

Local Economic Systems

Session 5

The development of local economic systems –
networking, collaboration & support mechanisms

Tim Crabtree

Focus of session

- Exploration of how individual local food enterprises could collaborate with other organisations.
- Such collaboration could be at a less formal level, for example the creation of networks or “communities of practice”
- Or through “secondary structures” designed to provide inputs (the 5 capitals)
- Or allow collaboration around operations, marketing & distribution or waste recycling.

The UK Farming & Food System

Farming
&
Fisheries

Processing
&
Food Manufacture

Hospitality/
Food Service

Wholesaling
&
Retail

The “core”
food economy:
*households &
civil society*

Initiatives using food as
a vehicle for
other purposes

Initiatives aimed at
creating an
ethical alternative

Initiatives aimed at
defending
local economies
and livelihoods

The UK Farming & Food System

Farming
&
Fisheries

Processing
&
Food Manufacture

Hospitality/
Food Service

Wholesaling
&
Retail

**The “core”
food economy:
*households &
civil society***

**Initiatives using food as
a vehicle for
other purposes**

**Initiatives aimed at
creating an
ethical alternative**

**Initiatives aimed at
defending
local economies
and livelihoods**

Household
gardens & kitchens

Allotments

Community
Gardens

Wholefood shops

Organic farms

Permaculture
initiatives

Farm shops

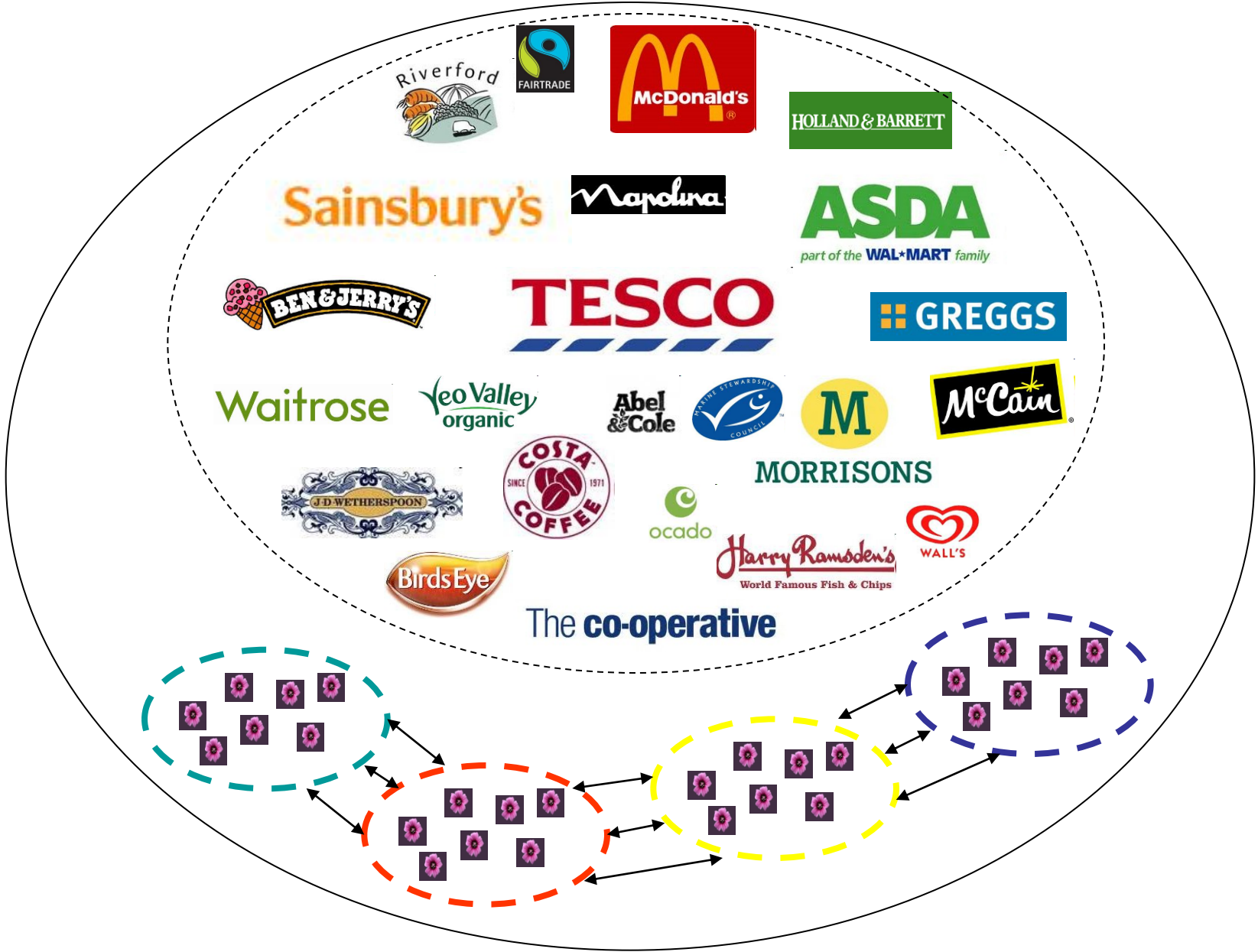
Farmers’ markets

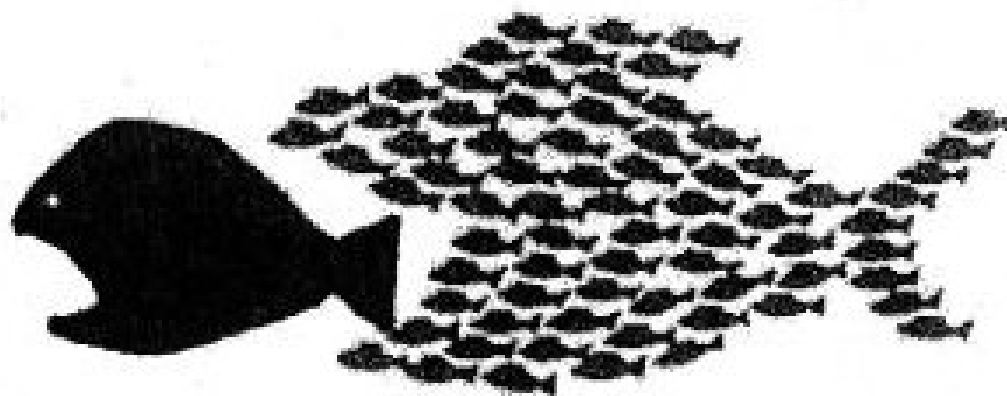
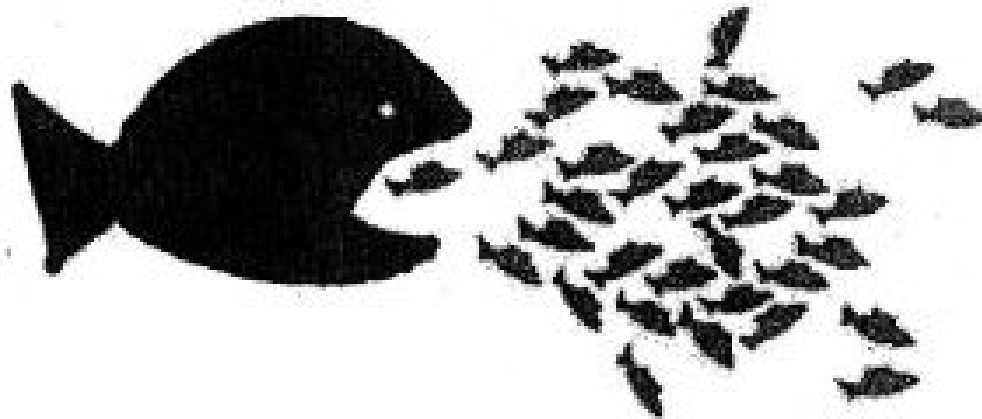
Box schemes

