Developing an Eco-social Enterprise

Session 1

Monday 8 April, 2024

Tim Crabtree

Wessex Community Assets & Plymouth University

Outline of the course

- What are our concerns?

- How might we address our concerns through developing an eco-social enterprise?

- How can we use frameworks such as systems theory, theory of change and the business canvas to help develop an eco-social enterprise?

- What are the limitations of such frameworks, from the perspective of e.g. complexity theory, sociomateriality and post-humanism? What do these imply for our understanding of agency and situated action?
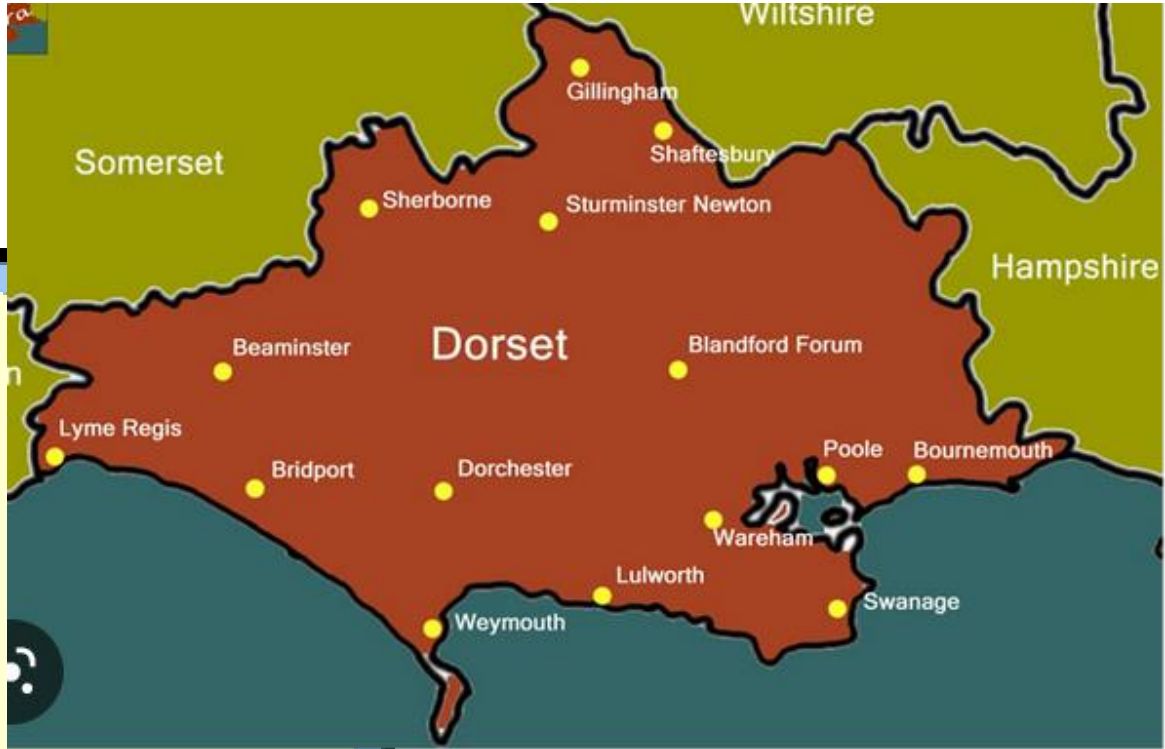
E. F. SCHUMACHER

SMALL IS BEAUTIFUL

A STUDY OF ECONOMICS AS IF PEOPLE MATTERED

nef

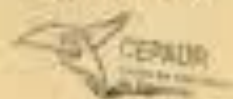economics as if people
and the planet mattered

SMALL IS POSSIBLE

George McRobie

The sequel to E.F. Schumacher's SMALL IS BEAUTIFUL
and A GUIDE FOR THE PERPLEXED

development dialogue

Reprint from 1989:1

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

Dag Hammarskjöld Foundation

What Next?
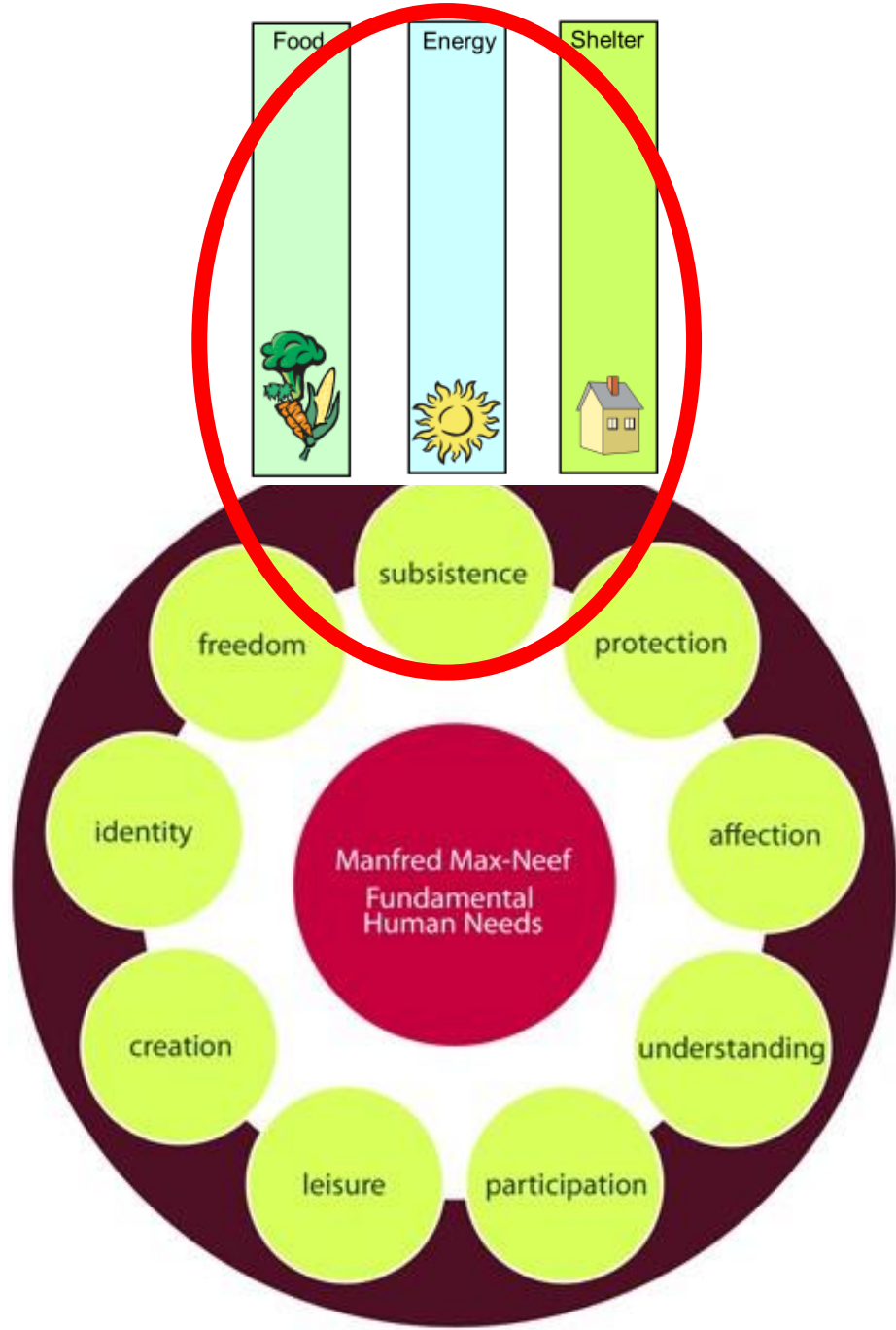Draft thematic paper
From Knowledge to Understanding: Navigations and Returns
Manfred A. Max-Neef

