

# Developing an Eco-social Enterprise

Session 2

Tuesday, 25 April, 2023

Tim Crabtree, Wessex Community Assets & Plymouth University

# Question:

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

**Food**

**Energy**

**Transport**

**Housing**

**Communication**

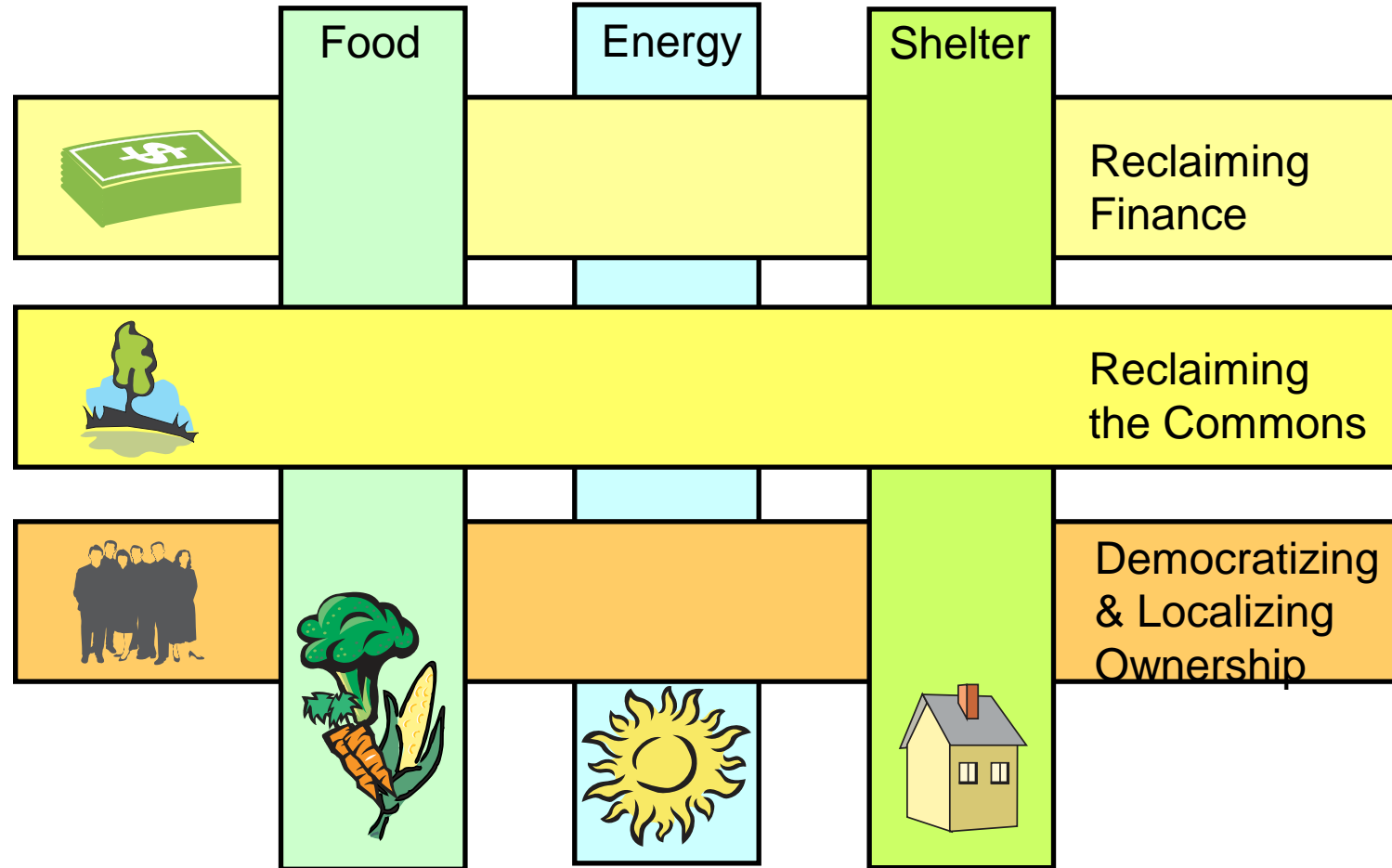


**Social care  
& health**

**Culture**

**Education**

# SATISFIERS



ENABLERS

1998

2003

2013

2023

Local Food Links

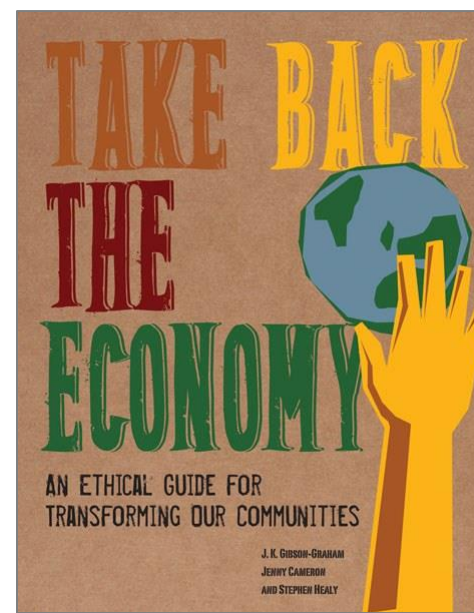
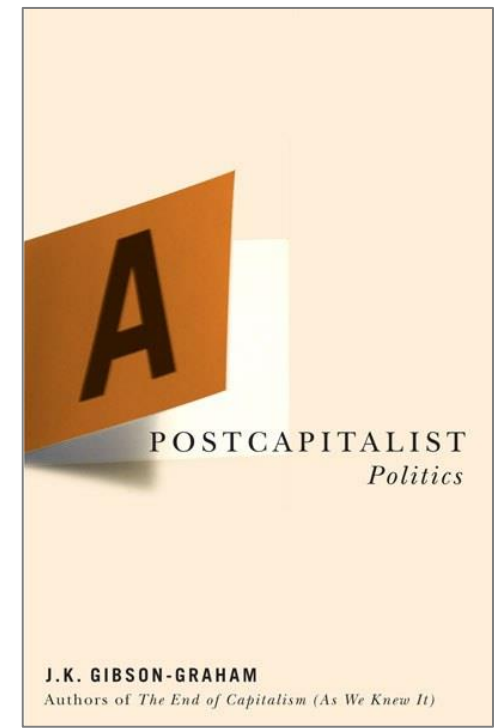
Wessex Community Assets

Schumacher College

Plymouth  
University

Dorset Community  
Energy

# Diverse economies



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

# Systems thinking

Question:

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



# WASHING SOCKS



**INPUT**



**OUTPUT**



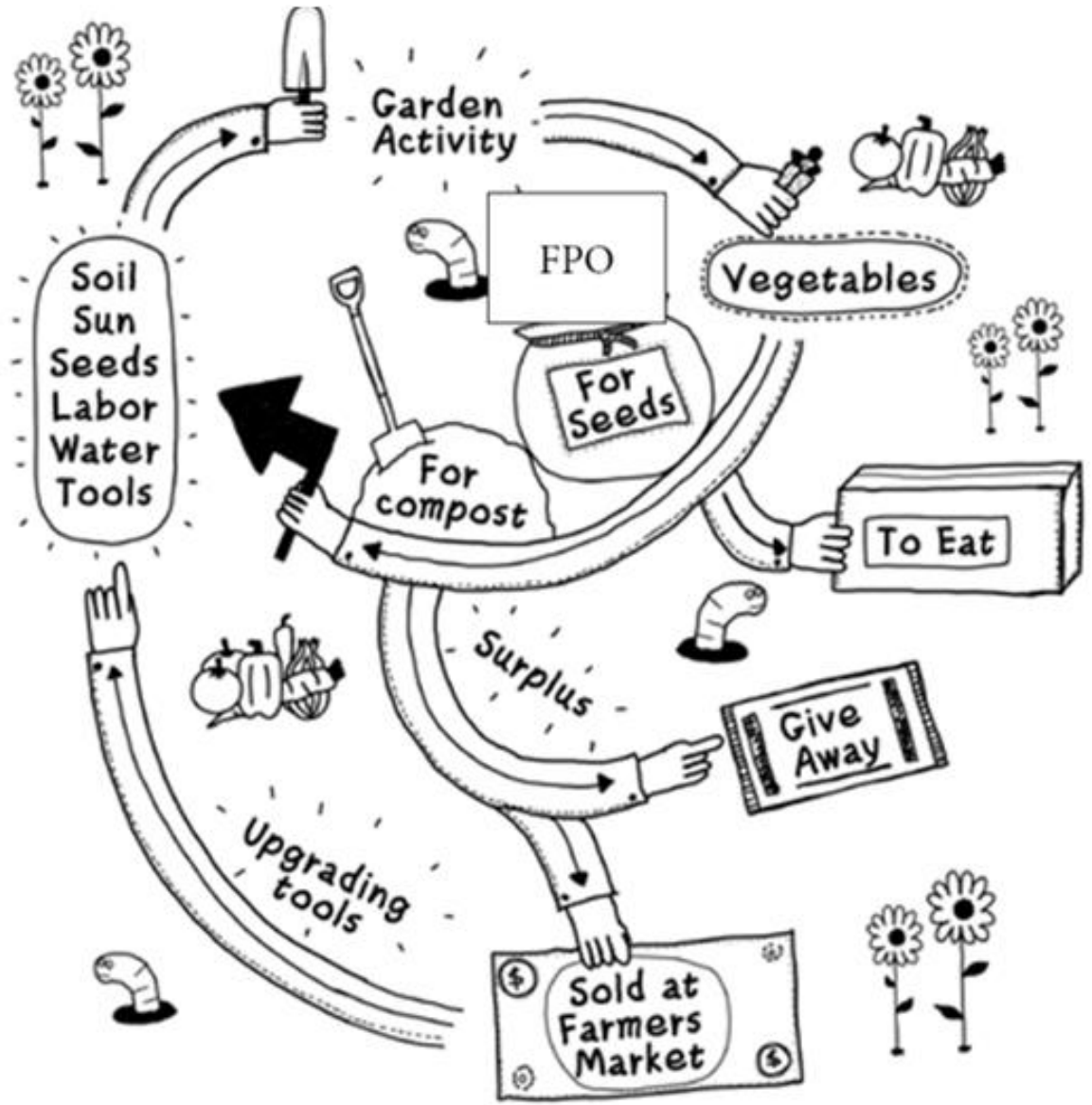
**OPERATION**



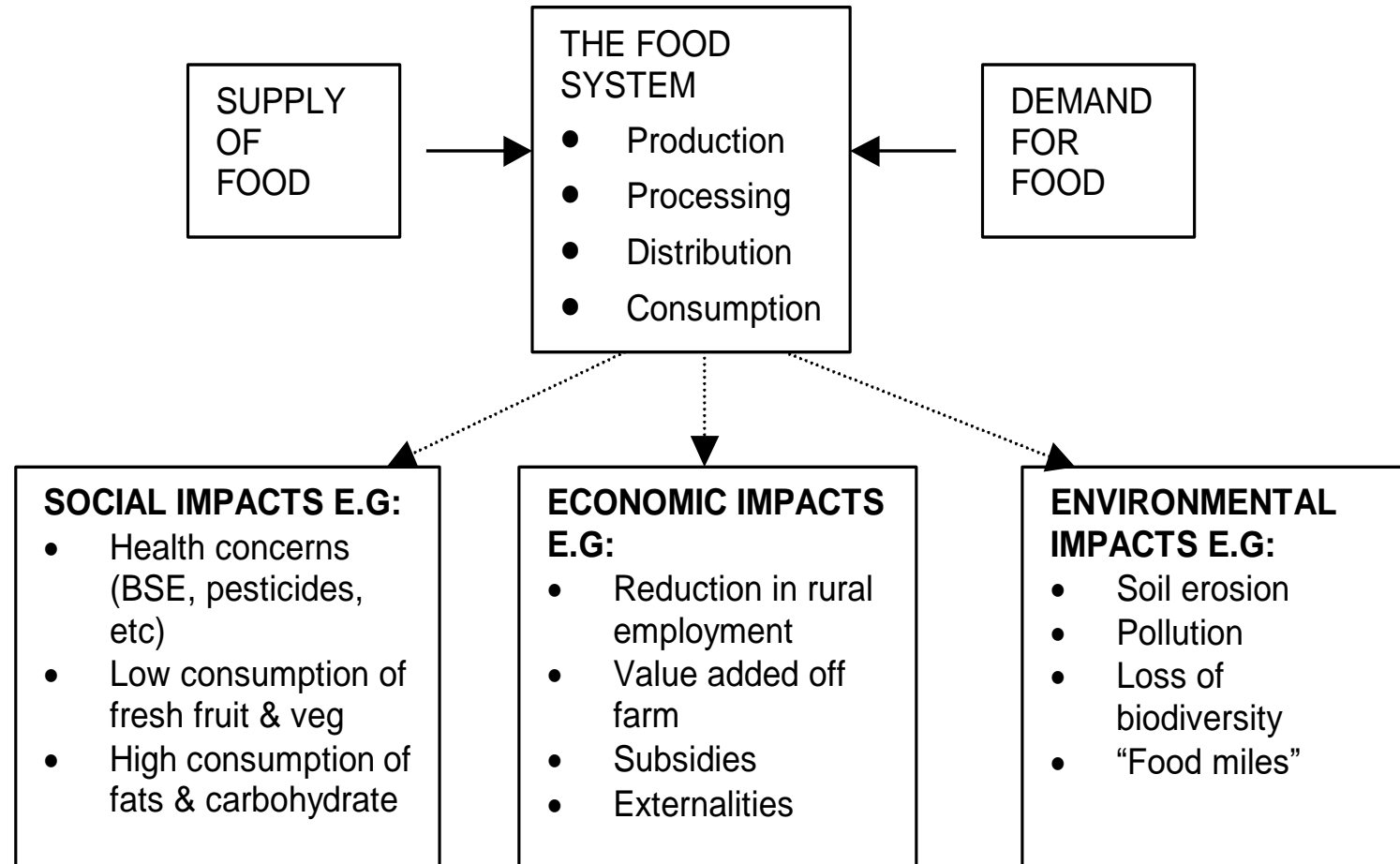
# Question

How do you cook a soup?

