

Developing an Eco-social Enterprise

Session 3

Thursday, 13 May, 2021

Tim Crabtree, Wessex Community Assets & Plymouth University

Lujza:
Urban food
access

Shiran: Urban green roof or
community garden with different
agricultural systems (e.g.
hydroponic), with composting
system, community weekly
lectures and "pay as you can"
market

Katarina: social
farming (employment
opportunities for
people with
disabilities)

Adam: Affordable
housing in an
urban
environment

Sabina: project
which unite fair
jobs with
affordable
housing

Eva: Reuse and
recycle coffee
cups

Michael: Teaching
about waste and
recycling with
practical use
through a new bins

Blanka:
Zero Waste Shop

Silvia: A space where to
support inclusive, diverse
cultural and artistic
activities and where to
promote and support
alternative, sustainable
economical models

Danijel:
Independent
ecological
information
service

Denisa: Waste
management and
recycling
research
platform

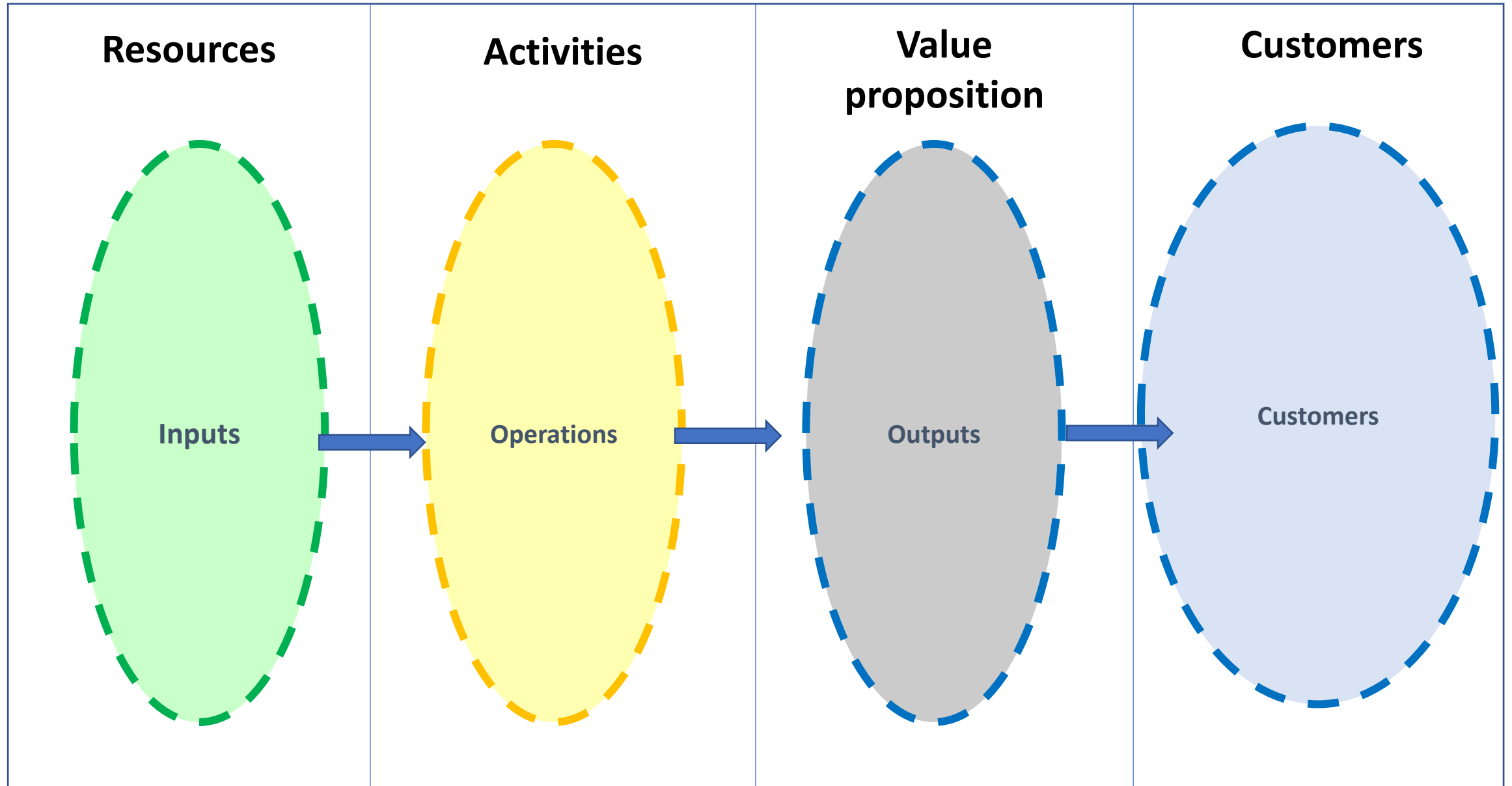
Martina: Zero
waste shop and
waste
management

Jana: ethical fashion brand
that offers well-paid job
opportunities in rural area in
Western Ukraine; giving part
of the profit to support the
community

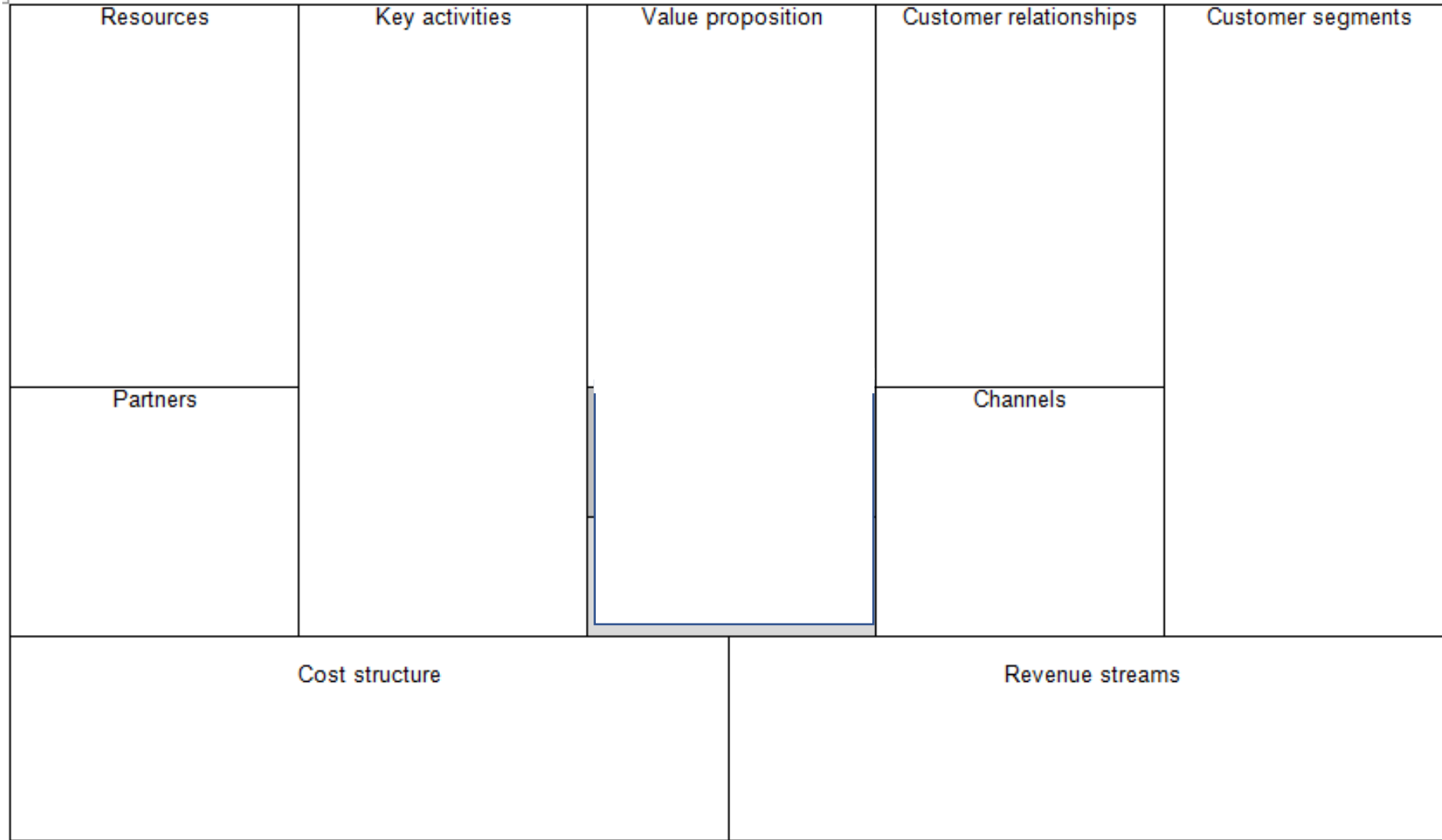
Filip: sustainable
brewery with
opportunities for
handicap workers

Framework Outcomes	Need/baseline	Activities	Outputs	Outcomes
Health & well-being				
Community development				
Economic development				
Environmental sustainability				

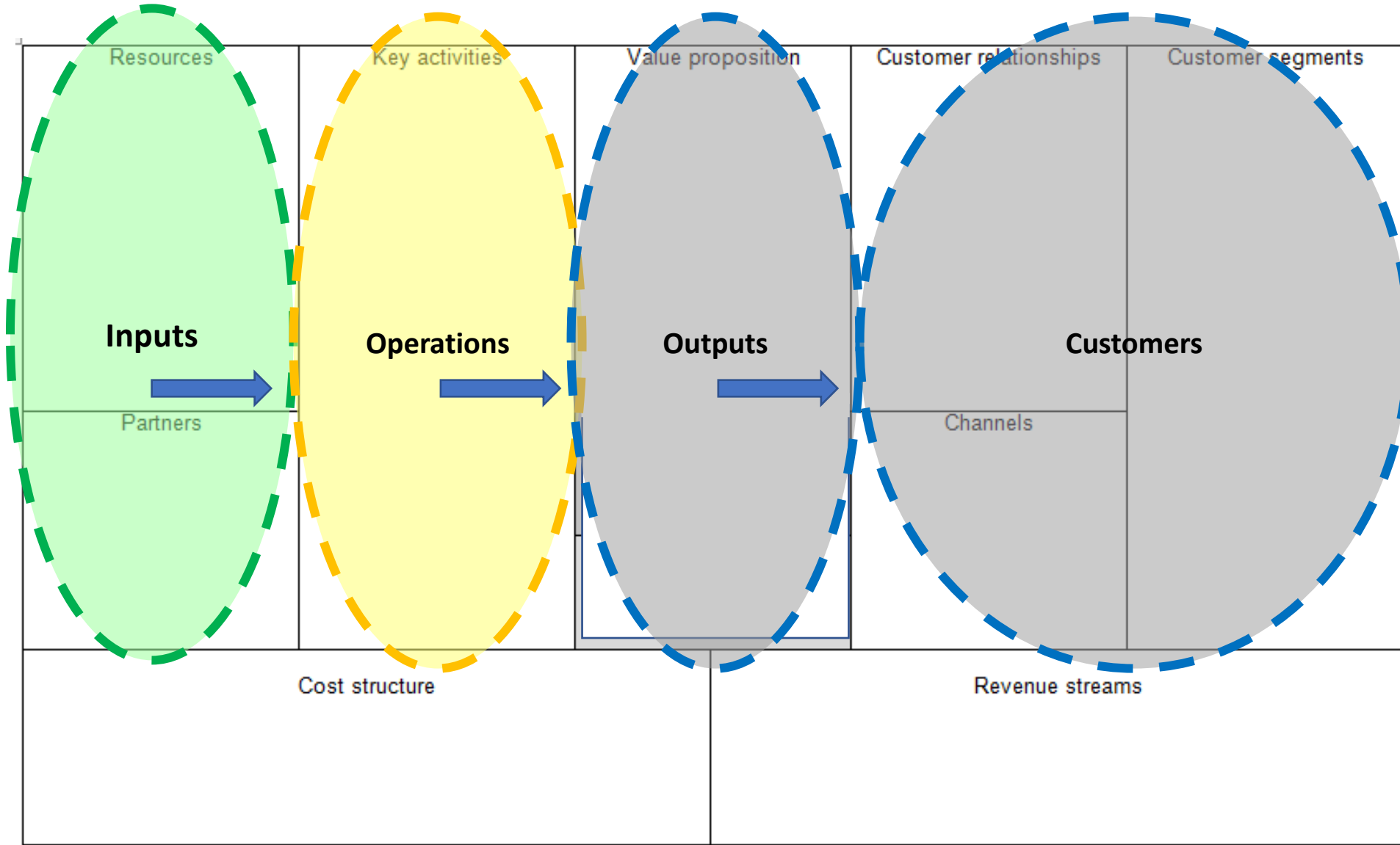
The Business Canvas - simplified



The Business Canvas



The Business Canvas



Customers

Who are the customers that you will provide products and services to.

Are there different types of customer?

Outputs

For your eco-social enterprise, what are the outputs (products or services) that you will deliver to customers

Operations

What will your eco-social enterprise do to produce the products/services?

Inputs

What inputs will you need?

In other words, what inputs will be transformed during the operations processes?

We're here to make small British woodlands thrive.

