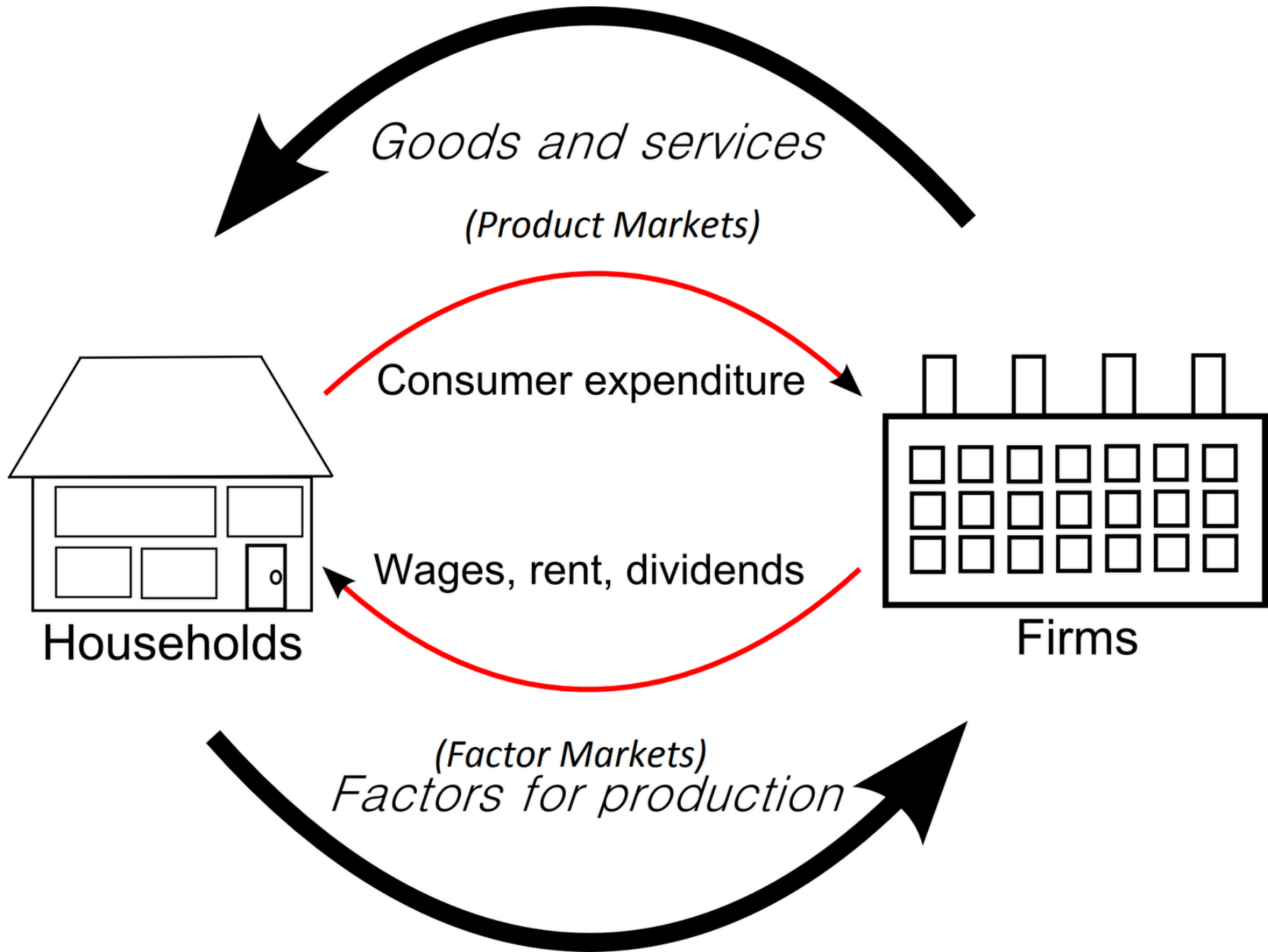


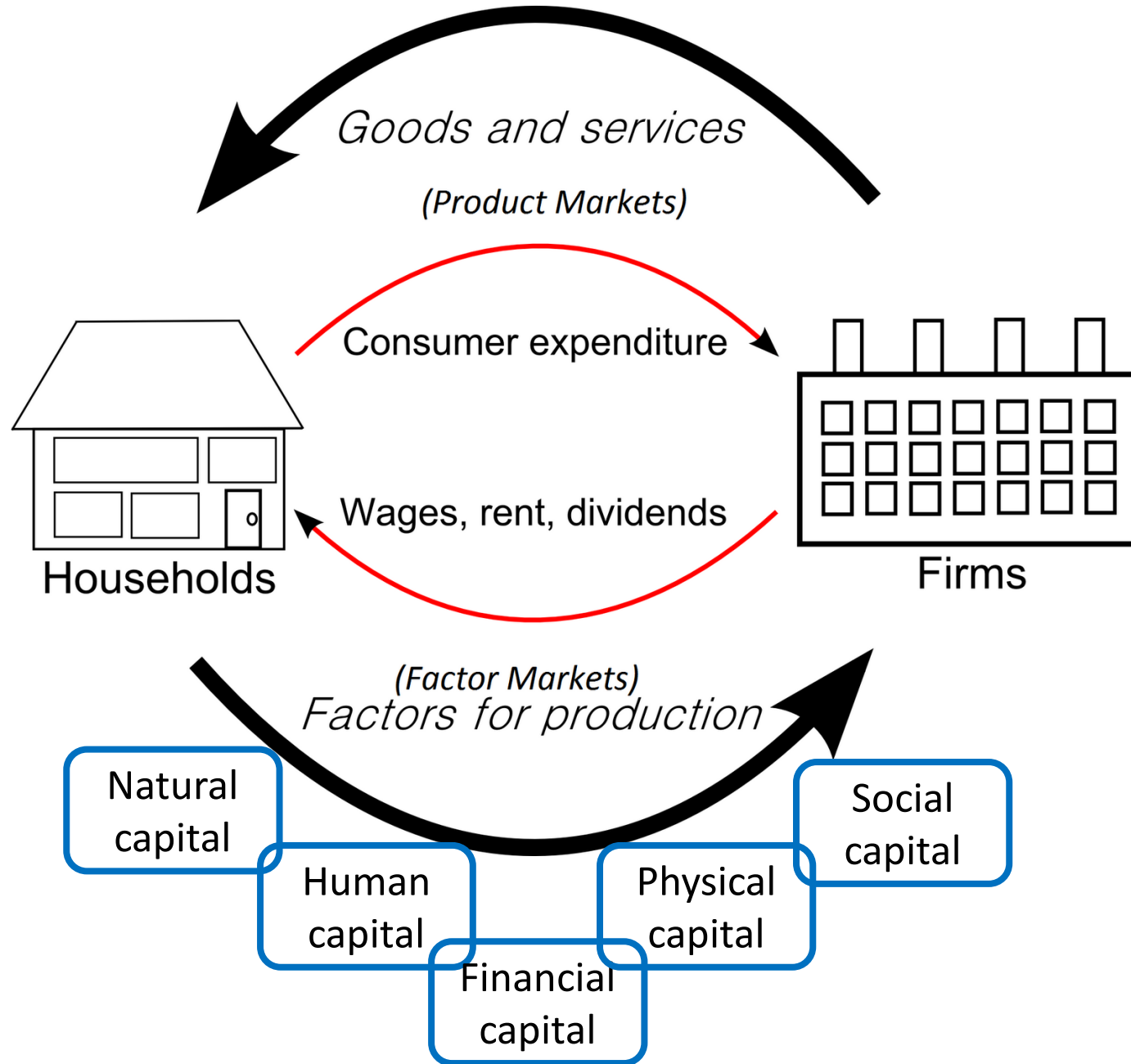
# Developing an Eco-social Enterprise

Session 5

Friday, 28 April, 2023

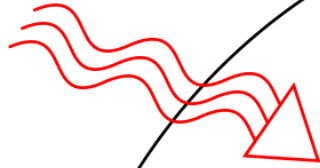
Tim Crabtree, Wessex Community Assets & Plymouth University





# The Earth's biosphere

Solar energy



Natural resources

Waste assimilation

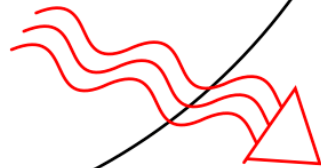
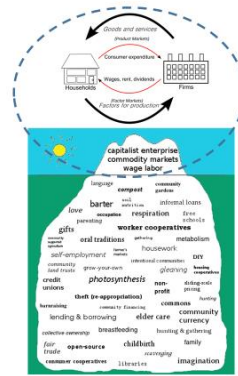
Energy

