

Developing an Eco-social Enterprise

Session

Thursday, 31 March, 2022

Tim Crabtree, Wessex Community Assets & Plymouth University

Anna:
Coffee house

Katerina:
Welcoming centre
for international
professionals

Ludvik:
Sustainable
outdoor gear
shop

Moena:
Waste free
grocery store

Summer:
Reduce waste
initiative

Tamin:
Plastic bag
recycling

Amit:
Flood-proof
housing initiative

Bhavesh:
Community based
solar farms

Aditya:
Stone houses
building initiative

Blanche:
Chestnut-based
daily goods

Veronika:
Organic farm &
bees

Tereza:
Organic flower
farm

Monika:
Shop with local
food

Tereza:
Eco-campsite &
organic farm

Tereza:
Organic farm

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.*”

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:

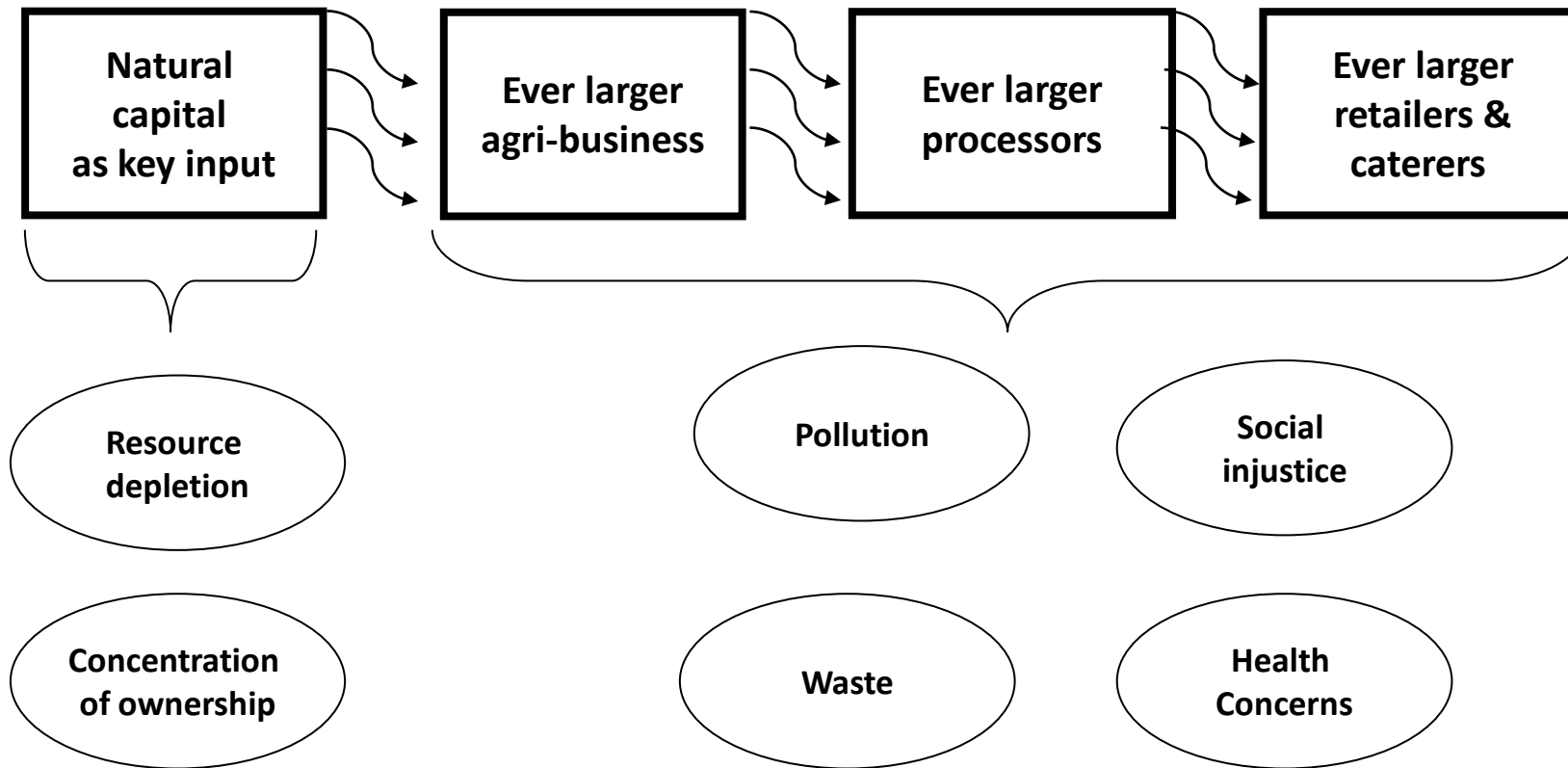
Profit, growth,
competition

Rules/structure:

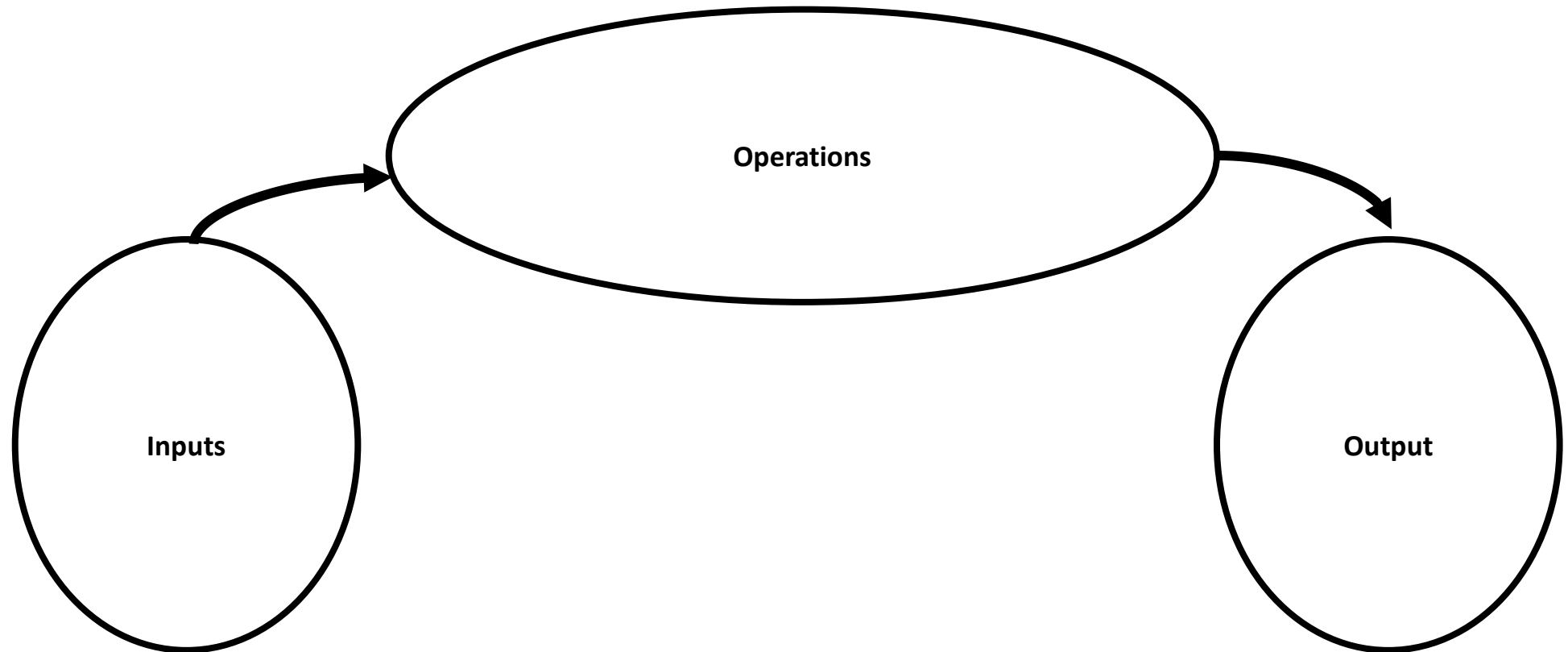
Share company
maximising shareholder
value