subsistence

protection

affection

understanding

participation

leisure

creation

identity

freedom

Manfred Max-Neef
Fundamental
Human Needs

Food

Energy

Shelter

subsistence

freedom

protection

identity

Manfred Max-Neef
Fundamental
Human Needs

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Food

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identity

Manfred Max-Neef
Fundamental
Human Needs

affection

creation

understanding

leisure

participation

Transport

Food

Energy

Communication

Housing

Culture

Social care
& health

Education

Well-being
and
sustainability

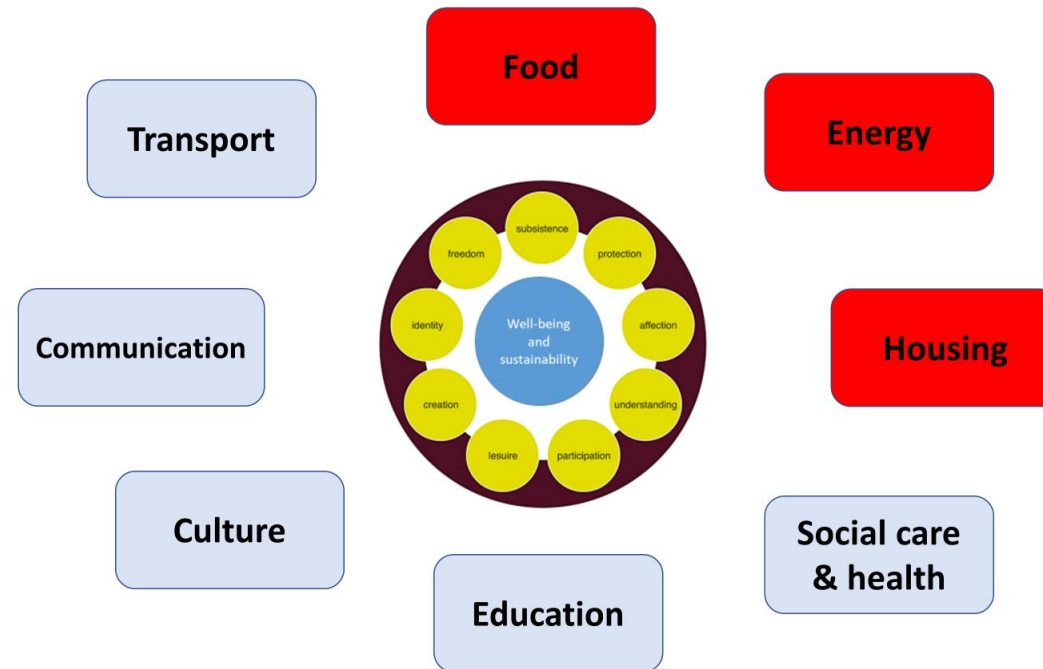subsistence

protection

affection

understanding

participation

lesuire

creation

identity

freedom

Question

- In what economic sector would you like to develop a proposal for an eco-social enterprise?
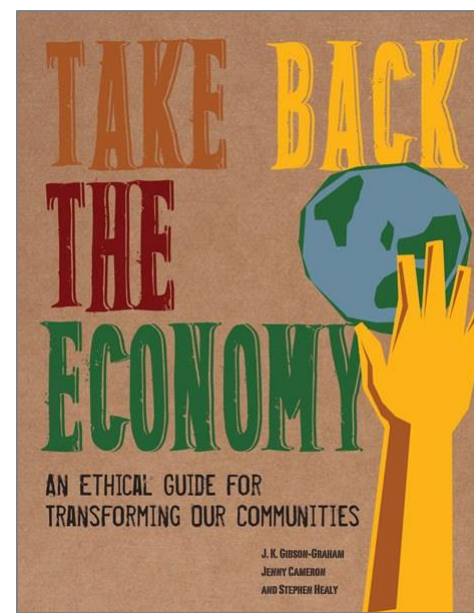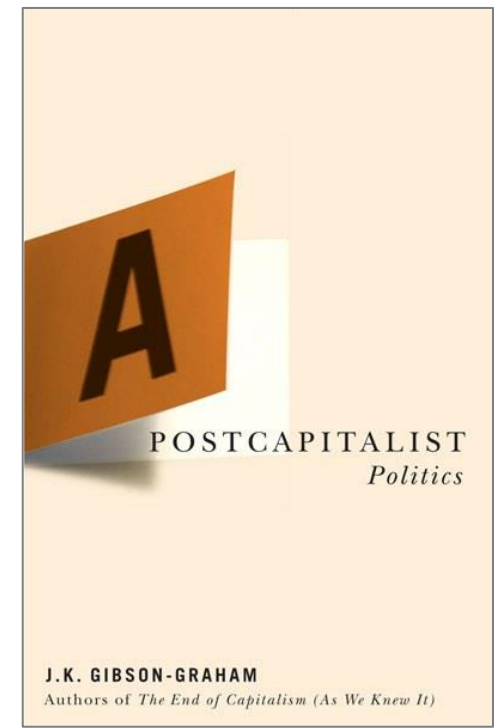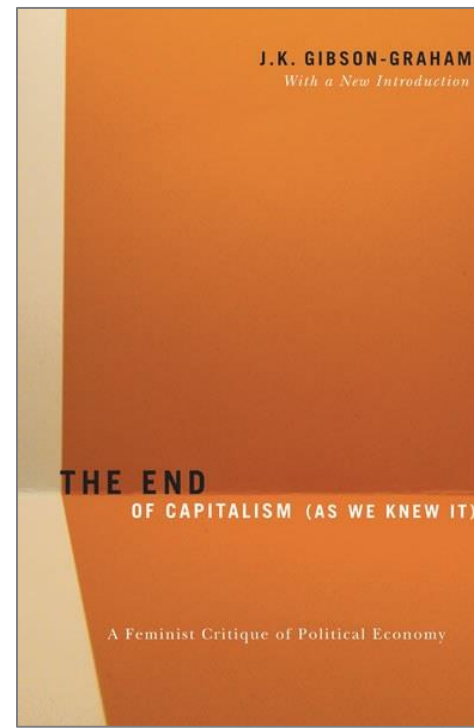
1998　2003　2013　2024