City farms

Care farms

Lunch clubs



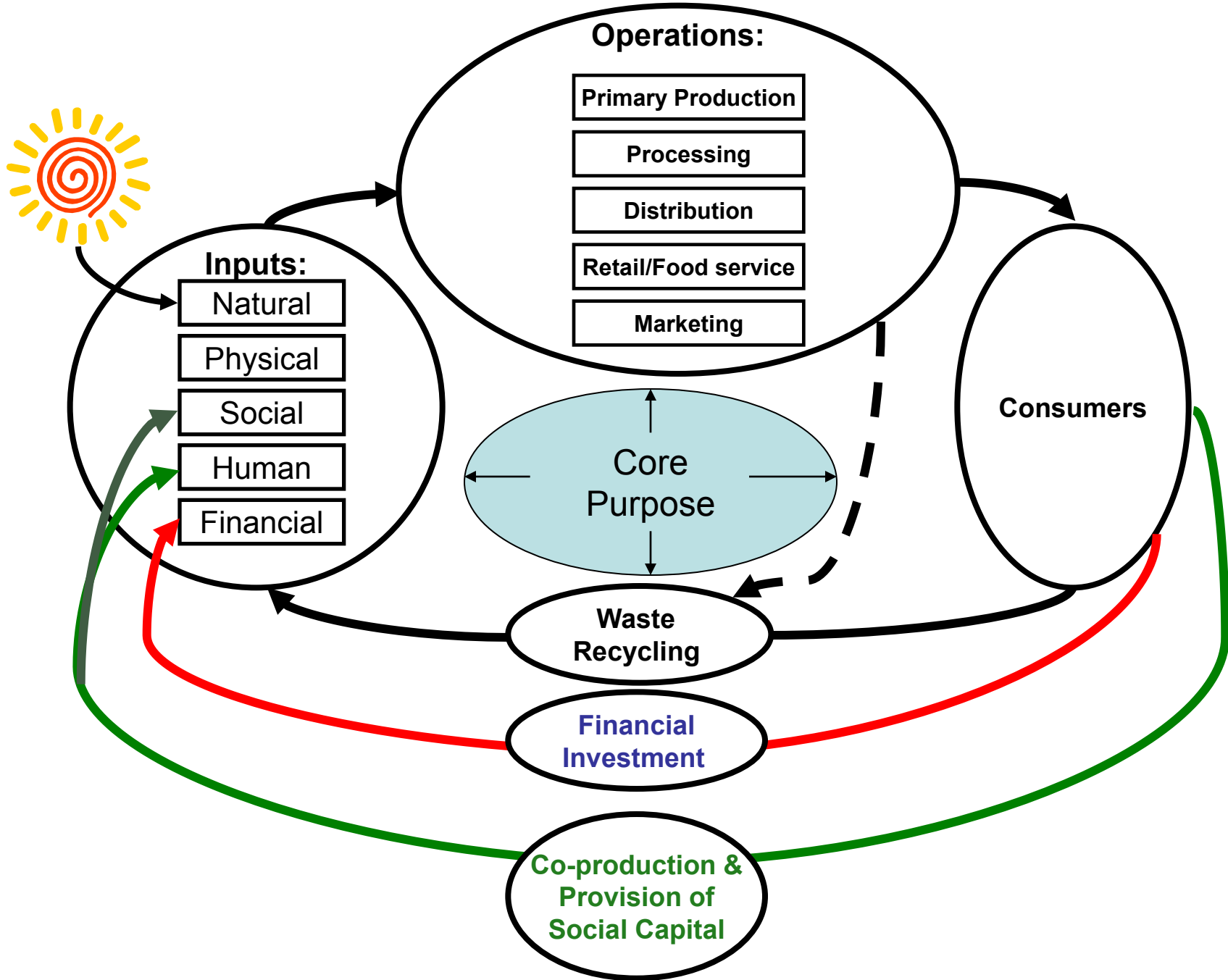


Nested systems

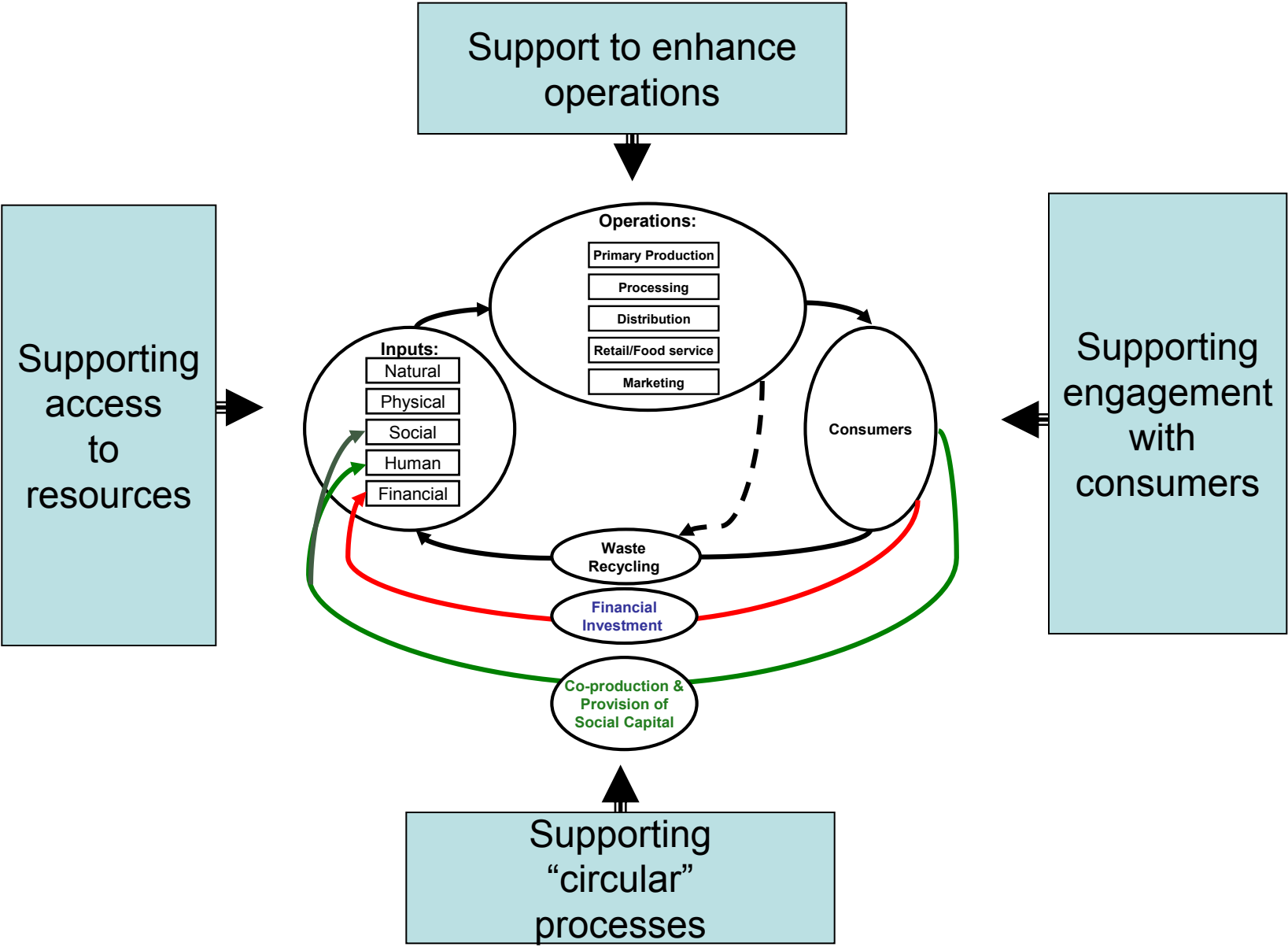
A community food enterprise can be thought of as a system, as can a local food economy.

Meadows:

“Systems can be embedded in systems, which are embedded in yet other systems.”



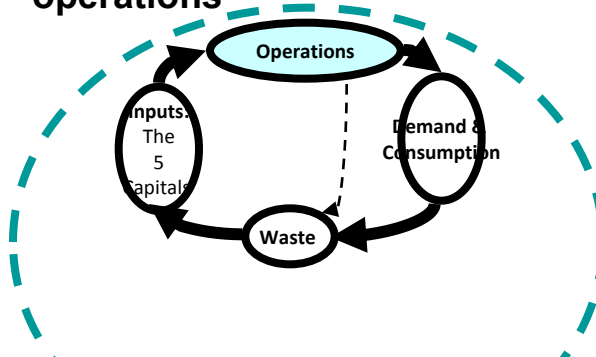
4 types of intervention at the level of the individual local food enterprise



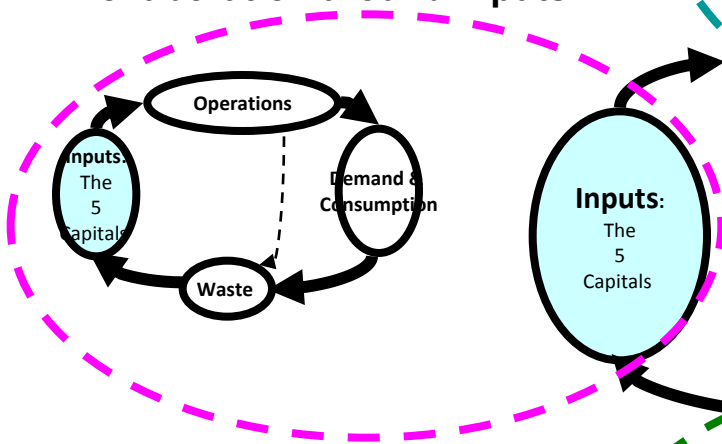
Making Local Food Work Programme

| Project Type | Project Title | Lead Partner Organisation |
|---------------------|--|---|
| Delivery Strand 1 | Community Supported Agriculture | Soil Association |
| Delivery Strand 2 | Food Co-ops and Buying Groups | Sustain and Soil Association |
| Delivery Strand 3 | Distribution and Supply | Sustain |
| Delivery Strand 4 | Farmers Market Operators | Plunkett Foundation and FARMA |
| Delivery Strand 5 | Sustainable Models of Home Produced Food | Country Markets Ltd |
| Delivery Strand 6 | Local Food and Local Shops | Plunkett Foundation |
| Support Theme 1 | Governance and Structures | Co-operatives ^{uk} |
| Support Theme 2 | Enterprise Support to Community-based Food Enterprises | Plunkett Foundation and Co-operatives ^{uk} |
| Support Theme 3 | Mapping Local Food Webs | CPRE |
| Support Theme 4 | Information, Communication and Evaluation | Plunkett Foundation |

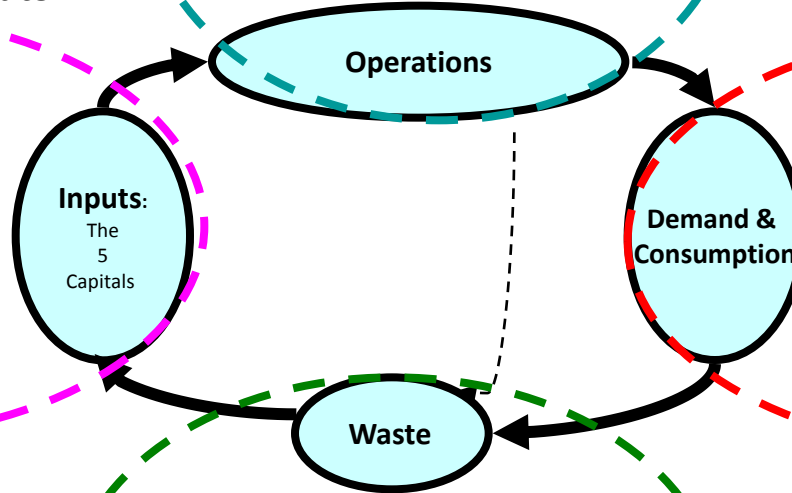
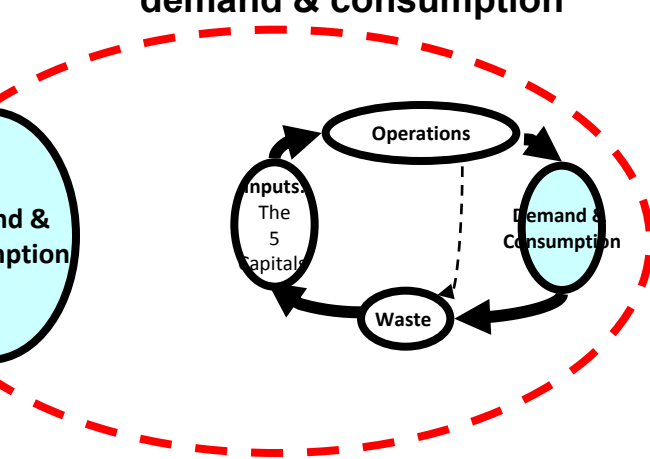
2. Collaboration around operations