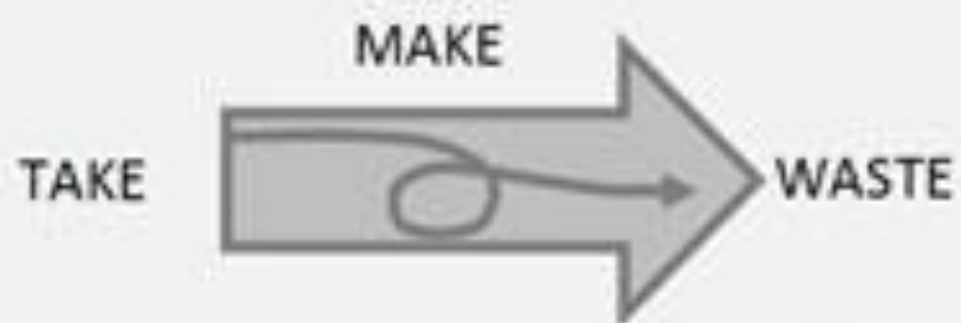
The dominant food system



A simple systems model of a firm



LINEAR ECONOMY



LOSE VALUE

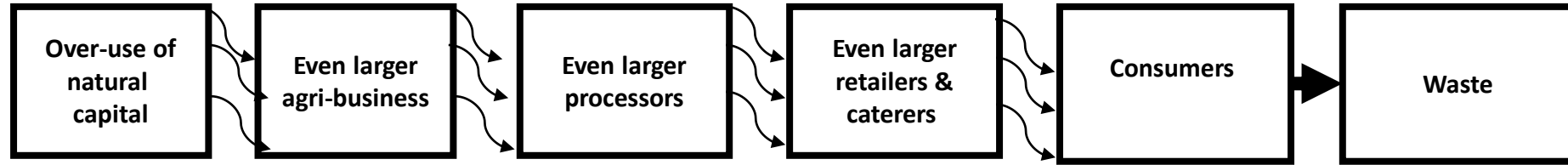
CIRCULAR ECONOMY



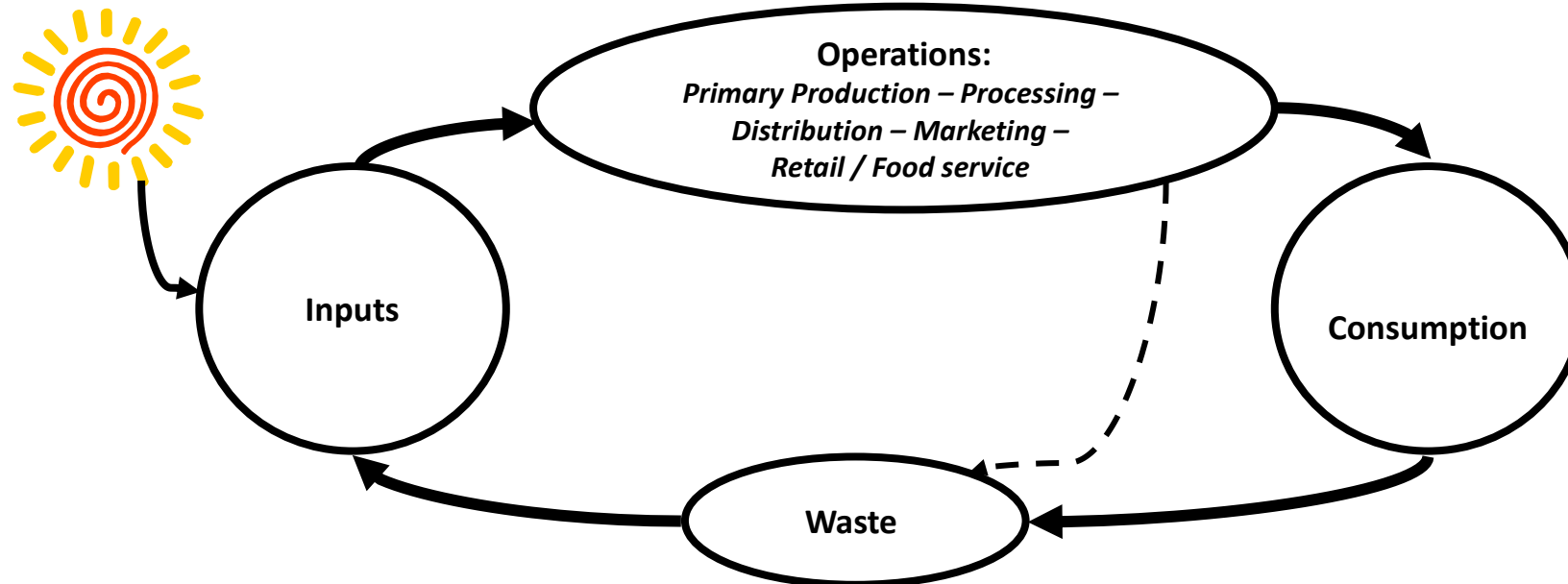
RETAIN VALUE

Two types of food system

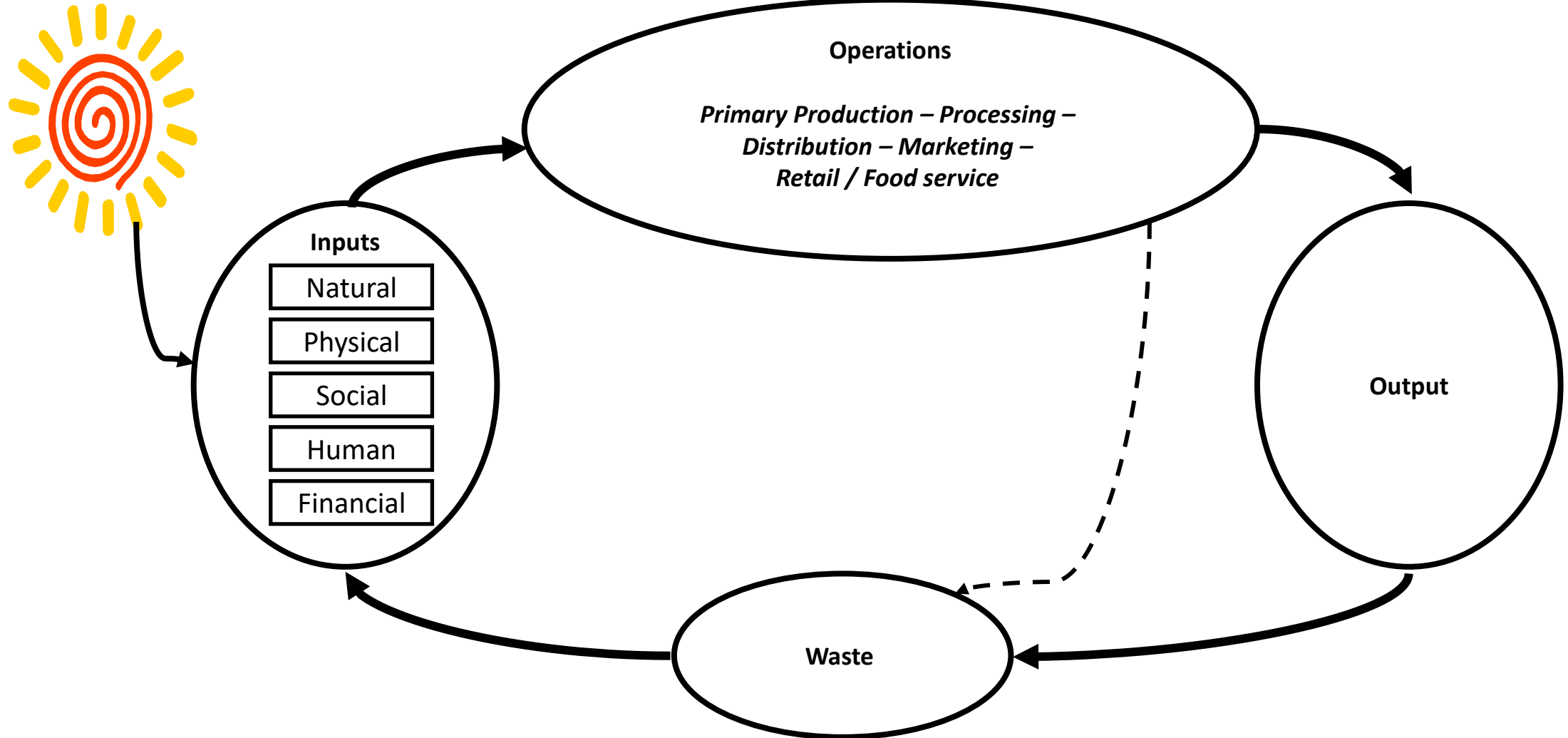
“Linear” food systems



“Circular” food systems

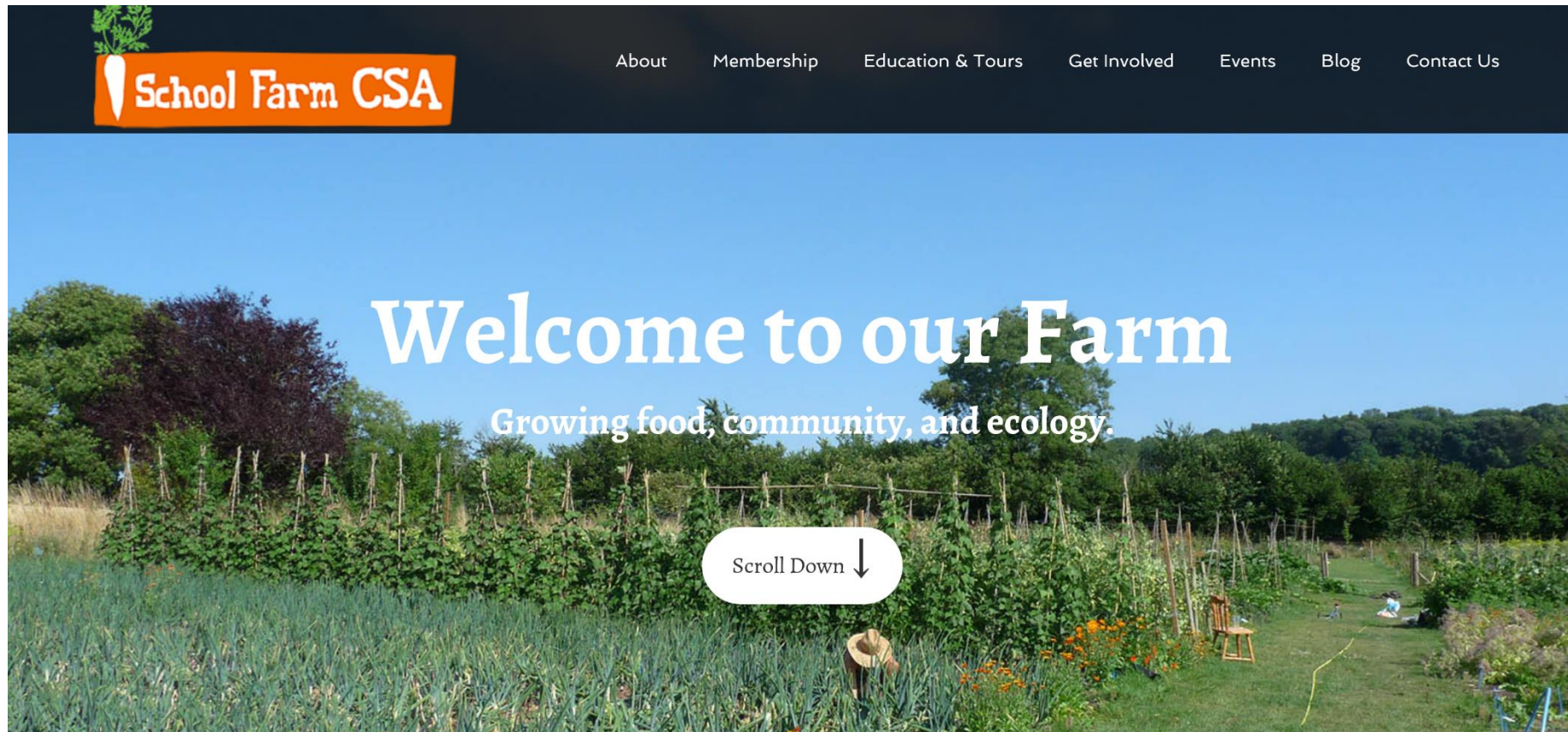


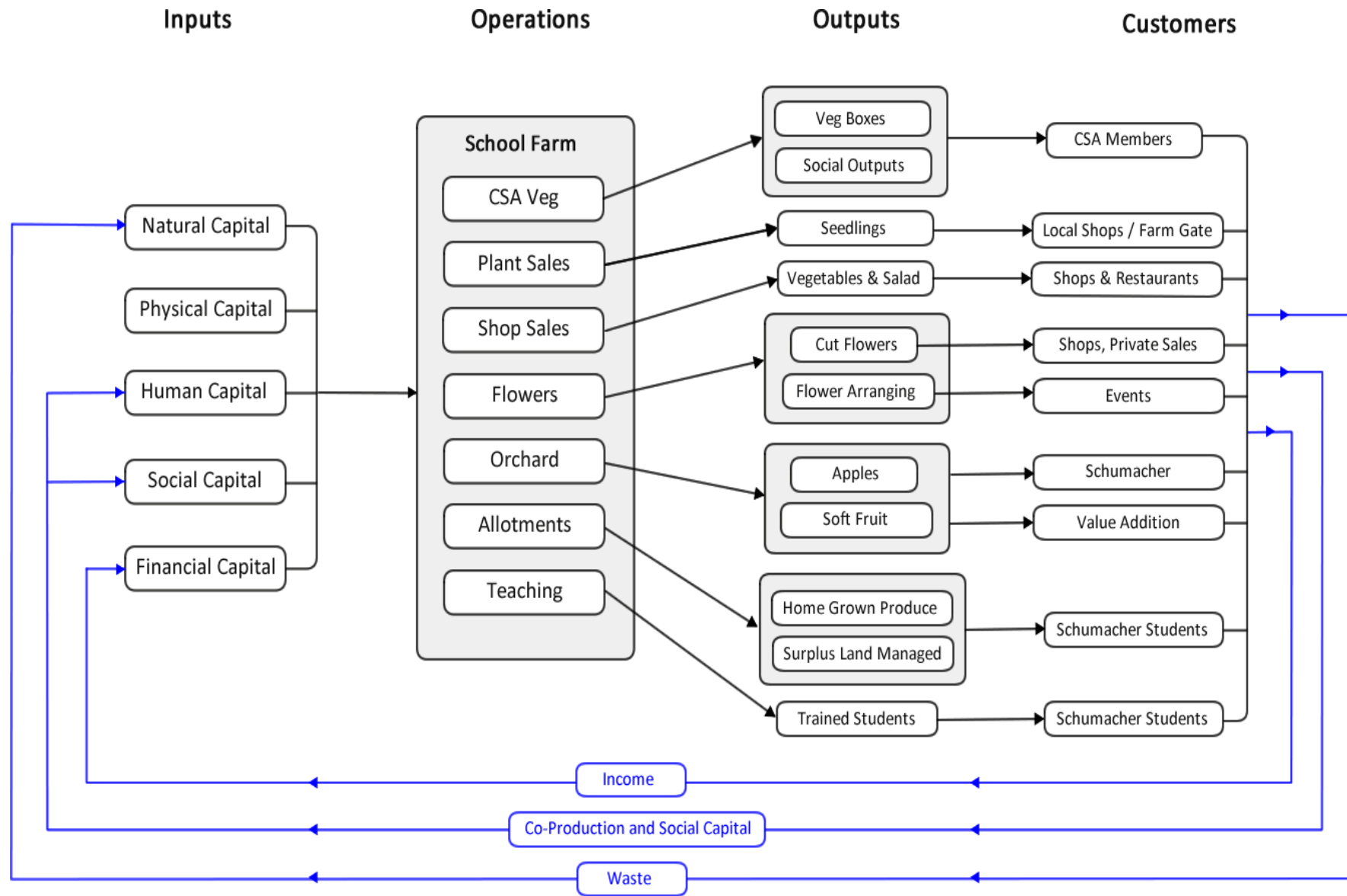
A simple systems model of a firm



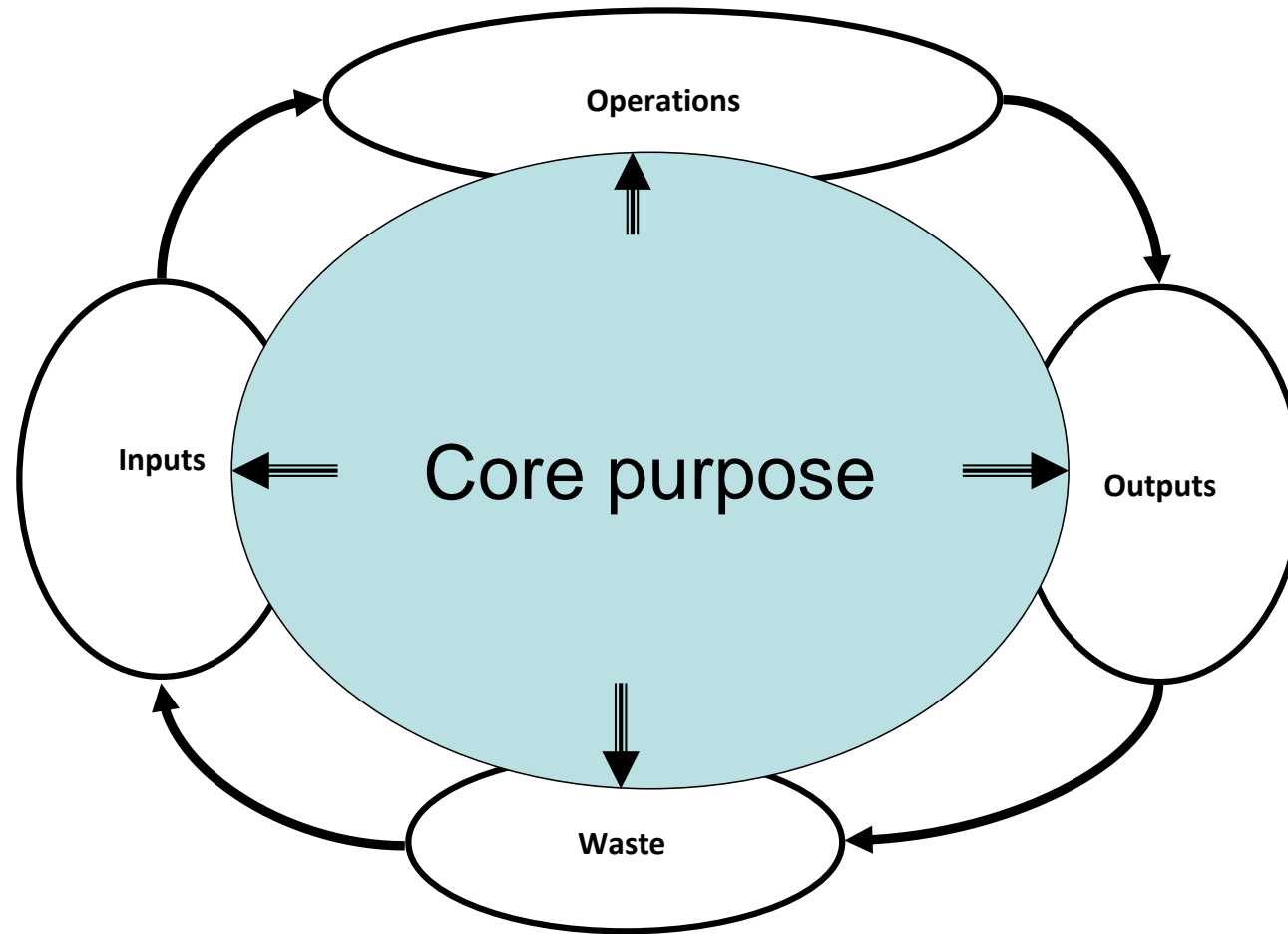
School Farm CSA

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

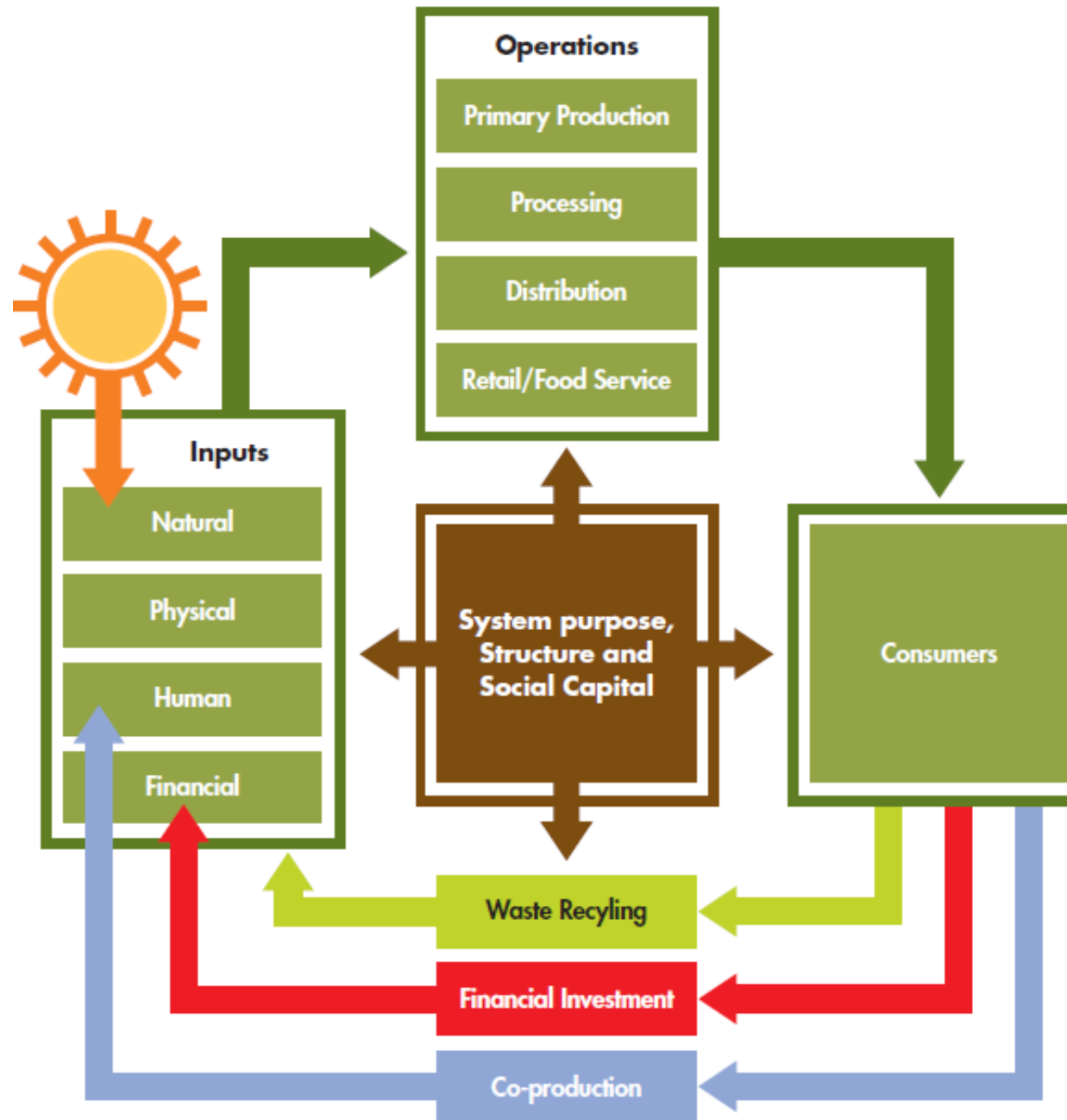




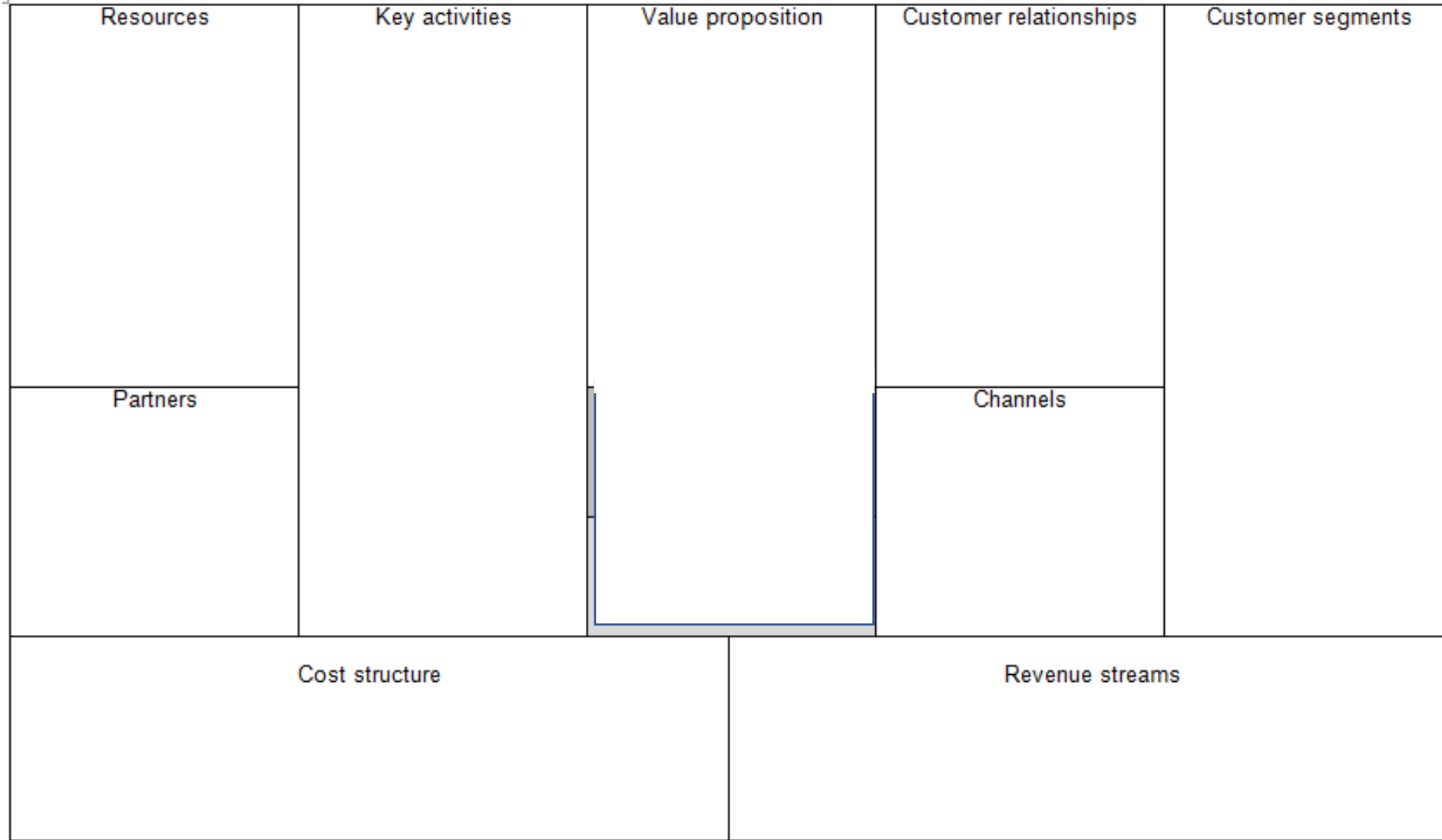
Source: Damon Steed



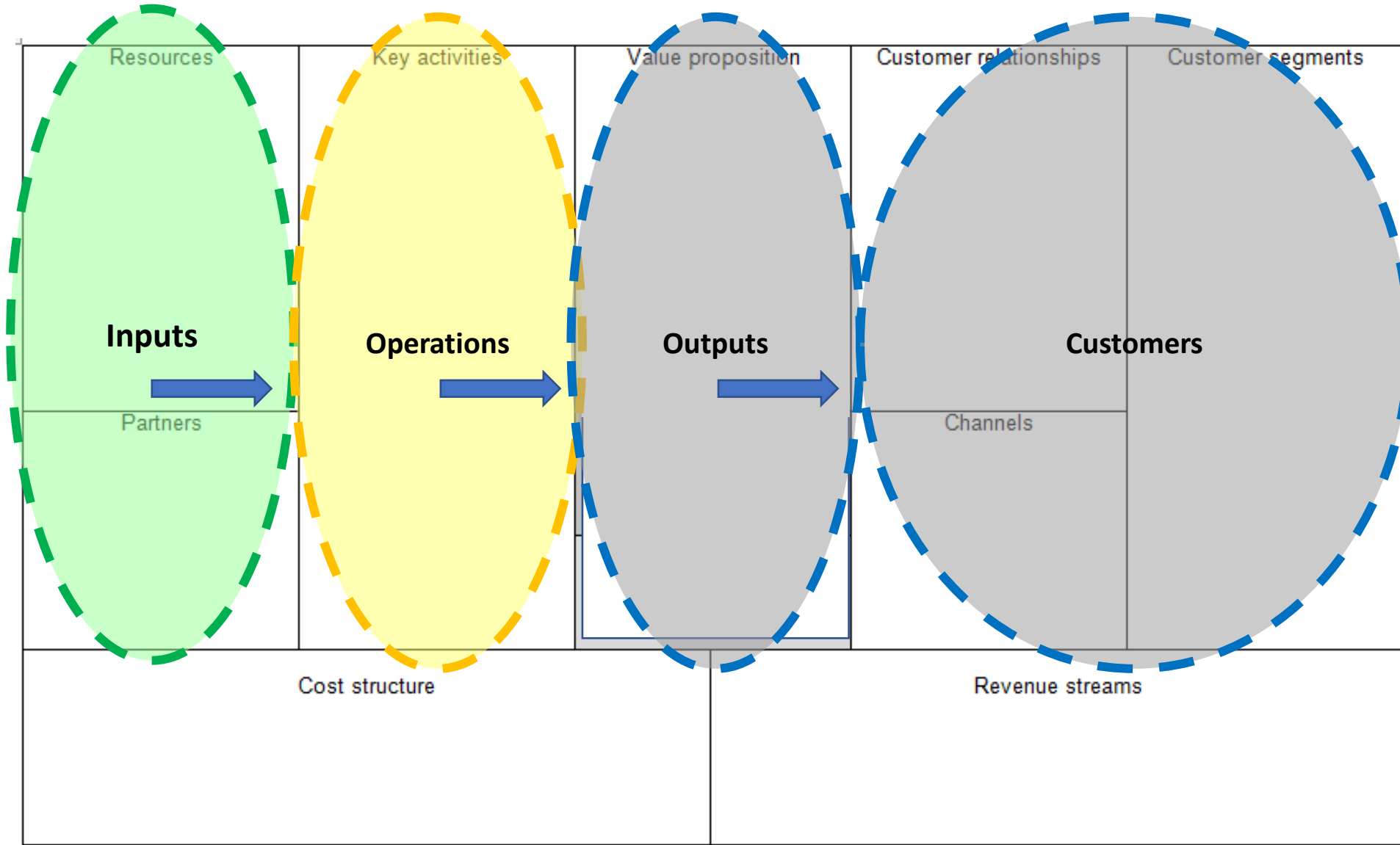
According to Meadows *“the least obvious part of the system, its function or purpose, is often the most crucial determinant of the system’s behaviour.”*

