrepreneurs?
- ✓ What interventions can be made to get them to flourish

The Right Ideas

- ✓ Home grow/Import & scale

The Right Support

- ✓ Capital fund
- ✓ Market making through social procurement
- ✓ Incentivised development support
- ✓ Well designed legal/financial structures



Potential Proto-types-Proof Of Concept

- Assistive Technology and Data - how do we harvest consumer data, allow consumers to own it and benefit from it.
- A Northern Care Cooperative - personalisation and consumer directed care, improving the experience through a Joint Venture Cooperative.
- Peer Support Workforce Co-op - Marketing, training/accreditation back office and career development cooperative.
- Worker owned home-care co-op in SA, hospital admissions avoidance, transitions in care, etc.
- Business Support For Kudos
- RED Pilot & Supported Self Employment



guy@thecarecoop.com