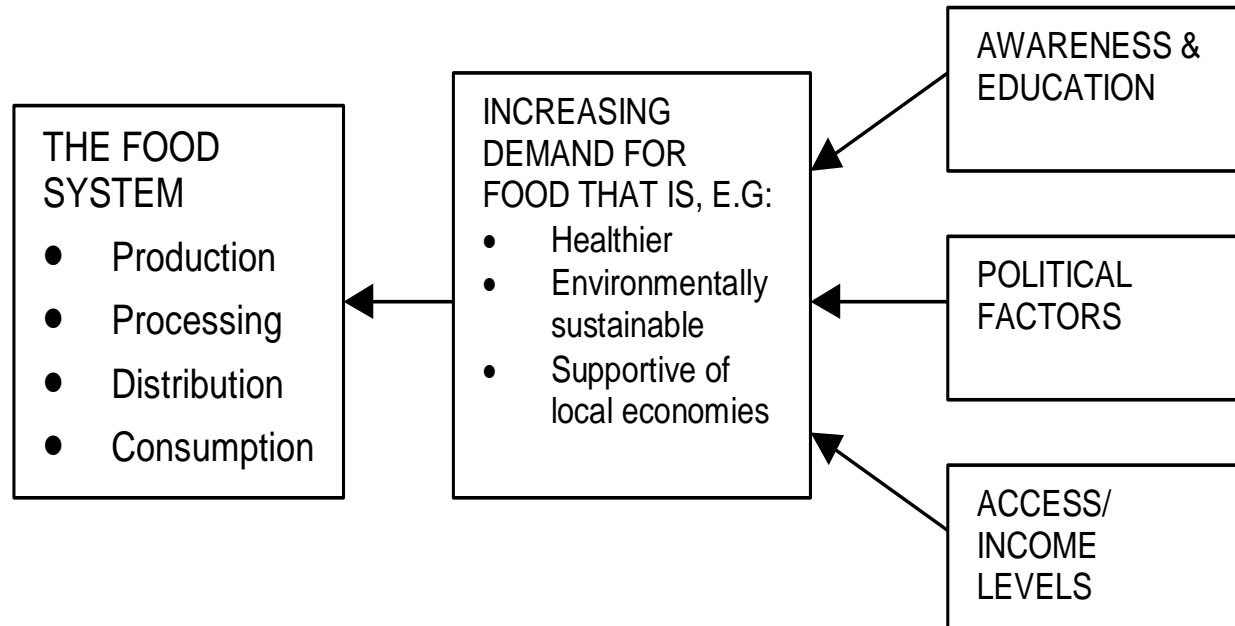
- What inputs must you have?
- What operations do you need to do?



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



## Influences on the demand for food



# 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



# 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





# Local Food Links – School meals stage 1



places

United Kingdom

United Kingdom

GET DIRECTIONS

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



## New Central Kitchen at Centre for Local Food













## The schools we supply

### West Dorset, Devon & Somerset

All Saints, Axminster  
Beechcroft St Pauls  
Bridport Primary  
Bridport St Mary's  
Broadmayne  
Broadwindsor  
Burton Bradstock  
Cerne Abbas  
Charmouth  
Cheselbourne  
Chickerell Primary Academy  
Damers First School  
Dorchester Opportunity Group  
Frome Valley First School  
Greenford  
Loders  
Manor Park  
Parrett & Axe  
Piddle Valley

### North Dorset

Archbishop Wake  
Blandford St Mary  
Downlands  
Dunbury Church of England  
Academy  
Durweston  
Harbour School  
Hazelbury Bryan  
Milldown  
Milborne St Andrew  
Okeford Fitzpaine  
Pimperne  
Spetisbury  
Shillingstone  
St Nicholas Child Okeford  
Stower Provost  
The Forum Centre  
William Barnes

### Prince of Wales

Puddletown First  
Radipole  
Salwayash  
St Andrews  
St Augustine's  
St Catherines  
St Johns  
St Mary's Catholic First  
St Mary's Beaminster  
St Mary's Charminster  
St Mary's Middle (Puddletown)  
St Osmunds  
Sticklands  
Symondsburry  
Thorners  
Winterbourne 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









