

WMTS

# Our Strategy 2022-27





# Introduction

This strategy heralds a new era as we embark on an exciting new direction and embrace a new name.



We are extremely proud of our forty-year history and the impact we have had. But it was time to make a change - to respond to the unprecedented social, environmental, and economic pressures faced by the country.

We believe our economy and society should work differently, where people and planet come first. This strategy sets out how we will work towards that over the next five years.

We are staying true to our co-operative roots. Co-operative development will remain at the heart of what we do. While our focus will always remain in Wales, we plan to grow the volume of work we do in other parts of the UK.

We have talked with a lot of people in drawing up this new strategy. They encouraged us to be bolder and more ambitious about the difference we want to make. That boldness is reflected throughout the document.

Those conversations revealed there was overwhelming support for a name change - from within the organisation and from outside. As we have grown and diversified over the last four decades, our identity as the Wales Co-operative Centre had become confusing for many people and no longer reflected the breadth of what we do.

Our new name - Cwmpas - signals the next chapter for an agency that is working for economic and social change. It is designed to reflect our organisation's role in helping people and communities set out a path to a better future.

“Da ni o gwmpas” means “We’re around” in Welsh and could also be taken to mean “We are from Cwmpas.” This sense of working with people, communities and businesses and helping them get to where they want to be, will always be at the heart of our organisation’s ethos.

Our journey as Cwmpas is one that we will take with others. We know it is only by co-operating that we will achieve our shared ambitions.

We are excited about the future and look forward to working with you over the years ahead.

**Derek Walker**, Chief Executive

## We believe our economy and society should work differently, putting people and planet first

<p><b>Creating a fairer, greener economy</b></p> <p><b>Mission 1:</b> We are working to increase the proportion of the economy made up by social enterprises, co-operatives, and employee-owned businesses.</p>		<p><b>Building a more equal society</b></p> <p><b>Mission 2:</b> We are working to advance social justice by increasing access, equity, diversity, and participation.</p>		<p><b>Making positive change happen</b></p> <p><b>Mission 3:</b> We are working in co-operation with people and organisations to take action for social good.</p>	
Goal	Outcome	Goal	Outcome	Goal	Outcome
<b>We will provide support to social enterprises, co-operatives, and employee-owned businesses. We will promote these models to policymakers, to the public and private sectors, as well as to educators, skills and training providers.</b>	There will be a 30% increase in the size of the social enterprise and co-operative sector in Wales (based on 2020 figures, as measured by turnover and number of businesses).	<b>We will work to reduce social exclusion and in particular to increase digital inclusion and the level of basic digital skills. We will have a particular focus on helping older people, disabled people and black, Asian and ethnic minority people with digital skills.</b>	More people in our communities are digitally included and will have higher level digital skills. The rate of digital exclusion in Wales will be below 5% of the population and 90% of people will have five basic digital skills.	<b>We will help organisations make positive change happen through participative and engaging learning and development services. We will promote social entrepreneurship as an effective way people can address social problems.</b>	Each year we will have inspired at least 100 people to become changemakers who tackle social issues through new social and democratic businesses or new economy practices. Our Cambria Fellowship will have 500 fellows.
<b>We will influence private sector enterprises to become stronger and more productive by embedding democratic practices through employee ownership.</b>	There will be double the number of employee-owned businesses in Wales at the end of the current Senedd term in 2026.	<b>We will support people to develop community-led housing schemes and influence policy to make it easier for more schemes to happen.</b>	There will be double the number of groups taking forward community-led housing in Wales, 150 new low-carbon homes completed, and a development pipeline for a further 250 homes.	<b>We will boost digital skills, capacity and infrastructure within social business and third sector organisations. We will explore how data can be used to achieve social impact.</b>	Each year ten different organisations will have increased their confidence and capability in using digital approaches and technology to achieve their purpose.
<b>We will strengthen the social and democratic business sector's contribution to tackling climate change and promoting diversity.</b>	All our clients will receive advice about how they can better tackle climate change, and the number of democratic and social businesses led by Black, Asian or ethnic minority and disabled people will have increased so that the sector reflects the diversity of Wales.	<b>We will build communities' enthusiasm, capacity and readiness to take on local assets and services with a focus on disadvantaged and underrepresented communities.</b>	We will have provided expert advice to 25 successful community share schemes thereby significantly increasing community ownership in Wales.	<b>We will help organisations make positive change happen through expert advice and a range of consultancy services. We will promote and deliver initiatives that build community wealth and the foundational economy.</b>	Each year ten different organisations will have increased the social value they achieve through their commissioning and procurement processes.

