

# Developing an Eco-social Enterprise

Session 4

Friday, 14 may, 2021

Tim Crabtree, Wessex Community Assets & Plymouth University

**Paradigm:**

- Nature is a stock of resources to be converted to human purposes
- The market is the ideal organising mechanism for everything
- Money measures value
- Growth is good
- Self-interest is good

MONSANTO



**Goals:**

Profit, growth,  
competition

**Rules/structure:**

Share company  
maximising shareholder  
value





# Donella Meadows Archives

[Home](#) » [Archives](#) » [Leverage Points: Places to Intervene in a System](#)

« [What Happens When You Believe the Prophets of Doom?](#)

[Americans are the World's Guinea Pigs for Bioengineered Foods](#) »

## Leverage Points: Places to Intervene in a System



By Donella Meadows~

Folks who do systems analysis have a great belief in “leverage points.” These are places within a complex system (a corporation, an economy, a living body, a city, an ecosystem) where a small shift in one thing can produce big changes in everything.

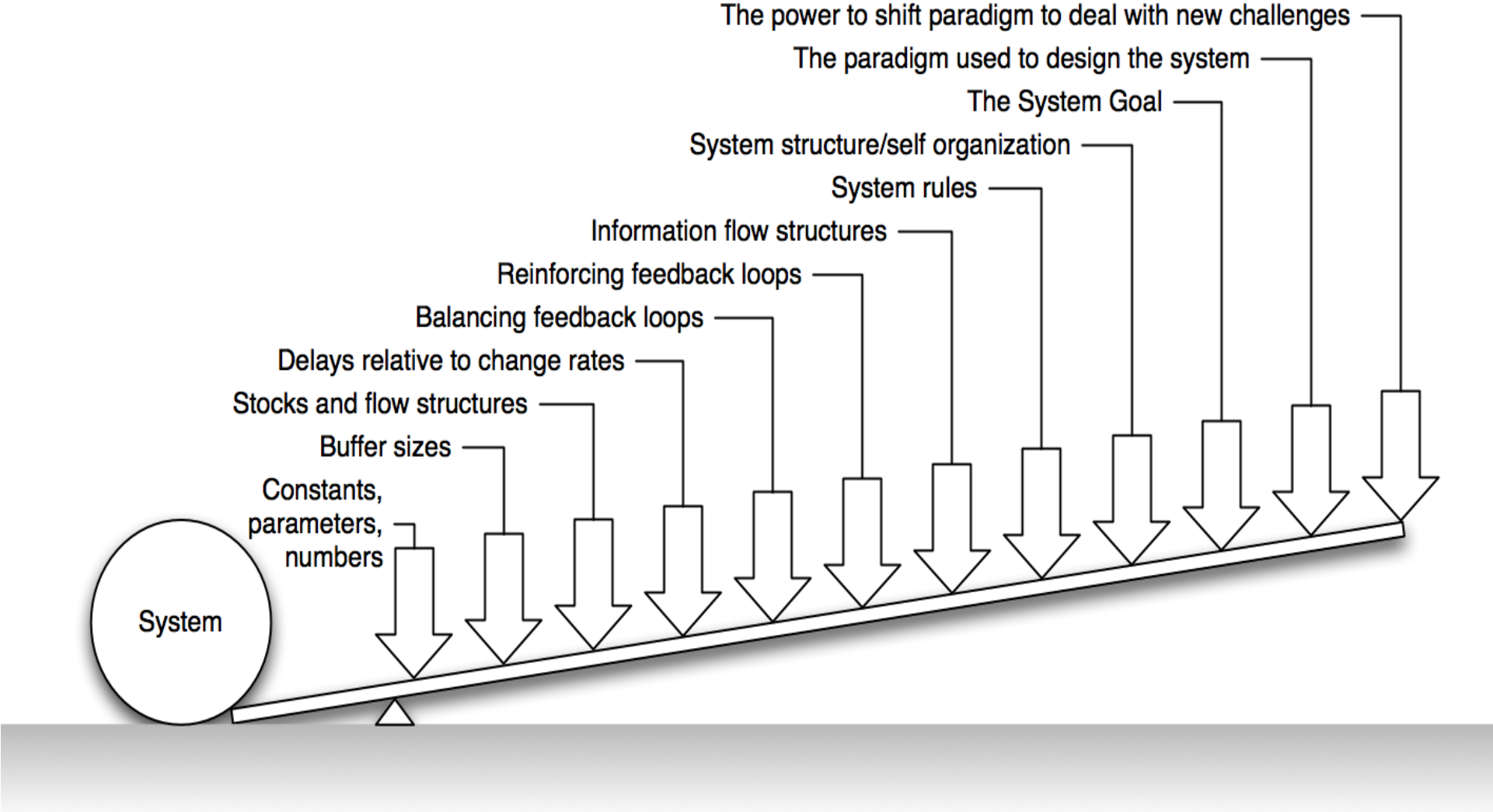
This idea is not unique to systems analysis — it’s embedded in legend. The silver bullet, the trimtab, the miracle cure, the secret passage, the magic password, the single hero who turns the tide of history. The nearly effortless way to cut through or leap over huge obstacles. We not only want to believe that there are leverage points, we want to know

### Archive Categories

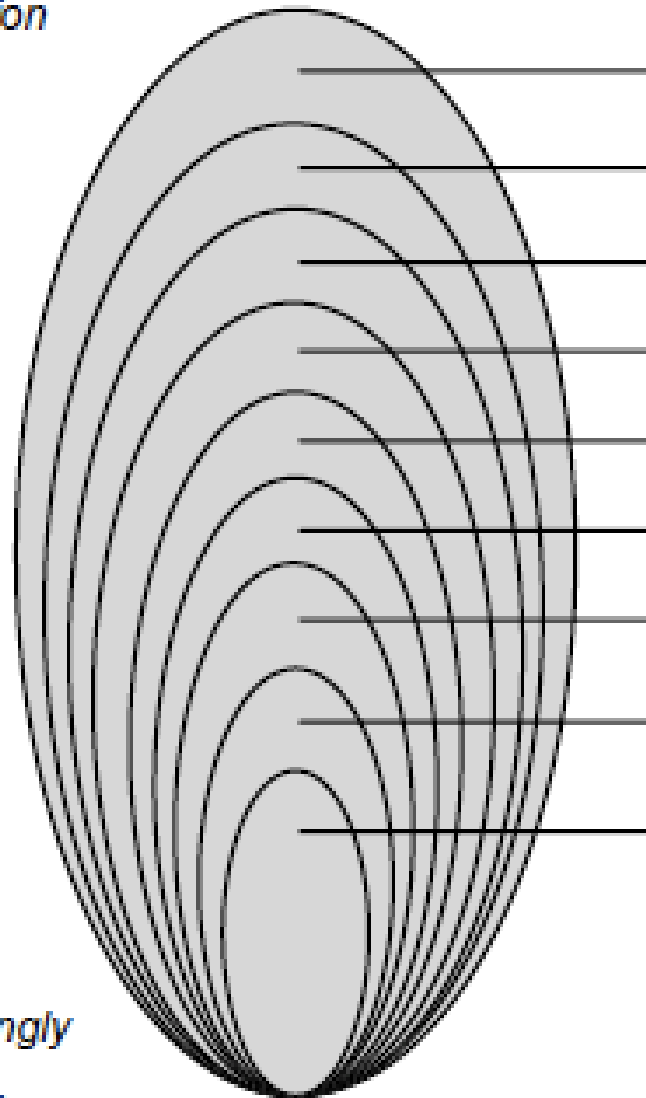
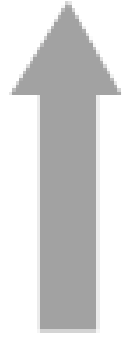
- [Articles & Papers](#)
- [Articles and Essays by Friends and Colleagues](#)
- [Bibliography](#)
- [Books](#)
- [Dear Folks Letters](#)
- [Global Citizen Columns](#)
- [Media](#)

### Archive Tags

agriculture



*Increasingly Effective  
Intervention*



Change the Mindset

Change the Overall Goals

Allow Diversity for Self-organization

Change the Rules

Improve Information Flows

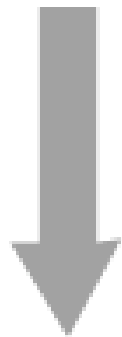
Allow Things to Grow Faster (positive feedback)

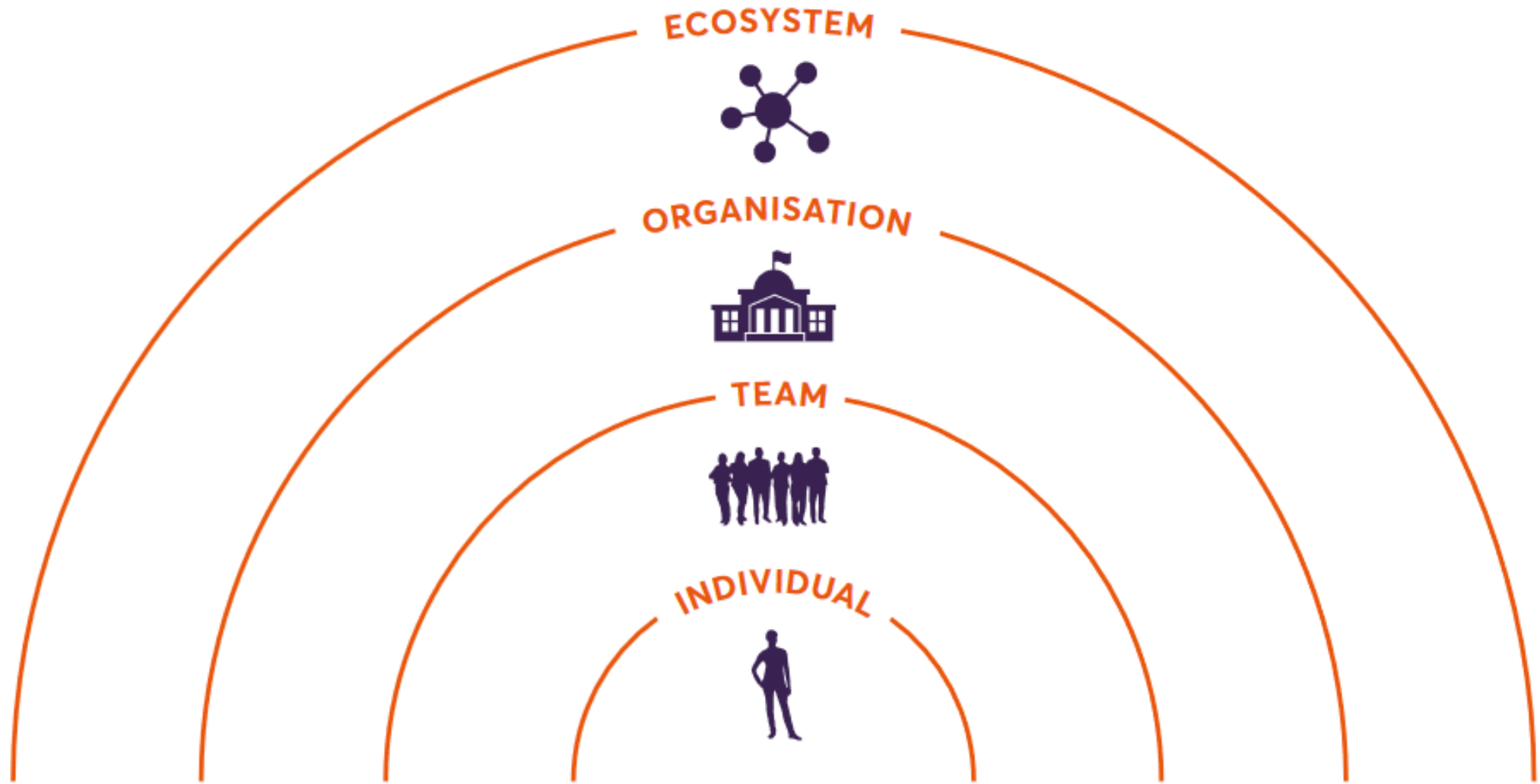
Allow Things to Adjust to Goals Faster  
(negative feedback)

Change the Way Stocks and Flows are Connected

Change Whatever Numbers You Can Measure

*Decreasingly Effective  
Intervention*





Source: NESTA - Playbook for innovation learning, 2018

SOCIAL INNOVATOR SERIES:  
WAYS TO DESIGN, DEVELOP  
AND GROW SOCIAL INNOVATION

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# THE OPEN BOOK OF SOCIAL INNOVATION

Robin Murray  
Julie Caulier-Grice  
Geoff Mulgan

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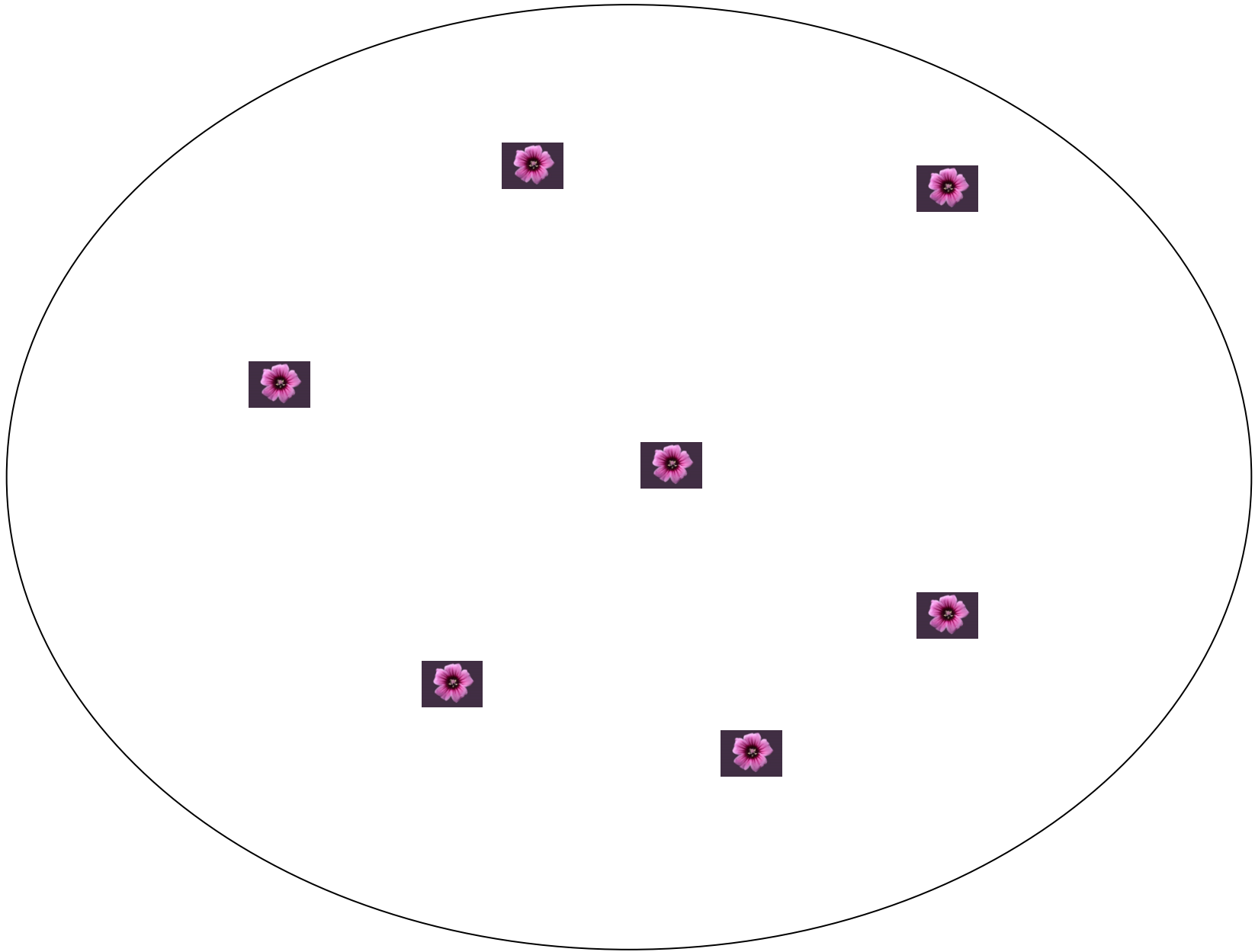
  
THE YOUNG FOUNDATION

 NESTA  
THE LAB  
Innovating  
public  
services

# Robin Murray

*For the spread of a social innovation what is needed is to establish the relative autonomy of new practices from the prevailing 'contextual forces' and attract others into this emerging sub-system - extending its strength and deepening its complexity*



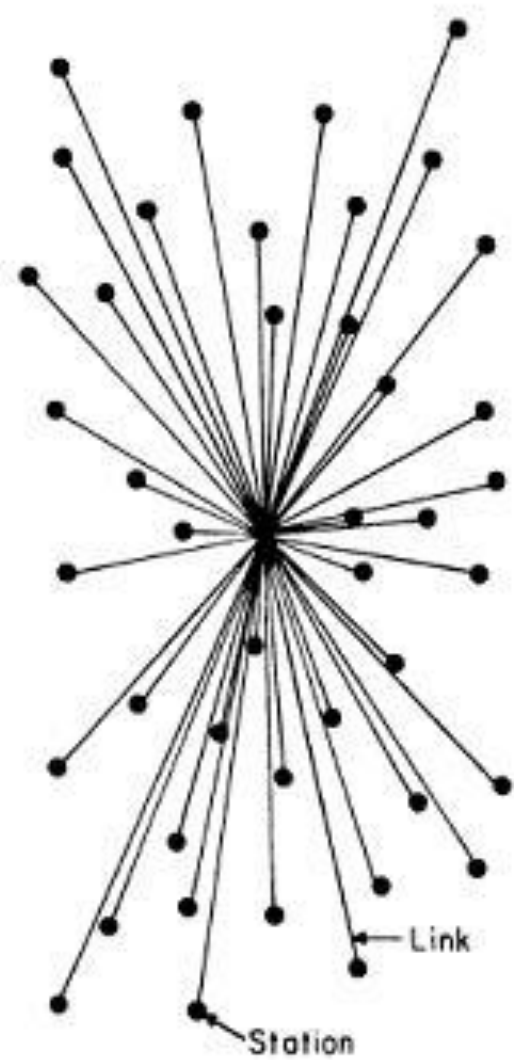




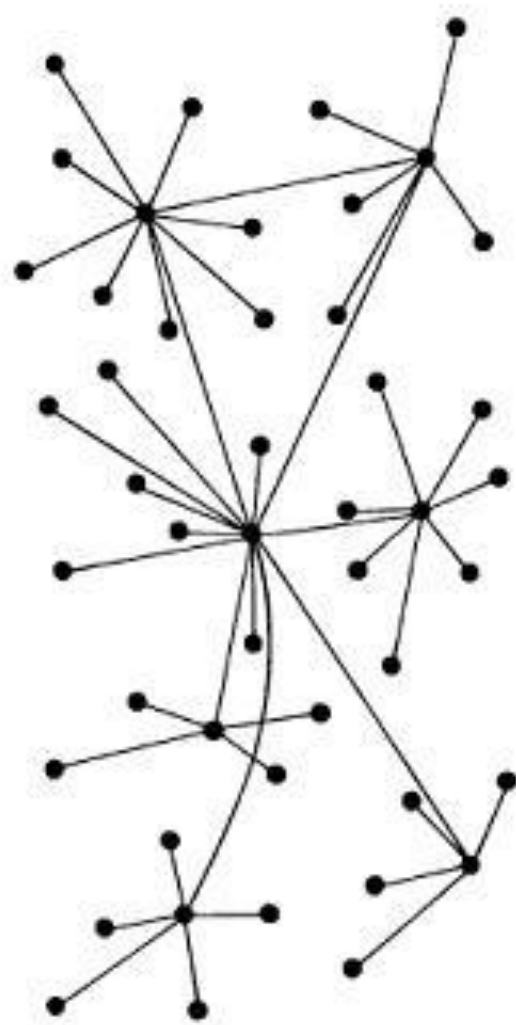


# From scaling to complexity

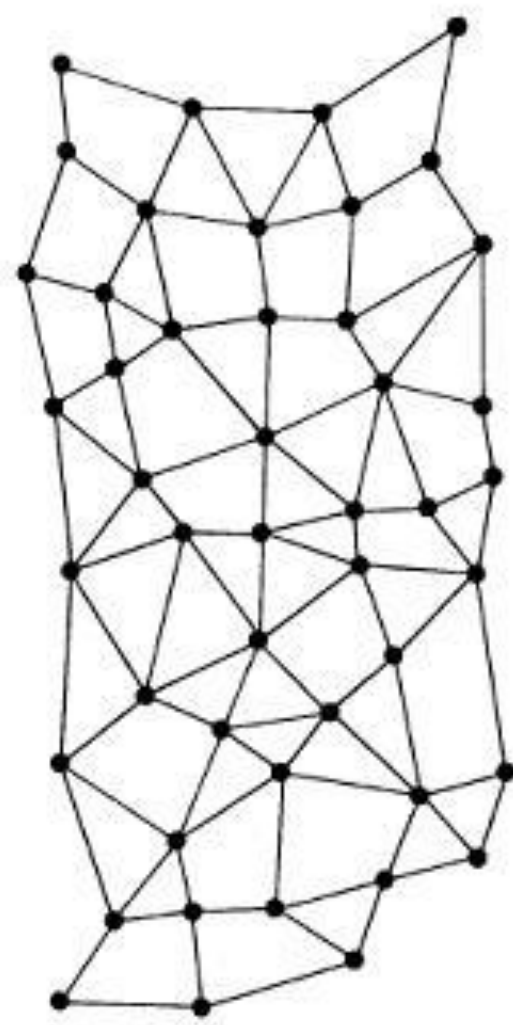
Starting point not a particular project or technology but emerging ecology of projects each of which has its own generative capacity, and constantly creating new networks with other projects



CENTRALIZED  
(A)



DECENTRALIZED  
(B)



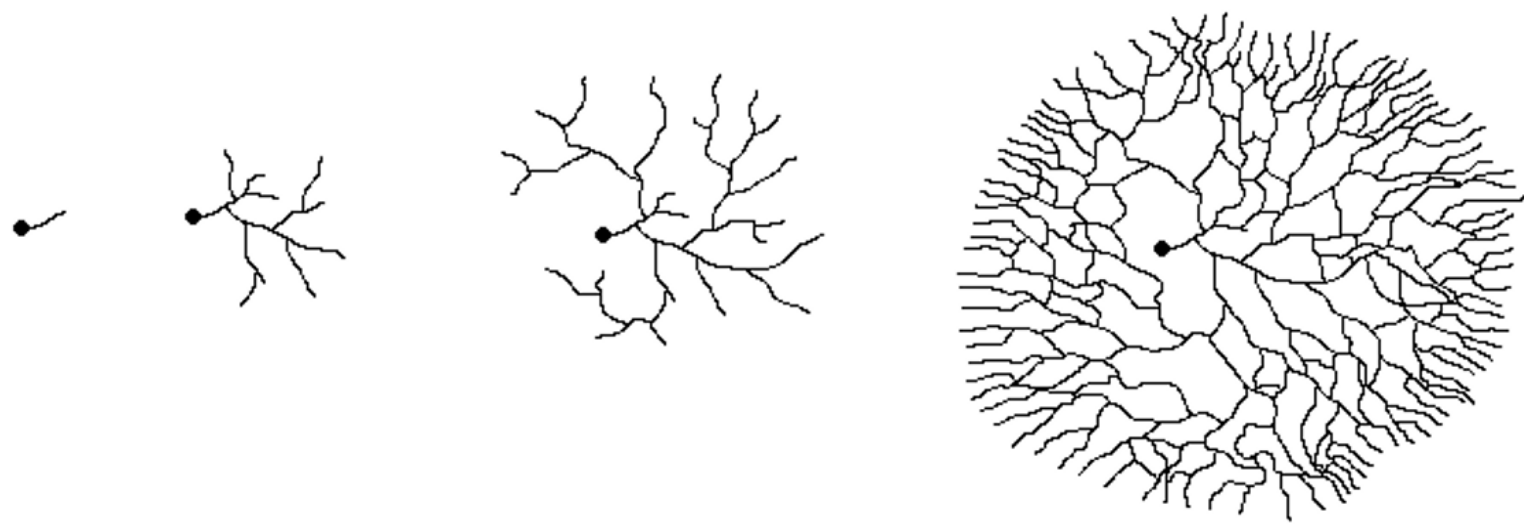
DISTRIBUTED  
(C)

