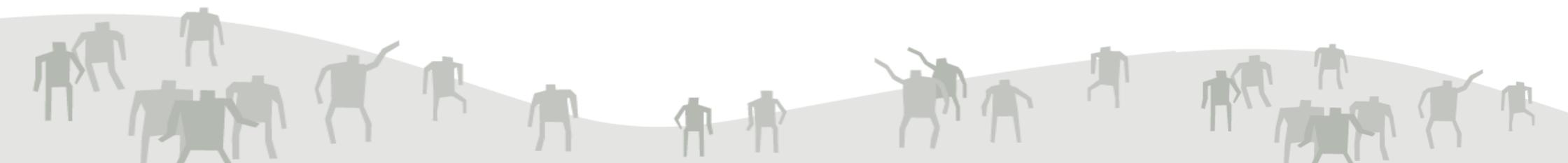




The Co-operative Young Members' Board

A Manifesto For
Young People



Contents

- The CYMB
- A Word From Our Chair
- Our Manifesto
 - 1) Developing Products and Services
 - 2) Building Our Democracy
 - 3) Challenging Perceptions
 - 4) Investing In Our Future
 - 5) Setting Our Vision
 - 6) Leading The Way

Page **2**

Page **3**

Page **4**

Page **5**

Page **14**

Page **20**

Page **25**

Page **31**

Page **36**



The Co-operative Young Members' Board

The Co-operative Young Members' Board (CYMB) has been brought together to provide insight into the thoughts, views, issues and aspirations of people from 16 to 25.

The CYMB is made up of 15 young people from across the UK who were appointed following a rigorous selection process from over 300 applicants from across the UK. All 15 members of the CYMB have been in place since they were recruited in May 2013. They have a varied background but all are members and users of our services.



Over the last 18 months, the CYMB have provided invaluable insight; spending time on projects and research that is helping the Society to engage with a younger customer and member profile. The CYMB meet regularly at Angel Square, Manchester and also work outside these meetings on tasks and challenges.

This Manifesto has been developed by The CYMB in order to provide their vision for putting youth creativity and innovation at the heart of our democracy and business decision making.

A Word From Our Chair

Hi, I'm Ed Moss and I have the privilege of being the first ever chair of The Co-operative Young Members' Board. As the first Board's tenure comes to an end, we now look back at the significant achievements of this unique project, and look forward to what we can achieve in the future. We believe it is the right time to set out how we believe The Co-operative can build on the achievements of the last eighteen months, and produce a strategy that really places young people at the heart of the organisation.

This manifesto addresses one of the biggest challenges that we face as a business. How do we create a co-operative that appeals to our younger customers; the people who will become the next generation of co-operators? The long term health of our Society can only be secured if we engage with these younger customers now. Ensuring not only that we let them know about our values, but also that those values are relevant and appealing to that next generation.

We believe that such a strategy should be at the heart of The Co-operative's plans for the future and will help us revive and strengthen The Co-operative.



A Manifesto For Young People

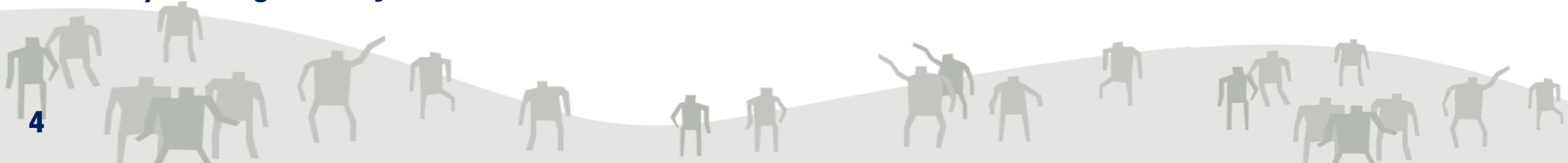
At The Co-operative, we have always believed in working with our members and customers to create better ways of doing business. We also know that to secure our future it is vital that this work embraces the talents and dynamism of the young people who work and shop with us.

