



**Co-operative Sustainability and Planning
Scorecard:**

Purpose and Description of the Tool

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in partnership with
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Today's Presentation

Sustainability and Planning Scorecard Project

1. The current Scorecard research **partnership**
2. Why measure **co-operative** sustainability?
3. The **scorecard project** – what is it and where are we now?
4. **Next steps**

Main Partners

<http://www.cooperativedifference.coop>



Réseau de recherche pour mesurer la
DIFFÉRENCE COOPÉRATIVE



Measuring the Co-operative Difference
RESEARCH NETWORK



Social Sciences and Humanities
Research Council of Canada

Conseil de recherches en
sciences humaines du Canada

Canada

Research Partners

1. Co-op Atlantic

- Léo LeBlanc, Monique Bourque, and Roméo Cormier

2. Academic Partners from 2 universities

- Leslie Brown and Elizabeth Hicks, MSVU
- André Leclerc, l'Université de Moncton

3. Design of Scorecard Phase

- Pilot Project Co-operatives (5)

4. Implementation Co-ops (to be determined)

Context

Sustainability and Planning Scorecard Project

Co-op Atlantic (2012)

- Over \$604 million in sales in 2011-12
- 64 Consumer co-operatives
- 22 Country Stores
- 15 Agricultural Societies
- 33 other including services in social housing, energy, real estate



Why is it important to measure *co-operative* sustainability?

Voices from the sector ...



International Co-operative Alliance 2007

Co-operatives, driven by their values, have in many ways been pioneers of socially responsible business behaviour. However, the co-operative movement has not done as much as it should have in measuring this co-operative difference”

“What is needed is a consistent and rigorous framework to better measure the way co-operatives operate – to demonstrate their combined economic and social benefits.”



Sustainability Solutions Group 2010

“Conducting and publishing annual sustainability assessments is a way for us to be transparent about our operations and accountable towards our members, associate members, clients, partners and the public.”

Hope to “... engage and inspire other organisations to track and report the social, ecological and economic impacts of their operations and focus on the overall happiness of their staff.”

“The annual sustainability assessments inform our annual and five year plans.”

Comments from Pilot Project Co-operatives (Design Phase)

“It also was helpful to show us areas in which we need improvement but were areas clearly unknown to us.”

“Nous avons l'impression d'en sortir enrichis.”

“Tired of negativity (allows you to do nothing but complain). This is a positive action.”

“Pour mieux faire comprendre nos particularités et promouvoir le modèle coopératif.”

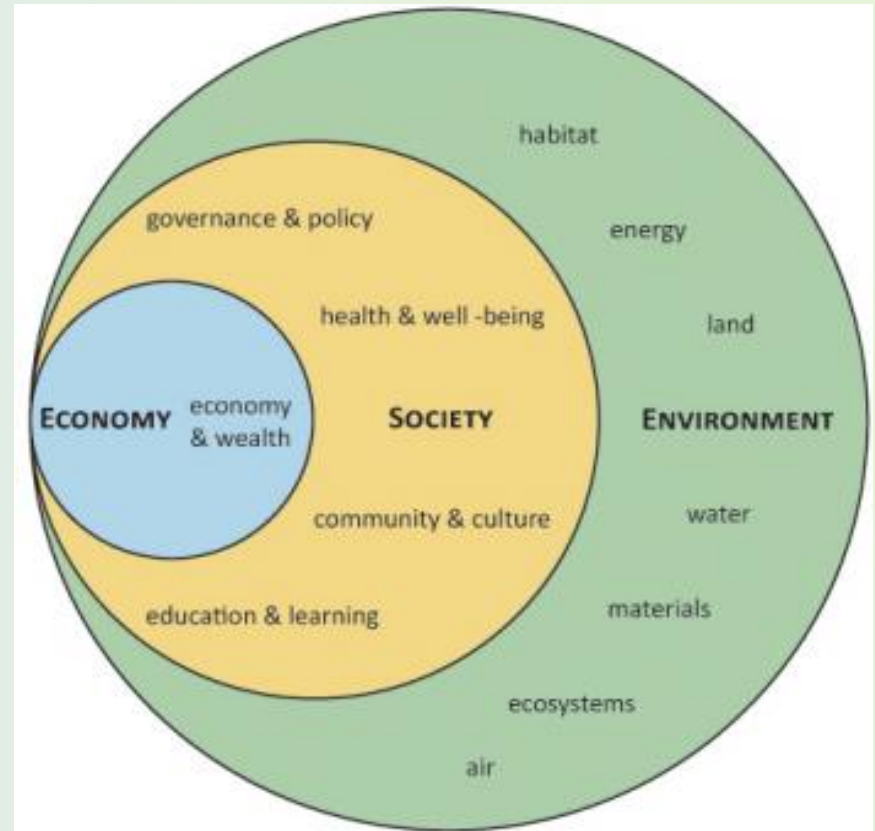
“Une fois regroupés, les résultats nous fourniront un portrait global de la contribution des coopératives dans la région.”