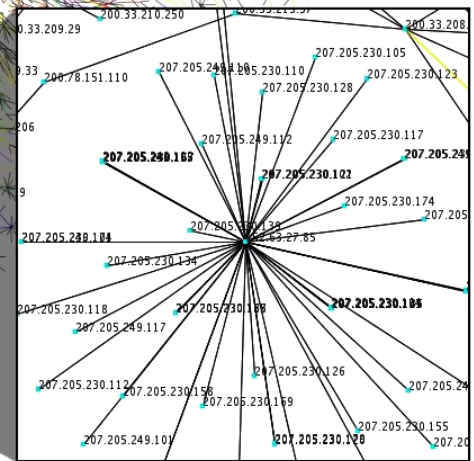
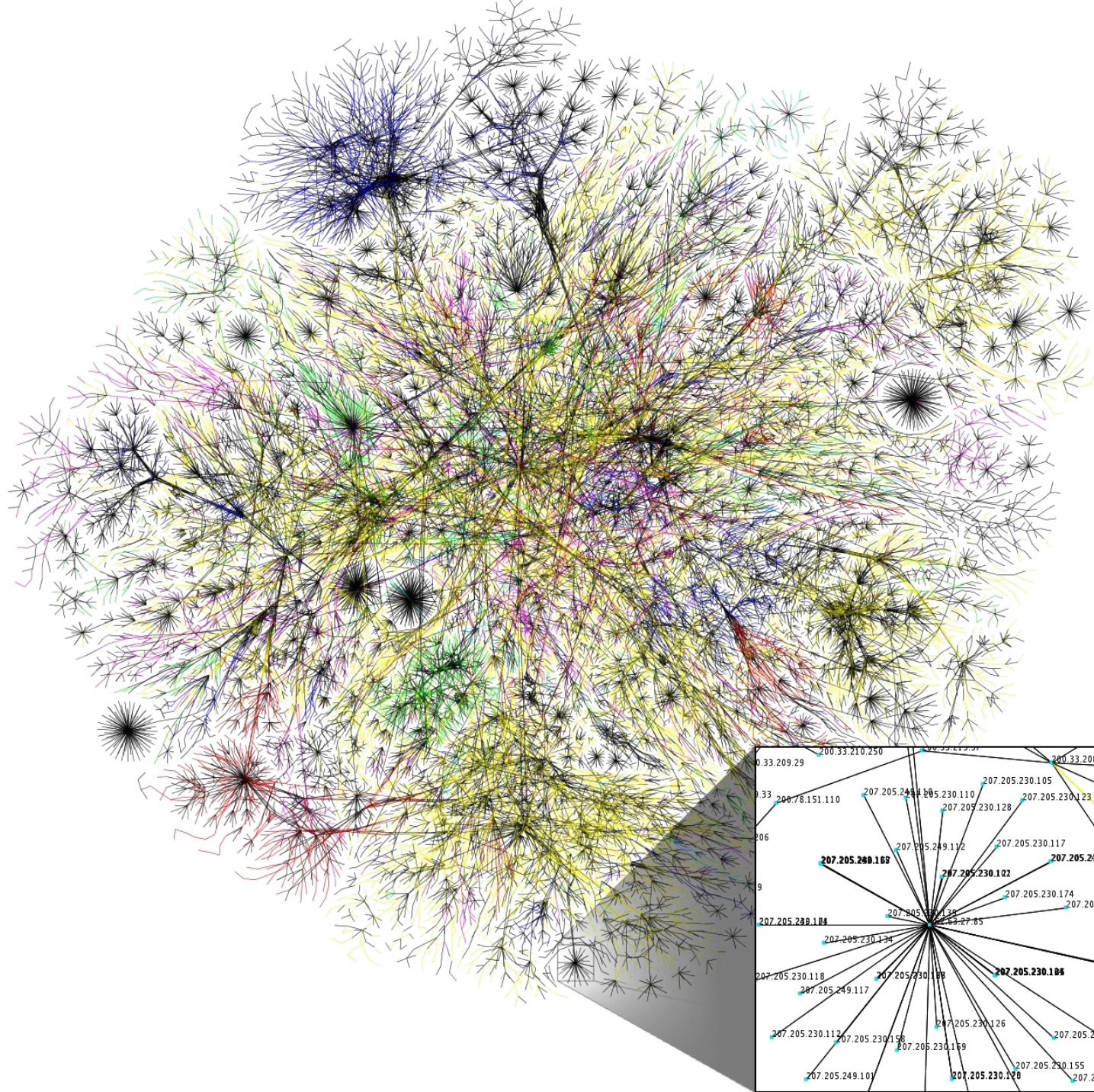


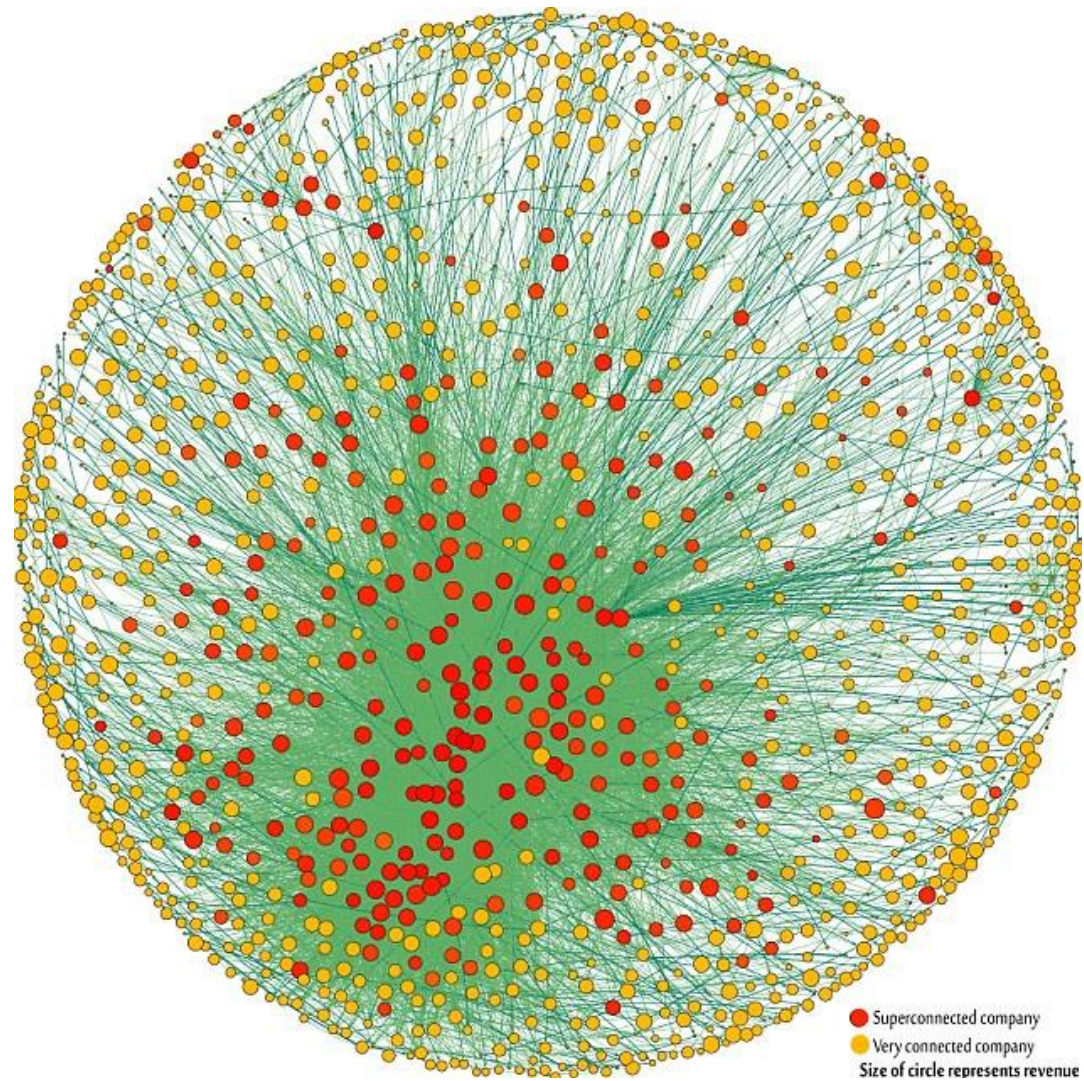












The 1,318 transnational corporations that form the core of the globalised economy - connections show partial ownership of one another, and the size of the circles corresponds to revenue. The companies 'own' through shares the majority of the 'real' economy

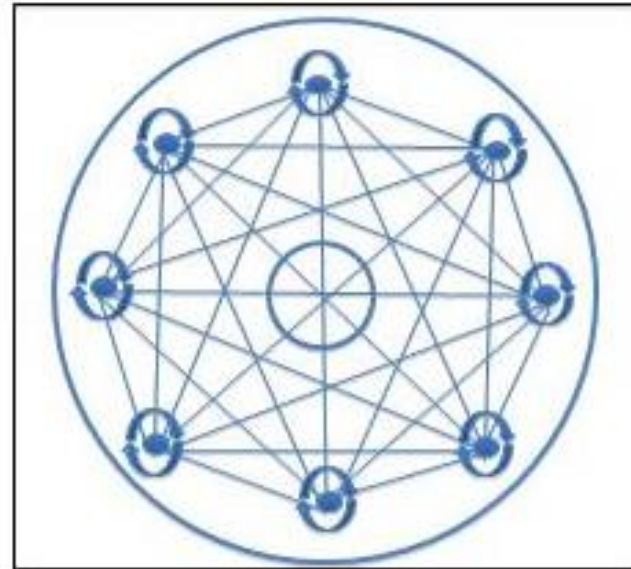
# Mondragon, Spain

84,000 employed in  
256 co-operatives

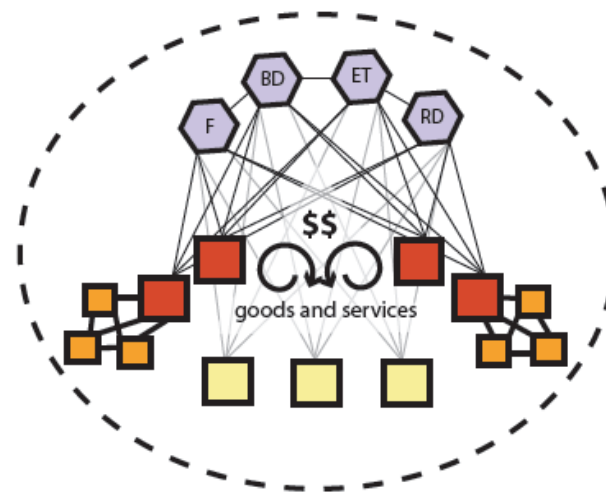
Supported by Mondragon Co-operative Corporation







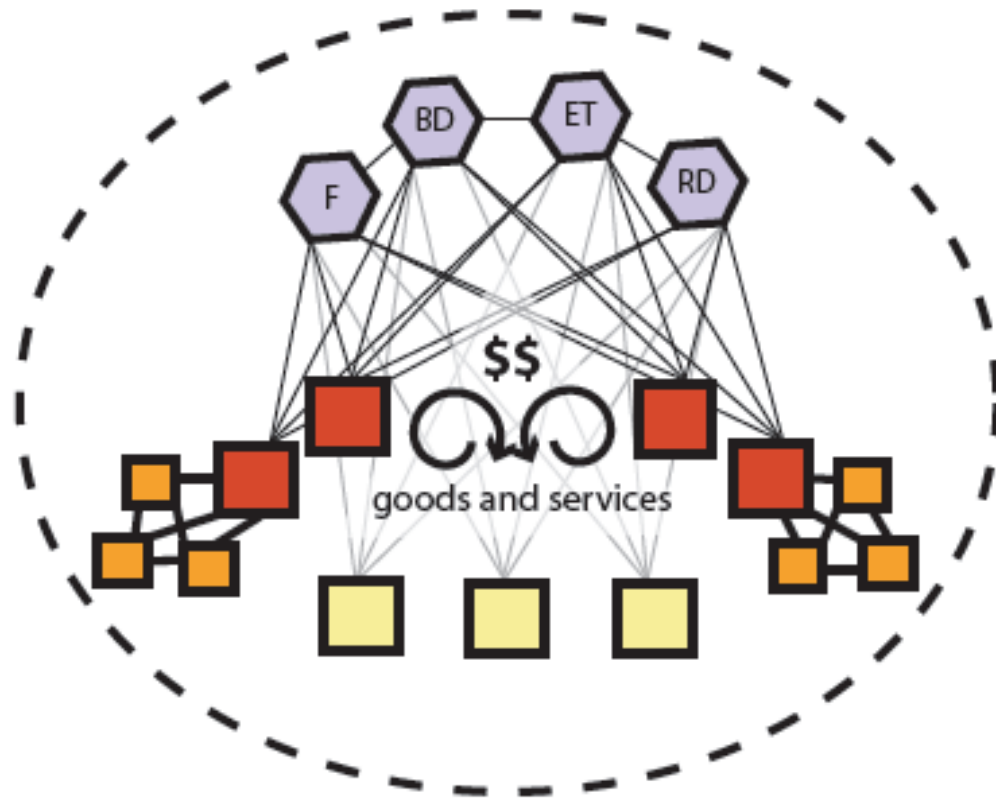
### Cooperative Network Model of Endogenous Economic Development









**LEGEND**

- Defined Geographic Area
- Secondary Cooperatives or Institutions:  
F = Finance  
BD = Business Development  
ET = Education/Training  
RD = Research & Development
- First generation cooperatives
- Second generation cooperatives
- Spin-off Cooperatives
- Cooperative Groups

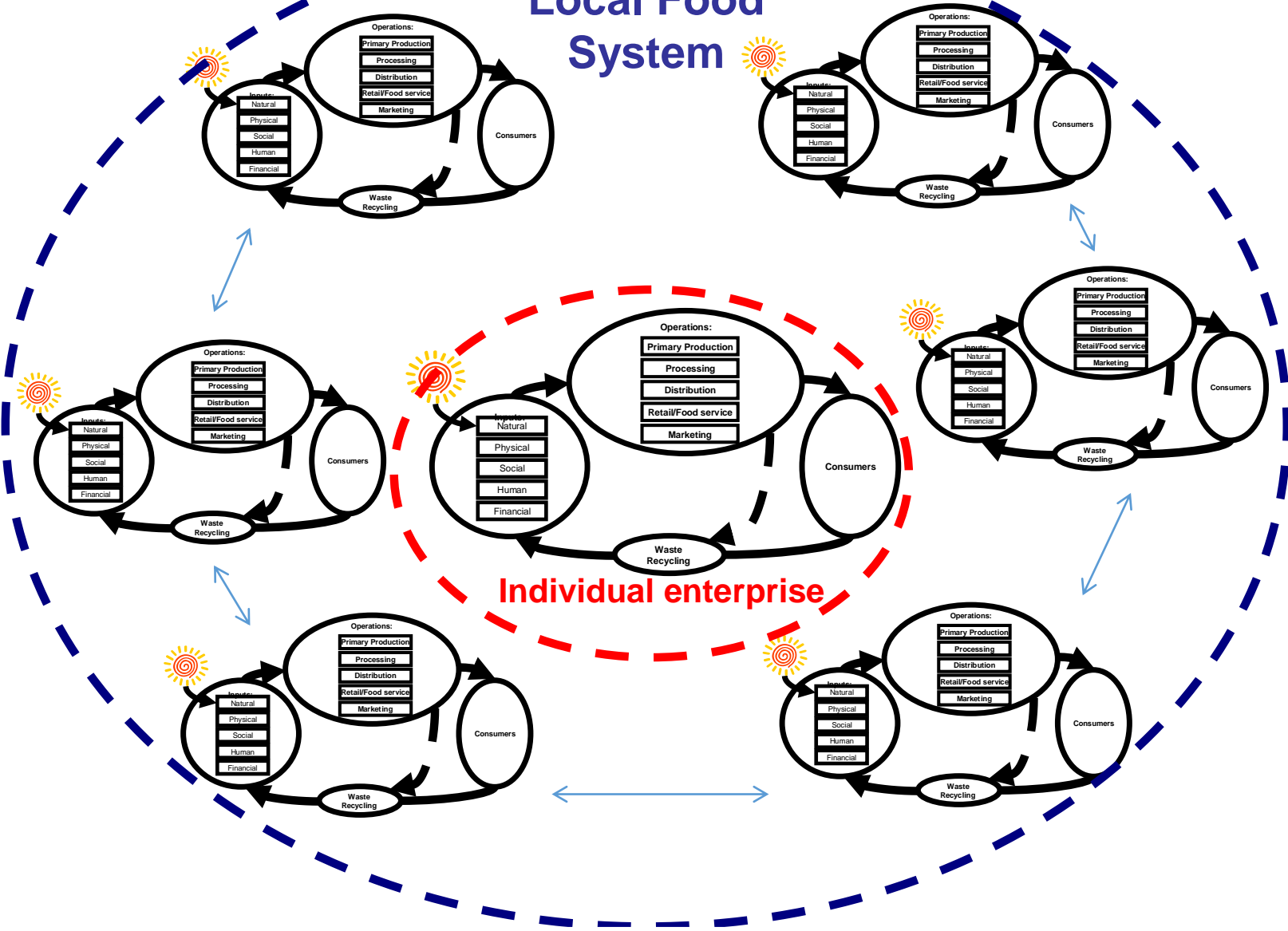
# Cooperative Network Model of Endogenous Economic Development



## LEGEND

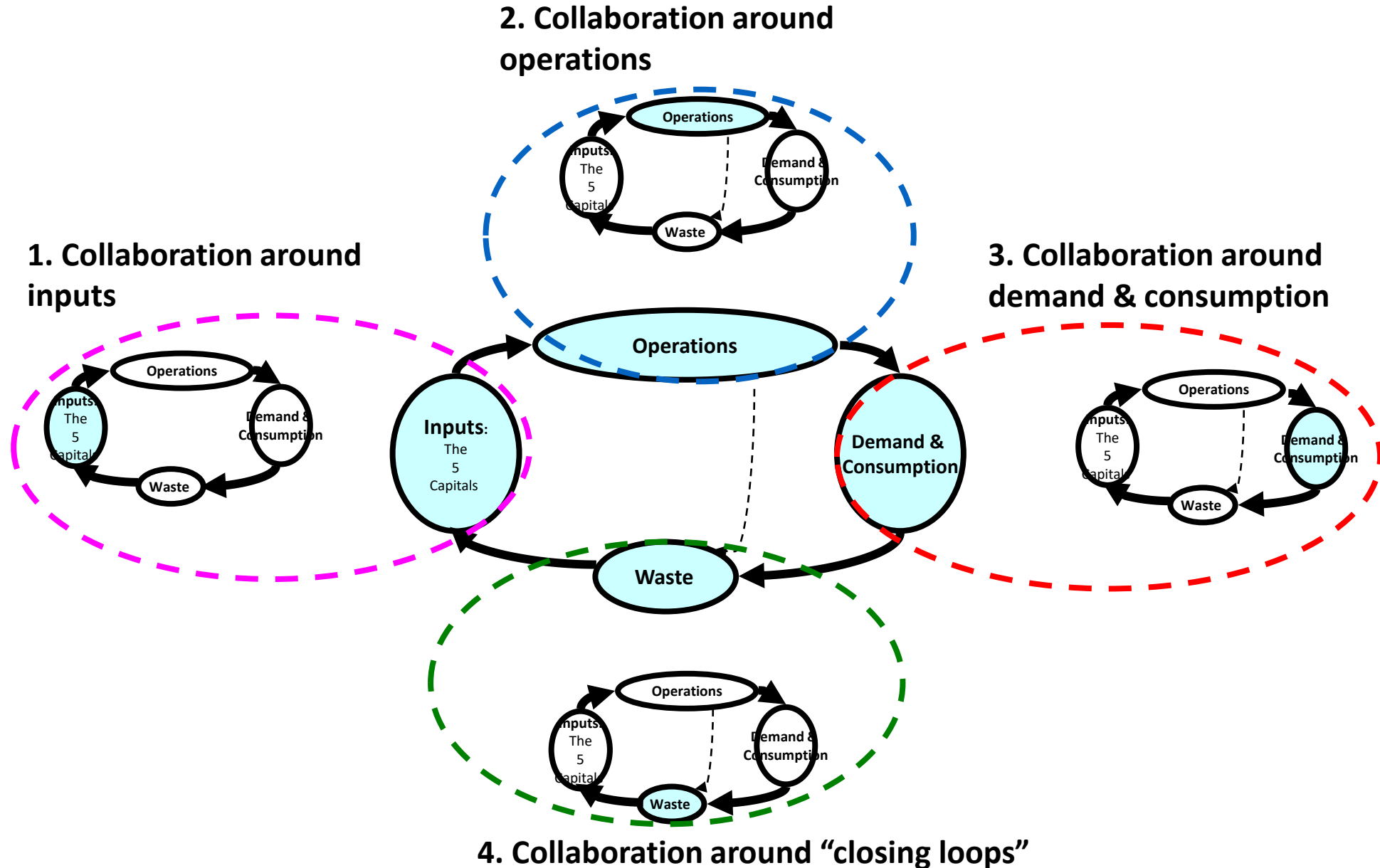
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# Local Food System