### Our cross-cutting goals: We will consider these goals in everything we do.

<p><b>Action on climate change</b></p> <p>We recognise our responsibility to reduce our own environmental impact. We will consider our environmental impact in everything we do. <b>We will be a carbon neutral organisation by 2030.</b></p>	<p><b>Involving</b></p> <p>We want to involve people in the work we do. <b>We will design and deliver our services around the needs of the people who use them, making sure we involve the diversity of service users.</b></p>	<p><b>Collaborative</b></p> <p>We recognise that we can only achieve our missions and goals by working with others. Collaboration, partnership working, and coalition building will be central to our approach and service delivery. <b>We will establish strong relationships and our partners will say we're good to work with.</b></p>	<p><b>Promoting equality and valuing diversity</b></p> <p>We will value diversity and take a zero-tolerance approach to discrimination. We will be an anti-racist workplace. <b>We will ensure all our employees are aware of our values and apply them in their work. We will set diversity targets to better represent and include the society in which we work. We will agree and implement an equality, diversity and inclusion action plan.</b></p>	<p><b>Digital leaders</b></p> <p>Data, digital and technology have the potential to transform how we do things to help us provide better services and reach more people. <b>We will maintain a high-quality secure IT infrastructure. We will agree a new digital strategy and apply digital approaches across our programmes of work.</b></p>	<p><b>Outward looking</b></p> <p>Our heart is in Wales, but we will secure new funding and contracts to extend our work beyond Wales. <b>We will learn from good practice around the world. By 2027, we will be delivering a range of activities outside of Wales.</b></p>	<p><b>Influential</b></p> <p>We want to change the way the economy and society works. This will require us to influence public policy and the practices of others. <b>We will secure key wins and commitments on policy and funding.</b></p>	<p><b>High standards</b></p> <p>We will maintain the highest standards of governance and customer service. We will meet or exceed our targets for the delivery of programmes. We will be a Fair Work Employer and continue to be a great place to work. <b>External accreditations and evaluations will tell us that we are operating to the highest standards.</b></p>
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# Our vision and missions

The current economic system is failing to tackle the key challenges our communities face today – from climate change to economic inequality, marginalisation and poverty. The Covid-19 pandemic has heightened the existing inequalities in our economy. It does not have to be this way. Our economy and society should – and could – work in the interests of people and the planet.

We have made it our role to help change the way our economy and society works.

We will create a fairer and greener economy by growing the number and scale of social enterprises, co-operatives and employee-owned businesses. These social and democratic business models currently only make up 3% of GDP in the UK<sup>1</sup>, and their potential is not being realised to address the challenges our communities face to decarbonise the local economy, create good quality jobs and address inequality.

We will provide support to communities that are left behind to improve services and facilities in their

local area. We will help make society more equal by improving the skills of those that are excluded or at risk of being excluded. As an employer we will value diversity and take a zero-tolerance approach to discrimination. We will be an anti-racist workplace.

And we will work alongside public, private and third sector organisations to provide them with our advice and support to help them to make more of a positive difference for their customers and communities.

Our work has never been so important to ensure that we rebuild a fairer society and greener economy in Wales and across the UK.

In summary:

**We believe our economy and society should work differently, putting people and planet first.**

Between 2022 and 2027 we will work across three key missions to meet this vision:

- 1. Creating a fairer, greener economy** – we are working to increase the proportion of the economy made up by social enterprises, co-operatives and employee-owned businesses.
- 2. Building a more equal society** – we are working to advance social justice by increasing access, equity, diversity and participation.
- 3. Making positive change happen** – we are working in co-operation with people and organisations to take action for social good.

The goals and outcomes associated with our three missions are set out in detail in the next section.

As well as our own goals and outcomes, we are committed to applying the framework provided by the Well-being of Future Generations (Wales) Act 2015<sup>2</sup> to ensure we work for long-term impact to address the persistent problems of poverty, economic inequality and climate change.

<sup>1</sup> Social Enterprise UK (2018) The Hidden Revolution: Scale and size of social enterprise in 2018 <https://www.socialenterprise.org.uk/press-releases/government-must-harness-the-power-of-social-enterprise-to-make-uk-competitive-and-inclusive-finds-new-research/>

<sup>2</sup> <https://www.futuregenerations.wales/about-us/future-generations-act/>

# Our values

Underpinning our work is a commitment to delivering support to people, communities and businesses in ways that reflect our own co-operative values. We believe that how we do things is just as important as what we do.

