

# Developing an Eco-social Enterprise

Session 2

Tuesday, 29 March, 2022

Tim Crabtree, Wessex Community Assets & Plymouth University



development  
dialogue

Reprint from 1997-1



## HUMAN SCALE DEVELOPMENT

An Option for the Future

CEPAUR  
Dag Hammarskjöld Foundation

# REAL-LIFE ECONOMICS

Understanding Wealth Creation



Edited by Paul Ekins  
and Manfred Max-Neef



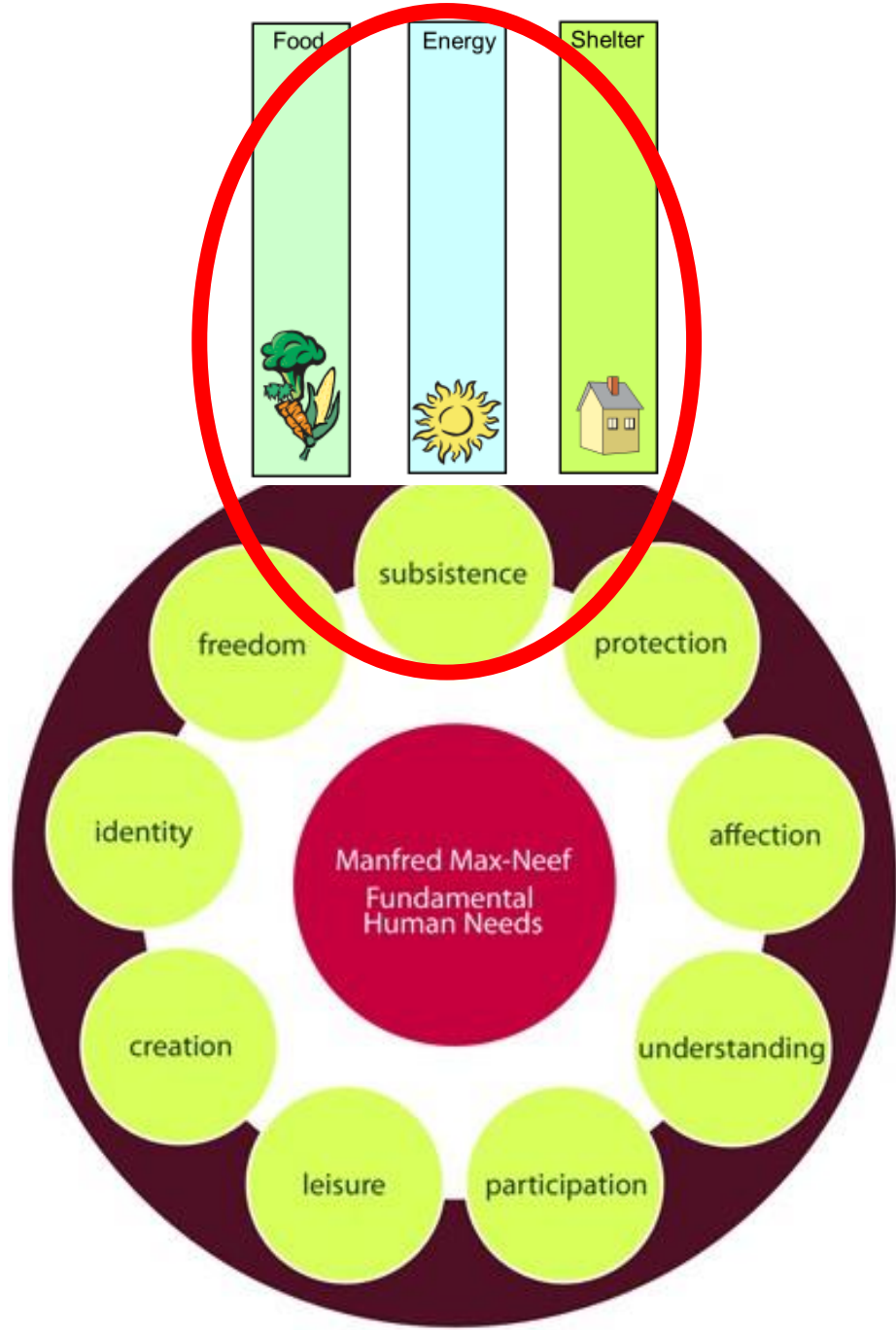
Das Hammarskjöld-Fundation

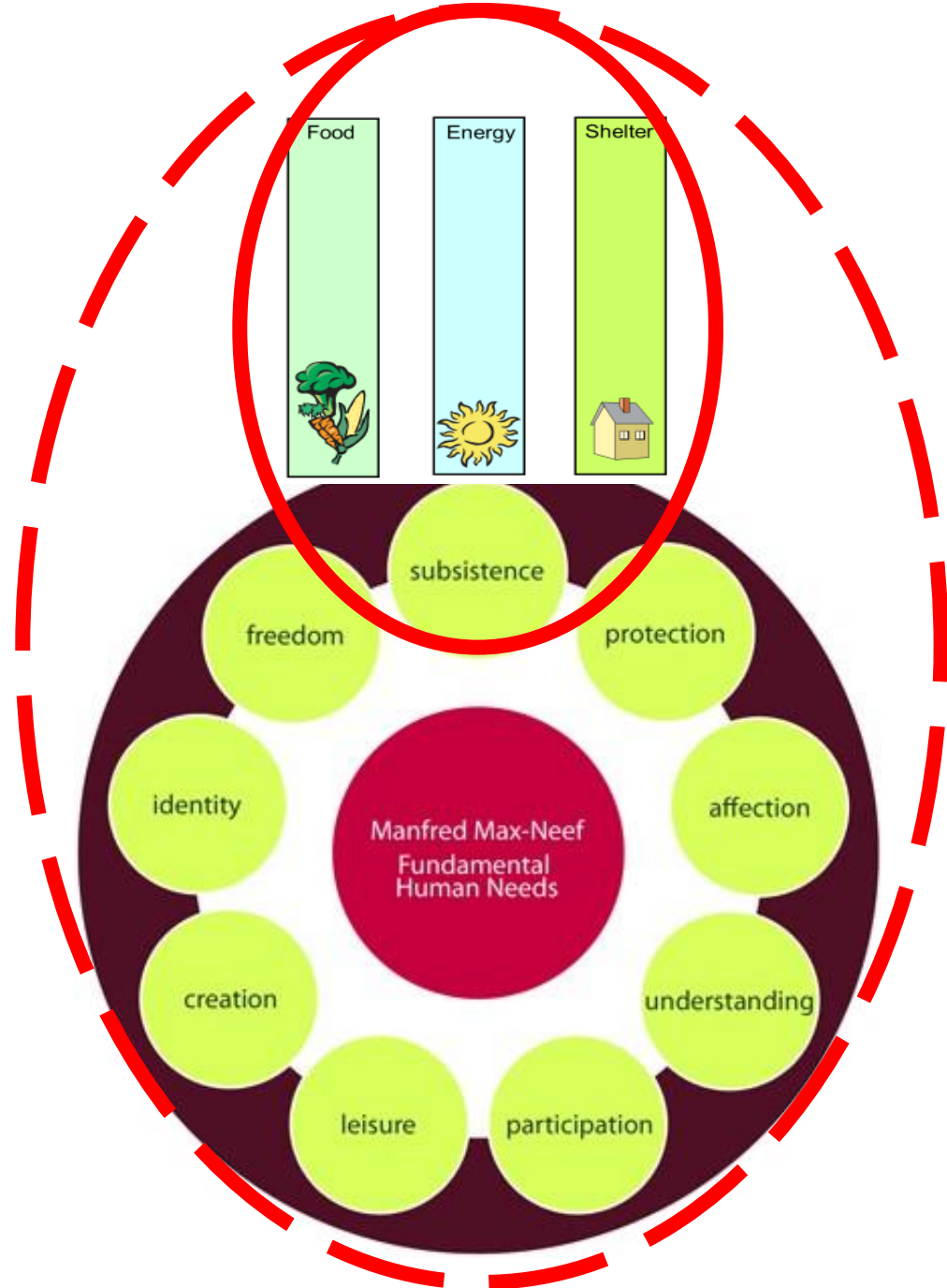
## What Next?

Draft thematic paper

From Knowledge to Understanding: Navigations and  
Returns

Manfred A. Max-Neef





**Food**

**Energy**

**Transport**

**Housing**

**Communication**

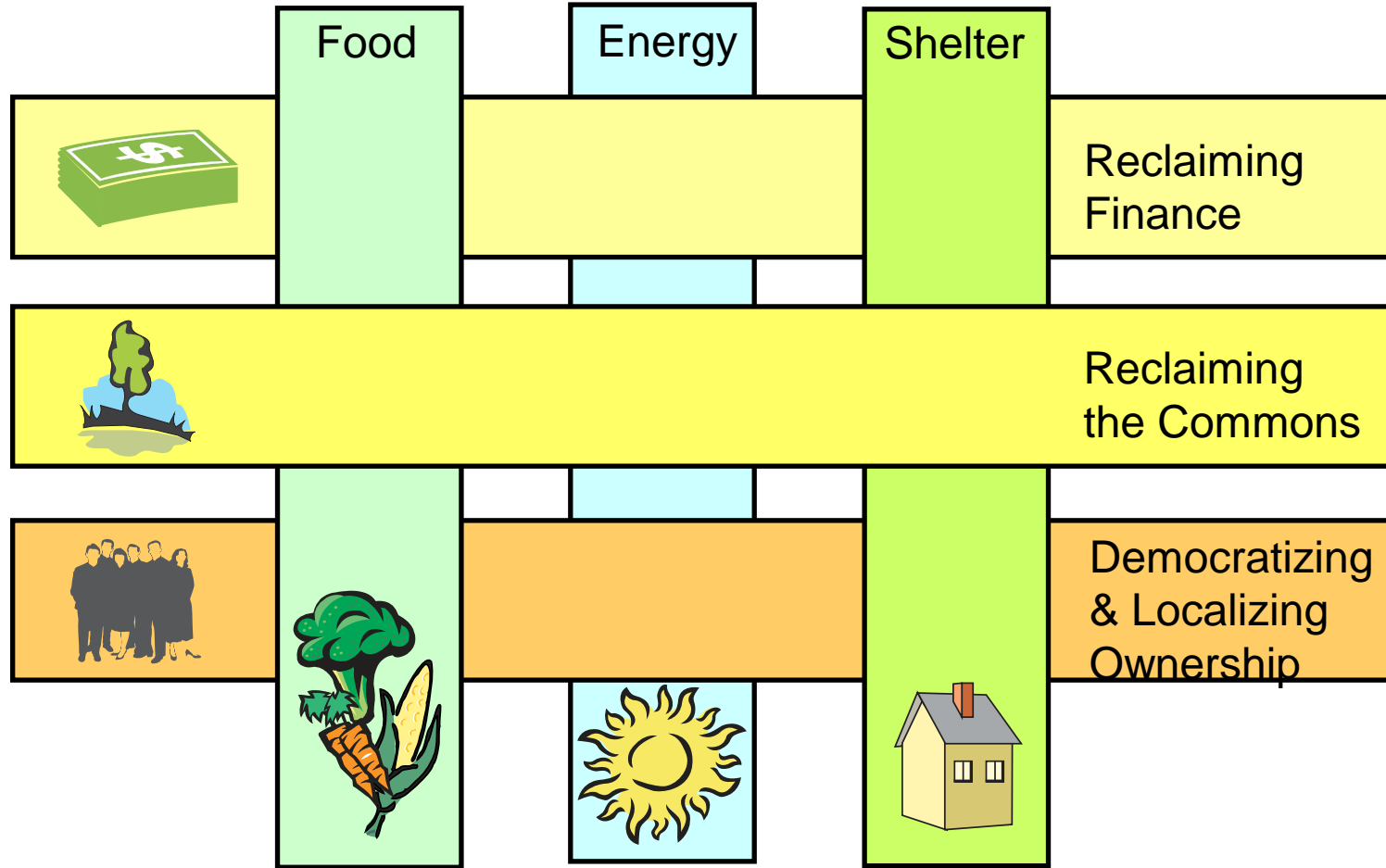


**Social care  
& health**

**Culture**

**Education**

# SATISFIERS



ENABLERS

	<b>The activities to be delivered by our eco-social enterprise</b>
<b>Affordable sustainable housing</b>	We will work with Assemble and local community-led housing groups to develop new designs for housing, and create a new co-operative to co-ordinate suppliers, contractors and the off-site construction process.
<b>Local enterprise infrastructure</b>	We will develop workspace to process timber, hemp and flax into the key elements of sustainable construction materials, including panels, frames, furniture and other fittings.
<b>Regenerative land management</b>	We will work with partners to support the improved management of woodlands and the cultivation of “woody fibres” such as hemp and flax, linking this to a network of farmers and an on-line platform for co-ordinating the supply of sustainable materials.