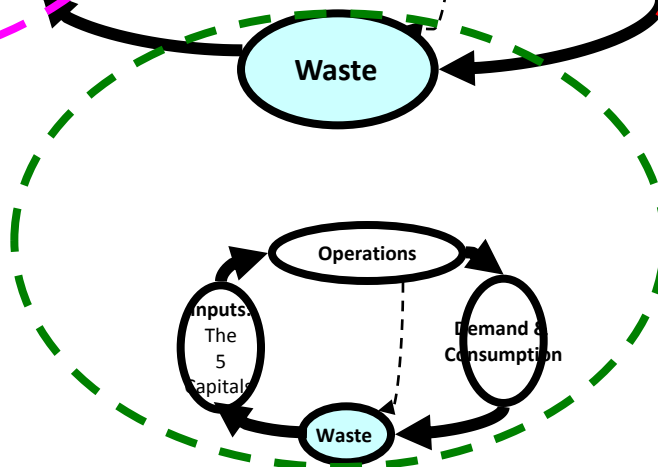
1. Collaboration around inputs



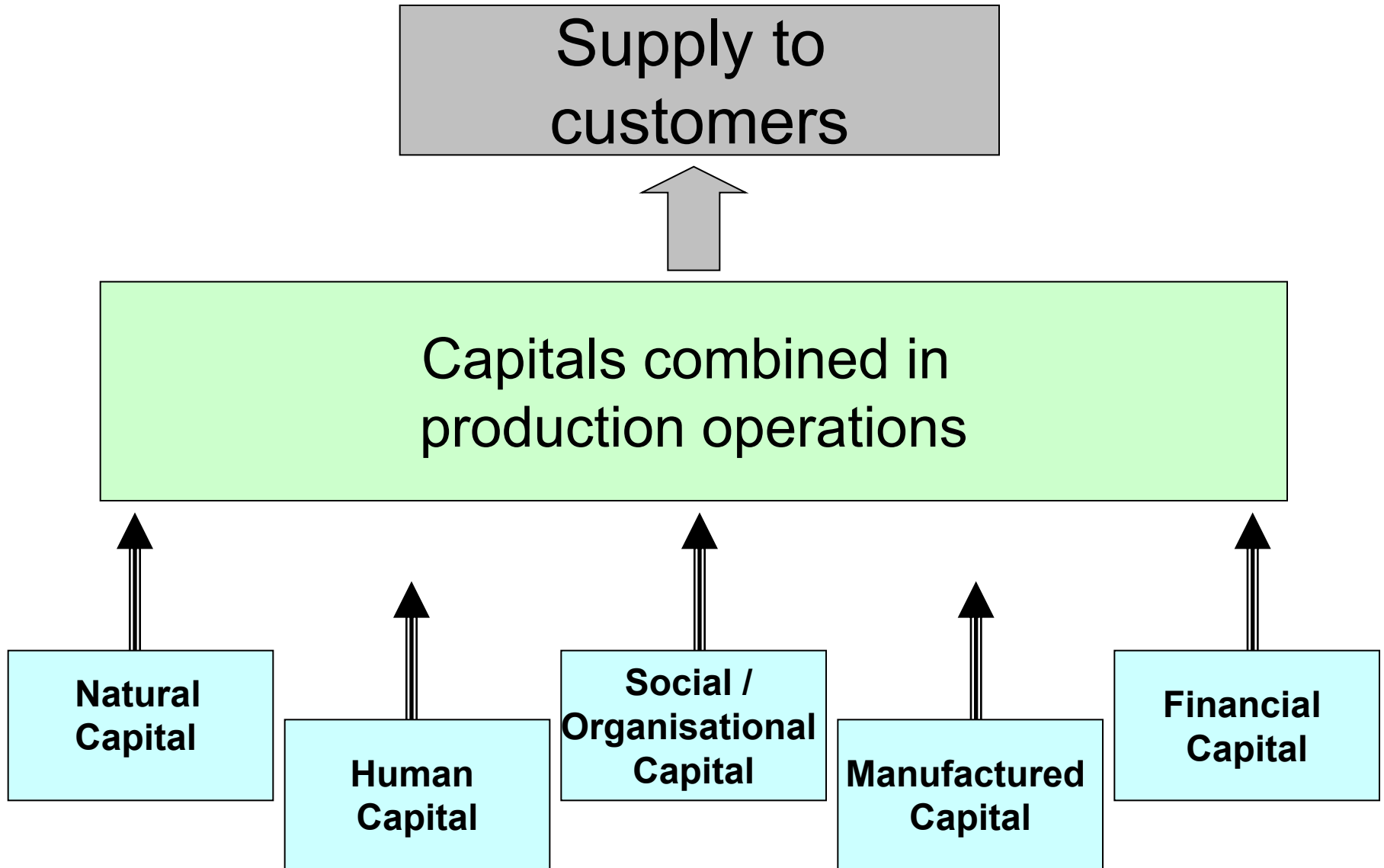
3. Collaboration around demand & consumption



4. Collaboration around waste



The 5 capitals model



Barriers to developing supply

Natural Capital

High cost of all land
& limited availability in urban areas.

Human Capital

Leadership & management skills.
Absence of incentive structures for entrepreneurs.
Community / volunteer engagement has a cost.

Social / Organisational Capital

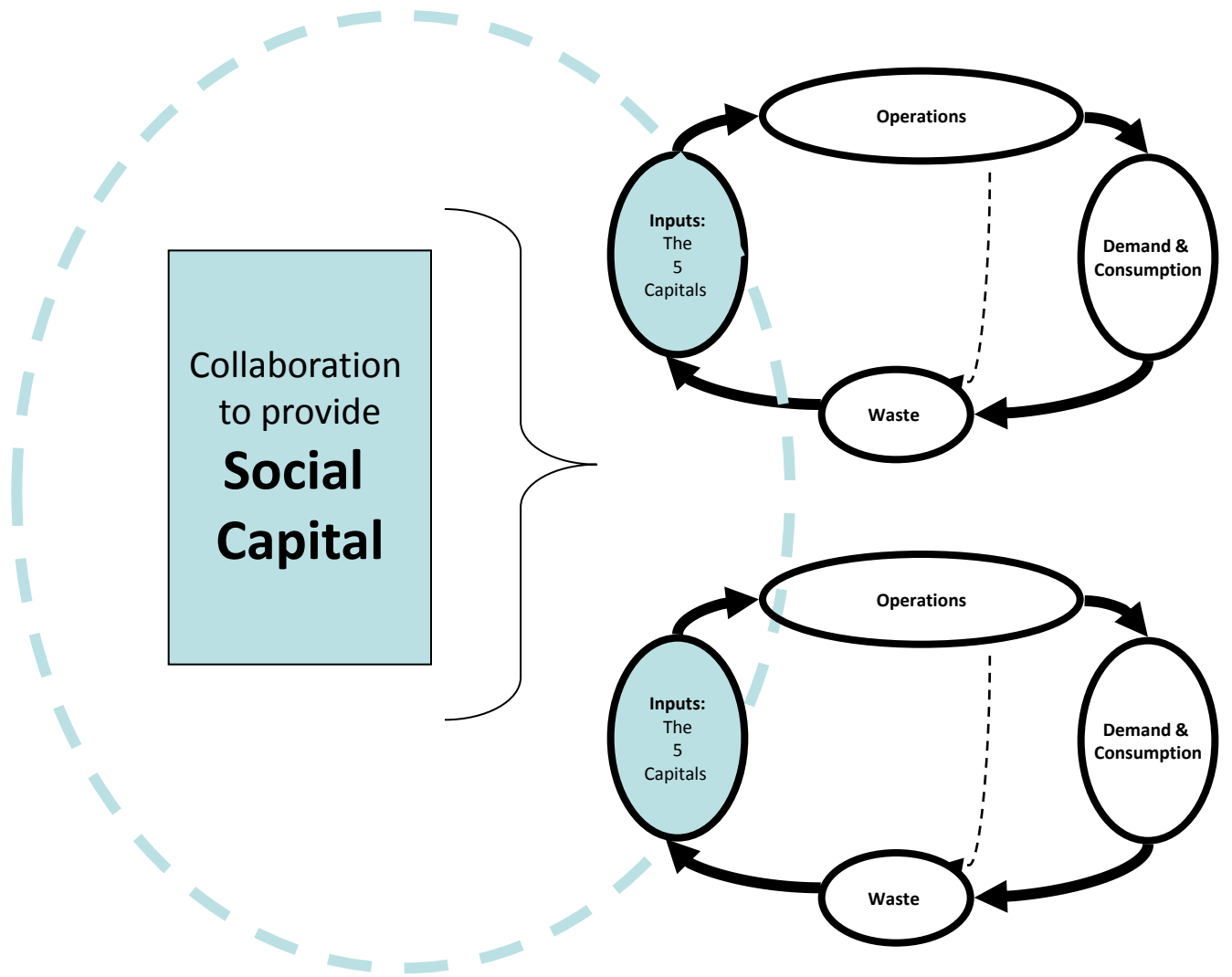
Choice of organisational structure & governance.
Big Society fatigue.....
ICT could be powerful tool, but cost / skills barriers.

Manufactured Capital

Access to suitable premises can be difficult –
“food hubs” could be one solution.

Financial Capital

Cultural barriers: lack of entrepreneurship or understanding
of legal structures & types of finance.
Cost barriers: difficult to pay market rates.



Social capital – the example of Mondragon in the Basque region, Spain

84,000 employed in
256 co-operatives

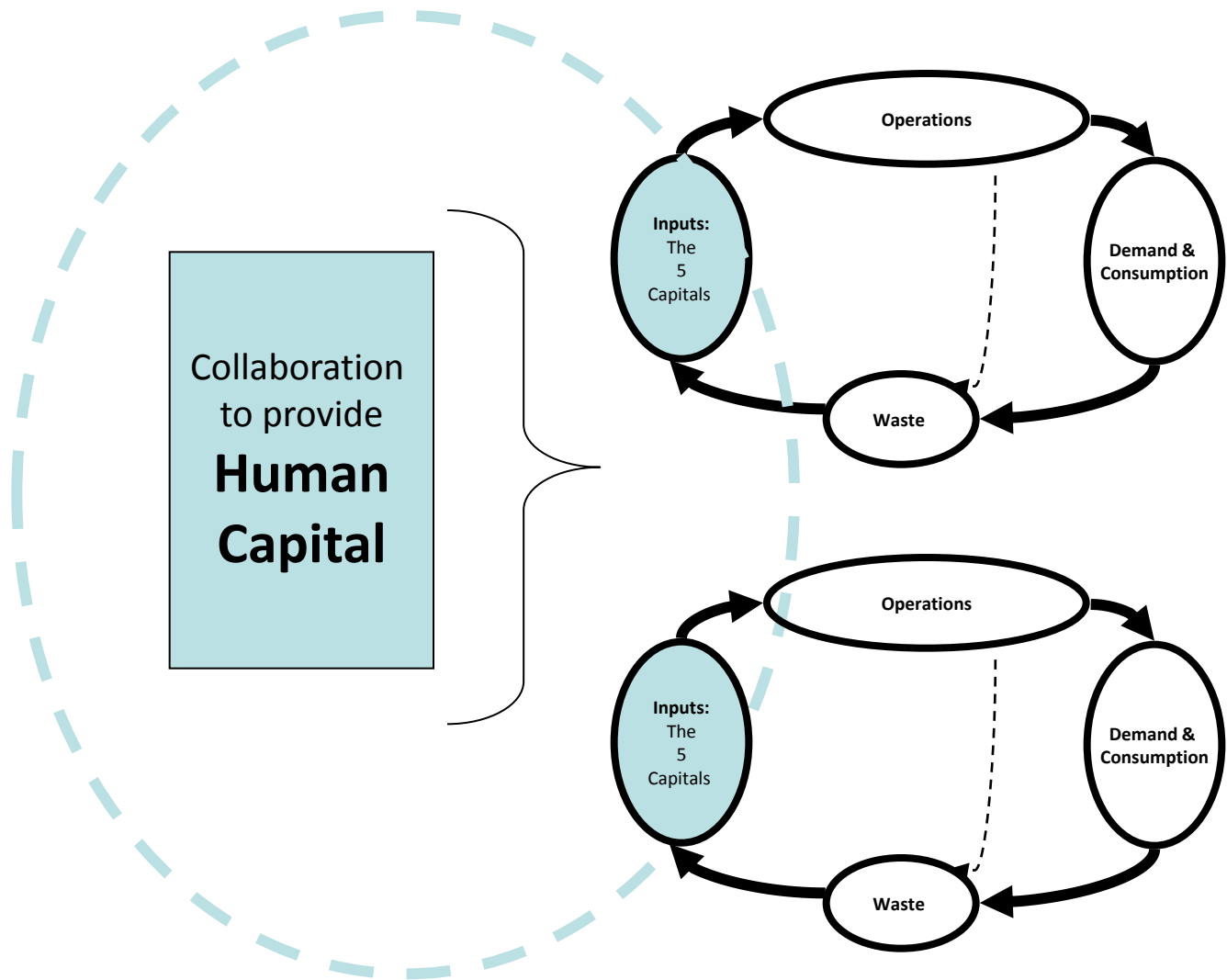
Supported by Mondragon Co-operative Corporation