[OPPORTUNITIES](#)

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[BOOK YOUR IDEA](#)



THE WOODLAND

presents

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From local food to local wood: the evolution of woodland social enterprise

Over the last 20 years, the local food sector has become more established and influential. A range of strategies have been developed which are potentially relevant to the woodland sector:

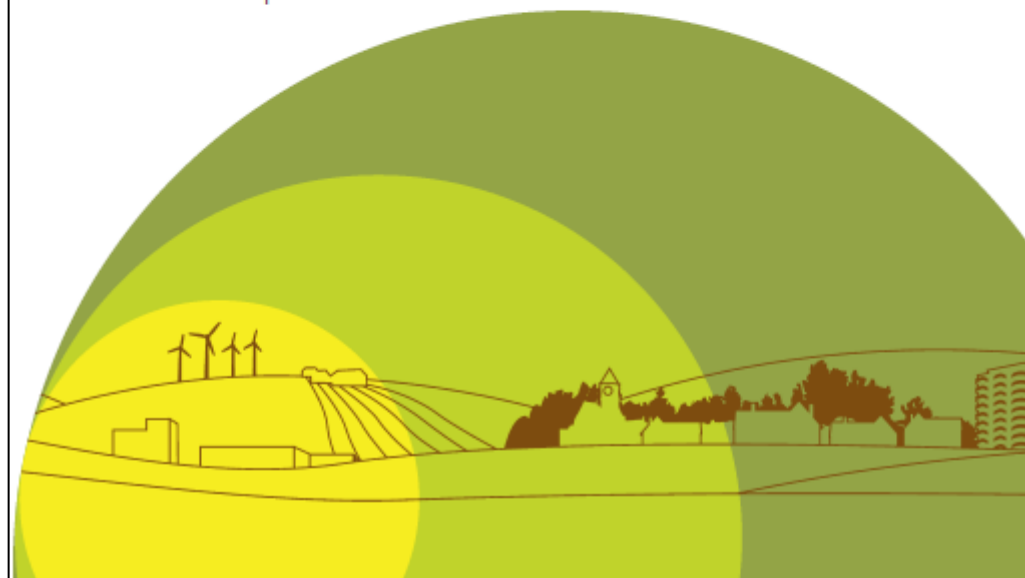
- Direct links between producers and consumers, e.g. Farmers' Markets and Veg Box schemes.
- Adding value rather than selling primary produce to wholesalers.
- Building local enterprise networks and clusters.
- Secondary structures to promote innovation, enable local processing, access finance or support joint marketing.

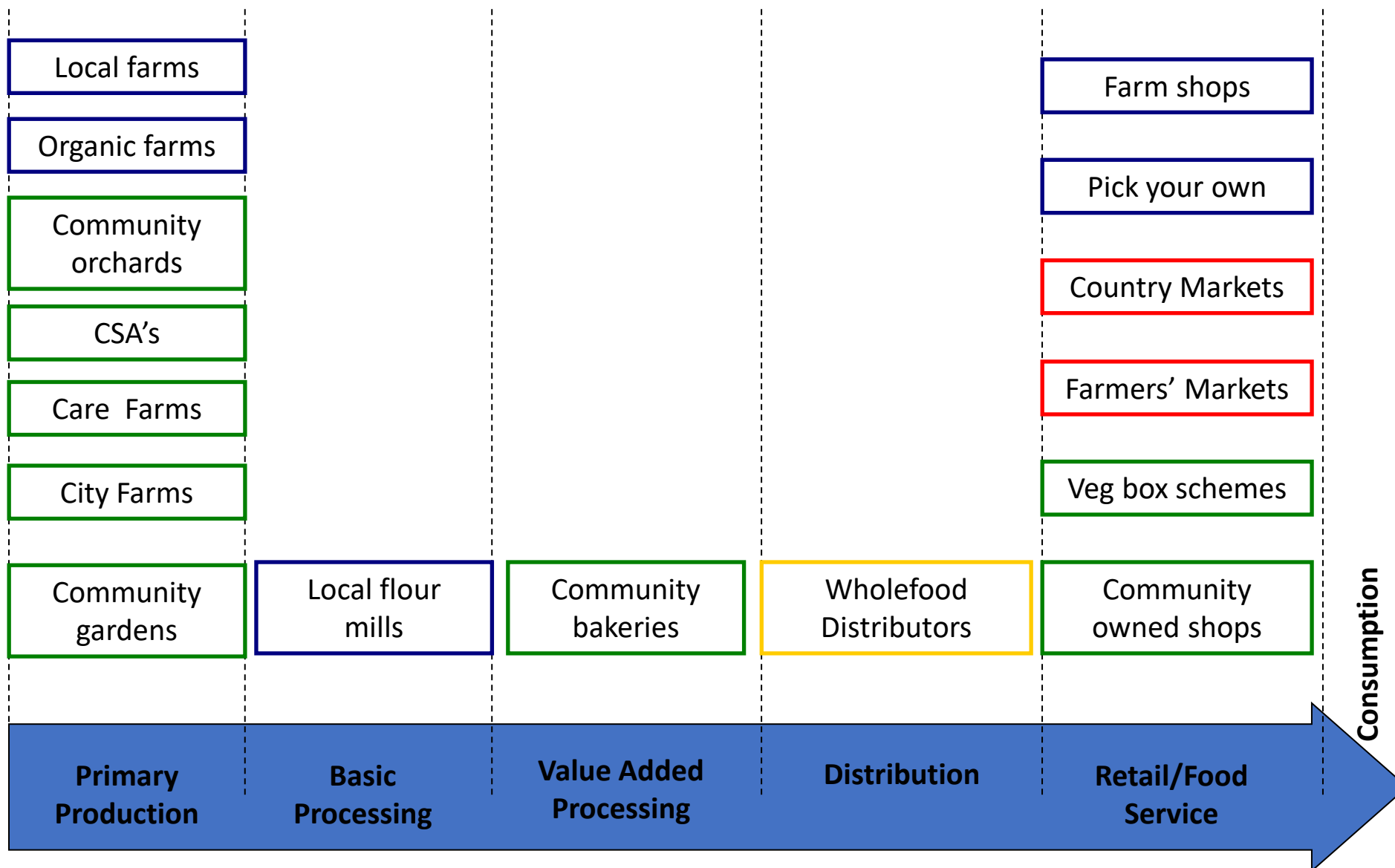


Prospects for the Future: **Scaling Up the Community Food Sector**

Research by Cardiff University for the
Making Local Food Work Programme

September 2012





Farm Shop Branches Out In New Sales Line

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9:14am 22nd August 2013

THE REAL FOOD STORE



Welcome to Exeter's first community owned food store

11 & 13 Paris Street, Exeter, EX1 2JB

Telephone: 01392 681234 Email: info@realfoodexeter.co.uk



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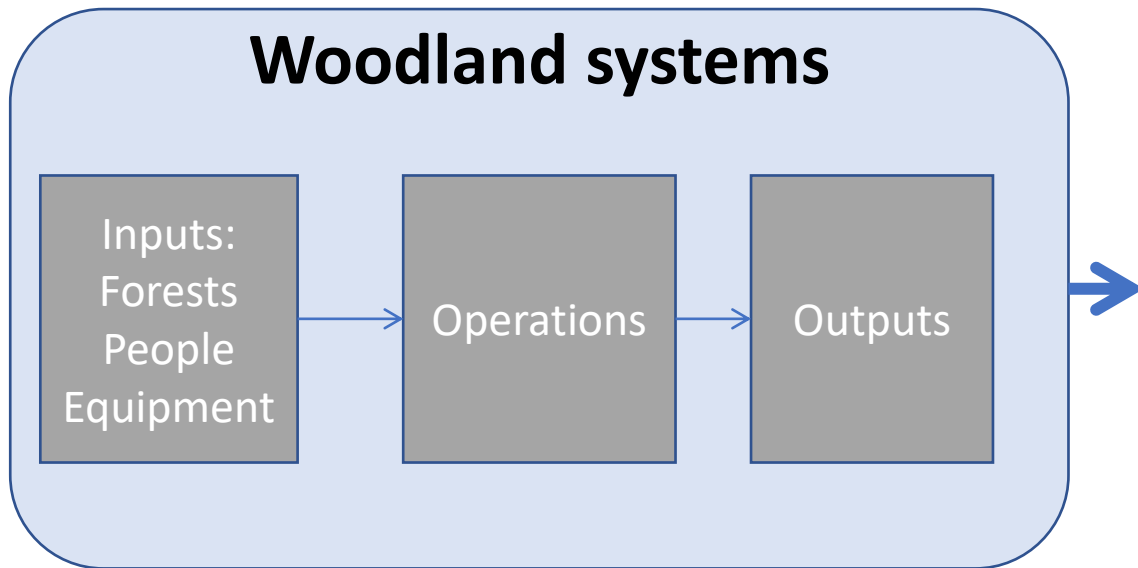
Sitting Firm Chairs at The Real Food Store Café

Supported by South West Woodland Renaissance

We are thrilled to be teaming up with **Sitting Firm** Furniture Makers on an exciting research project. Sitting Firm are specialists in fine craftsmanship & design, both modern and traditional. We are currently showcasing some of their superb modern Windsor chair designs in our café space.

The project explores the potential to develop the market for timber products grown and made in the South West and Britain. The project is supported by **South West Woodland Renaissance**. A selection of Windsor chairs made from English Ash will be available to customers to test out in the café. These stunning chairs are not just practical furniture, but handcrafted heirloom pieces with a life time guarantee.





Energy

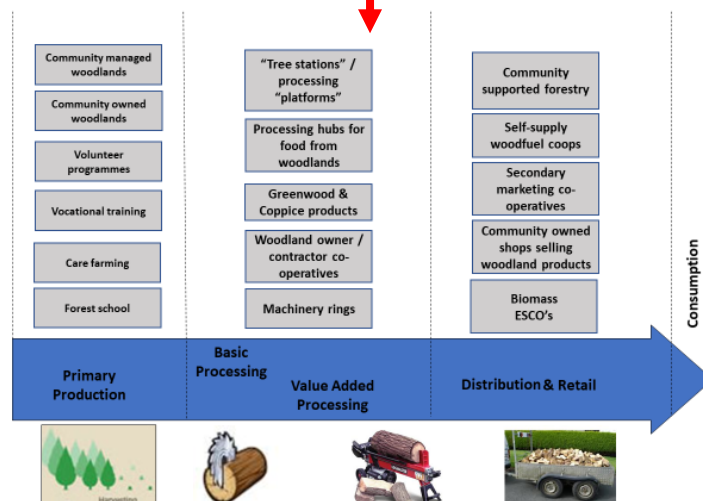
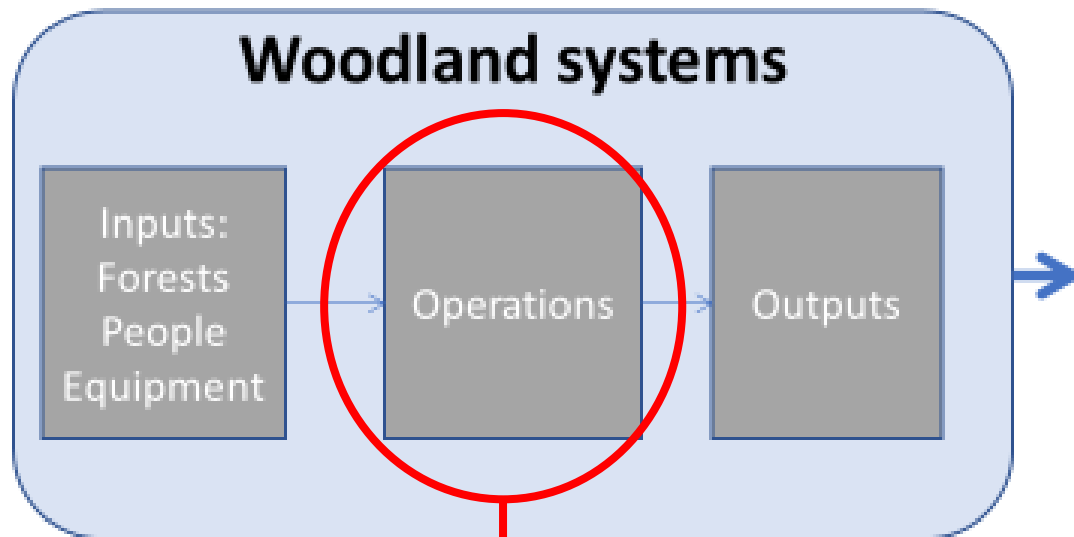
Housing