Local Food Links

Wessex Community Assets

Schumacher College

Plymouth University

Dorset Community Energy

Diverse economies

capitalist enterprise
commodity markets
wage labor

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

J.K. GIBSON-GRAHAM
With a New Introduction

THE END
OF CAPITALISM (AS WE KNEW IT)

A Feminist Critique of Political Economy

J.K. GIBSON-GRAHAM
With a New Introduction

A
POSTCAPITALIST
Politics

J.K. GIBSON-GRAHAM
Authors of *The End of Capitalism (As We Knew It)*

TAKE BACK THE ECONOMY

AN ETHICAL GUIDE FOR
TRANSFORMING OUR COMMUNITIES

J.K. GIBSON-GRAHAM
JENNY CAMERON
AND STEPHEN HEALY

Community Economies
Research Network

LABOR	ENTERPRISE	TRANSACTIONS	PROPERTY	FINANCE
WAGE	**CAPITALIST**	**MARKET**	**PRIVATE**	**MAINSTREAM MARKET**
ALTERNATIVE PAID Self-employed Reciprocal labor In-kind Work for welfare	**ALTERNATIVE CAPITALIST** State owned Environmentally responsible Socially responsible Non-profit	**ALTERNATIVE MARKET** Fair trade Alternative currencies Underground market Barter	**ALTERNATIVE PRIVATE** State-managed assets Customary (clan) land Community land trusts Indigenous knowledge (Intellectual Property)	**ALTERNATIVE MARKET** Cooperative Banks Credit unions Community-based financial institutions Micro-finance
UNPAID Housework Volunteer Self-provisioning Slave labor	**NON-CAPITALIST** Worker cooperatives Sole proprietorships Community enterprise Feudal Slave	**NON-MARKET** Household sharing Gift giving Hunting, fishing, gathering Theft, piracy, poaching	**OPEN ACCESS** Atmosphere International Waters Open source IP Outer Space	**NON-MARKET** Sweat equity Family lending Donations Interest-free loans

Adapted from: Gibson-Graham, J.K., Cameron, J. & Healy, S., 2013, *Take Back the Economy: An Ethical Guide for Transforming our Communities*. Minneapolis: University of Minnesota Press, page 13.

… the community economy is an **emptiness**—as it has to be, if the project of building it is to be political, experimental, open, and democratic.

A community economy is an ethical and political **space of decision**, not a geographic or social commonality, and community is its **outcome** rather than a ground. (*my emphasis*)

Gibson-Graham, J.K. (1996). *The End of Capitalism (As We Knew It): A Feminist Critique of Political Economy*. Minneapolis: University of Minnesota Press; page xv

Ethical & political decision-making

Our relationships with materials, tools, the environment, etc

We can refer to a "hybrid research collective":
    in which the interdependence between humans, and humans and the non-human world is foregrounded and concerns for co-existence are ethically negotiated. In this heterogeneous grouping, human and nonhuman actants exert influence, pushing and pulling the research process in various ways.

    Cameron, J., Gibson, K. & Hill, A. (2014). Cultivating hybrid collectives: research methods for enacting community food economies in Australia and the Philippines, *Local Environment*, 19:1, 118-132.

SATISFIERS

	Food	Energy	Housing	
💵				Reclaiming Finance
🌳				Reclaiming the Commons
👥				Democratizing & Localizing Ownership
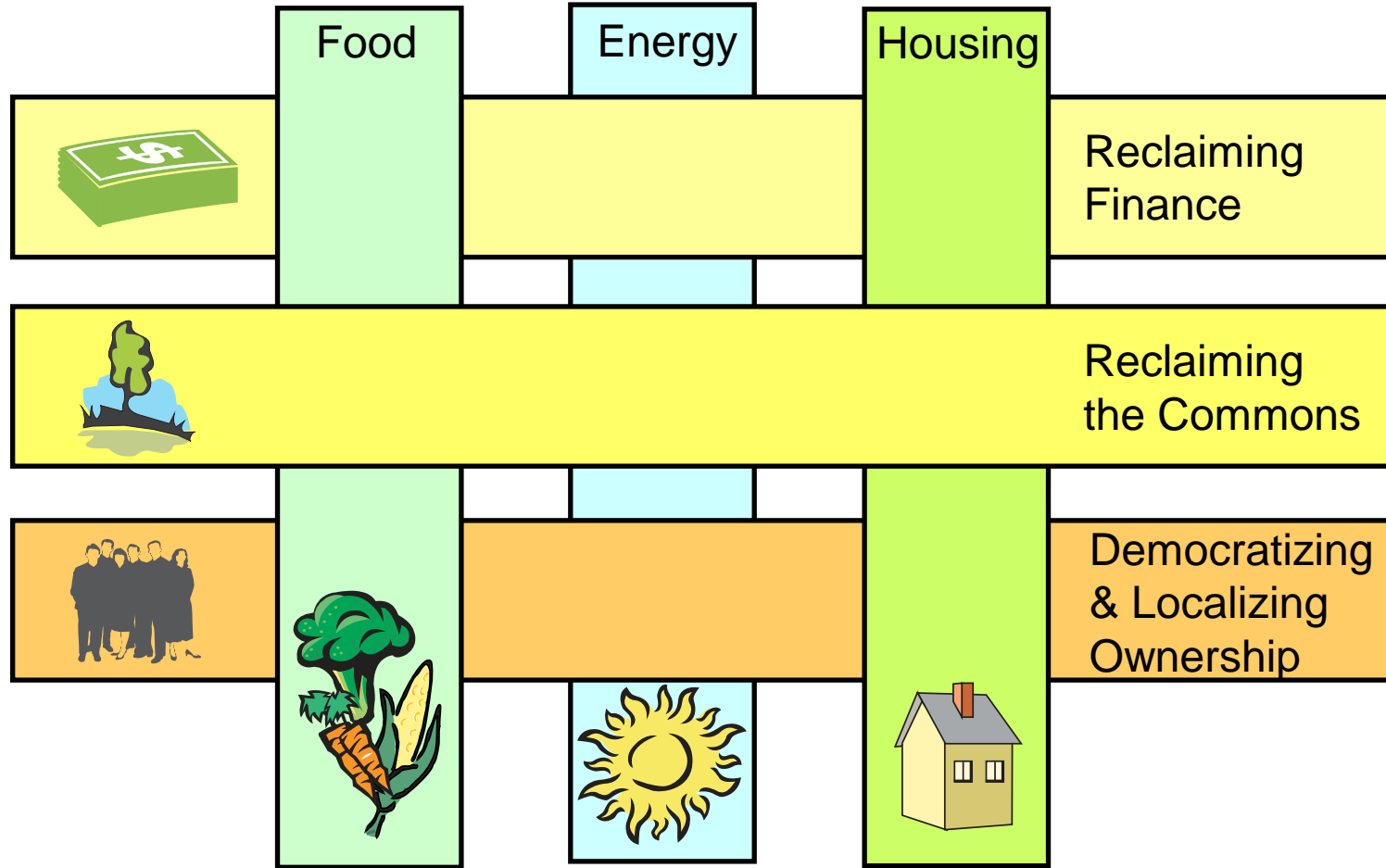
ENABLERS