- **MONDRAGON** Corporation began in 1956
- Started with a Technical College
- Corporate Values:
 - Co-operation.
 - Participation.
 - Social Responsibility.
 - Innovation.
- The Corporation's Mission:
 - the use of democratic methods in its business organisation,
 - the creation of jobs,
 - the human and professional development of its workers
 - a pledge to development with its social environment.
- In terms of organisation, it is divided into four areas: Finance, Industry, Distribution and Knowledge, and is today the foremost Basque business group and the seventh largest in Spain.



**“Culture is
the only asset
that is never
devalued”.**



Manchester Land Army



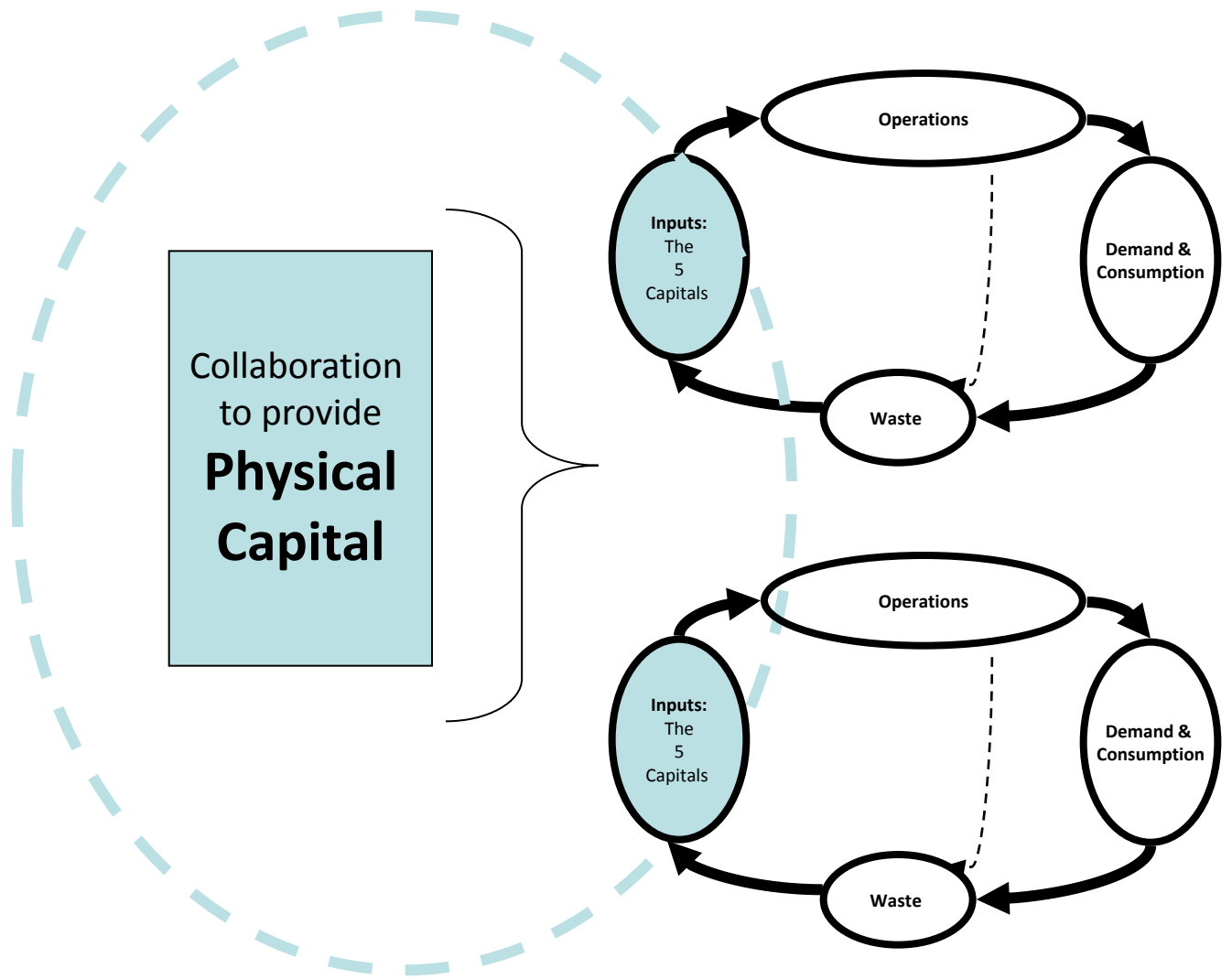
AIM:

To establish a financially resilient 'land army', which:

- Has the capacity to involve a large 'unskilled' pool of individuals, resulting in potential increases in yields and income for growers.
- Nurtures a small number of committed and trained individuals that growers are able to call upon in times of need.
- Offers progression for potential new growers to meet increased demand.