Food

Health & care

**Recreation &
culture**

**Education &
skills**



Energy

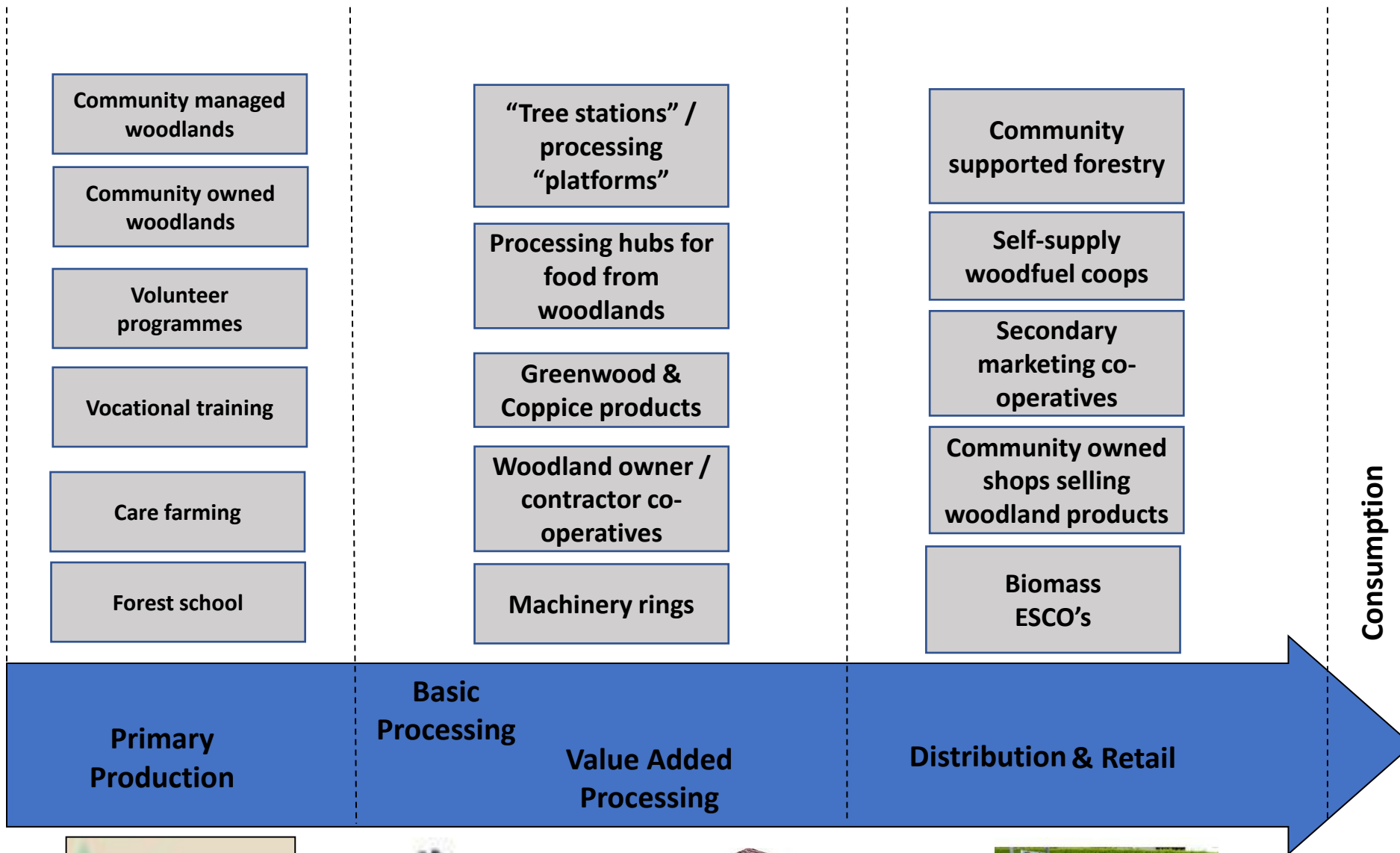
Housing

Food

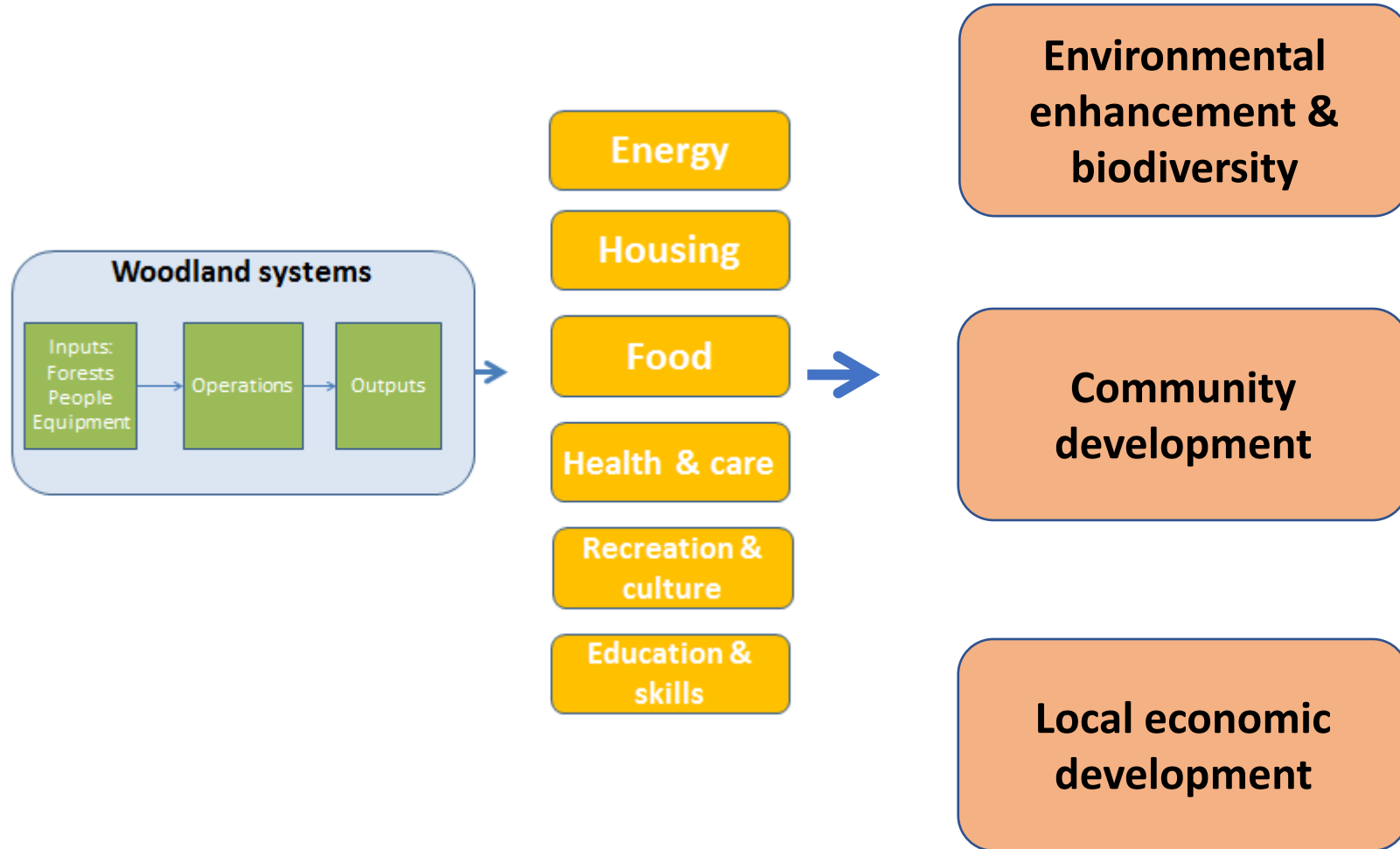
Health & care

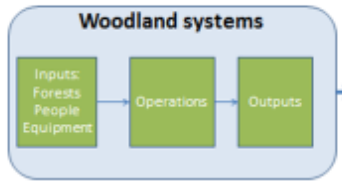
Recreation & culture

Education & skills



Outcomes

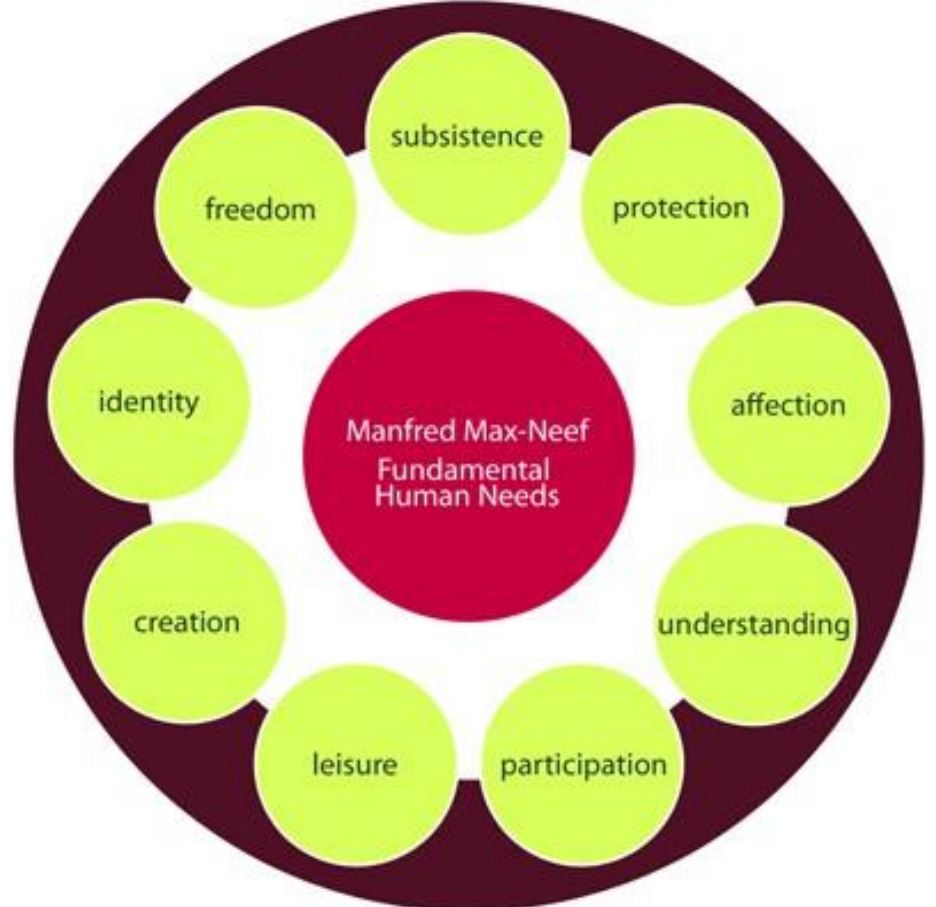




- Energy
- Housing
- Food
- Health & care
- Recreation & culture
- Education & skills

Outcomes

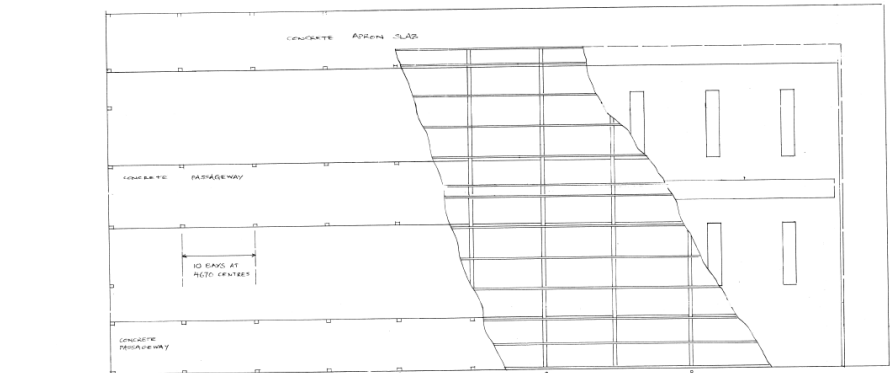
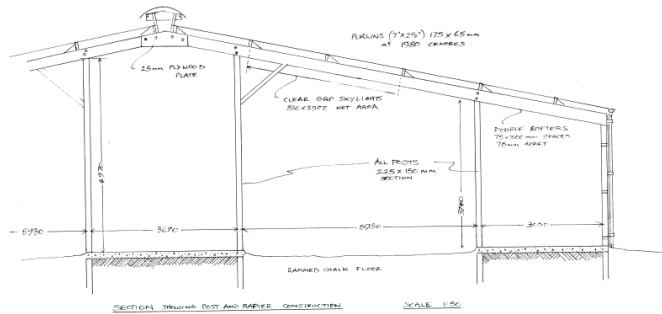
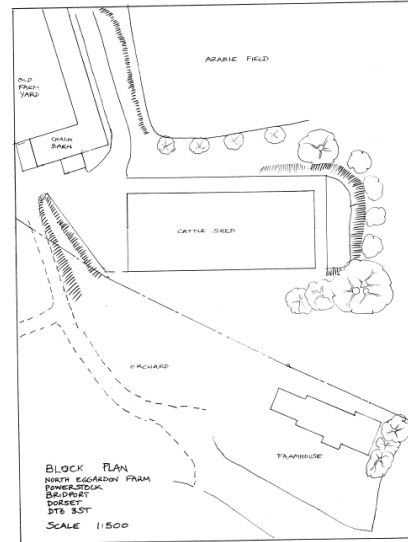
- Environmental enhancement & biodiversity
- Community development
- Local economic development



Raise the Roof: Theory of Change

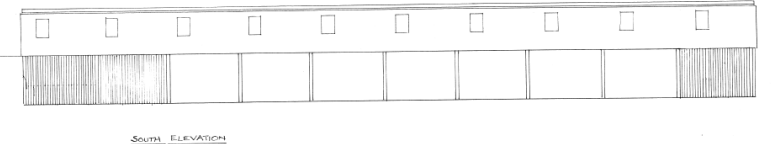
	The challenges we are addressing	The activities we are proposing	The outputs we will create	The outcomes we are seeking
<p>Regenerative land management:</p> <ul style="list-style-type: none"> - Dorset Woodhub CBS - Dorset Wildlife Trust - Dorset AONB 	<p>The ecological crisis:</p> <ul style="list-style-type: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

Woodhub@Eggardon



PLAN - FORMER SHEEP LAMING SHED NO. 10, BAY 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000

POTENTIAL DEVELOPMENTS
 A ROOF MOUNTED SOLAR PV ARRAY - REPOSITIONING OF
 DOWNLIGHTS AND REINFORCEMENT OF PURLINS.
 A RAINWATER GUTTER WOULD BE REQUIRED TO LEVEL
 UP THE 2 CHALK FLOORED AREAS. SOME BAYS WOULD
 BE REQUIRED TO HAVE 1000mm HIGH FENCING.
 A FINISHING VENEER RIDGE ROOFER TO FINISH PURLINS
 TO PROTECT FROM RAIN. CONSIDER ALL OVERHEAD LANTERNS
 AND OR CEILING LIGHTS ABOVE CENTRAL PASSAGWAY
 A SOLAR WINDY TO THE THRESHOLD FLOOR MUST BE ADDED
 TO SOUTHERN END OF BARN. OTHER POTENTIAL SPACE
 A PASSAGWAY LEVEL PROPOSED.



Woodhub@Eggardon

Cultivation, processing & manufacture

timber and woody fibres
(hemp and flax)
Into
Construction materials

Skills training

woodland mgt, sustainable
construction, green
woodworking, furniture making

Workspace

for building contractors,
carpenters & designer-makers

Tim Ingold

“Learning is understanding in practice:
exploring the inter-relationships
between perception, creativity and skill.”

Outputs:
goods & services or “value proposition”

RESOURCES

- Workspace
- Hand tools & machinery
- Materials (inc timber from local woodhub)
- Network of Tutors
- Delivery framework
- Enrolment process
- Website

PARTNERS

Raise the Roof core partners

Arts Development Company
Bridport Area Community Housing
Bridport Town Council
Common Ground
Dorset Woodhub
Wessex Community Assets

OPERATIONS/ ACTIVITIES

Courses in:

- Carpentry & joinery
- Green woodwork
- Sustainable construction
- Design & make for production, e.g. for furniture and fittings
- Woodland Ecology
- Woodland Creation
- Woodland mgt
- Extraction
- The Timber Processing Chain
- Machinery Operation
- Social forestry approaches
- Social prescribing – “woods for well-being” plus crafts/making

OUTPUTS/ VALUE PROPOSITION

Learners will benefit from:

- Access to new knowledge
- Gaining new skills
- Industry integration
- Potential career change
- Workspace
- A community of peers

Linked to practical and socially useful making of things such as furniture, buildings, wood stores, animal architecture, renovating community spaces.