Question:

What am I concerned about?

What is it that affects me?

What am I drawn to engage with?

At this point don't talk about your idea for an eco-social enterprise.

Systems thinking

Question:

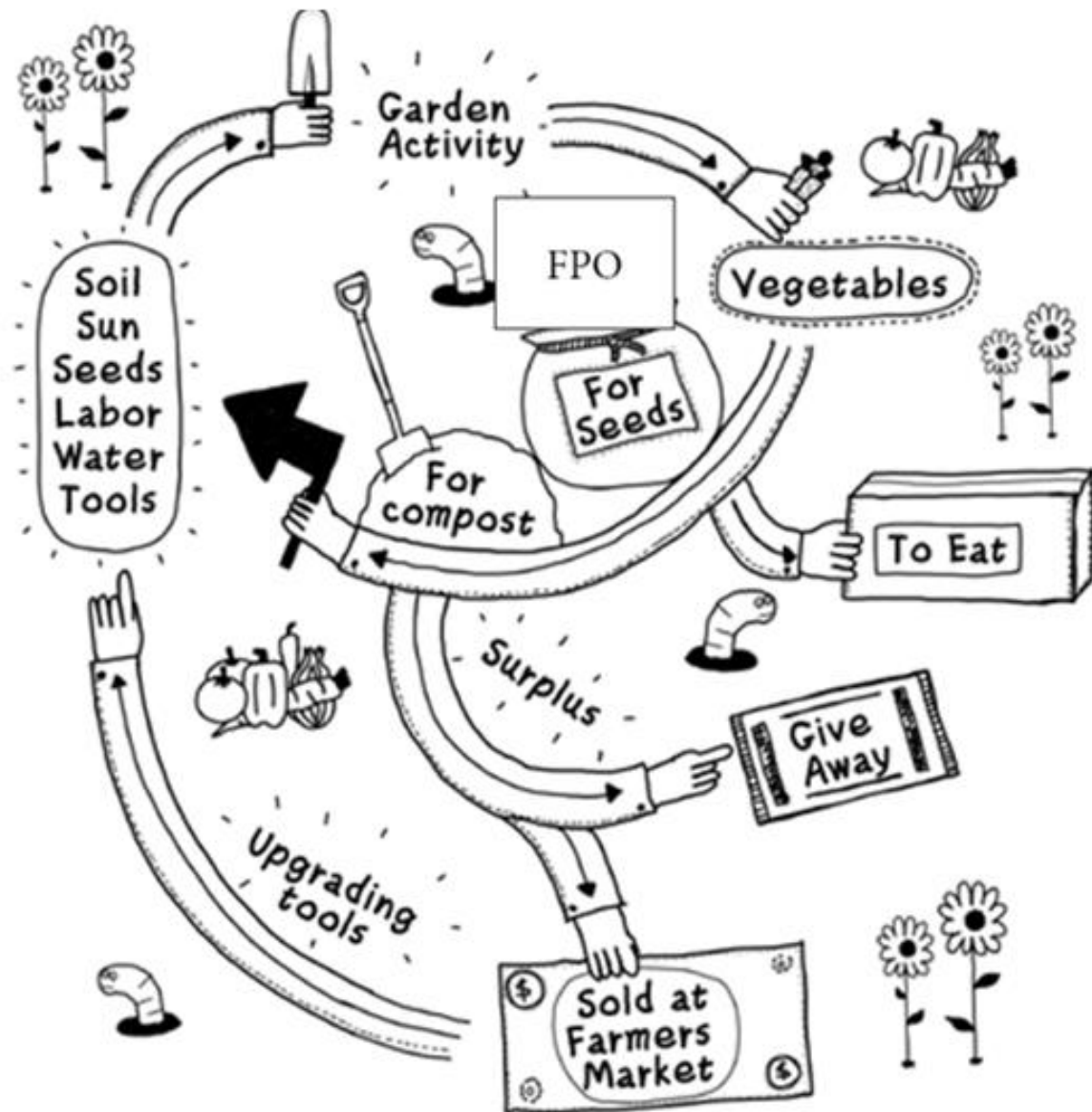What is a "system"? Can you give an example?

WASHING SOCKS

INPUT

OPERATION

OUTPUT

Question

How do you cook a soup?

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

Initial interventions

- Food directories
- Farmers' markets
- Food Weeks
- Food Festivals

Farmers' Markets

West Dorset Food Week & Bridport Food Festival

Conclusions drawn from initial round of interventions

Intention was to:

- Increase communication between producers and consumers

- Leading to consumer influence on producers

And

- Improved knowledge & understanding leading to changes in consumer buying behaviour

Also:

- Shorter supply chains leading to lower prices

But…..

- Little change seen in the production standards of producers
- Little reduction in prices, so food not accessible
- Local food was becoming a niche market for those with sufficient disposable income

Grow it, Cook it, Eat it Project

The need to address children's diet and the related health impacts.

- Surveys demonstrate that children are not eating adequate portions of fruit, vegetables and fibre, while diets contain excessive quantities of salt, sugar and fat.

- The food which children eat at schools is of particular importance, and in the past was considered a cornerstone of a healthy diet.

- There is a growing incidence of diet-related illness amongst children, including obesity and type-2 diabetes.