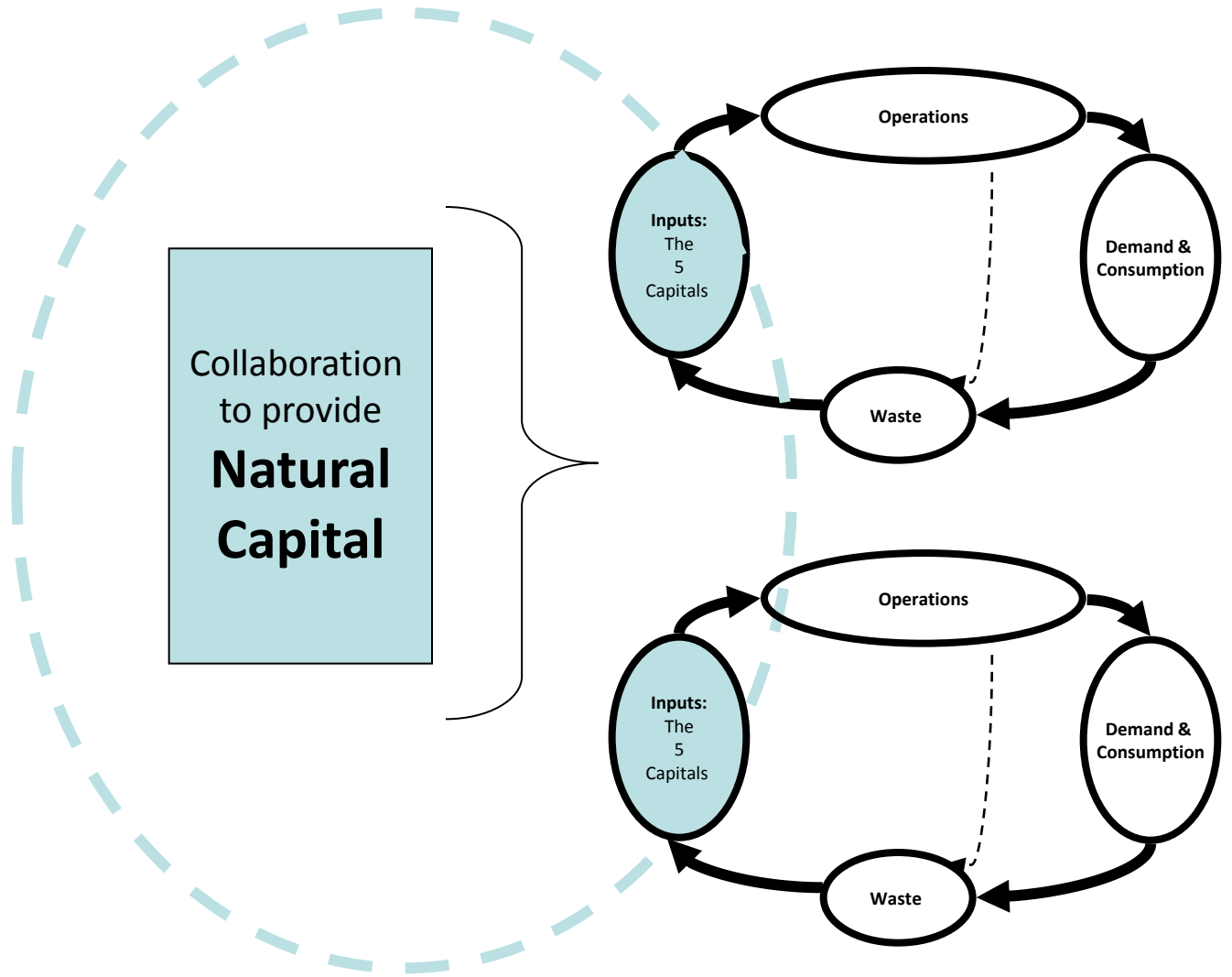
WWOOF



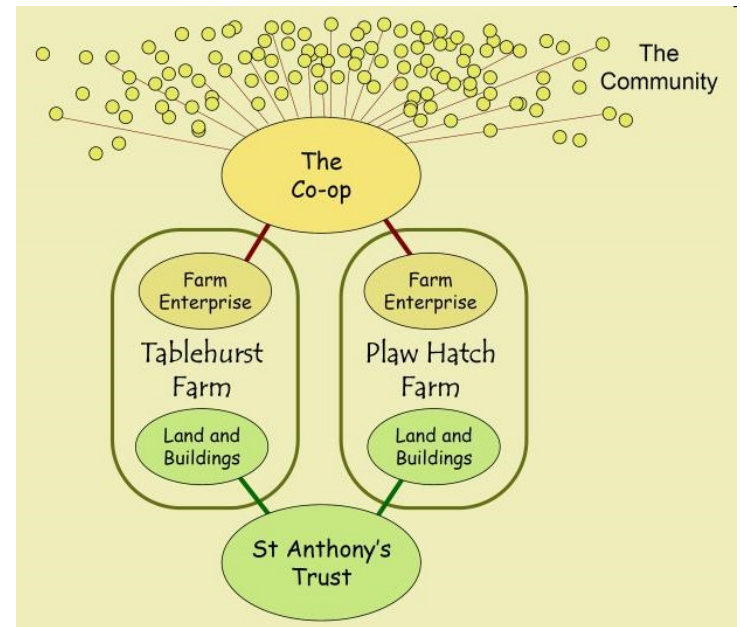


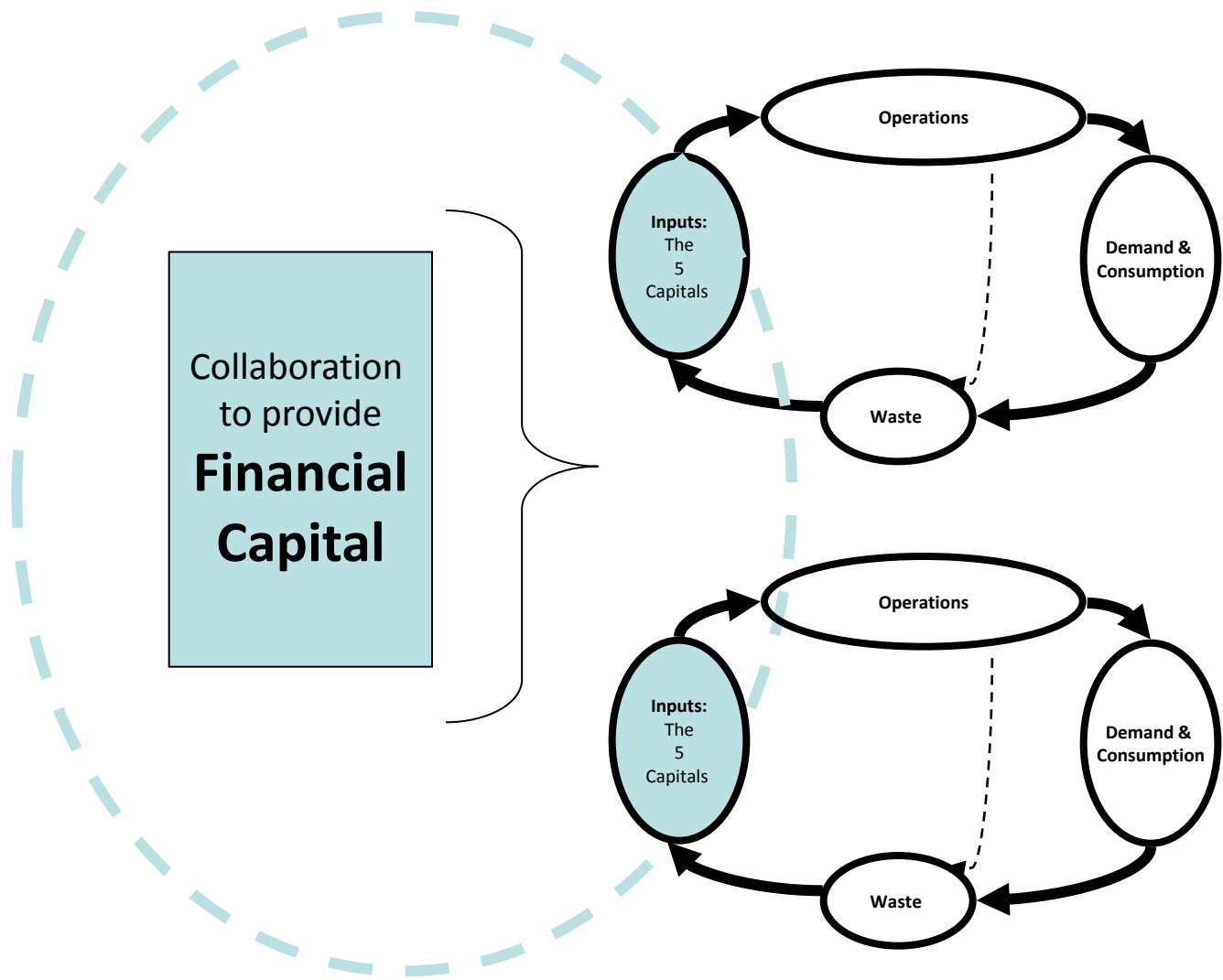
Dorset Small Producers' Network – Processing Barn at Five Penny Farm



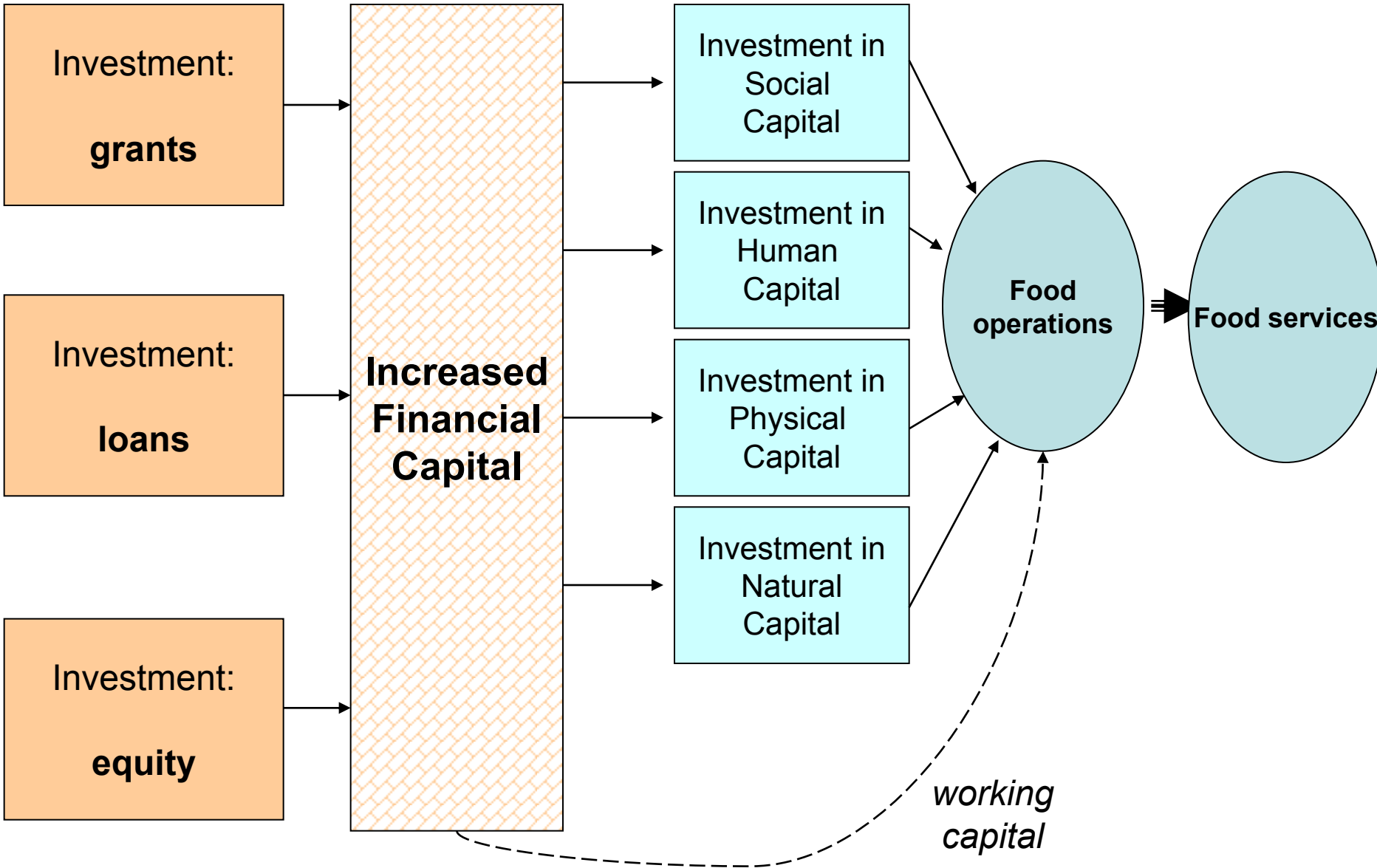


New ways of accessing land





Investment into food organisations



Wessex Community Assets –

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



£152,775 raised



£105,000 raised

Unicorn Grocery

UNICORN
manchester's co-operative grocery



[about us](#) | [produce](#) | [ethics](#) | [recipes](#) | [jobs](#) | [contact us](#) | [search site](#) | [home](#)

page finder

Since opening in September 1996 Unicorn Grocery has been offering a stunning range of wholesome and organic foods to its South Manchester customer base. [Find out more...](#)



[Opening Times](#) ▶



Shop News

At the risk of sounding like a broken record, the range of local veg continues to impress. Parsnips, beetroot, and sprouts from Stockley Farm in Cheshire are all abundant. Add to this a sprinkling of crops grown on Unicorn land, along with some Dunham Massey potatoes and there is a great local selection.

In contrast to an abundance of winter-warmer type UK crops, several lines associated wi... [continued](#)

Seasonal Fruit & Veg

| | |
|--------------|--------------|
| Cauliflower | January King |
| Onions | Squash |
| Carrots | Beetroot |
| Sprout Stalk | Apples |
| Swede | Leeks |

Loan stock issue to borrow funds from customers of Unicorn Grocery



[about us](#) | [produce](#) | [ethics](#) | [recipes](#) | [jobs](#) | [contact us](#) | [search site](#) | [home](#)

page finder

UNICORN LAND PROJECT

In Autumn 2008 we became the proud owners of 21 acres of prime growing land in Glazebury, near Leigh, just under 14 miles by road from the shop. The land became fully organic in June 2010, and is certified by the Soil Association. In April 2010, a 10 year tenancy was signed with Moss Brook Growers, a co-operative veg growing business set up by two Unicorns – Stuart & Rob (often seen working in the Veg area). They now have the tall task of managing the site and supplying us with lovely vegetables! See below for the latest update on their progress.

Unicorn's aim behind this project was to have a more secure supply of food amidst future uncertainties (growing world population, rising fuel prices etc.) and to expand our model of how to feed an urban population in the most sustainable way. We really think this is the way forward - a direct, organic, local supply, minimising energy use and getting veg from the land to your table in the shortest time possible.