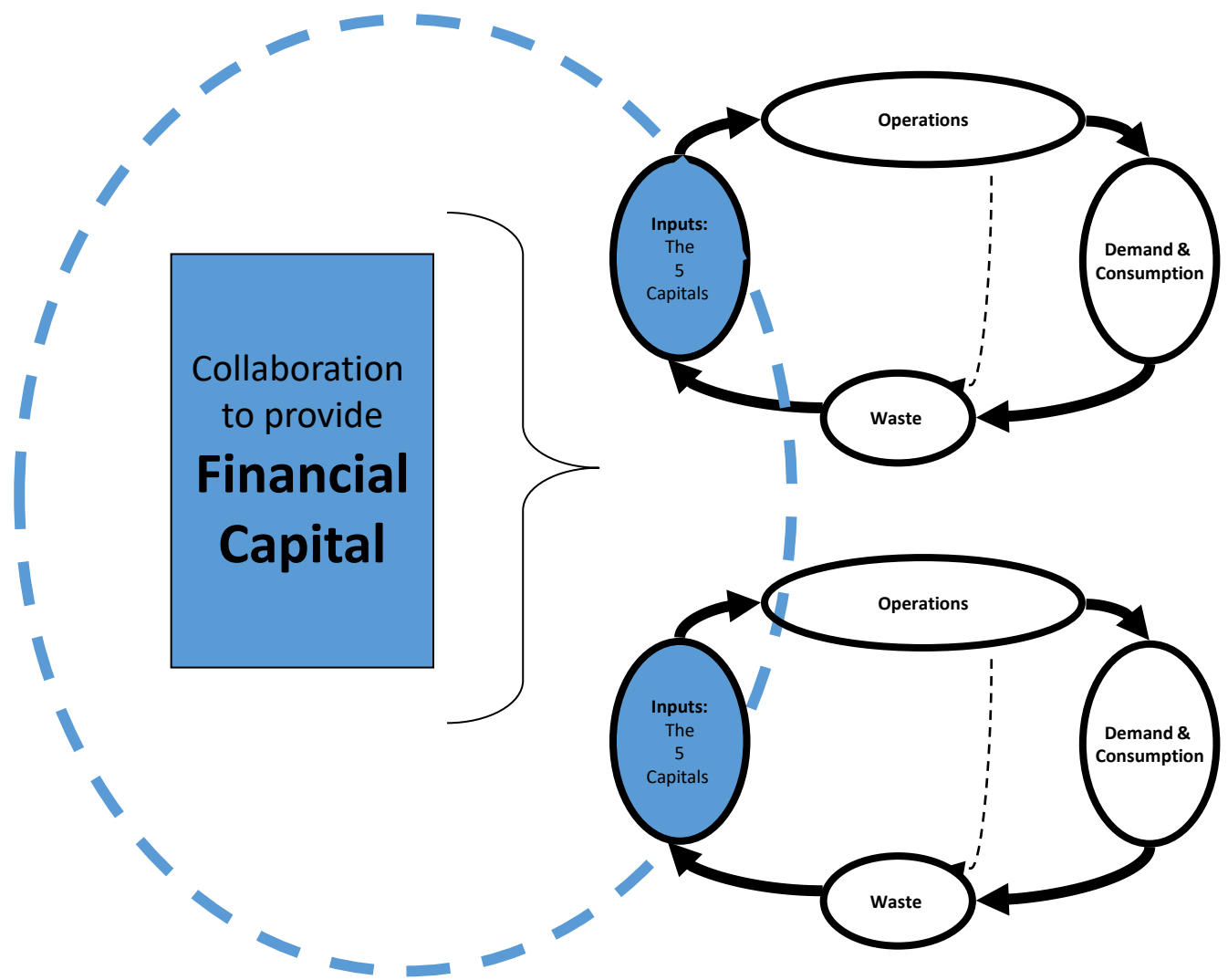




# Linking with other enterprises in the local food system



# 1. Collaboration around inputs



# Wessex Community Assets

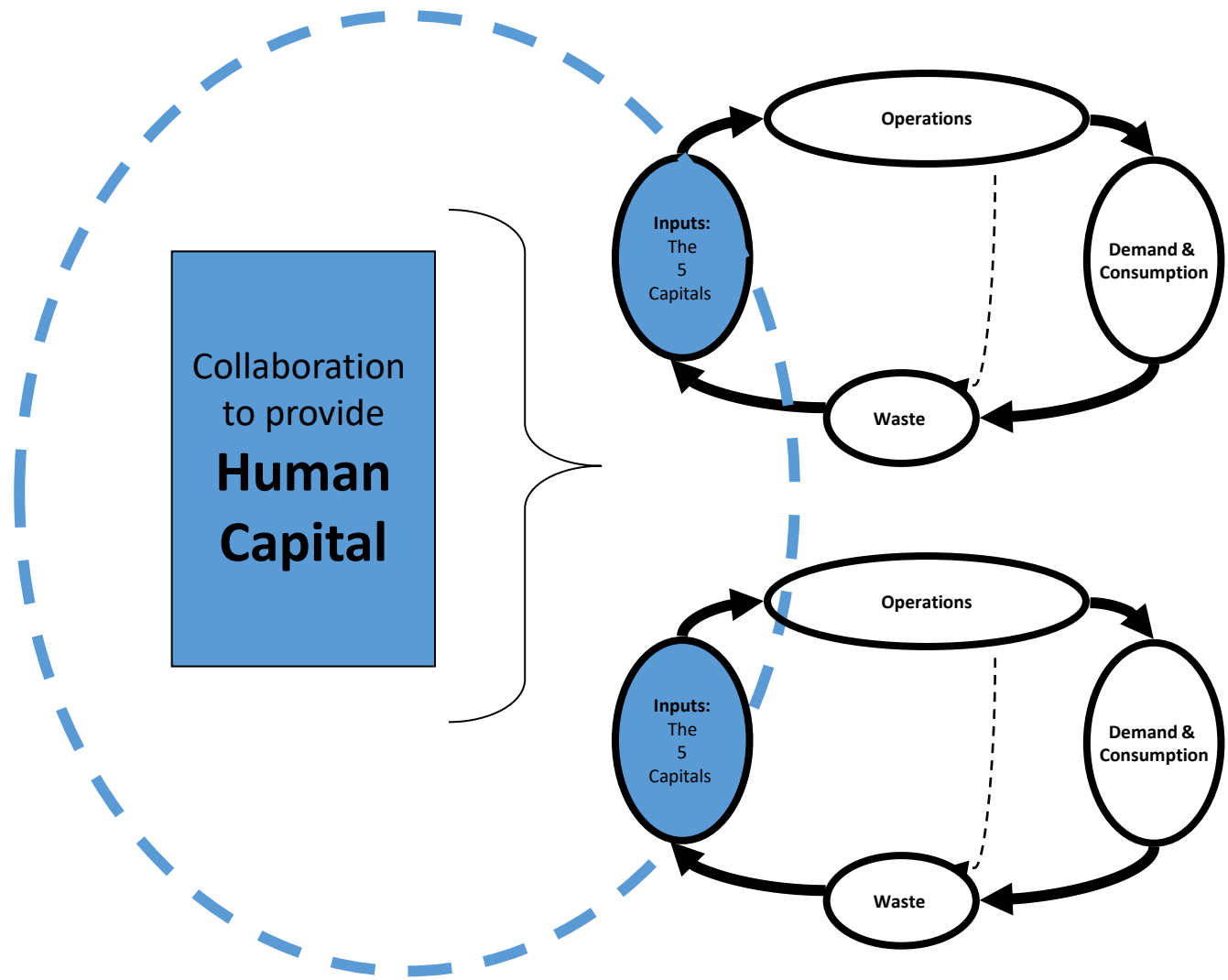
a secondary structure helping communities raise local finance through share issues and loans



**£152,775 raised**



**£105,000 raised**



# Manchester Land Army



Offers a solution to a number of challenges faced by local organic growers including:

- Labour issues and costs for local growers at busy periods e.g. harvest time.
- Lack of skilled labour for illness and holiday cover.
- More growers are needed to meet future demand.
- Lack of a way into growing commercially for individuals.
- Lack of opportunity for practical involvement in sustainable food systems.

# Growing Communities: Urban Apprentice Scheme

## Growing Communities

Transforming food and farming through community-led trade



Home Organic box scheme Market Food growing Recipes About us FAQs Annual Report 2010/11 Blog

Home » Food growing » Volunteering » Urban Apprentices

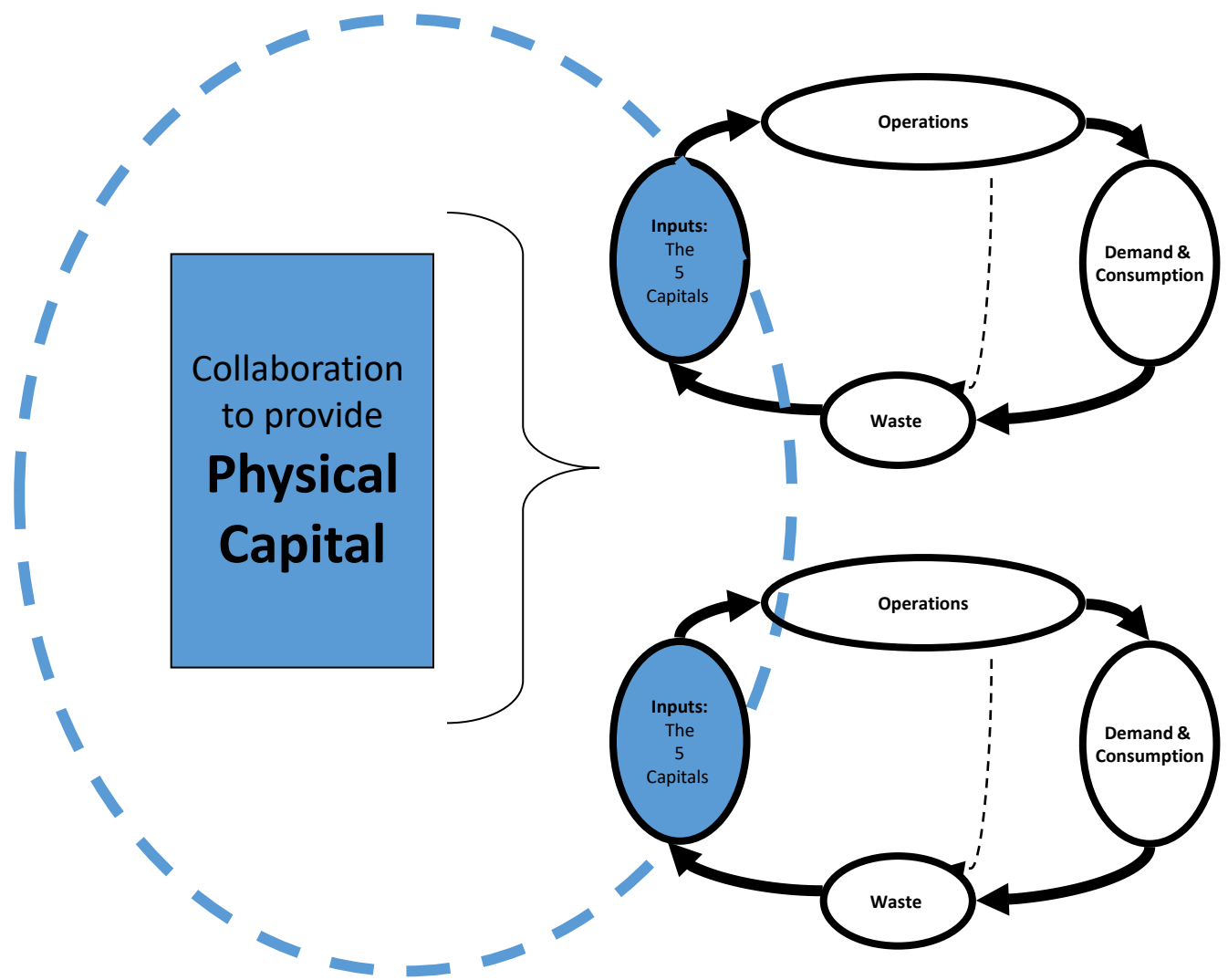
- Market gardens
- Volunteering
- Urban Apprentices**
- Patchwork Farm

### Our Urban Apprentice scheme

One of the key challenges facing us in terms of creating a re-localised food supply, is the lack of skilled growers. Our Urban Apprentice scheme attempts to address this in an urban context.

Growing Communities is helping to 'grow more growers' through our Urban Apprentice scheme. We take on four Urban Apprentices a year who spend a day a week working with Sara our grower receiving free training in organic growing. Since the scheme started in several ex-Apprentices have gone on to set up food growing projects of their own. Our current Urban Apprentices for 2011/12 are Julie, Jo, Jack and Sholeh. Our current grower Sara

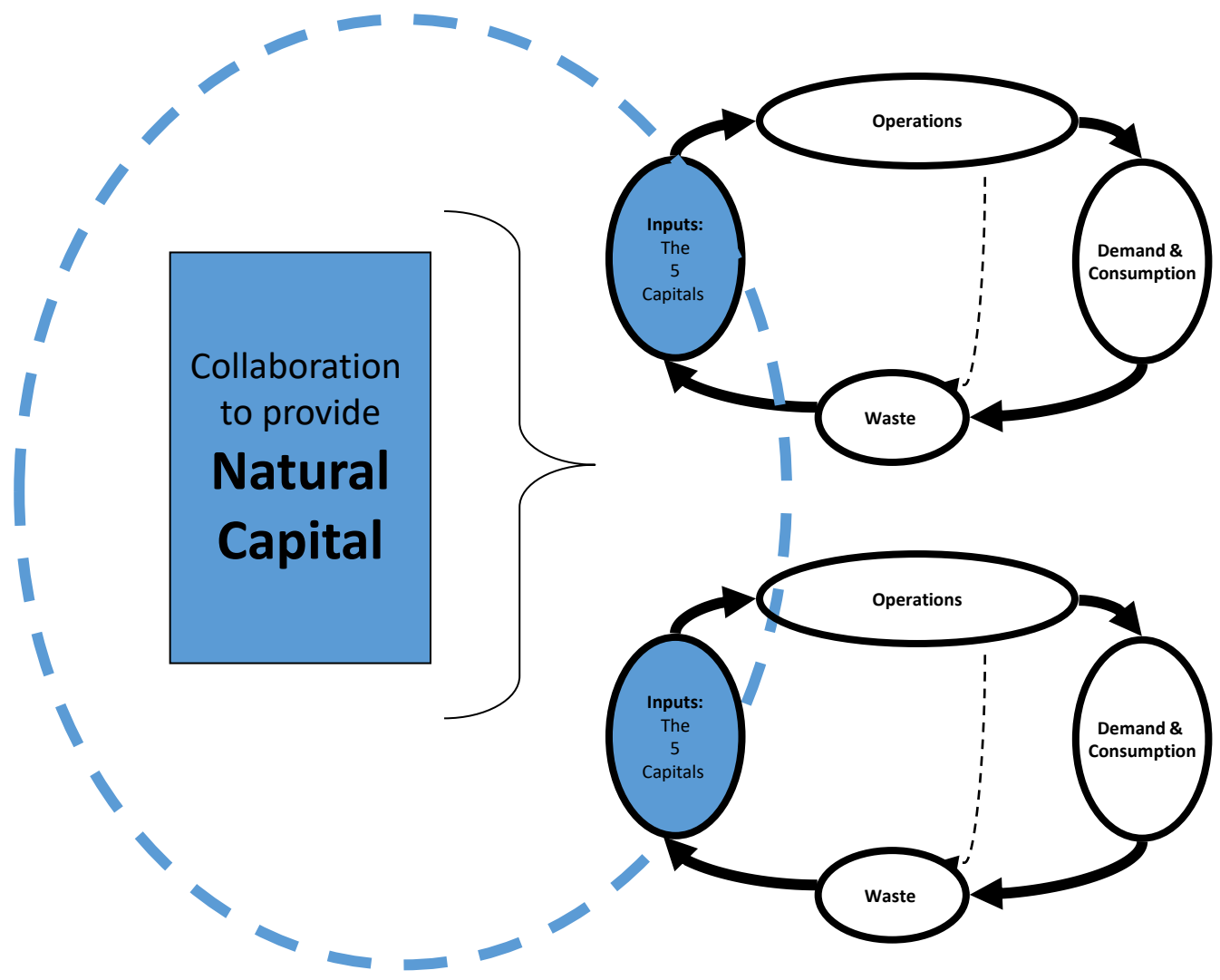






# Dorset Small Producers' Network – Processing Barn at Five Penny Farm





# Community Land Trust in the Southern Berkshires



[HOME](#) [ABOUT](#) [EVENTS](#) [PROPERTIES](#) [BOW WOW FARM](#) [MEMBERSHIP](#) [RESOURCES](#) [CONTACT US](#)

## Farmland Access Symposium

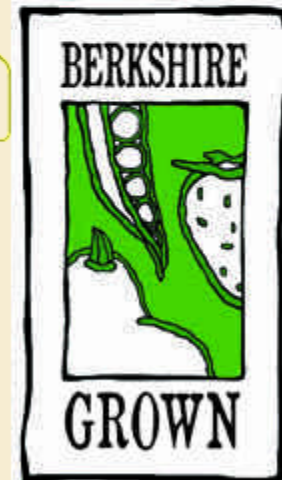
Saturday, April 12, 10:00 am to 2:00 pm

Let's put more farmers on the land and more land into farming!

Berkshire Athenaeum (Pittsfield's Public Library), One Wendell Avenue, Pittsfield

Lunch will be served + Advance registration required + Space Limited

Berkshire Grown and Community Land Trust in the Southern Berkshires are convening a conversation among people and organizations working in the Berkshires to put more farmers on the land and more land into farming. We believe access to affordable farmland is critical to our food security and the sustainability of our economy. We would like to discuss with you how we can build a more secure land base for



Greater Berkshire Agriculture Fund  
in affiliation with

the carrot

# New ways of accessing land





# Kindling Farm

Withdrawable Shares



0-3%	Forecast return	Investors 348	Days left 51	Raised so far £703,615	+ Overfunding
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Kindling Farm will be a pioneering, large-scale community-owned farm that will promote sustainable farming practices, producing healthy and organic food for all.

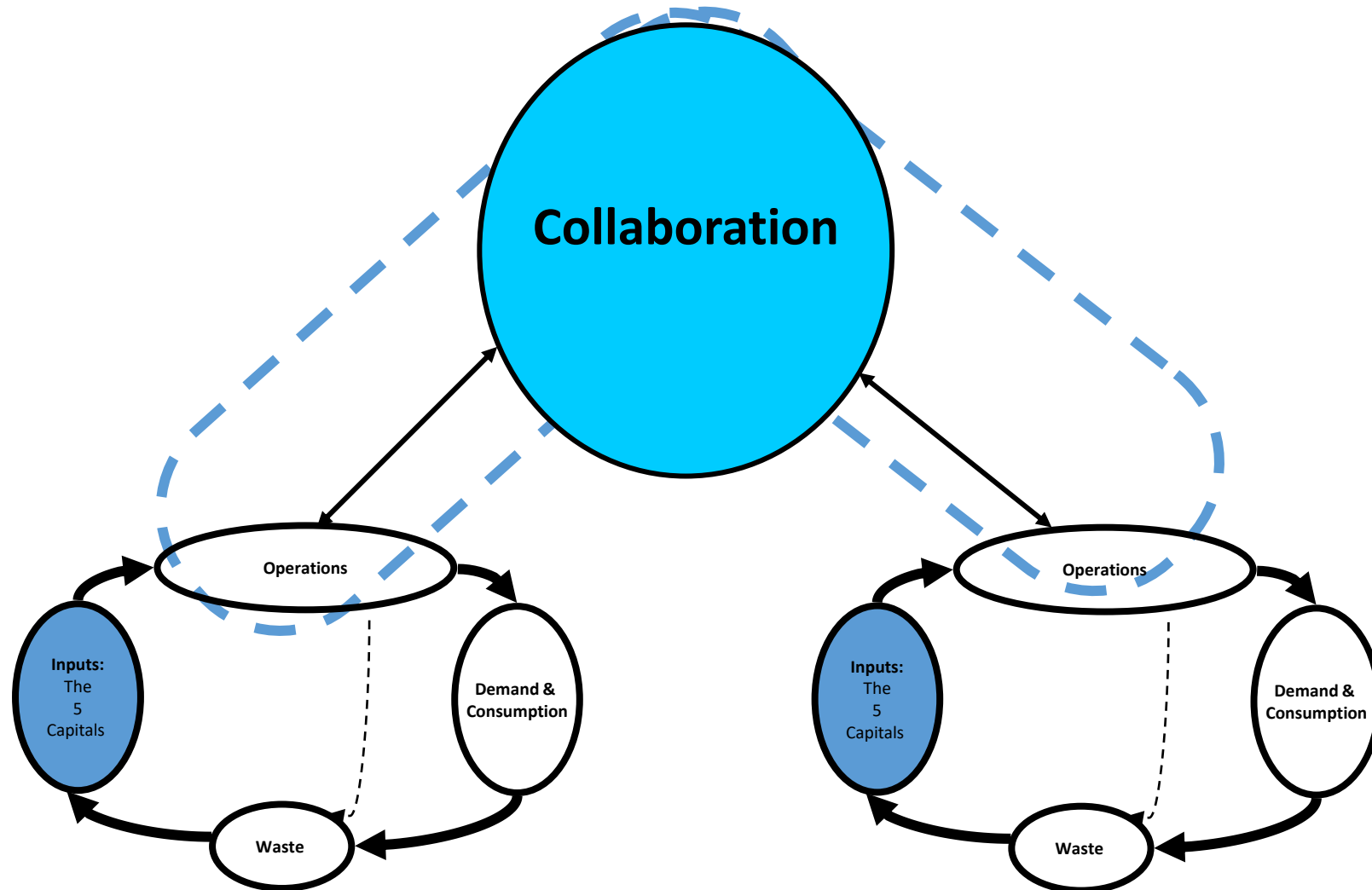
- Match funded
- Protecting nature
- Better food

Login to invest

Register

Min investment: £200

## 2. Collaboration around operations



## 2. Collaboration around operations

There are different strategies which can be employed:

- Dissemination / sharing learning
- Social franchising or licensing
- Spin offs
- Secondary structures
- Joint ventures

# Dissemination

## Unicorn Grocery: “Grow A Grocery” Guide



The screenshot shows the Unicorn Grocery website. At the top left is the logo 'UNICORN manchester's co-operative grocery' with a green apple icon. A navigation bar contains links for 'about us', 'produce', 'ethics', 'recipes', 'jobs', 'contact us', 'search site', and 'home'. Below the navigation bar is a search box labeled 'page finder' with the text 'I'm looking for...'. The main content area features the heading 'GROW A GROCERY' and a paragraph of text. To the left of the text is a photograph of four people standing in front of a Unicorn Grocery store. To the right of the text is a sidebar with a download link for the 'Grow a Grocery Guide', a section for 'Additional Resources' with a note '\* = On application only', and lists of links under 'People', 'Planning', 'Produce', and 'Practical Resources'.

**UNICORN**  
manchester's co-operative grocery

about us | produce | ethics | recipes | jobs | contact us | search site | home

page finder I'm looking for...

### GROW A GROCERY

There's no doubt that the food system needs improving. Unicorn has succeeded in carving out a genuine alternative to the supermarket for its local community, but shopping options remain sadly limited for much of the UK. We think there's room for a Unicorn-type store in every city, and perhaps more besides. We have no plans to expand outside the one shop, so we've put together a guide intended to help facilitate the emergence of new stores run on similar lines all over the UK.