That's why our ground-breaking **Co-operative Young Members' Board (CYMB)** has produced this manifesto, laying down a series of aspirations for the future and outlining the concrete ways that we will work with, and for, young people. Together we can work with young people to not only build our own business but also lead the way for others.

Showing how all businesses can benefit from the energy and innovation of working with young people.

The manifesto is broken down into 6 key areas where the CYMB feel they can make the greatest contribution to The Co-operative:

- 1) Developing Products and Services**
- 2) Building Our Democracy**
- 3) Challenging Perceptions**
- 4) Investing In Our Future**
- 5) Setting Our Vision**
- 6) Leading The Way**



A Manifesto For Young People

1) Developing Products and Services

“We believe we can create a better way of doing business for young people by co-creating products and services for young people, by young people”

1) Developing Products and Services Case Study

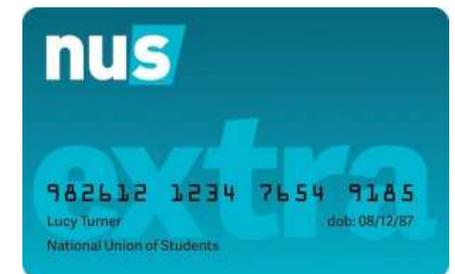
The Co-operative Food & NUS Extra

Since August 2014 we have been working with the Food team, to support their partnership with NUS Extra, which offers student and apprentice card holders 10% off their basket, when they shop with The Co-operative. We have been supporting efforts to increase awareness and usage of the discount - particularly among apprentices - and will be helping to ensure that discount users become lifelong customers and members.

The discount has been extremely successful becoming the most used discount by students, overtaking New Look and ahead of McDonalds and Amazon.

The **co-operative**
food

nus
extra



1) Developing Products and Services Case Study

The Co-operative Food & NUS Extra

#FreshersFacts

Curated and implemented by the CYMB independently, with support from Group Social Media Team, our social media campaign sought to capitalise on the social conversation around Fresher's Week and took the form of an incentivised ReTweet & Follow to win competition in order to promote the NUS Extra Co-operative Food discount.

- Reached an audience of over **61,000**
- Over **1,440** individuals engaged with the campaign
- **86** hours of CYMB development time with an approximate value of **£9,000**



That's a Student Lifesaver

We are co-creating the student lifesaver campaign with Sharp Agency and The Co-operative Food. We've put in over 20 hours' work to date with an approximate value of **£5,000**.

The **co-operative**
food

nus
extra



1) Developing Products and Services Case Study

The Co-operative Food & Young Scot

In December 2014 The Co-operative Food partnered with Young Scot to offer Young Scot Cardholders 10% off their shopping. The Young Scot Card is available free of charge to everyone aged 11-25 living in Scotland.

In order to find out more about Young Scot and Young Scot Cardholders, we designed and ran a focus group with cardholders to determine usage and behaviours. We helped build the relationship with Young Scot and identified partnership opportunities on behalf of the Food Marketing team.

We spent 71 hours designing and delivering the focus group with the approximate value of **£15,000.**

The **co-operative**
food



1) Developing Products and Services Case Study

The Co-operative Insurance

The **co-operative**
insurance

The Co-operative's Young Driver Insurance is specifically designed to help young drivers get out and about for less. GI pioneered the young driver black box telematics product, which was a breakthrough for young motorists because it based premiums on how well motorists drove instead of on how their general age-group drives.

Many other insurers now offer telematics products and in order to stand out from the crowd again, we are working with GI to update and reintroduce the product and related services to the market at the end of 2015.

Working with GI on Young Drivers products, in particular app testing and refinement, we have provided feedback on a number of new initiatives, including a virtual coach feature which was subsequently shelved at a considerable saving of both time and money to the business.