# Question:

What is the main activity of your eco-social enterprise?

# Systems thinking

Question:

What is a “system”? Can you give an example?

# WASHING SOCKS



**INPUT**



**OUTPUT**



**OPERATION**

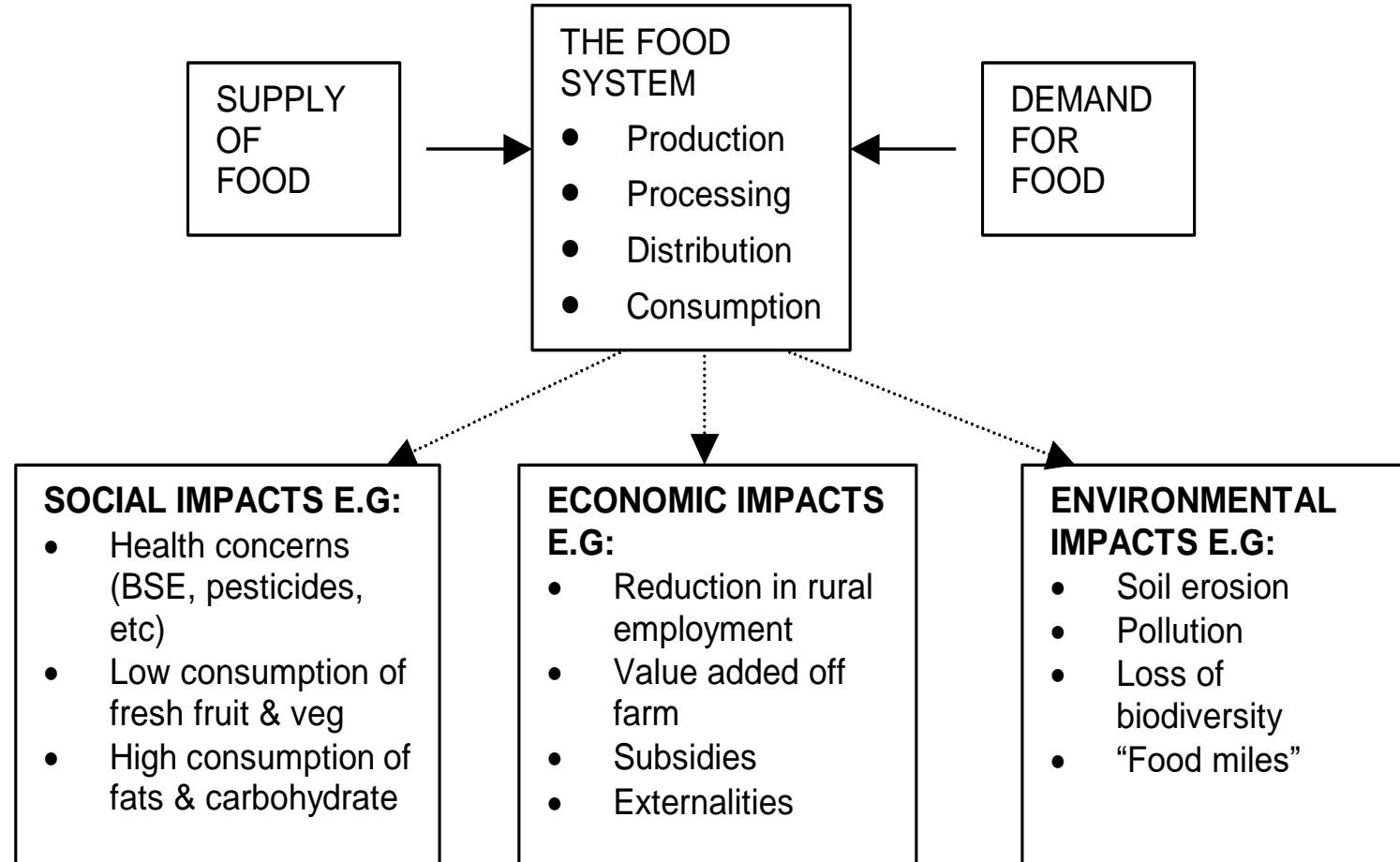


# Question

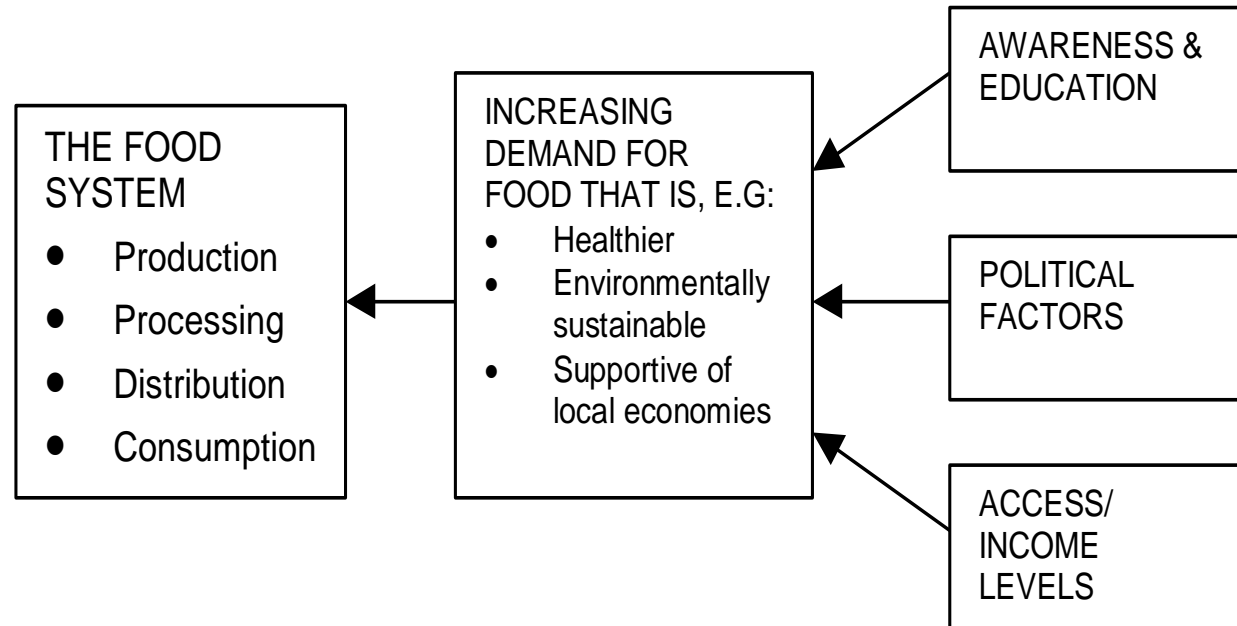
How do you cook a soup?

- What inputs must you have?
- What operations do you need to do?

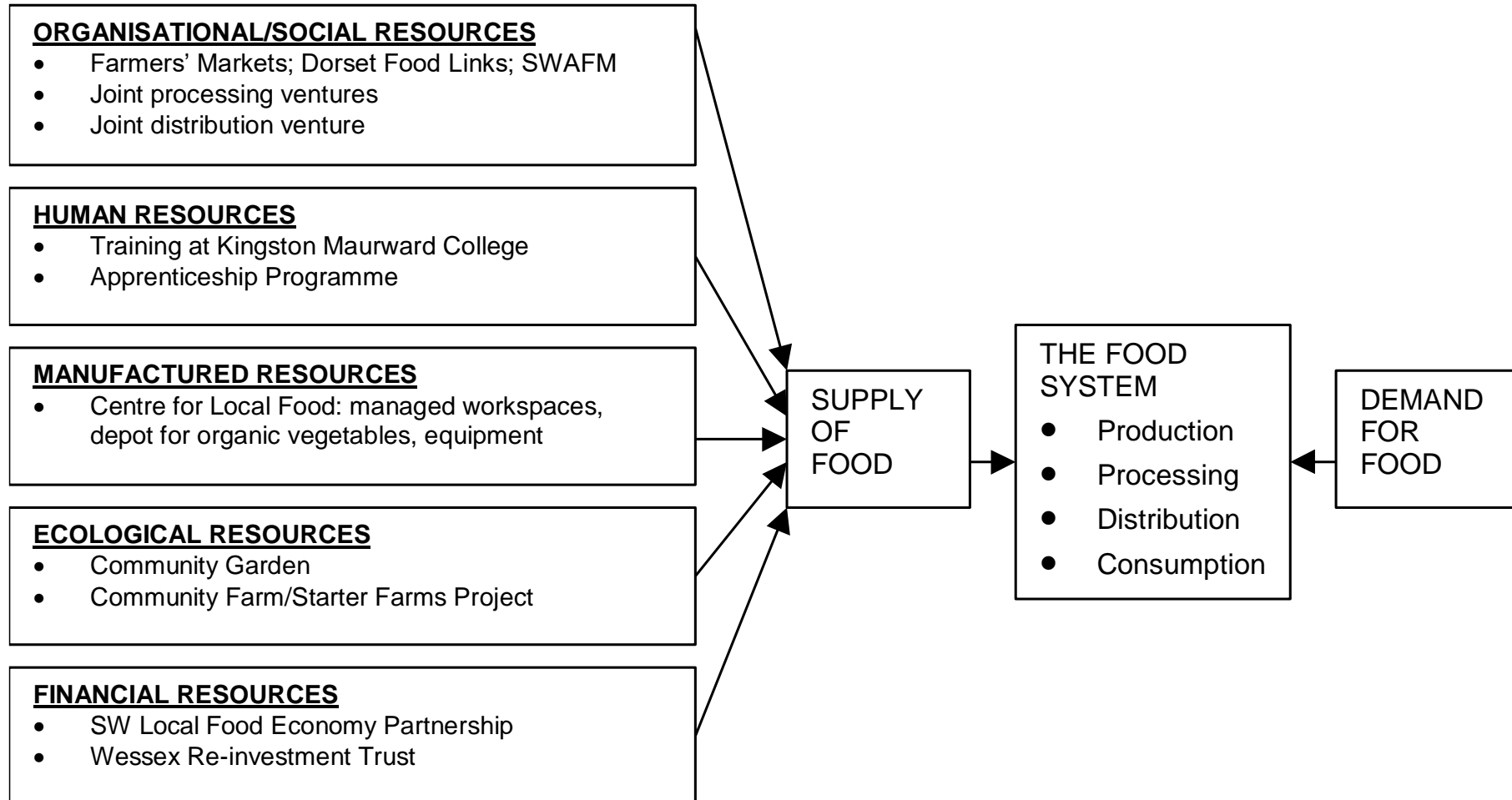
## Social, economic and environmental impacts of the prevailing food system