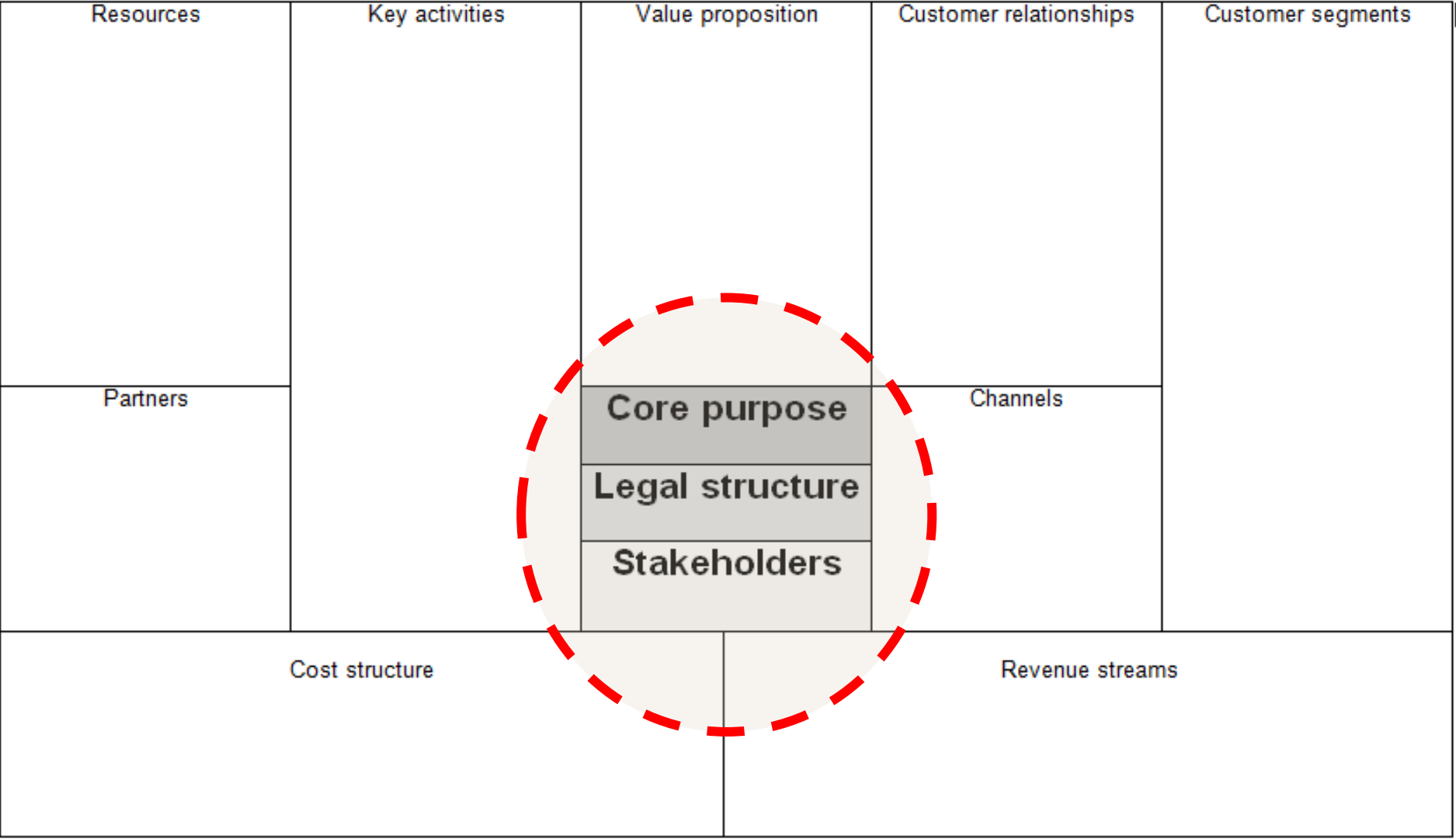


The Business Canvas



The Business Canvas



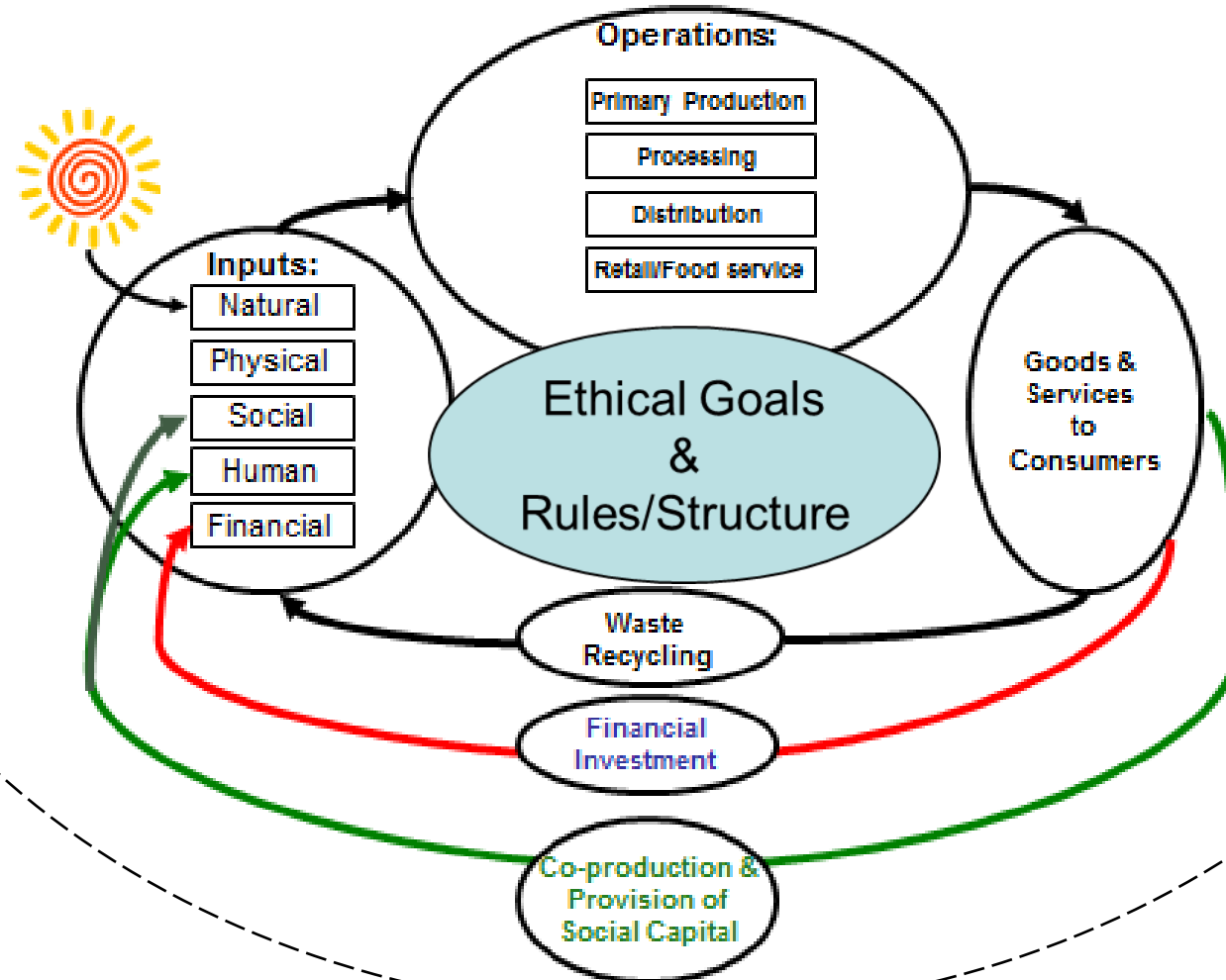


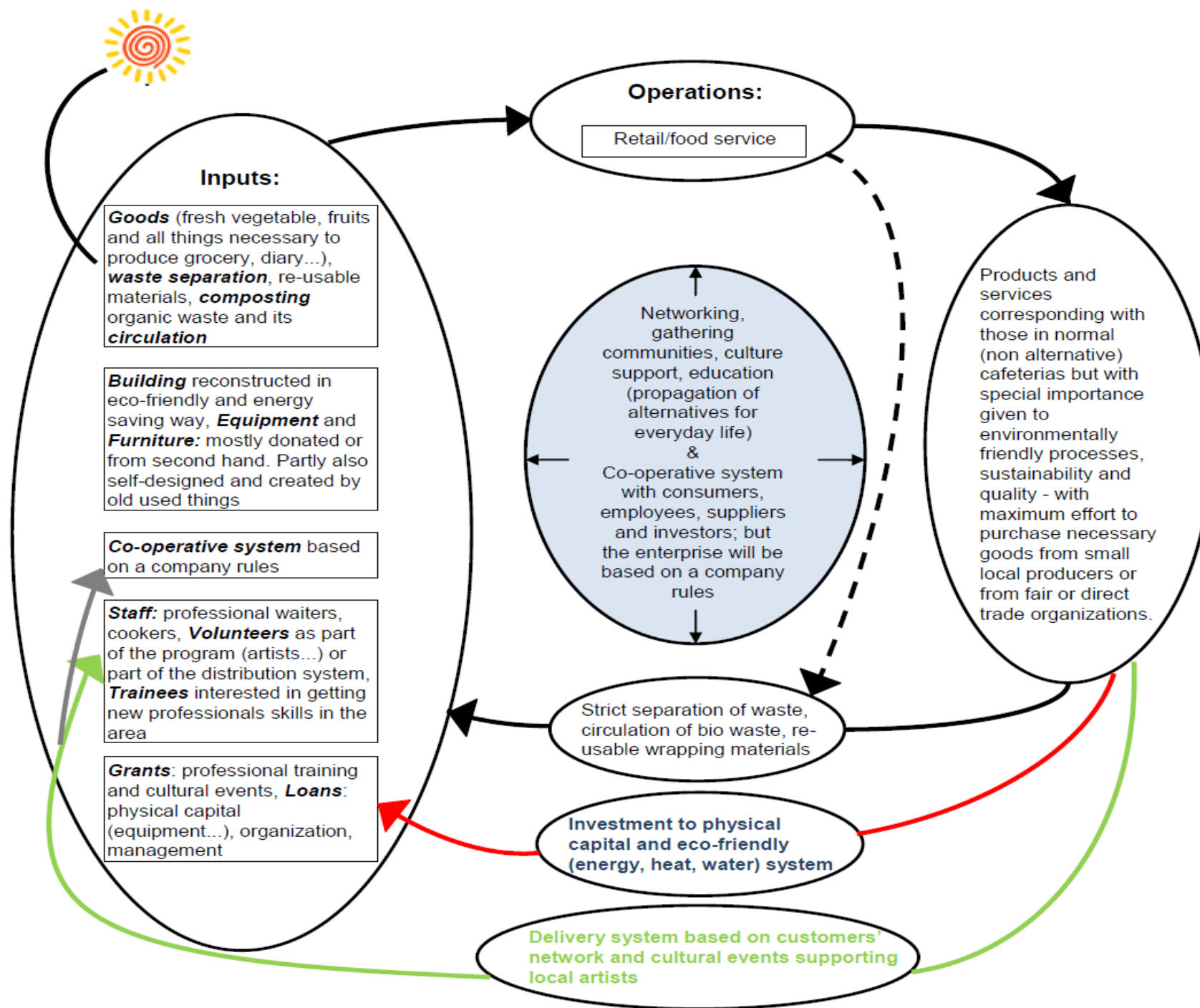
Marjorie Kelly

*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.*

Ethical Paradigm:

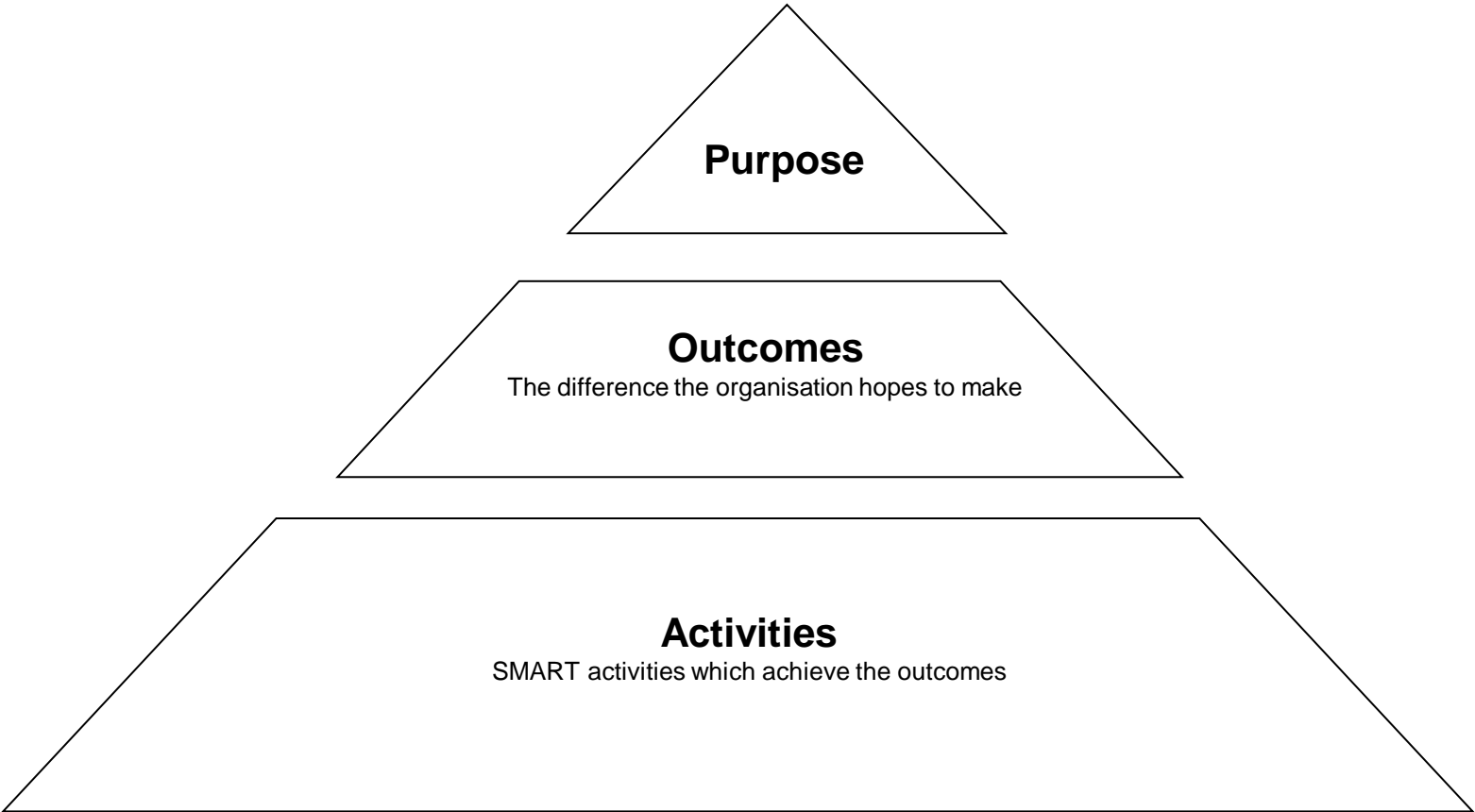
- Sustainable
- Ecological
- Connected to place
- Democratic
- Fair and just





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

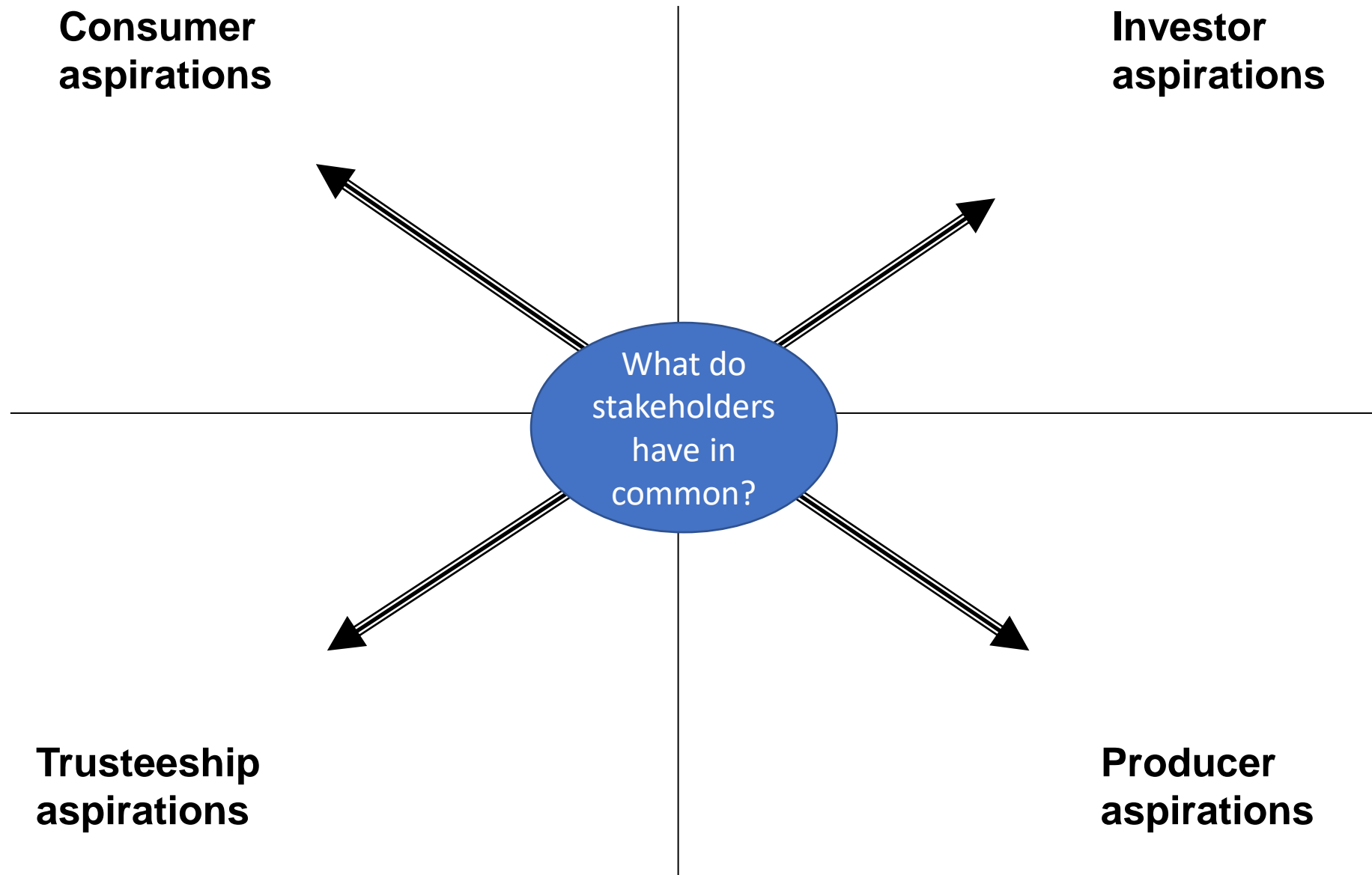
The form of the organisation

- 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**

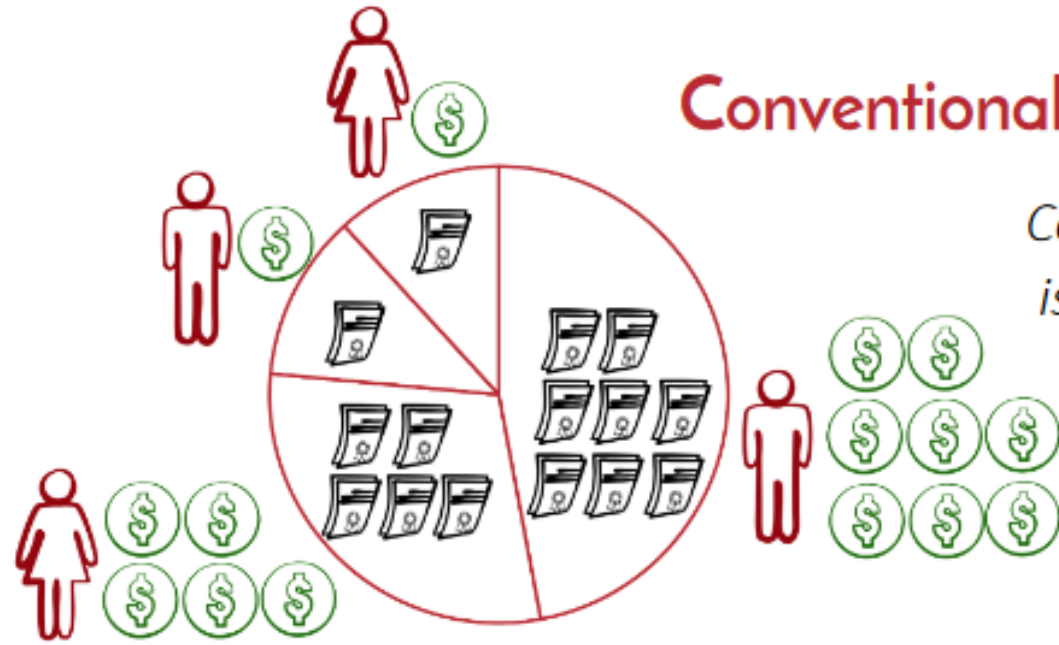
Finance
Industry
Retail
Knowledge



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**

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

THE OPEN BOOK OF SOCIAL INNOVATION

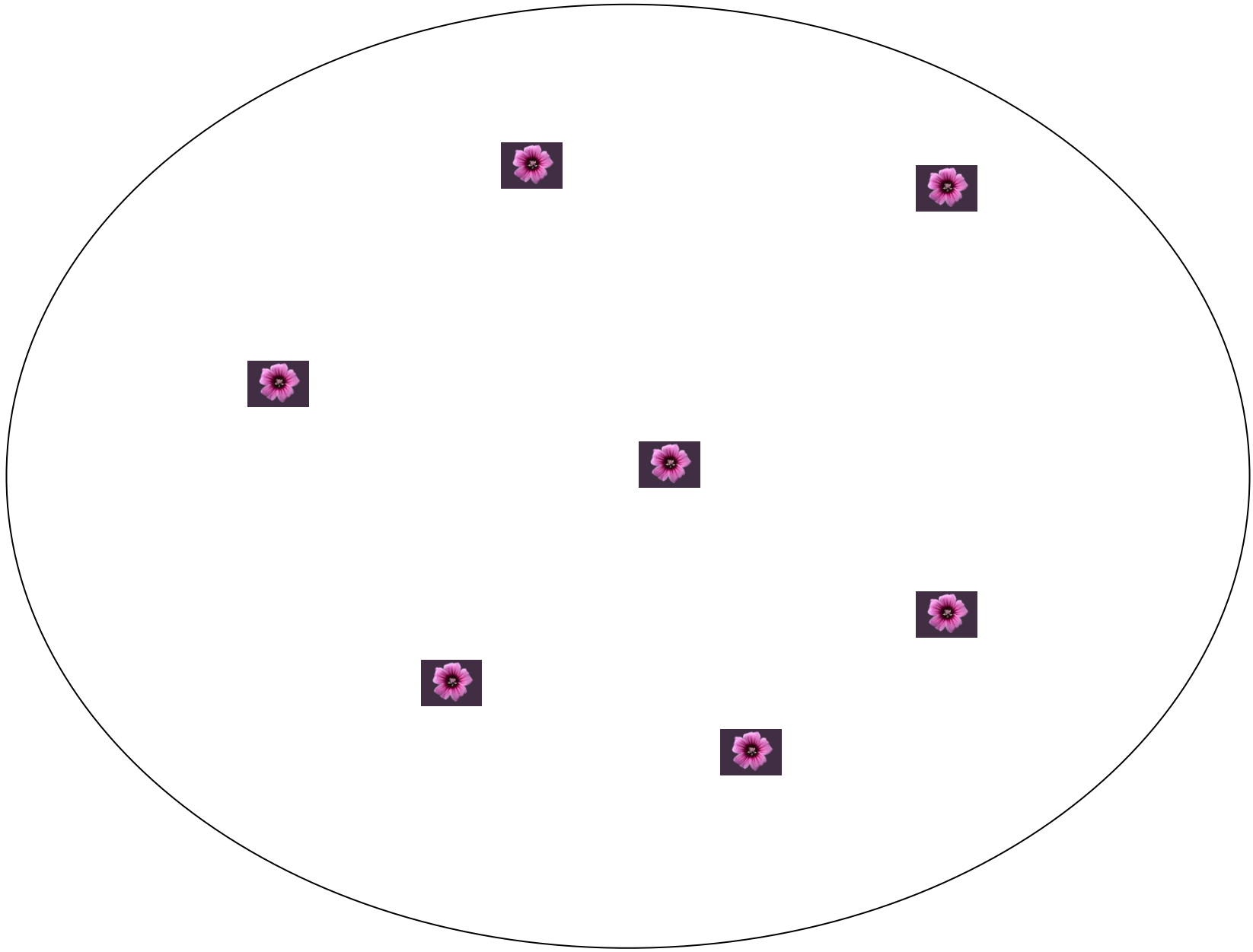
Robin Murray
Julie Caulier-Grice
Geoff Mulgan