1) Developing Products and Services Case Study

The Co-operative Insurance

The **co-operative**
insurance

The Young Drivers team at GI are keen to implement a commitment to always engage us, the CYMB, on all developments to the Young Driver product. A product that is **for young people by young people**.

We have spent **283.5 hours**, with approximate value of **£45,000**, working with GI (includes estimated saving of not implementing virtual coach).

We have recorded over **8,000** miles testing the Young Driver App.



1) Developing Products and Services Case Study

What Have People Said?

“I agree totally with the sentiment that it’s great to develop a product ‘for young people by young people’”

Steve Murrells, Chief Executive, Retail

“One of my recommendations to the Food business will be that the Young Members Board is used more extensively to develop products and services in the future”

Mark Hales, Head of Digital Marketing

“I was impressed by the depth of feedback I received from the Young Members Board. They combined a knowledge of the products with an understanding of The Co-operative’s brand and values”

Steve Kerrigan, Telematics Product Manager, GI



1) Developing Products and Services Case Study

In total the CYMB's value to the business has been estimated at over **£75,000** on the NUS Extra, Young Scot and Young Driver projects alone. However professional opinion has suggested that our real value to the business will in fact be greater than this and is hard to calculate accurately as we perform a dual function, representing both young people and Co-op customers; a function that would be extremely difficult to replicate using outside agencies.

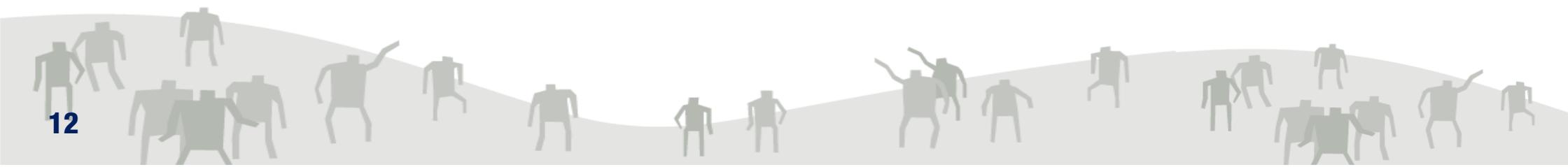
Involvement with the CYMB also allows the businesses to move more quickly on projects that may not otherwise develop. Representatives from both the Food and General Insurance businesses have suggested that not only would they value the opportunity to work with us in the future, but they would seek to expand both the areas in which we are involved and the time they have to work with us.

The **co-operative**
food

The **co-operative**
insurance

nus
extra

YOUNG
Scot



1) Developing Products and Services

We Pledge

We will enable stakeholders across the Group to engage with young people at all stages of product development. Providing access to a wide range of young people for focus groups and discussions from both within and outside the CYMB

We Ask

The Co-operative supports this by ensuring all parts of the business build consultation with the CYMB into future product and service development, where appropriate; facilitating communication between the businesses and the CYMB



A Manifesto For Young People

2) Building Our Democracy

“We believe that young people can help develop our business and democracy for the future. That’s why we will champion a strong youth voice and presence within our co-operative democracy”

2) Building Our Democracy Case Study

It is no secret that we have recently faced challenging times in relation to the reform and development of our democratic structures. Throughout this period we have worked closely with both elected members and officers of the society to maximise the opportunities that this reform offers us, ensuring we're providing a youth perspective throughout.

In addition, we provide a model of how a representative structure may operate to the benefit of The Co-operative. A comparison of the number of young people who applied to join the CYMB (300 people) against those standing for election to the Member Council (1 person) also shows that young people are not by definition reluctant to become involved with a democratic organisation.

Rather when an opportunity is attractively marketed to younger people they will seize the chance to make their voice heard.