## Influences on the demand for food



## Current and proposed initiatives to support the supply side

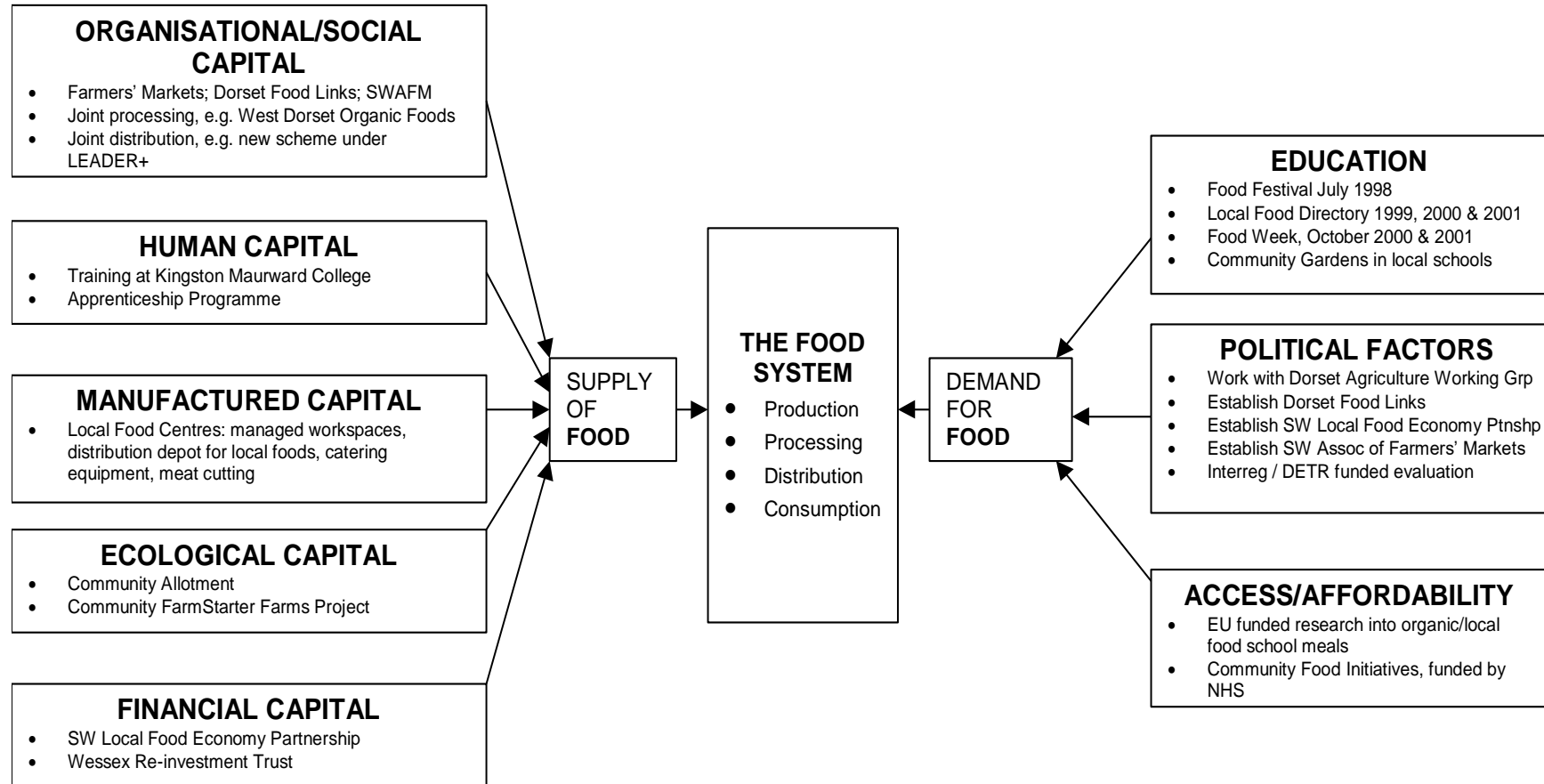




## SUMMARY OF CURRENT AND PROPOSED INITIATIVES IN DORSET TO SUPPORT THE LOCAL FOOD SECTOR

**Increasing Supply Options:**  
Developing The Capacity Of The  
Local Food Economy

**Increasing Demand For  
Local Food:**  
Developing Awareness and  
Influencing Policy



# Bridport Centre for Local Food



## School Fruit Scheme









ed Kingdom

m

ins

**GET DIRECTIONS**

**141 mi, 2 hours 47 mins**

**to London, UK**

ry Ln 95 ft

undry Ln 69 ft

hael's Ln 0.1 mi

Tannery Rd

English Channel

Map data ©

## Soup Lunch Pilot







## Soup Lunch Pilot



places

United Kingdom

212 mi, 3 hours 58 mins

**211 mi, 4 hours 3 mins**

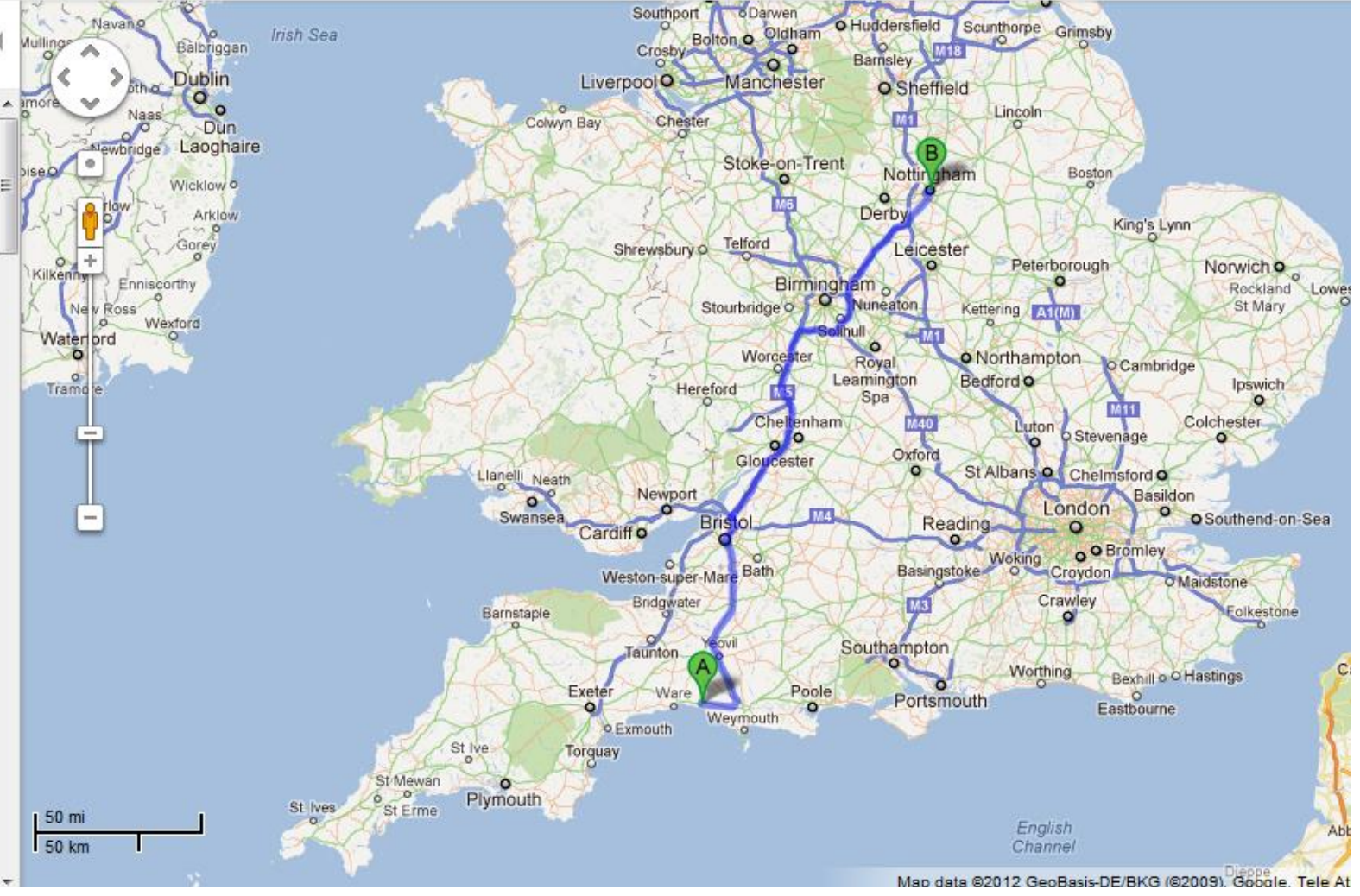
253 mi, 4 hours 30 mins

**to Nottingham, UK**

ry Ln 95 ft

country Ln 69 ft

GET DIRECTIONS



## New Central Kitchen at Centre for Local Food











## The schools we supply

### **Bridport & Dorchester area**

**Bridport Primary**

**Broadwindsor**

**Burton Bradstock**

**Charmouth**

**Dorchester Middle School**

**Dorchester Opportunity Group**

**Loders**

**Powerstock**

**Prince of Wales**

**Salwayash**

**St Catherines**

**Stickland's**

**St Mary's Beaminster**

**Radipole**

**St Michael's Lyme**

**Symondsbury**

**Thorners**

### **Blandford area**

**Archbishop Wake**

**Blandford St Mary**

**Downlands**

**Dunbury Church of England**

**Academy**

**Durweston**

**Hazelbury Bryan**

**Milldown**

**Pimperne**

**Spetisbury**

**St Andrew's**

**Shillingstone**

**Stalbridge Primary**

**St Nicholas Child Okeford**

**Stower Provost**

**William Barnes**



# Local Food Links: ethical sourcing

- **Meat** – Genesis Farmers
- **Milk** – Coombe Farm
- **Yogurt** – Yeo Valley
- **Butter** – Denhay Farms & Coombe Farm
- **Cheese** – Denhay & Coombe Farm
- **Flour** – Edward Gallia, Cerne Abbas
- **Eggs** – Vurlands Farm
- **Vegetables in season** – Bothen Hill Organic, Washingpool Farm, Somerset Organic Link
- **Fruit in season** – Elwell Farm
- **Bread** – Leakers, Punch & Judy Bakery
- **Food service** – Essential Trading





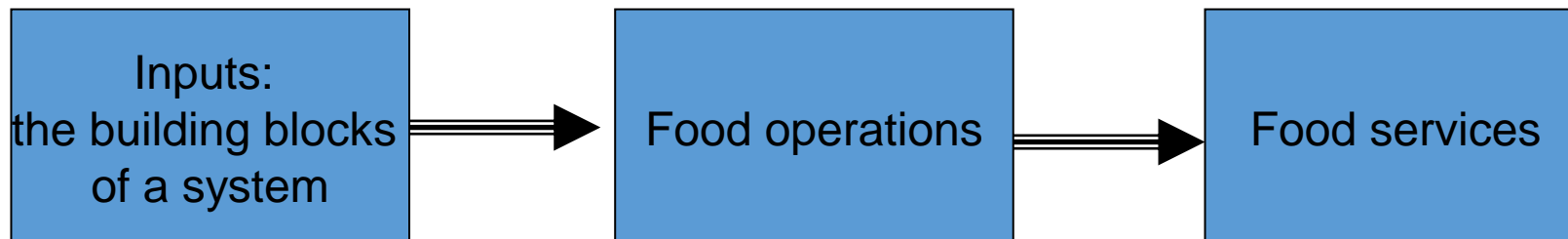
# Local food systems

**A system is a set of things working together:**

“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.*”