- Interventions in a school context, offering free or subsidised food, can address issues of affordability for low income households

School gardens

Tree planting

School Fruit Scheme

Soup Lunch Pilot

Soup Lunch Pilot

Local Food Links – School meals stage 1

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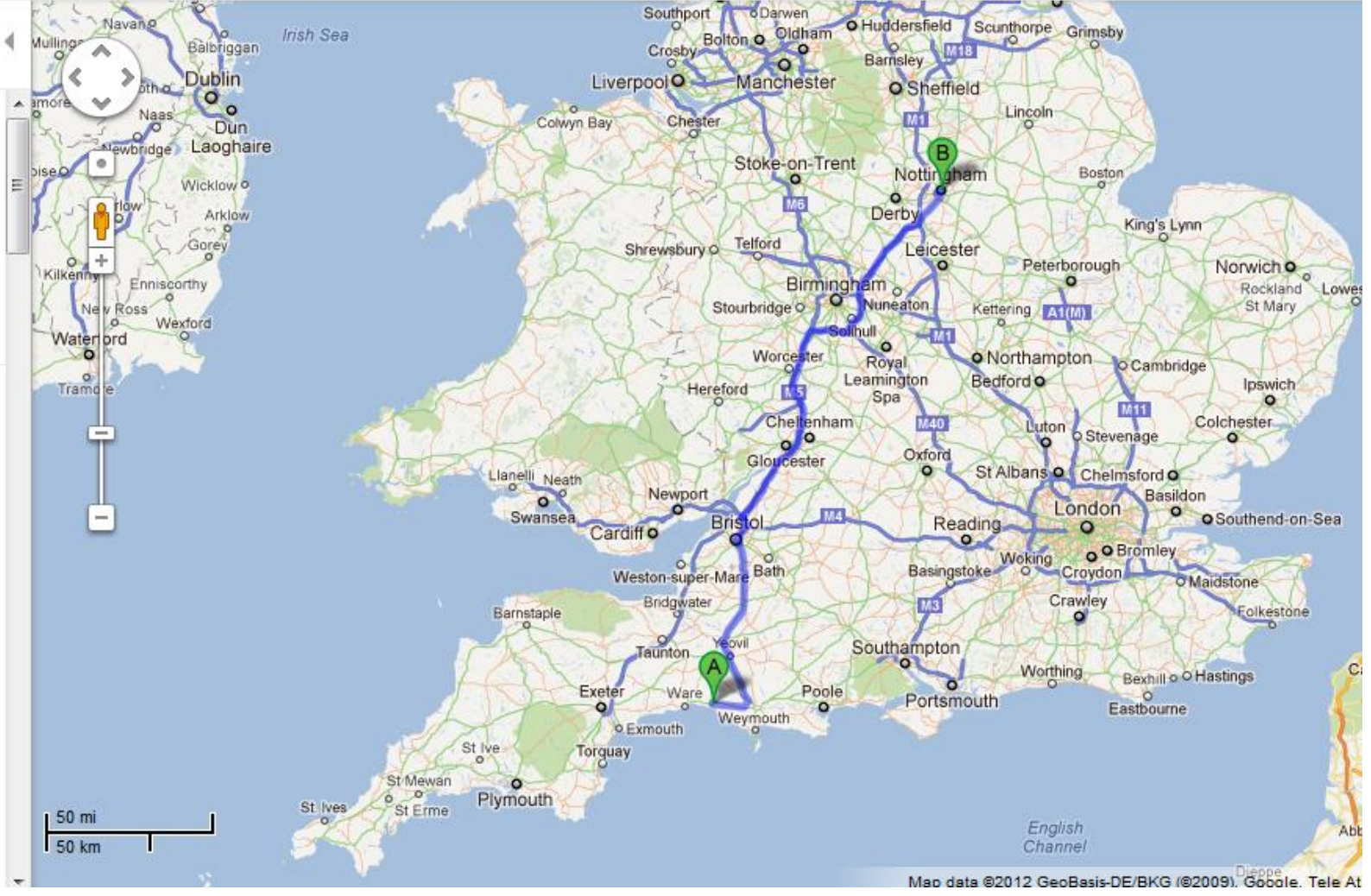
New Central Kitchen at Centre for Local Food

LOCAL FOOD LINKS

The schools we supply

West Dorset, Devon & Somerset	North Dorset	
All Saints, Axminster	Archbishop Wake	Prince of Wales
Beechcroft St Pauls	Blandford St Mary	Puddletown First
Bridport Primary	Downlands	Radipole
Bridport St Mary's	Dunbury Church of England	Salwayash
Broadmayne	Academy	St Andrews
Broadwindsor	Durweston	St Augustine's
Burton Bradstock	Harbour School	St Catherines
Cerne Abbas	Hazelbury Bryan	St Johns
Charmouth	Milldown	St Mary's Catholic First
Cheselbourne	Milborne St Andrew	St Mary's Beaminster
Chickerell Primary Academy	Okeford Fitzpaine	St Mary's Charminster
Damers First School	Pimperne	St Mary's Middle (Puddletown)
Dorchester Opportunity Group	Spetisbury	St Osmunds
Frome Valley First School	Shillingstone	Sticklands
Greenford	St Nicholas Child Okeford	Symondsbury
Loders	Stower Provost	Thorners
Manor Park	The Forum Centre	Winterbourne Valley
Parrett & Axe	William Barnes	
Piddle Valley		