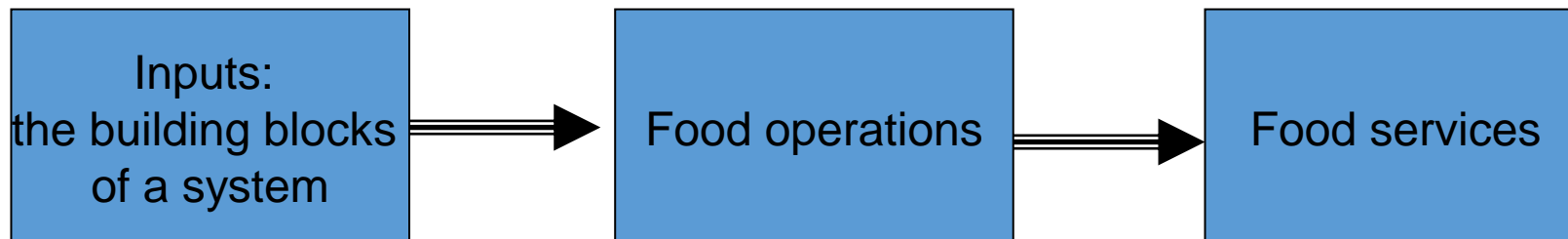
# Local food systems

**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**



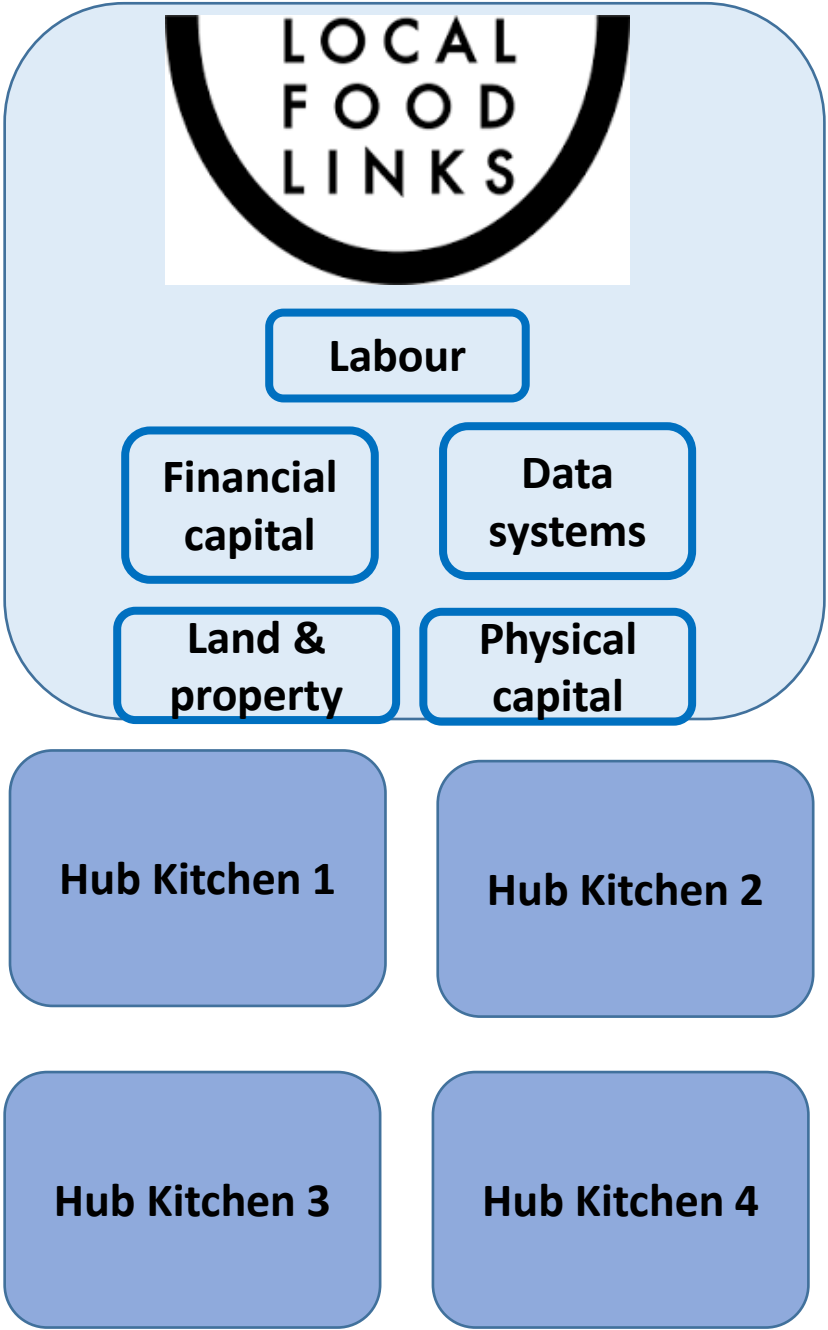
**Local school children**

**Outputs:**  
School meals

**Operations**

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

**Inputs**



Local food companies and farms

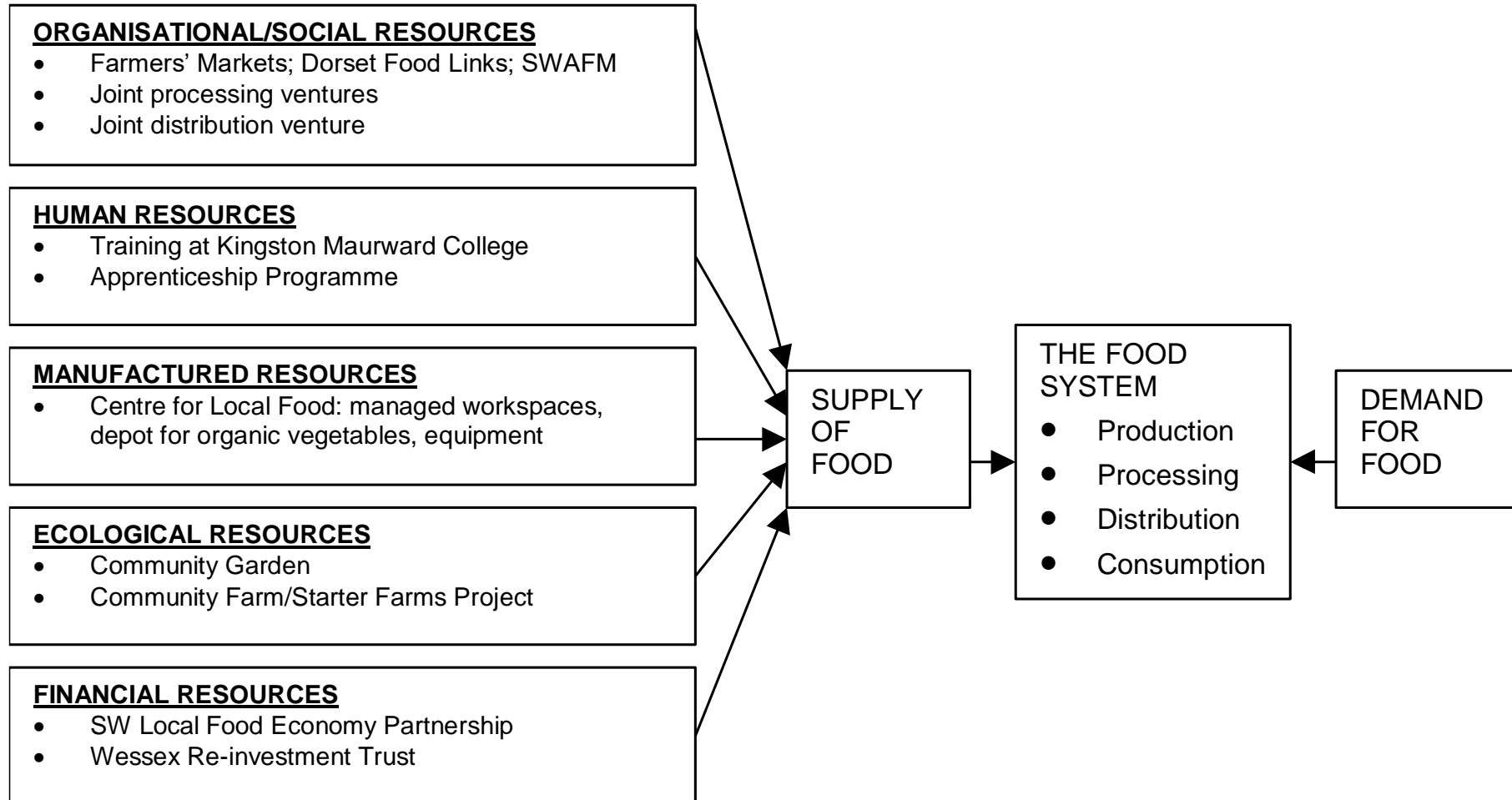
Provides hot meals to

57 Schools





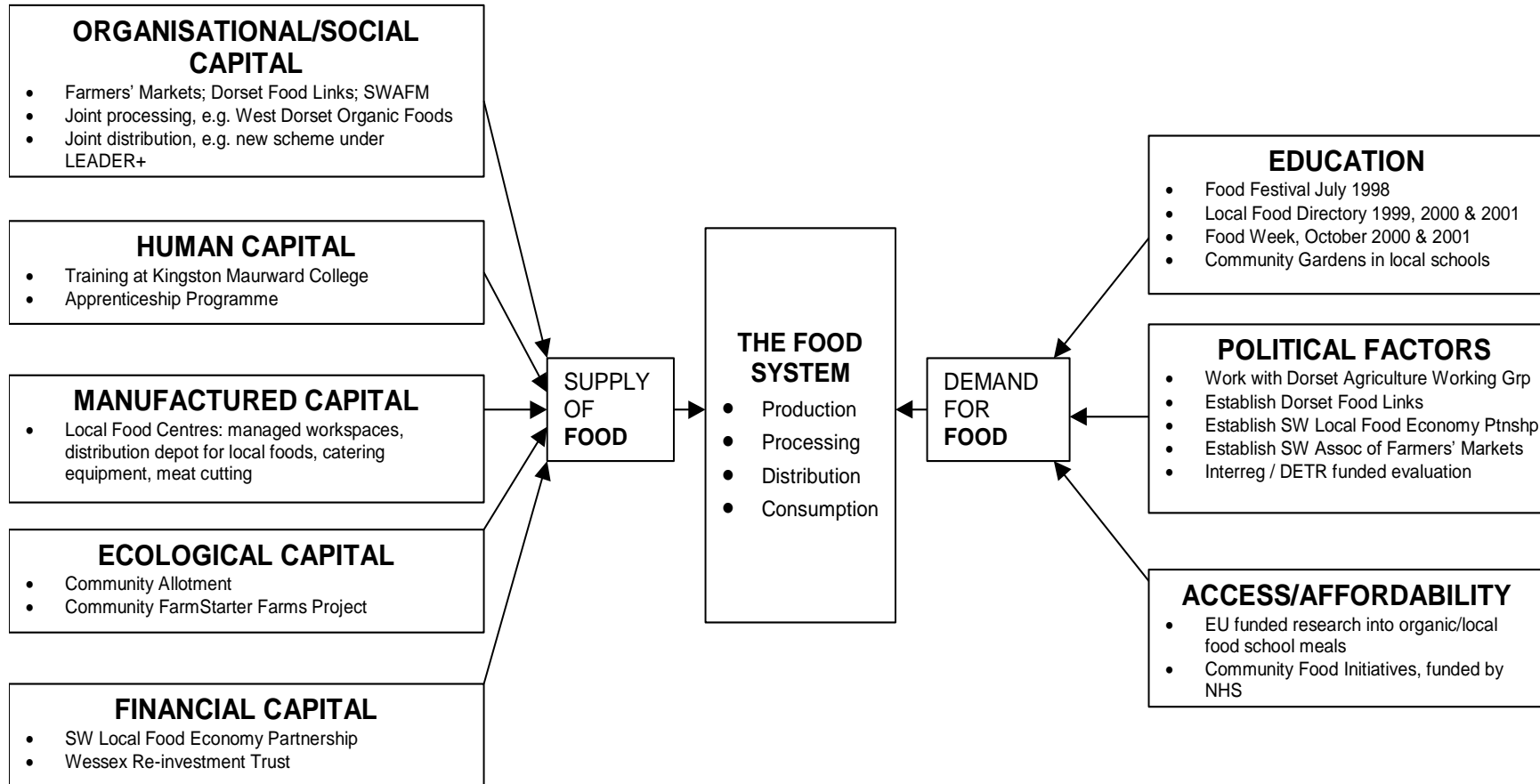
## Current and proposed initiatives to support the supply side