Our values are inspired by the international co-operative values (see appendix) but written in our own words. They signal what we are, how we

do things and where we increasingly want to be. All staff, board members and volunteers commit to operating within our values.

Our values guide us to:

- **Be co-operative:** we work collaboratively for mutual benefit
- **Be supportive:** we give our time, expertise and encouragement
- **Be fair:** we work to address inequality and value diversity and democracy
- **Have integrity:** we strive to be open and honest in everything that we do
- **Be positive:** we invest our energy in achieving outcomes
- **Be inspirational:** we empower people, communities and businesses to take control and reach their potential.



# Our missions and five-year goals

Between 2022 and 2027, we will work across three key missions to meet our vision to see our economy and society working differently, putting people and planet first. Each mission has three five-year goals to provide us with strategic direction and anticipated outcomes that help us measure our success.





## **Mission 1:** Creating a fairer, greener economy

We are working to increase the proportion of the economy made up by social enterprises, co-operatives and employee-owned businesses.



## Context

Social enterprises and co-operatives have a long-standing track record of supporting growth and jobs but also of offering essential services that other organisations have been unable or unwilling to provide. This was placed into sharp focus during the pandemic, with these social and democratic businesses playing a crucial role in the response, working with local authorities and other community organisations to ensure the most vulnerable were supported.

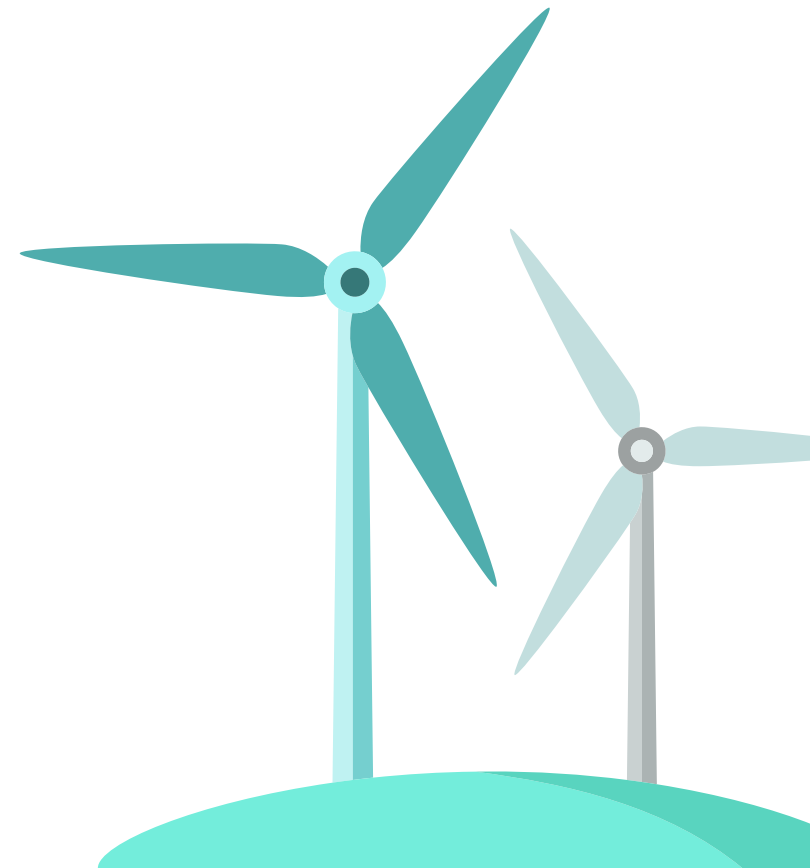
However, the pandemic has also laid bare the ongoing challenges faced by many communities as inequality and deprivation deepens as a result of persistent trends - from growing unemployment amongst younger people to the continued decline of the high street. As we recover from the pandemic, we need to ensure that we are building an economy fit for the future. We need to design an economy that is fairer, greener, providing good quality jobs, improving well-being, and reducing inequality for people.

Social and democratic businesses can help change the way the economy works, tackling some of these biggest changes at a local level, by putting people and planet first. We believe that by growing the number of social enterprise, co-operative and employee-owned businesses and focusing on building local economies, we can build a greener and more resilient economy that works for everyone, both in Wales and across the UK.