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

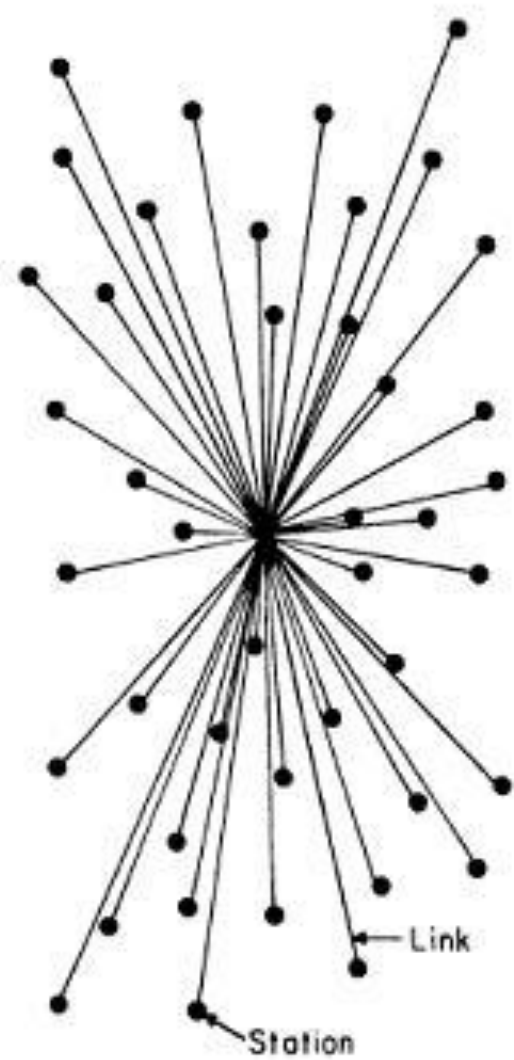




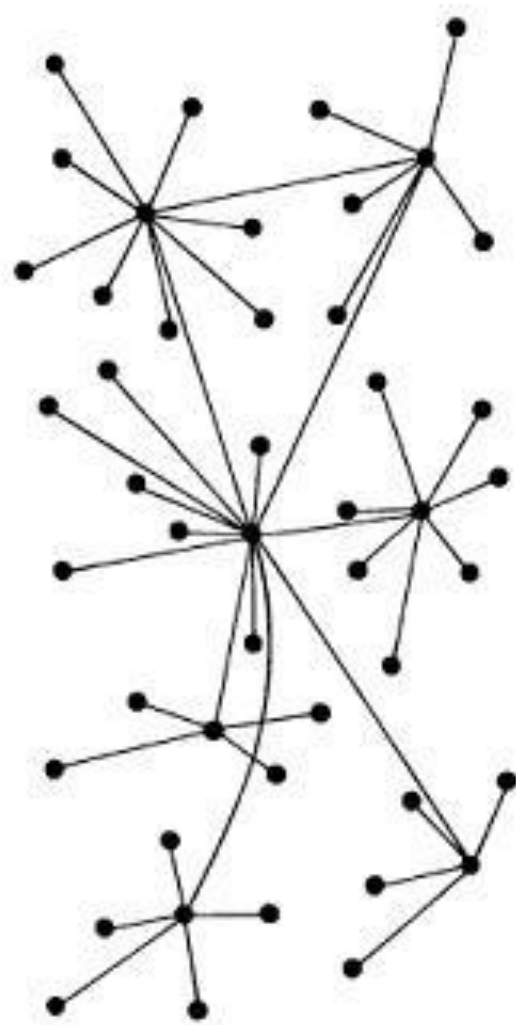


From scaling to complexity

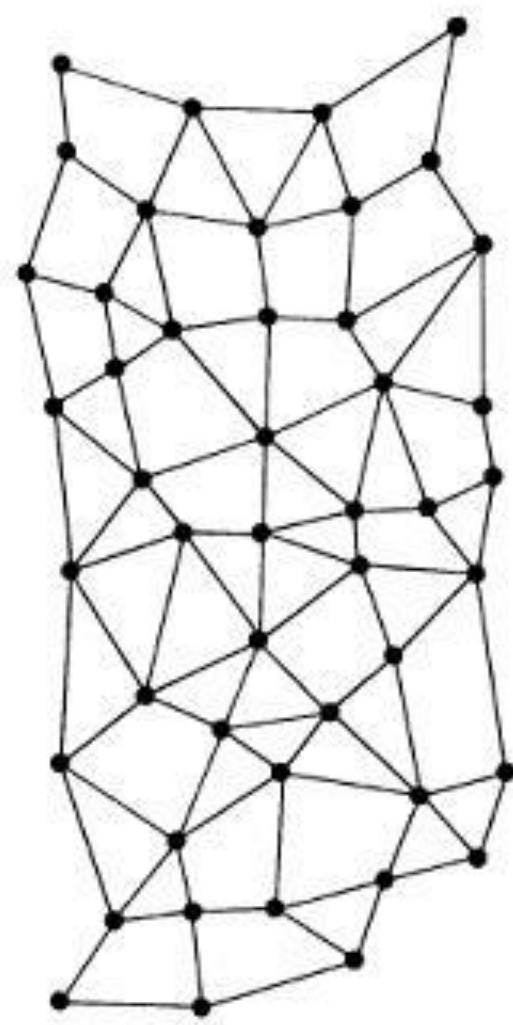
Starting point not a particular project or technology but emerging ecology of projects each of which has its own generative capacity, and constantly creating new networks with other projects



CENTRALIZED
(A)



DECENTRALIZED
(B)

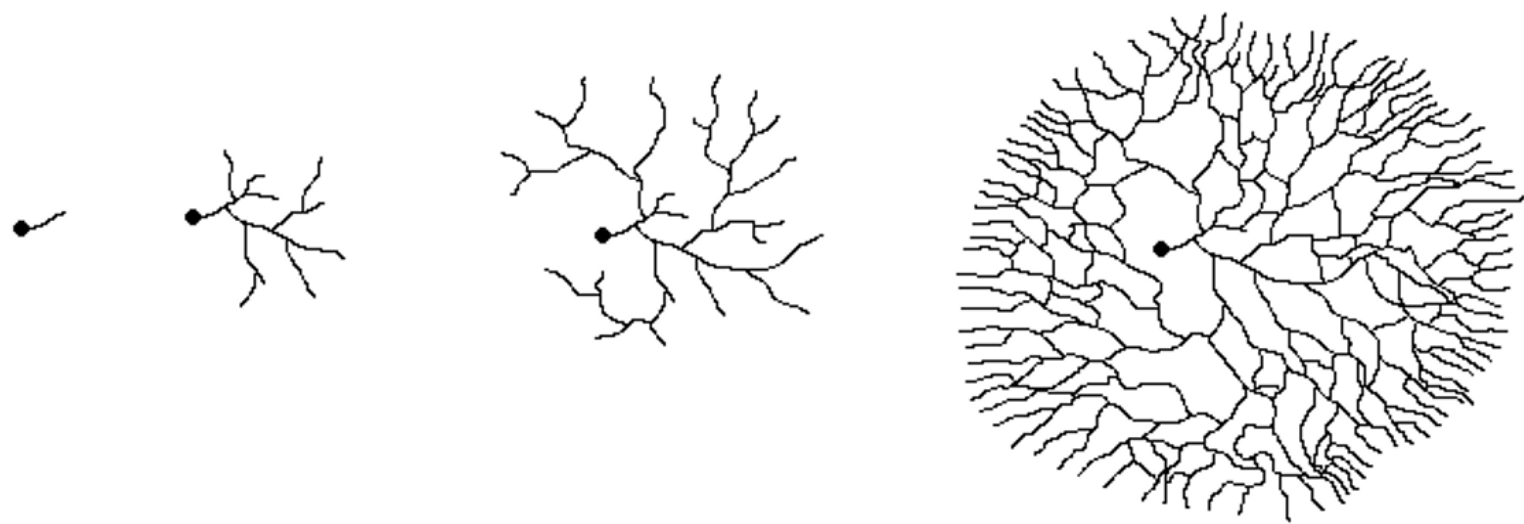


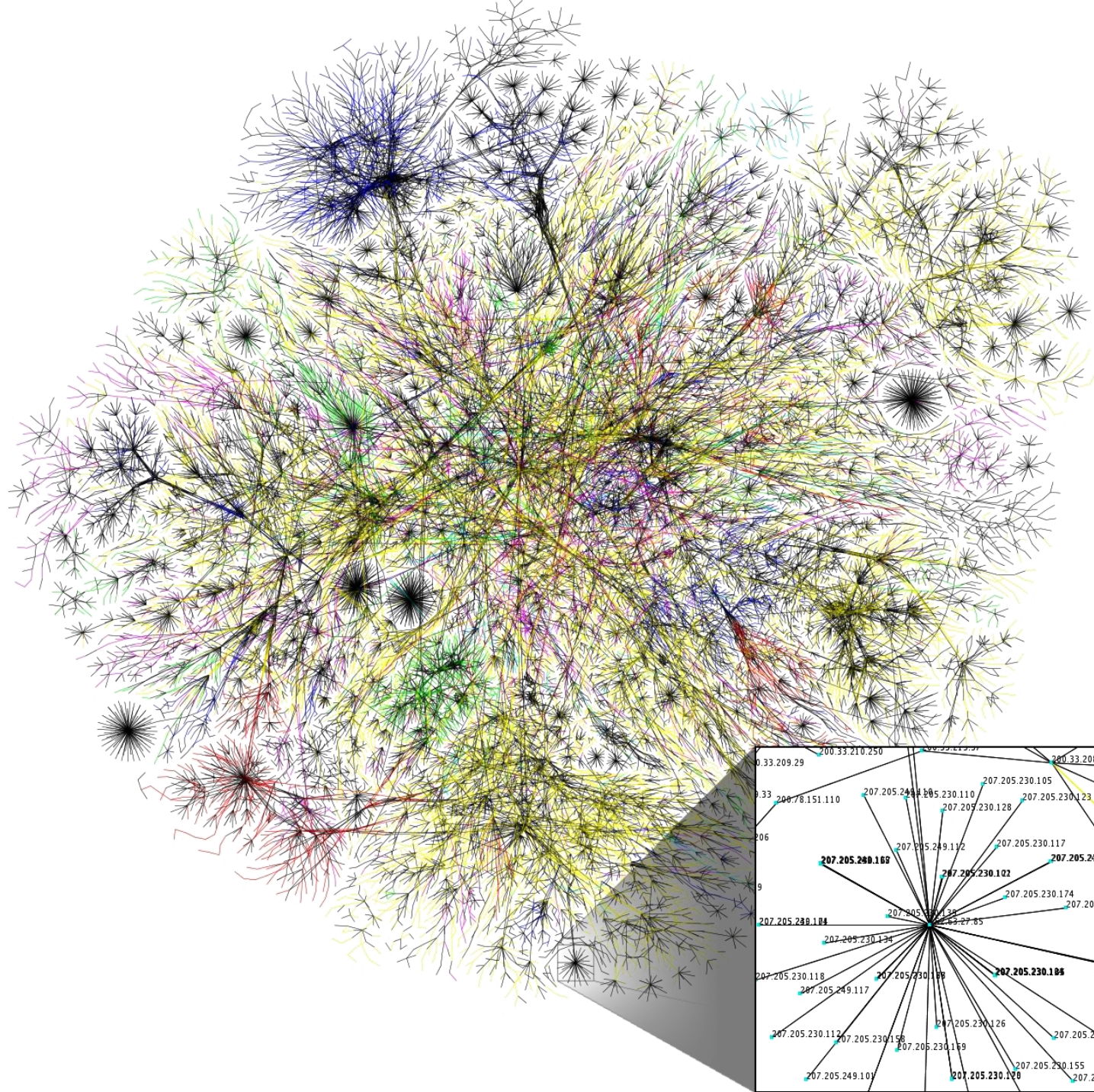
DISTRIBUTED
(C)

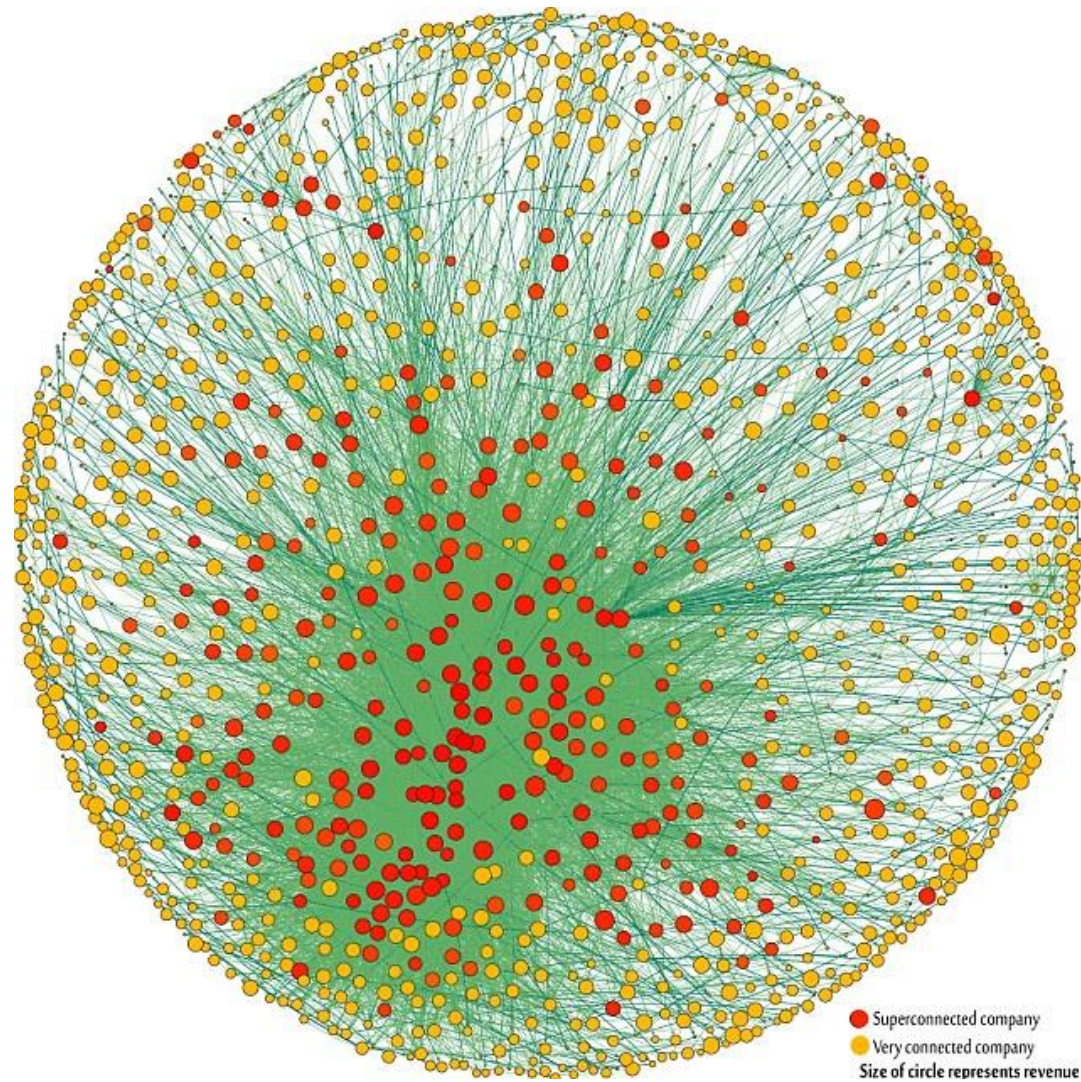












The 1,318 transnational corporations that form the core of the globalised economy - connections show partial ownership of one another, and the size of the circles corresponds to revenue. The companies 'own' through shares the majority of the 'real' economy

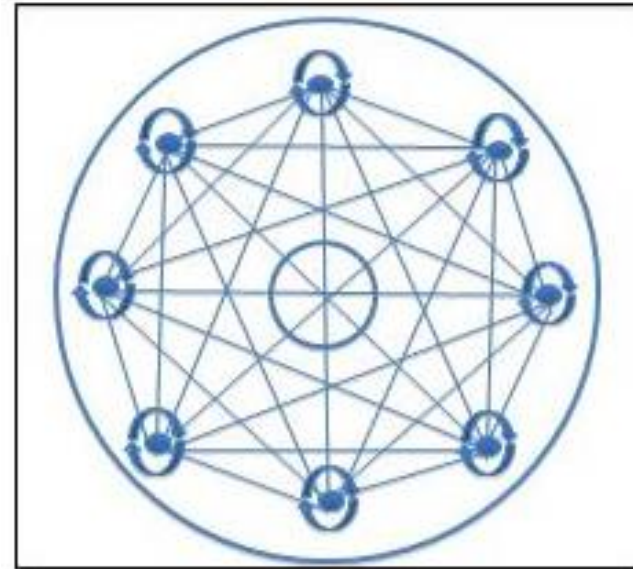
Mondragon, Spain

84,000 employed in
256 co-operatives

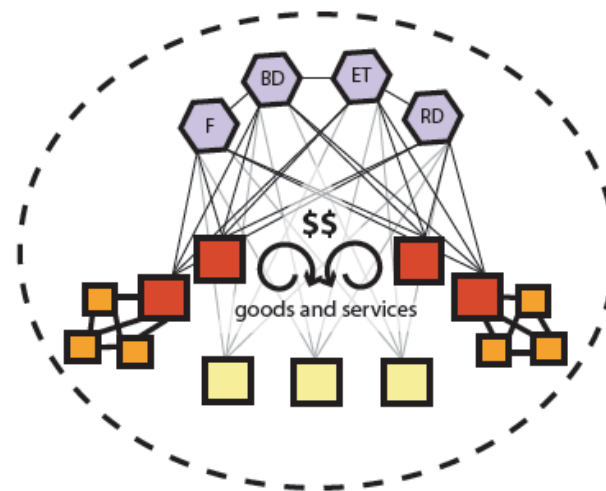
Supported by Mondragon Co-operative Corporation