Post-COVID recovery: making and creating is good for mental health.

Capacity-building & enhanced community cohesion through working on practical projects together.

PROMOTION/ MARKETING CHANNELS

- Through the network of partners.
- Dedicated website: www.raisetherooft.info
- Social media
- Community events
- Press releases.

CUSTOMER/BENEFICIARY RELATIONSHIPS

During training courses:

- Co-creative focus
- Emphasis on building capacity & confidence
- Practical & immersive experience

Online:

- Supportive resources
- Forum space
- Mentoring & Business start-up support

BENEFICIARIES/ CUSTOMER SEGMENTS

People who are unemployed or in low paid, precarious employment.

Local 18 – 40 women + men eager to re-train, upskill, or supplement previous education & training.

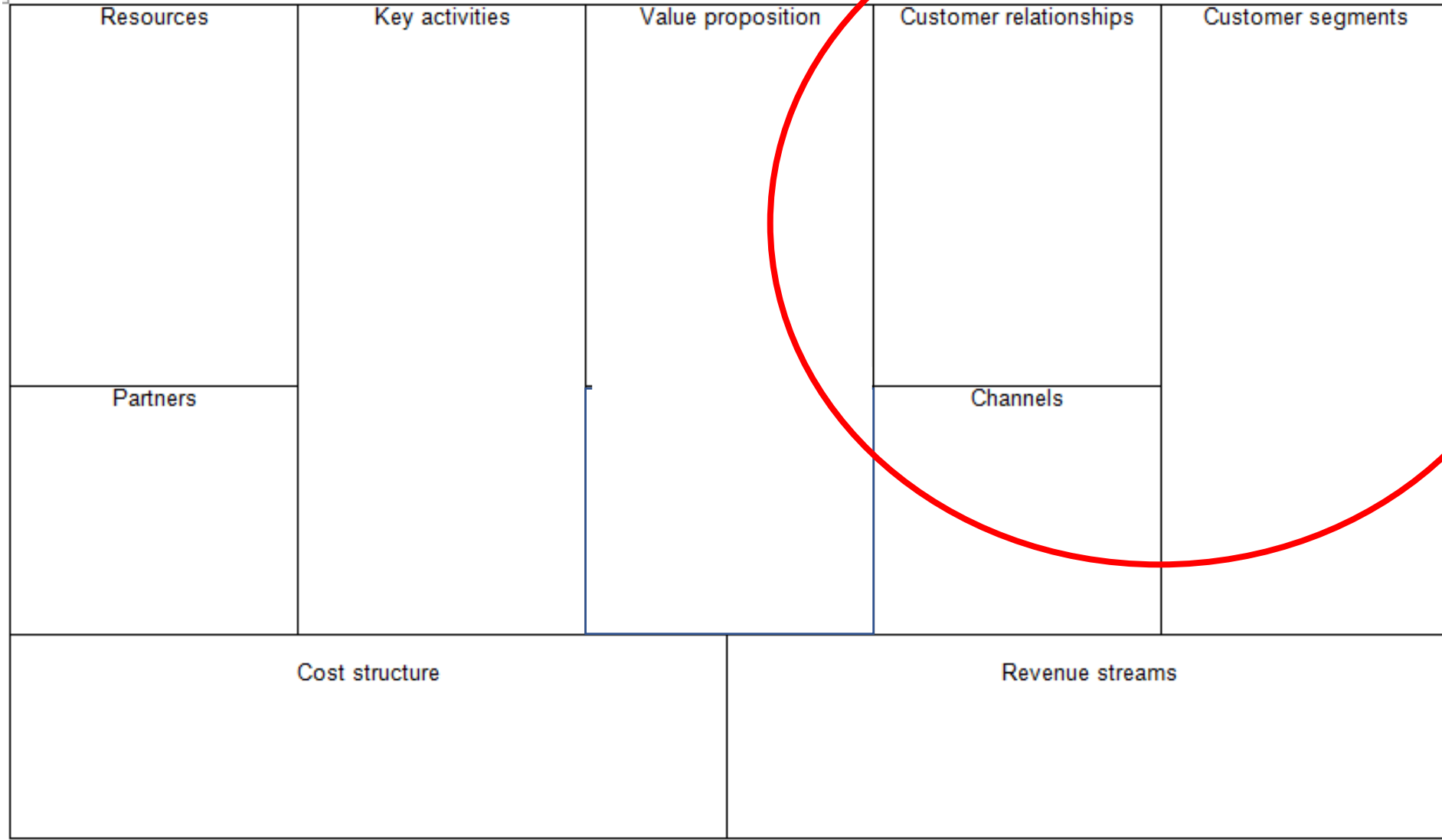
People keen to access affordable housing through self-build/self-finish.

People referred by GP's and other agencies for “social prescribing” activities/”green gyms”.

<p>RESOURCES</p> <ul style="list-style-type: none"> • Workspace • Hand tools & machinery • Materials (inc timber from local woodhub) • Network of Tutors • Delivery framework • Enrolment process • Website 	<p>OPERATIONS/ ACTIVITIES</p> <p>Courses in:</p> <ul style="list-style-type: none"> • Carpentry & joinery • Green woodwork • Sustainable construction • Design & make for production, e.g. for furniture and fittings • Woodland Ecology • Woodland Creation • Woodland mgt • Extraction • The Timber Processing Chain • Machinery Operation • Social forestry approaches • Social prescribing – “woods for well-being” plus crafts/making 	<p>OUTPUTS/ VALUE PROPOSITION</p> <p>Learners will benefit from:</p> <ul style="list-style-type: none"> • Access to new knowledge • Gaining new skills • Industry integration • Potential career change • Workspace • A community of peers <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 & enhanced community cohesion through working on practical projects together.</p>	<p>PROMOTION/ MARKETING CHANNELS</p> <ul style="list-style-type: none"> • Through the network of partners. • Dedicated website: www.raisetherooft.info • Social media • Community events • Press releases. 	<p>BENEFICIARIES/ CUSTOMER SEGMENTS</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 & training.</p>
<p>PARTNERS</p> <p>Raise the Roof core partners</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>CUSTOMER/BENEFICIARY RELATIONSHIPS</p> <p>During training courses:</p> <ul style="list-style-type: none"> • Co-creative focus • Emphasis on building capacity & confidence • Practical & immersive experience <p>Online:</p> <ul style="list-style-type: none"> • Supportive resources • Forum space • Mentoring & Business start-up support 	<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>

Customers

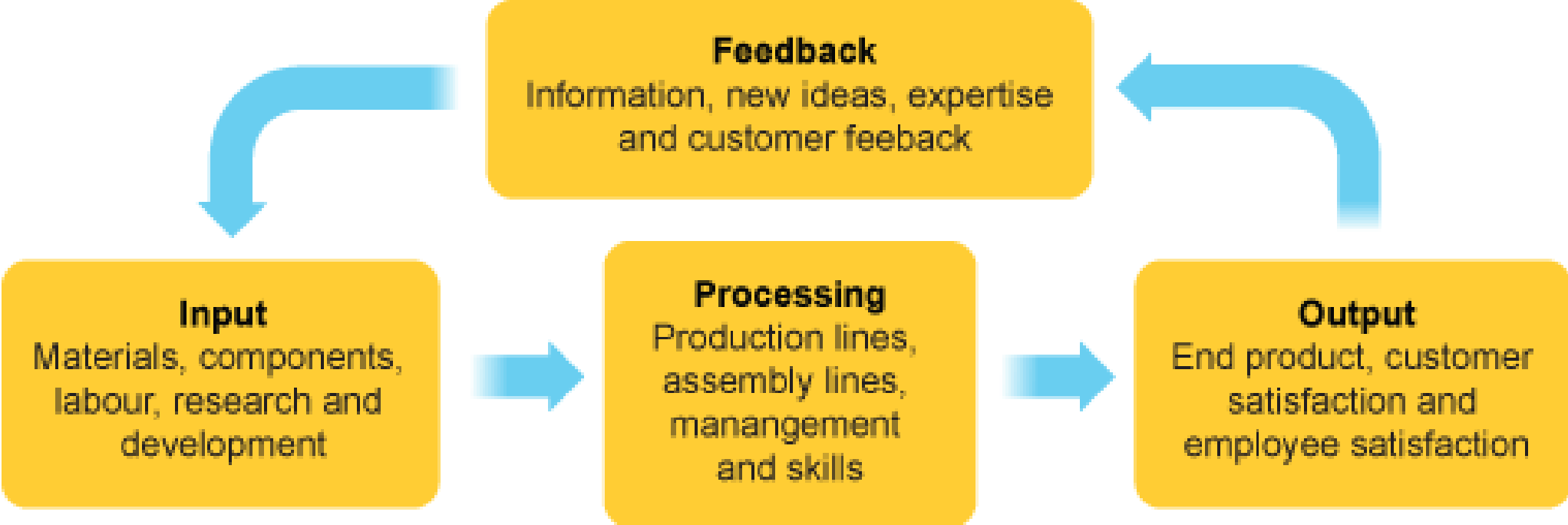
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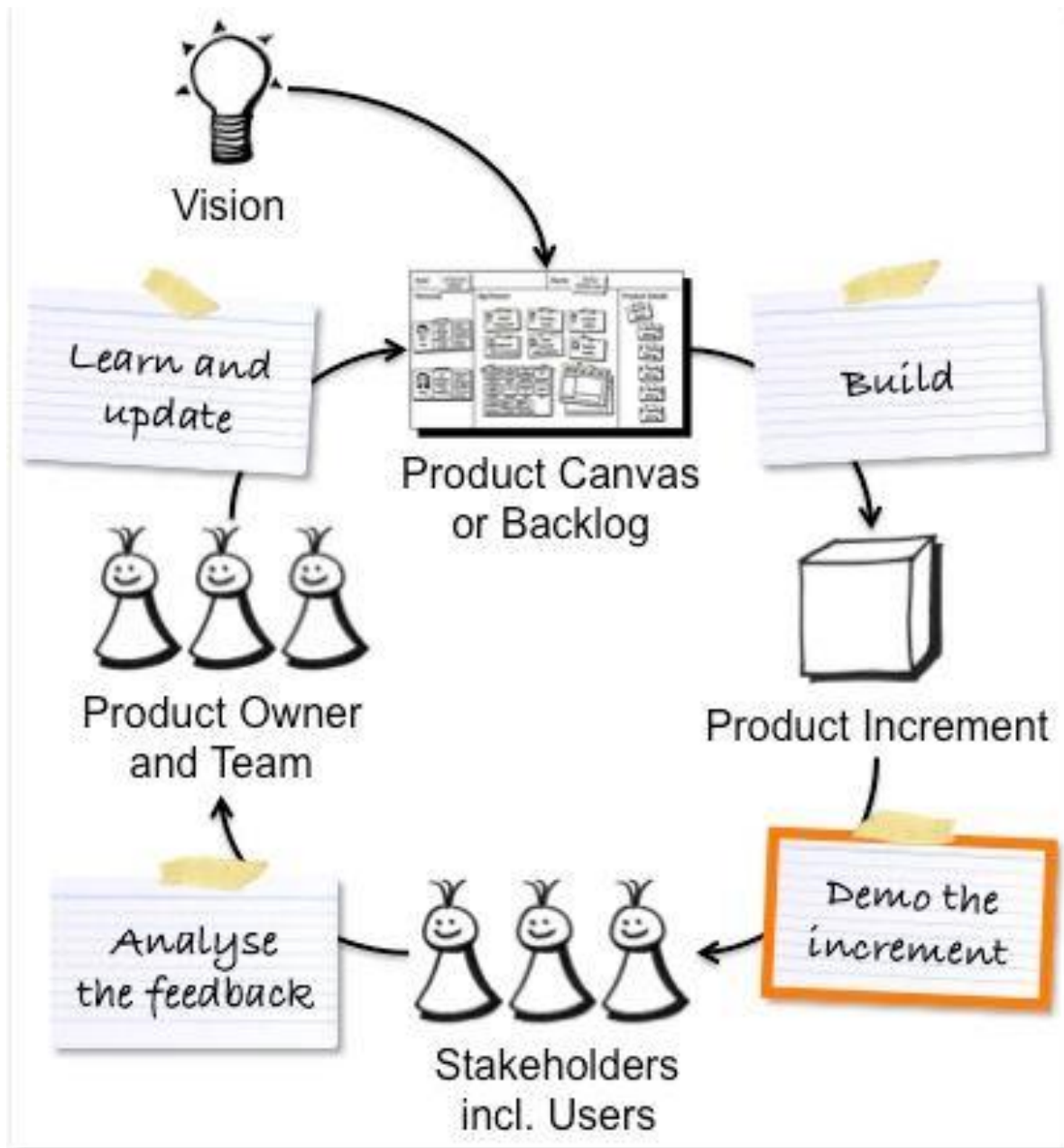


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<p>PARTNERS</p> <p>Raise the Roof core partners</p> <p>Arts Development Company</p> <p>Bridport Area Community Housing</p> <p>Bridport Town Council</p> <p>Common Ground</p> <p>Dorset Woodhub</p> <p>Wessex Community Assets</p>			<p>CUSTOMER/BENEFICIARY RELATIONSHIPS</p> <p>During training courses:</p> <ul style="list-style-type: none"> • Co-creative focus • Emphasis on building capacity & confidence • Practical & immersive experience <p>Online:</p> <ul style="list-style-type: none"> • Supportive resources • Forum space • Mentoring & Business start-up support 	<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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In the break out rooms:

how will you build a customer-base
and develop the relationships?

How will you test your ideas and get feedback?

Operations

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Inputs

Labour

What will your enterprise require?

- Staff?
- Volunteers?
- Trainees/apprentices?
- People disadvantaged in the labour market?
- Board members?

Land & Natural Resources

- What natural resources will you require?
 - Land
 - Water
 - Sunlight
 - Etc

Physical capital

What is required?