Degraded energy

Materials

Degraded materials

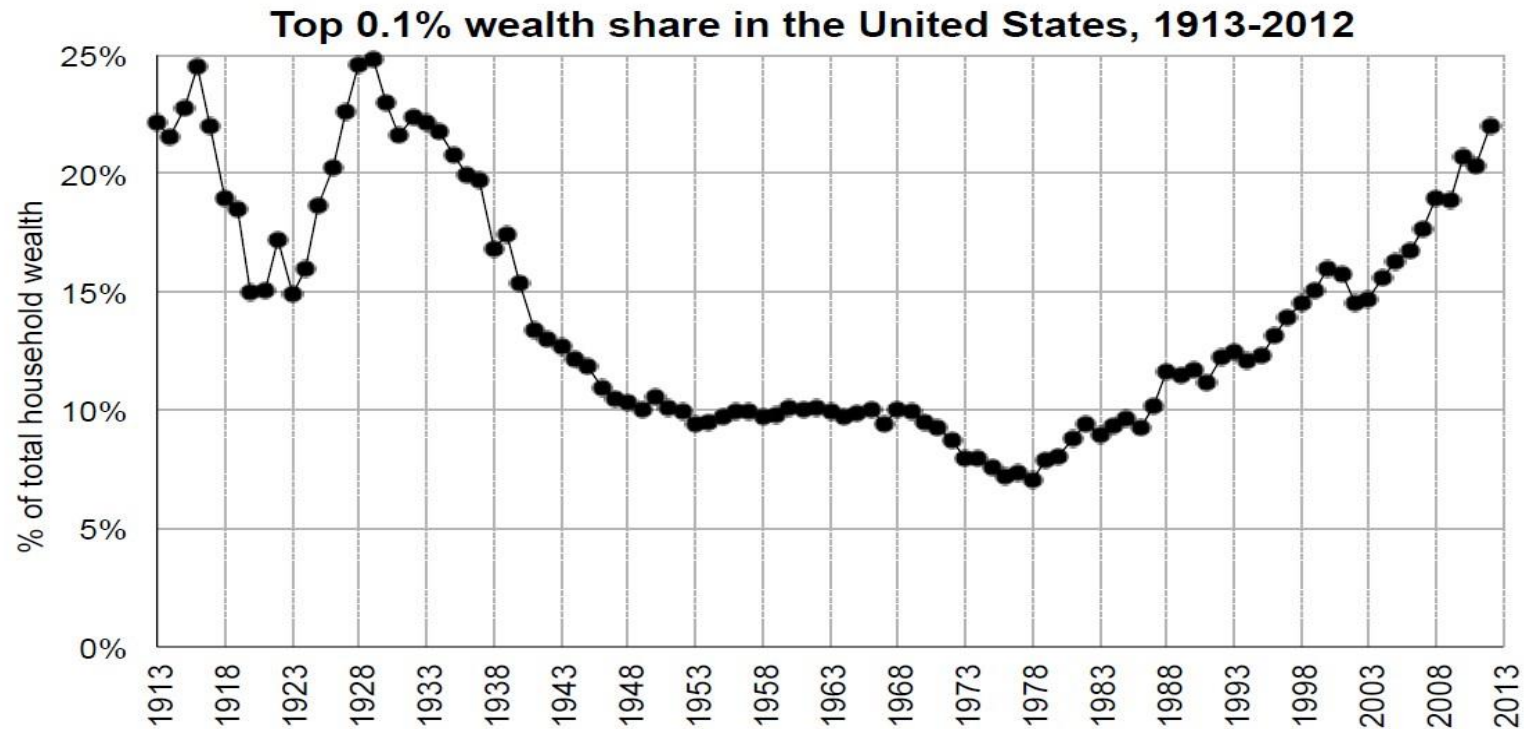
Recycled materials



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*

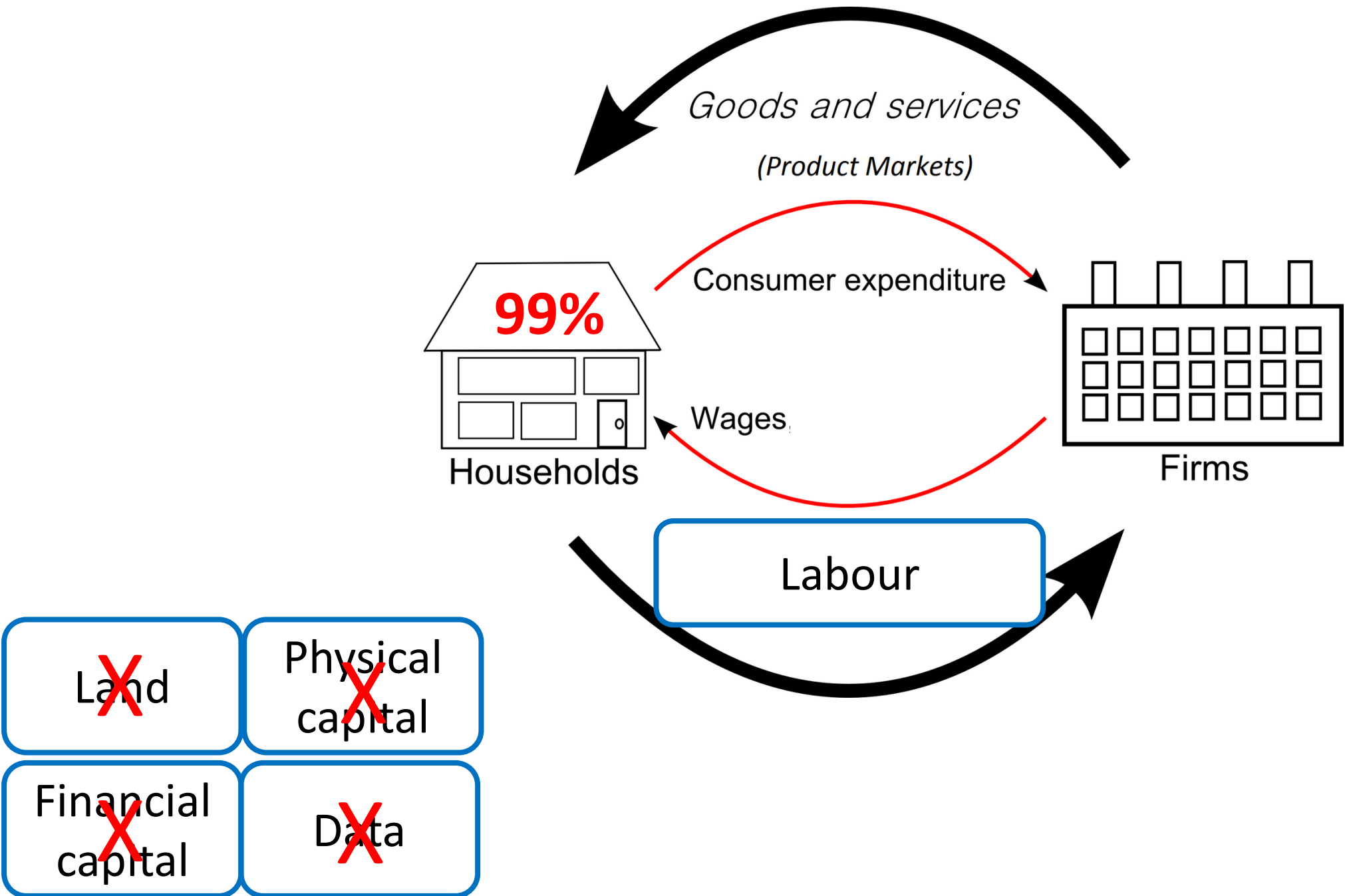
# Four types of “wealth”

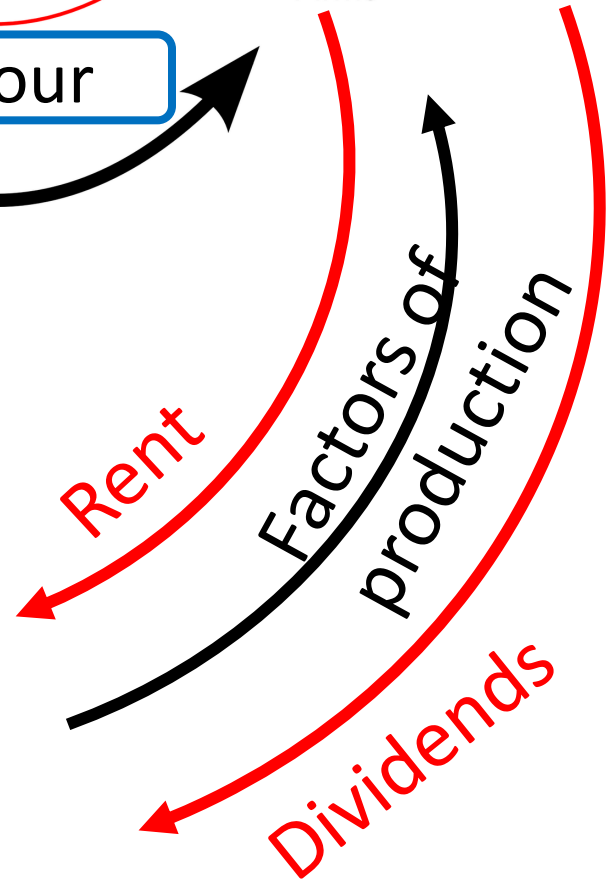
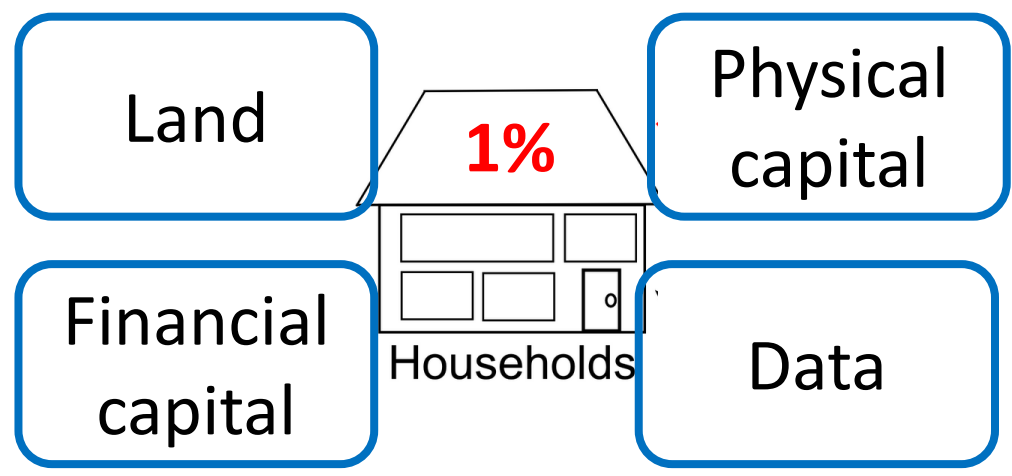
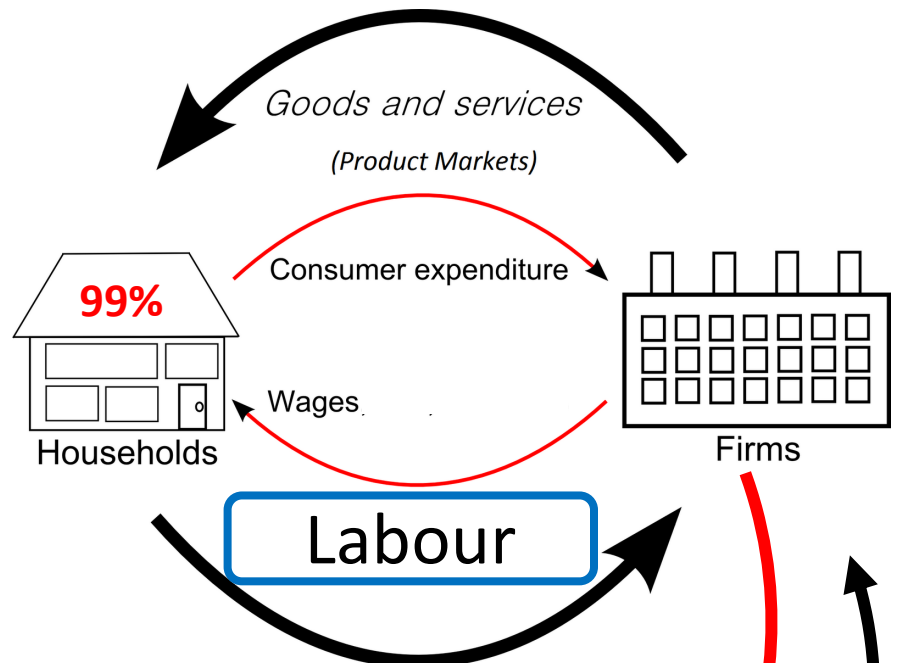
Ownership and control of:

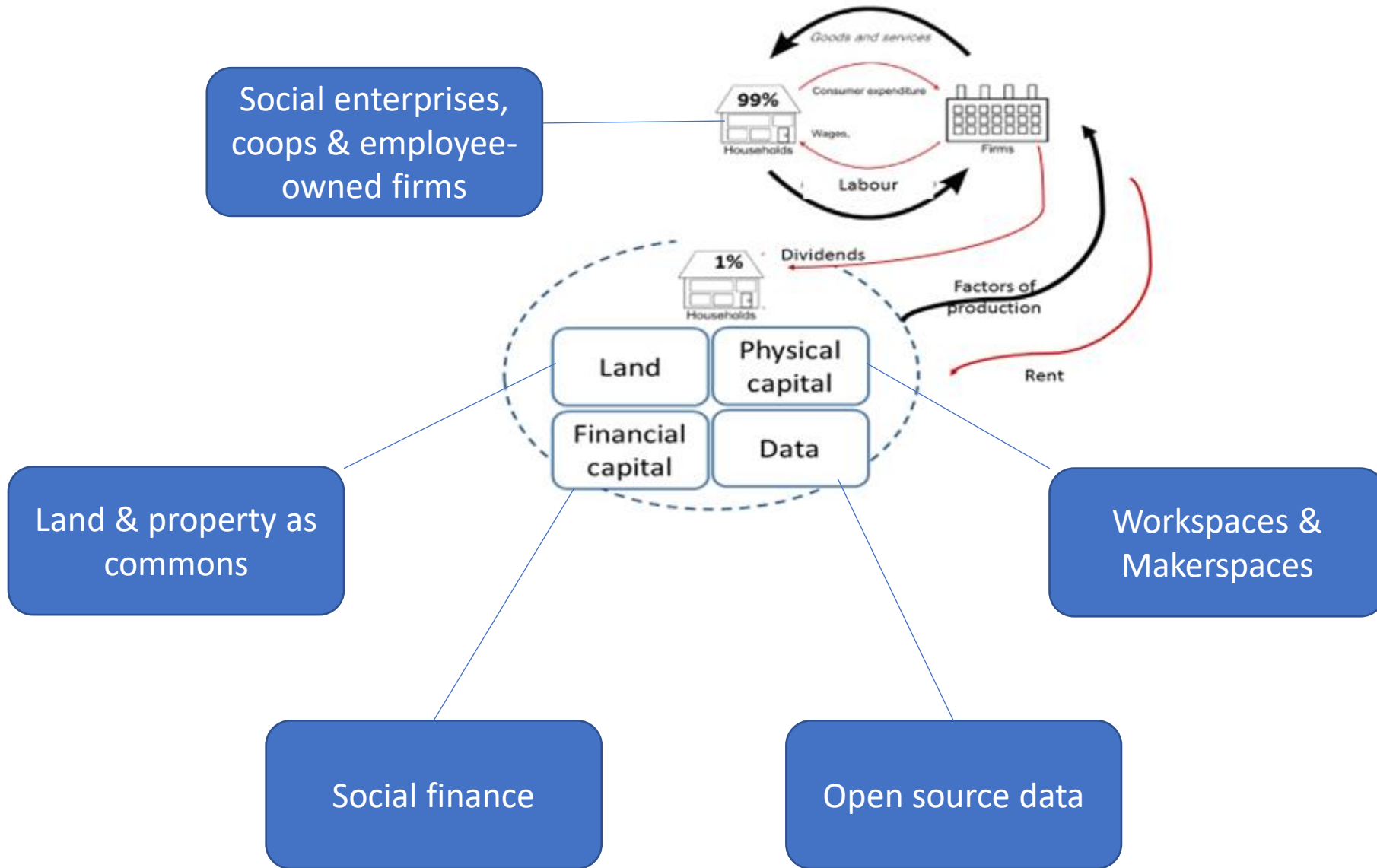
- Land (& natural resources)
- Physical capital
- Natural capital
- Data

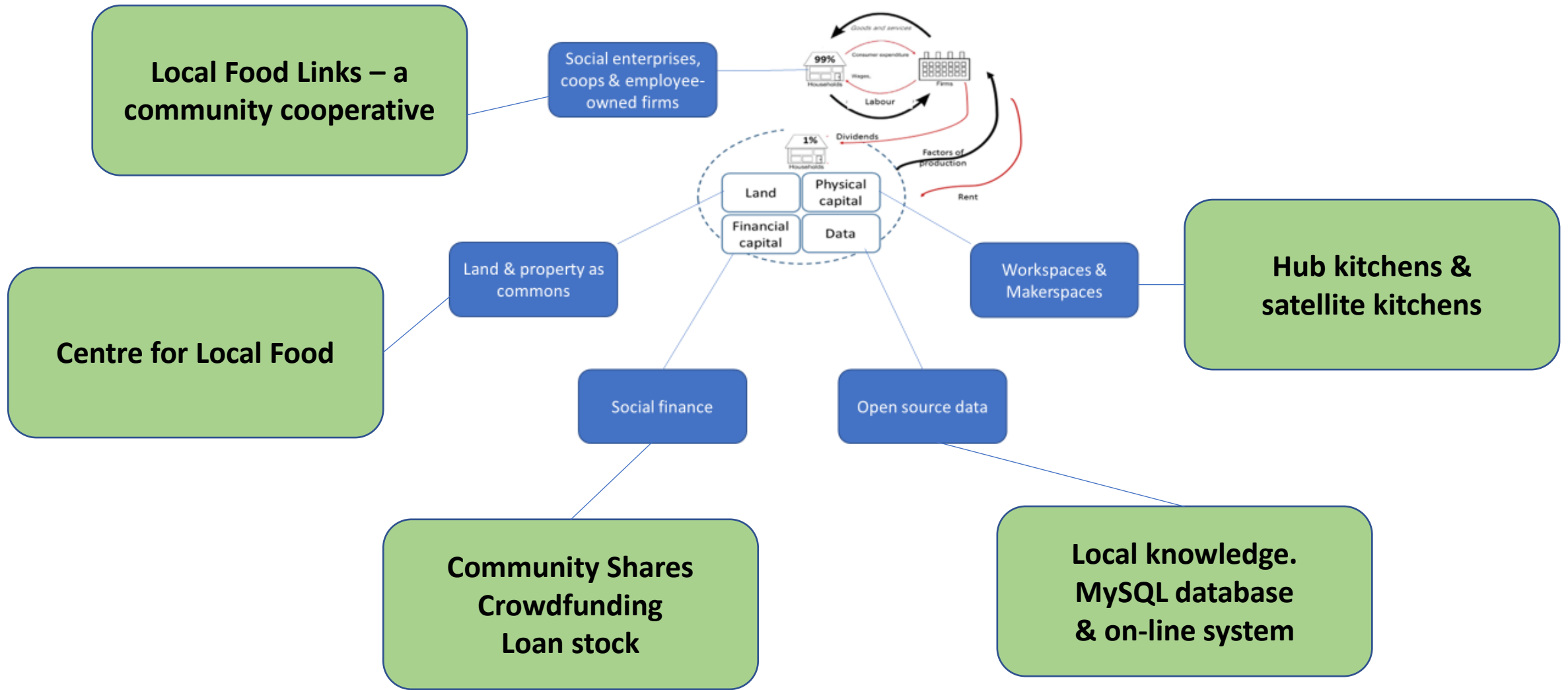


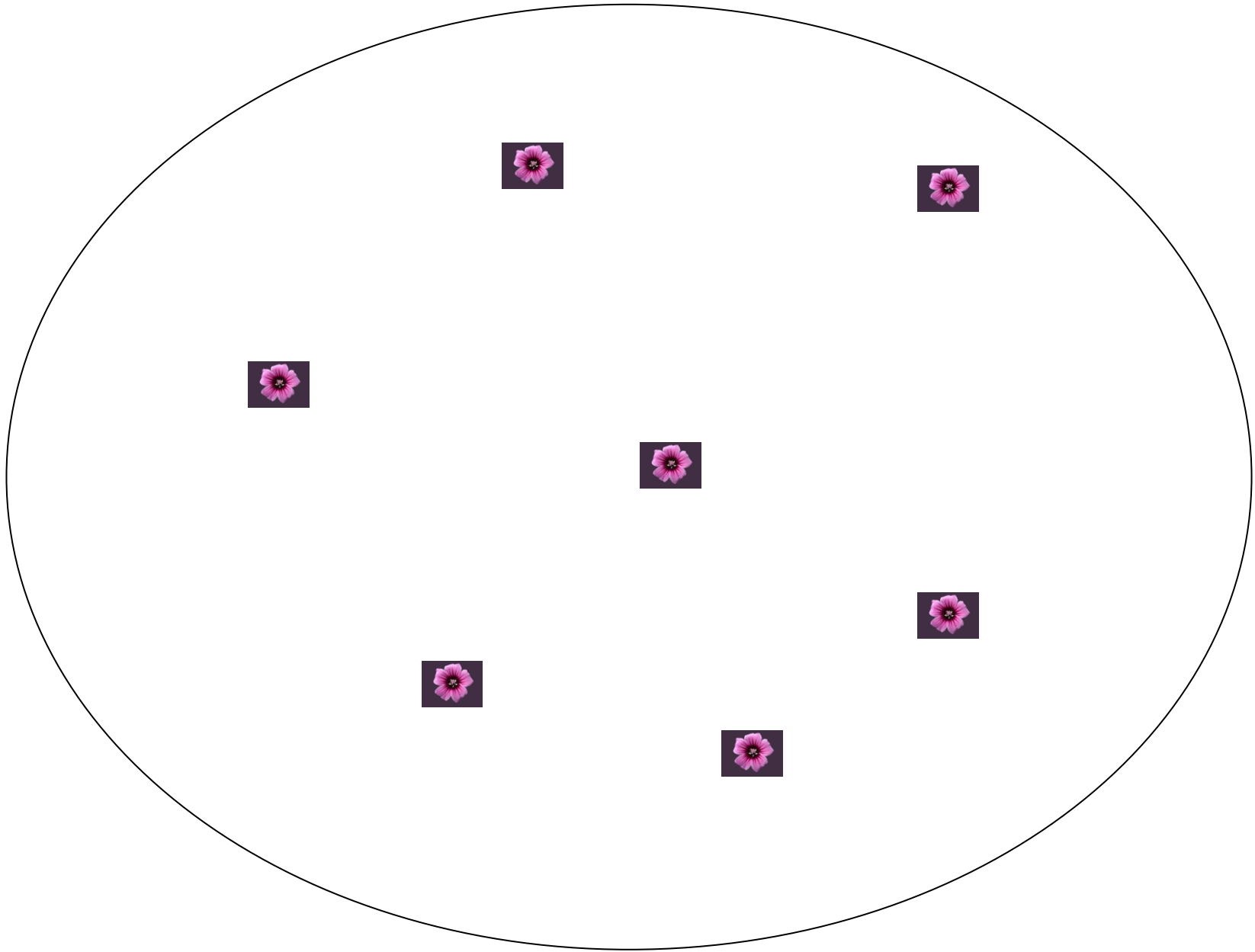
How would you amend your diagram if you have 2 types of household?

