## What we will do

We have been helping set up social enterprises, co-operatives and employee-owned businesses across Wales for forty years and we will continue to help social and democratic businesses to start up and grow, building on our experience and partnerships. However, we recognise that there is more we can do to position social and democratic businesses at the centre of creating a fairer, more sustainable economy.

Furthermore, we are committed to working with mainstream businesses to transfer ownership to employees, thereby helping to increase productivity, share wealth more evenly and anchor those businesses in our communities.





**Goal 1:** We will support social enterprise, co-operative and employee-owned businesses. We will promote these models to policy makers, to the public and private sectors as well as to education, skills and training providers.

Activity	Geographic coverage	Sector coverage	Key partners, collaborators	Links into current programmes and initiatives
Secure commitments from the Welsh Government and others to fund a specialist business support service tailored to social enterprises and co-operatives. Tackling climate change and promoting equality will be integral to the advice we provide.	Wales	Cross-sector	Welsh Government, WCVA, DTA Wales, Social Firms Wales, UnLtd, Business Wales, Social Enterprise UK, equality organisations	Business Wales, NEWID digital for the third sector programme
Add to our business support offer for social enterprises and co-operatives, which will include exploring ‘accelerator’ approaches for key high-growth / high-impact sectors in Wales. We will seek to combine business advice with access to funding / social investment, peer networking / mentoring and skills development.	Wales	Cross-sector	Business Wales, ethical funders, WCVA, DTA Wales, Social Firms Wales, UnLtd	Business Wales, Hatch Impact Accelerator programme
Strengthen existing programmes and develop new ones that support the development of social enterprises and co-operatives in particular sectors where they have potential to grow, for example in the provision of social care, re-use and recycling, renewable energy and agriculture.	Wales, UK	Cross-sector	Business Wales, ethical funders, WCVA, DTA Wales, Social Firms Wales, UnLtd, Welsh Government, Social Care Wales	
Capitalise on the strong performance of Cwmpas’s business support offer in Wales to expand services to other parts of the UK.	UK	Cross-sector	UK Government, Co-operatives UK, LEPs, Growth Hubs	The Hive, Ownership Hub
Play an active role raising awareness amongst commissioners / policy makers of new approaches to economic development and how they support the current political agenda and can be embedded into service delivery.	UK	Cross-sector	Welsh Government, UK Government, Bevan Foundation, IWA, CLES, NEF	Office of the Future Generations Commissioner

**Goal 2:** We will influence private sector enterprises to become stronger and more productive by embedding democratic practices through employee ownership.

Activity	Geographic coverage	Sector coverage	Key partners, collaborators	Links into current programmes and initiatives
Expand our dedicated employee ownership programme in Wales to work with more clients during the transition process and to explore how we provide 'aftercare' support.	Wales	Cross-sector	Employee Ownership Association, Welsh Government, Scottish Enterprise	Ownership Effect Inquiry, Ownership Hub
We will campaign for changes to policy and funding to make the context more supportive of employee ownership in Wales.	Wales	Cross-sector	Employee Ownership Association, Welsh Government, Cardiff University	Ownership Effect Inquiry, Ownership Hub
Extend our employee ownership programme to other parts of the UK.	UK	Cross-sector	Employee Ownership Association, Co-operatives UK, other agencies	Ownership Effect Inquiry, Ownership Hub



**Goal 3:** We will strengthen the social and democratic business sector’s contribution to tackling climate change and promoting diversity.

Activity	Geographic coverage	Sector coverage	Key partners, collaborators	Links into current programmes and initiatives
We will deliver a programme of intensive support to social enterprises, co-operatives and employee-owned businesses to tackle climate change.	Wales, UK	Cross-sector	WCVA, DTA Wales, NRW, Community Energy Wales	Business Wales
We will help set up new enterprises that have tackling climate change as their mission and that go beyond net zero by producing more energy than they use.	Wales, UK	Cross-sector	WCVA, DTA Wales, universities, research councils, innovation networks, think-tanks, Community Energy Wales, NRW	Business Wales
We will address structural inequalities by helping social and democratic businesses to employ diverse groups of people, and to embed diversity in governance structures.	Wales, UK	Cross-sector	UnLtd, Social Firms Wales, Disability Wales, Race Council Cymru, WEN Wales, Stonewall Cymru, Social Enterprise UK	Business Wales





## How this work will be resourced and / or funded

There is a clear need to continue to provide tailored support for businesses with alternative ownership models so as to continue to increase their representation in the economy. However, we recognise the pressures on public funding in the years ahead.