- Meadows, D. (2008) *Thinking in Systems. A Primer* London: Earthscan

**All food systems transform inputs into goods & services**



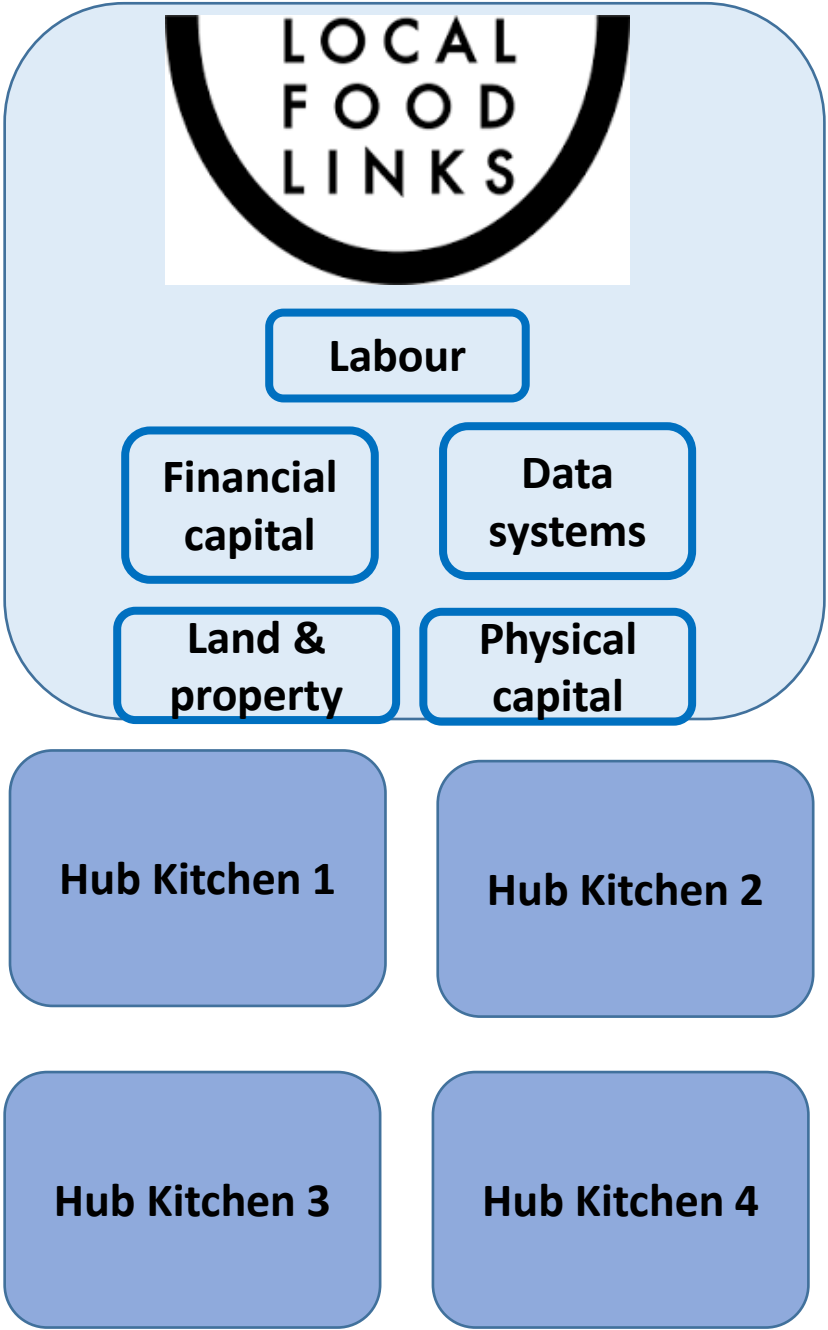
**Local school children**

**Outputs:**  
School meals

**Operations**

**Labour**  
**Physical Capital**  
**Land & Natural Resources**  
**Financial capital**  
**Data**

**Inputs**

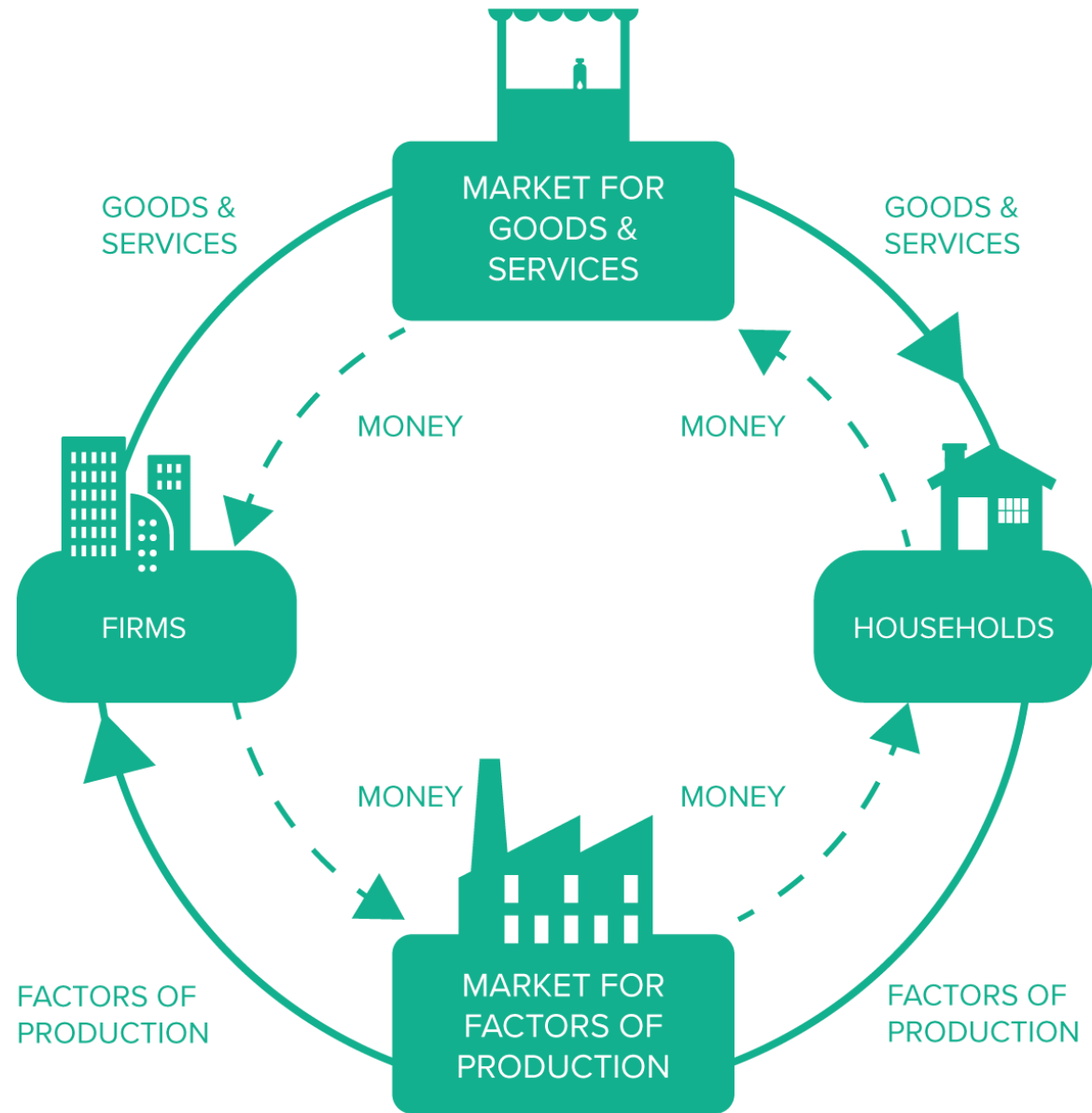


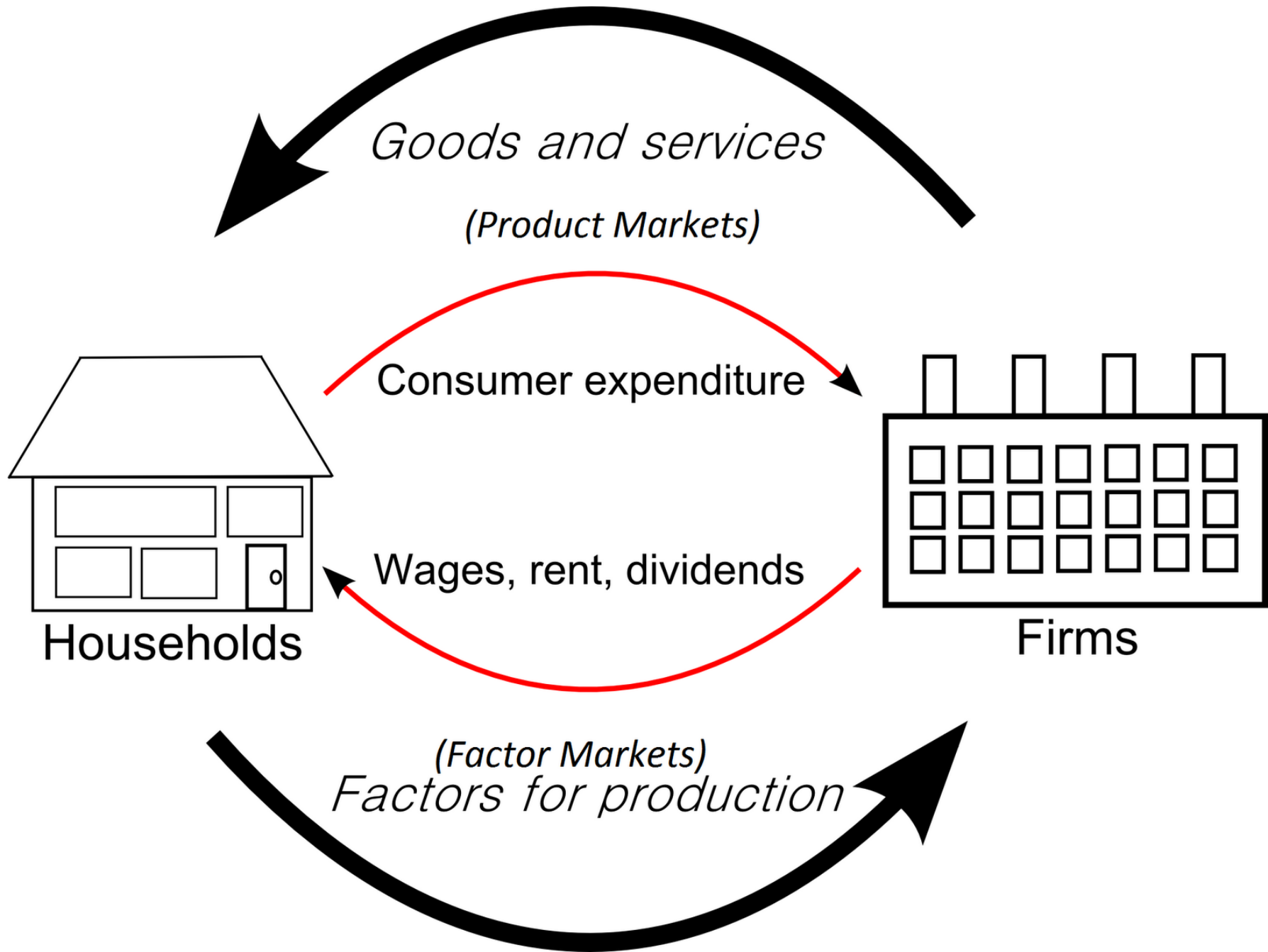
Local food companies and farms

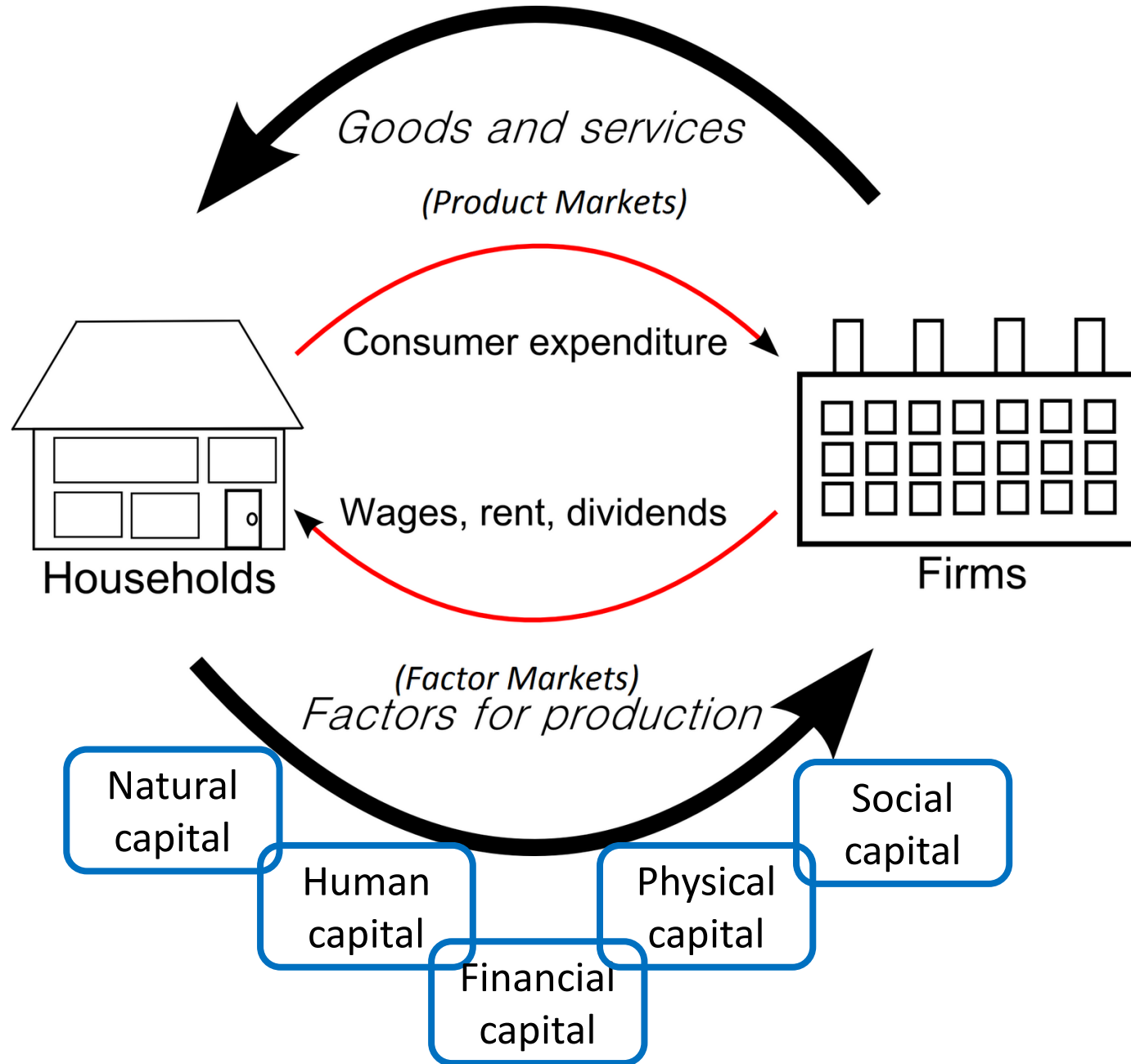
Provides hot meals to

56 Schools



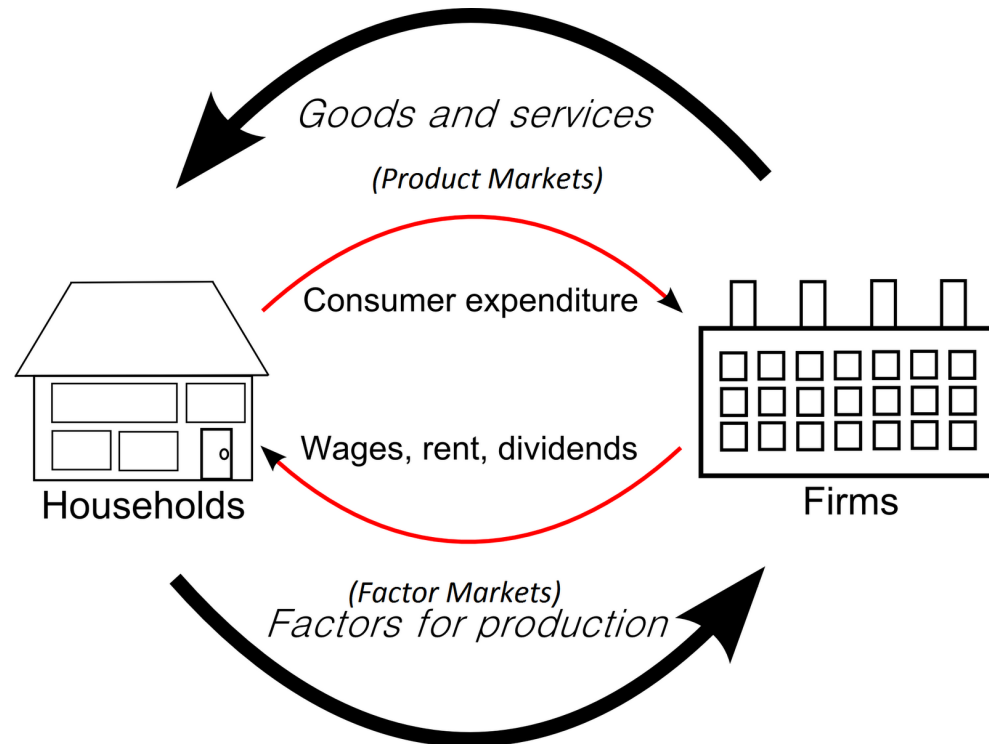








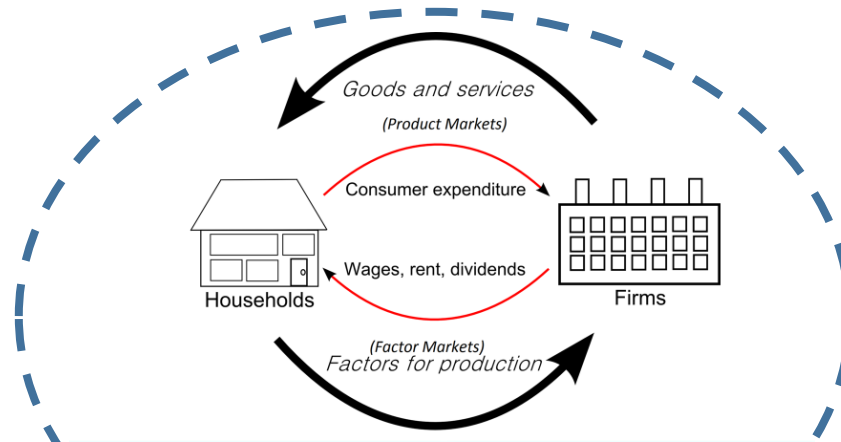
Why does this diagram not represent the economy? How would you amend it?





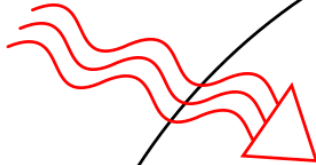
capitalist enterprise  
commodity markets  
wage labor

language  
**compost**  
community gardens  
barter  
soil nutrition  
informal loans  
love  
occupation  
respiration  
free schools  
parenting  
**worker cooperatives**  
gifts  
oral traditions  
gathering  
metabolism  
community supported agriculture  
farmer's markets  
housework  
self-employment  
intentional communities  
DIY  
community land trusts  
grow-your-own  
gleaning  
housing cooperatives  
credit unions  
**photosynthesis**  
non-profit  
sliding-scale pricing  
theft (re-appropriation)  
barnraising  
community financing  
commons  
hunting  
lending & borrowing  
elder care  
community currency  
collective ownership  
breastfeeding  
hunting & gathering  
fair trade  
open-source  
childbirth  
family  
scavenging  
consumer cooperatives  
libraries  
imagination