# 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

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

---

# THE OPEN BOOK OF SOCIAL INNOVATION

Robin Murray  
Julie Caulier-Grice  
Geoff Mulgan

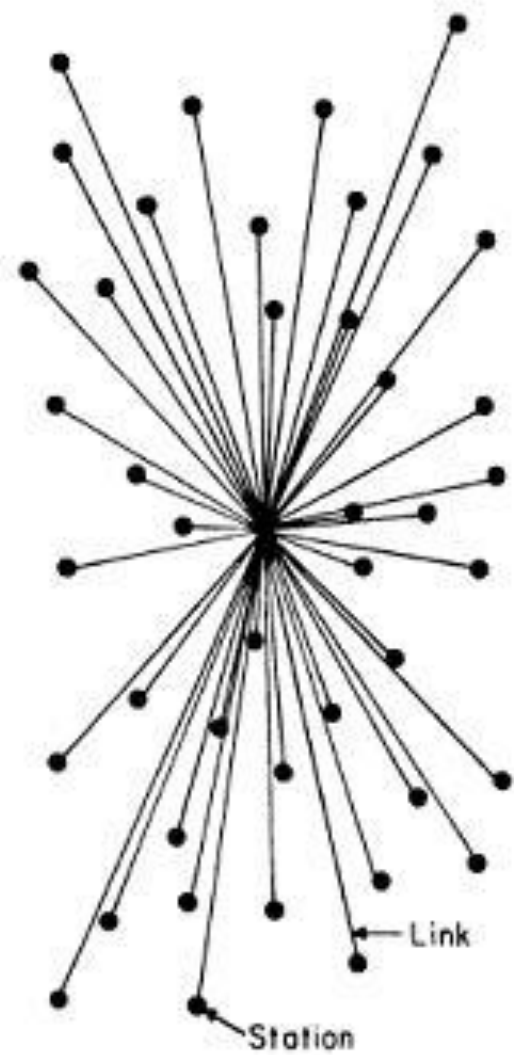
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THE YOUNG FOUNDATION

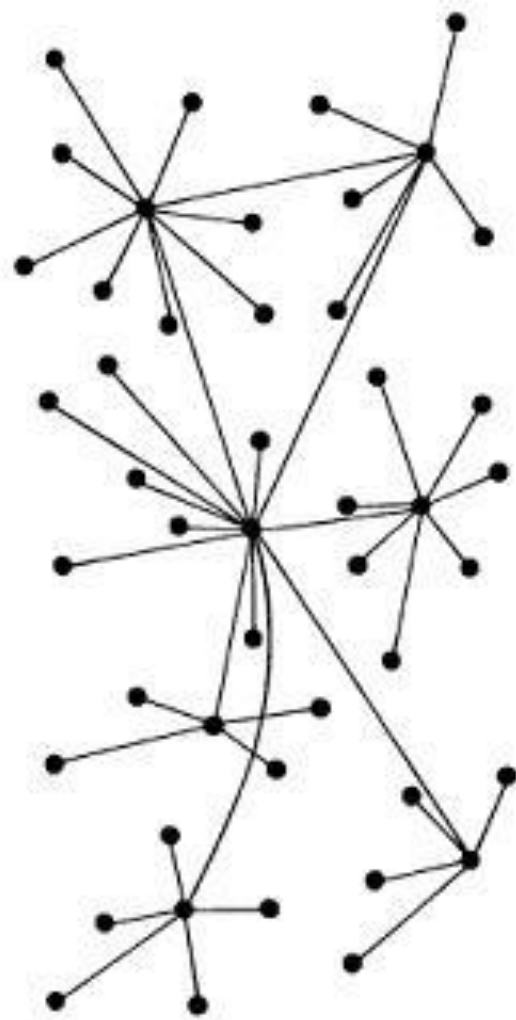
 NESTA  
Innovating  
public  
services

# Robin Murray

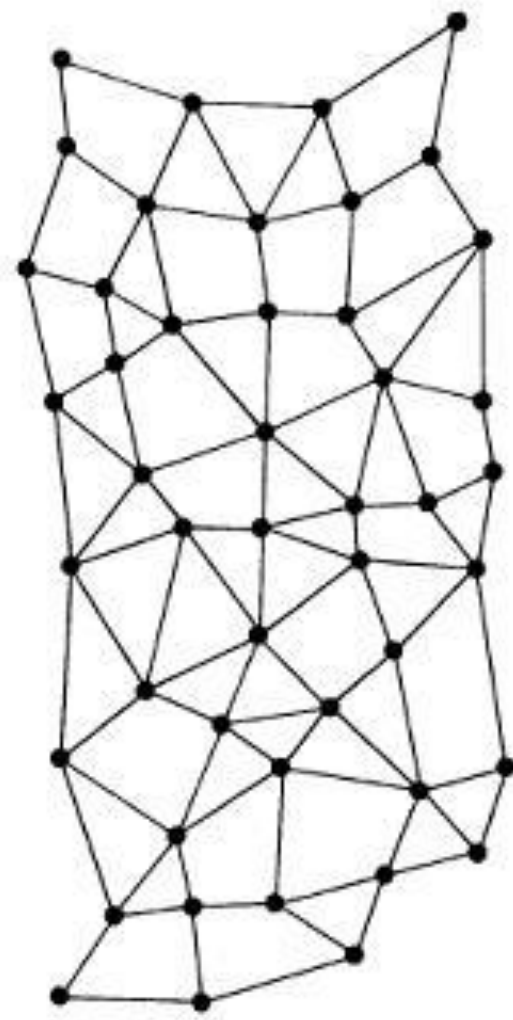
*For the spread of a social innovation what is needed is to establish the relative autonomy of new practices from the prevailing 'contextual forces' and attract others into this emerging sub-system - extending its strength and deepening its complexity*



CENTRALIZED  
(A)



DECENTRALIZED  
(B)

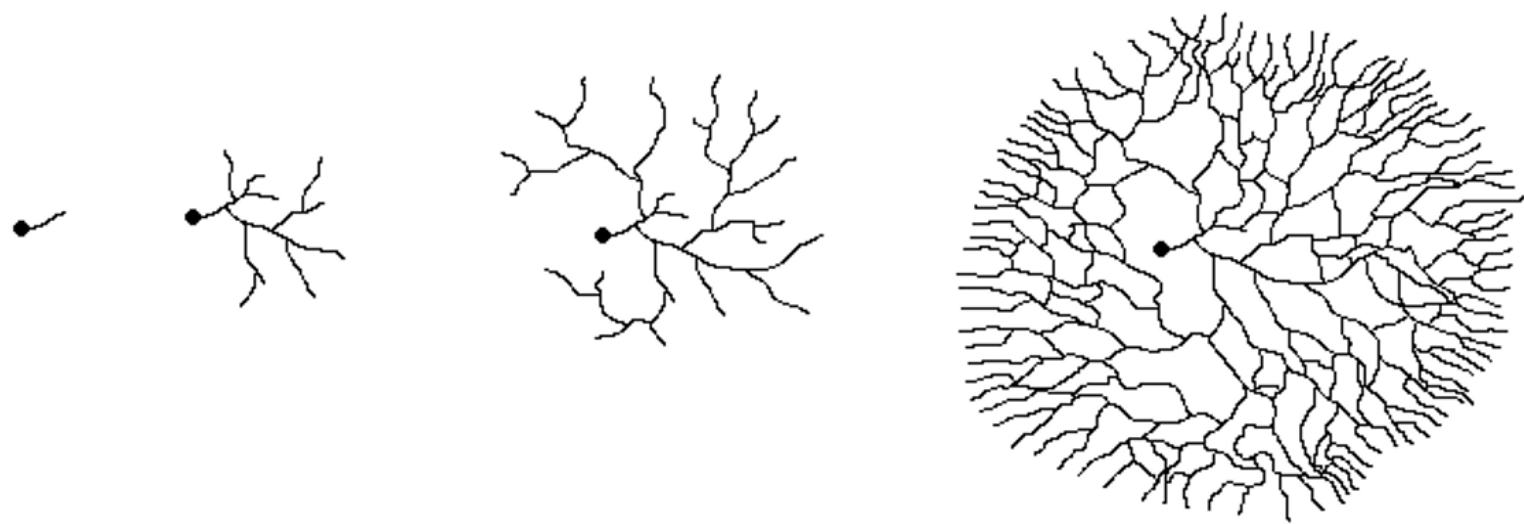


DISTRIBUTED  
(C)