On this basis, we have undertaken detailed analysis with our partners on the scope to supplement Welsh Government funding with other sources to provide continued business support services at the scale and scope identified in this strategy. We have identified a mix of opportunities comprising commercial funding and funding from trusts and foundations. We will also explore the potential to introduce an investment model for repayable finance - in particular through community shares and other co-operative-friendly equity models.

Key to this area of work is to establish a more sustainable funding model, while recognising that Welsh Government funding will still be a critical component of a specialist business support service for social enterprises, co-operatives and employee-owned businesses in Wales.

## Outcomes – measuring our success

We will work towards realising the following outcomes over the next five years, to understand our success in delivering this mission, namely we will deliver the following:

**Goal 1:** There will be a 30% increase in the size of the social enterprise and co-operative sector in Wales (based on 2020 figures as measured by turnover and number of businesses).

**Goal 2:** There will be double the number of employee-owned businesses in Wales at the end of the current Senedd term in 2026.

**Goal 3:** All our clients will receive advice about how they can better tackle climate change and the number of democratic and social businesses led by Black, Asian or ethnic minority and disabled people will have increased so that the sector reflects the diversity of Wales. This would be an increase of 2% to 6% for enterprises led by Black, Asian and ethnic minority people and 5% to 23% for those led by disabled people.



## Mission 2: Building a more equal society

We are working to advance social justice by increasing access, equity, diversity and participation





## Context

Even before the pandemic, the UK was one of the most unequal societies in the developed world. Before the crisis poverty was increasing, with average incomes falling year-on-year for most, while the average income for the UK's wealthiest 20% continued to grow. The housing crisis has been a significant cause of this inequality. Black, Asian and Minority Ethnic people and disabled people are more likely to live in poverty. This situation was compounded by the pandemic, which disproportionately affected disadvantaged and marginalised communities. There is now a clear need to stimulate interest and activity in community-led initiatives as a means to create, retain and revitalise community housing, assets and facilities so that communities do not get further left behind.

We also recognise that digital technology has a critical role to play in building a fairer society. There has been a rapid acceleration of the use of digital by all sorts of service providers, triggered in part by the pandemic and the move to remote ways of working, but which will continue due to the ongoing financial pressures faced by public bodies. If digital inclusion is not considered, this approach risks excluding large numbers of people, especially those from marginalised groups.

## What we will do

We are proud to be a co-operative and, based on our co-operative values, we intend to work hard to tackle inequality and promote inclusion. We recognise that as well as 'putting our own house in order' to become a more inclusive employer, we have an important role to play to promote inclusion in society. We have a strong record of helping people with basic digital skills. We are further committed to building greater levels of trust and confidence in digital services by promoting participation and democracy in how such technology platforms are owned and run. We will also look to do more work in other skills areas too. For example, as we transition to a lower carbon economy it will be vital to support those people most affected by the necessary structural changes to gain new skills for this greener economy.

Community ownership has been proven to raise social capital within communities which subsequently promotes inclusion and reduces inequality into the future. On this basis, we will continue to take a leading role in developing community-led housing. We will also focus on evolving and scaling our current community ownership programmes to boost their reach and engagement within communities in Wales and beyond into the UK.





**Goal 4:** We will work to reduce social exclusion, and in particular to increase digital inclusion and the level of basic digital skills.

Activity	Geographic coverage	Sector coverage	Key partners, collaborators	Links into current programmes and initiatives
Expand Cwmpas's digital skills provision by building further networks and partnerships to widen and strengthen delivery of training and support to people with low or no digital skills e.g. older people, people in rural areas, disabled people.	UK	Cross-sector	Welsh Government, Good Things Foundation, Disability Wales, Race Council Cymru, Older People's Commissioner	Digital Communities Wales
Undertake a detailed mapping exercise to identify and understand the barriers to community-led development, focusing on funding and skills. This exercise can subsequently inform a commercial offering regarding skills development and access to appropriate finance for community-led development.	UK	Cross-sector	Welsh Government, WCVA, Building Communities Trust, UnLtd, Social Firms Wales, Cwmni Bro Ffestiniog	
Explore with partners an apprenticeship and/or vocational training programme linked to mutuals and social enterprises, informed by the Kickstart programme.	Wales	Cross-sector	WCVA, UK Government, Welsh Government, Social Firms Wales, DTA Wales, Cwmni Bro Ffestiniog	Kickstart programme. Inclusive Economy Programme: Transition to Work
Developing and implementing skills programmes to meet the needs of people, particularly the most marginalised.	Wales	Cross-sector	Welsh Government, WCVA, Business Wales	

**Goal 5:** We will support people to develop community-led housing schemes and influence policy to make it easier for more schemes to happen.