Starting a new business is a daunting process, and starting a new food business in this era of supermarket dominance is perhaps even more so. We have put together a guide based on the model Unicorn has tried & tested since 1996, designed to assist in the establishment of new wholefood co-operatives. The 'Grow a Grocery' guide walks potential grocers through all areas of the business, in the hope that it will make starting a new shop an easier process and help existing shops

**Download the Grow a Grocery Guide**



**Additional Resources**  
\* = On application only

**People**

- [Rotas](#)
- [Teams List](#)

**Planning**

- [Prehistory](#)
- [Chronology](#)
- [Prospectus 1996](#)

**Produce**

- [Statistics](#)
- [Supplier List \\*](#)
- [Wholesalers](#)
- [Packaging](#)

**Practical Resources**



# Social Franchising & Licensing:

## Growing Communities – Start Up Programme

### Growing Communities *start-up programme*

Transforming food and farming through community-led trade



[Home](#) [What is GC?](#) [The model](#) [The programme](#) [Get involved](#) [Members](#)

[Home](#) » [Start-up Programme](#) » [Get involved](#)

[So what next?](#)

[Sign up for news](#)

#### How you can get involved



If you are interested in setting up a community-led box scheme using the [Growina](#)



# Spin offs: Mondragon, Spain

84,000 employed in  
256 co-operatives

Supported by Mondragon Co-operative Corporation



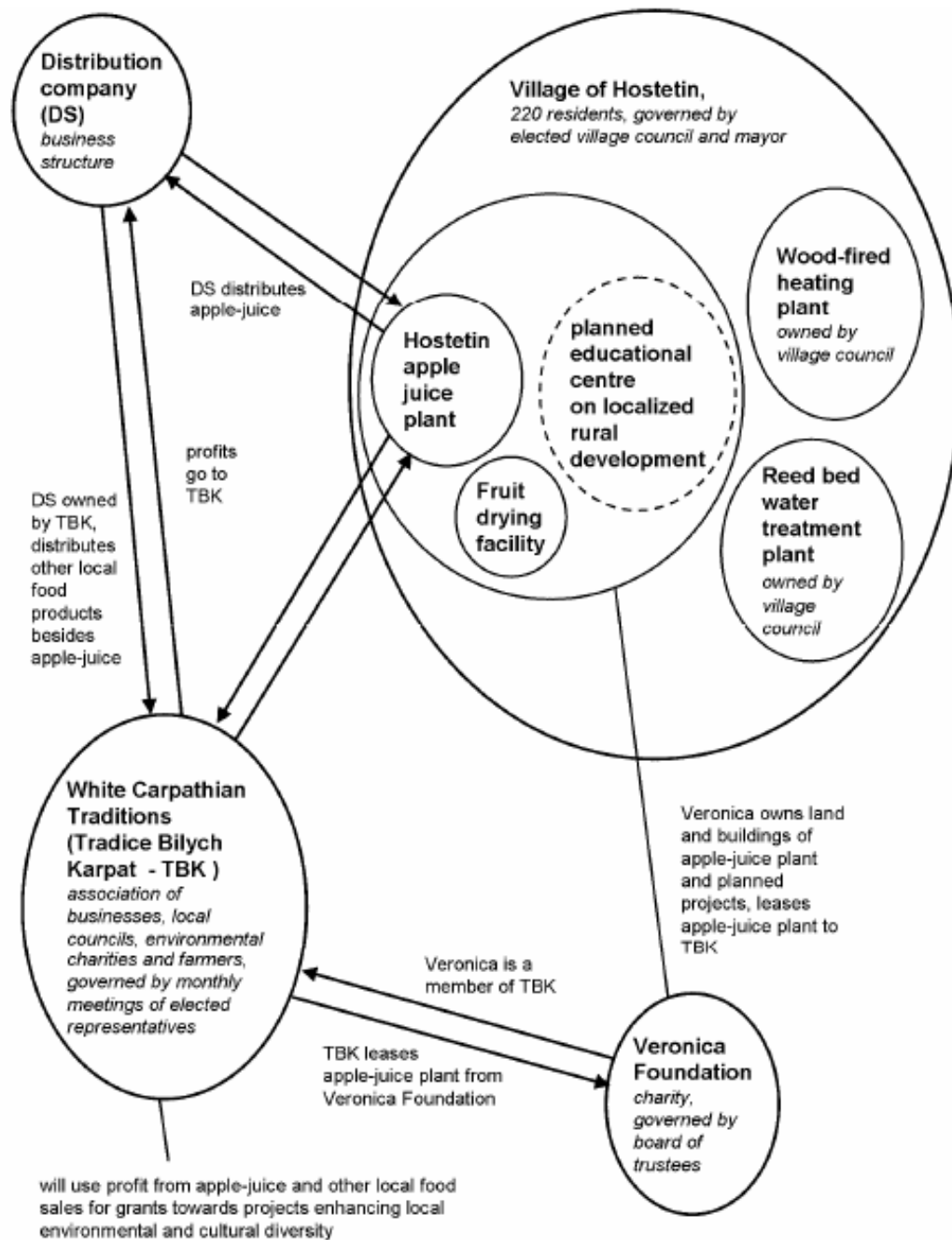
# Eroski Supermarkets



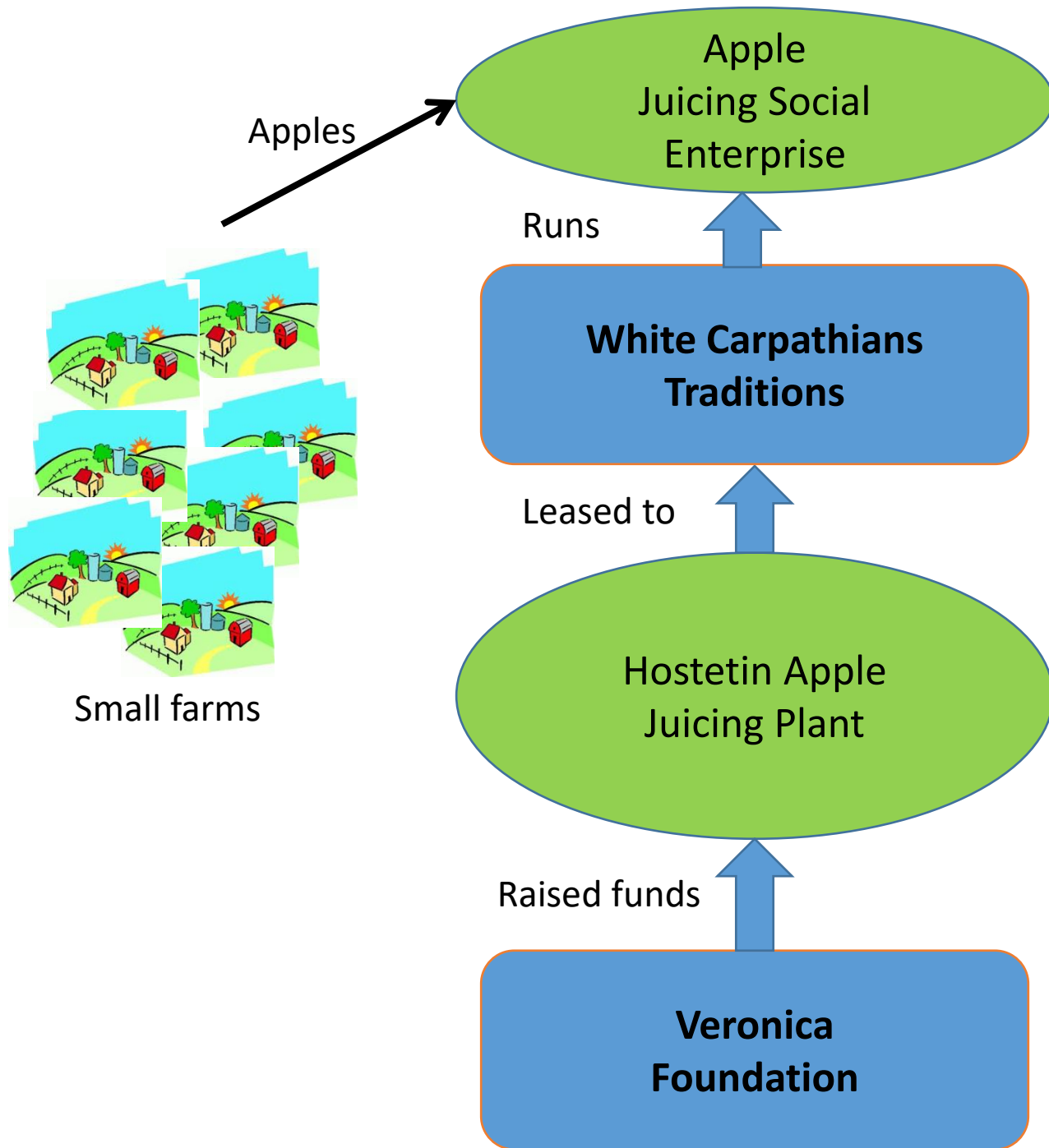
# Secondary Structure:

## Hostetin Apple Juicing Plant, Czech Republic





will use profit from apple-juice and other local food sales for grants towards projects enhancing local environmental and cultural diversity

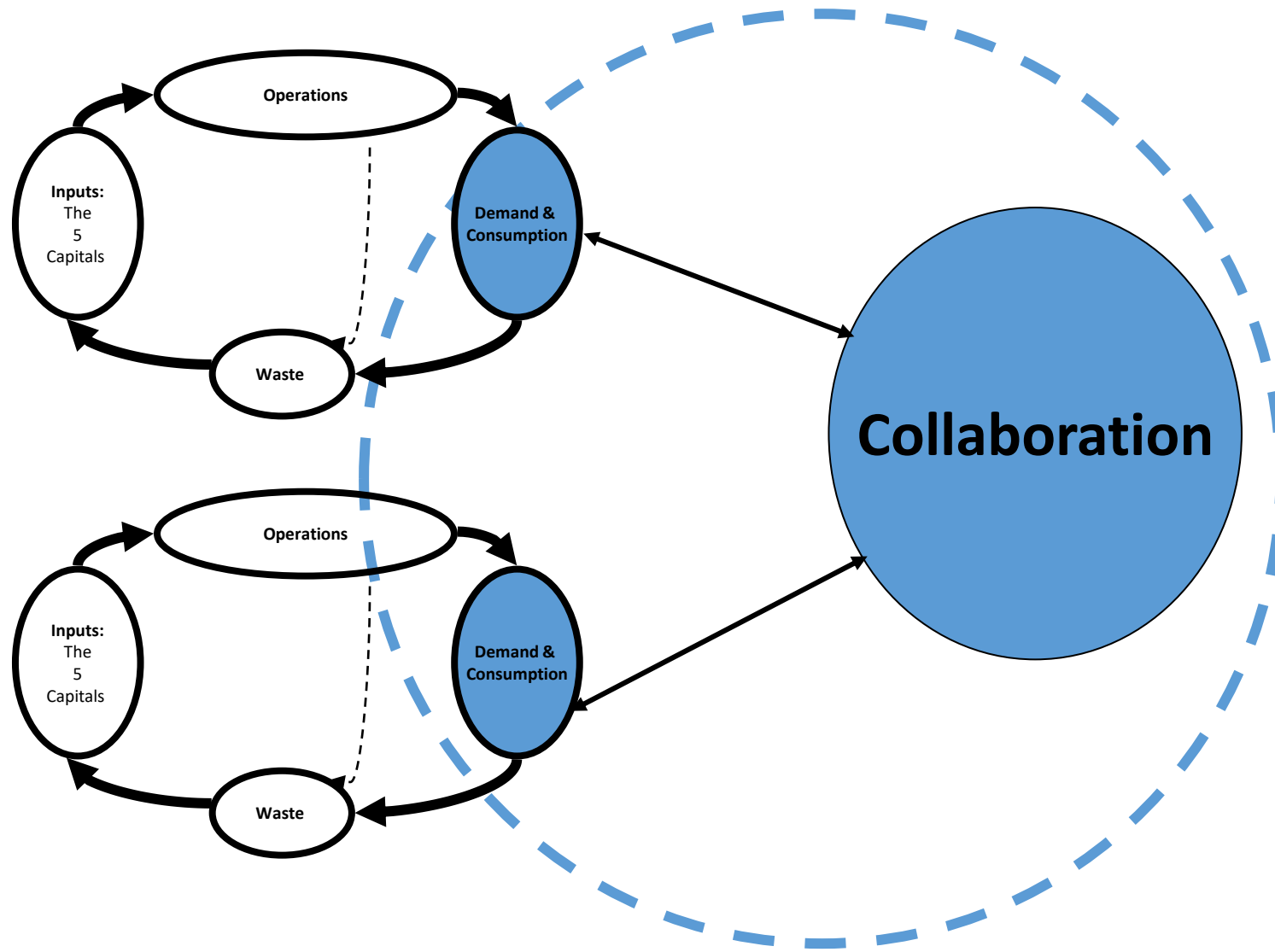


# Joint Venture: Grameen – Danone Yogurt Business



Grameen-Danone Shoktidoi  
yogurt factory in Bangladesh

### 3. Collaboration around consumer engagement





# Farmers' Markets

- a collaborative marketing mechanism



# Taste Tideswell:

Using branding to promote local producers



MANCHESTER  
**Veg** people

MANCHESTER'S FAIREST FOOD...

Keeping it fresh, organic & local



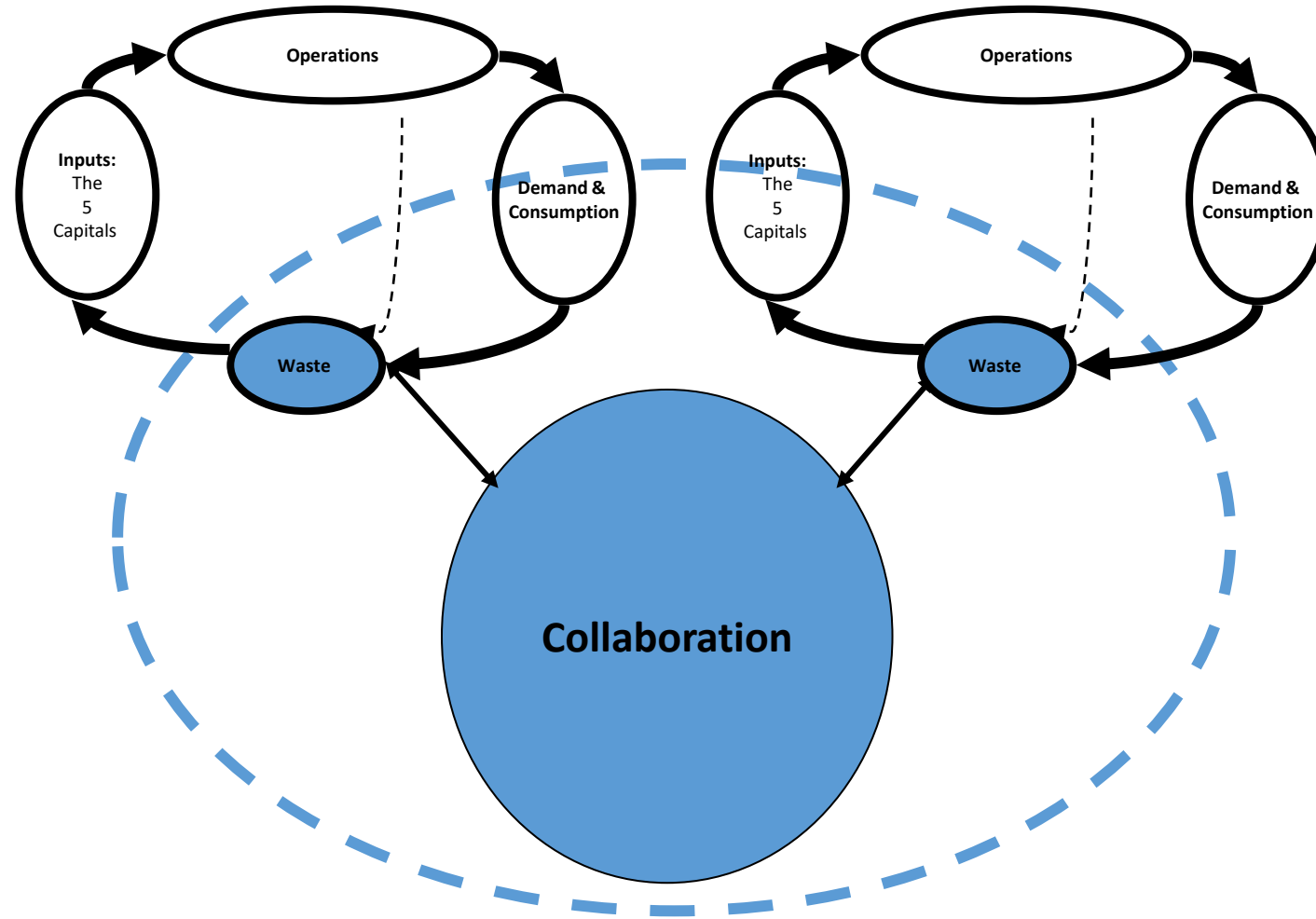
## We are Manchester Veg People

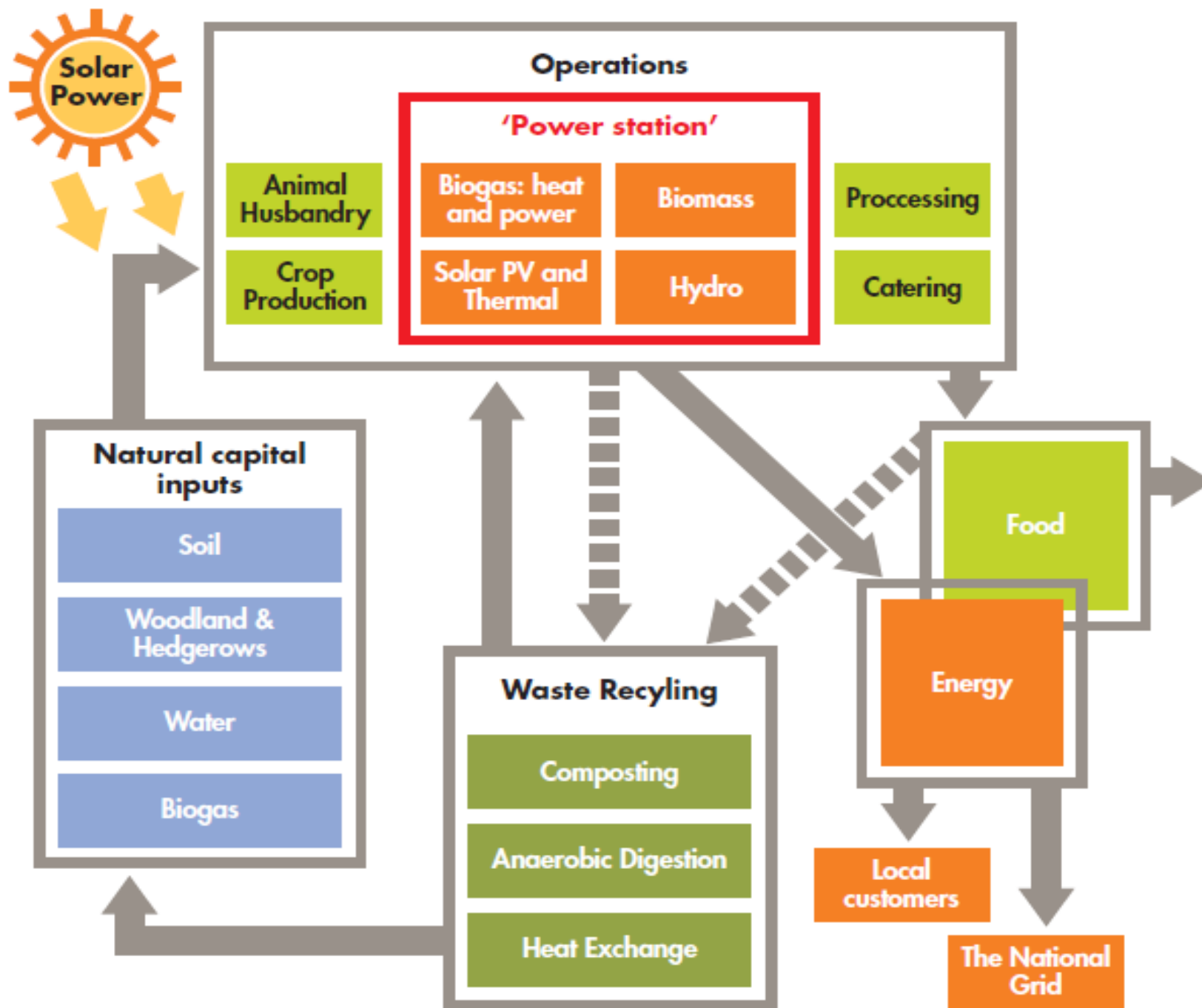
We are something new. A co-operative of Greater Manchester Organic growers and restaurants working together to provide fresh, seasonal food of the highest possible quality.

# Bringing consumers into the system

- Consumers can provide more than just cash.
- They can become part of the “social capital” of the organisation – as members or supporters.
- They can provide loans and equity:
  - Real Food Store (community shares)
  - Unicorn & Glebelands (loan stock)
- They can provide human resources:
  - Village shop volunteers
  - Non-executive directors

# 4. Collaboration around “closed loop” cycles





# Cwm Harry Land Trust and Anaerobic Digestion: Collaborating to create “closed Loop” processes





BRIDPORT  
RENEWABLE  
ENERGY  
GROUP



Department of  
ENERGY  
CLIMATE CHANGE



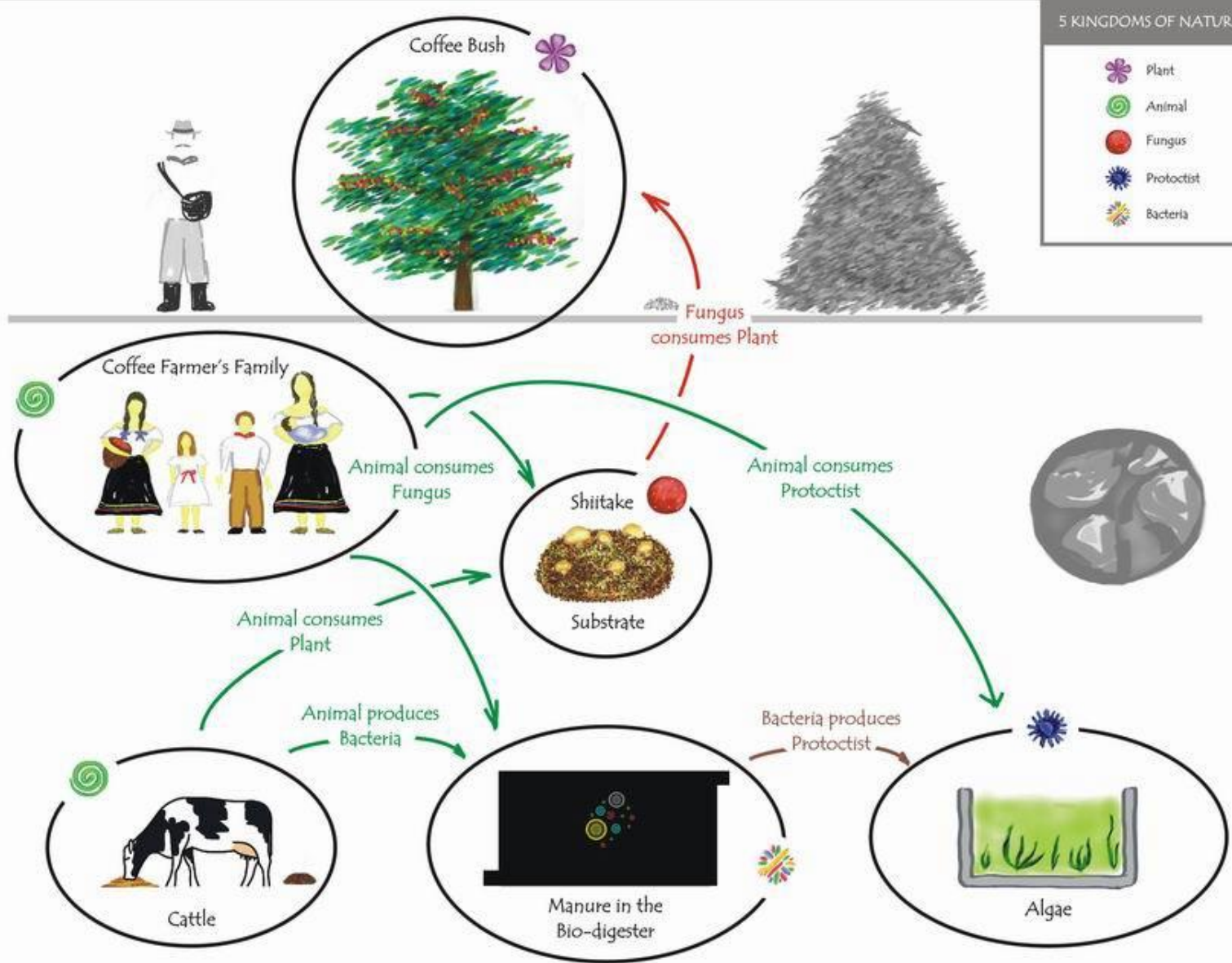




The AD system installed at Trill. The digester on the right is of 220 litres capacity, the bladder (behind the sun screen) a nominal 3 cu M, and the pv station 380 Wp.