Unicorn Grocery: “Grow A Grocery” Guide



[about us](#) | [produce](#) | [ethics](#) | [recipes](#) | [jobs](#) | [contact us](#) | [search site](#) | [home](#)

page finder

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

[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

The Handmade Bakery

the
handmade
bakery 

[our bakery](#)

[our bread](#)

[stockists](#)

[courses](#)

[invest](#)

[blog](#)

[contact](#)



flour, water, yeast, salt... bread revolution

[invest in us](#)

[our bread](#)

[share our passion](#)

The Handmade Bakery

the
handmade
bakery

[our bakery](#)

[our bread](#)

[stockists](#)

[courses](#)

[invest](#)

[blog](#)

[contact](#)



Invest in Us



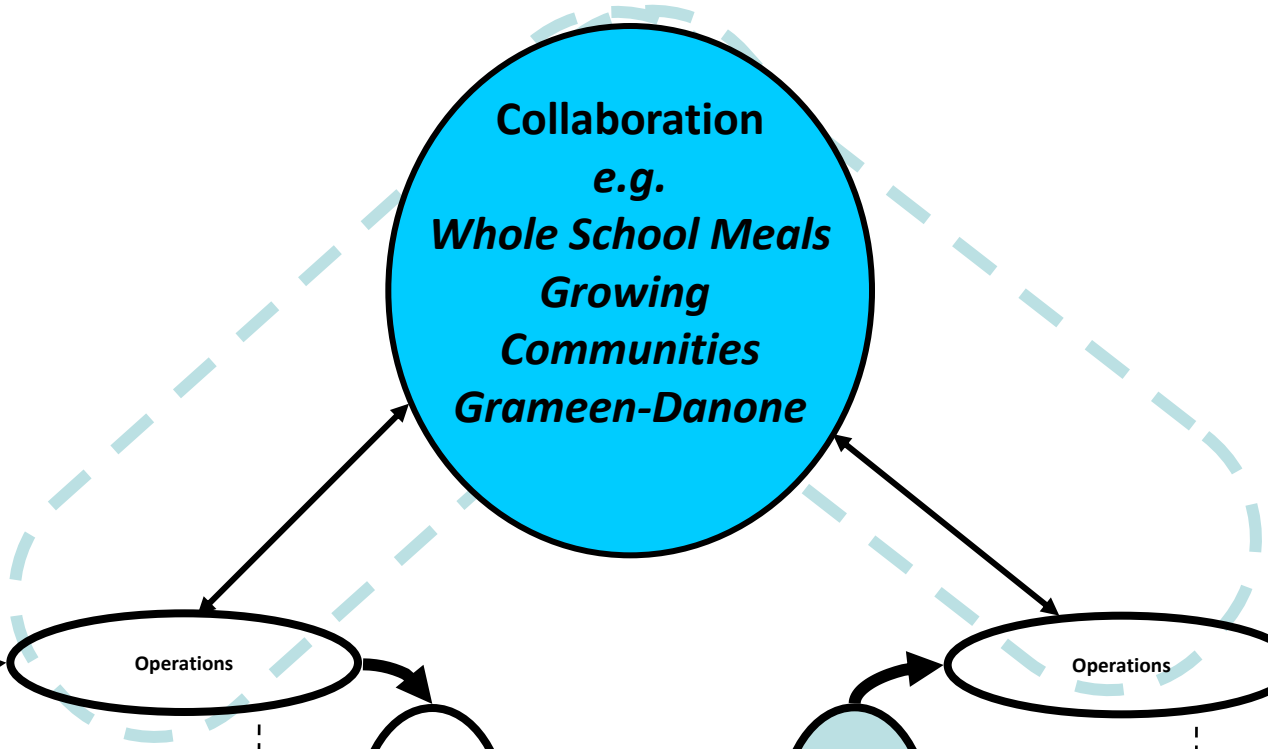
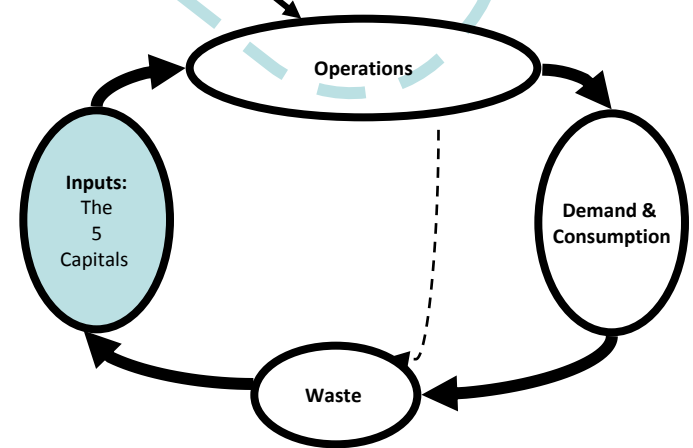
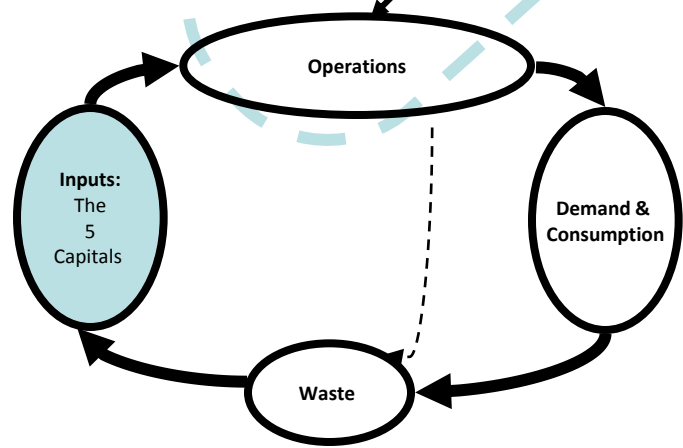
INVEST IN US!

Join the Bread Revolution and support the development of The Handmade Bakery.

[Buy Bread Bonds](#)

[Buy Course Bonds](#)

Be a Bread Revolutionary!



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 **Growing**



Sign up here to receive news by email



Grameen – Danone Joint Venture

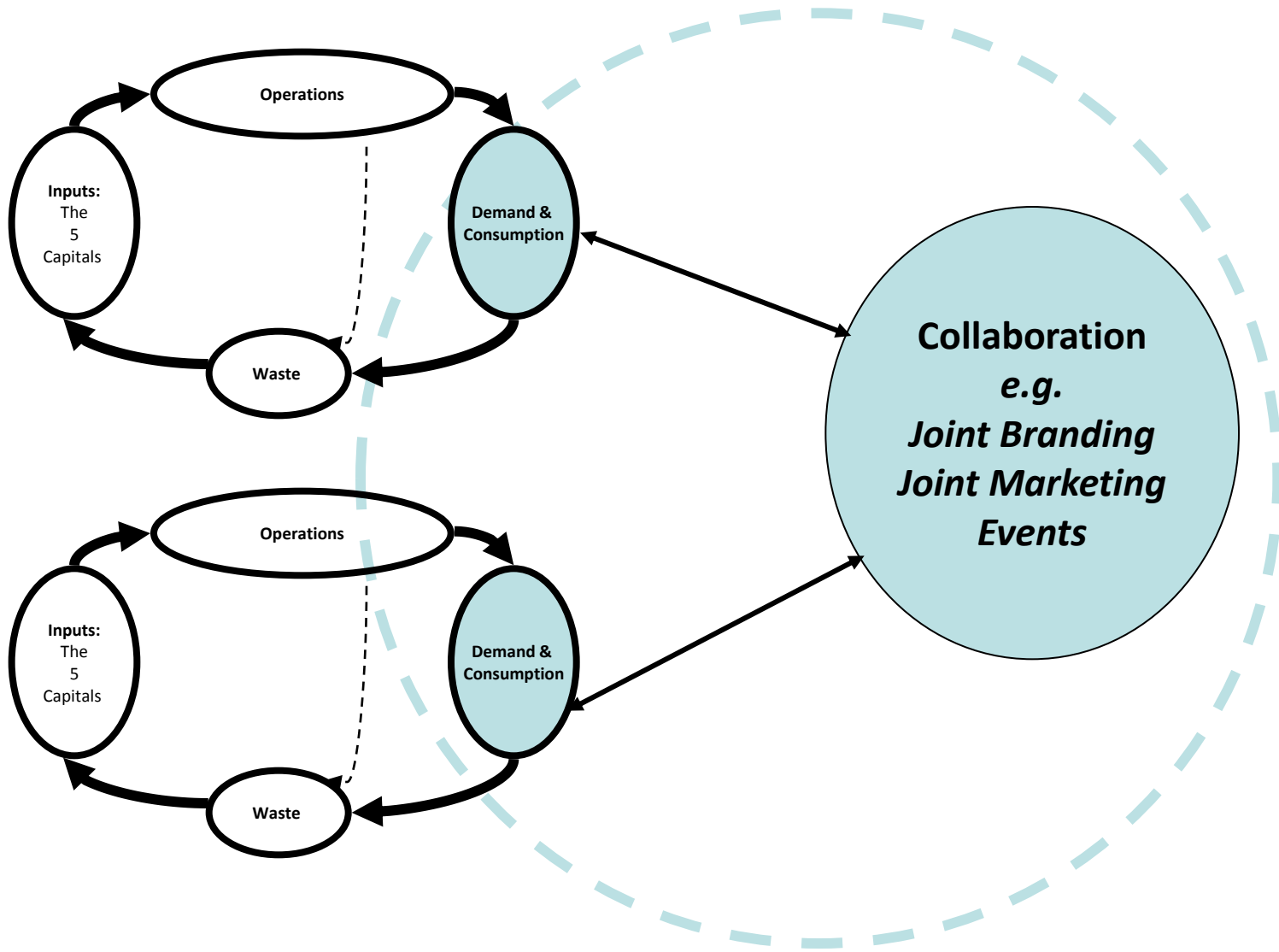


Grameen-Danone Shoktidoi yogurt factory in Bangladesh

Hostetin Apple Juicing Plant, Czech Republic

- supporting local small orchard owners





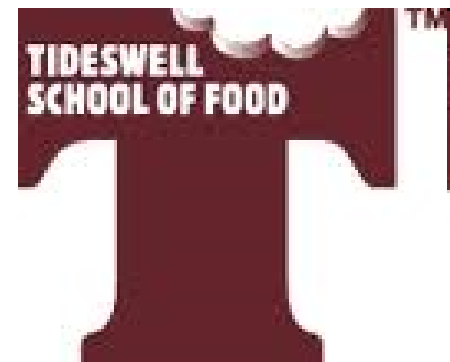
Farmers' Markets

- a collaborative marketing mechanism



Taste Tideswell:

Using Branding to Promote the Local Food Sector



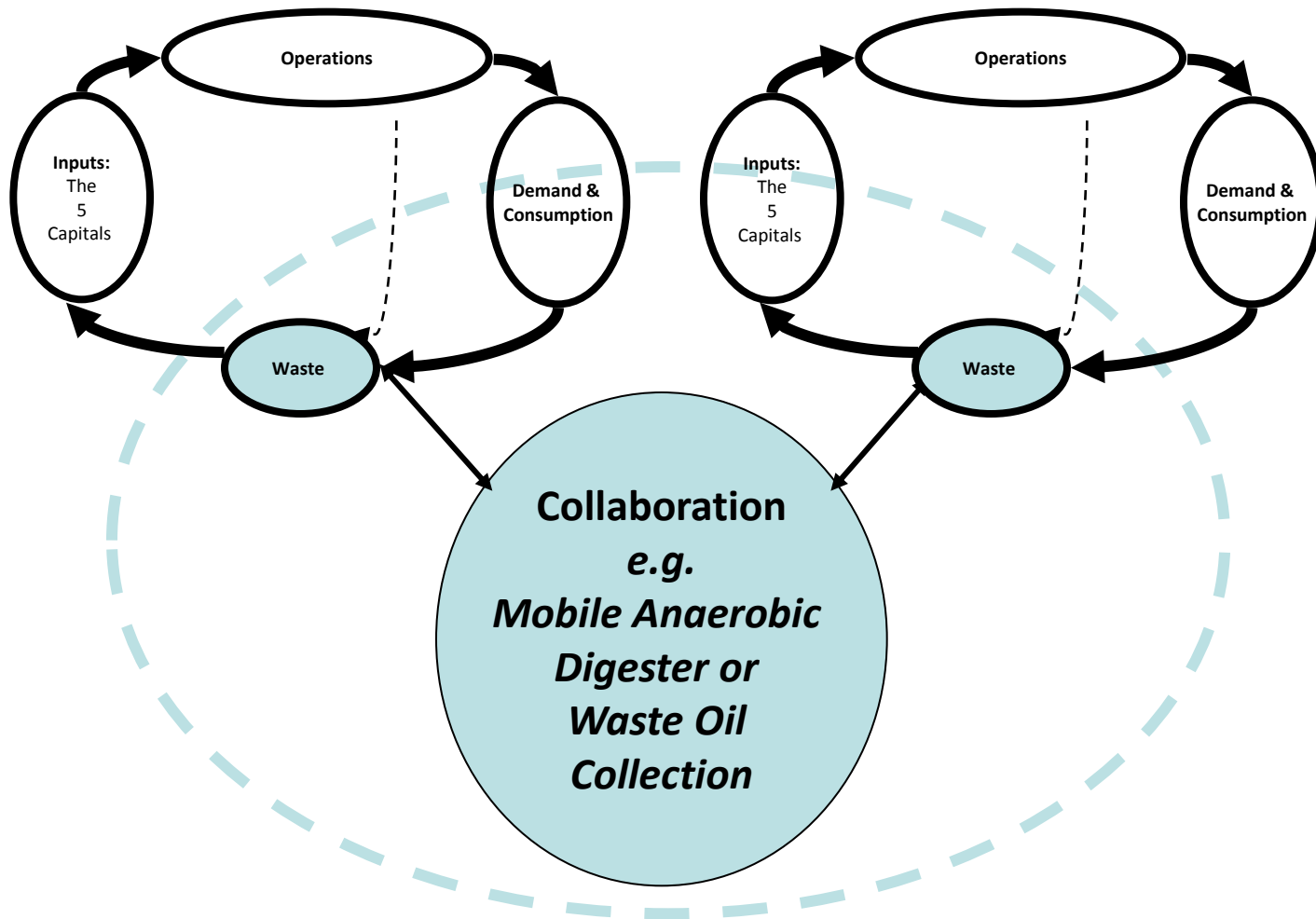
MAST 



colne  copia



the
handmade
bakery 

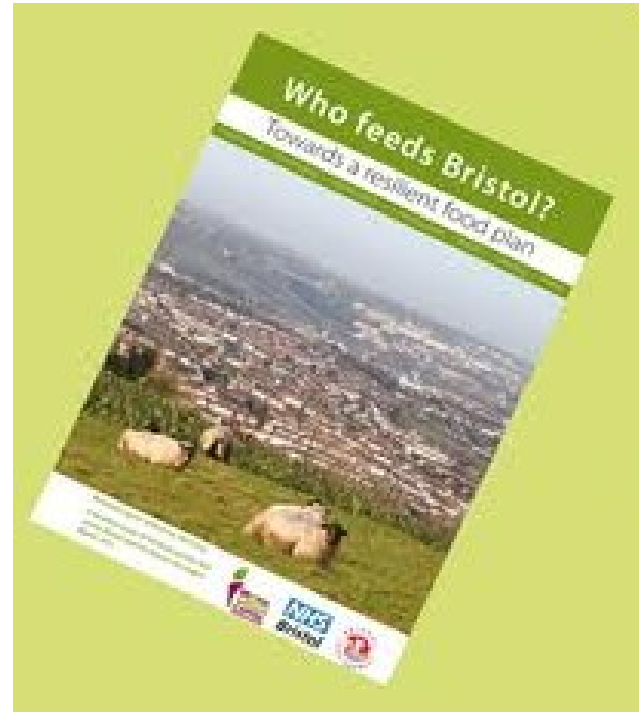


Cwm Harry Land Trust – recycling food waste



Local Food Partnerships & Policy Councils

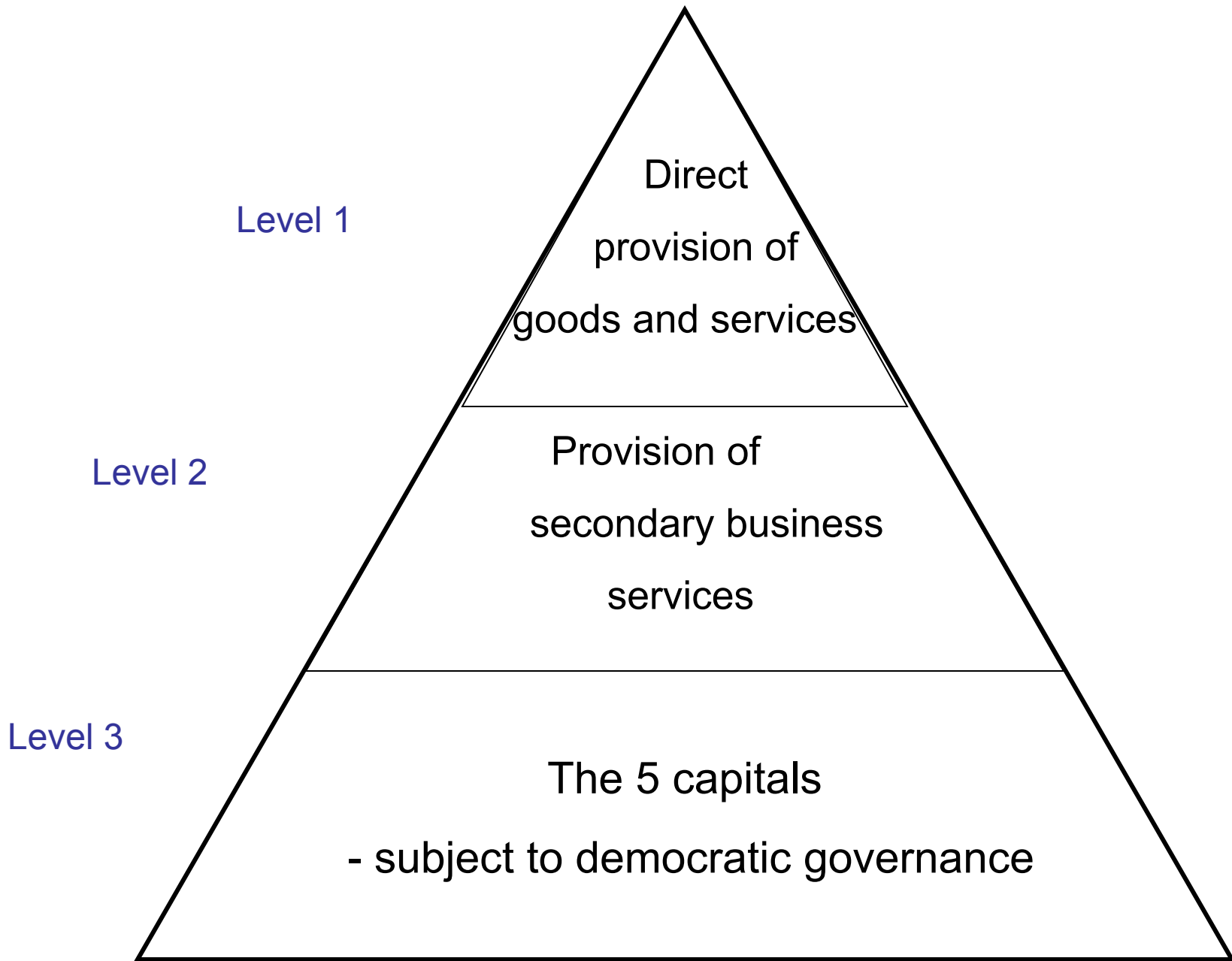
THE PLYMOUTH *Food Charter*



Making Local Food Work: Local Food Systems project

Partnerships supported in:

- Brighton
- Colne Valley
- Liverpool
- Manchester
- Nottingham
- Penwith
- Sheffield