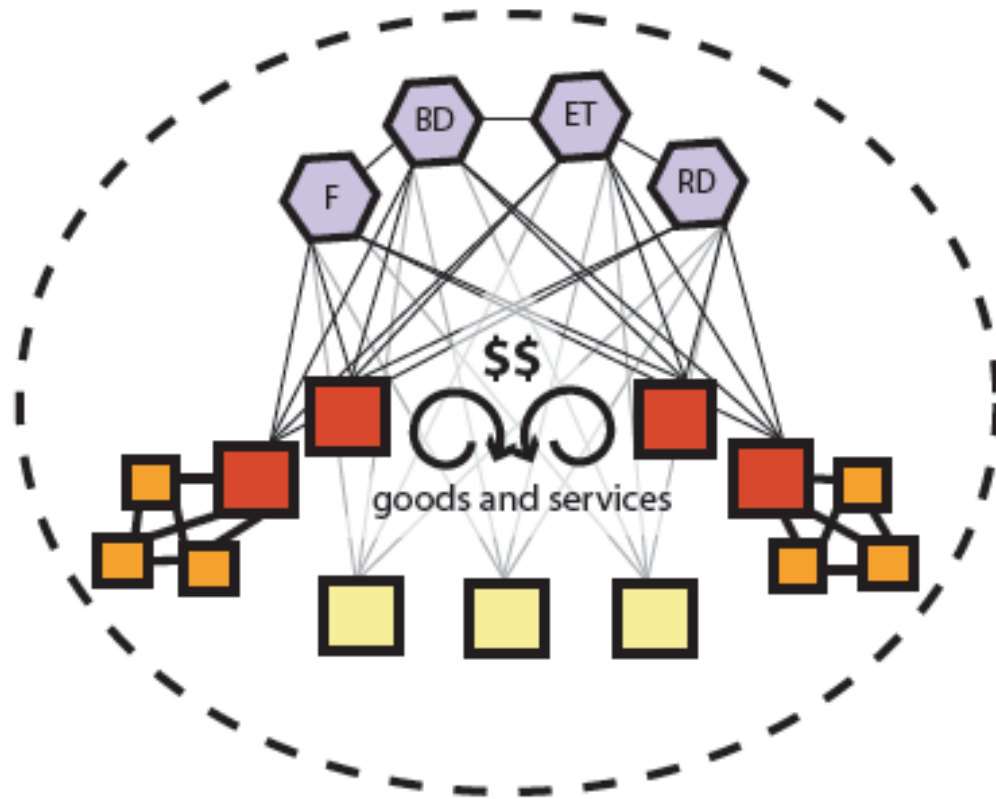
Cooperative Network Model of Endogenous Economic Development









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

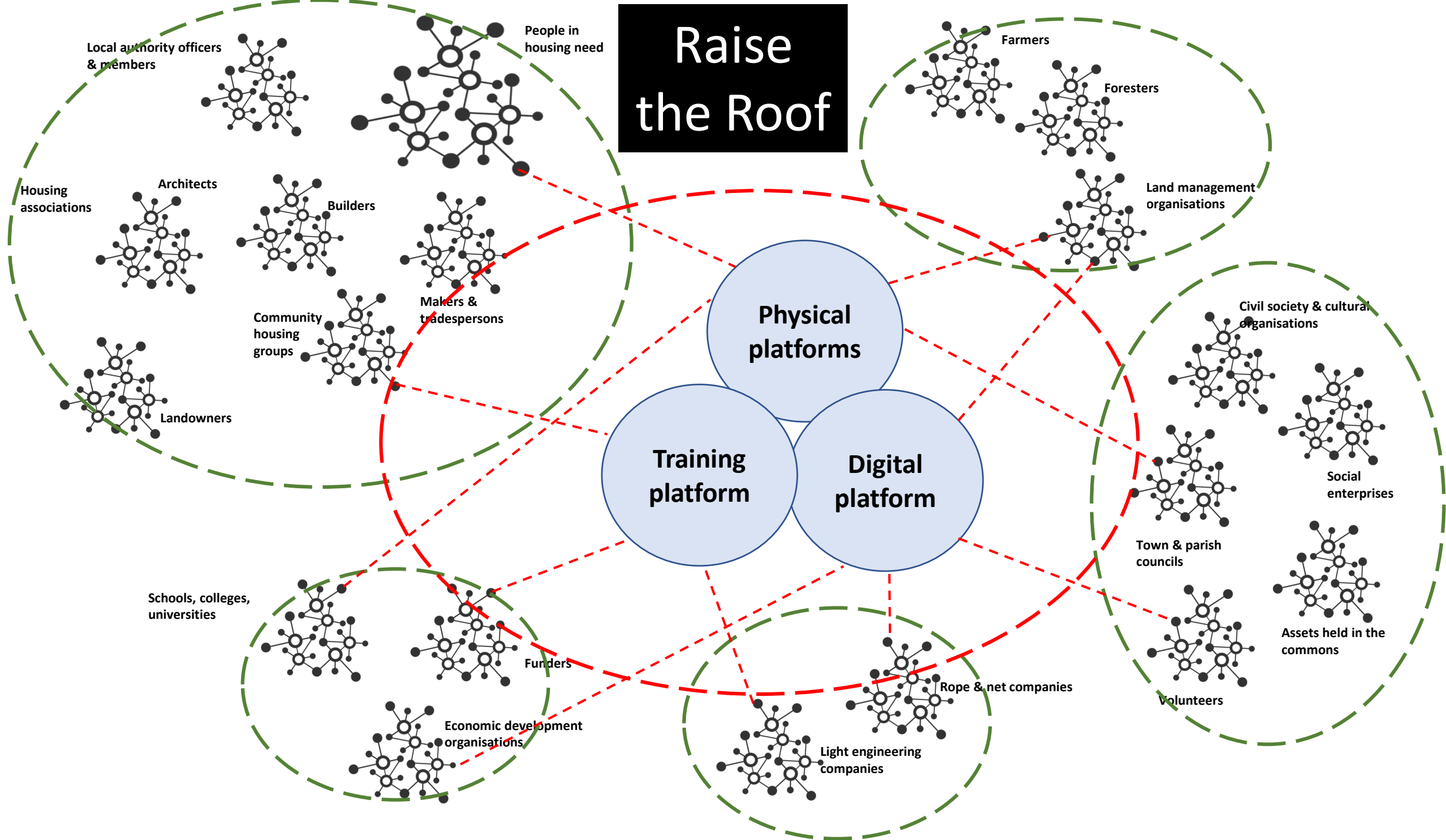
Cooperative Network Model of Endogenous Economic Development



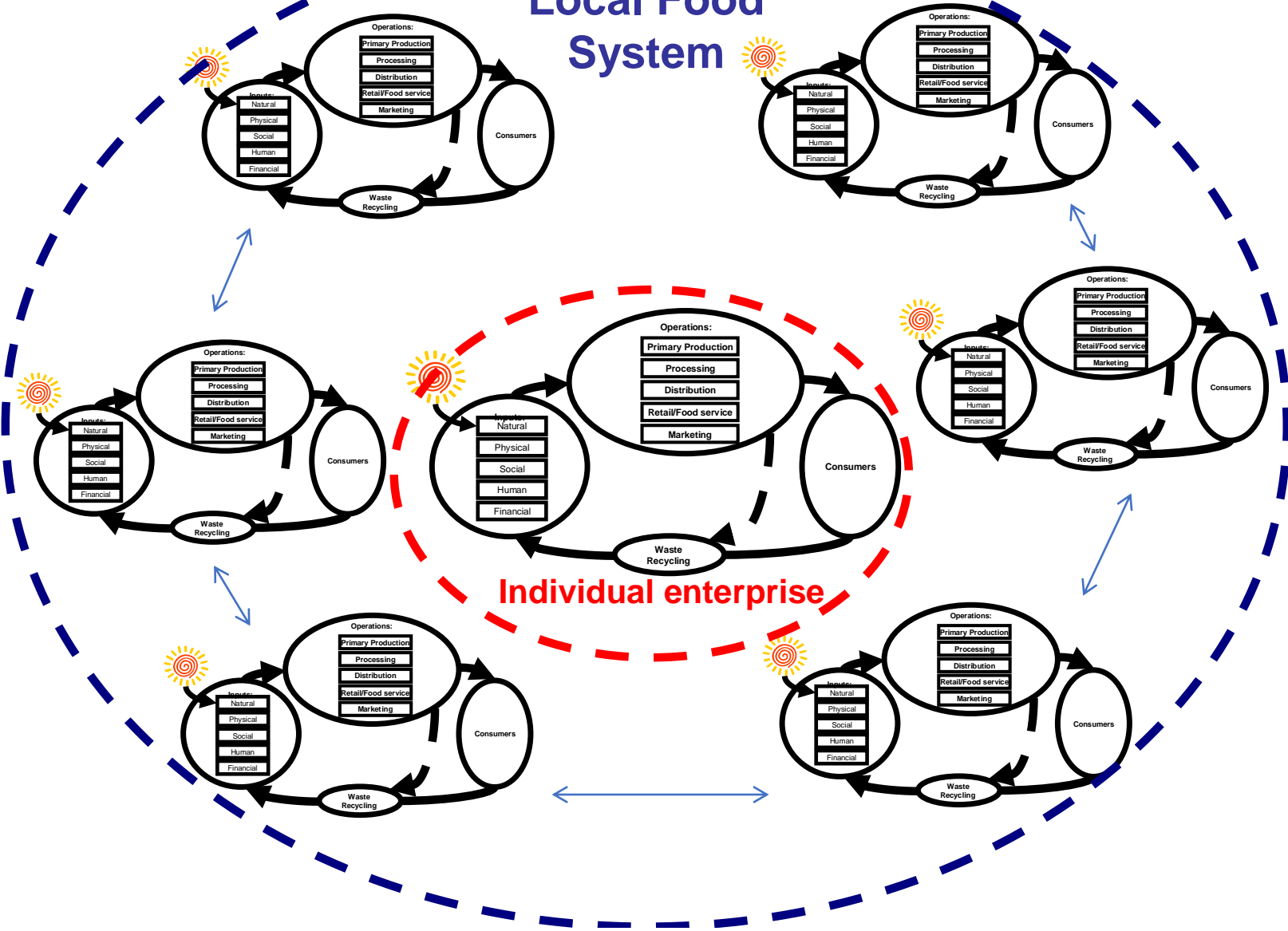
LEGEND

-  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

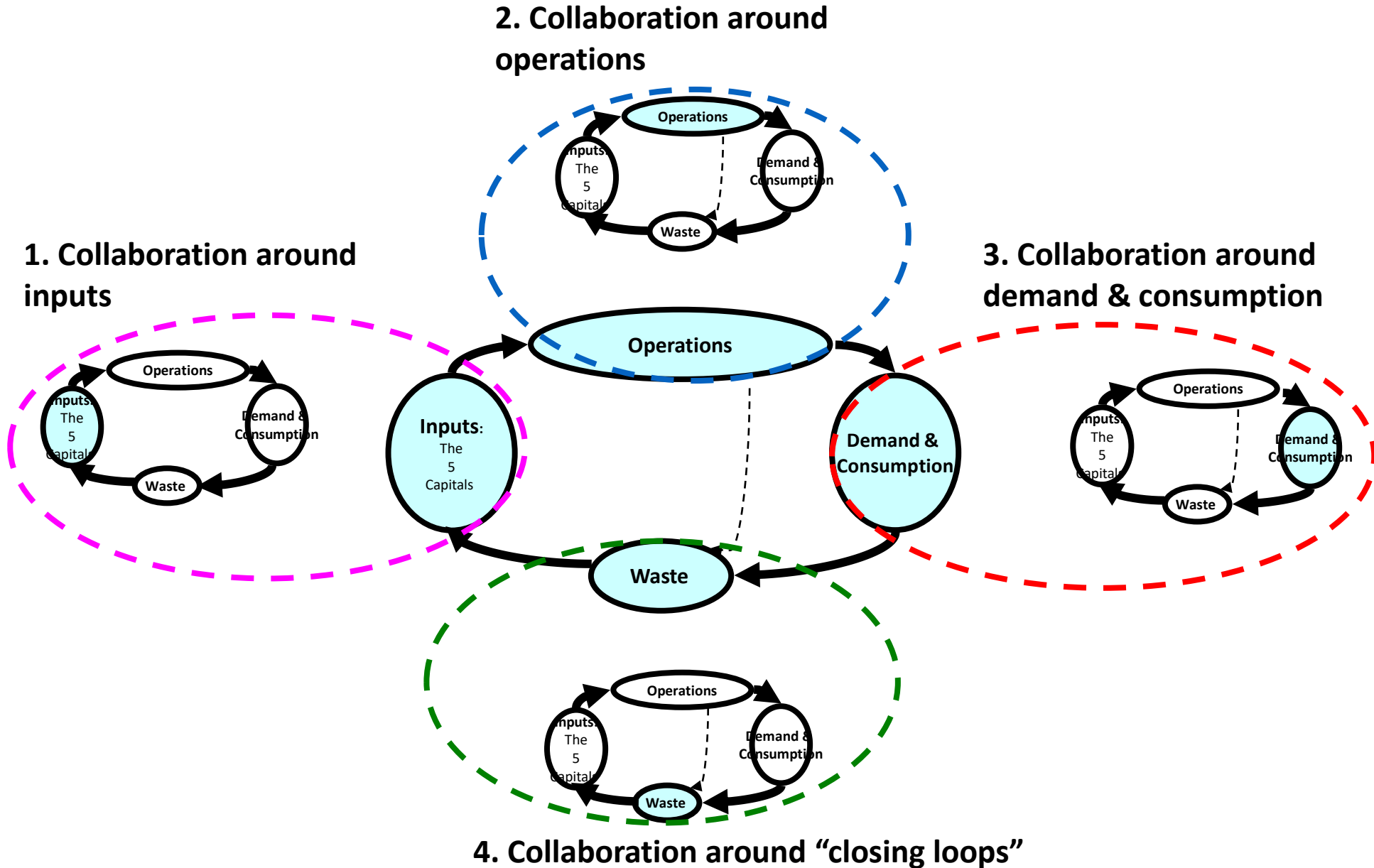
Raise the Roof



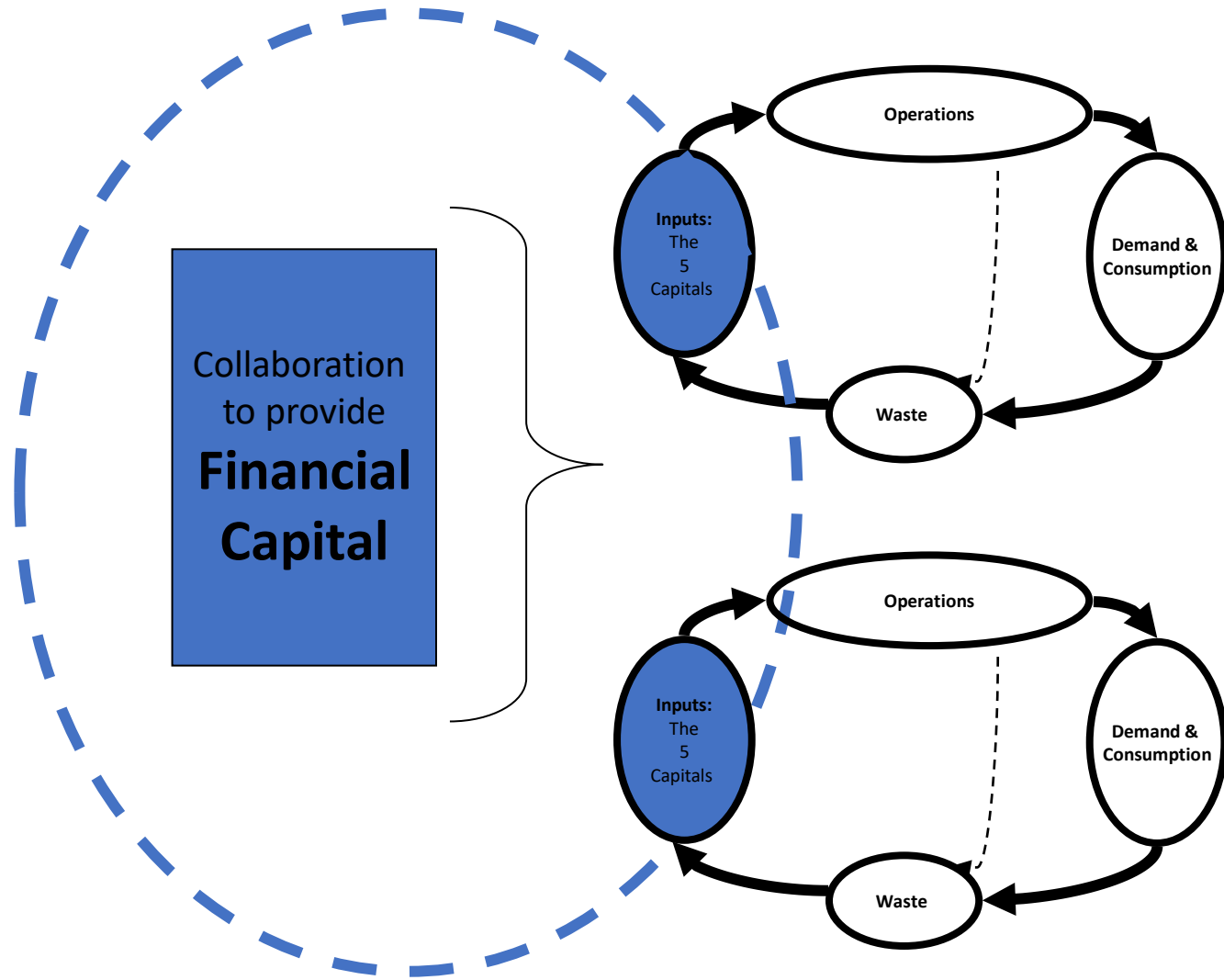
Local Food System



Linking with other enterprises in the local food system



1. Collaboration around inputs



Wessex Community Assets

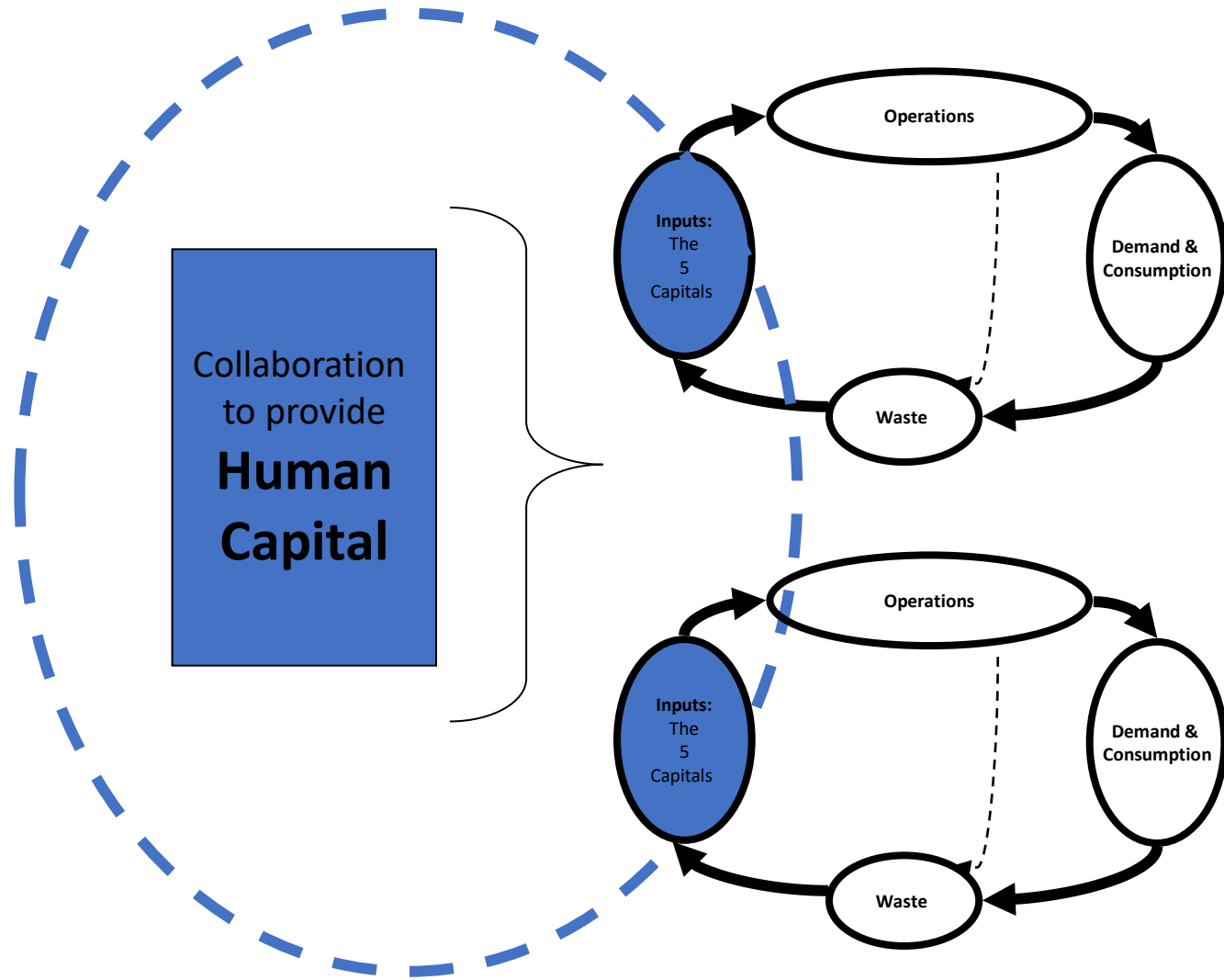
a secondary structure helping communities raise local finance through share issues and loans