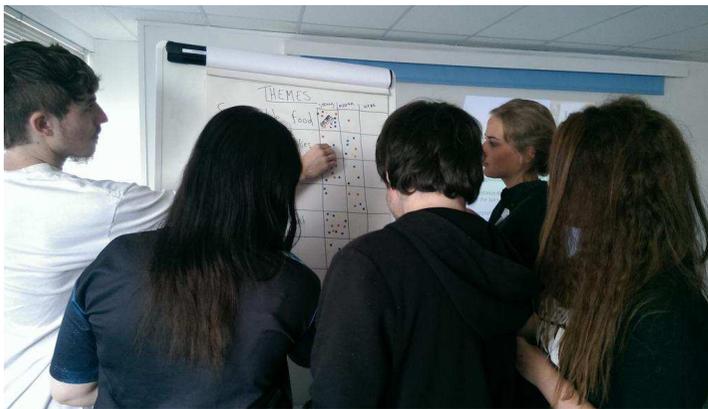
2) Building Our Democracy Case Study

**Let's
Talk**

Let's Talk

We facilitated **7** live Let's Talk events ensuring the voices of over **150** of our youngest members were heard as we consulted on our campaigning priorities.

We have met extensively with elected members, attending Regional and Area democratic meetings across the UK, as well as AGMs, HYMs and even observed recent Member Council Meetings.



2) Building Our Democracy The Bigger Picture

Youth Representation in our Democracy

In the 2013 Area Committee Elections, members aged under 40yrs only made up 5% of voters, yet represent 22% of those mailed.

But behaviours can change



Six Out Of 10 Young Voters Turn Out For Election

The number of 18 to 25-year-olds who cast their ballots in this year's General Election is 58%, up from 52% in 2010 and 38% in 2005, Sky News reveals.

While only **1** candidate for the new Council is under 25, applications for the first Co-operative Young Members' Board topped **300** - demonstrating that **when young people are engaged with effectively, they will get involved.**



2) Building Our Democracy Case Study

What Have People Said?

“I’ve been inspired by the CYMB, they are incredibly valuable to the society and have brought a fresh way of thinking”

Ursula Lidbetter, Former Group Chair

“I was impressed with the knowledge such young co-operators have. They were well informed and had valid opinions about many subjects and parts of our business. I was astonished how such young co-operators grasped the size and complexity of the Group”

Janson Woodall, Council Member

“Tonight’s Let’s Talk event was absolutely fascinating, it was very satisfying to feel that my opinion is valued. It’s not often young people have the chance to speak up about their thoughts on big issues”

Let’s Talk Young Person’s Event Attendee



2) Building Our Democracy

We Pledge

We will act as a strong voice within the Member Council to represent the views of young people as we develop our future democracy. We will work with our Membership teams to encourage more young people to stand for election to the Council and ensure young people are fairly represented across all our democratic structures so that they play a key part in shaping future strategy.

We Ask

We ask that The Co-operative continues to reserve seats on the Member Council for young members and members of the CYMB. In addition we ask that The Co-operative recognises that the recent changes in democratic structure offer the perfect opportunity to work to encourage more young people to take part in our democracy.



A Manifesto For Young People

3) Challenging Perceptions

“We believe young people are too often unfairly labelled with negative stereotypes. We know that young people do amazing things and at The Co-operative we will be a champion for young people; their talents, needs and aspirations”

3) Challenging Perceptions Case Study

The issue of young people and challenging stereotypes is important to our members.

Youth Empowerment was one of our most popular Let's Talk themes, with 50% more users than the previous week's theme.



Our Vice Chair, Lois, featured on the site talking about Youth Empowerment through a video.

We helped drive traffic to the site and encouraged other young people to join in the discussions.