- Plant
- Animal
- Fungus
- Protocist
- Bacteria



## Mushrooms from Coffee Grounds?



### 1 Scale of waste..

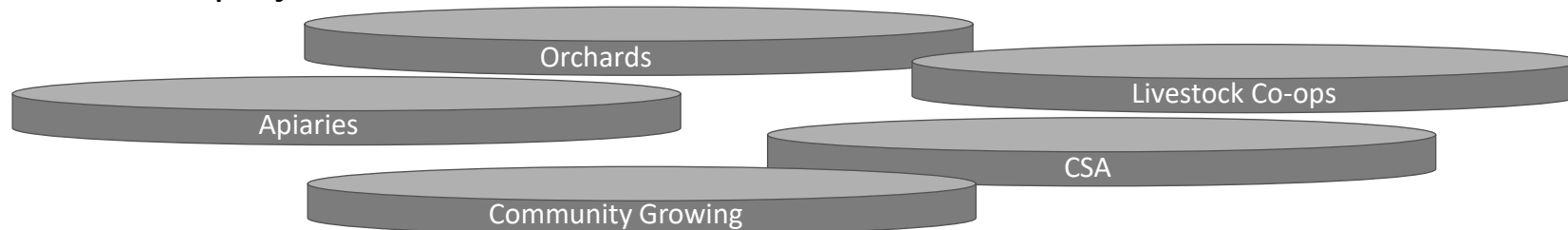
Worldwide more than 1.6 billion cups of coffee are drunk each

### 2 Sustainability of the GroCycle solution

- Reuse of energy:

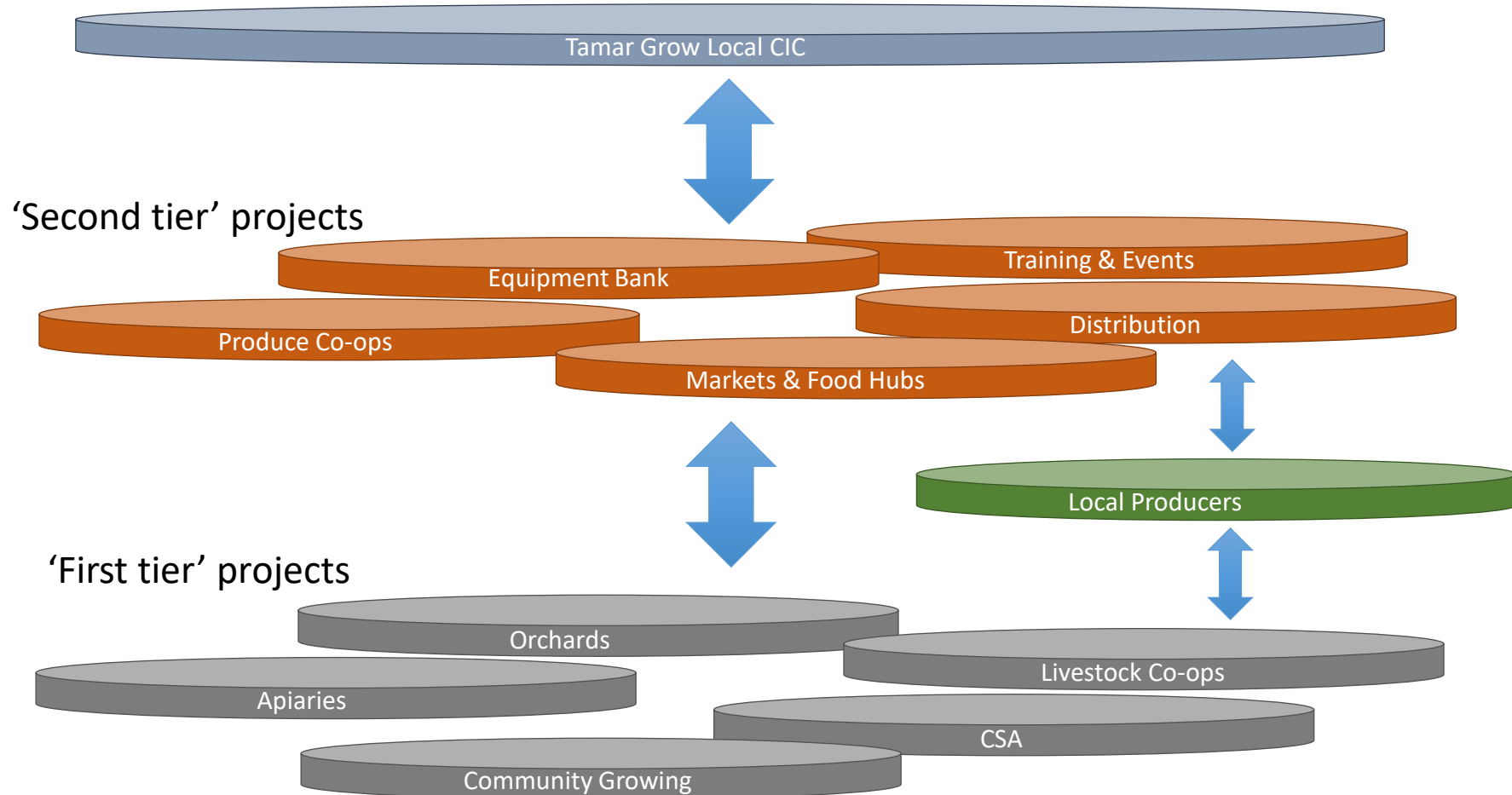
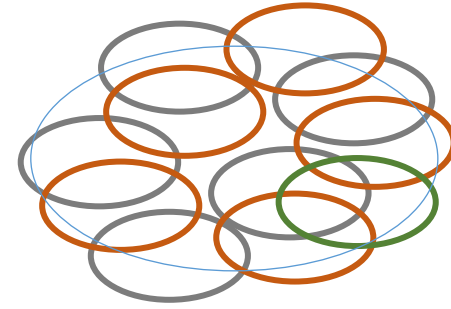


### 'First tier' projects





TGL provides:  
Collective Identity  
Strategic management  
Shared Insurance  
Shared bank account  
Advice & Experience  
Community





## Co-op Market stall

20+ local producers  
Includes TGL community groups

15% commission from members  
0% commission if you staff the stall  
Limited amount wholesale

Covers costs – including 0.2 FTE

Benefits...

Supports projects and producers  
Recruits members and regular customers  
Good promotion + Showcase  
Sells produce!





## Produce co-ops

Collectivise to create:  
Volume & Continuity of  
supply  
Access to different markets

Reduce costs through:  
Sharing equipment  
Bulk purchasing







# Food Hubs

185 members  
8 collection points  
(2 in Plymouth)  
Home delivery

15% commission from producers  
30% mark-up on wholesale

45 active local producers  
Includes TGL community groups  
- and 8 new businesses!

## You are shopping for collection on Friday, 6 December

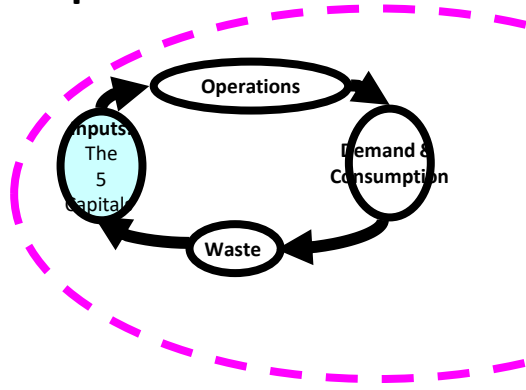
Product	Description	Unit	Producer	Avail	Price
Medlars	A cross between a pear and a hawthorn this fruit has been cultivated for 100s of years & very popular in Elizabethan times. These are partially bletted & nearly ready to make into the most delicious liqueur. Click more for the recipe <a href="#">more</a>	800g	<a href="#">Red Leaf Farm Co-operative</a>	2	3.00
Potatoes 2kg	Cornish Sagitta potatoes, this season's maincrop, good for roasting, mashing & reputedly the best chips <a href="#">more</a>	2 kg	<a href="#">Tamar Valley Food Hubs</a>	plenty	2.00
Potatoes 7.5 kg	Cornish Sagitta potatoes, this season's maincrop, good for roasting, mashing & reputedly the best chips <a href="#">more</a>	7.5 kg	<a href="#">Tamar Valley Food Hubs</a>	plenty	6.00
Chilli - Apache	Medium/Hot Green and Red Chilli - mixed colours - 12+ chillies per pack. Chillies can easily be frozen or dried. <a href="#">more</a>	40g pack	<a href="#">Merritt</a>	4	1.50

Shopping Basket: Products: 0 Total Cost: £0.00 Account Balance: £0 [Pay Now](#)

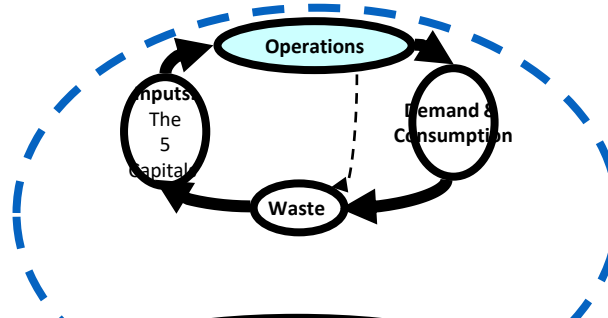


# Collaboration in local food systems

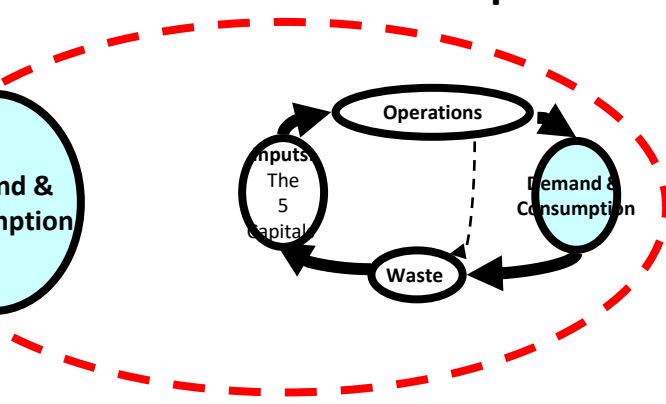
## 1. Collaboration around inputs



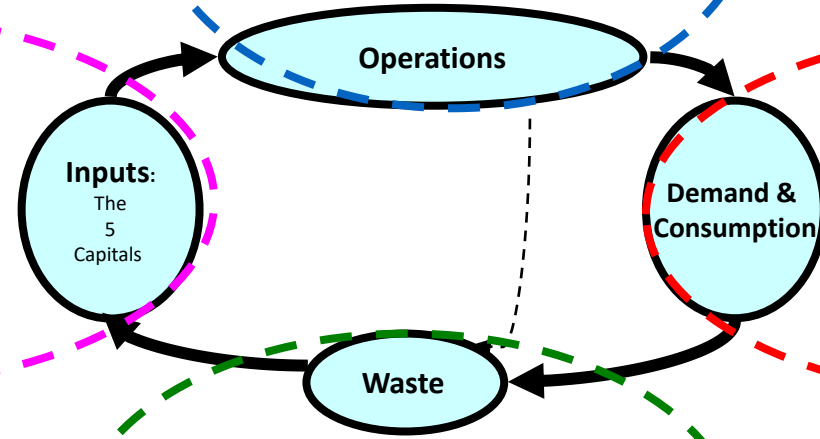
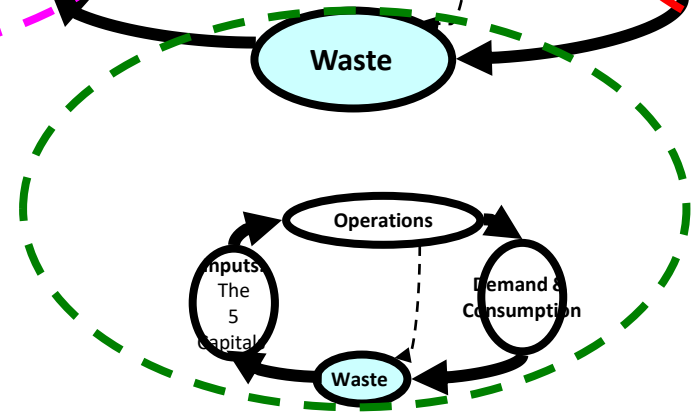
## 2. Collaboration around operations



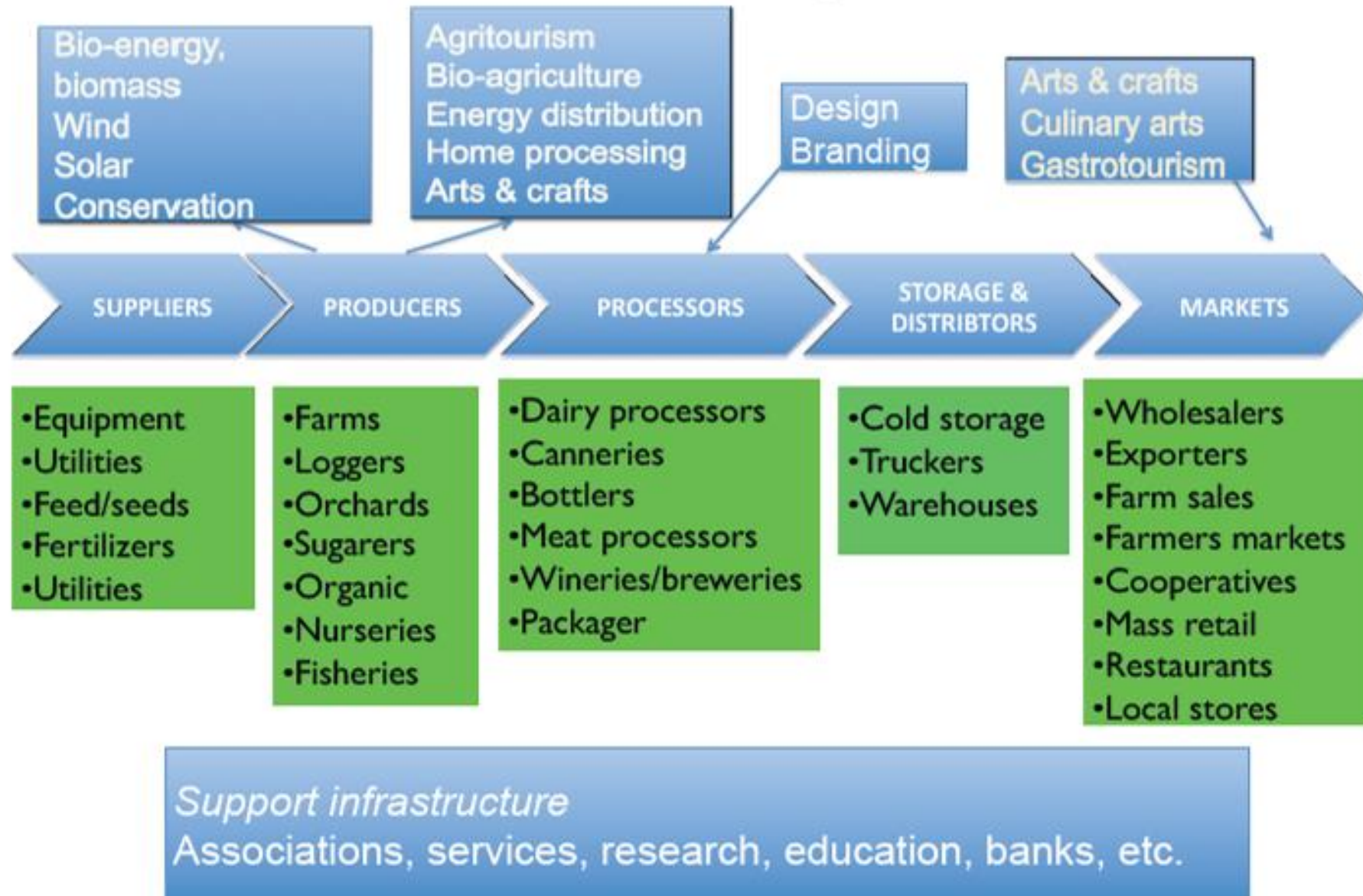
## 3. Collaboration around demand & consumption

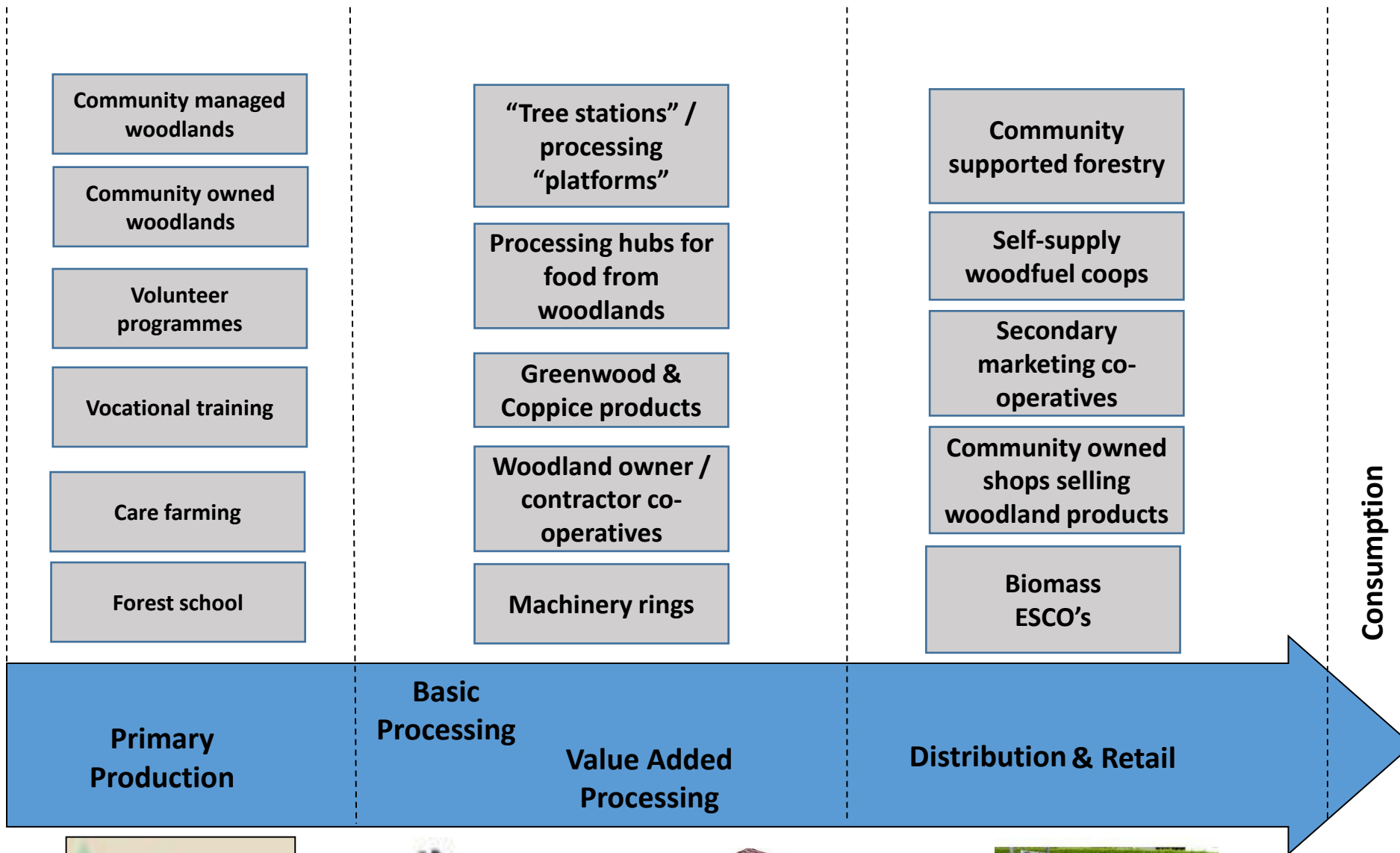


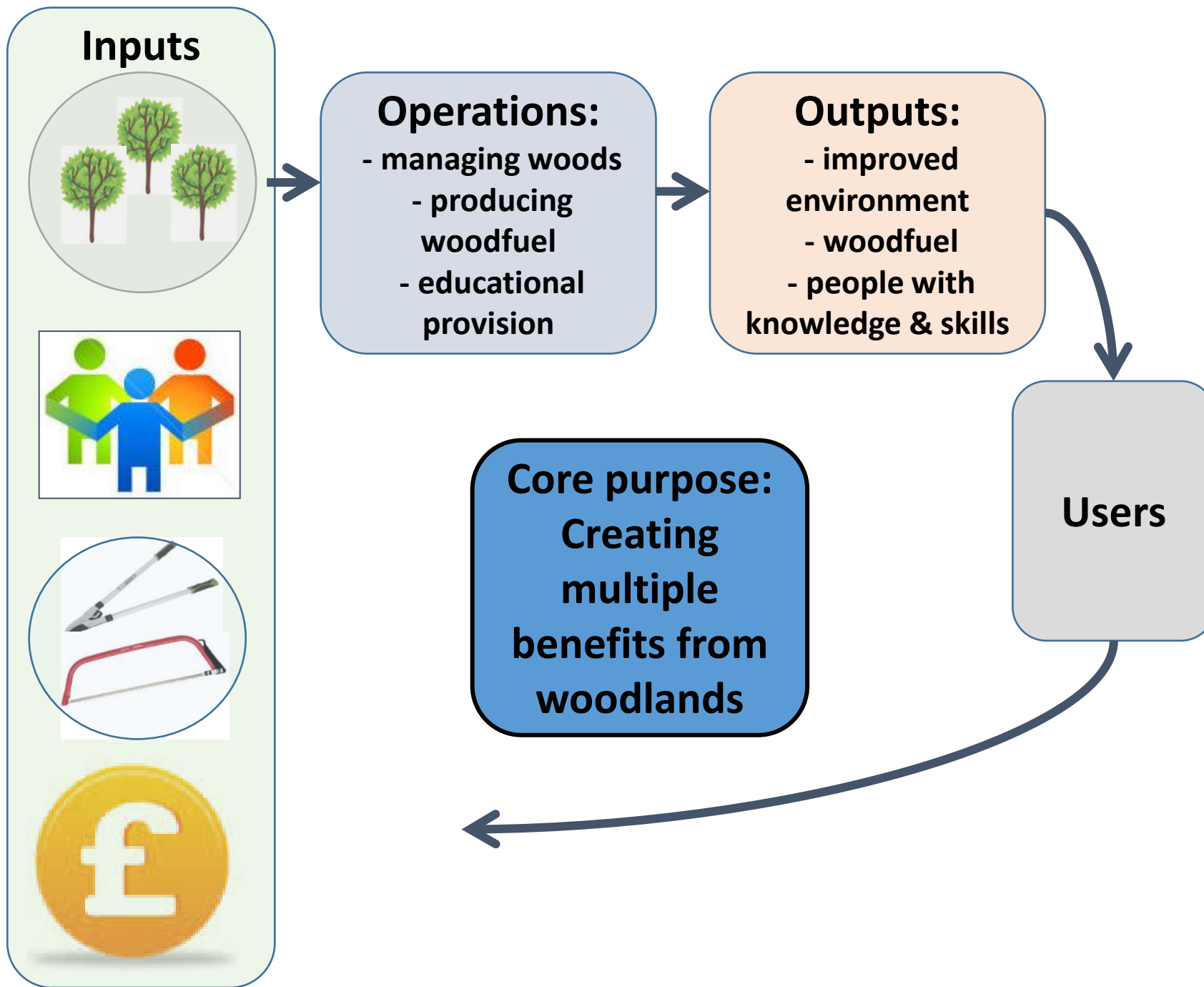
## 4. Collaboration around "closing loops"



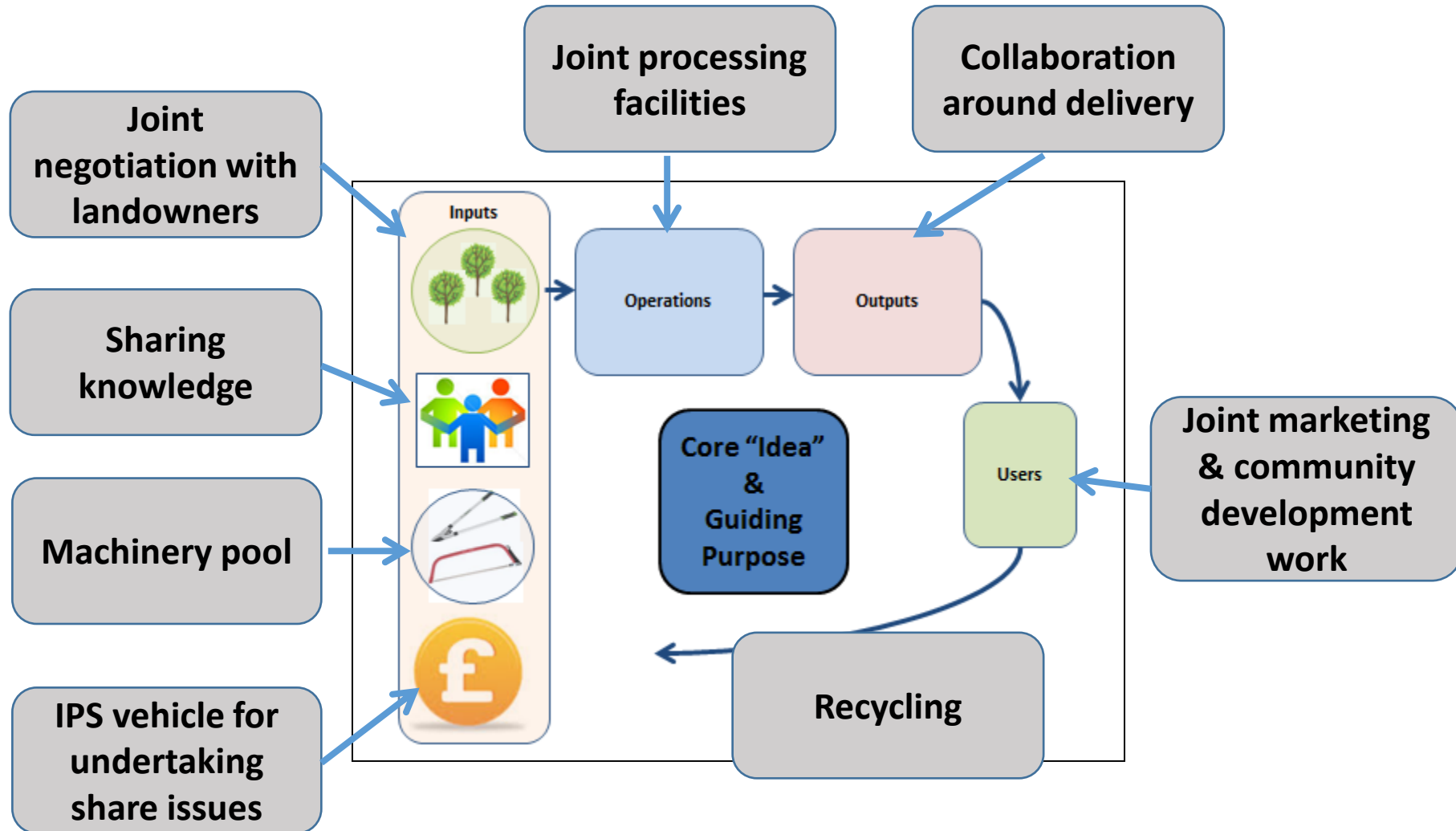
# Sustainable Food Systems Cluster







# Possibilities for collaboration



Breakout session:

What opportunities do you see for collaboration?