£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

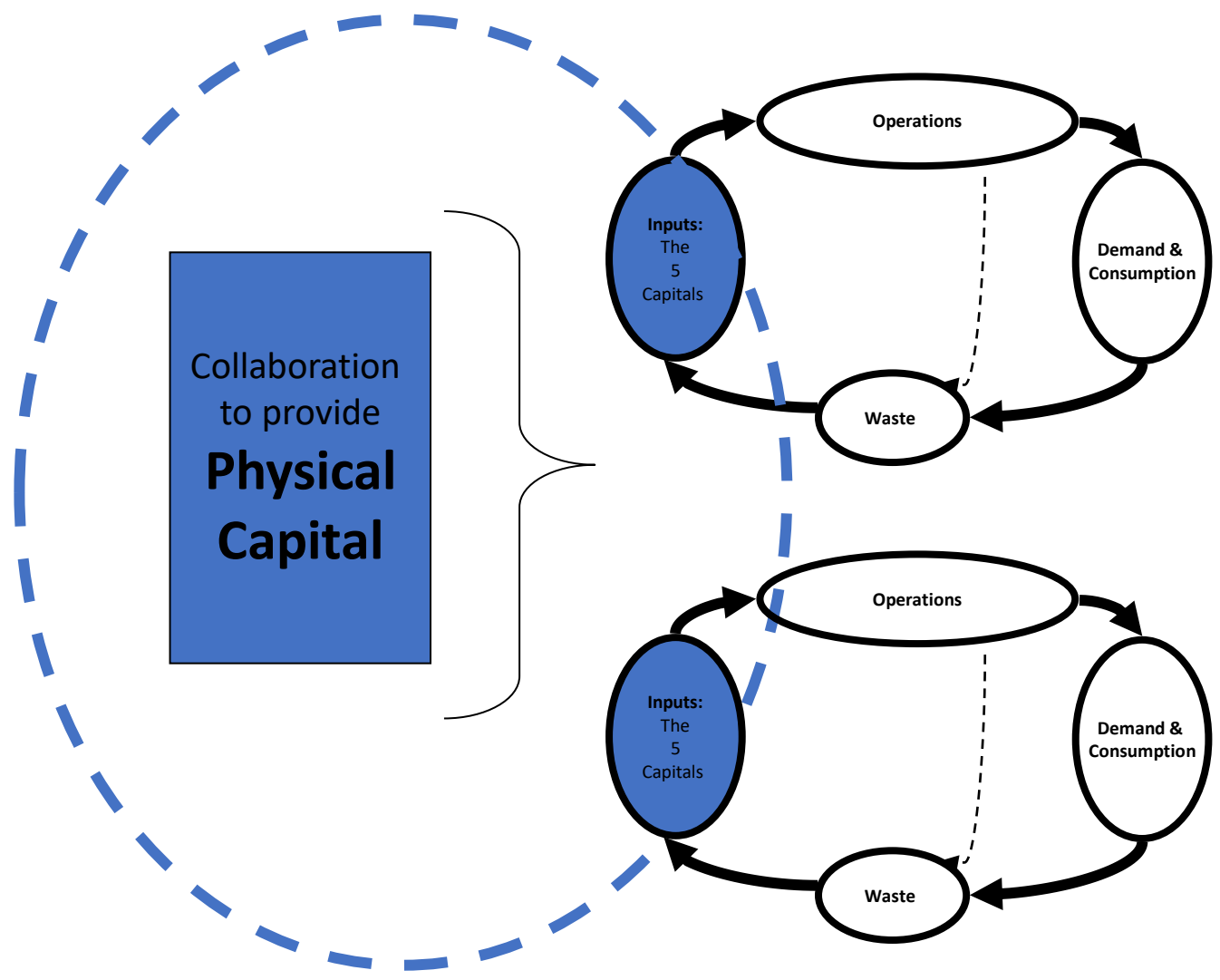
- Market gardens
- Volunteering
- Urban Apprentices**
- Patchwork Farm

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.

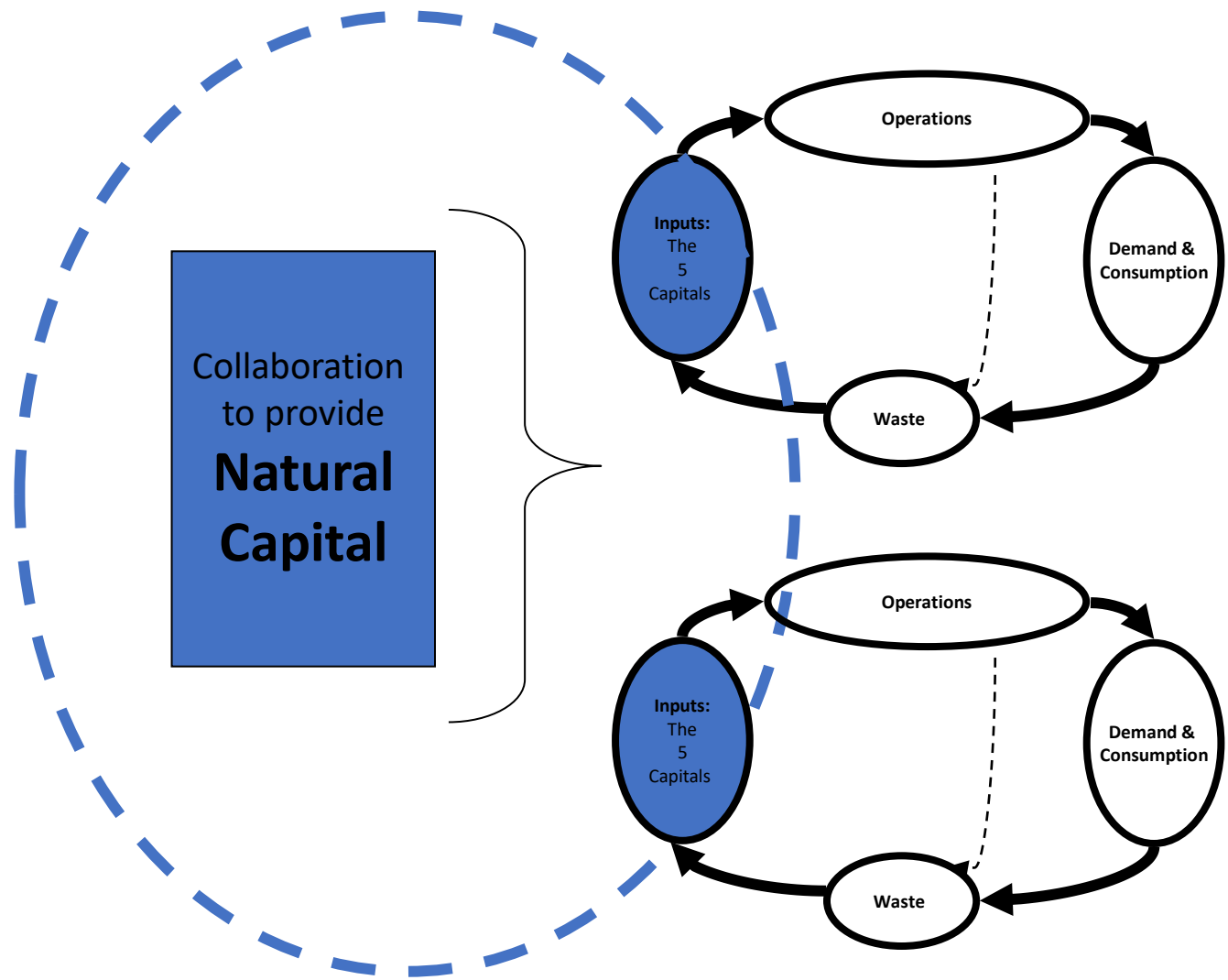
Growing Communities is helping to 'grow more growers' through our Urban Apprentice scheme. We take on four Urban Apprentices a year who spend a day a week working with Sara our grower receiving free training in organic growing. Since the scheme started in several ex-Apprentices have gone on to set up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

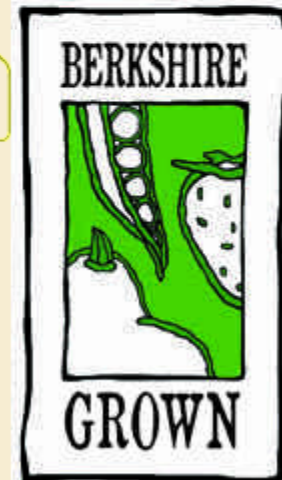
Saturday, April 12, 10:00 am to 2:00 pm

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

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

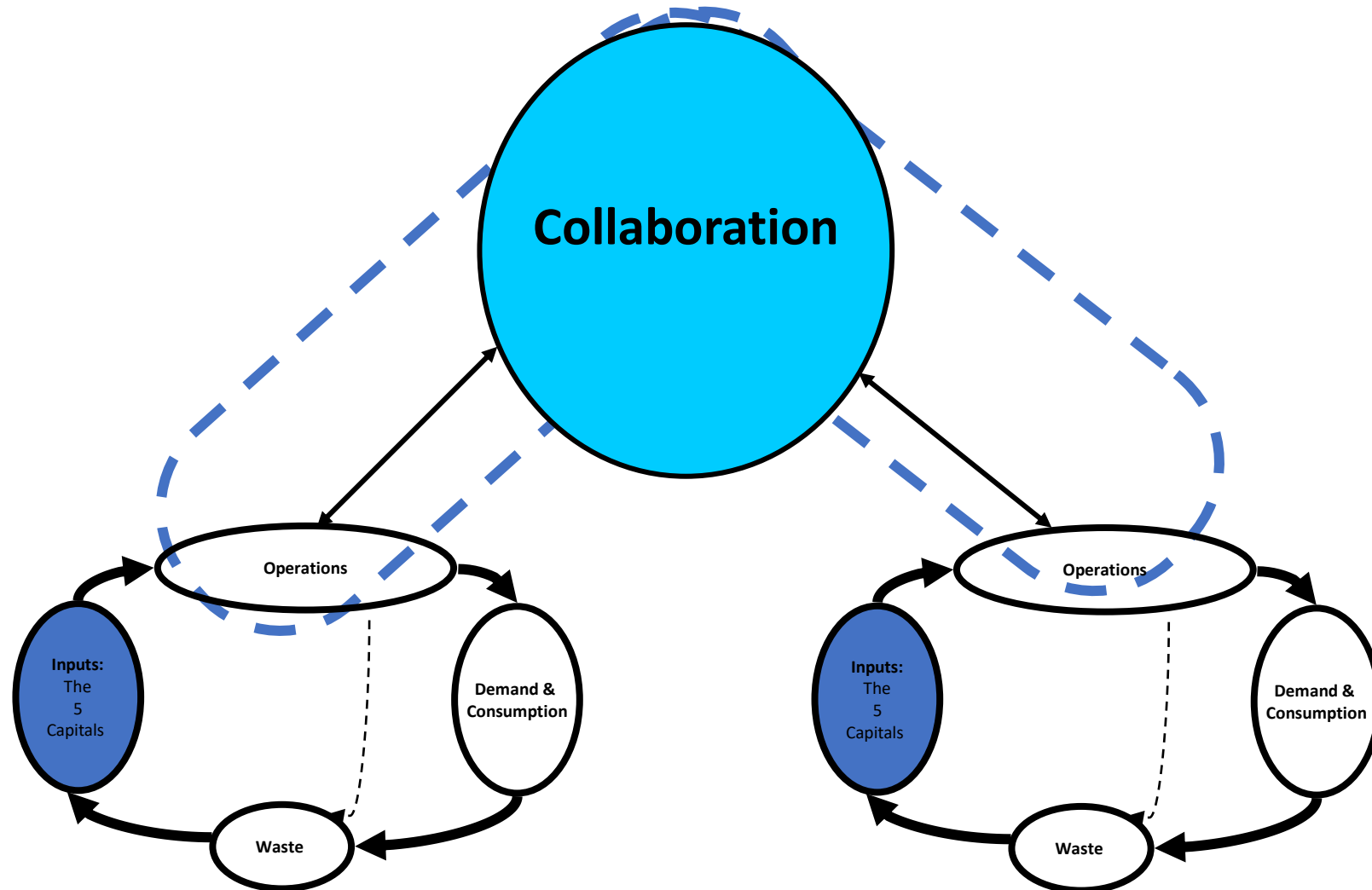
🍴 Better food

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



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



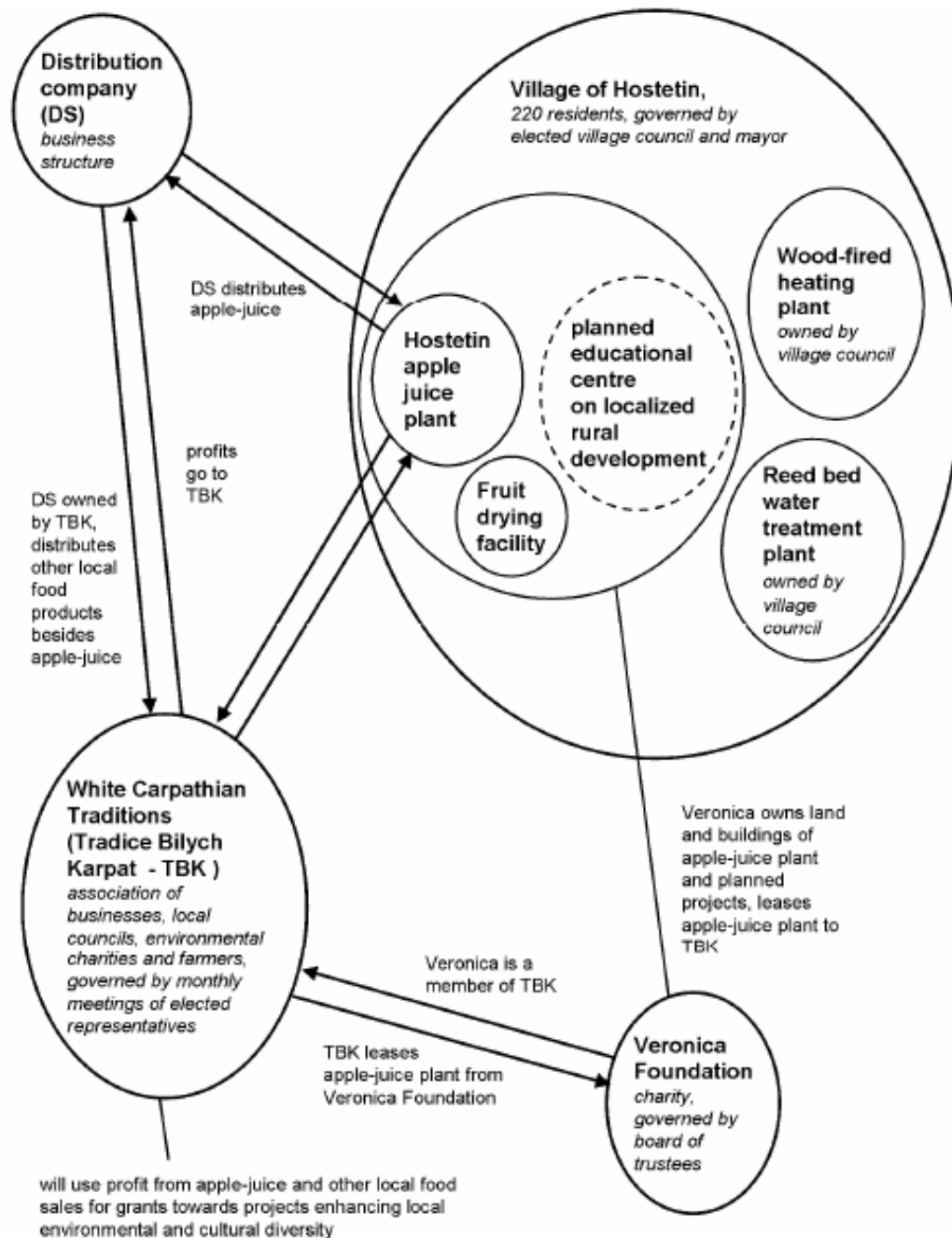
Eroski Supermarkets



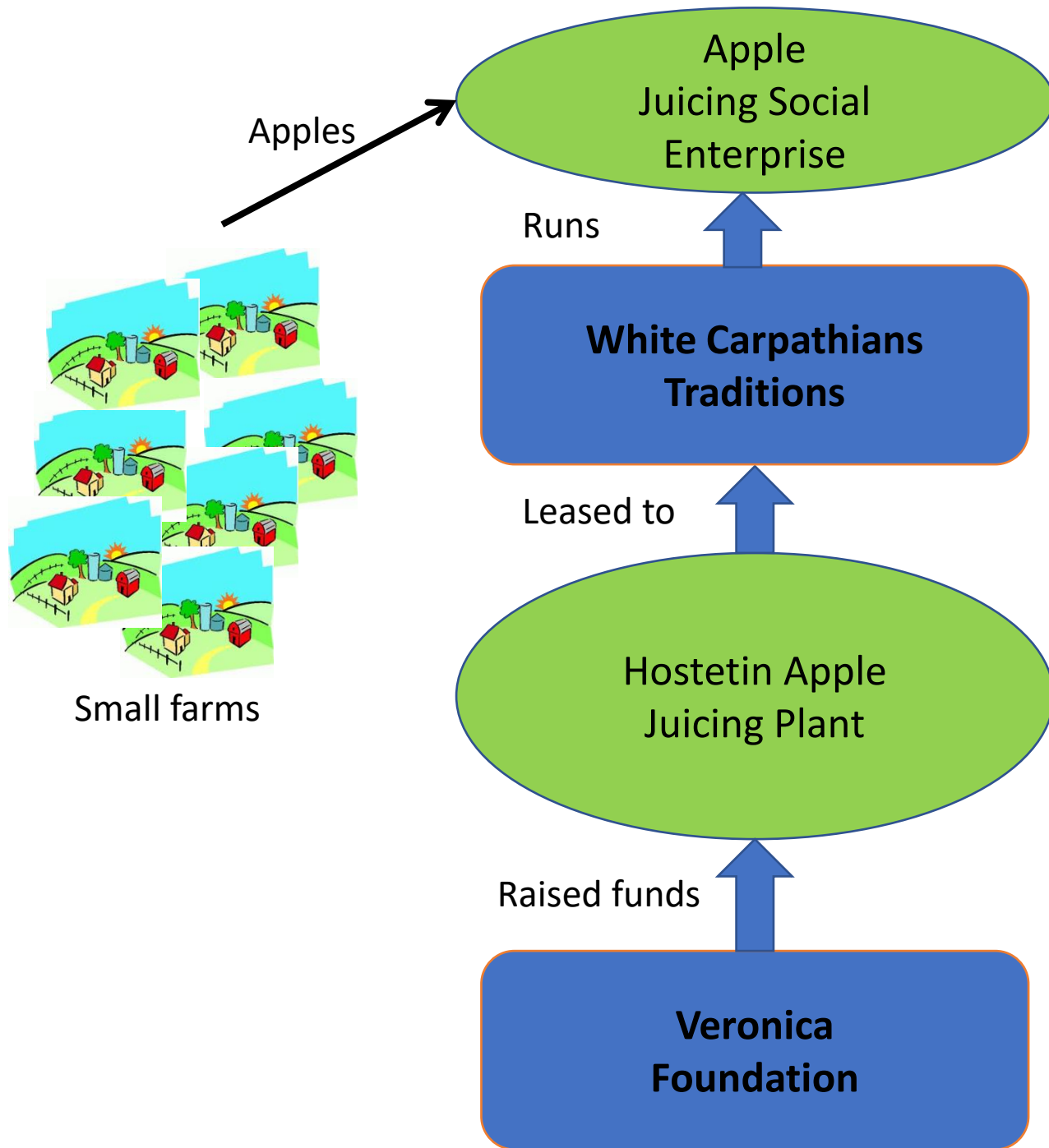
Secondary Structure:

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

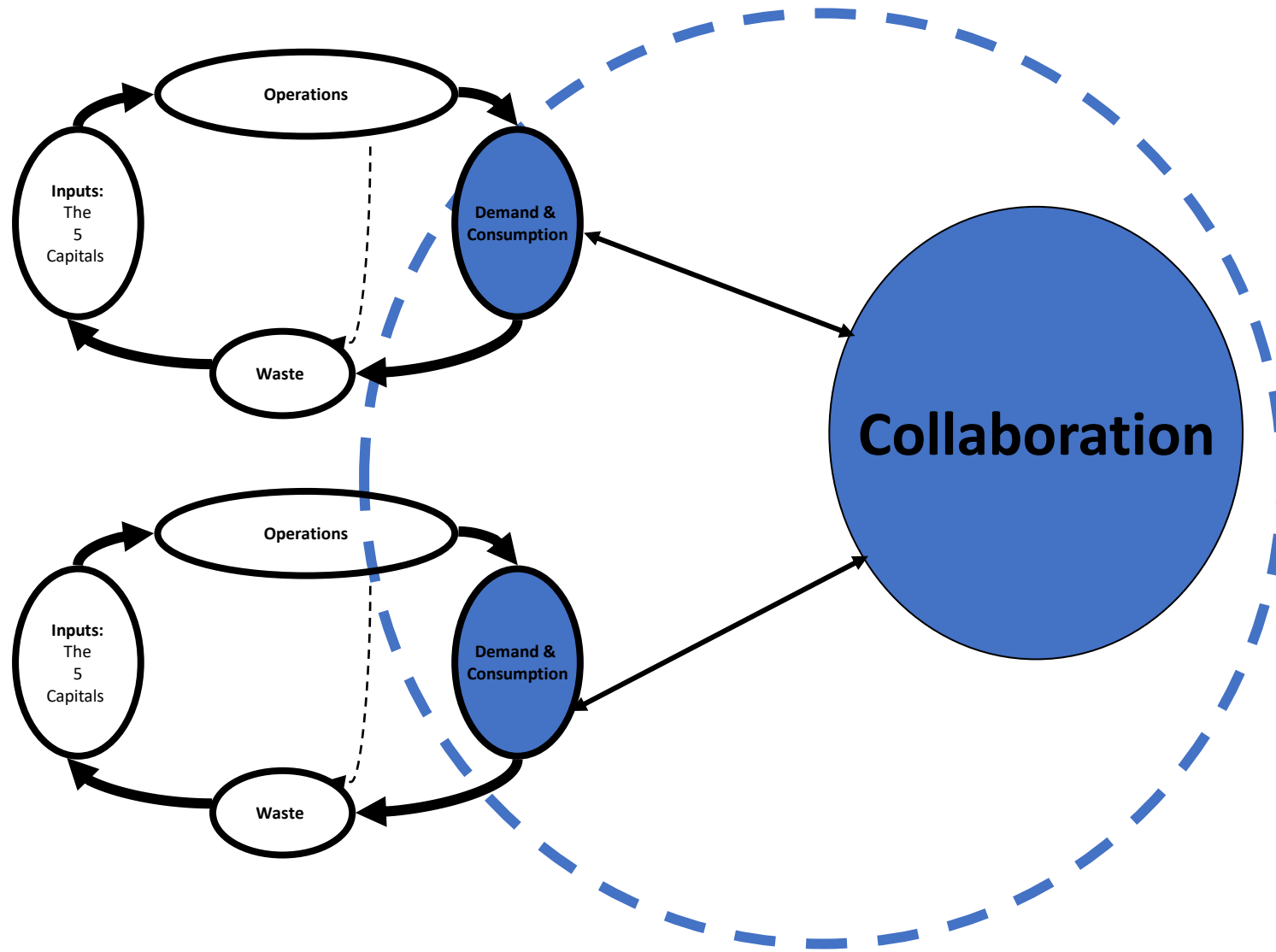


Joint Venture: Grameen – Danone Yogurt Business



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.