- Buildings
- Equipment
- ICT
- etc

Shared workshop
With
machinery

Training space

Workshop

Workshop

Workshop

Workshop

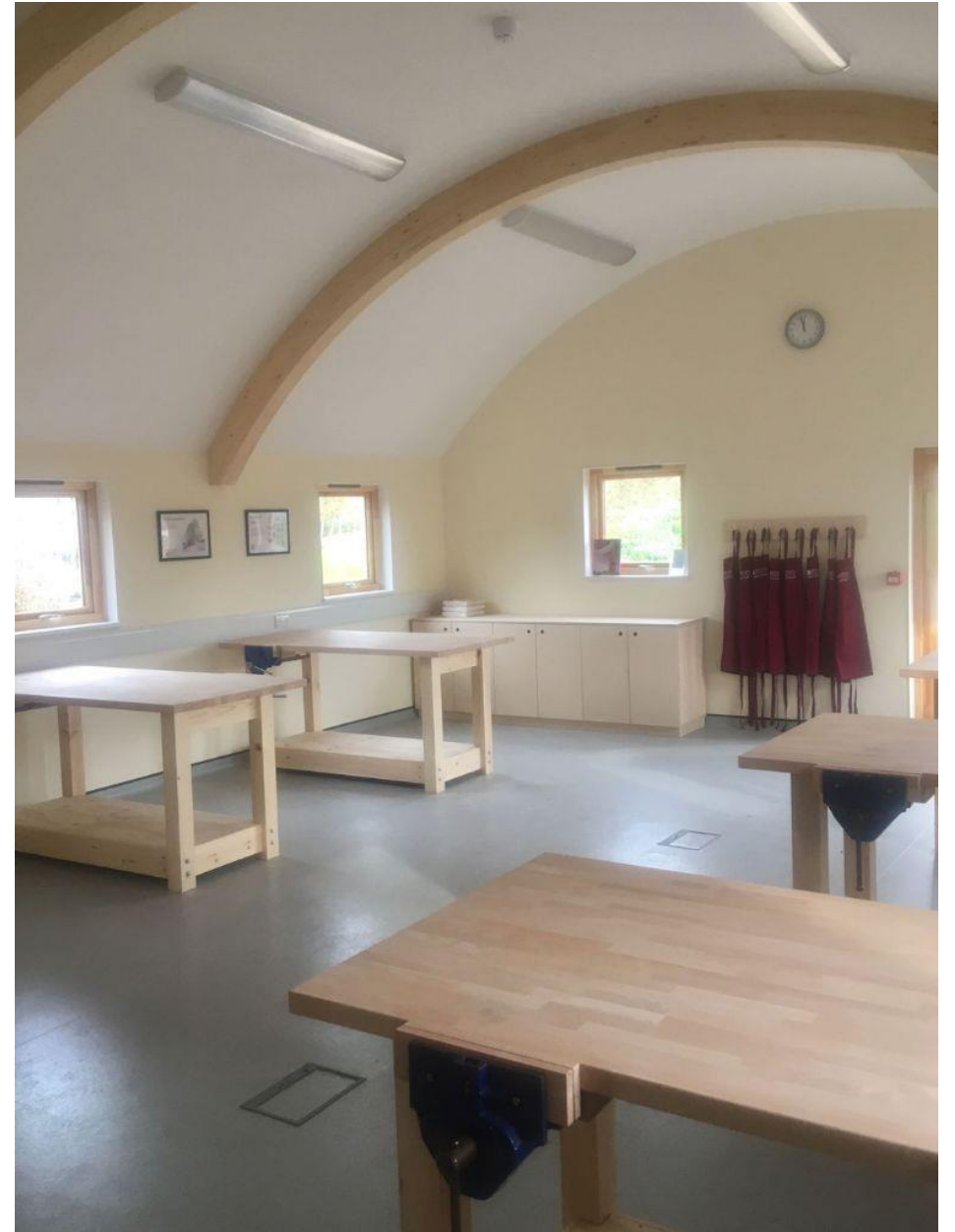
Workshop

Reception,
kitchen, toilets



SYLVA
FOUNDATION

Wood School

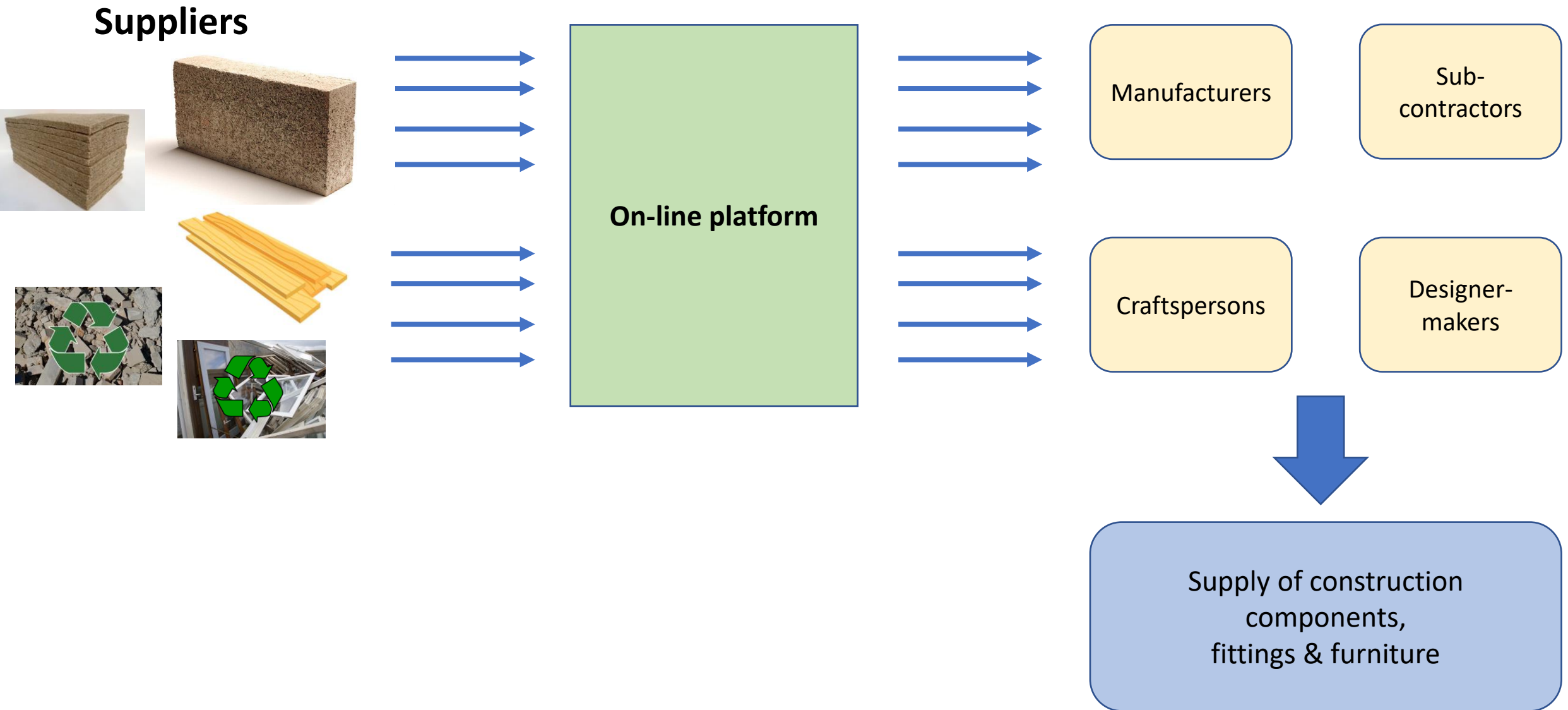




Data

What information do you need to collect?
Do you need to access platforms or create
your own?

Woodhub Platform: linking suppliers and fabricators





STAND

A New Pathway Into Trees And Wood

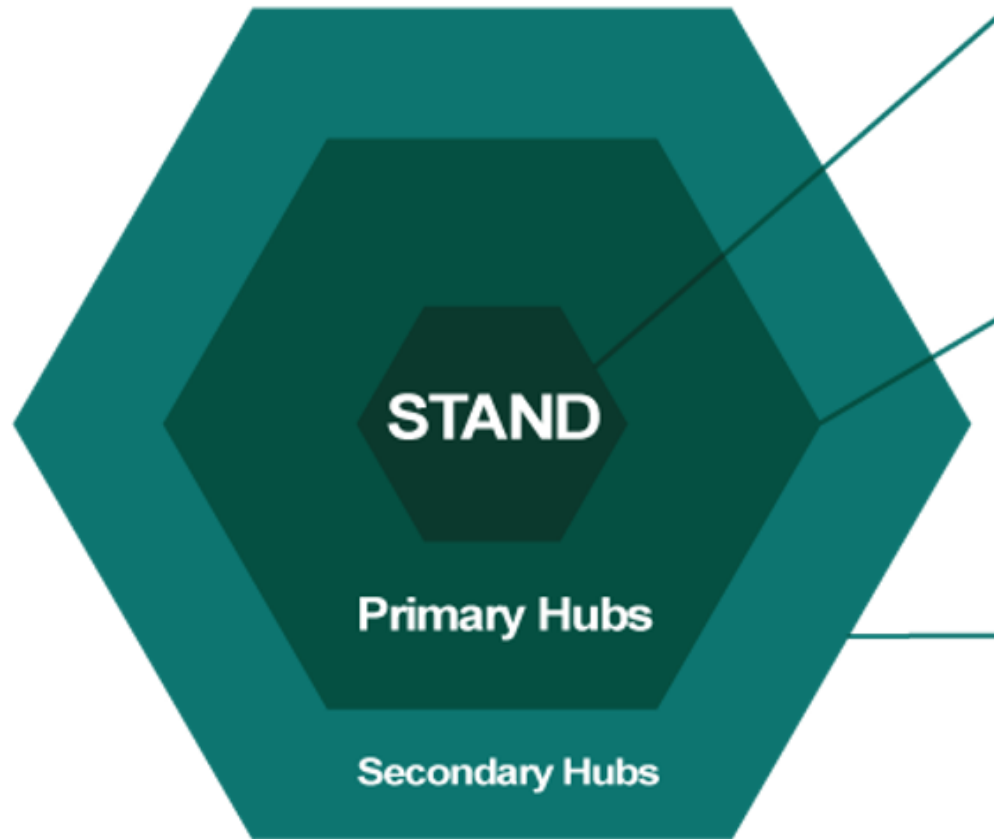
STAND* is a community of WoodHubs which offer bespoke learning experiences across a wide range of specialist subjects. We exist to benefit local British trees and woods by enhancing the competencies of those working with forests, trees and timber. We also seek to pioneer innovative new strategies and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



STAND

Provides:

- Common Branding
- Educational Framework
- Quality Assurance
- Admin Templates
- Marketing/Promotion
- Website + Plugins
- Funding (!?)

PRIMARY HUBS

Core hubs (with maker-spaces) offering full range of educational options

Provide:

- Facilitation / Tuition
- Workspace
- Machinery
- Administration
- H+S / Risk Assessments
- Accommodation options (?)

SECONDARY HUBS

Affiliated-partner hubs with smaller facilities offering specialised education options

Provide:

- Facilitation / Tuition
- Administration
- H+S / Risk Assessments
- Accommodation options (?)



woodlab.coop • Following



woodlab.coop Finally after years of trying to create this, we're able to share with you our the new project. The Woodland Presents: Tree Radicals.

Tree Radicals is a live enquiry into how we respond to the crises and pressures our woodlands, trees and forests are facing right now.

Over the space of 12 months you'll be able to spend 2 weeks in each season working with the leading thinkers and doers from a wide range of sectors that are able to help turn things around.

The enquiry begins in July and we're going to do a series of interviews with



Liked by sylvawoodschool and 15 others

APRIL 24



Add a comment...

Post

Financial capital

Dorset Community Energy



- **Funding was secured from the Big Lottery to set up a new co-operative, Dorset Community Energy**
- **Initial target 6 community owned solar PV projects on schools and community buildings in Bridport, Dorchester and surrounding parishes**

Partners



BRIDPORT
RENEWABLE
ENERGY
GROUP



peat
environment action team
Transition Purbeck





Share Offer
Document
2015



Share Offer
Document
November
2015







Twenty-two solar installations, one hundred and ninety-eight shareholders, and 1023kW of solar photovoltaic panels on fifteen schools, four community buildings and three hospitals in Dorset.

Sign up to our quarterly newsletter

[More about Dorset Community Energy](#)

3rd Share Offer Re-opening Covering letter

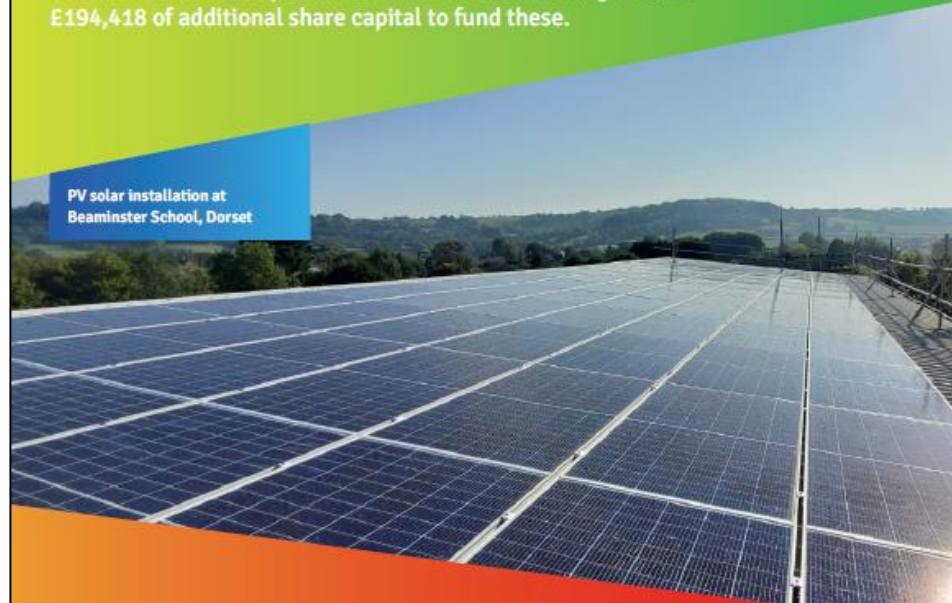


May 10th 2021

Dorset Community Energy (DCE) is pleased to announce that it is re-opening its 3rd share offer that closed in July 2019 having successfully reached its target of £445,000.