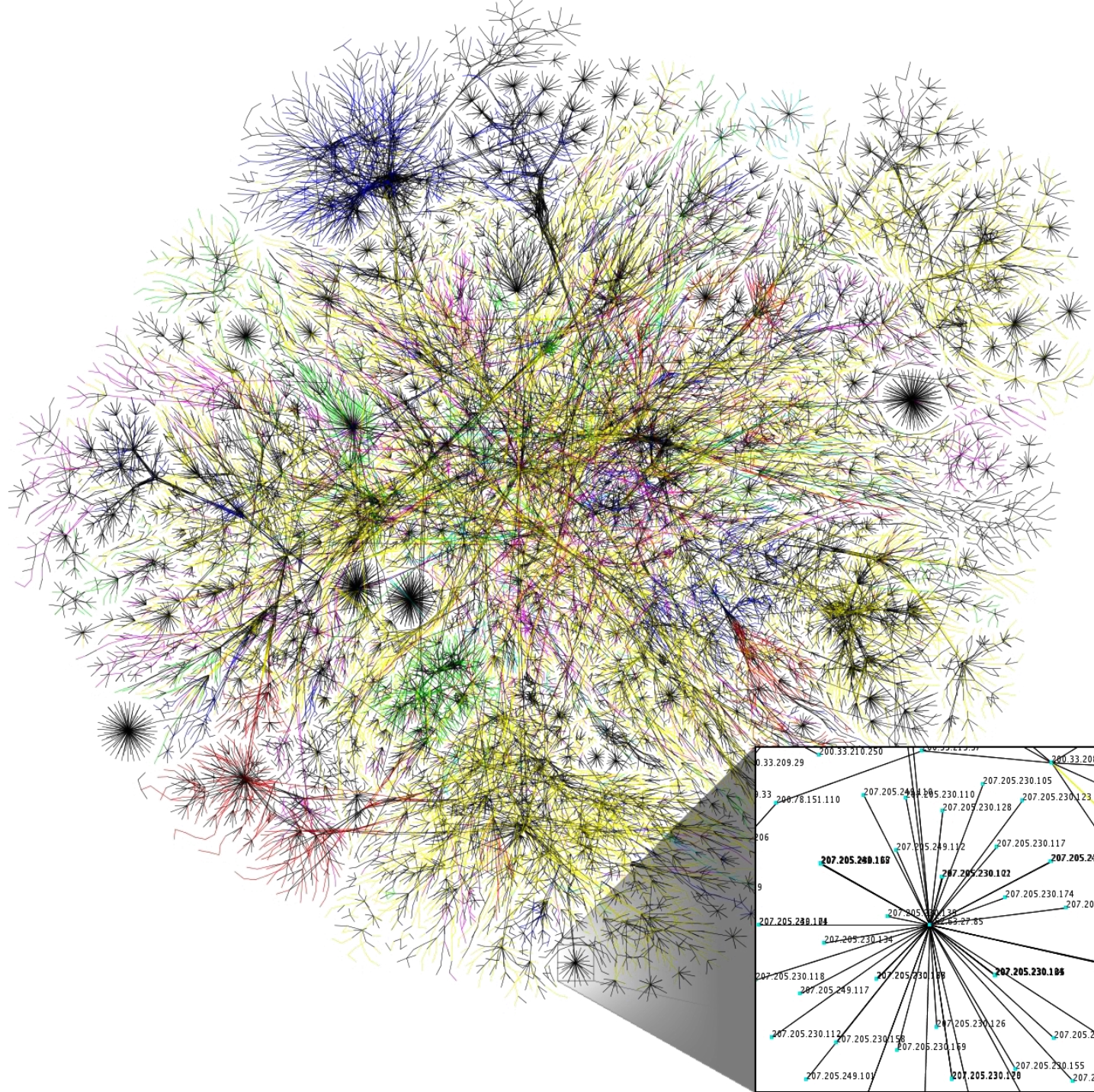


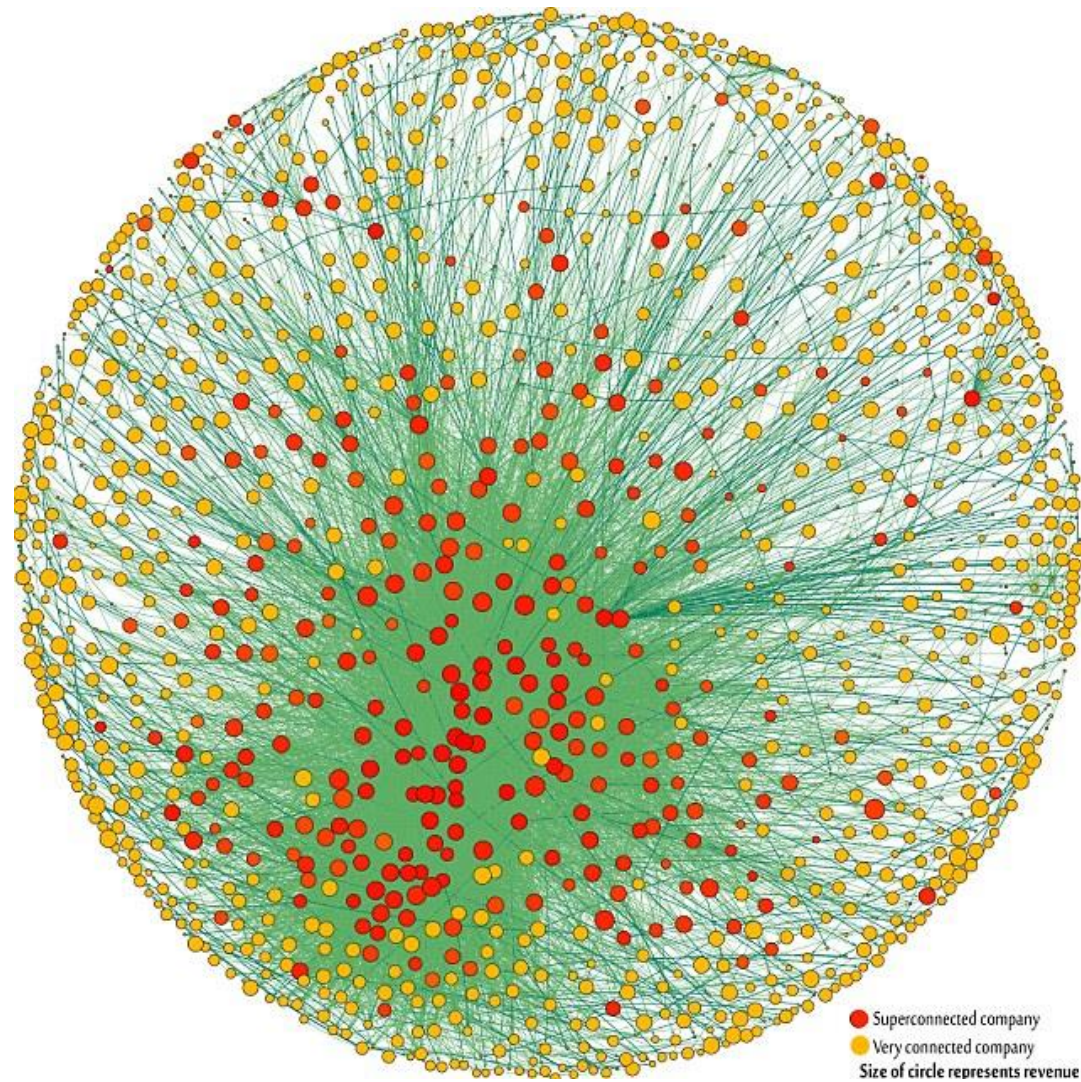












The 1,318 transnational corporations that form the core of the globalised economy - connections show partial ownership of one another, and the size of the circles corresponds to revenue. The companies 'own' through shares the majority of the 'real' economy

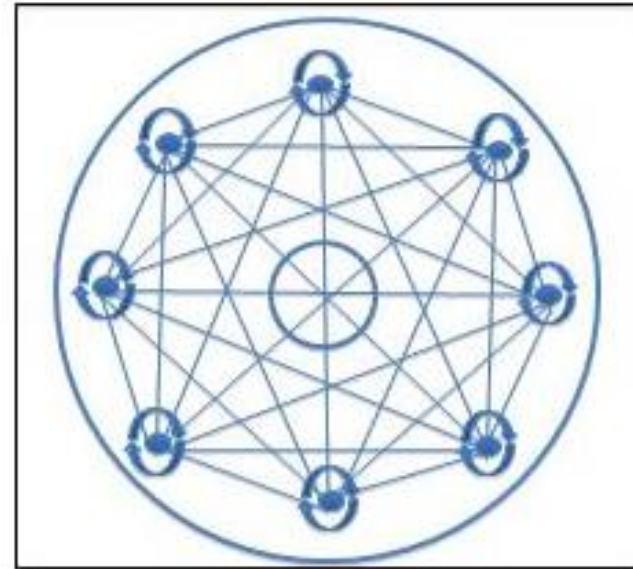
# Mondragon, Spain

84,000 employed in  
256 co-operatives

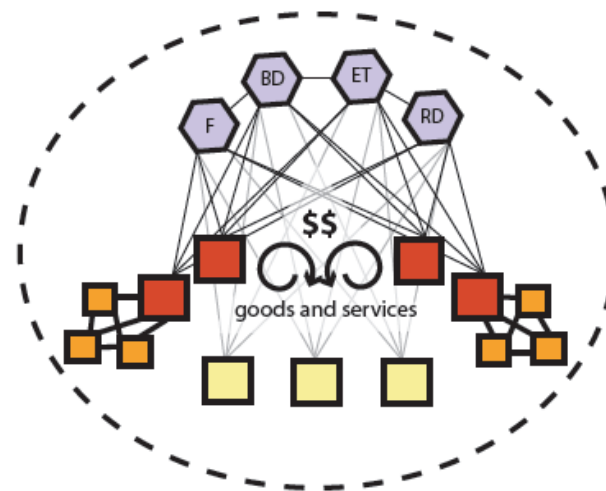
Supported by Mondragon Co-operative Corporation







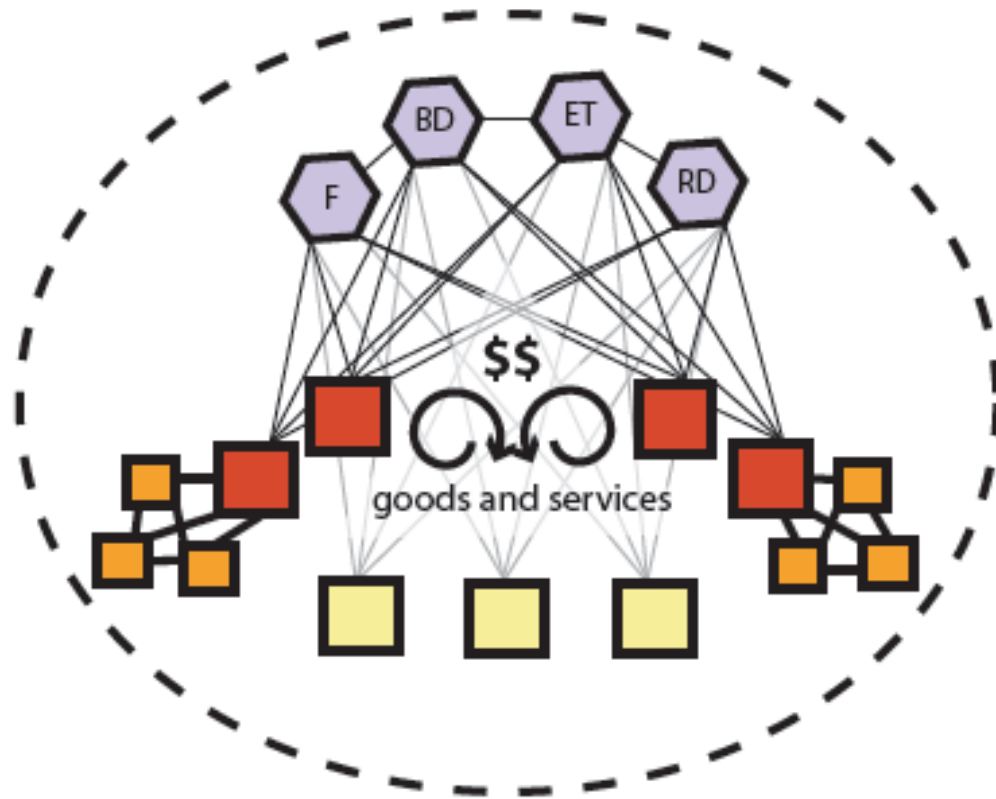
### Cooperative Network Model of Endogenous Economic Development