3) Challenging Perceptions Case Study

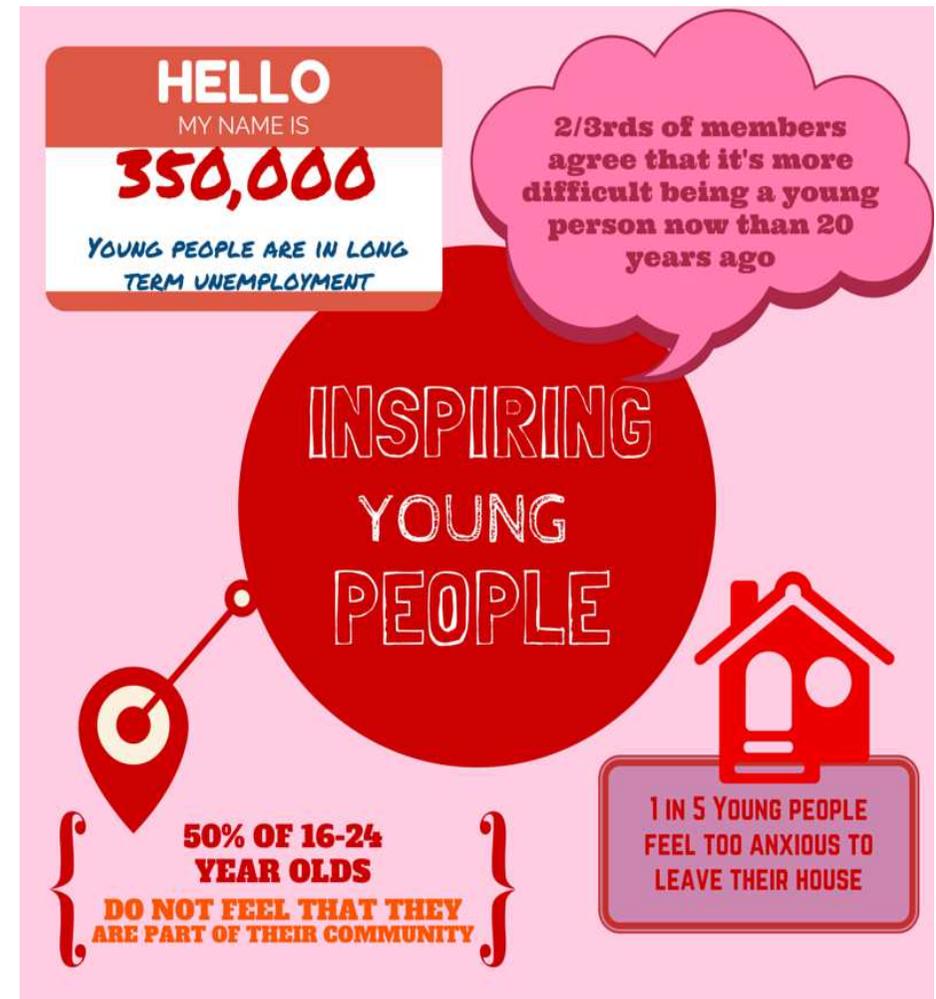
The Co-operative Foundation funded 7 projects across the UK challenging and changing negative perceptions about young people, as part of our **Truth about Youth** programme, positively impacting on the lives of hundreds of thousands of young people. The programme has been held up as an example of best practice of supporting young people in government reports.

**TRUTH ABOUT
YOUTH**



3) Challenging Perceptions Case Study

We have the opportunity to build on work already carried out in this area by The Co-operative. The Co-operative's 'Inspiring Young People' programme was awarded **Best Domestic Community Investment** at The 2013 Ethical Corporation Awards ahead of Sky, Bank of America, Virgin Media and City of London.