In what areas:

- inputs
- operations
- outputs
- engaging with customers
- other opportunities?

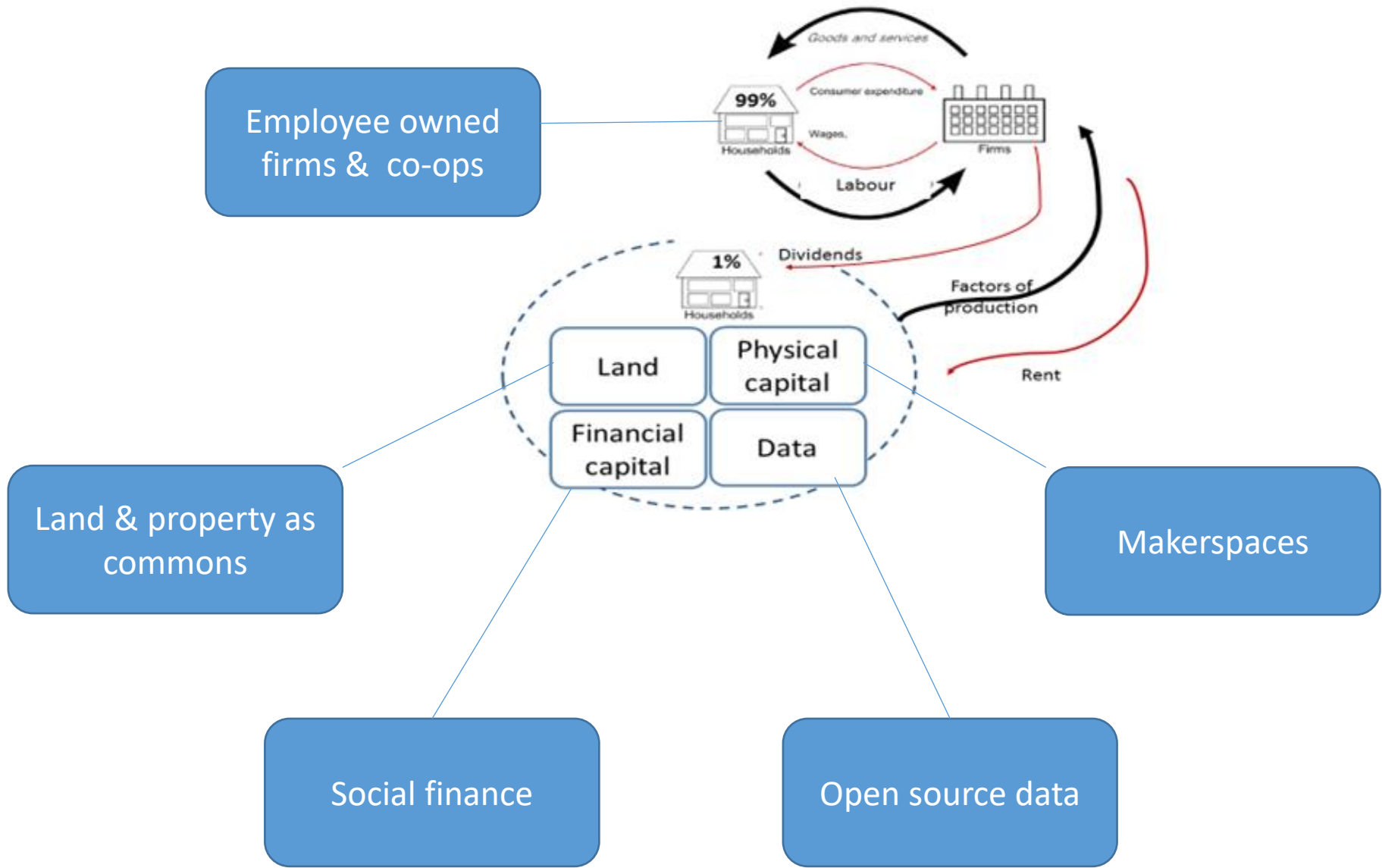
**Local processing  
& manufacturing  
infrastructure**

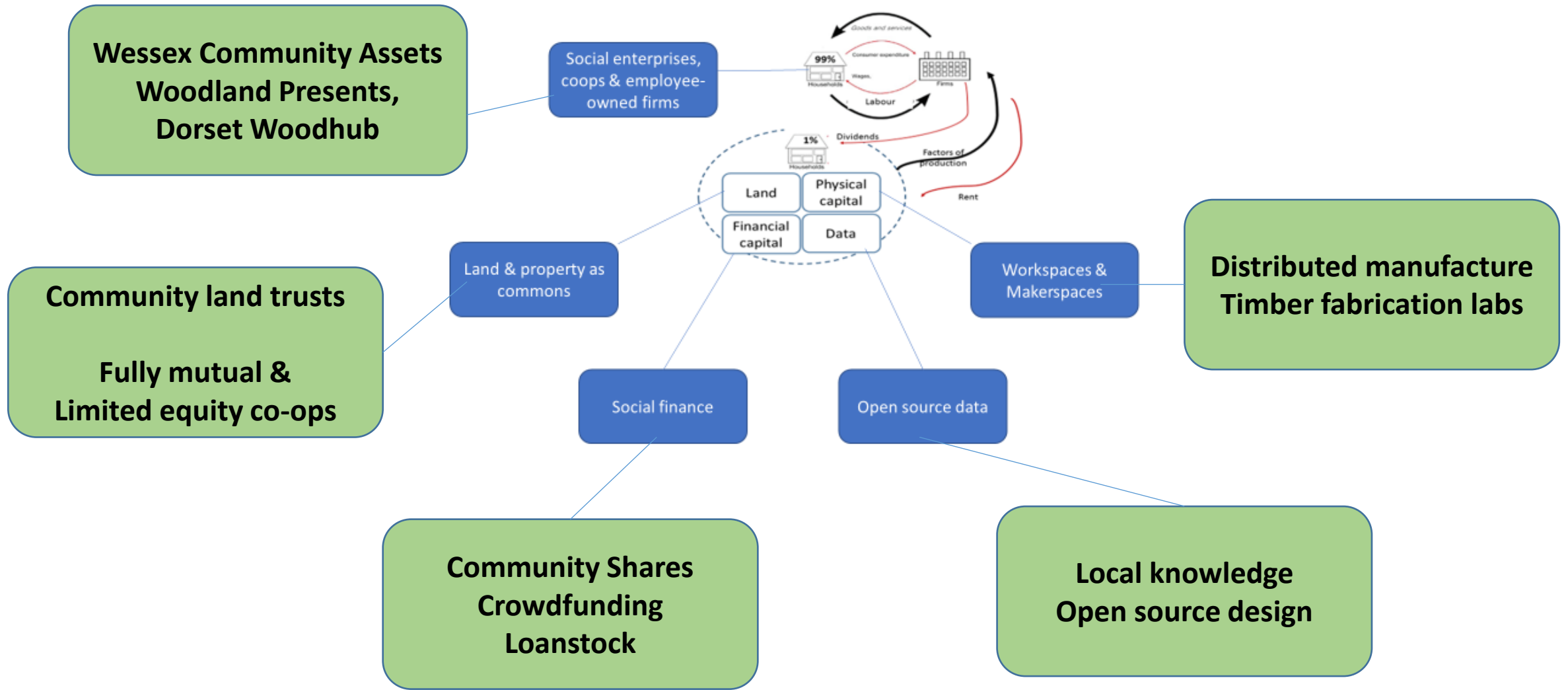


**Regenerative  
agriculture &  
forestry**

**Sustainable &  
affordable housing**







**Wessex Community Assets**  
**Woodland Presents,**  
**Dorset Woodhub**

Social enterprises,  
 coops & employee-  
 owned firms



Land & property as  
 commons

Workspaces &  
 Makerspaces

Social finance

Open source data

**Community land trusts**  
**Fully mutual &**  
**Limited equity co-ops**

**Distributed manufacture**  
**Timber fabrication labs**

**Community Shares**  
**Crowdfunding**  
**Loanstock**

**Local knowledge**  
**Open source design**

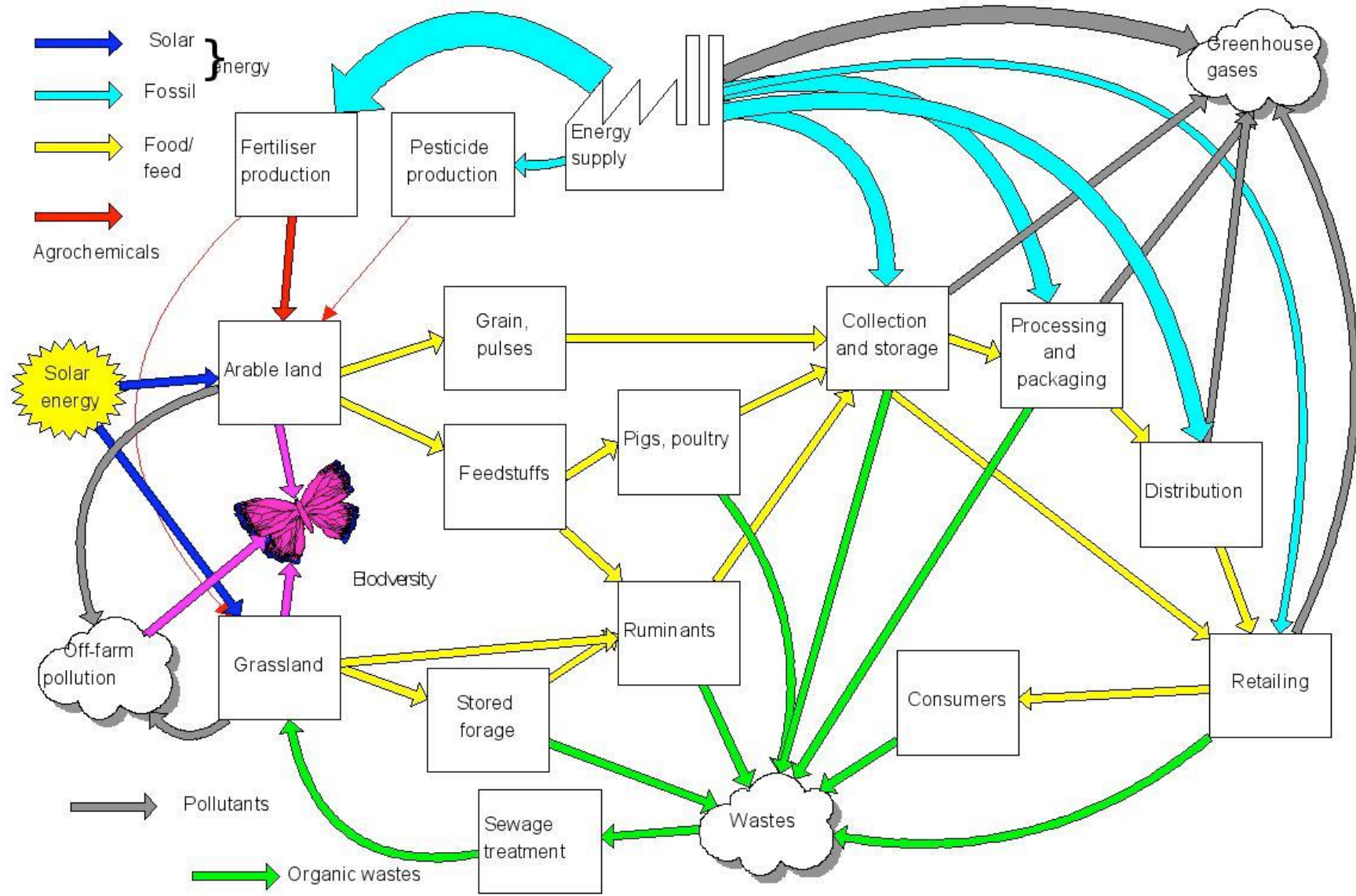
# Simple systems



- Predictable;
- Mechanical;

"Reductionism produced a "machine view" of the world, a view captured in the work of Sir Isaac Newton. Metaphorically the world was likened to a sealed clock, a closed system, perpetually running on fundamental laws like "to everything action there is an equal and opposite reaction." **Hutchins, Systemic Thinking, 1995**

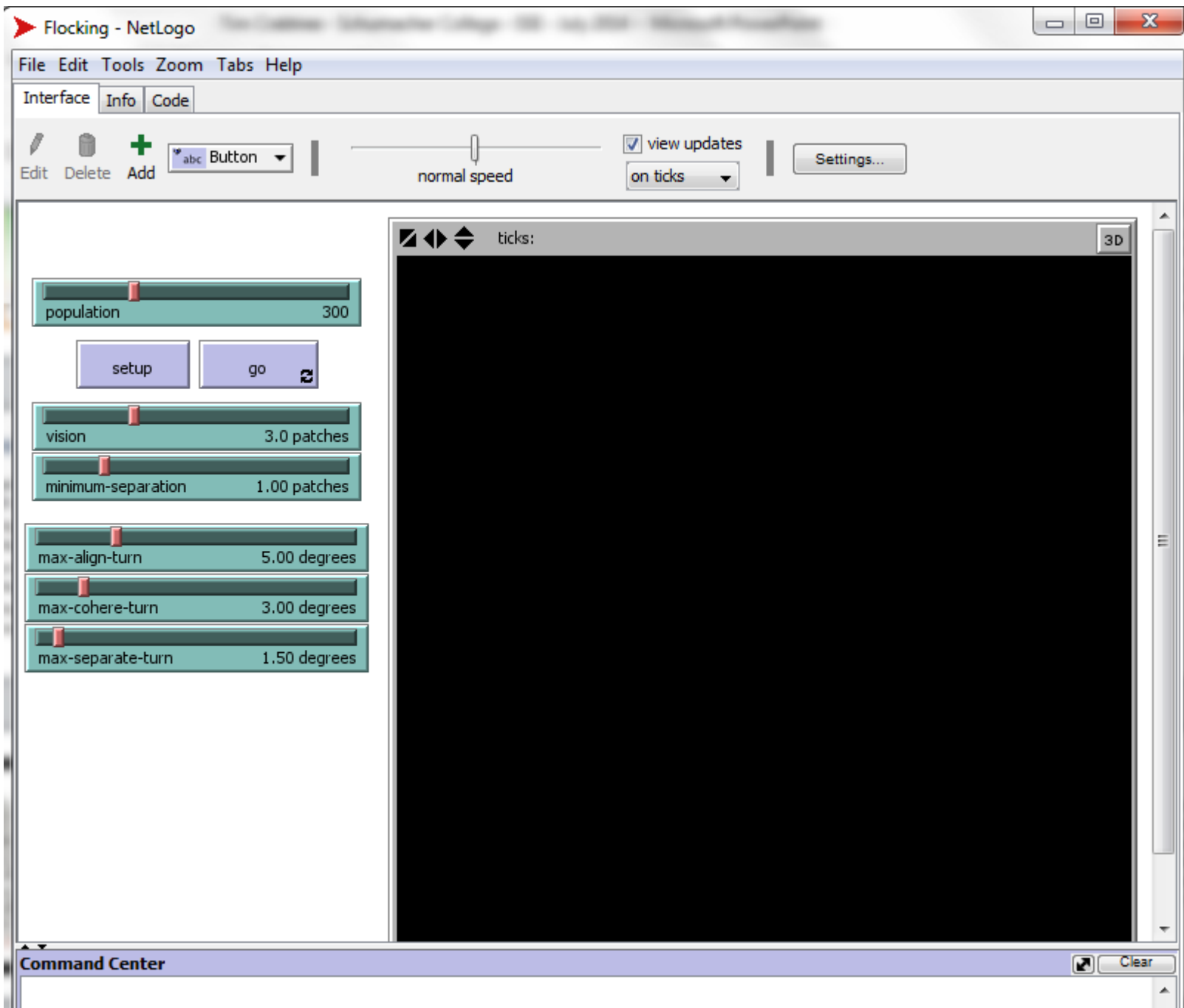




# *Complex behaviour*

- Complexity theory builds on Systems Theory
- Complex systems are non-linear and their specific behaviour is unpredictable
- Complex behaviour arises from *interaction*
- Complexity theory focuses on *relationships*
- The distinguishing feature of complex systems is that they can *create new order*







Question:

What difference do you perceive between the video of starlings in flight and the computer simulation?

# Patricia Shaw: Systems theory & complexity science

“We make representations of the relatively stable patterns emerging in our ceaseless activity so that we can look at them together and agree on changes we can identify and plan for. This is why organisations, institutions and the civic realm are full of models, 2 by 2 matrices and mappings of various kinds.

But representations can never capture real complexity because that complexity is a flow in time not a static image or model. The representations are always not just inadequate but useful approximations, they can really mislead and falsify - taking them literally easily leads to frustration.”

# 'Complexity Thinking' approach

- ***Self organising***: encouraging a system which will spontaneously emerge as the actions of autonomous participants come to be interlinked and co-dependend on each other.
- ***Evolutionary***: the system will be able to change its structure and processes as it adapts to maintain its viability within a changing, dynamic context. In other words, the system will be designed to learn from its experiences.

# From representations of systems to participation in dynamic processes

- We are immersed in problems of organised complexity – these are situations where you have a moderate number of variables, but strong non-linear interactions amongst those variables.
- This involves dealing simultaneously with a sizeable number of factors which are interrelated into an organic whole.

# Patricia Shaw

We are used to thinking/seeing/experiencing in terms of a world of separate THINGS apart from ourselves that need to be managed.

- *Things* are clearly defined, identifiable, separate, bounded, stable, graspable, measurable, countable entities.
- They may be material *things* or intangible conceptual *things* such as organisations, jobs, managers, systems, leaders, resources, strategies, plans, goals, targets, budgets, meetings, cultures, visions.....
- Such *things* can be connected, arranged, ordered, organised *by design* into structures.
- Such ordering connections are *universal, linear, rational, sequential, predictable, neutral*.

Complexity invites us to think/see/experience in terms of a world of **PATTERNED FLOW** in which we are inextricably immersed.

- This dynamic flow is not uniform but patterned as events and activities emerging in webs of interdependent relating.
- Patterning (irregular regularities) emerges spontaneously through self-organisation at many scales simultaneously.
- Such self-patterning processes are local, reciprocal, non-linear, lateral, unpredictable, improvisational in which both individual and social identities are emerging simultaneously.

# Some questions

- What are the limitations of strategies, business plans, “theories of change” and predictions of outcomes, in a world that is complex and unpredictable?
- How do we keep organisations “alive” and generative, taking inspiration for example from the Latin American notion of continuous “*formacion*”? How also do we maintain our own levels of commitment, well-being and satisfaction in our work?
- How can we resist the expectation that we should seek to scale up initiatives in the conventional way rather than through a process of networked growth in clusters of organisations?