**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

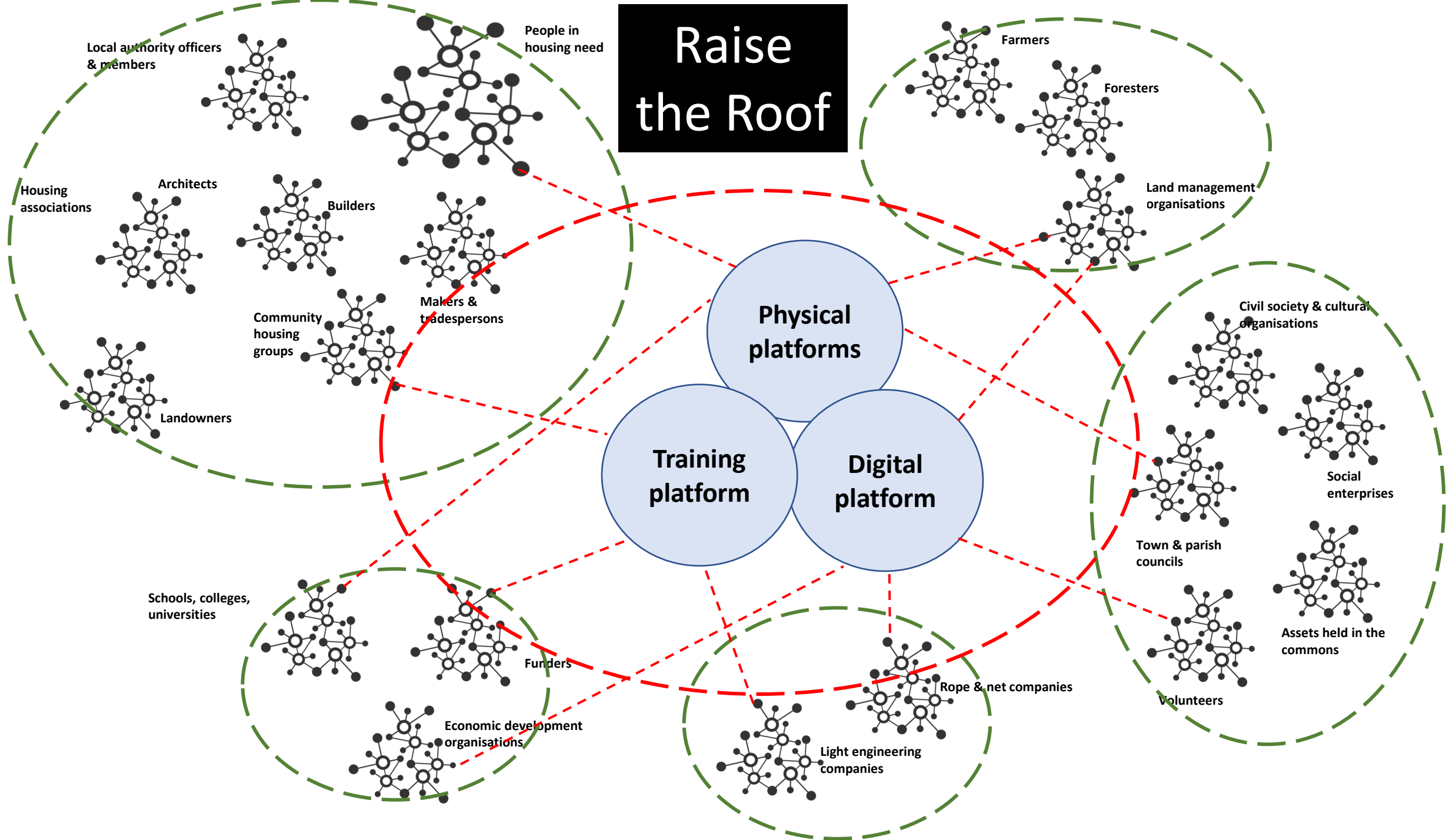
# Cooperative Network Model of Endogenous Economic Development



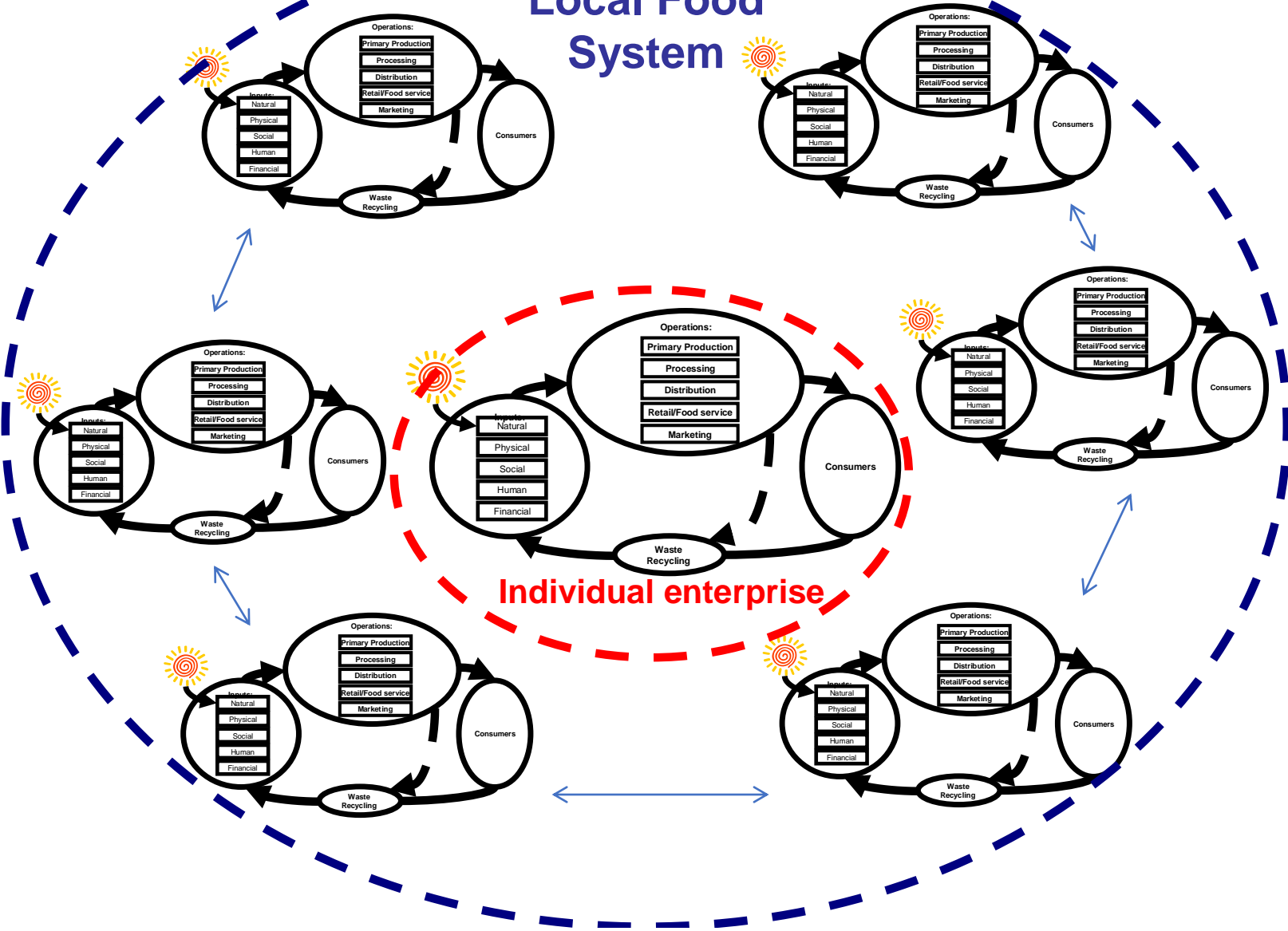
## LEGEND

-  Defined Geographic Area
-  Secondary Cooperatives or Institutions:
  - F = Finance
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  - ET = Education/Training
  - RD = Research & Development
-  First generation cooperatives
-  Second generation cooperatives
-  Spin-off Cooperatives
-  Cooperative Groups