# The Earth's biosphere

Solar energy



Natural resources

Energy

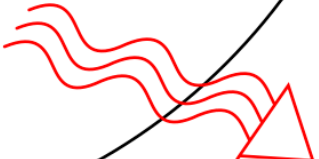
Materials

Waste assimilation

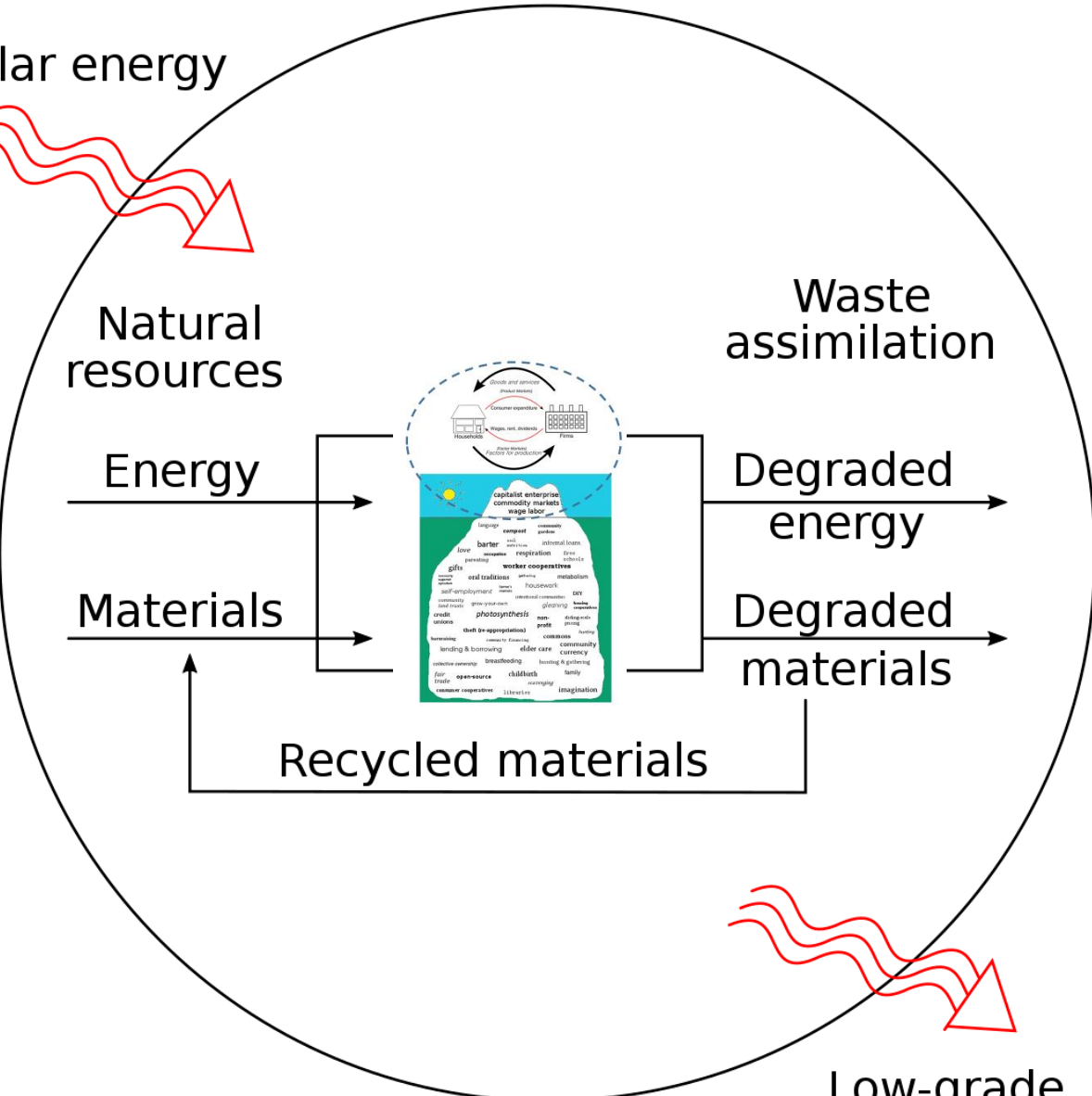
Degraded energy

Degraded materials

Recycled materials

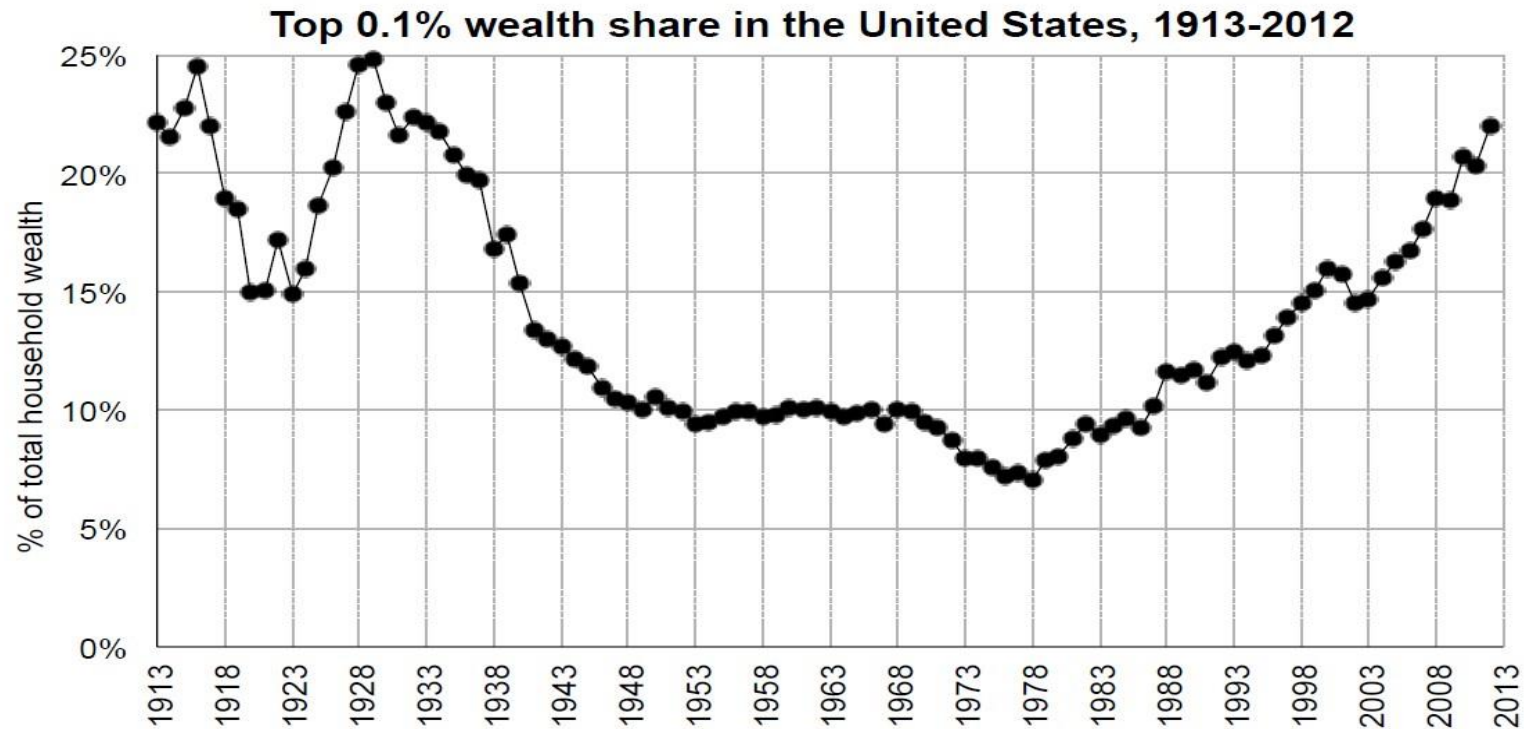


Low-grade thermal energy



# Piketty on wealth v. income

## U-Shaped Wealth Concentration



This figure depicts the share of total household wealth held by the 0.1% richest families, as estimated by capitalizing income tax returns. In 2012, the top 0.1% includes about 160,000 families with net wealth above \$20.6 million. Source: Appendix Table B1.

## Income Share of the Top 1 Percent, 1913-2012 (annotated)



Income data from World Top Incomes Database; Colin Gordon, Sept. 2013

## 2 types of household

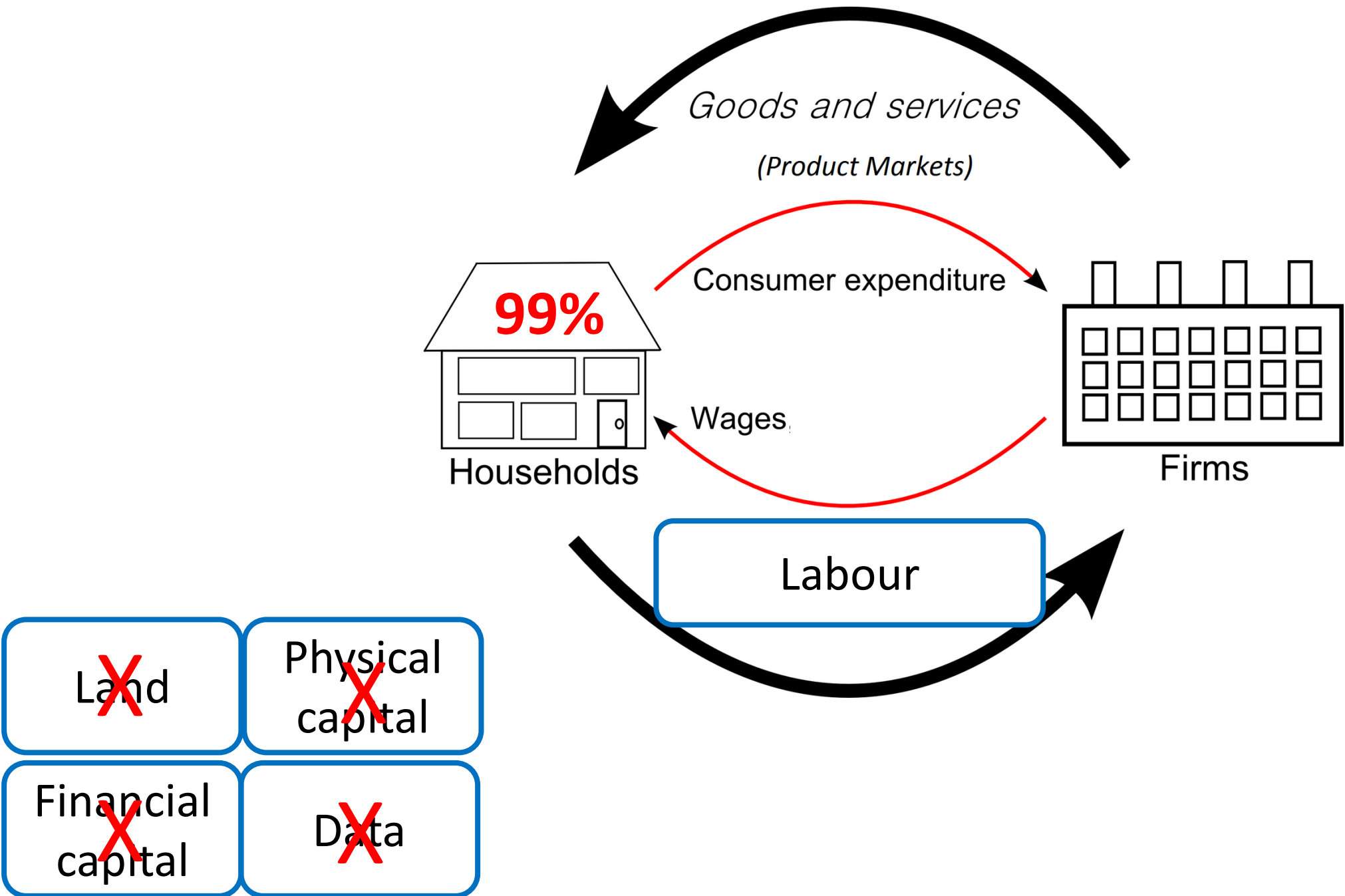
- The 99% - sell their labour and rely on *income*
- The 1% - own the other factors of production and their livelihoods are based on *wealth*

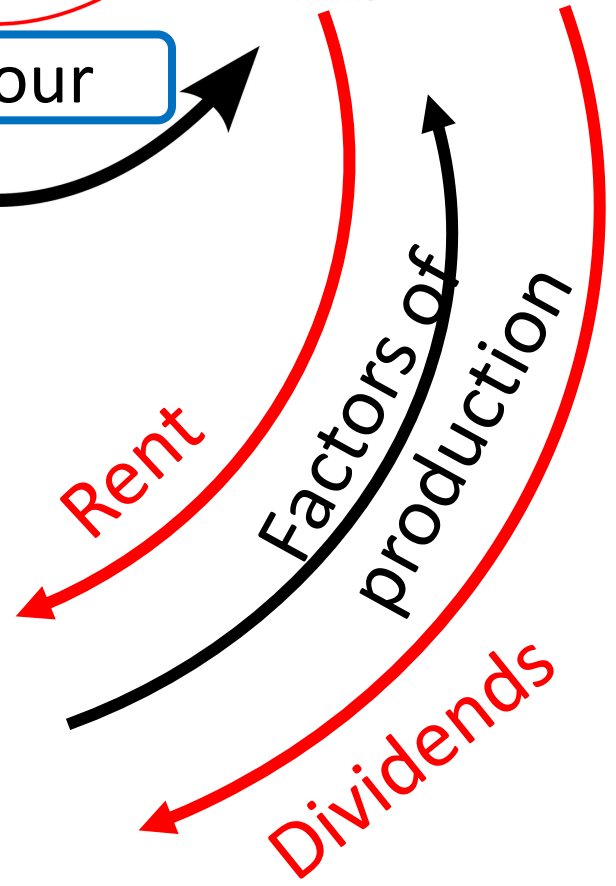
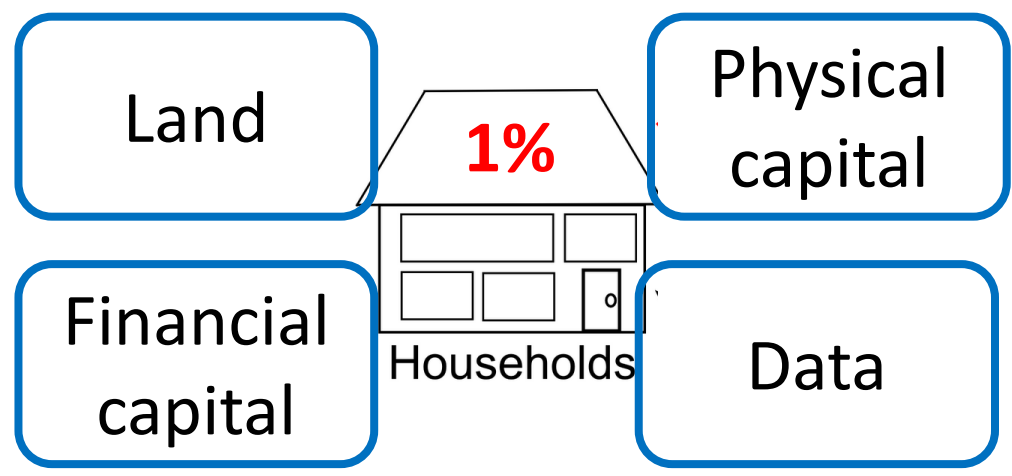
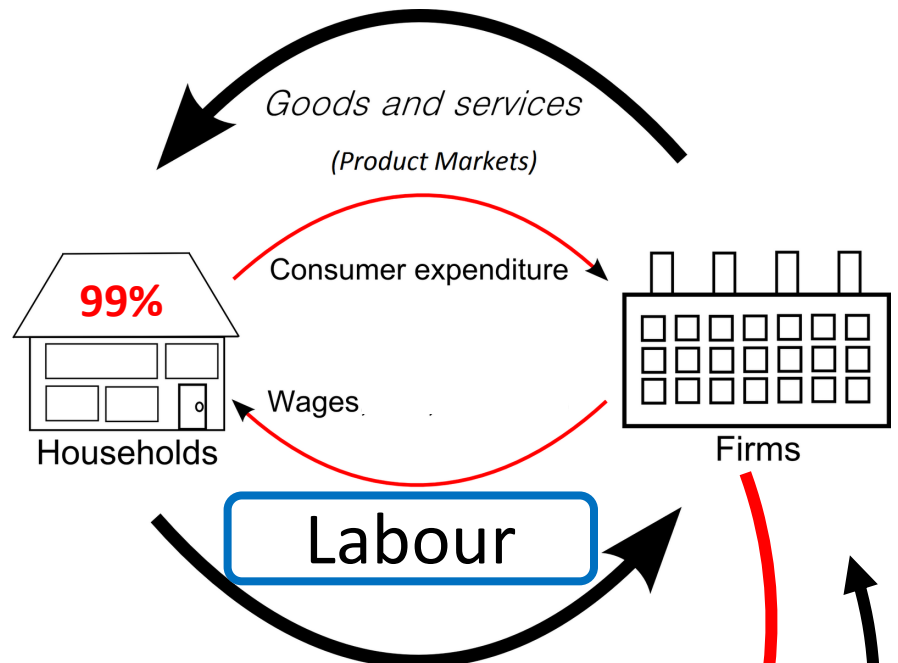
# Four types of “wealth”