Activity	Geographic coverage	Sector coverage	Key partners, collaborators	Links into current programmes and initiatives
Secure continued financial support for Cwmpas’s co-operative and community-led housing advice service. Explore potential of Cwmpas to take a development / management role with community-led housing organisations across Wales to bring affordable housing schemes to market in Wales.	Wales	Housing	Welsh Government, The Nationwide Foundation, National Community Land Trust Network (NCLTN), DTA Wales, Planed, Community-led Homes	Communities Creating Homes, Community Housing Fund
Developing the revenue and capital finance necessary to take forward CLH schemes.	Wales	Housing	NCLTN, Welsh Government, local authorities, Development Bank of Wales, Communities Creating Homes, financial institutions	Communities Creating Homes, Community Housing Fund, Mutual Home Ownership
Scope the potential for Cwmpas to grow its role as the ‘community-led housing hub’ for Wales with a dedicated offer of advice, training, funding and practical support to local groups, councils and developers looking to develop community-led housing, across the development and housing management process.	Wales	Housing	NCLTN, Welsh Government, ethical funders, local authorities	Communities Creating Homes, Community Housing Fund.

**Goal 6:** We will build communities’ enthusiasm, capacity and readiness to take on local assets and services, with a focus on disadvantaged and underrepresented communities.

Activity	Geographic coverage	Sector coverage	Key partners, collaborators	Links into current programmes and initiatives
<p>Evolve and scale current programmes which support community ownership of assets and services, for example the Community Shares Wales programme, focusing on introducing commercial features to boost sustainability of programmes, and extending reach beyond Wales.</p>	<p>UK</p>	<p>Cross-sector</p>	<p>Welsh Government, DTA Wales, WCVA, Co-operatives UK, Locality, UK Government, Power to Change</p>	<p>Community Shares Wales, Community Shares Unit, Social Business Wales (New Start programme), Care and Support Programme.</p>
<p>Explore the potential of a Community Shares booster programme to provide an investment vehicle for institutional investment into co-operative and community businesses via community shares. We will consider how this investment can be used to incentivise low carbon or zero carbon schemes.</p>	<p>Wales</p>	<p>Cross-sector</p>	<p>Welsh Government, DTA Wales, WCVA, Co-operatives UK, Locality, UK Government, Power to Change</p>	<p>Community Shares Booster programme in England</p>
<p>Embark on an engagement exercise to understand the real needs and aspirations of disadvantaged communities and of people that experience discrimination to better inform how we provide support to them to take on local assets and services.</p>	<p>Wales</p>	<p>Cross-sector</p>	<p>Welsh Government, Disability Wales, Race Council Cymru</p>	



## How this work will be resourced and / or funded

Financial pressures will mean public funding alone cannot be relied upon to fund our work in this space. However, we believe there is a strong case for continued public funding to support communities in Wales and across the UK to take a greater stake in the assets, services and housing that shape their lives. There is also a clear role for the public sector to help people develop their skills, including digital skills. With this, we will endeavour to secure grants and contracts from public bodies to support these activities.

Equally, we will seek funding from trusts and foundations, and we will continue to develop our consultancy and commercial offer to supplement public funding and diversify our income.

## Outcomes – measuring our success

We will work towards realising the following outcomes to understand our success in delivering this mission, namely:

**Goal 4:** More people in our communities are digitally included and have higher level digital skills. We will have a particular focus on helping older people, disabled people and Black, Asian and ethnic minority people with digital skills. Our target will be to reduce digital exclusion in Wales to below 5% of the population and for 90% of people to have the five basic digital skills.

**Goal 5:** There will be double the number of groups taking forward community-led housing in Wales, 150 new, low-carbon homes completed and a development pipeline for a further 250 homes.

**Goal 6:** We will have provided expert advice to 25 successful community share schemes, thereby significantly increasing community ownership in Wales.