Twenty-four solar installations, one hundred and ninety-eight shareholders, and 1500kW of solar photovoltaic panels on schools, community buildings and hospitals in Dorset.

Energy Local Bridport

The first Energy Local Club in England has started in Dorset.

Energy Local Clubs are a pioneering initiative developed by the not-for-profit organisation [Energy Local CIC](#). Energy Local Clubs enable trading of renewable energy between generators and consumers at a local level.

The Bridport Club will initially allow householders in the Bridport area to purchase the electricity generated by the 50kW wind turbine at Salway Ash. If the Club is successful, we have plans to extend the Club by adding PV generation into the mix in [Phase 2](#).



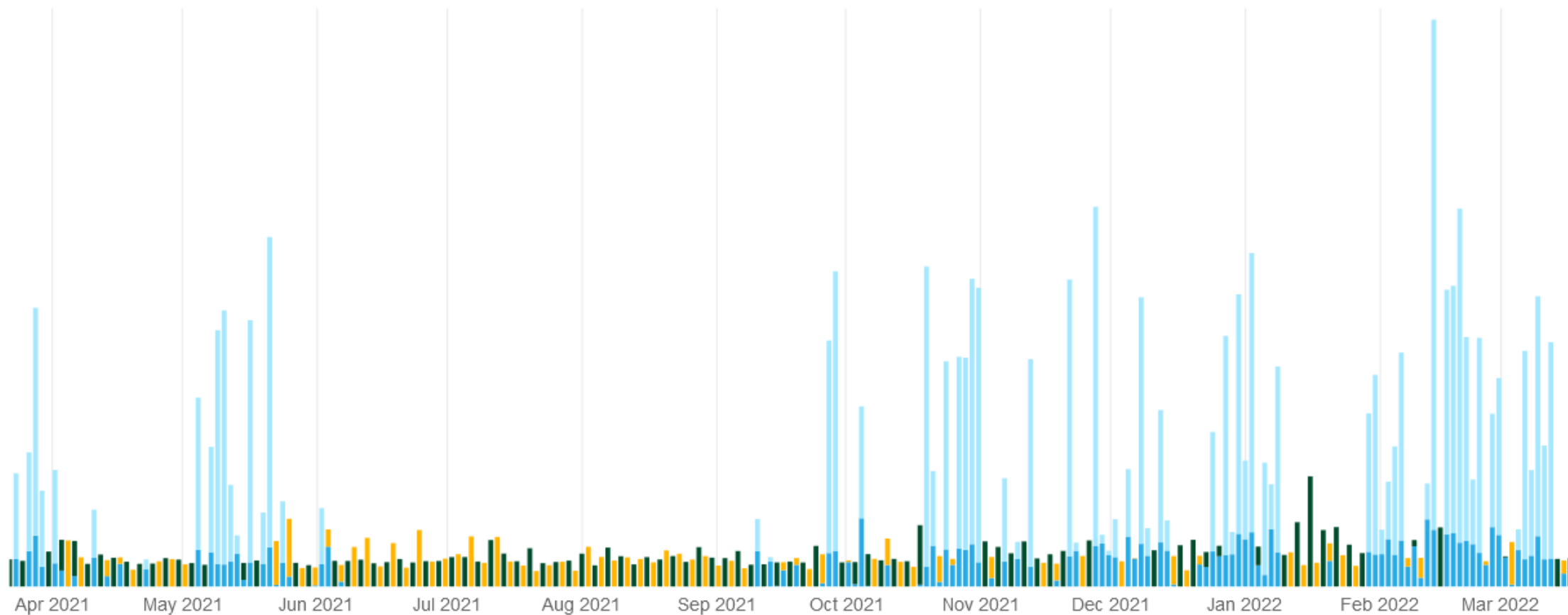
Energy Local
Bridport



MEDIUM

Generating 22 kW now

Overnight Daytime Evening Wind



Wind output is currently exceeding club consumption



Bridport
Overview



Your
Household



Your
Club



Tips

Club score and savings

Year



In the last year, we scored:

68/100



We could do more to make the most of the wind power and power at cheaper times of day. Can we move more electricity use away from peak times?

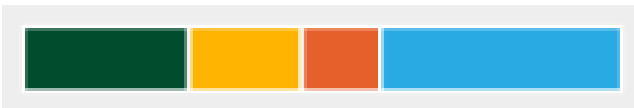
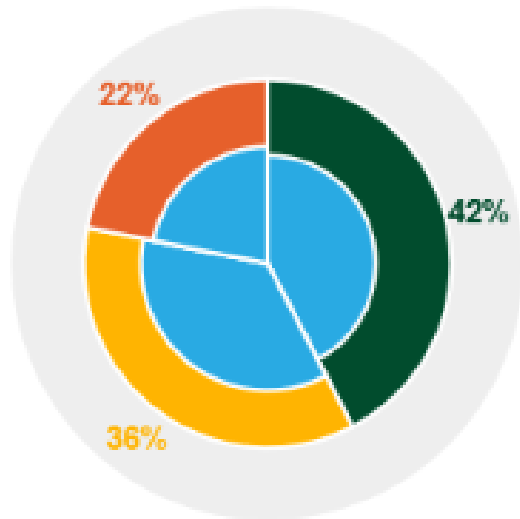
Together we've kept

£2282

in the local area by using your local resource wind power!

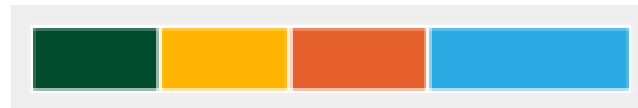
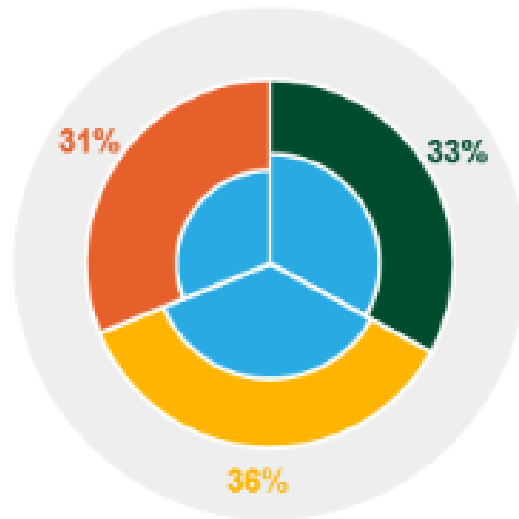
ELECTRICITY

52064.06 kWh



COST

£6766.59



SAVING

£1324.17

- **Wind**
20996.98 kWh @10.87 p/kWh
Costing £2282.23
- **Overnight**
14426 kWh @10.0 p/kWh
Costing £1442.63
- **Daytime**
9821 kWh @15.0 p/kWh
Costing £1473.10
- **Evening**
6820 kWh @23.0 p/kWh
Costing £1568.63

Average Price:
13.0 p/kWh

Future Plans

New generation could be added in a second phase.

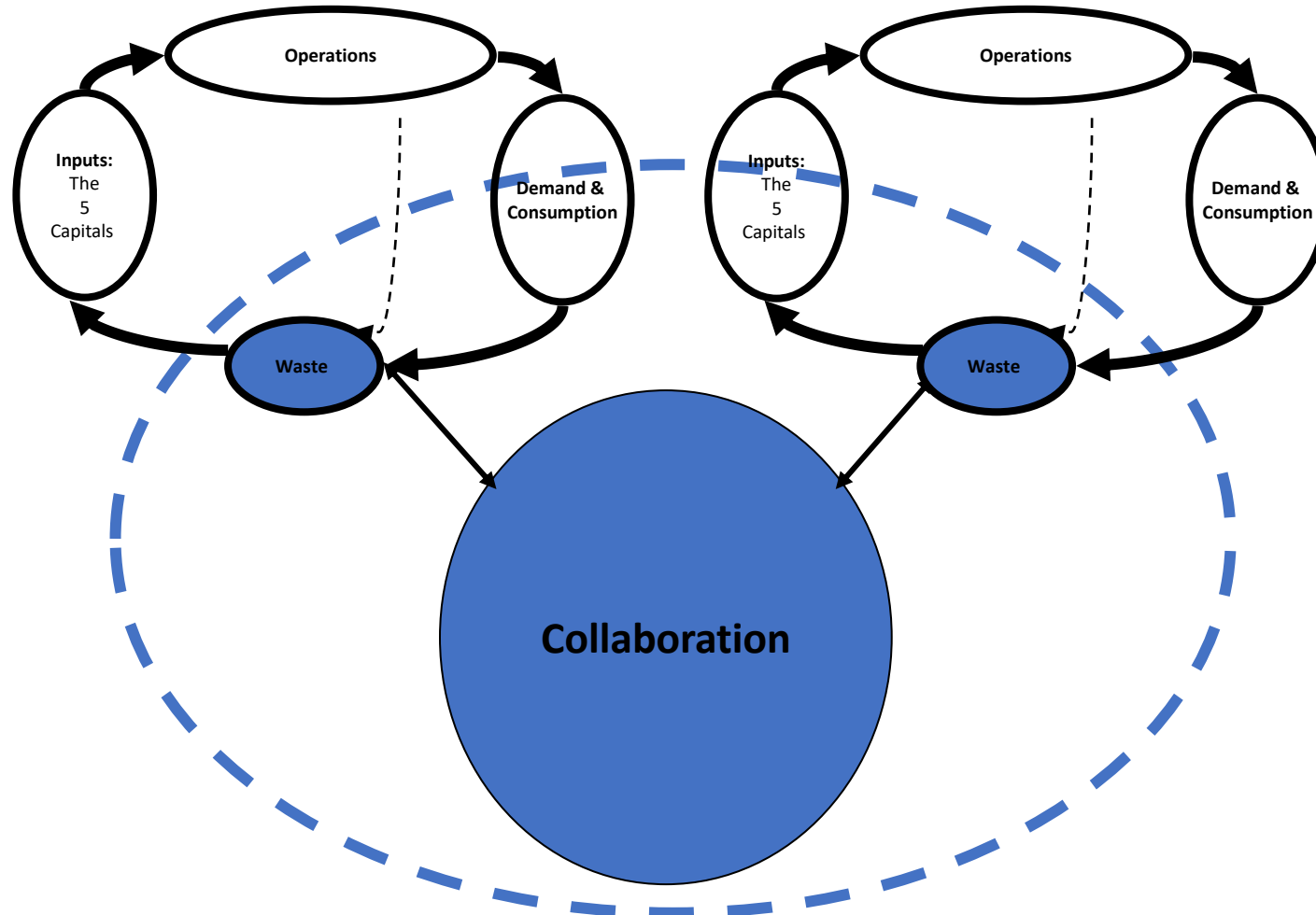
Dorset Community Energy are exploring building a ground-mounted PV array, creating additional capacity to supply households or businesses with low-cost solar energy during the daytime.

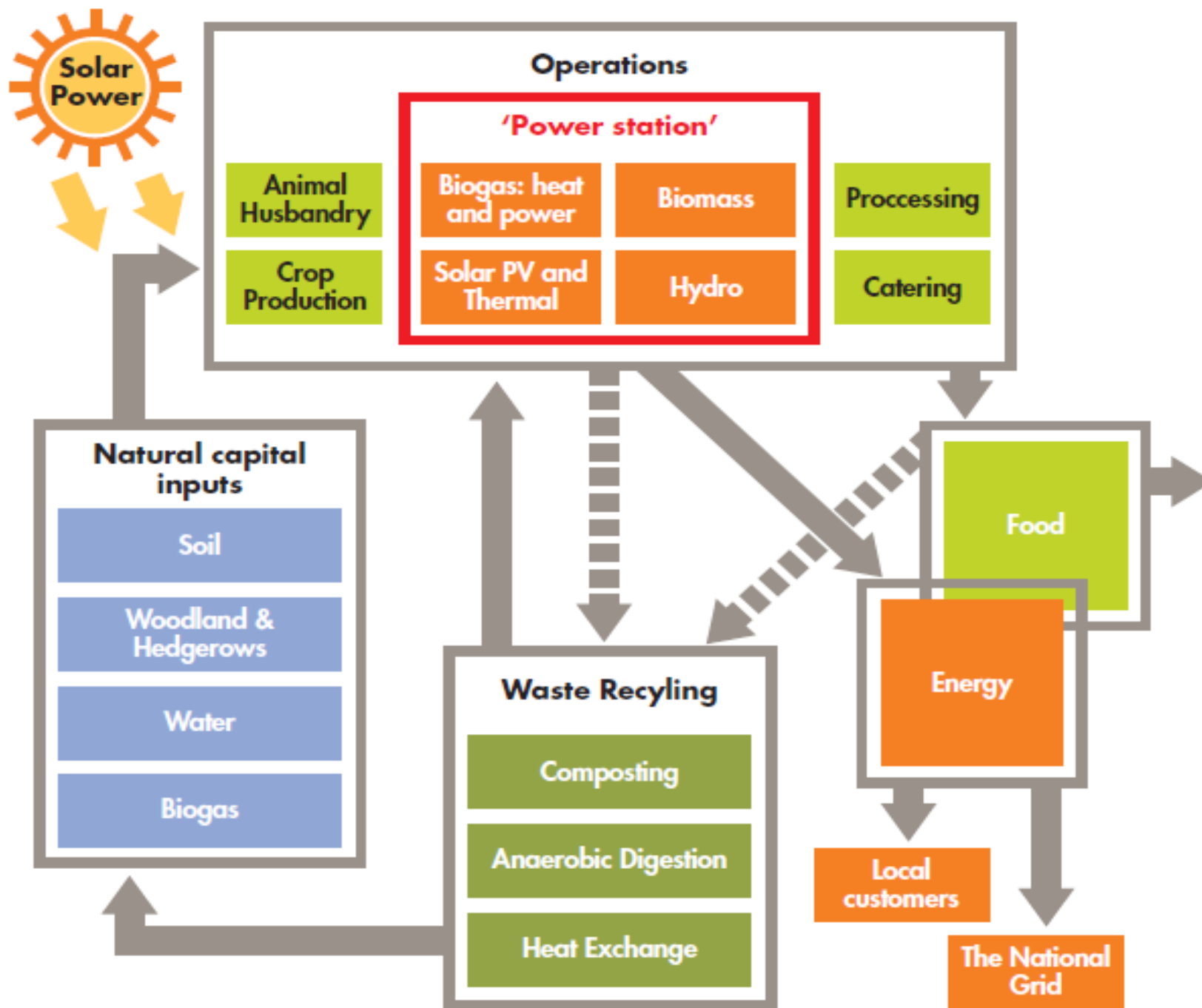


Bringing consumers into the system

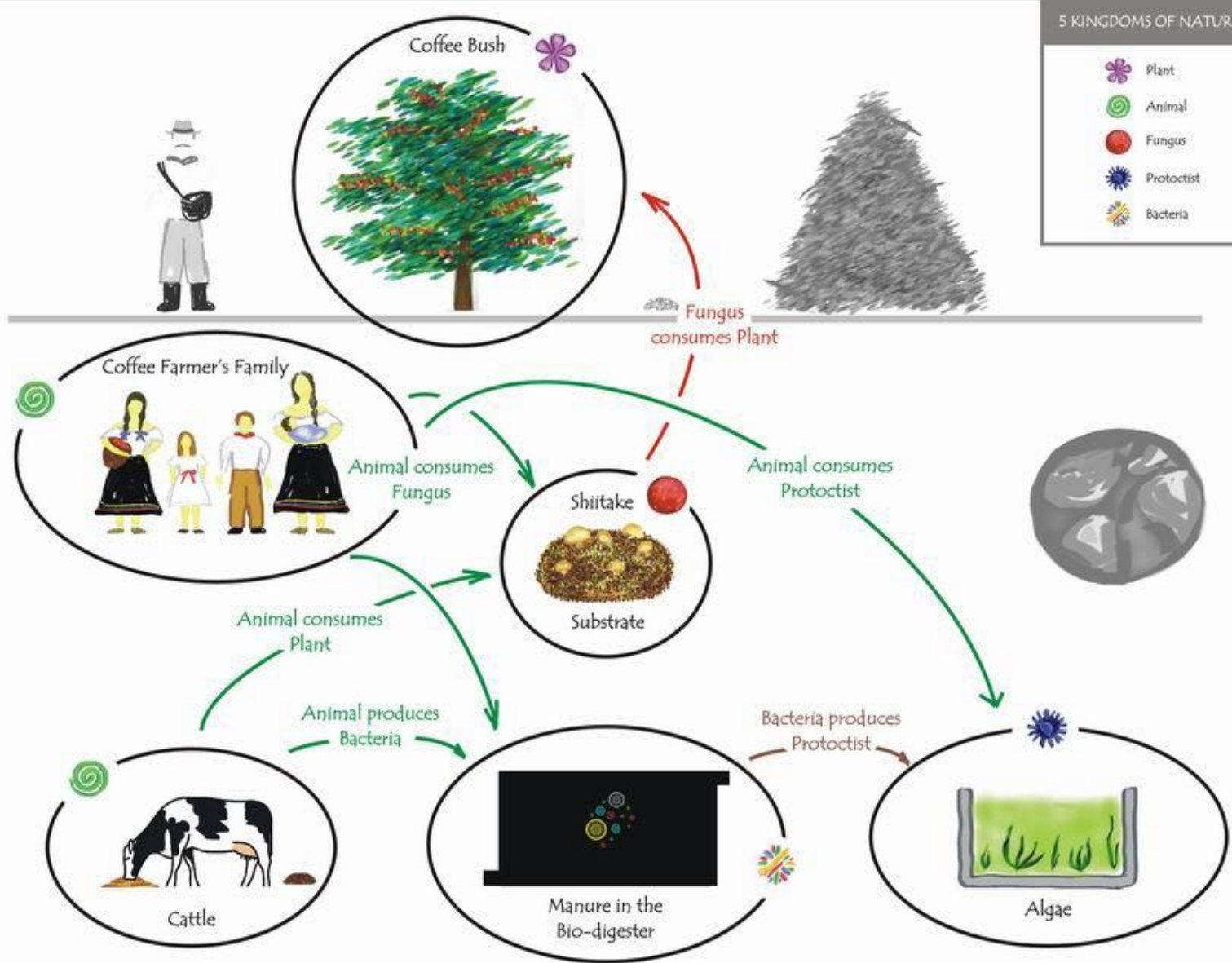
- Consumers can provide more than just cash.
- They can become part of the “social capital” of the organisation – as members or supporters.
- They can provide loans and equity:
 - Real Food Store (community shares)
 - Unicorn & Glebelands (loan stock)
- They can provide human resources:
 - Village shop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

4. Collaboration around “closed loop” cycles





- Plant
- Animal
- Fungus
- Protoctist
- Bacteria



Mushrooms from Coffee Grounds?