SUSTAINABILITY= a process

- ❖ *Staying in business while also staying true to co-operative principles and values*
- ❖ *Interrogating relationship between co-ops' activities and the environment – human and “natural”*

“The nested circle framework recognises that social and economic activity occurs within ecological limits.”

(SSG website, 2012)



Project A1: The Scorecard Project

1. *Develop and implement a scorecard that :*
 - Helps **define, measure & prioritize** factors that make co-operatives unique and different from their competitors – strengthening co-operative identity. (Co-operative Principles, Social, Economic & Environmental performance)
 - Provides information that is useful for **strategic planning** - to celebrate achievements & address shortfalls in relation to co-op priorities, external benchmarks & recognized best co-operative practices. (Governance & Management)

Project A1: The Scorecard Project

#1 is complete - SCORECARD IS READY, with help from the PPC'S, and is structured as follows:

1. **7 Co-op principles** (29 basic & 36 associated practices)
2. **Economic** measures (5 basic and 11 associated practices)
3. **Social** measures (11 basic & 19 associated practices)
4. **Environmental** measures (7 basic & 13 associated practices)
5. Two **surveys** (employee and member/customer)

Automated Scoring of each section and of full scorecard

Group	PRACTICES & INDICATORS			Reporting Year Ended:			
				Practices		Indicators	
				Score	Priority	Measure	Benchmark
IV		Democratic Board Elections					
	g	The Co-op has a nomination process that ensures enough candidates for competitive board elections.					
	A	# of people (employees and/or volunteers) responsible for working on the nominations and elections process for the most recent election <i>[in the comments section indicate the position/title of the person in charge]</i>					
Comments:							
	B	The Co-op provides financing to support the nominations and elections process <i>[in the comments section specify the amount allocated to this process for the last election]</i>					
Comments:							
	C	Ratio of the # of candidates to the # of board positions at the last election (the number of candidates divided by the number of available board positions)					
	D	# of board positions that were appointed by acclamation (no vote required because the number of candidates equals the number of positions available)					
	E	The nominations committee is mandated to seek candidates that meet the diverse needs of the board including expertise and representation of the diversity of the membership (Yes/No)					
	9.1	In advance of the election, the Co-op provides members with information on the candidates for the Board positions.					
	A	(Yes/No) <i>[in comments section indicate when and how this information is provided]</i>					Yes
Comments:							

Who does the work?

- Some combination of: the Board, management, volunteer committee
- Other stakeholders, including employees and members (employee survey and member survey are part of the package)

Who does the work?



Project A1: The Scorecard Project

2. *Work with Co-op Atlantic and the local co-ops to:*

- **Support their use of the tool** to measure performance and to engage stakeholders in the process
- **Assess their experience** with the process, including the factors that increase or impede take-up of this tool AND the ways the results feed into the planning process
- Make **improvements as needed**

Project A1: The Scorecard Project

3. *Aggregate the data to:*

- **Build a profile** of retail co-operatives in the region, and develop regional benchmarks for performance on the various measures
- **Analyze patterns of performance on the co-operative difference** as measured by this tool
- **Analyze impacts** on a range of stakeholders, including community, as measured by this tool

Project A1: The Scorecard Project

4. Work with Co-op Atlantic and the local co-operatives to:

- Strengthen the community of **co-operative sustainability and planning practice** in the region and beyond
- **Collaborate** with interested other co-operatives or co-op researchers using different tools (whether in retail or other sectors, in Canada or abroad)

Next Steps – 2012-13

**AGM
2012**

Recruit co-ops to use the tool over the Fall & Winter

Analyze data and prepare reports; do preliminary analysis of aggregated data

Collectively reflect on the experience of using the scorecard

**AGM
2013**

Thank-you!

Merci!

<http://www.cooperativedifference.coop>

Or contact

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