These funds have been used to install 700kWp of rooftop solar panels on schools and hospitals across Dorset. We have been able to secure a further three rooftop solar sites and are now seeking to raise £194,418 of additional share capital to fund these.

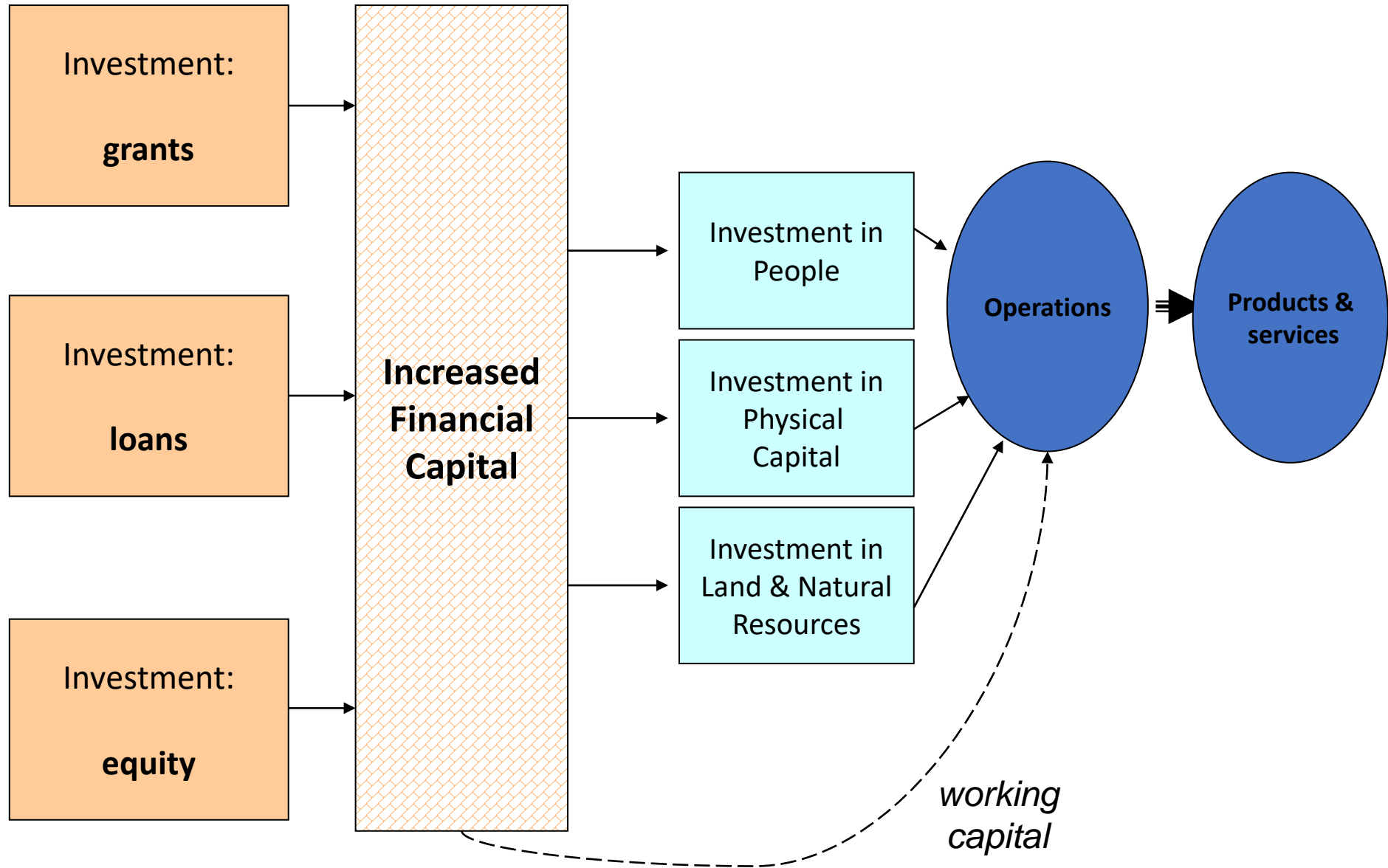
PV solar installation at
Beaminster School, Dorset



Financial capital

- Who will provide this?
 - Grants?
 - Loans?
 - Equity?
- What rights do they get?

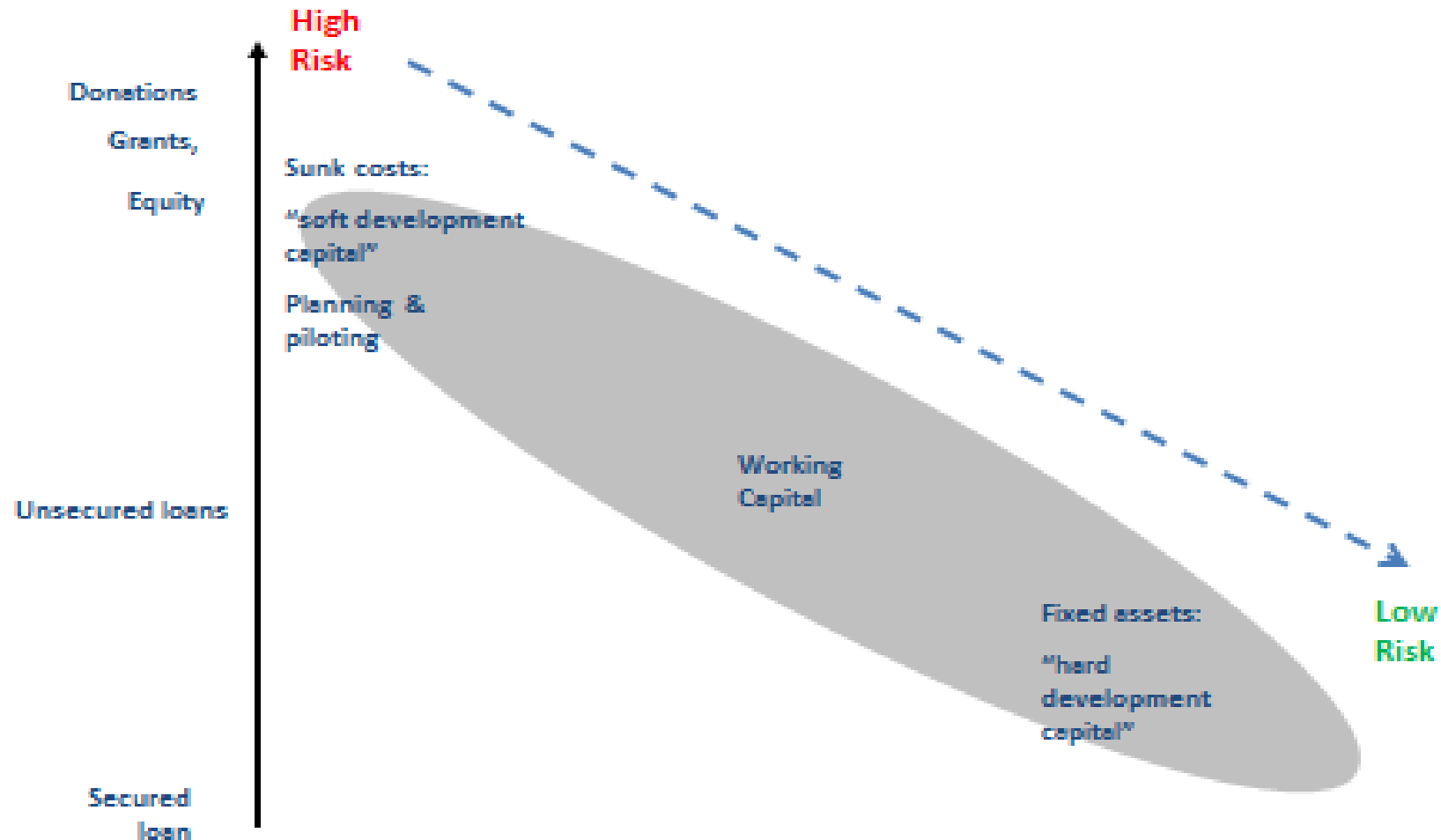
Three types of finance



3 types of finance

- **Grants** – do not require a financial return. They support social or environmental returns.
- **Loans** (or debt finance) require interest payments and the repayment of the amount borrowed.
- **Equity** is investment in exchange for a stake in the organisation, in the form of shares. Shareholders can receive dividends or interest payments.

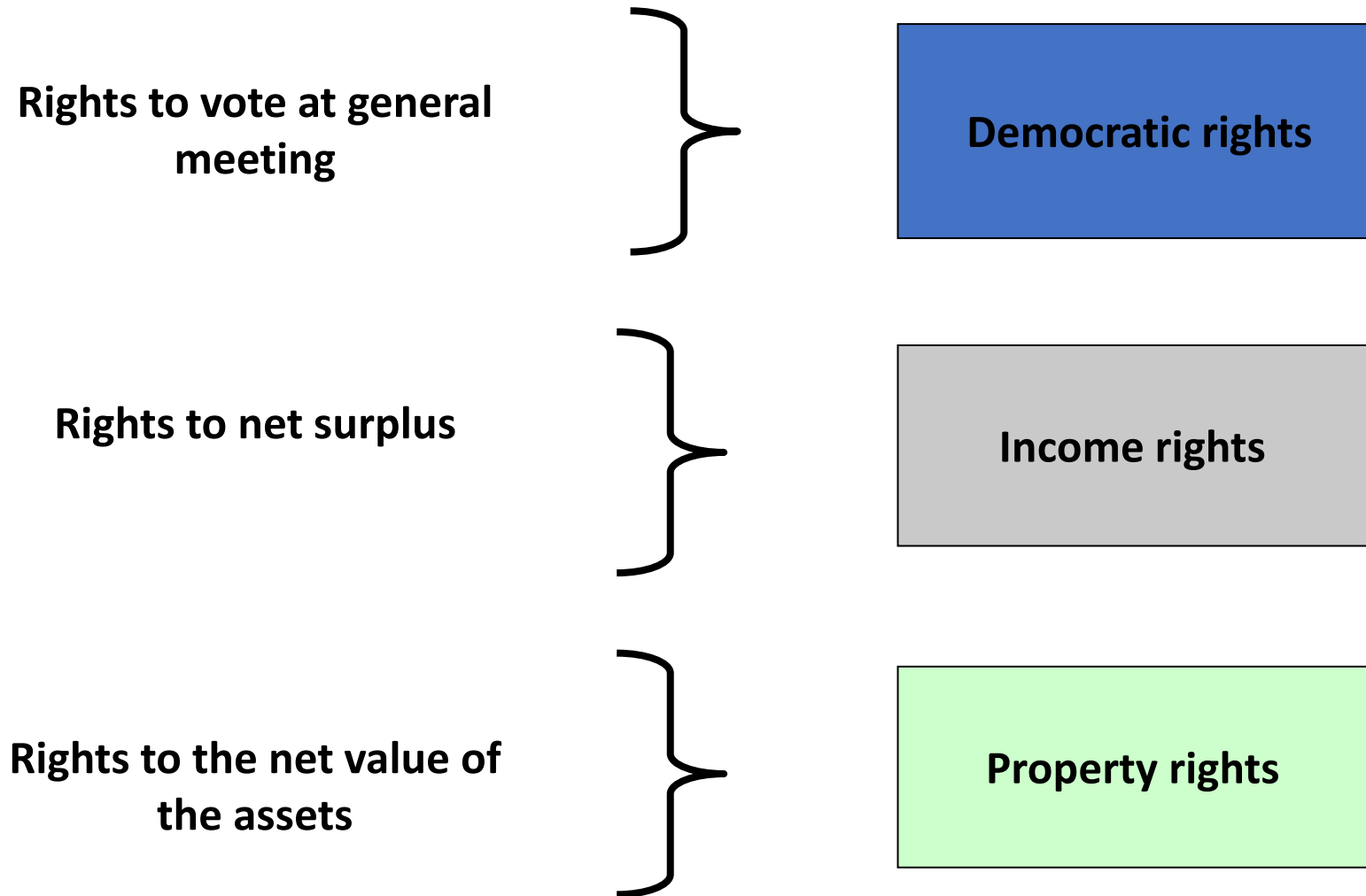
Key principle 1: Different types of finance might be appropriate at different stages of development