3) Challenging Perceptions

We Pledge

We will work with The Co-operative Foundation and our marketing and communications teams together with the Campaigning for a Better Society programme to drive campaign activity which highlights the concerns of young people, challenges stereotypes and promotes the amazing achievements of young people both within The Co-operative and in society at large

We Ask

That The Co-operative will provide opportunities for us to contribute to the Campaigning for a Better Society programme, in order to ensure that the concerns of young people are not ignored. The Group will ensure that communications are maintained between us, the Co-operative Foundation and our marketing teams



A Manifesto For Young People

4) Investing In Our Future

“We believe in The Co-operative as an employer that invests in our future and young workforce. As an employer that values the opinions of young colleagues and wants to give them a voice to share their ideas, experiences and expertise in the business”



4) Investing In Our Future The Bigger Picture

DEMOS

Employers lack the skills that young people need

Demos recommend that employers support Peer to Peer networks to get the most from young employees.

theguardian

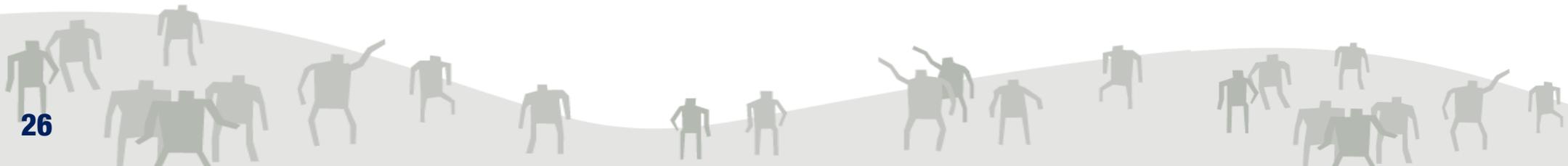
Young People want to work for employers committed to values and ethics

Ignoring the mood of the next generation means companies are cutting themselves off from two-thirds of the young talent pool, research suggests.

The INDEPENDENT

Overqualified and underemployed

Britain faces 'youth talent crisis' as new figures reveal more than a million young people working menial jobs.



4) Investing In Our Future Case Study

Lois McClure, Vice Chair, CYMB

Lois Joined The Co-operative as part of our apprenticeship scheme.

- **Winner** of Intermediate Apprentice of the Year at the National Apprenticeship Awards, 2014
- **Winner** Co-operative Corporate Charity Fundraiser of the Year, 2013



4) Investing In Our Future Case Study

An Important Issue for our Colleagues and Members

- Around half of our members and customers believe that there are not many jobs for young people.
- Over **3** in **5** members who have friends/family in the 16-24 bracket know of a young person who has struggled to get a job.
- **50%** of Have Your Say respondents wanted to see big businesses do more to champion training and employment for young people.
- **23%** of our employees are Under 25. **83%** work part time compared to **61%** of all colleagues.
- Currently Under 25s are slightly less engaged employees with an engagement score of **66%** compared to a score of **70%** for all colleagues.

You spoke,
and we
listened



4) Investing In Our Future Case Study

As an employer, The Co-operative may be ideally placed to appeal to young people as they increasingly prioritise the ethical credentials and values of companies when looking for employment. Informal internal discussion with the Group's HR department suggests that this function would be keen to look at ways to enable us to work with them to help attract, develop and retain younger workers.



4) Investing In Our Future

We Pledge

We will support The Co-operative HR function to help create a young employees network to engage motivate and inspire our young employees – providing them with a voice and the opportunity to have their ideas heard at the highest level

We Ask

The Co-operative will provide the support for the CYMB to work with our HR function on the development of a young employees network. The Group will also work with us to explore other opportunities to maximise the talents of our young colleagues



A Manifesto For Young People

5) Setting Our Vision

“We believe that The Co-operative demonstrates that businesses that have their sights set on the future need young people to help them succeed. That’s why the Society consults with young members and customers to help shape our future direction. We are now calling on other businesses to do the same”

5) Setting Our Vision Case Study

Championing A Better Way Of Doing Business For You And Your Communities

Championing a better way of doing business for you and your communities

We, the CYMB, looked at how the new Group purpose may be received by young people and proposed ways to engage young people with the new purpose. We also made suggestions for how the new membership proposition could be made relevant to young members.