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

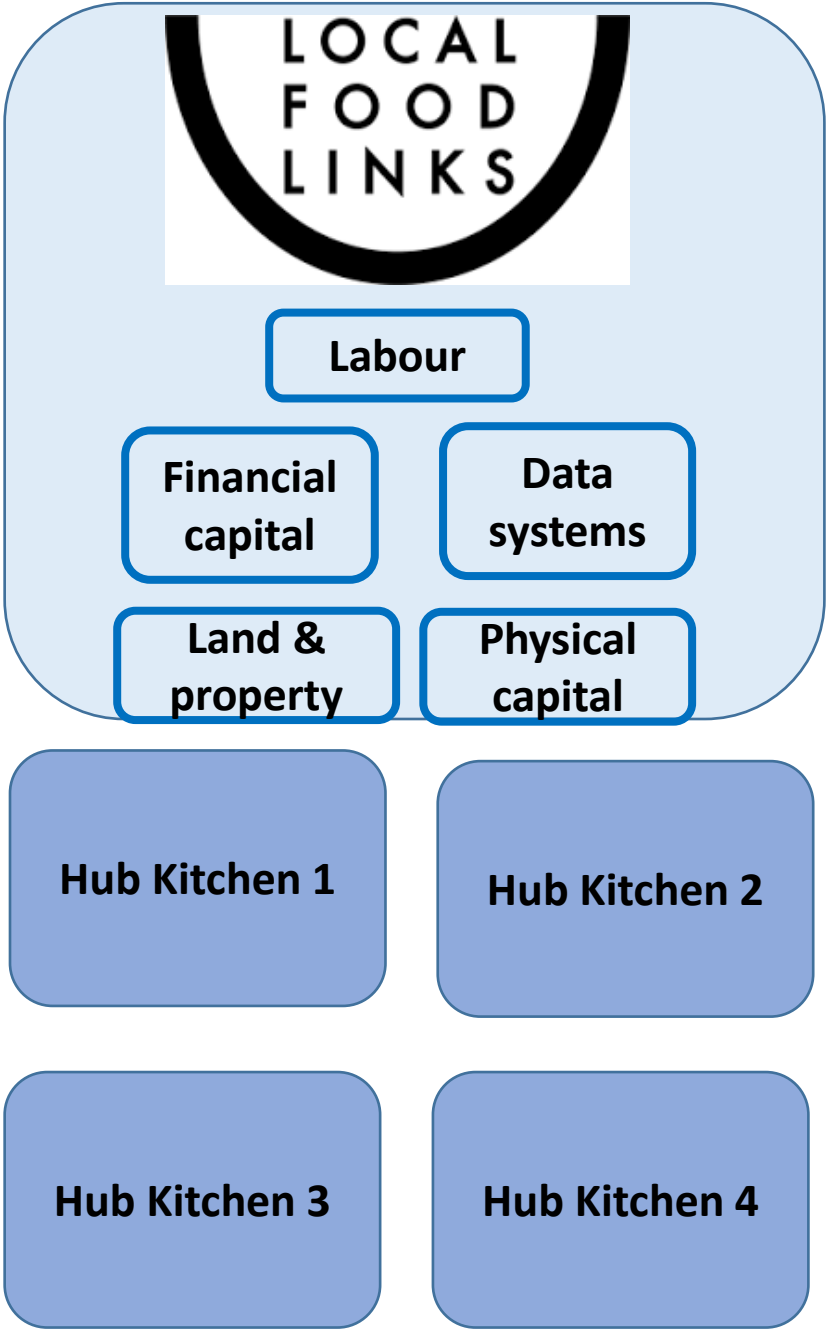**All food systems transform inputs into goods & services**

Inputs:
the building blocks
of a system $\rightarrow$ Food operations $\rightarrow$ Food services
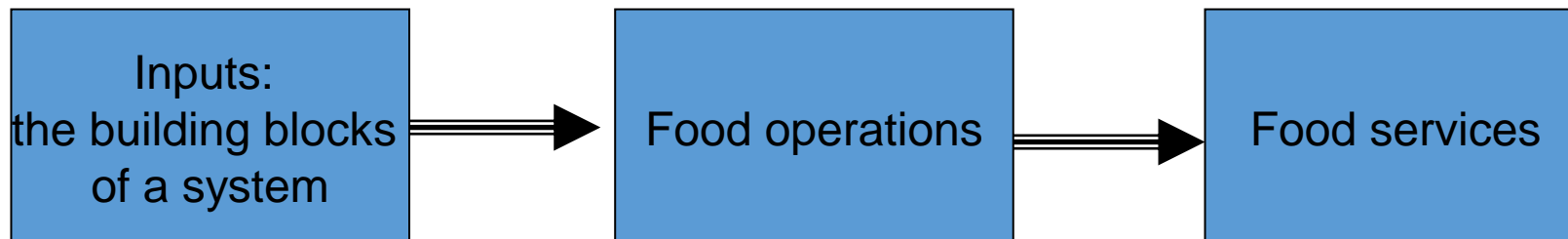
Local school children

Outputs:
School meals

Operations

Labour

Physical Capital
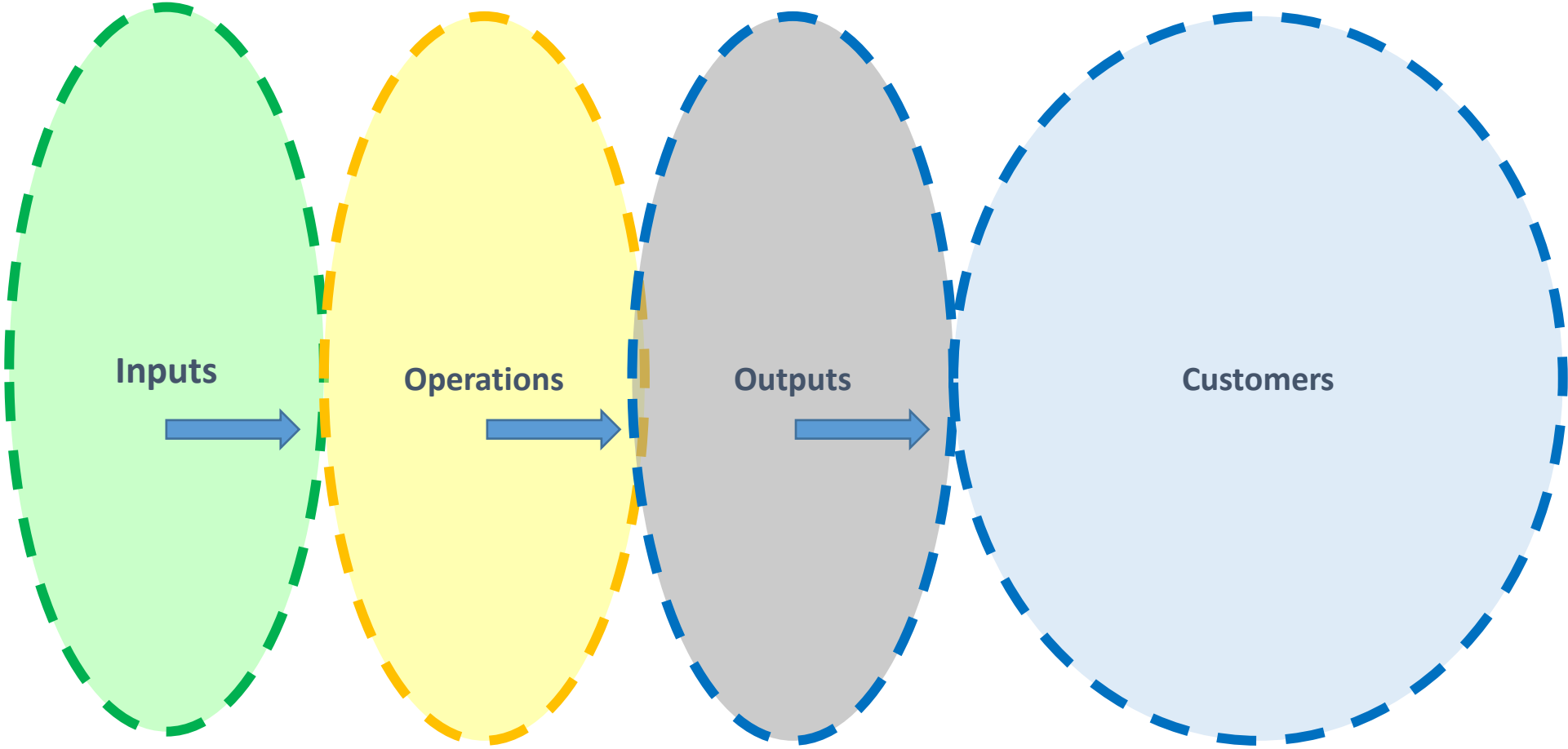
Land & Natural Resources