Key principle 2: rights to control

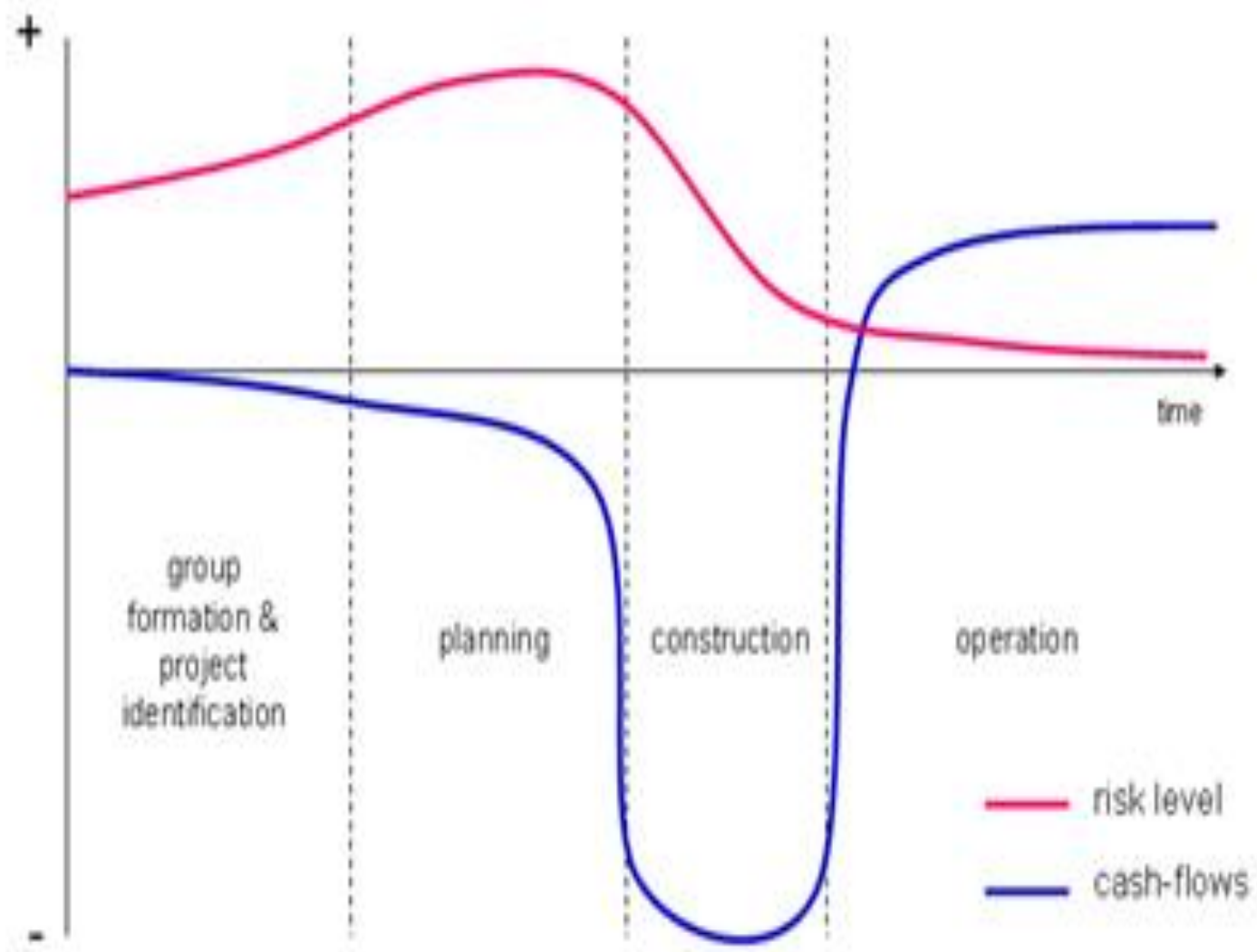
- **Grants** do not confer any rights, beyond the contractual obligations that a grant may entail.
- **Loans** carry with them an obligation to repay, but no other rights
- **Equity** can carry voting rights, income rights and/or a claim on the assets of the organisation.
- **Equity** has therefore proved to be problematic for organisations in the social economy (including charities, social enterprises and co-operatives)

Key principle 2: rights to control



Key principle 3: equity can be important in the early stages of development

- Loans are marked on the organisation's balance sheet as a liability and they usually require security e.g. a building or demonstrable income streams. They need to be paid back from earnings.
- Unlike a loan, equity is treated as an asset on the organisation's balance sheet. Immediate repayment or dividends/interest are not expected.



Community share issues using a Community Benefit Society (IPS)

- Wessex Community Assets developed a set of model rules for raising share capital at low cost
- This means members of a community can invest directly in community projects and services
- It is cheap to set up and acceptable to independent financial advisors

Wessex Community Assets

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



£152,775 raised



£105,000 raised



Kindling Farm

Withdrawable Shares



0-3%	Forecast return	Investors 348	Days left 51	Raised so far £703,615	+ Overfunding
------	-----------------	------------------	-----------------	---------------------------	---------------

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

£155m+
raised through community share
offers by
104,203
investors



Fordhall Community Farm, Shropshire



This report was funded by:



585

community share offers
launched by 440 businesses –

92%

of which are still trading today



Tafarn yr Heliwr pub, North Wales

**Community
Shares**

CO-OPERATIVES UK
COOP

locality
the power of community

This report was funded by:

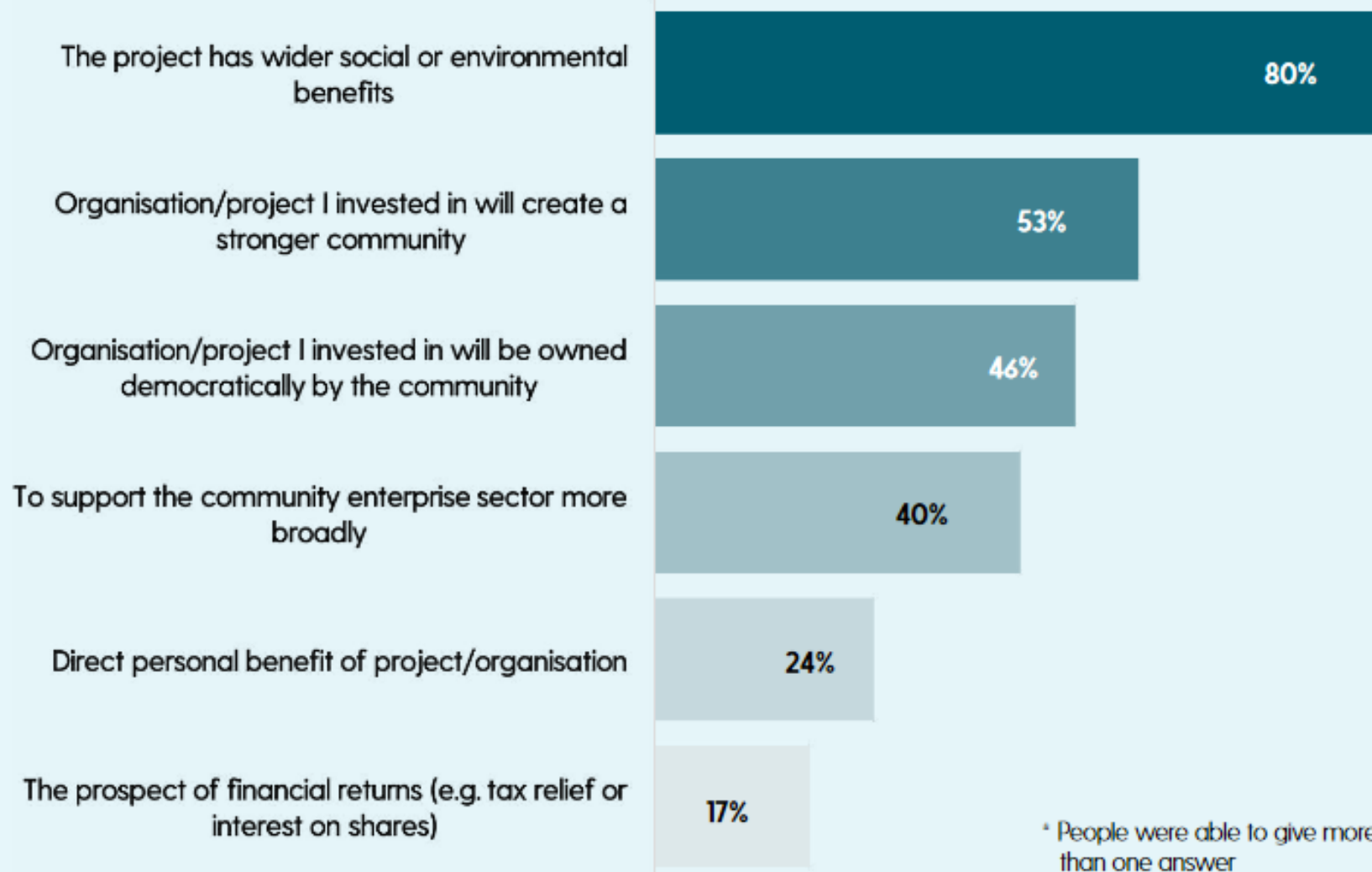
 **power to
change**

 **Community
Shares
Scotland**



* Asset-based share offers ** Non-asset based share offers

Top reasons for investing in community shares*



* People were able to give more than one answer

4.8%

average interest rate on community share offers



The **Tafarn yr Heliwr pub**, Nefyn raised £82,000 from over 500 investors from a community of 2,000 residents – an average investment of £164.



Edinburgh Student Housing Co-operative is part of **Student Co-op Homes**, which raised £308,875 of community shares capital to buy more housing to set up student housing co-ops across the UK.

In the breakout room:

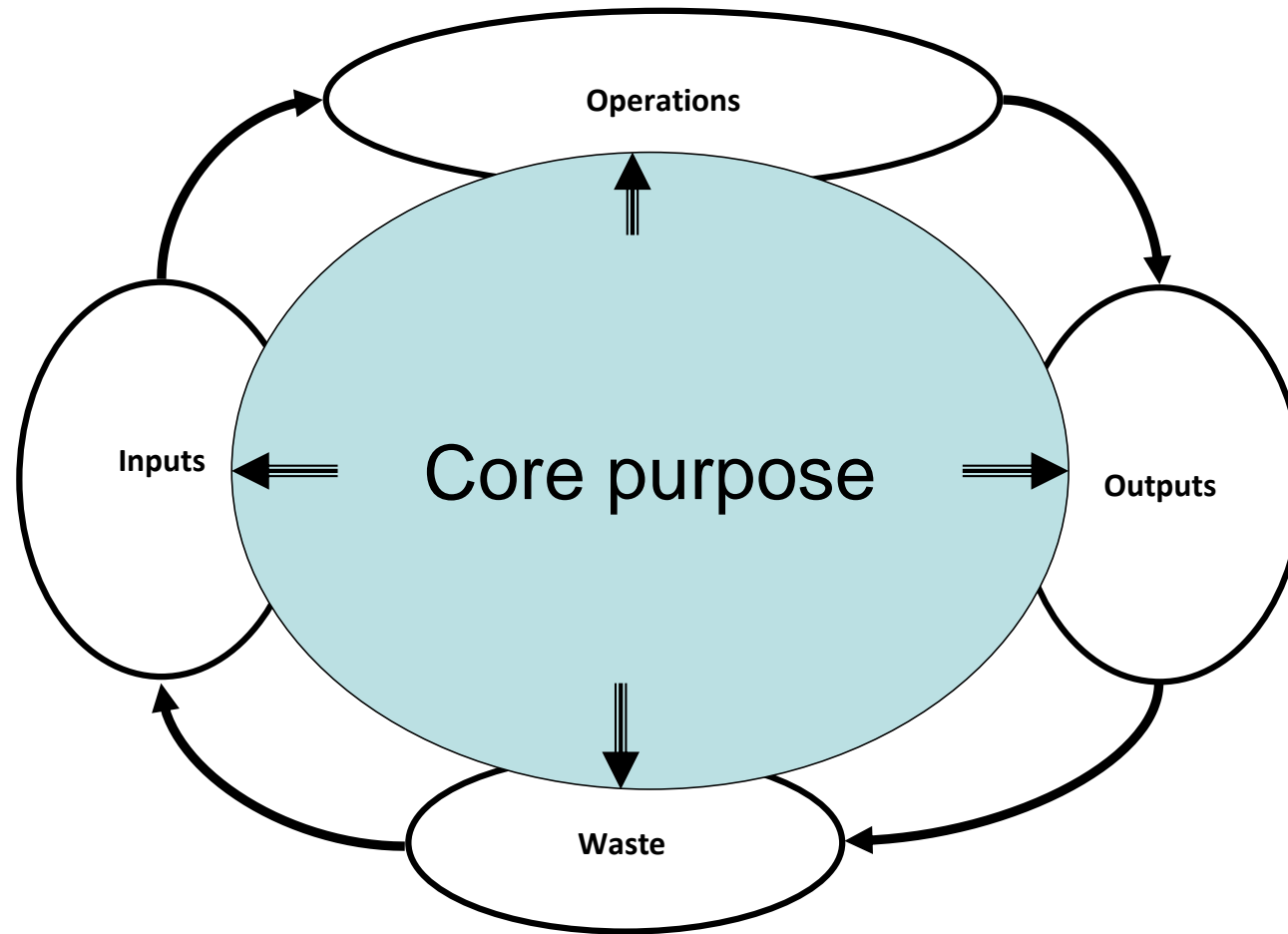
How will you finance your eco-social enterprise?

What combination of grants, loans and equity do you anticipate?

In any system, identifying the purpose or goal is critical

“A system isn’t just any old collection of things. A system is an interconnected set of elements that is coherently organised in a way that achieves something.....