Gen2 Store Format

Working with Jonathan Perry, Senior Manager Formats, we visited Gen2 stores to look at the new store formats. We provided insight on the preferences of young consumers compiling a report for colleagues within the Food business.

The **co-operative**
food



5) Setting Our Vision The Bigger Picture

Championing a voice for youth creativity at the heart of business decision making

One of the things which sets us apart as a business is the way we have found ways to bring 'youth voice' into our organisation. This manifests itself in the CYMB and CYMB Youth Seats on the Member Council but also through our membership model. There is potential to present 'youth voice in business' as one of the ways in which we strive to deliver 'a better way of doing business'.

With young people having more influence on consumer behaviour than ever before, we are starting to see an emerging trend of businesses involving young people in their decision-making processes. This approach is not unique to us, other businesses including B&Q, Tesco, O2 and others have followed the approach but we believe that our approach sets us apart from the tokenism of others. There is therefore the potential to position ourselves as one of the thought leaders in this area amongst businesses.



5) Setting Our Vision Case Study

We have already demonstrated how we can work across businesses and functions to develop effective strategies for the future. Whether this is in directly commercial roles, such as assessing new store formats from a young customer perspective, or more organisational roles, such as considering the appeal of the new Group purpose to a young audience we have already proved valuable in shaping future thinking. Over the past eighteen months we have refined our ways of working, developing into a lean, focussed and effective body. There is an opportunity for The Co-operative to showcase their work as an example of how businesses can successfully work with and for young people.



5) Setting Our Vision

We Pledge

We will continue to actively engage with our businesses and corporate functions, as well as other young members, to develop strategy. We will ensure a better co-operative future by building and maintaining strong links with the Chair of the Group Board and the Group Chief Executive. We will support The Co-operative to create and lead a 'young people in business' forum that brings together youth panels and forums from businesses across the UK

We Ask

That The Co-operative will signal its commitment to young people by engaging with the CYMB across all functions, building and maintaining the strong links that we have already created. In addition The Co-operative will create and lead the 'young people in business' forum



A Manifesto For Young People

6) Leading The Way

“We believe that lots of businesses say they help and support young people, but how many businesses actually involve them in the running of their business? This is something that we believe The Co-operative can make a real difference in”



A Manifesto For Young People

The Co-operative has already proven its commitment to young people by setting up The Co-operative Young Members' Board. Throughout the past 2 years we have shown how such a Young Members' Board can add value across our commercial functions, demonstrated in the case studies highlighted in this manifesto. In addition we have shown how we can be an effective instrument within the business and our democracy to champion the concerns of young people.

We now believe the time has come to build on these previous successes and to commit to the activities in this manifesto. We believe that the CYMB could be placed at the heart of our Society; engaging across businesses on all projects where we are working with or targeting young people, along with overseeing activities in this manifesto. This would enable The Co-operative to go beyond the tokenism of others, who only consult young people, leading the way on putting youth creativity at the heart of businesses decision-making, empowering young people to truly inform and strengthen business decision making.

Consultation with these businesses suggest that there is an appetite from within The Group to find ways that ensure this activity can take place.

We have shown that young people can be passionate about The Co-operative. Now we call on The Co-operative to help us harness that passion and secure our future.



6) Leading The Way



6) Leading The Way

We Pledge

We commit to oversee projects from across The Group where we are working with, or targeting, young people; providing information, advice and guidance to the managers responsible for delivering these activities. We will work closely with these managers, developing and delivering the work, confirming targets and objectives and we commit to providing an independent Annual Report on our progress and activity towards our goals. That way we can demonstrate transparently to young people that we are true to our word and ensure that the voice of young people is heard loud and clear throughout the society.

We Ask

That the CYMB are responsible for overseeing projects and activities where we are working with, or targeting, young people. That managers of these projects and activities are tasked with working closely with us due to the value we have demonstrated we can add to The Group over the last 2 years.