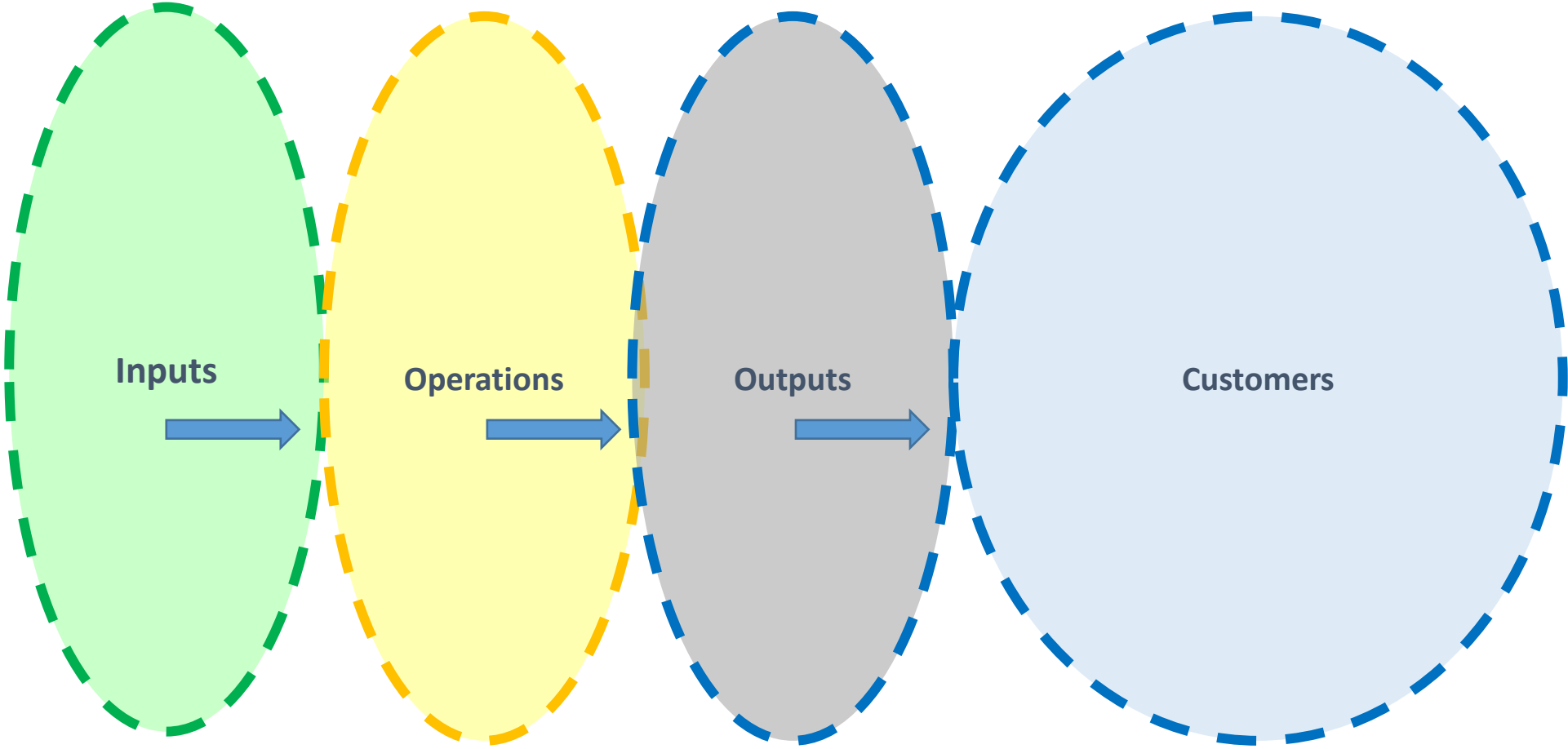


## SUMMARY OF CURRENT AND PROPOSED INITIATIVES IN DORSET TO SUPPORT THE LOCAL FOOD SECTOR

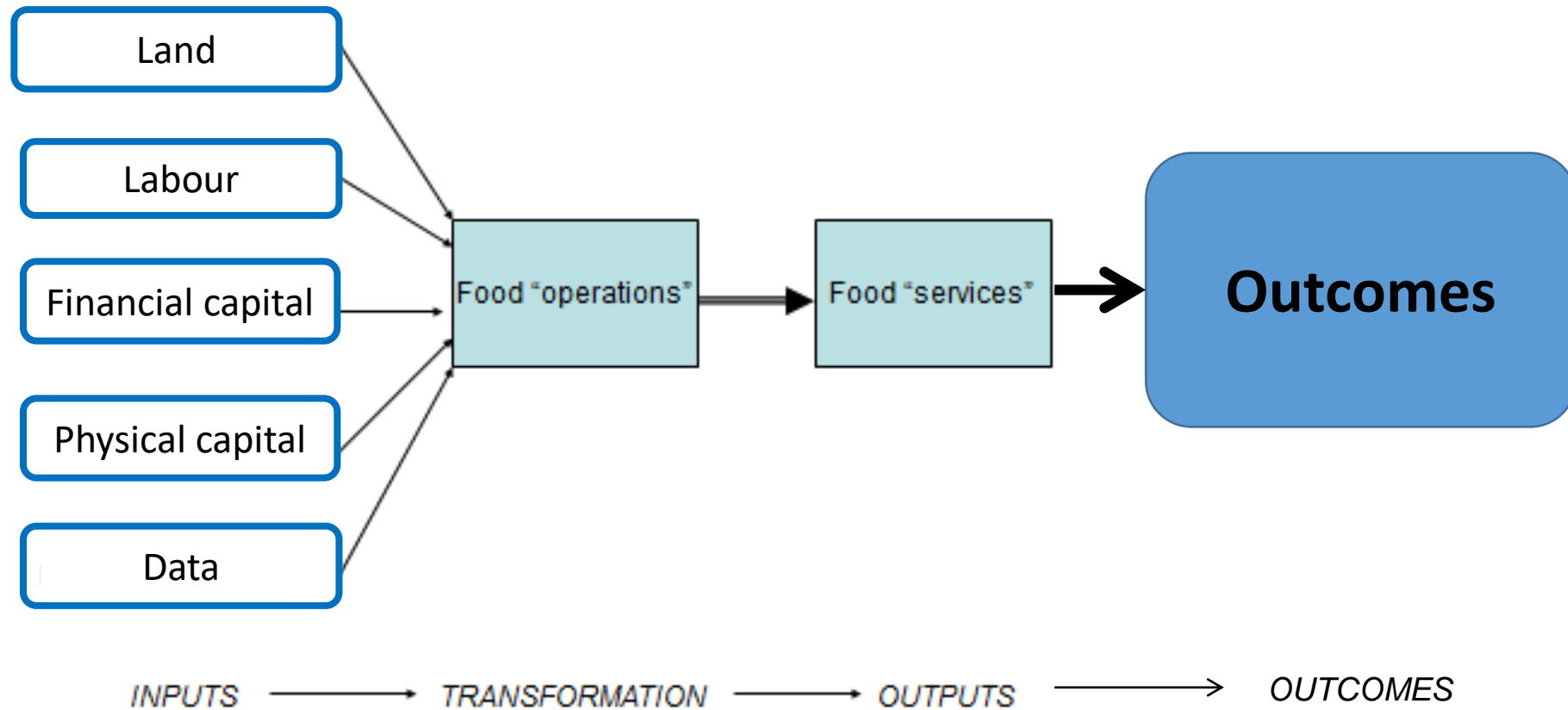
**Increasing Supply Options:**  
Developing The Capacity Of The  
Local Food Economy

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





## From outputs to outcomes



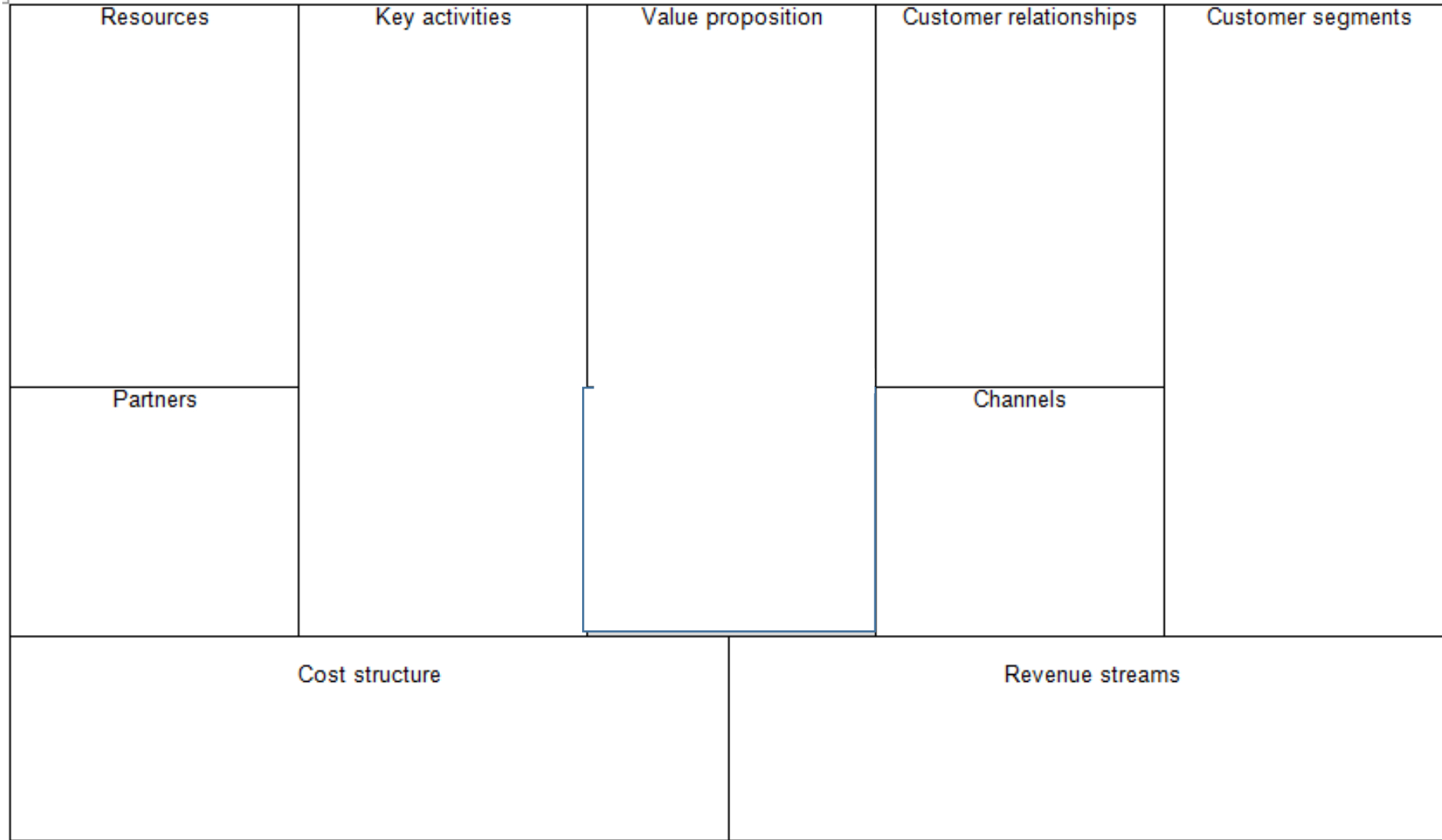
| Framework<br>Outcomes               | Need/baseline   | Activities  | Outputs  | Outcomes / Impact  |
|-------------------------------------|---|---|--|--|
| <b>Health &amp; well-being</b>      | <ul style="list-style-type: none"> <li>- Increasing incidence of obesity in children &amp; young people</li> <li>- Increasing incidence of diet-related ill-health, e.g. type-2 diabetes</li> <li>-</li> </ul>  | <ul style="list-style-type: none"> <li>- Produce school meals</li> <li>- Roll-out of scheme to new schools</li> </ul>   | <ul style="list-style-type: none"> <li>- Children eating healthy meals</li> <li>- Better concentration in the afternoons</li> <li>- Reduced illness/absences</li> </ul>                                  | <ul style="list-style-type: none"> <li>- Improved health</li> <li>- Improved sense of well-being</li> <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>- Establishment of new hub kitchens</li> <li>- Increase number of local suppliers</li> <li>- Recruitment &amp; training of staff team</li> </ul> | <ul style="list-style-type: none"> <li>- Reduced isolation through greater opportunities for socialising over food</li> <li>- Volunteering opportunities for parents/grandparents</li> </ul>             | <ul style="list-style-type: none"> <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>- Encourage volunteering</li> <li>- Encourage parents to come in at lunchtime and eat with children</li> </ul>                                   | <ul style="list-style-type: none"> <li>- Improved affordability of quality food for children from low income families</li> <li>- Employment created</li> <li>- Training opportunities created</li> </ul> | <ul style="list-style-type: none"> <li>- Reduction in “food poverty”</li> <li>- Import substitution: local economic activity created through greater opportunities for local suppliers.</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>- Growing market for sustainable food producers</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>  |