Level 1

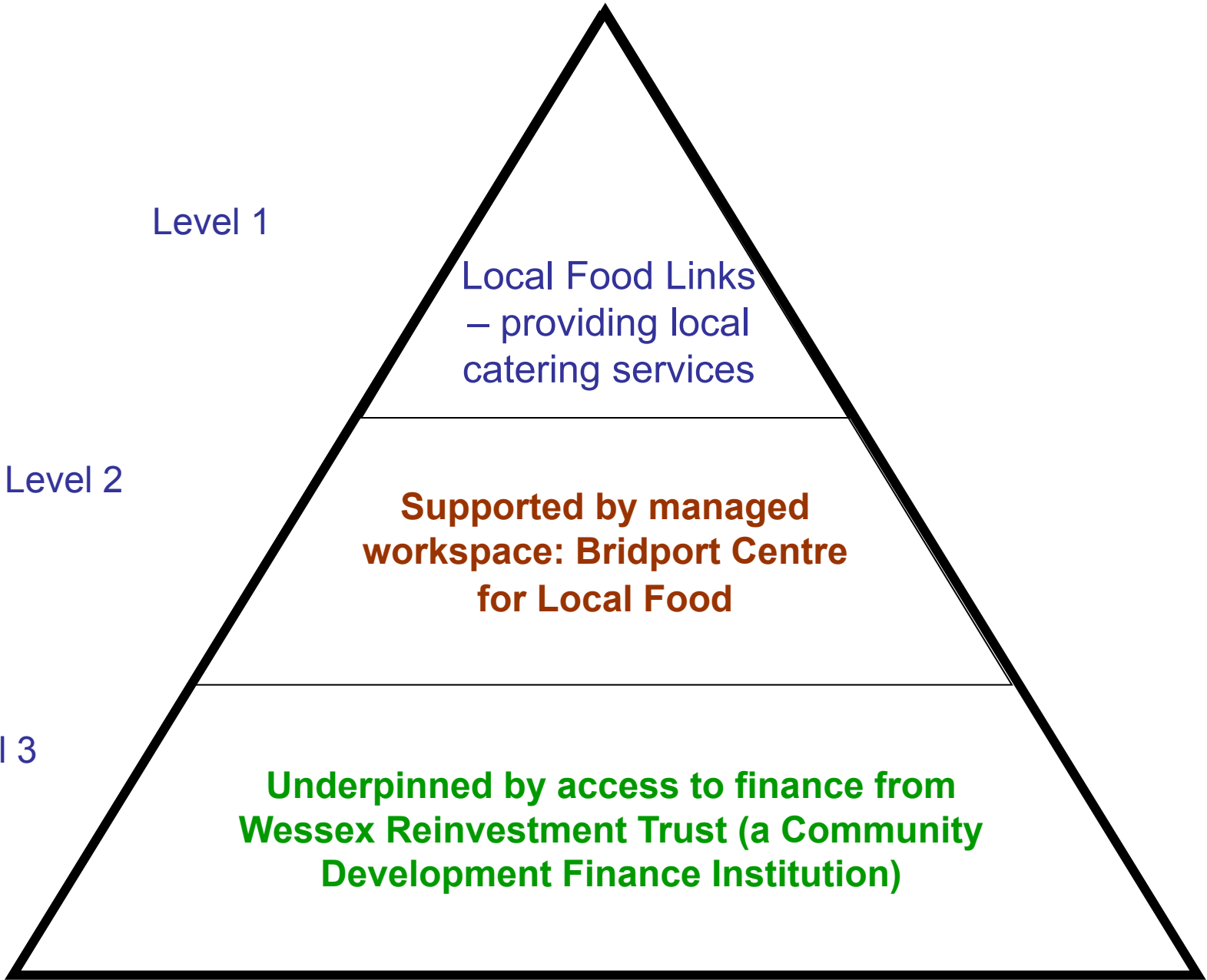
Local Food Links
– providing local
catering services

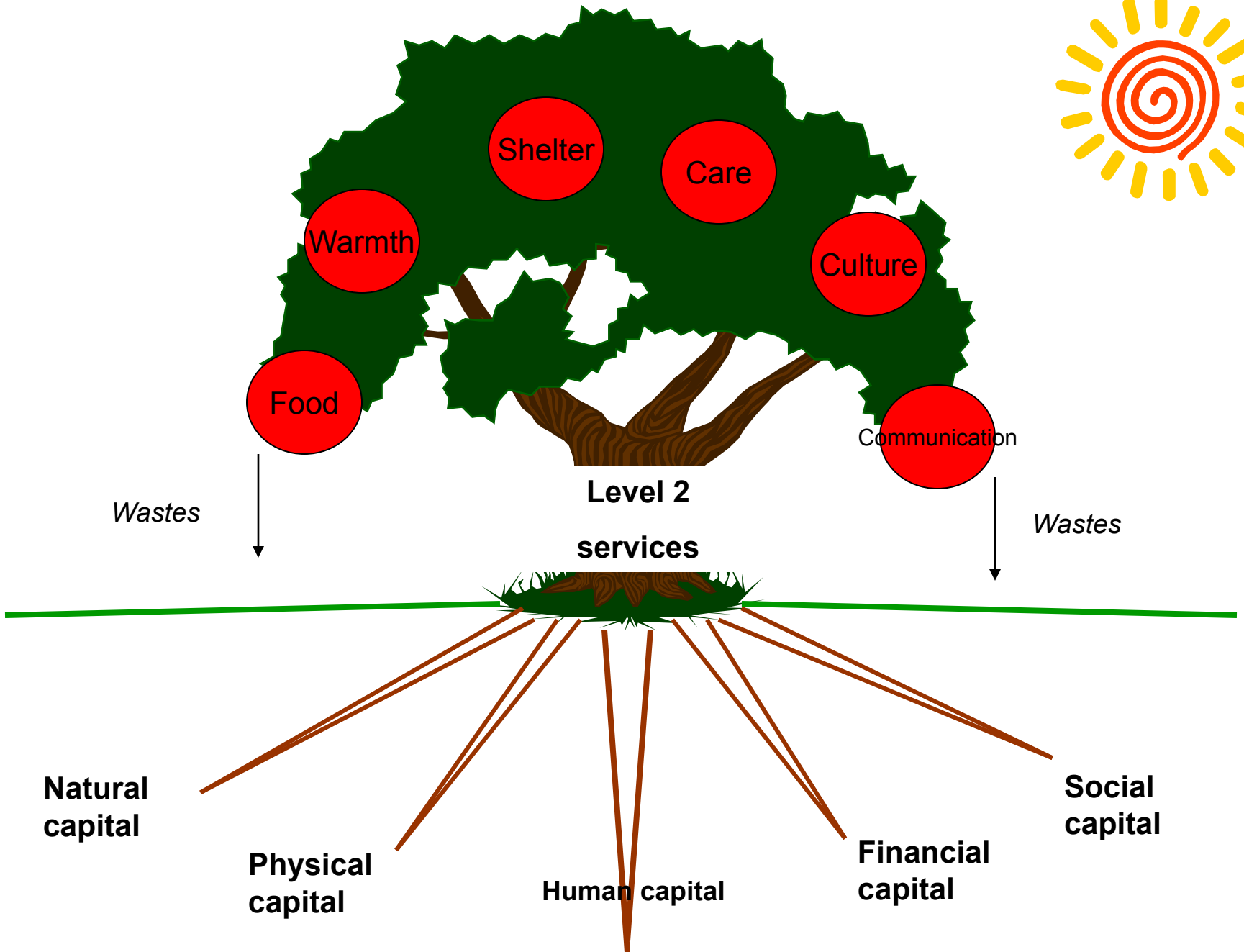
Level 2

**Supported by managed
workspace: Bridport Centre
for Local Food**

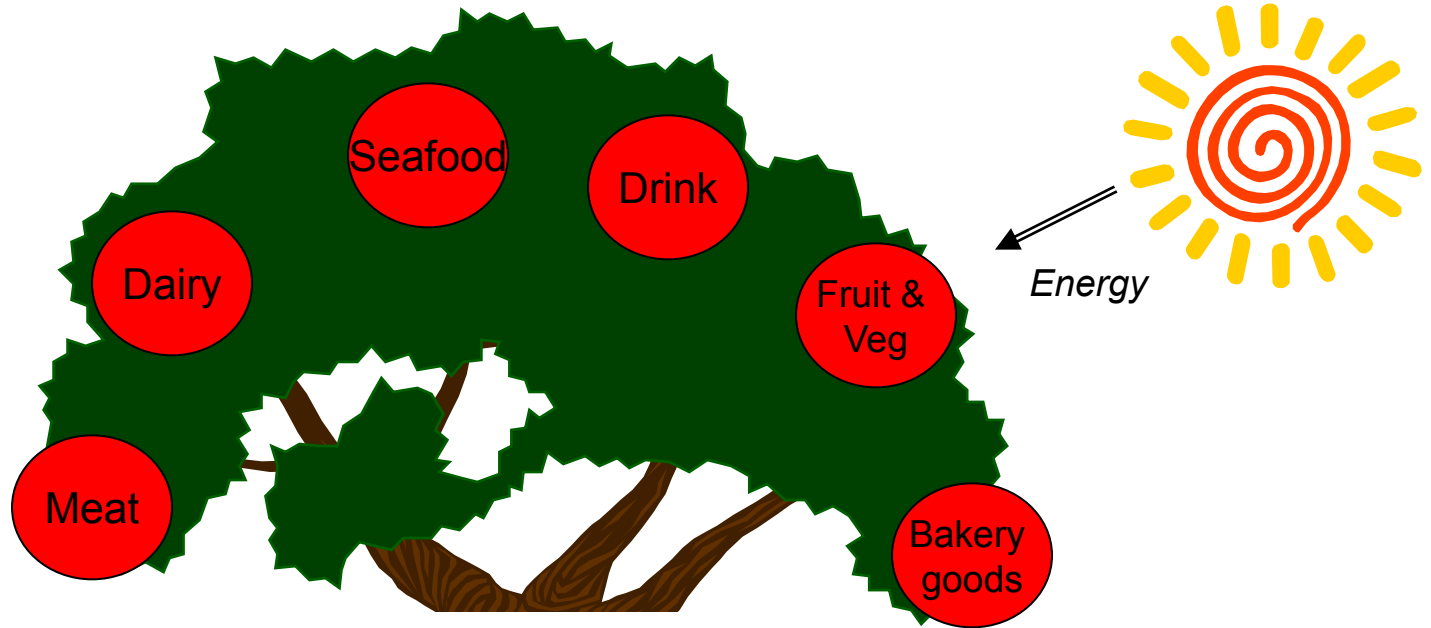
Level 3

**Underpinned by access to finance from
Wessex Reinvestment Trust (a Community
Development Finance Institution)**





**Level 1:
Production**



Level 2: Services
e.g. Farmers Markets & the Centre for Local Food

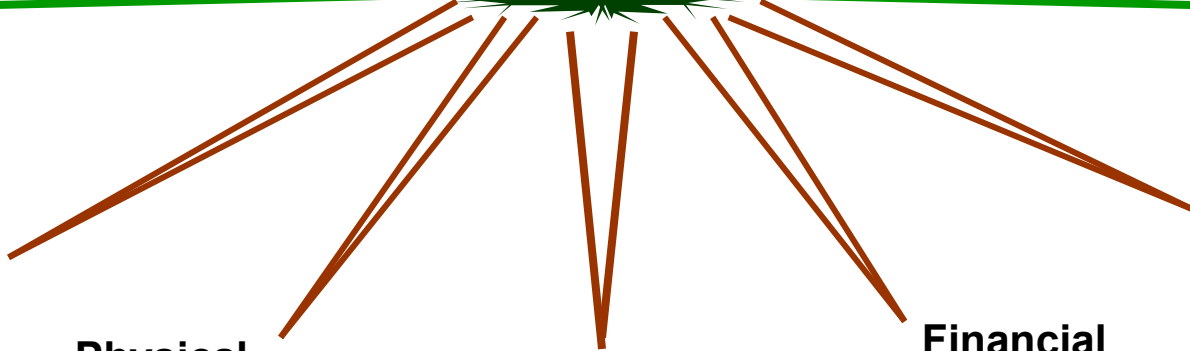
Wastes



Wastes



Natural capital



Physical capital

Human capital

Financial capital

Social capital

Level 3: Key Resources