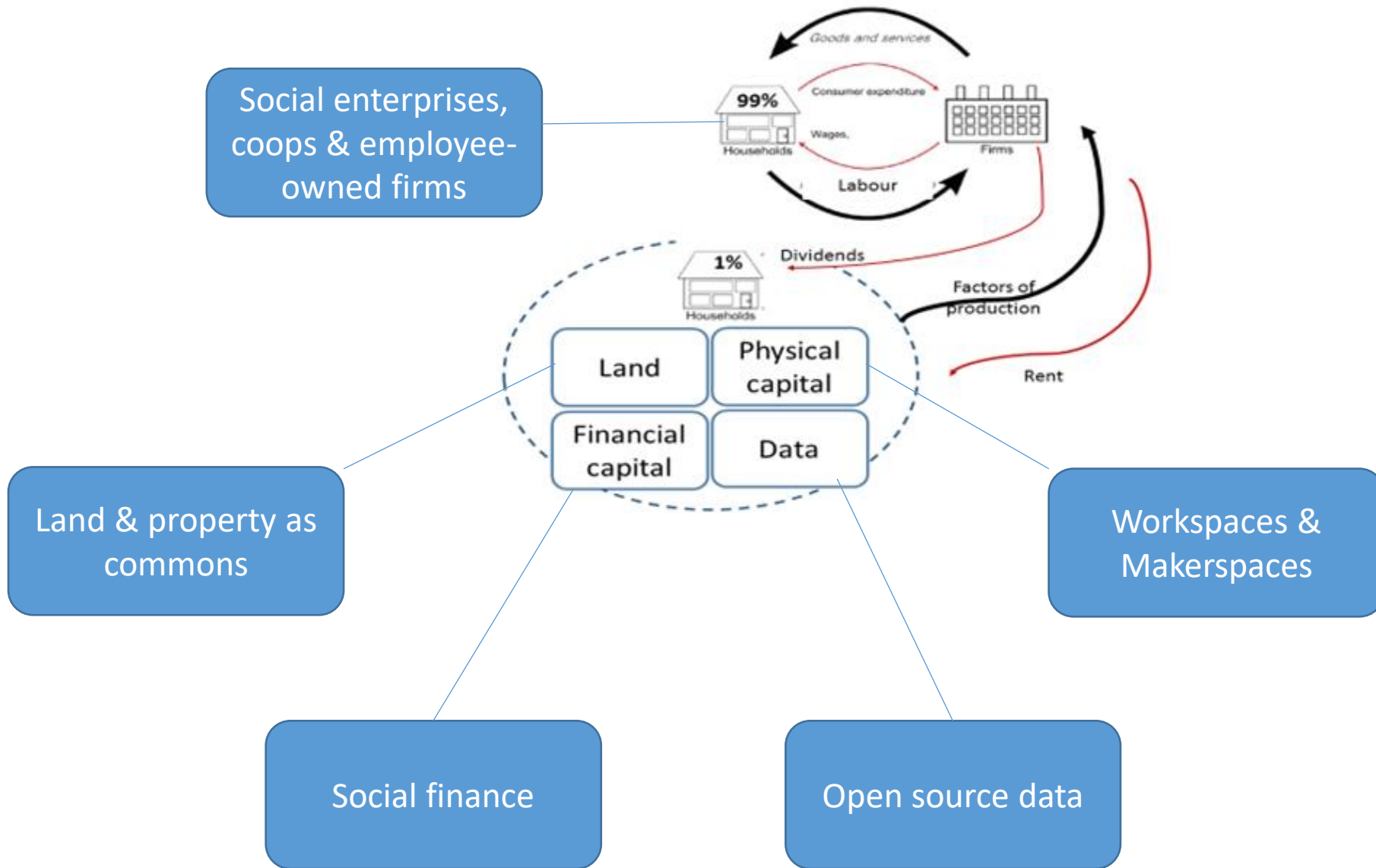
Ownership and control of:

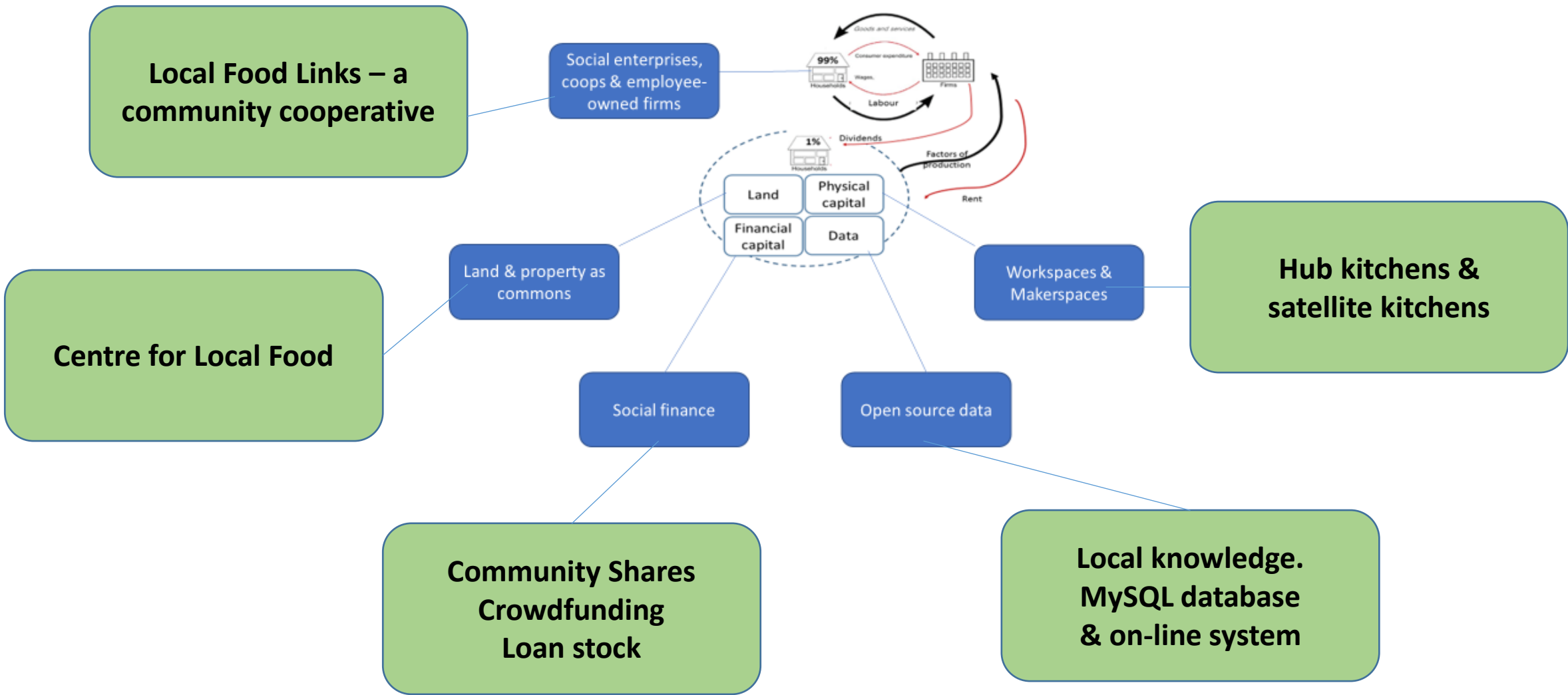
- Land (& natural resources)
- Physical capital
- Natural capital
- Data