1 Scale of waste..

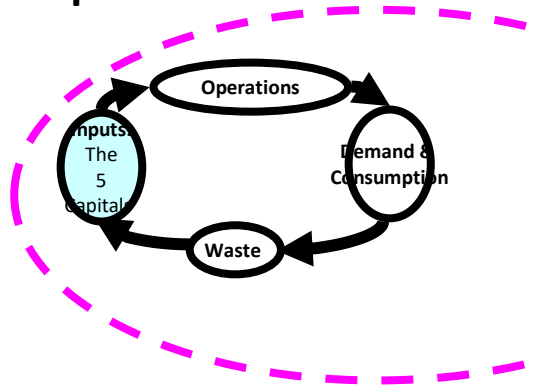
Worldwide more than 1.6 billion cups of coffee are drunk each

2 Sustainability of the GroCycle solution

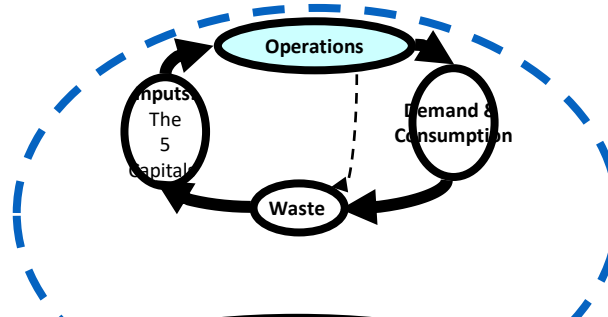
- Reuse of energy:

Collaboration in local food systems

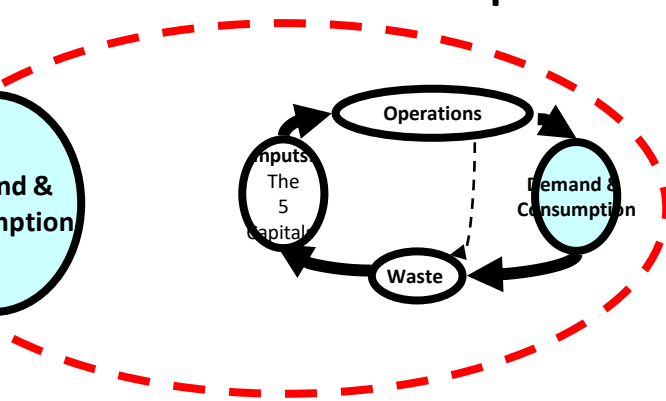
1. Collaboration around inputs



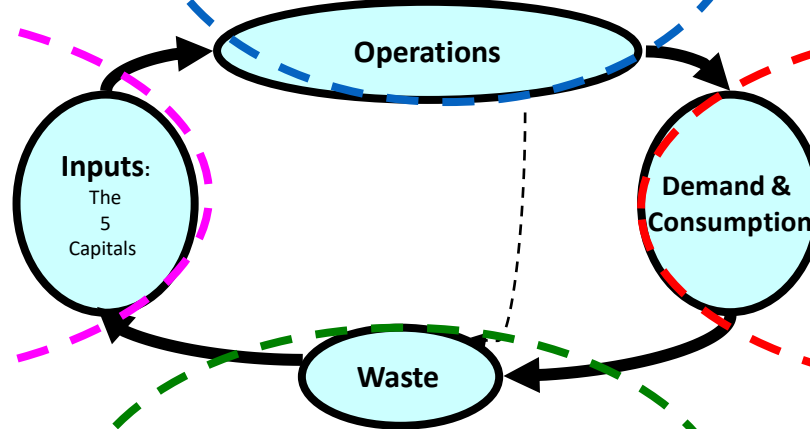
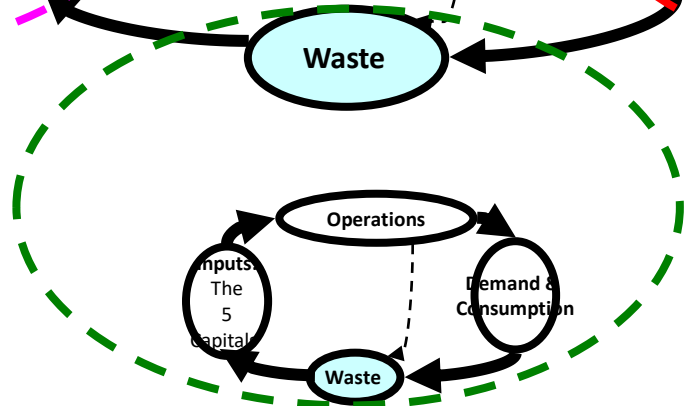
2. Collaboration around operations



3. Collaboration around demand & consumption



4. Collaboration around "closing loops"

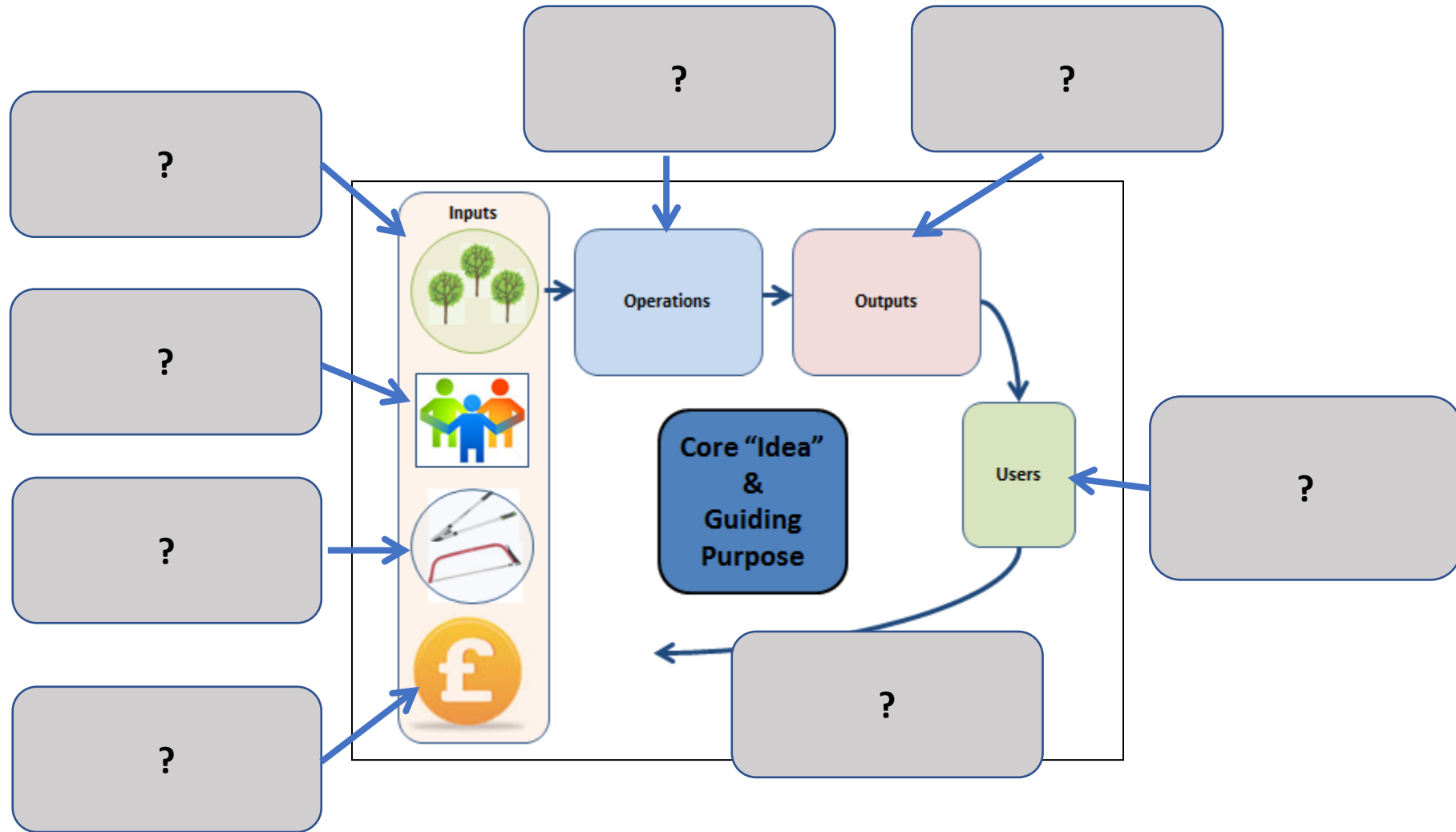


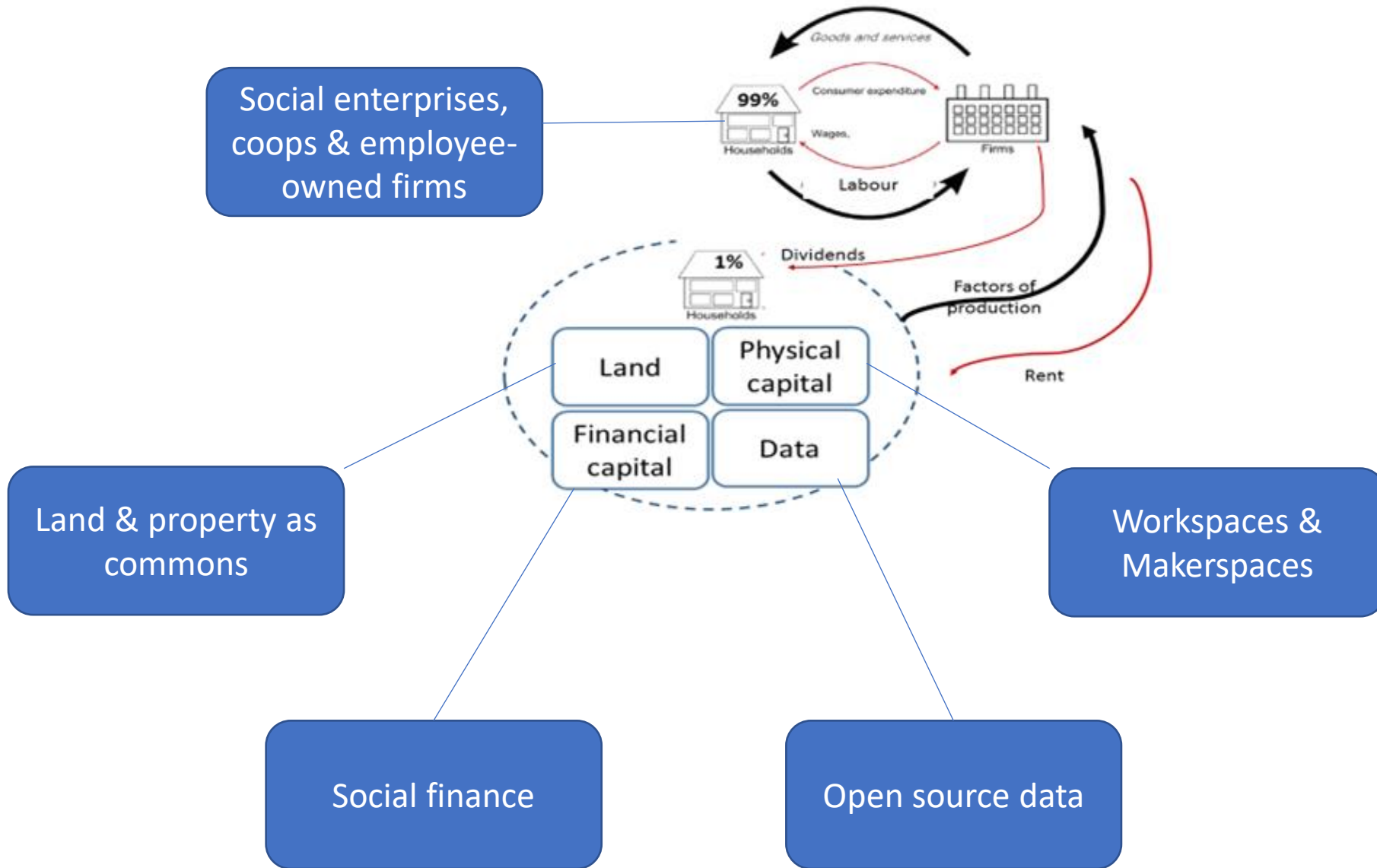
What opportunities do you see for collaboration?

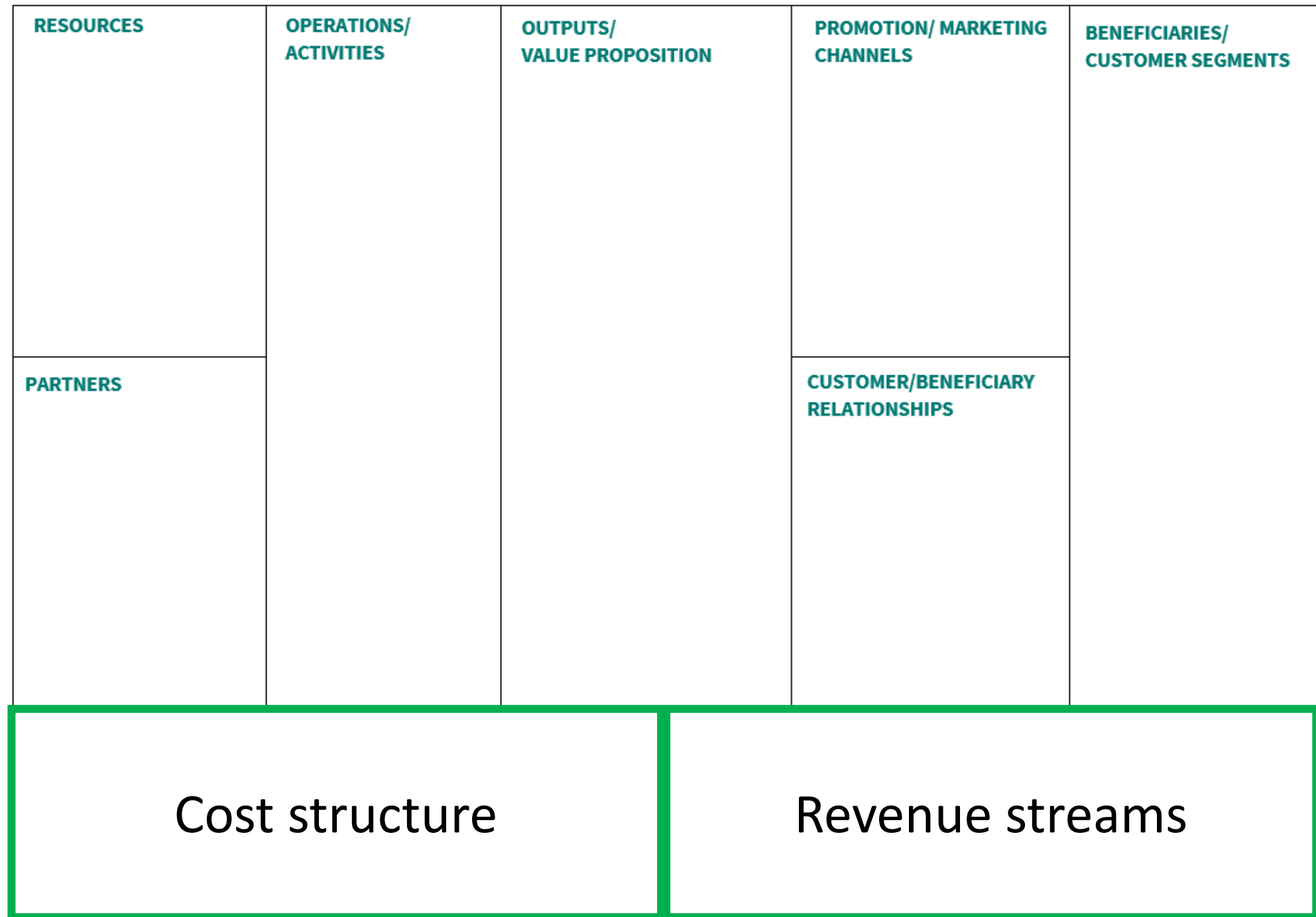
In what areas:

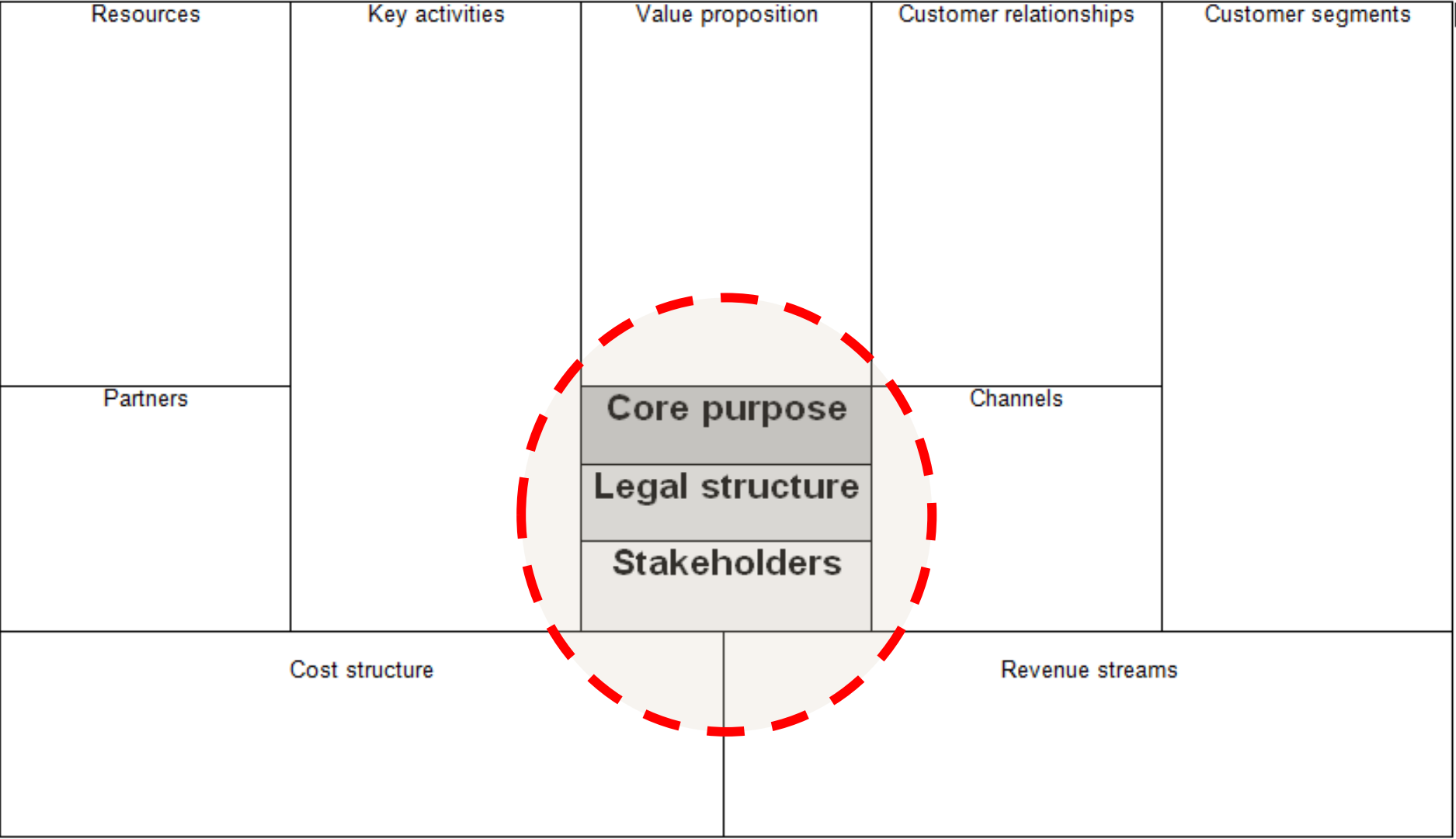
- inputs
- operations
- outputs
- engaging with customers
- other opportunities?

Possibilities for collaboration in a wider ecosystem









Presentation

- Each group has 10 minutes to present, plus 5 minutes of questions
 1. Business canvas
 - Including core purpose, members & rights of members
 - Including any “circular” element, e.g. how to deal with waste
 2. Theory of change
 3. How does the enterprise sit within an ecosystem?
 - In what ways could it collaborate with other organisations?
 - How might it draw on “commons” resources, if appropriate?