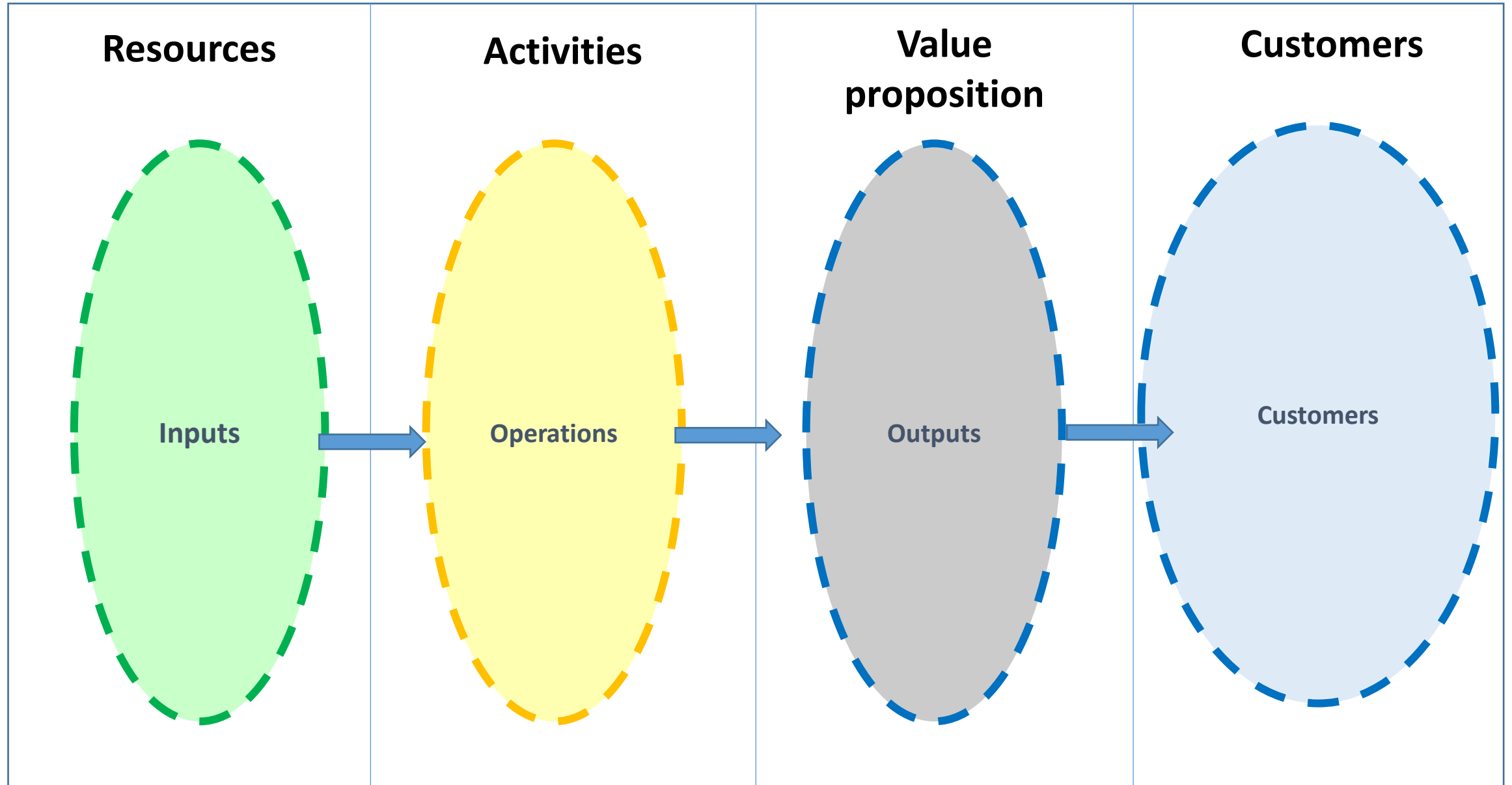
| Framework<br>Outcomes        | Need/baseline | Activities | Outputs | Outcomes |
|------------------------------|---------------|------------|---------|----------|
| Health & well-being          |               |            |         |          |
| Community development        |               |   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

|  | <b>The challenges we are addressing</b> | <b>The activities we are proposing</b> | <b>The outputs we will create</b> | <b>The outcomes we are seeking</b> |
|--|---|--|-----------------------------------|------------------------------------|
|  |   |  |                                   |                                    |
|  |   |  |                                   |                                    |
|  |   |  |                                   |                                    |