Financial capital

Data

Inputs

Local food companies and farms

LOCAL FOOD LINKS

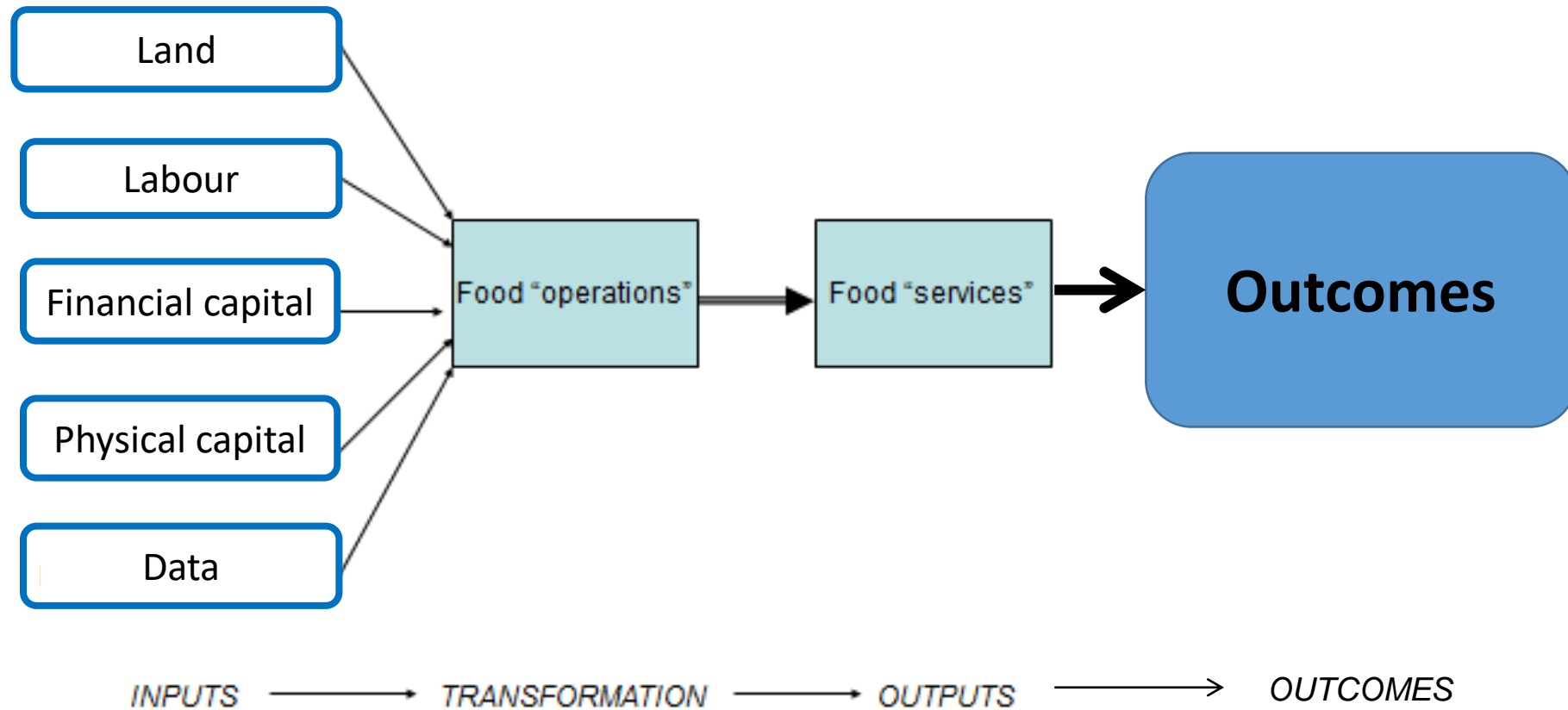Labour

Financial capital

Data systems

Land & property

Physical capital

Hub Kitchen 1

Hub Kitchen 2

Hub Kitchen 3

Hub Kitchen 4

Provides hot meals to

60 Schools

From outputs to outcomes

Land

Labour

Financial capital

Physical capital

Data

Food "operations"

Food "services"

Outcomes

INPUTS → TRANSFORMATION → OUTPUTS → OUTCOMES

The Business Canvas

Resources	Key activities	Value proposition	Customer relationships	Customer segments
Partners			Channels	