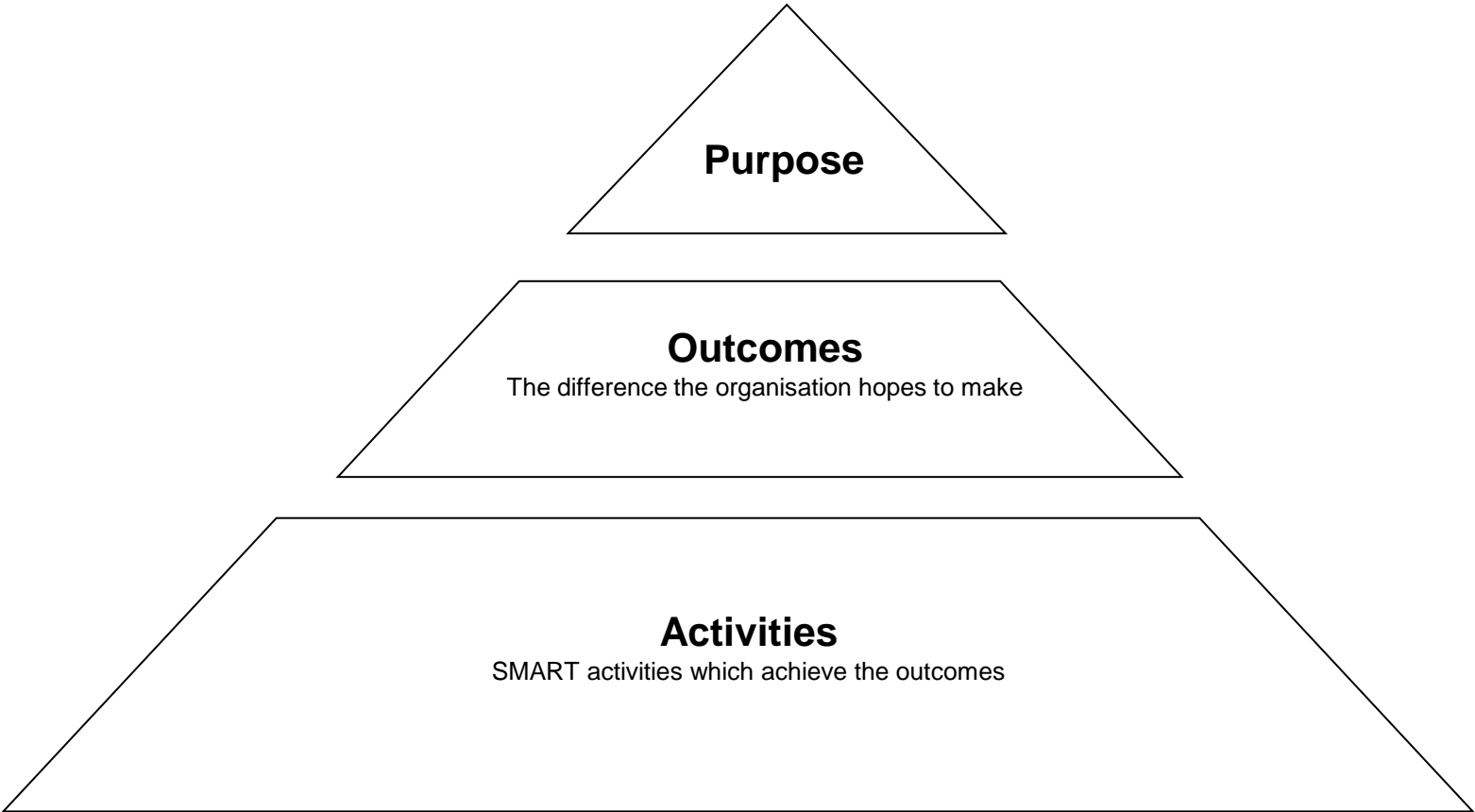
a system must consist of three kinds of things: *elements, interconnections, and a function or purpose.*”



According to Meadows *“the least obvious part of the system, its function or purpose, is often the most crucial determinant of the system’s behaviour.”*

Local Food Links' intention or purpose

“Creating affordable, user-led food services which support health & well-being, stronger communities and a better environment”



Purpose

Outcomes

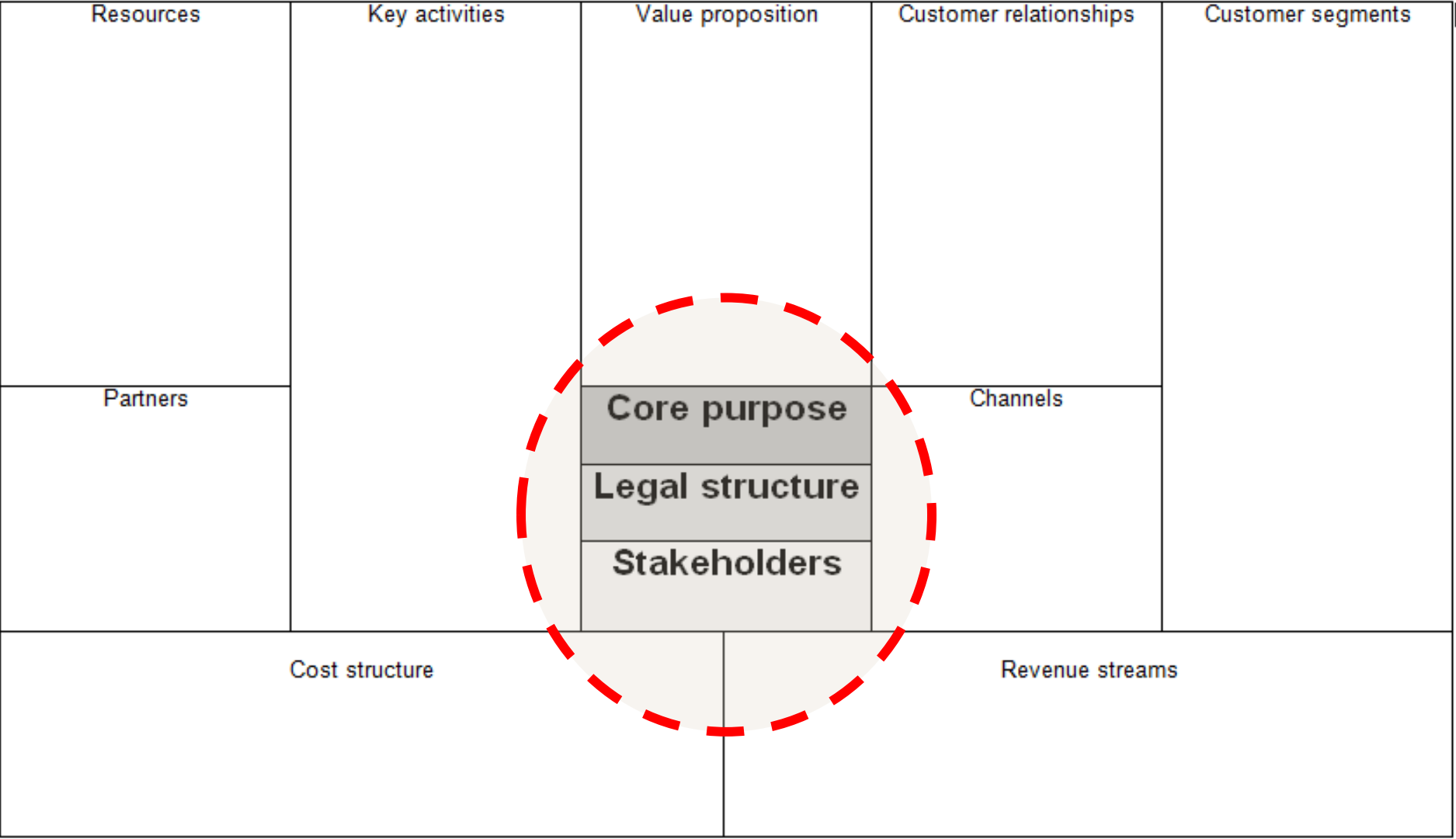
The difference the organisation hopes to make

Activities

SMART activities which achieve the outcomes

Marjorie Kelly

*There are many changes needed to get us to a new economy – political, cultural, technological. We'll need changes in regulation, changes in personal values system. But I would suggest there's a critical element we aren't talking about enough, and that is ownership design. As one colleague put it, **"Ownership is the original system condition."** Ownership is how wealth is created, and it determines who gets that wealth; it determines who controls the economy.*



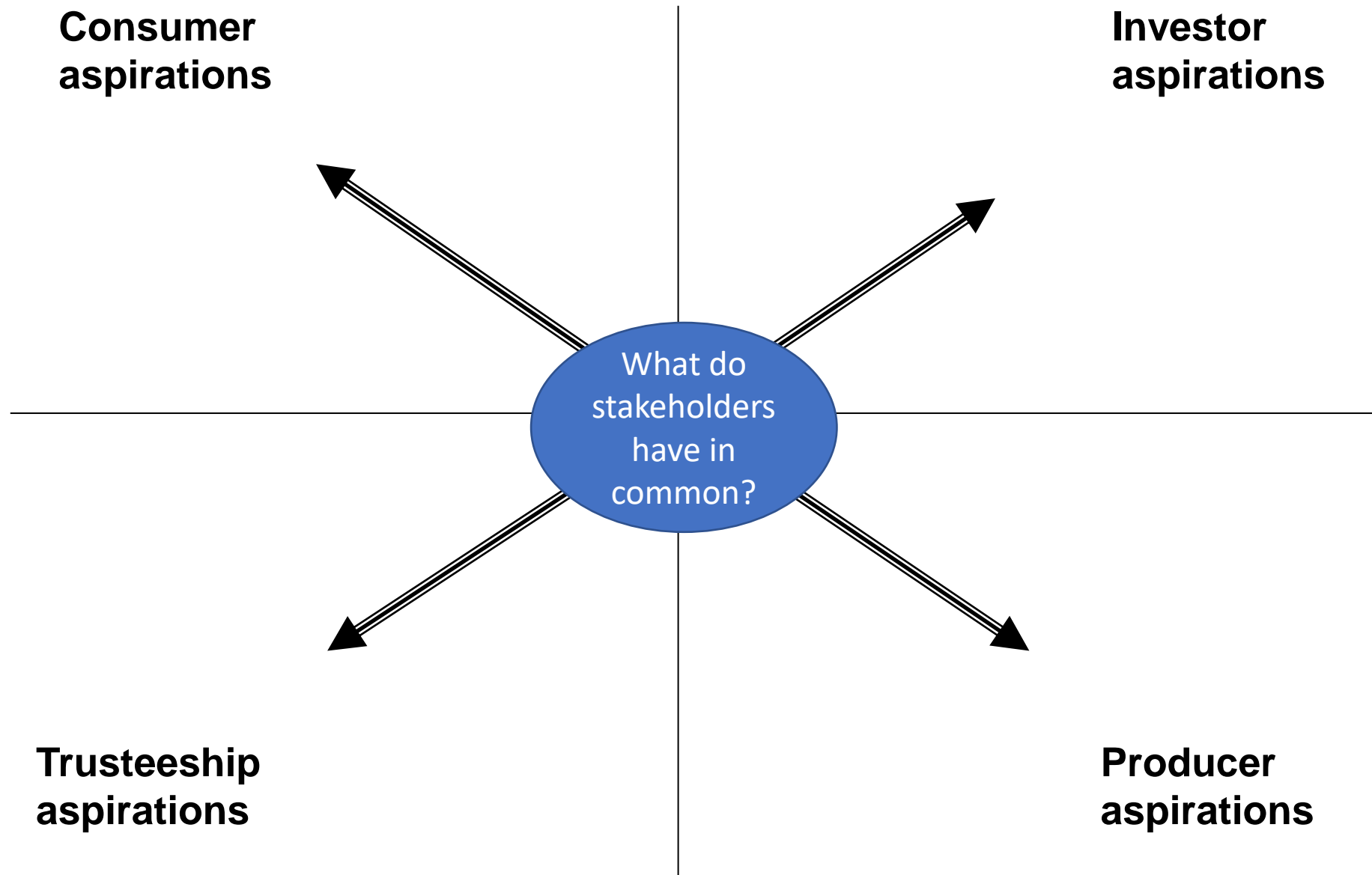
The form of the organisation

- What will be the RULES of the organisation – the constitution or governing document which sets out the legal structure
- E.g.
 - Foundation
 - Company
 - Co-operative
- Who will be in MEMBERSHIP?

Key stakeholders and their motivations

- Paid workers
- Volunteers
- Service users (inc. volunteers)
- Commissioners, e.g. local government
- Suppliers

Stakeholders may have divergent aspirations



What rights will the members have?

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

MONDRAGON



HUMANITY
AT WORK

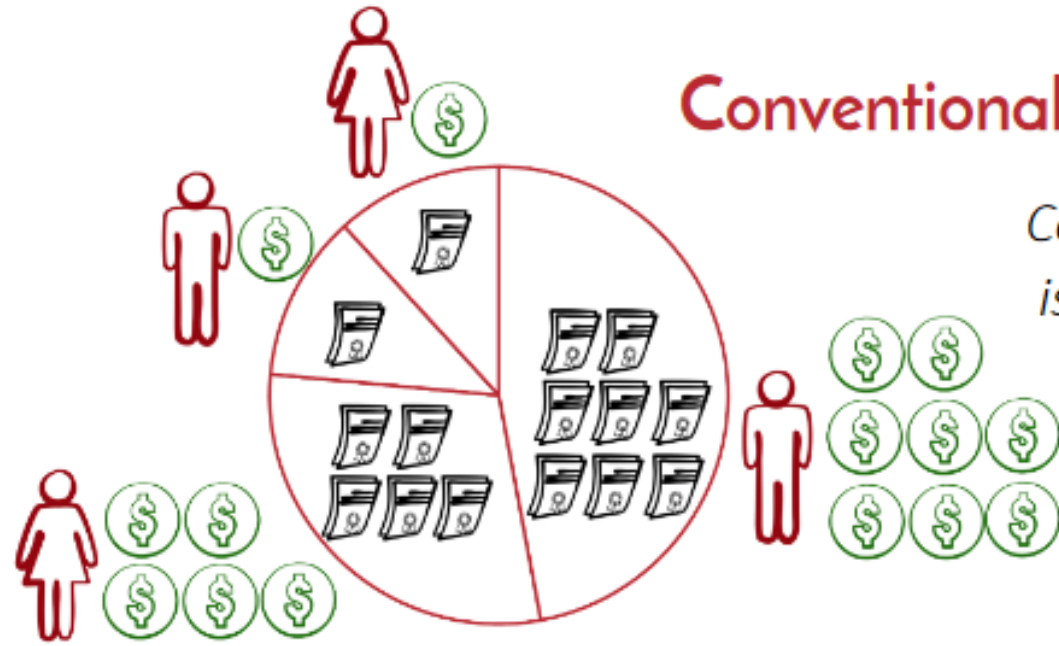
Finance
Industry
Retail
Knowledge



mn
MONDRAGON
UNIBERTSITATEA

ENPRESAGINTZA
FAKULTATEA
FACULTAD DE
EMPRESARIALES

Conventional Business



Control in a conventional corporation is based upon the capital individuals invest in the company.

Worker Cooperative

Control in a *cooperative* is based on working at the firm. Traditionally everyone's capital contribution is equal.





INTERNAL CAPITAL ACCOUNTS

AN ILLUSTRATED GUIDE TO THE INTERNAL CAPITAL
ACCOUNT SYSTEM FOR WORKER COOPERATIVES

Humanity at work

**MONDRAGON, a social
innovation ecosystem
case study**

In the break-out room:

What different members do you intend for your enterprise? What rights will they have?

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

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.

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

	The challenges we are addressing	The activities we are proposing	The outputs we will create	The outcomes we are seeking