# The Business Canvas



# 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?

# 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





Data

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

## Financial capital

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

# 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

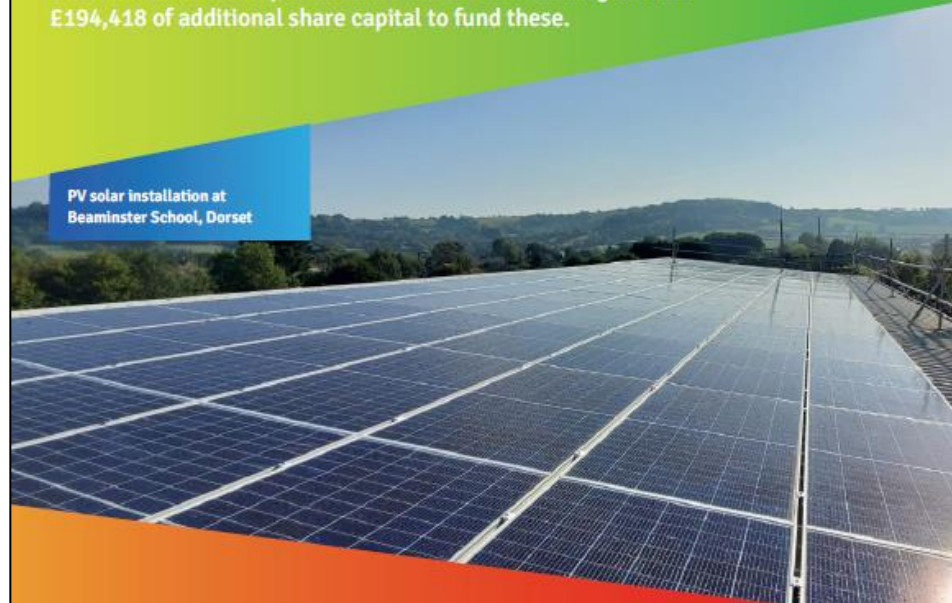


**May 10th 2021**

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







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](#).



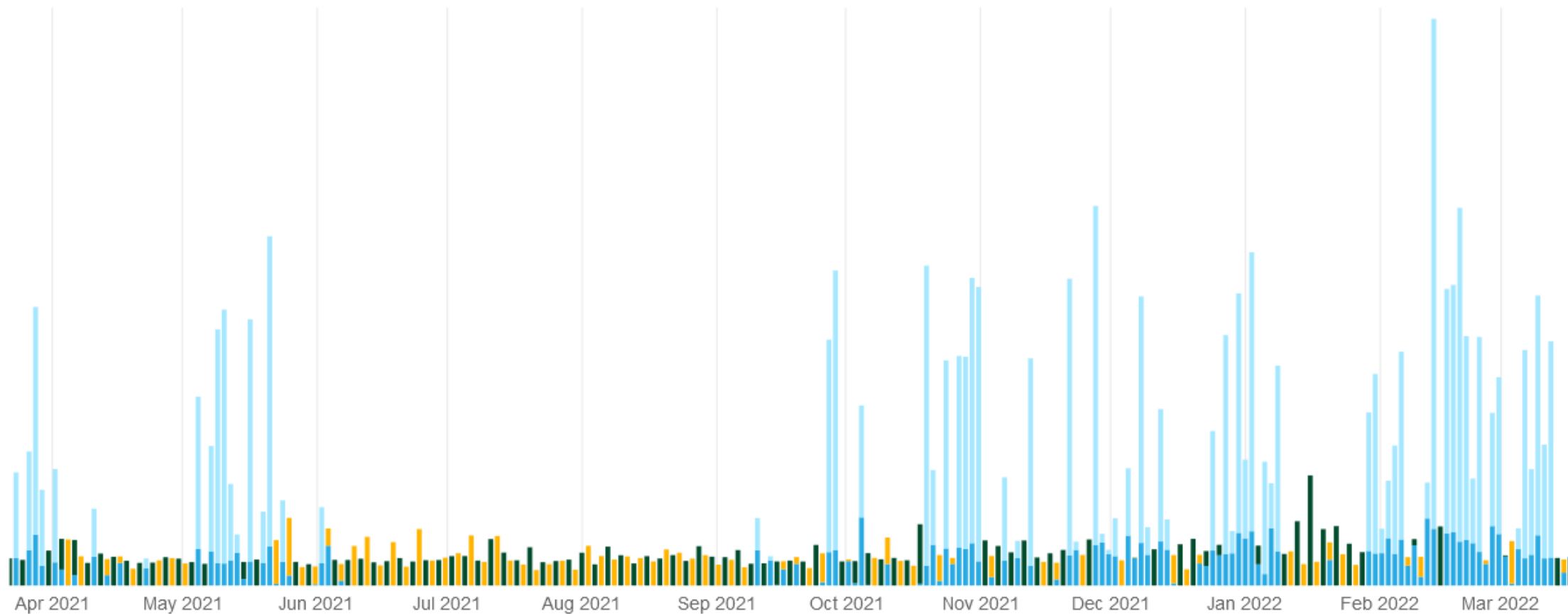
**Energy Local**  
Bridport



# 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?

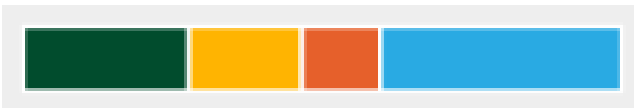
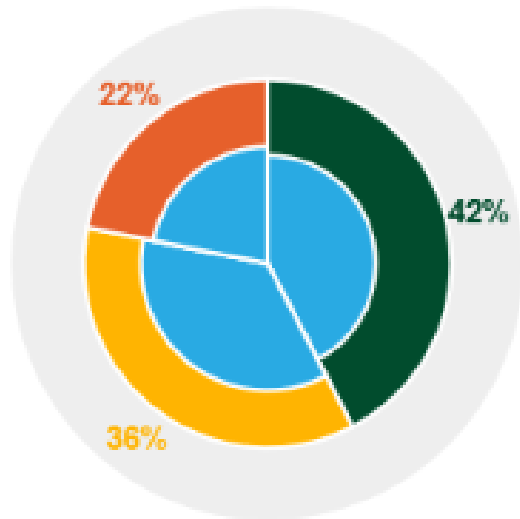
Together we've kept

**£2282**

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

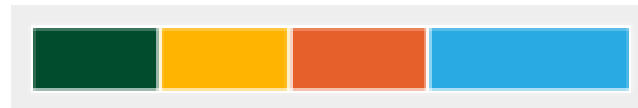
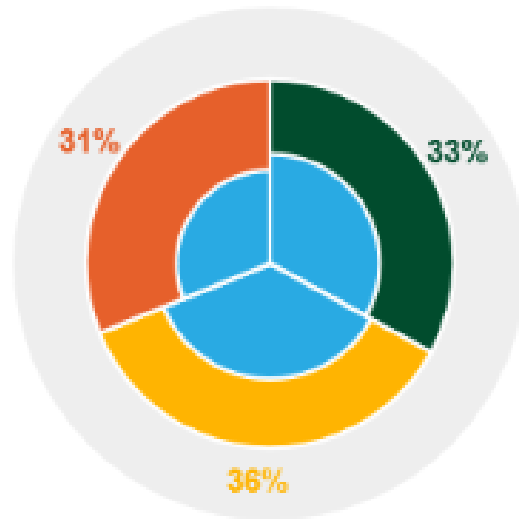
### ELECTRICITY

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.