### **Mission 3:** Making positive change happen

We are working in co-operation with people and organisations to take action for social good.

## Context

The response from local communities to the pandemic in Wales was remarkable, with numerous examples of social economy and third sector organisations taking the lead in providing support and reaching those most in need. Collaborations, relationships and connections between local government, statutory partners, social businesses and third sector organisations have been re-invigorated. There is a growing expectation and need for these relationships to be sustained in the longer term.

There is a real opportunity to position the social economy and the third sector at the centre of the policy agenda in responding to the many challenges that society currently faces, but also to push for a greener and more equitable economy that empowers people and communities creating local economic benefit.

## What we will do

We want to help change the way the economy and society works for the benefit of everyone. To achieve that we will empower people and organisations to make positive change happen. We will work alongside public, private and third sector organisations to provide them with our advice and support to help them to make more of a positive difference for their customers and communities.



**Goal 7:** We will help organisations make positive change happen through participative and engaging learning and development services. We will promote social entrepreneurship as an effective way people can address social problems.

Activity	Geographic coverage	Sector coverage	Key partners, collaborators	Links into current programmes and initiatives
Develop an effective engagement programme with education and training institutions to ensure a strategic approach to raising prominence of social entrepreneurship and alternative business models across the curricula.	Wales, UK	Education	Welsh Government, Business Wales, Young Enterprise, Universities Wales, Cardiff University	Big Ideas Wales, Wales Innovation Network
Develop and deliver a suite of learning programmes for the third sector.	UK	Cross-sector	WCVA, Clore Social	Social Enterprise Academy
Develop a partnership with Ashoka to promote social entrepreneurship and changemaker behaviours.	Wales, UK	Cross-sector	Ashoka	



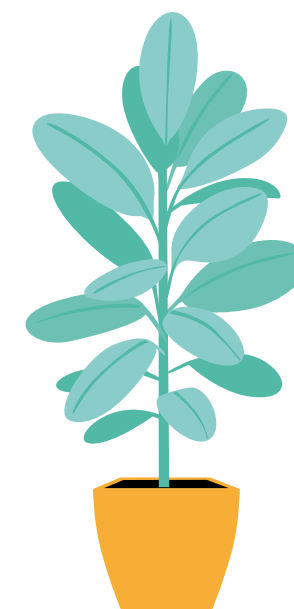
**Goal 8:** We will boost digital skills, capacity and infrastructure within social business and third sector organisations. We will explore how data can be used to achieve social impact.

Activity	Geographic coverage	Sector coverage	Key partners, collaborators	Links into current programmes and initiatives
Develop a dedicated offer to support the third sector to improve confidence and better use of digital in their operations and service delivery.	Wales	Cross-sector	Good Things Foundation, CPDS, Catalyst, CAST, Digital Leaders Network Wales & UK	Digital Communities Wales, Catalyst, NEWID digital for the third sector programme
Work with partners to promote co-operative models and greater democratic participation in the growing number of digital platforms and services to develop more effective accountability within technology.	UK	Cross-sector	Co-operatives UK, Welsh Government, Good Things Foundation	Data Collective, Data Poverty Lab, UnFound
We will consider how data is being used within the third sector and take forward work to better use data to improve services.	UK	Cross-sector	CPDS, Catalyst, CAST, Digital Leaders Network Wales & UK	NEWID digital for the third sector programme



**Goal 9:** We will help organisations make positive change happen through expert advice and a range of consultancy services. We will promote and deliver initiatives that build community wealth and the foundational economy.

Activity	Geographic coverage	Sector coverage	Key partners, collaborators	Links into current programmes and initiatives
Expand our services for public bodies and other anchor organisations to develop effective co-op / social enterprise/ local supply chains linked to a lower carbon economy and a community wealth building / foundational economy approach.	Wales	Cross-sector	CLES, Co-operative Council Innovation Network, university partners, DTA Wales, FE Network	Community wealth building
Grow our consultancy offer that supports private sector businesses and public bodies to better embed social value in their operations.	UK	Cross-sector	Welsh Government, LEPs, WLGA, NHS Wales	
Develop our consultancy services to help public bodies bid for and deliver relevant funding programmes.	UK	Cross-sector	Mutual Ventures, WLGA, Welsh Government	Shared Prosperity Fund, Levelling Up Fund



## Outcomes – measuring our success

We will work towards realising the following outcomes to understand our success in delivering this mission, namely:

**Goal 7:** Each year we will have inspired at least 100 people to become changemakers who tackle social issues through new social and democratic businesses or 'new economy' practices. Our Cambria Fellowship will have 500 fellows.