Cost structure	Revenue streams
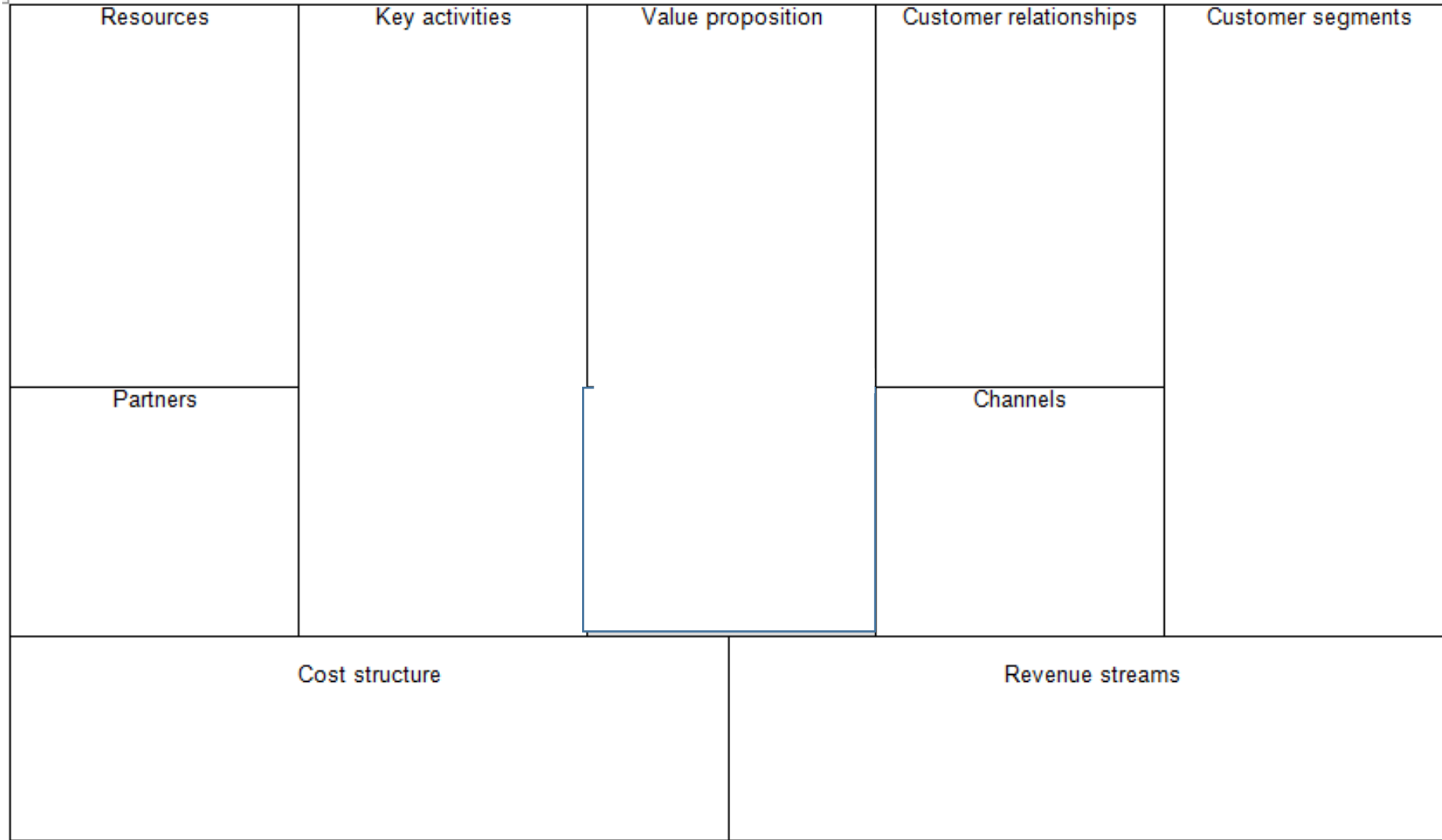
The Business Canvas - simplified
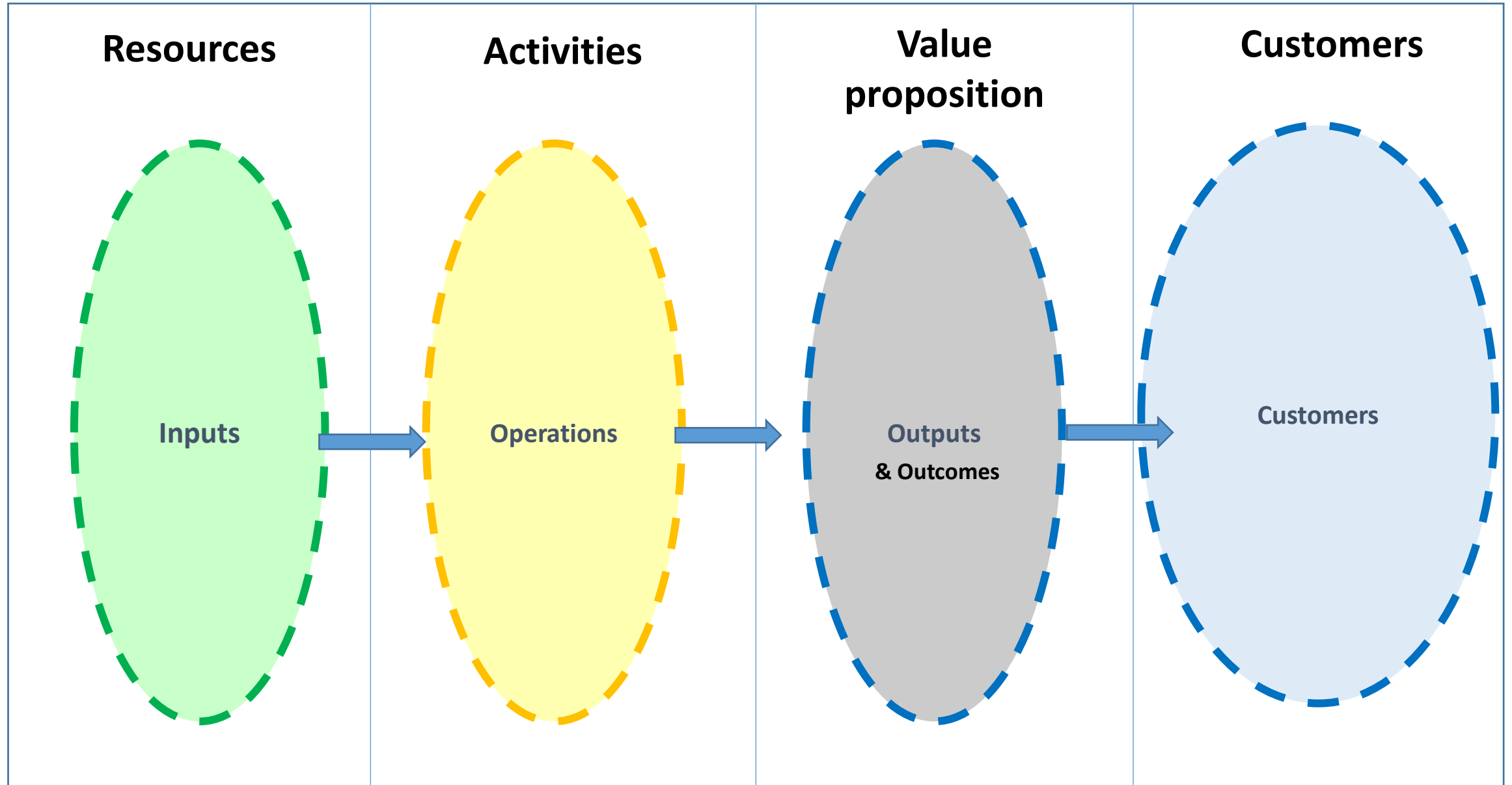
Customers

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?