# Module assignment

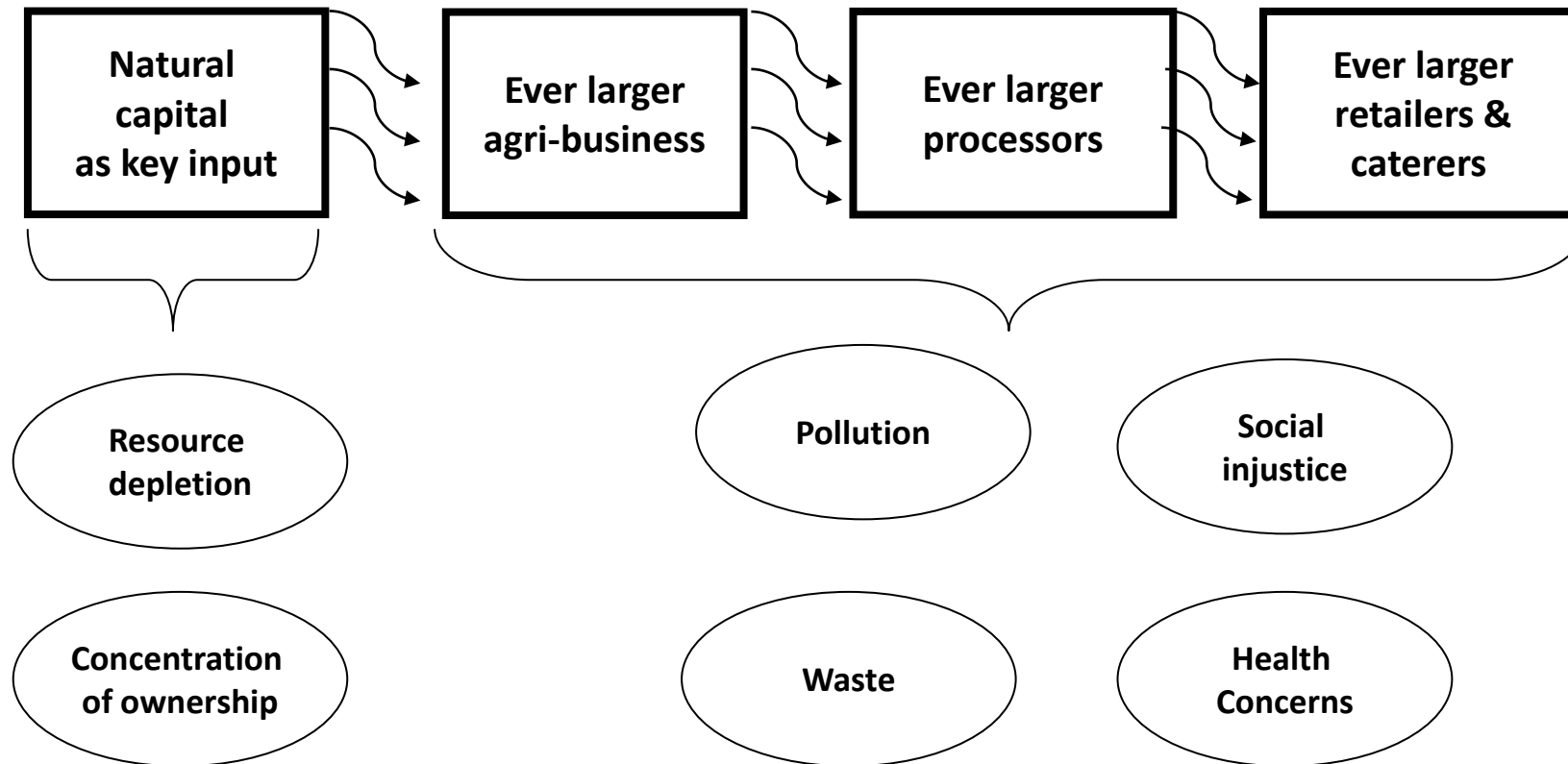
This will be focused on the eco-social enterprise that you have chosen, and will comprise four elements:

- A 200 to 300 word description of the proposed social enterprise.
- A completed business canvas.
- A completed theory of change.
- A brief description of how your enterprise sits within, and collaborates with, a wider ecology of social economy organisations.

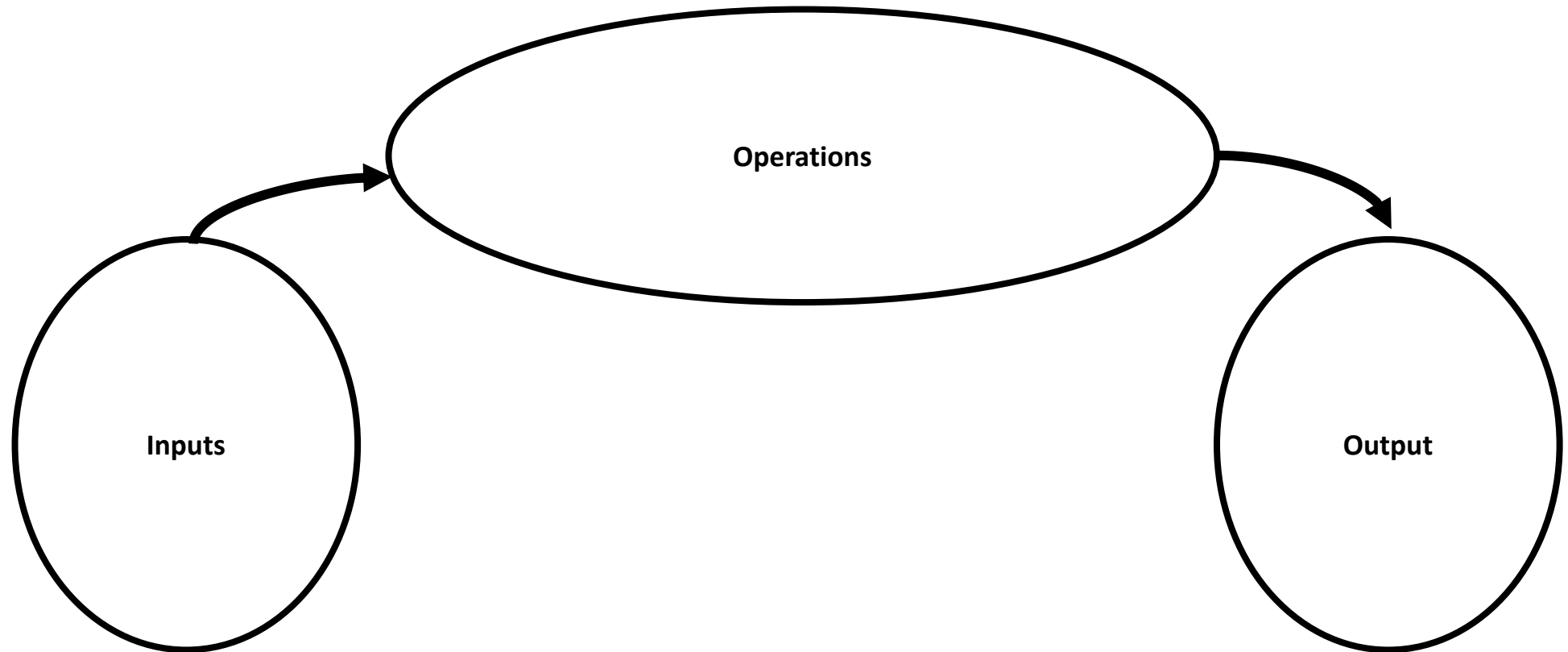


<b>RESOURCES</b>	<b>OPERATIONS/ ACTIVITIES</b>	<b>OUTPUTS/ VALUE PROPOSITION</b>	<b>PROMOTION/ MARKETING CHANNELS</b>	<b>BENEFICIARIES/ CUSTOMER SEGMENTS</b>
<b>PARTNERS</b>			<b>CUSTOMER/BENEFICIARY RELATIONSHIPS</b>	