**Local Food Links – a community cooperative**

Social enterprises, coops & employee-owned firms

**Centre for Local Food**

Land & property as commons

**Community Shares Crowdfunding Loan stock**

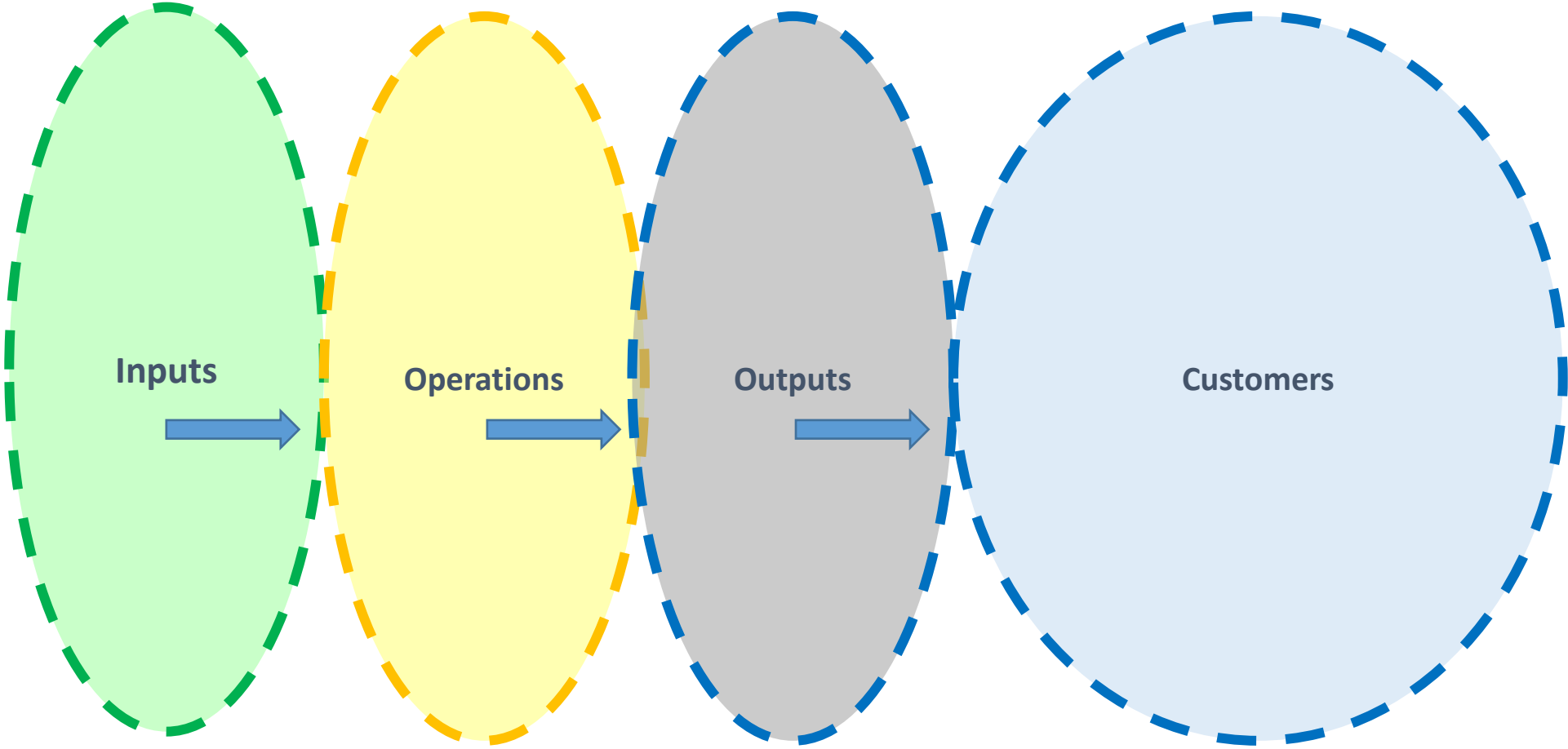
Social finance

Open source data

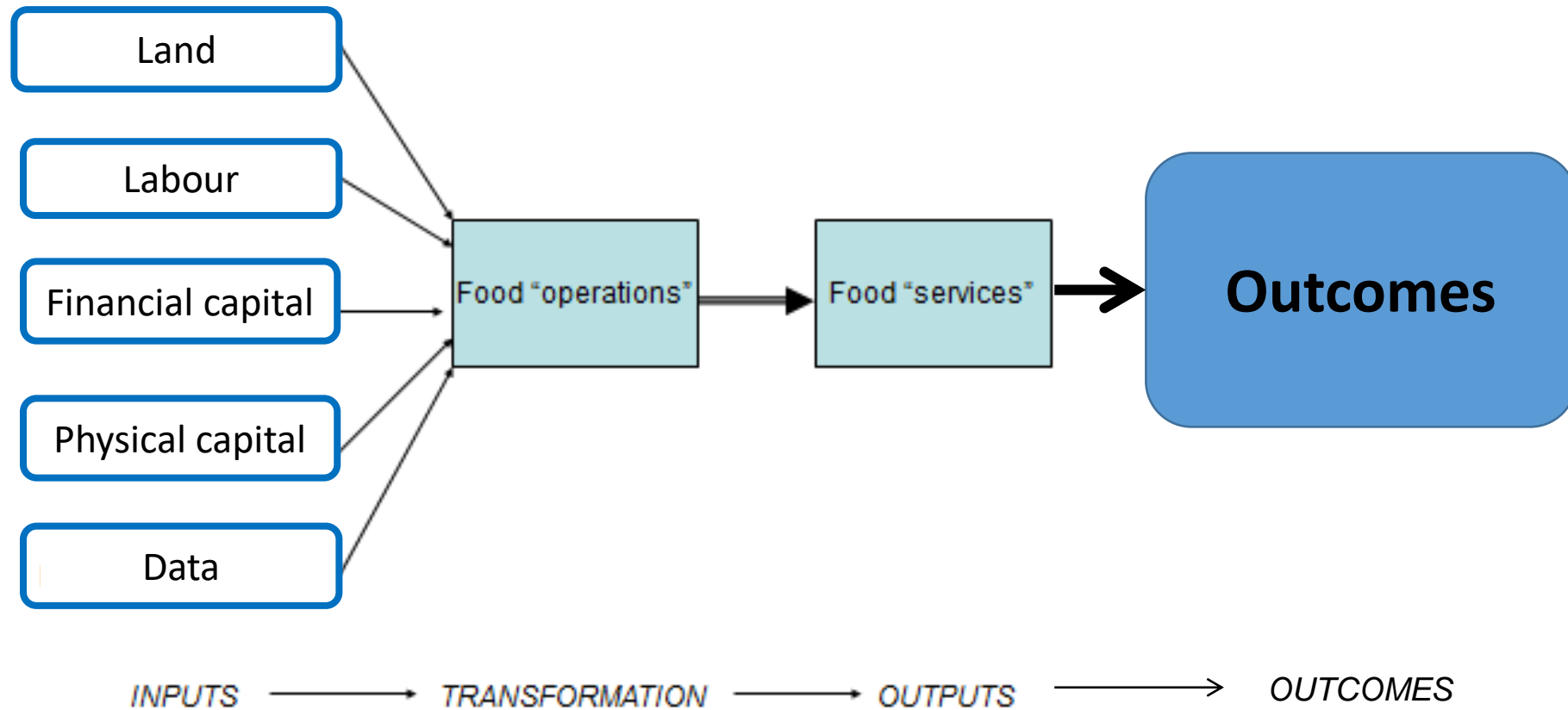
**Local knowledge. MySQL database & on-line system**

Workspaces & Makerspaces

**Hub kitchens & satellite kitchens**



## From outputs to outcomes

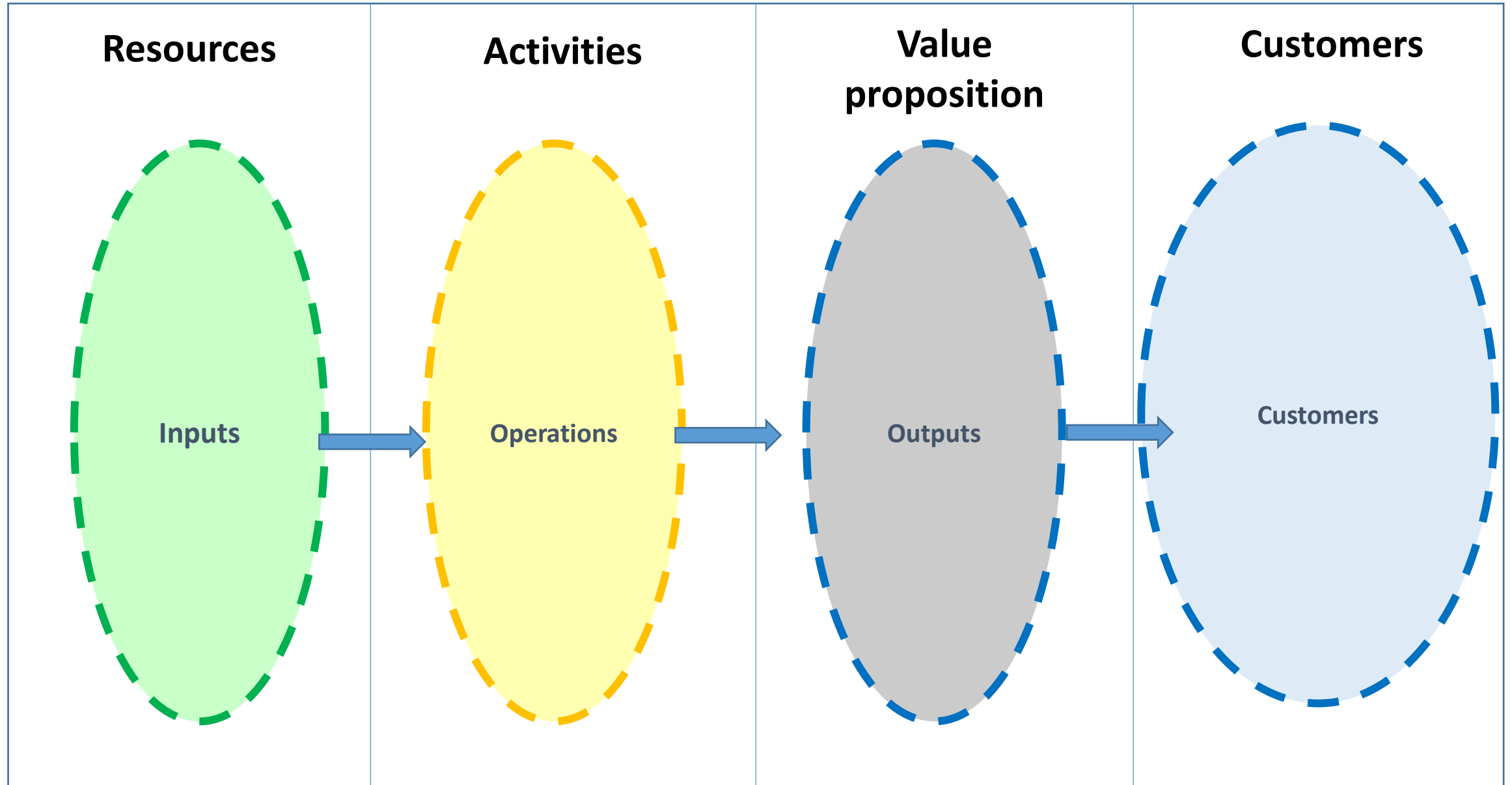


Framework Outcomes	Need/baseline	Activities	Outcomes for children & families	Impacts for the community
<b>Health &amp; well-being</b>	<ul style="list-style-type: none"> <li>- Increasing incidence of obesity in children &amp; young people</li> <li>- Increasing incidence of diet-related ill-health, e.g. type-2 diabetes</li> </ul>	<ul style="list-style-type: none"> <li>- Roll-out of Bridport scheme to 4 new schools in West Dorset</li> <li>- Establishment of new hub kitchen in Blandford</li> </ul>	<ul style="list-style-type: none"> <li>- Improved health</li> <li>- Improved sense of well-being</li> <li>- More parents feeling they are making a positive contribution</li> </ul>	<ul style="list-style-type: none"> <li>- Improvements in health reflected in reduction in costs of obesity &amp; diet related ill-health</li> </ul>
<b>Community development</b>	<ul style="list-style-type: none"> <li>- Limited opportunities for parents to get involved and contribute</li> <li>- Limited opportunities to sit down as a family or with others</li> <li>- Reduced links between the generations</li> </ul>	<ul style="list-style-type: none"> <li>- Recruitment &amp; training of new staff team</li> <li>- Development of school meals service with a second cluster of schools, on the basis of "standardisation" &amp; "codification" of procedures and systems</li> </ul>	<ul style="list-style-type: none"> <li>- Reduced isolation through greater opportunities for socialising over food</li> <li>- Inter-generational links created through work with schools</li> <li>- Volunteering opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- More people volunteering</li> <li>- Improved community cohesion</li> <li>- Greater cross-generational links</li> <li>- A more positive food culture, with more people eating together</li> </ul>
<b>Economic development</b>	<ul style="list-style-type: none"> <li>- High cost of better quality food</li> <li>- Affordability is a major concern for families on low incomes</li> <li>- Limited capacity to produce meals for children in Dorset</li> <li>- Lost opportunities to create local jobs or provide a market for local producers</li> </ul>	<ul style="list-style-type: none"> <li>- Launch of Food Clubs at schools for bulk purchase of healthy/sustainable food</li> <li>- All schools to join Food for Life Programme</li> <li>- Campaign to improve take-up of free school meals</li> </ul>	<ul style="list-style-type: none"> <li>- Improved affordability of quality food</li> <li>- Improved accessibility through range of initiatives</li> <li>- Employment opportunities</li> <li>- Training opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Reduction in "food poverty"</li> <li>- Jobs &amp; training opportunities created</li> <li>- Opportunities for local suppliers</li> <li>- Import substitution: local economic activity created</li> <li>- Local multiplier improved</li> <li>- Increase in value added locally (GVA)</li> </ul>
<b>Environmental sustainability</b>	<ul style="list-style-type: none"> <li>- Environmental impact of food transportation</li> <li>- Limited sourcing from sustainable food producers</li> <li>- Consequent pollution</li> </ul>		<ul style="list-style-type: none"> <li>- Enhanced understanding of food provenance &amp; the sustainability implications of food choices</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in sustainable food production</li> <li>- Reduction in carbon output has positive impact on climate change</li> </ul>

Framework Outcomes	Need/baseline	Activities	Outcomes for clients / customers	Impacts for the community
Health & well-being				
Community development				
Economic development				
Environmental sustainability				



# The Business Canvas - simplified



# 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?

**Bhavesh:**  
Community based  
solar farms

**Monika:**  
Shop with local  
food

**Anna:**  
Coffee house

**Ludvik:**  
Sustainable  
outdoor gear  
shop

**Tereza:**  
Eco-campsite &  
organic farm

**Katerina:**  
Welcoming centre  
for international  
professionals

**Tamin:**  
Plastic bag  
recycling

**Amit:**  
Flood-proof  
housing initiative

**Aditya:**  
Stone houses  
building initiative

**Tereza:**  
Organic flower  
farm

**Blanche:**  
Chestnut-based  
daily goods

**Moena:**  
Waste free  
grocery store

**Summer:**  
Reduce waste  
initiative

**Veronika:**  
Organic farm &  
bees

**Tereza:**  
Organic farm