**Goal 8:** Each year ten different organisations will have increased their confidence and capability in using digital approaches and technology to achieve their purpose.

**Goal 9:** Each year ten different organisations will have increased the social value they achieve through their commissioning and procurement processes.



## Our cross-cutting goals: We will consider these goals in everything we do

We have agreed a number of cross-cutting goals that apply across our programme of work

### 1. Acting on climate change

We recognise our responsibility to reduce our own environmental impact. We will consider our environmental impact in everything we do. **We will be a carbon neutral organisation by 2030<sup>3</sup>.**

### 2. Involving

We want to involve people in the work we do. **We will design and deliver our services around the needs of the people who use them, making sure we involve the diversity of service users.**

### 3. Collaborative

We recognise that we can only achieve our missions and goals by working with others. Collaboration, partnership working and coalition building will be central to our approach and service delivery. **We will establish strong relationships and our partners will say we are good to work with.**

### 4. Promoting equality and valuing diversity

We will value diversity and take a zero-tolerance approach to discrimination. We will be an anti-racist workplace. **We will ensure all our employees are aware of our values and apply them in their work. We will set diversity targets to better represent and include the society in which we work. We will agree and implement an equality, diversity and inclusion action plan.**

### 5. Digital leaders

Data, digital and technology have the potential to transform how we do things to help us provide better services and reach more people. **We will maintain a high quality, secure IT infrastructure. We will agree a new digital strategy and apply digital approaches across our programmes of work.**

### 6. Outward looking

Our heart is in Wales, but we will secure new funding and contracts to extend our work beyond Wales. We will learn from good practice around the world. **By 2027 we will be delivering a range of activities outside of Wales.**

### 7. Influential

We want to change the way the economy and society works. This will require us to influence public policy and the practices of others. **We will secure key wins and commitments on policy and funding.**

### 8. High standards

We will maintain the highest standards of governance and customer service. We will meet or exceed our targets for the delivery of programmes. We will be a Fair Work Employer and continue to be a great place to work. **External accreditations and evaluations will tell us that we are operating to the highest standards. Our customers will be satisfied with the service they have received from us (average customer satisfaction score will be above 6 out of 7). We will secure the 'We Invest in People' standard at the highest level - platinum. (We are currently at the gold level).**

<sup>3</sup> Date to be confirmed following detailed work on a decarbonisation plan



## Appendix: International co-operative values and principles

As a co-operative organisation, Cwmpas adheres to the International Co-operative Values and Principles. The International Co-operative Alliance has summarised these values and principles as follows:

### Values:

Co-operatives are based on the values of self-help, self-responsibility, democracy, equality, equity and solidarity. In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility and caring for others.

### Principles:

The co-operative principles are guidelines by which co-operatives put their values into practice.

#### 1st Principle: voluntary and open membership

Co-operatives are voluntary organisations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political, or religious discrimination.

#### 2nd Principle: democratic member control

Co-operatives are democratic organisations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the

membership. In primary co-operatives members have equal voting rights (one member, one vote) and co-operatives at other levels are organised in a democratic manner.

#### 3rd Principle: member economic participation

Members contribute equitably to, and democratically control, the capital of their co-operative. At least part of that capital is usually the common property of the co-operative. They usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any or all of the following purposes: developing the co-operative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions with the cooperative; and supporting other activities approved by the membership.

#### 4th Principle: autonomy and independence

Co-operatives are autonomous, self-help organisations controlled by their members. If they enter into agreements with other organisations, including governments, or raise capital from external

sources, they do so on terms that ensure democratic control by their members and maintain their co-operative autonomy.

#### 5th Principle: education, training and information

Co-operatives provide education and training for their members, elected representatives, managers and employees, so they can contribute effectively to the development of their co-operatives. They inform the general public – particularly young people and opinion leaders – about the nature and benefits of cooperation.

#### 6th Principle: co-operation among co-operatives

Co-operatives serve their members most effectively and strengthen the co-operative movement by working together through local, national, regional and international structures.

#### 7th Principle: concern for community

While focusing on member needs, co-operatives work for the sustainable development of their communities through policies accepted by their members.

# Cwmpas

To discuss any of the approaches this guide or find out how we can support you, please contact Cwmpas on;

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