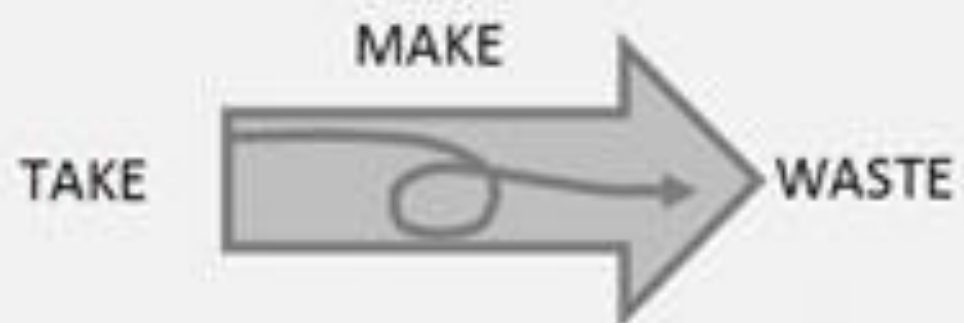
# The dominant food system



# A simple systems model of a firm

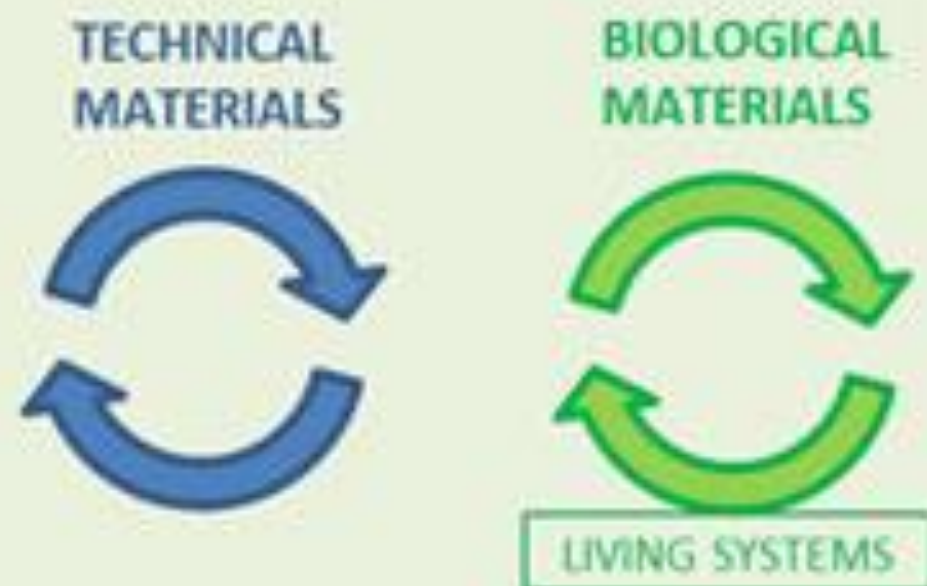


## LINEAR ECONOMY

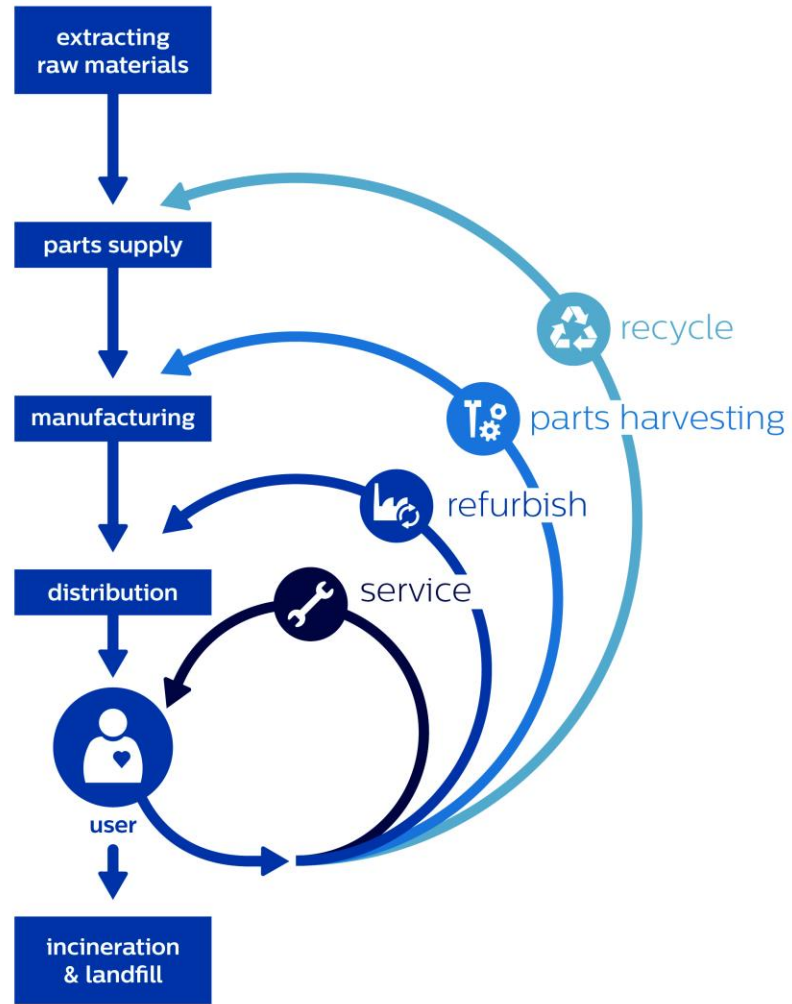


**LOSE VALUE**

## CIRCULAR ECONOMY

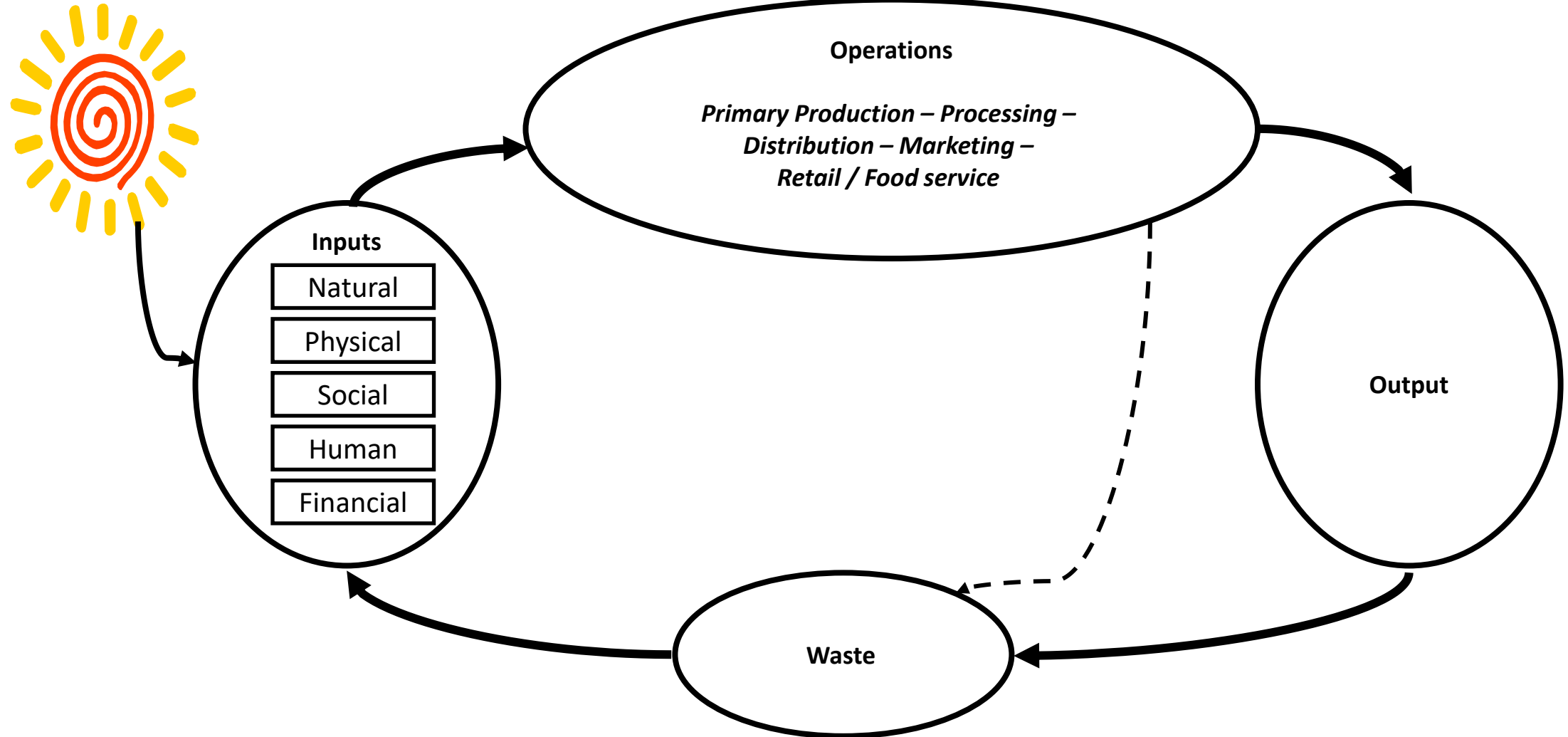


**RETAIN VALUE**



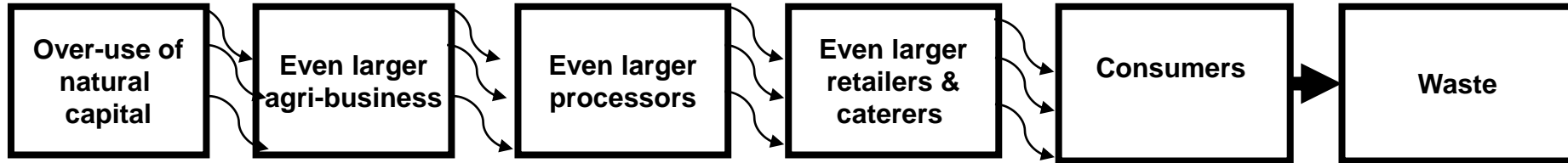
the  
**circular**  
economy

# A simple systems model of a firm

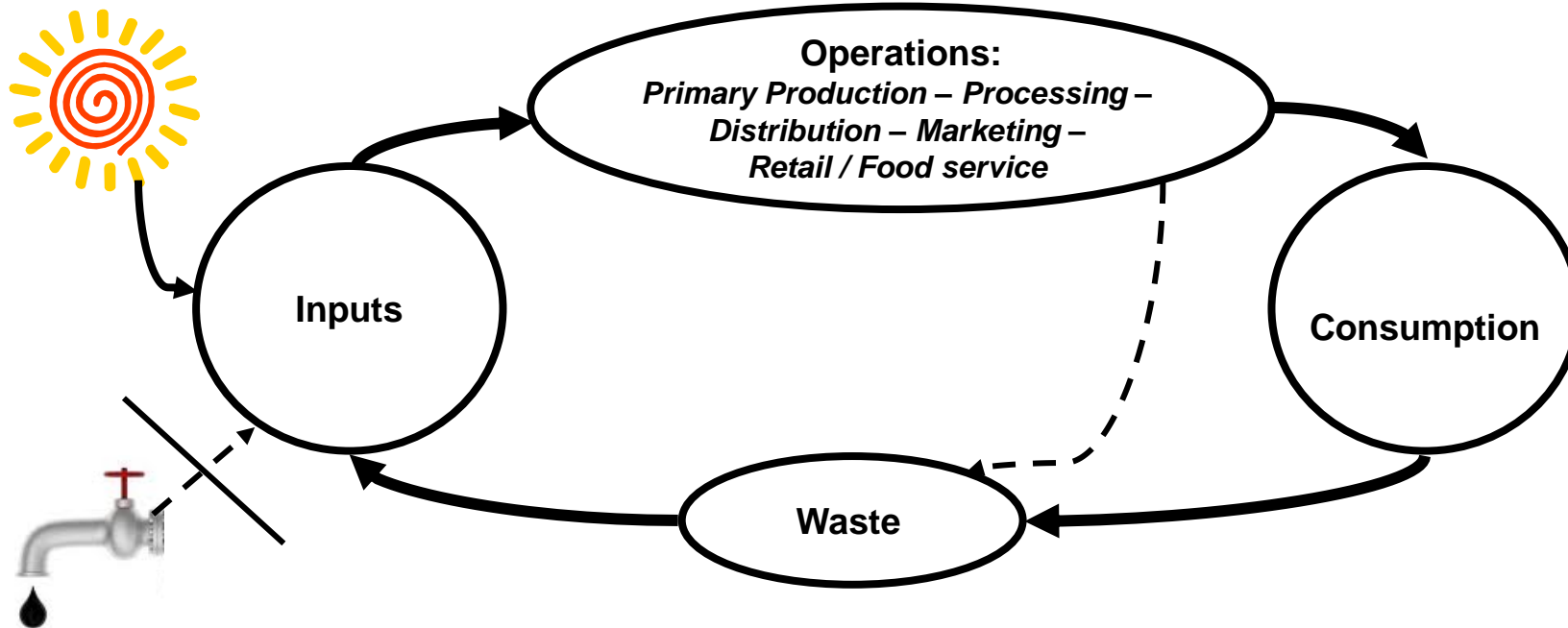


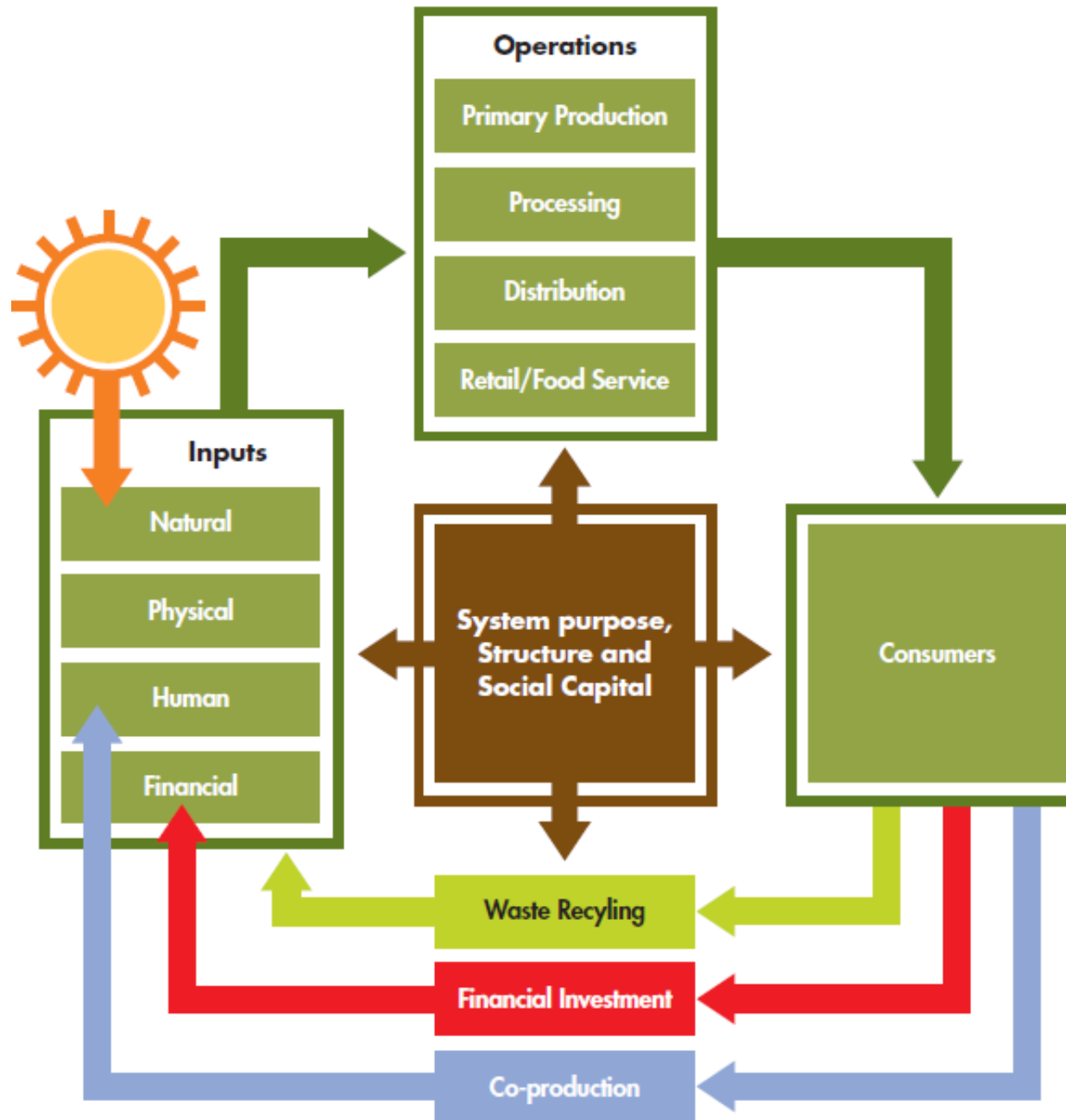
# Two types of food system

## “Linear” food systems



## “Circular” food systems



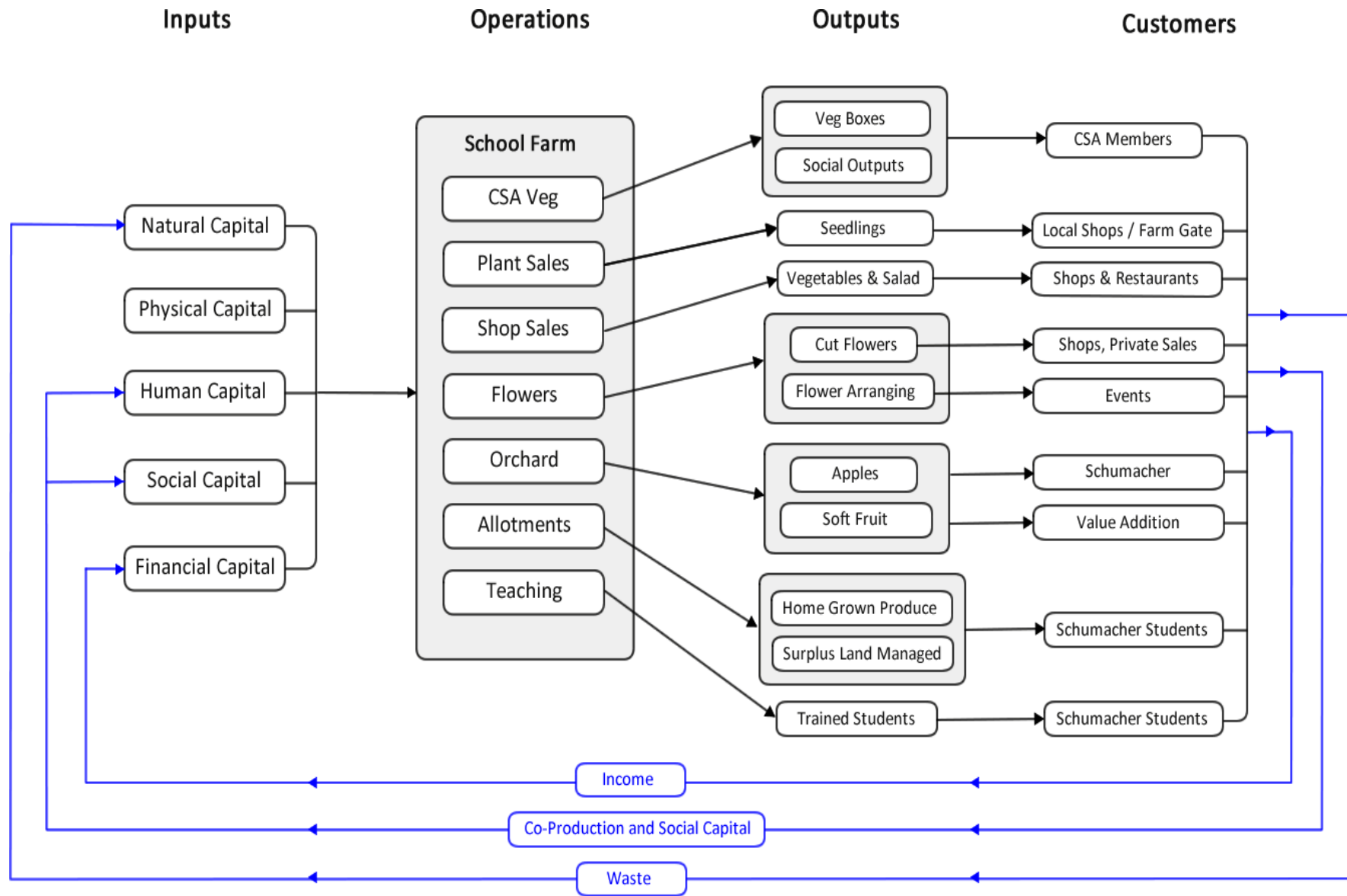




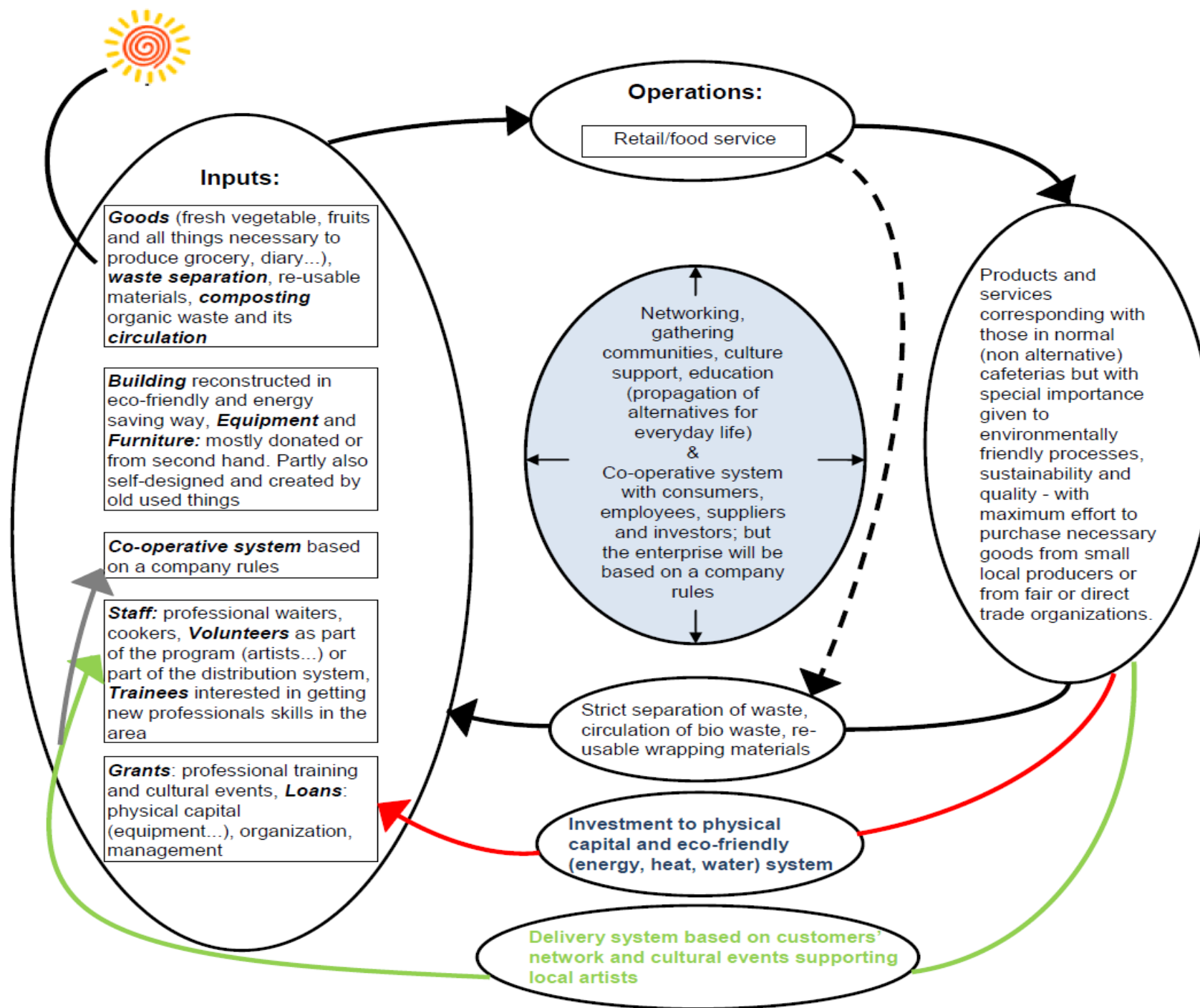
# School Farm CSA

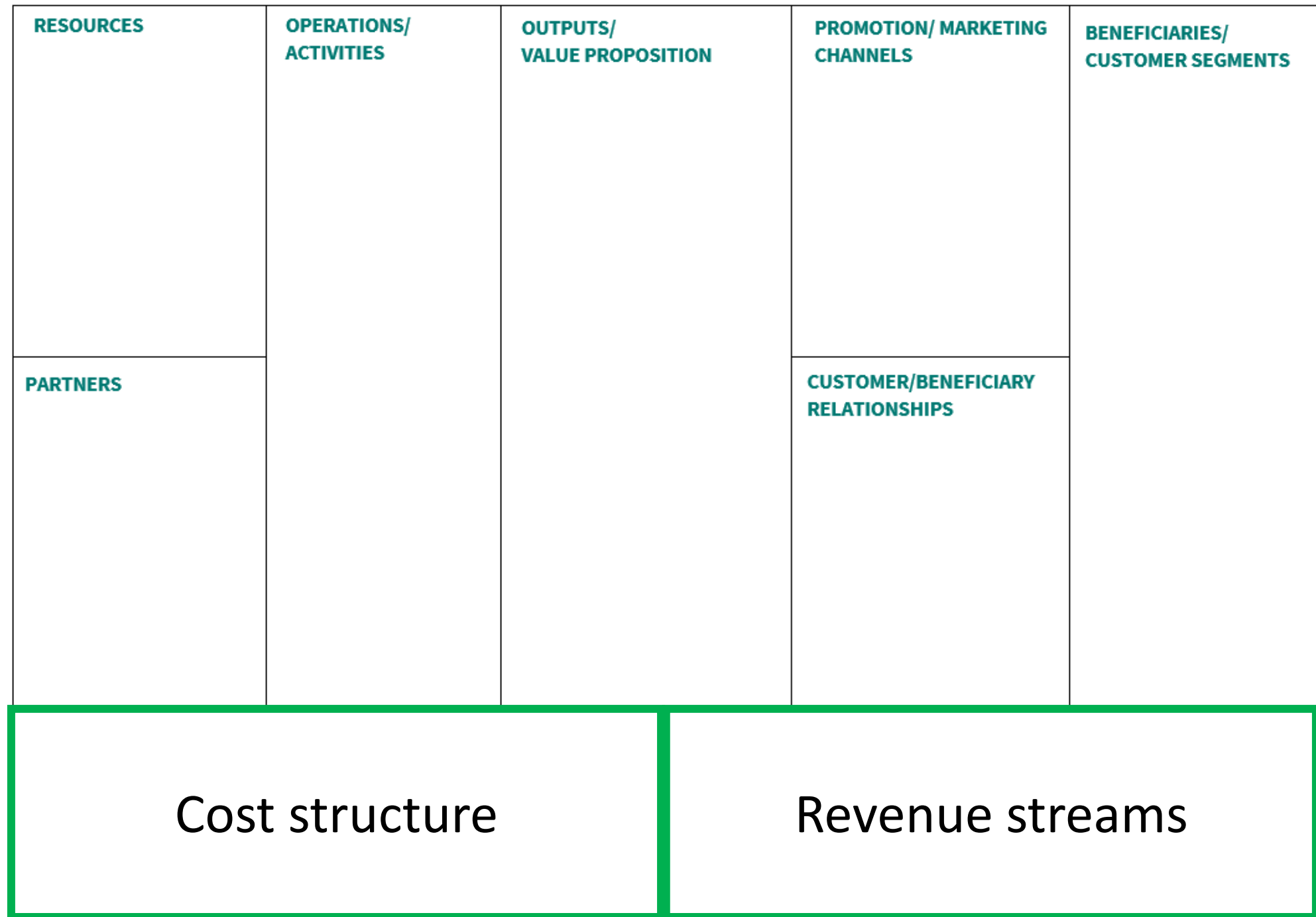
- A community supported agriculture enterprise
- Run by ex-students of Schumacher College





Source: Damon Steed





# Module assignment

This will be focused on the eco-social enterprise that you have chosen, and will comprise four elements:

- A 200 to 300 word description of the proposed social enterprise.
- A completed business canvas.
- A completed theory of change.
- A brief description of how your enterprise sits within, and collaborates with, a wider ecology of social economy organisations.

<b>RESOURCES</b>	<b>OPERATIONS/ ACTIVITIES</b>	<b>OUTPUTS/ VALUE PROPOSITION</b>	<b>PROMOTION/ MARKETING CHANNELS</b>	<b>BENEFICIARIES/ CUSTOMER SEGMENTS</b>
<b>PARTNERS</b>			<b>CUSTOMER/BENEFICIARY RELATIONSHIPS</b>	

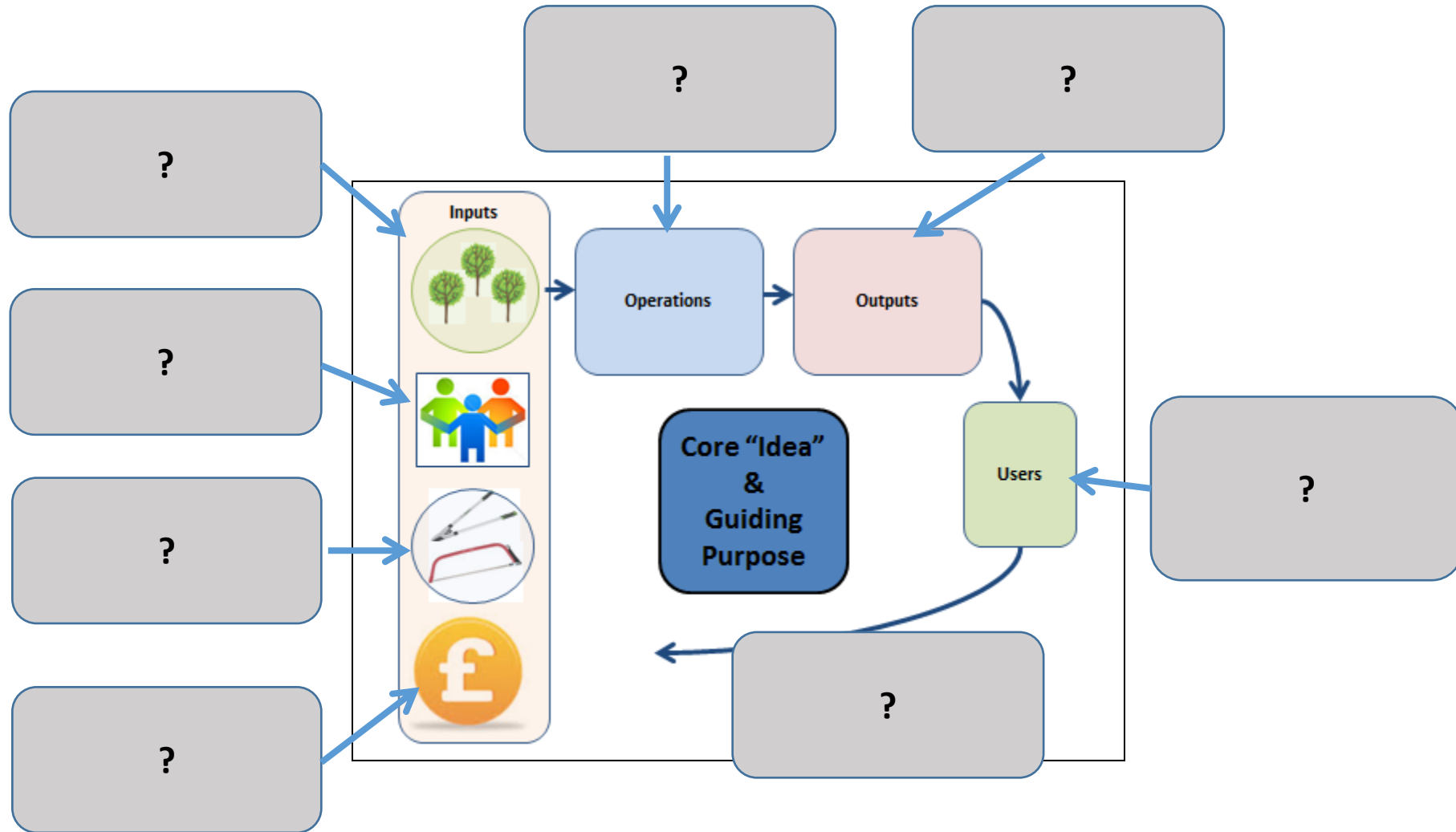
	<b>The challenges we are addressing</b>	<b>The activities we are proposing</b>	<b>The outputs we will create</b>	<b>The outcomes we are seeking</b>

# What rights will the members have?

Potential stakeholder	Membership: Yes or no?	Voting rights?	Income rights?	Property rights?
Consumer				
Worker				
Supplier				
Investor				



# Possibilities for collaboration in a wider ecosystem



## Raise the Roof: Theory of Change

	The challenges we are addressing	The activities we are proposing	The outputs we will create	The outcomes we are seeking
<p><b>Regenerative land management:</b></p> <ul style="list-style-type: none"> <li>- Dorset Woodhub CBS</li> <li>- Dorset Wildlife Trust</li> <li>- Dorset AONB</li> </ul>	<p>The ecological crisis:</p> <ul style="list-style-type: none"> <li>- Climate change</li> <li>- Biodiversity loss</li> <li>- Too little woodland, 45% of which is of poor quality</li> </ul> <p>Lack of supply of timber and “woody” fibres such as flax and hemp.</p>	<ol style="list-style-type: none"> <li>1. Develop model for purchase of land to create woodlands.</li> <li>2. Develop business plans for viable regenerative forestry enterprises, including appropriate mix of species.</li> <li>3. Develop planning applications for low impact dwellings on the woodlands.</li> <li>4. Develop network of farmers and growers to grow and supply regenerative crops for processing.</li> </ol>	<ol style="list-style-type: none"> <li>1. Pilot 2 community share offers to secure 25-acre holdings in Dorset.</li> <li>2. Begin <a href="#">planting</a> process, identify markets for agroforestry enterprises.</li> <li>3. Submit planning applications using “One Planet Development” principles.</li> <li>4. Increased supply of timber and woody fibres.</li> </ol>	<p>New models of regenerative land management that can address the interlocking challenges we are facing.</p> <p>Increased awareness, new approaches to land management and a new supply of appropriate raw materials.</p>
<p><b>Local enterprise infrastructure:</b></p> <ul style="list-style-type: none"> <li>- Dorset Woodhub</li> <li>- Wessex Community Assets</li> </ul>	<p>The crisis of livelihoods:</p> <ul style="list-style-type: none"> <li>- Fragile local economies</li> <li>- Job insecurity</li> <li>- Lack of skills &amp; facilities to create regenerative &amp; resilient local economies</li> </ul>	<ol style="list-style-type: none"> <li>1. Work with Assemble and other architects on new designs and construction methods.</li> <li>2. Develop a workspace to provide secondary processing capacity to help address the housing and ecological crisis.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased operational capacity for off-site pre-fabrication supporting affordable housing.</li> <li>2. Prepare business plans and designs for batch production of low impact dwellings</li> </ol>	<p>Provide infrastructure and employment opportunities to link together regenerative land management &amp; sustainable construction materials with community led housing initiatives, thus increasing the capacity and resilience of the local economies in Devon, Dorset and Somerset.</p>
<p><b>Affordable, sustainable housing:</b></p> <ul style="list-style-type: none"> <li>- Wessex Community Assets</li> <li>- Bridport Town Council</li> <li>- Bridport Area Community Homes</li> </ul>	<p>The housing crisis:</p> <ul style="list-style-type: none"> <li>- Lack of affordability</li> <li>- Lack of security</li> <li>- Lack of sustainability</li> </ul> <p>West Dorset has one of the highest gaps between house prices and average wages</p>	<ol style="list-style-type: none"> <li>1. Work with Assemble Studio &amp; other partners on designs for new build eco-housing.</li> <li>2. Workshops making low impact dwellings</li> <li>3. Develop purchase &amp; eco-refurbishment programme</li> </ol>	<ol style="list-style-type: none"> <li>1. 2 workshops &amp; 2 low impact dwellings.</li> <li>2. Purchase &amp; eco-refurbishment of houses.</li> <li>3. Detailed plans for pilot development.</li> </ol>	<p>New models to address the housing crisis that can be undertaken in the short, medium and longer term, providing a greater range of options for community led housing groups.</p> <p>Leading to higher % of affordable &amp; sustainable housing being built.</p>

<p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Workspace</li> <li>• Hand tools &amp; machinery</li> <li>• Materials (inc timber from local woodhub)</li> <li>• Network of Tutors</li> <li>• Delivery framework</li> <li>• Enrolment process</li> <li>• Website</li> </ul>	<p><b>OPERATIONS/ ACTIVITIES</b></p> <p><b>Courses in:</b></p> <ul style="list-style-type: none"> <li>• Carpentry &amp; joinery</li> <li>• Green woodwork</li> <li>• Sustainable construction</li> <li>• Design &amp; make for production, e.g. for furniture and fittings</li> <li>• Woodland Ecology</li> <li>• Woodland Creation</li> <li>• Woodland mgt</li> <li>• Extraction</li> <li>• The Timber Processing Chain</li> <li>• Machinery Operation</li> <li>• Social forestry approaches</li> <li>• Social prescribing – “woods for well-being” plus crafts/making</li> </ul>	<p><b>OUTPUTS/ VALUE PROPOSITION</b></p> <p>Learners will benefit from:</p> <ul style="list-style-type: none"> <li>• Access to new knowledge</li> <li>• Gaining new skills</li> <li>• Industry integration</li> <li>• Potential career change</li> <li>• Workspace</li> <li>• A community of peers</li> </ul> <p>Linked to practical and socially useful making of things such as furniture, buildings, wood stores, animal architecture, renovating community spaces.</p> <p>Post-COVID recovery: making and creating is good for mental health.</p> <p>Capacity-building &amp; enhanced community cohesion through working on practical projects together.</p>	<p><b>PROMOTION/ MARKETING CHANNELS</b></p> <ul style="list-style-type: none"> <li>• Through the network of partners.</li> <li>• Dedicated website: <a href="http://www.raisetherooft.info">www.raisetherooft.info</a></li> <li>• Social media</li> <li>• Community events</li> <li>• Press releases.</li> </ul>	<p><b>BENEFICIARIES/ CUSTOMER SEGMENTS</b></p> <p>People who are unemployed or in low paid, precarious employment.</p> <p>Local 18 – 40 women + men eager to re-train, upskill, or supplement previous education &amp; training.</p>
<p><b>PARTNERS</b></p> <p><b>Raise the Roof core partners</b></p> <p>Arts Development Company</p> <p>Bridport Area Community Housing</p> <p>Bridport Town Council</p> <p>Common Ground</p> <p>Dorset Woodhub</p> <p>Wessex Community Assets</p>			<p><b>CUSTOMER/BENEFICIARY RELATIONSHIPS</b></p> <p>During training courses:</p> <ul style="list-style-type: none"> <li>• Co-creative focus</li> <li>• Emphasis on building capacity &amp; confidence</li> <li>• Practical &amp; immersive experience</li> </ul> <p>Online:</p> <ul style="list-style-type: none"> <li>• Supportive resources</li> <li>• Forum space</li> <li>• Mentoring &amp; Business start-up support</li> </ul>	<p>People keen to access affordable housing through self-build/self-finish.</p> <p>People referred by GP’s and other agencies for “social prescribing” activities/”green gyms”.</p>



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#### Co-operative and Community Benefit Societies Act 2014

*Registration of new society*

The following society has today been registered by us under Co-operative and Community Benefit Societies Act 2014 as a Community Benefit Society:

Society: **Dorset Woodhub Limited**

Registration number: **8224**

Registration date: 11 October 2019

Address: 15 St Katherine's Drive, Bridport, DT6 3DQ

Financial year-end date: 31 March

Date: **11 October 2019**



Rules of

## Dorset Woodhub Limited

Registered under the Co-operative and Community Benefit Societies Act 2014

Registered Address: 15 St Katherine's Drive, Bridport, DT6 3DQ.

Register number:



wessexca.co.uk

### Reinvestment Rules - Community Assets Model 2018

# What rights will the members have: Dorset Woodhub

Potential stakeholder	Membership: Yes or no?	Voting rights?	Income rights?	Property rights?
Consumer	Y	Y	Y	X
Worker	Y	Y	Y	X
Supplier	Y	Y	Y	X
Investor	Y	Y	Y	X



STAND\* is a community of WoodHubs which offer bespoke learning experiences across a wide range of specialist subjects. We exist to benefit local British trees and woods by enhancing the competencies of those working with forests, trees and timber. We also seek to pioneer innovative new strategies and methods for wood-sector stakeholders.

We offer facilities, expertise and learning opportunities in\*\*:

Woodland Ecology | Woodland Creation | Silviculture | Woodland Management | Continuous Cover Forestry | Extraction | The Timber Processing Chain | Timber Product Design | Machinery Operation | Carpentry | Joinery | Business Management

## Organisational Structure

STAND (tbc) is a collective identity for participating hubs. A 'suite' of learning options is created under the STAND brand which each hub then puts into operation in a way that fits them best (like a school adopting a curriculum).