# Raise the Roof

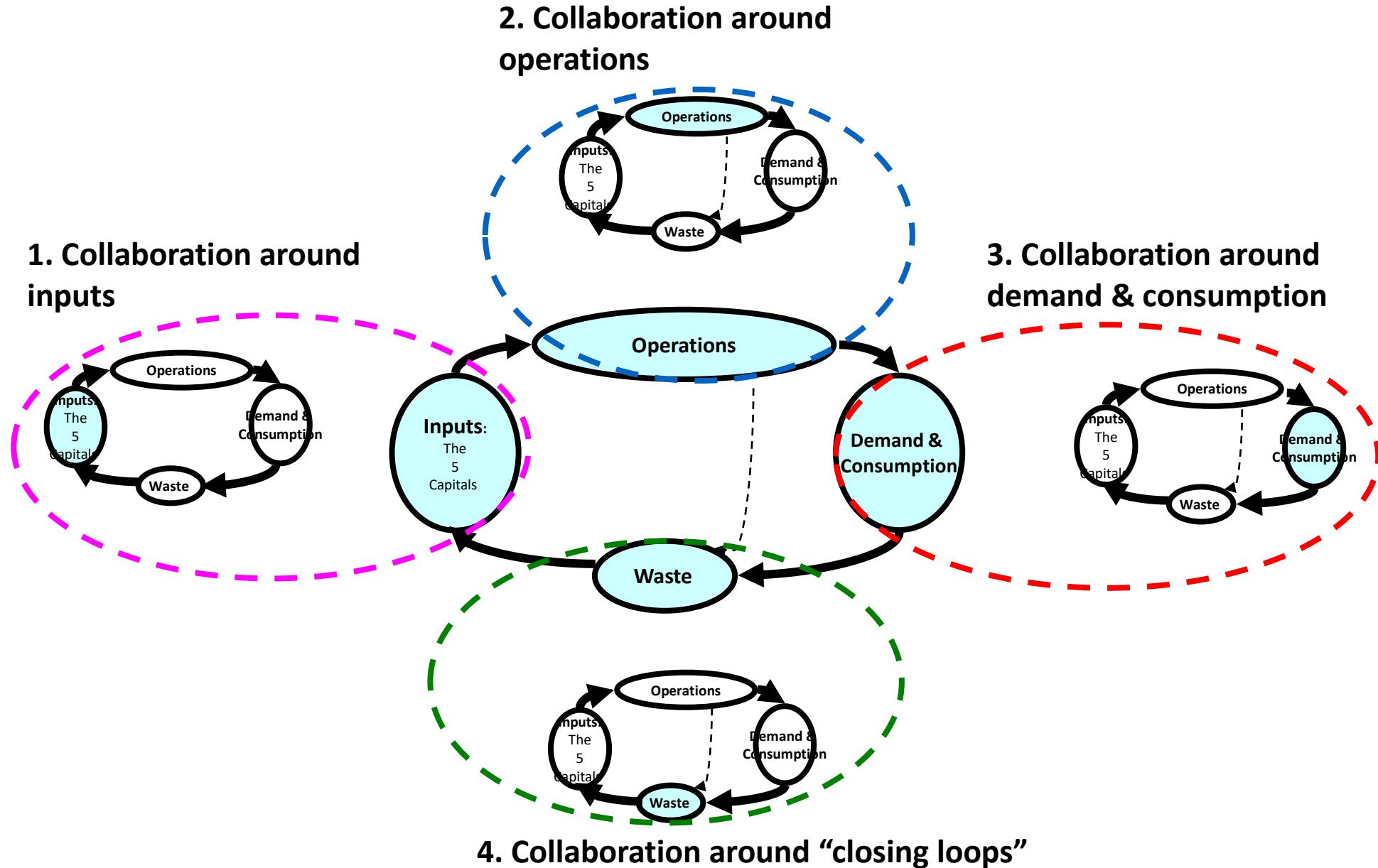


# Local Food System

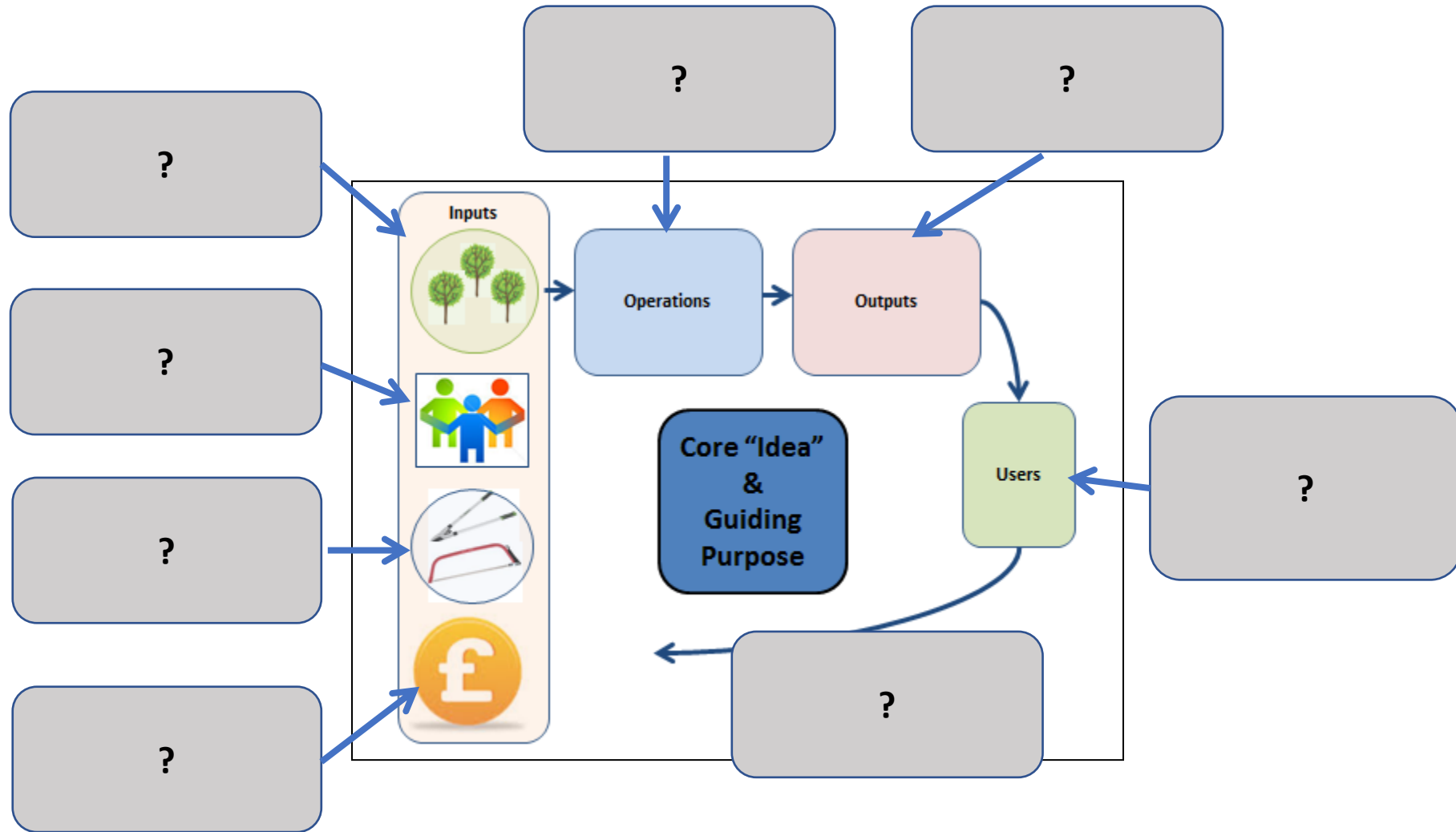




# Linking with other enterprises in the local food system



# Possibilities for collaboration in a wider ecosystem



What opportunities do you see for collaboration?

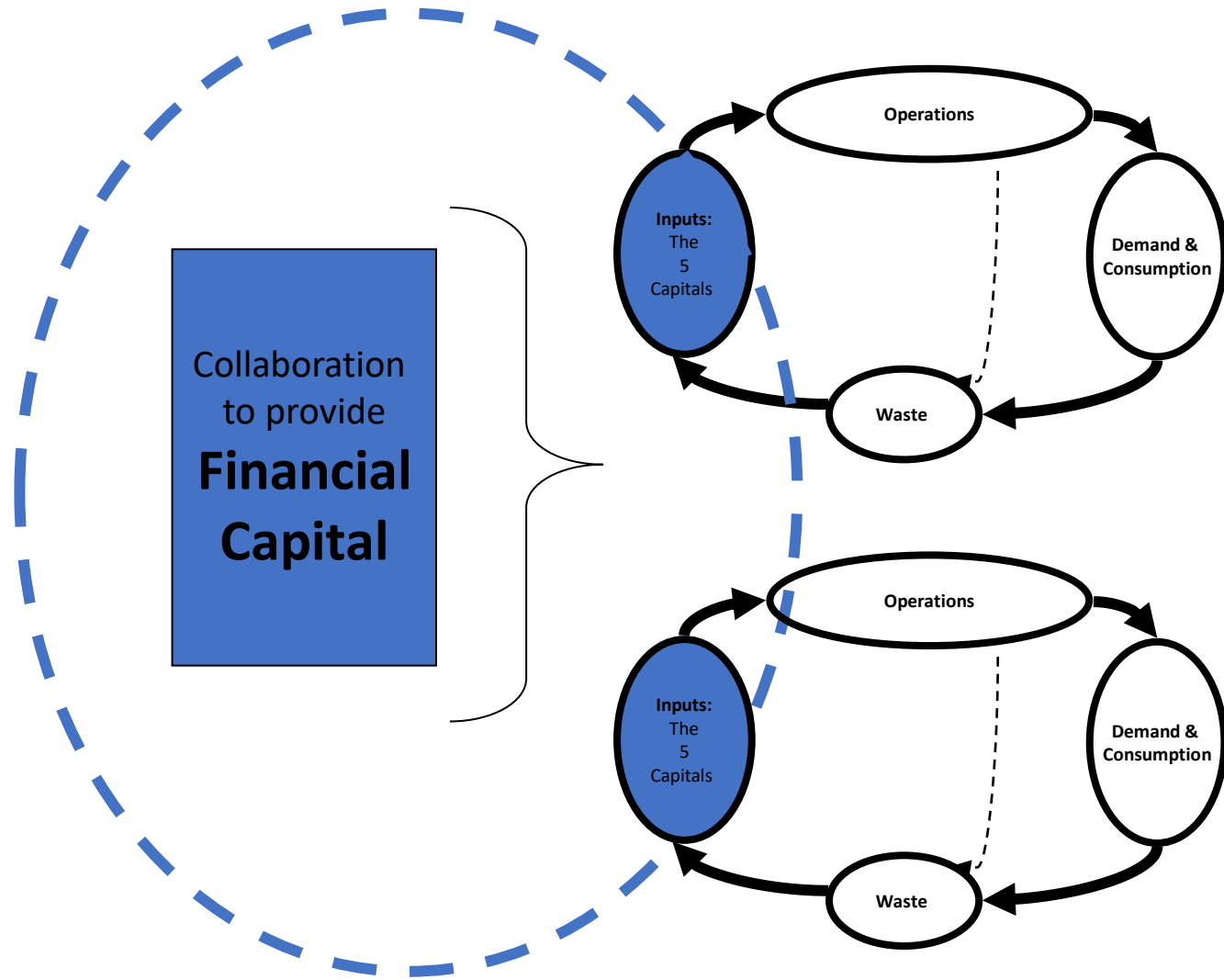
In what areas:

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

# 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?

# 1. Collaboration around inputs



# Wessex Community Assets

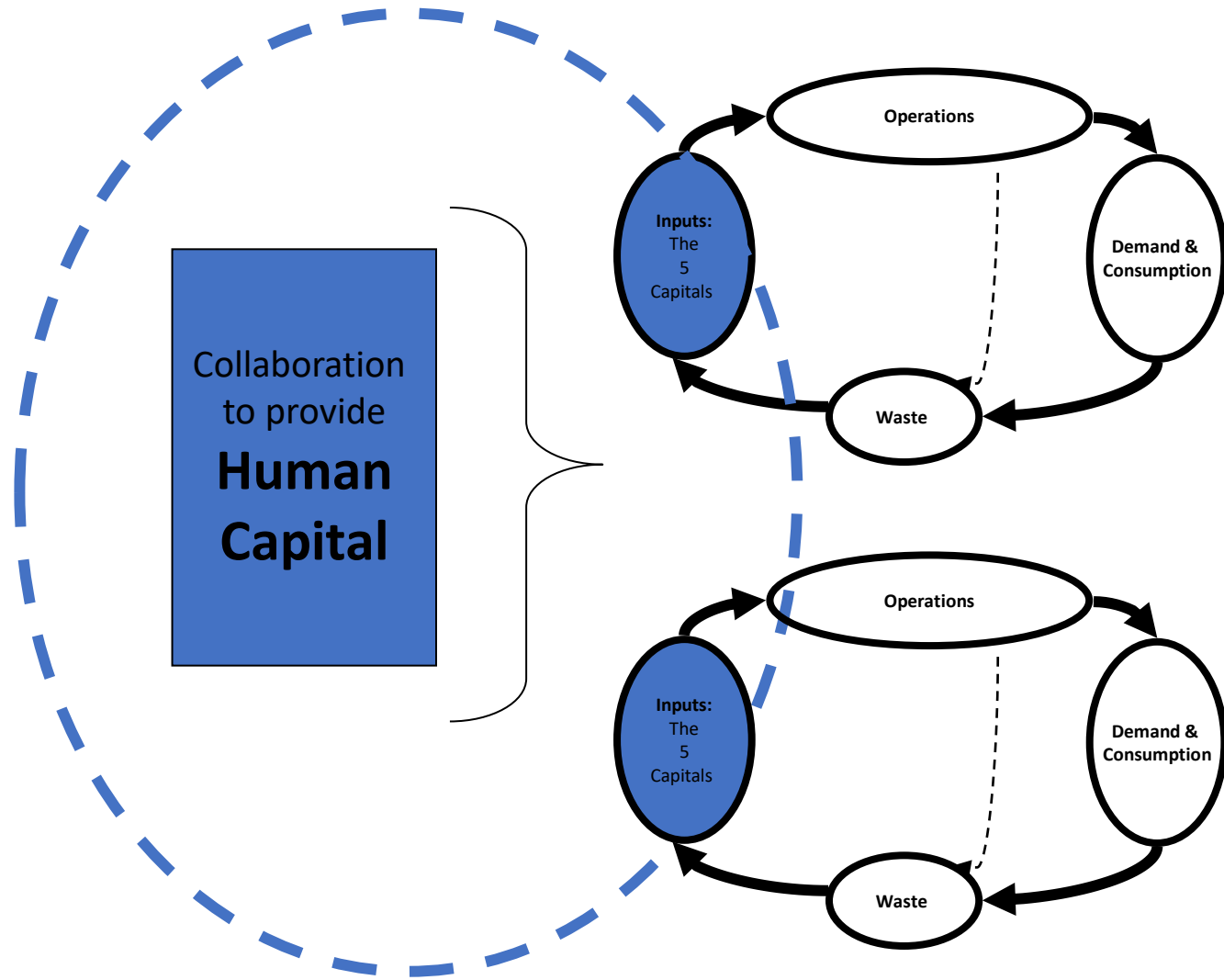
a secondary structure helping communities raise local finance through share issues and loans



**£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

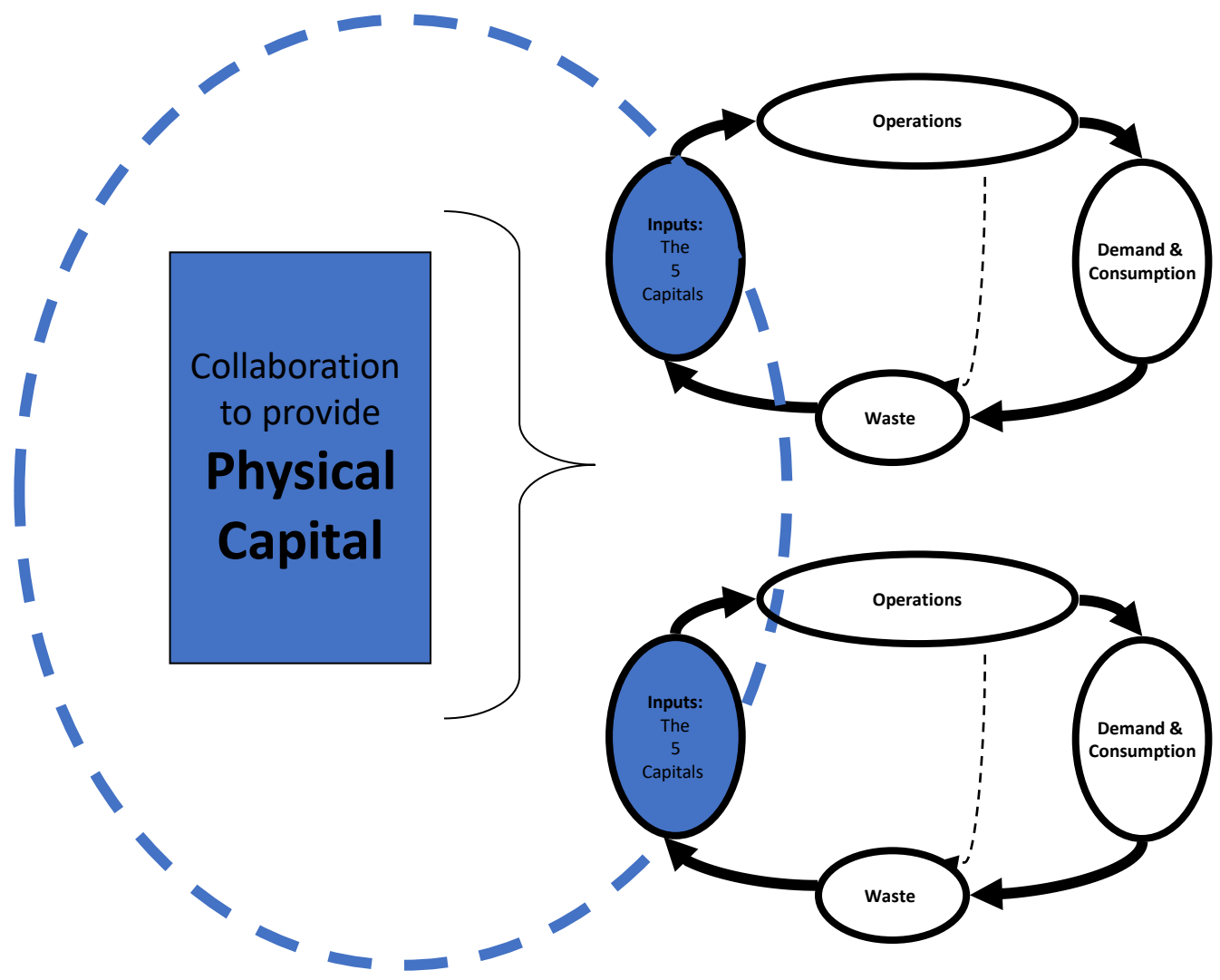
- Market gardens
- Volunteering
  - Urban Apprentices
- Patchwork Farm

### 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.

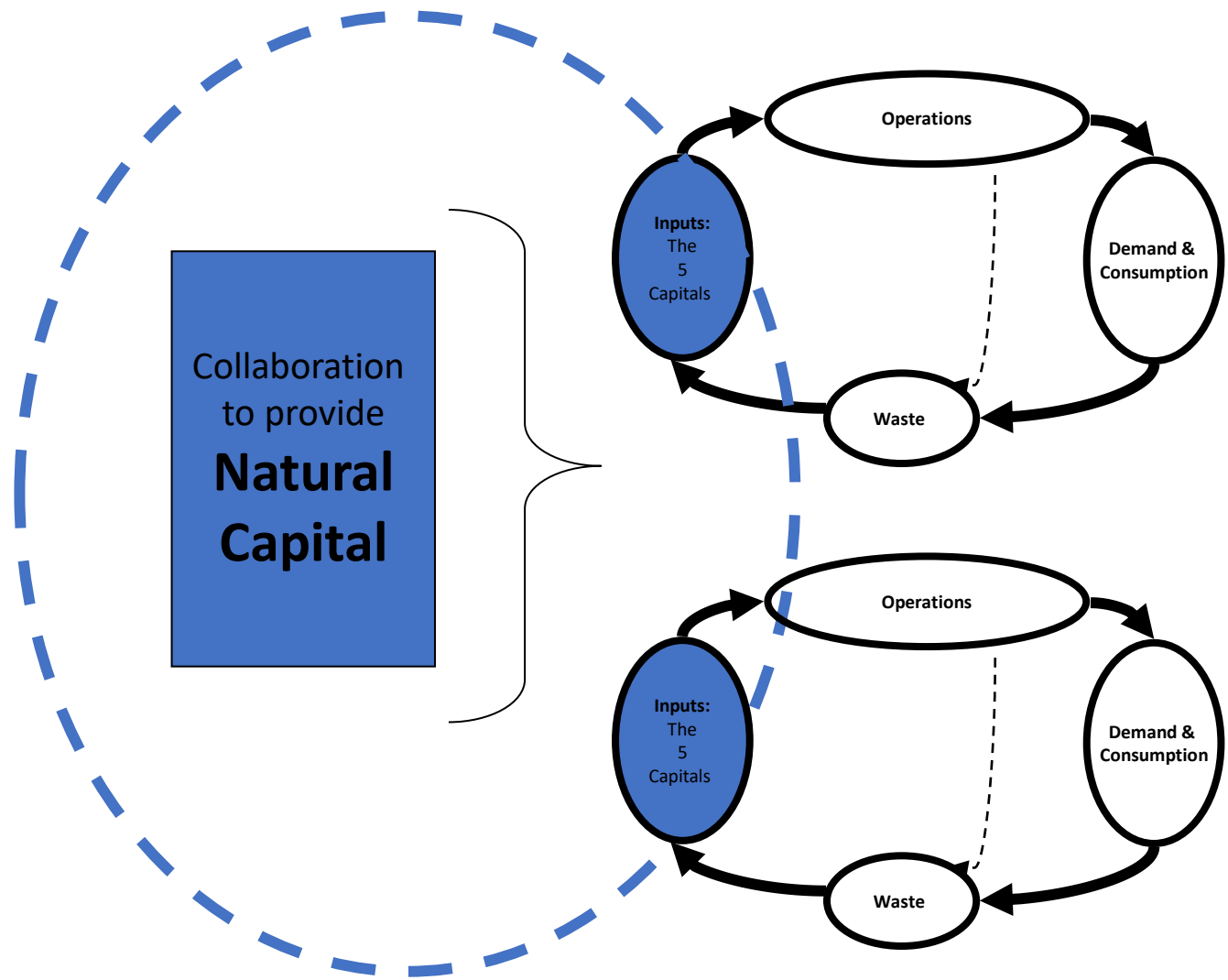
Growing Communities is helping to 'grow more growers' through our Urban Apprentice scheme. We take on four Urban Apprentices a year who spend a day a week working with Sara our grower receiving free training in organic growing. Since the scheme started in several ex-Apprentices have gone on to set up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

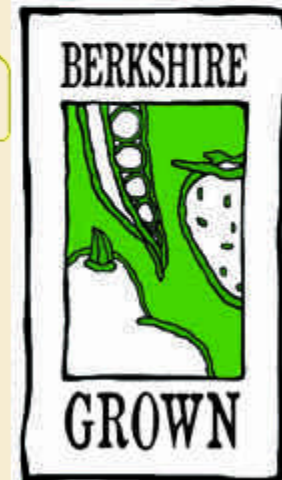
Saturday, April 12, 10:00 am to 2:00 pm

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
------	-----------------	------------------	-----------------	---------------------------	---------------

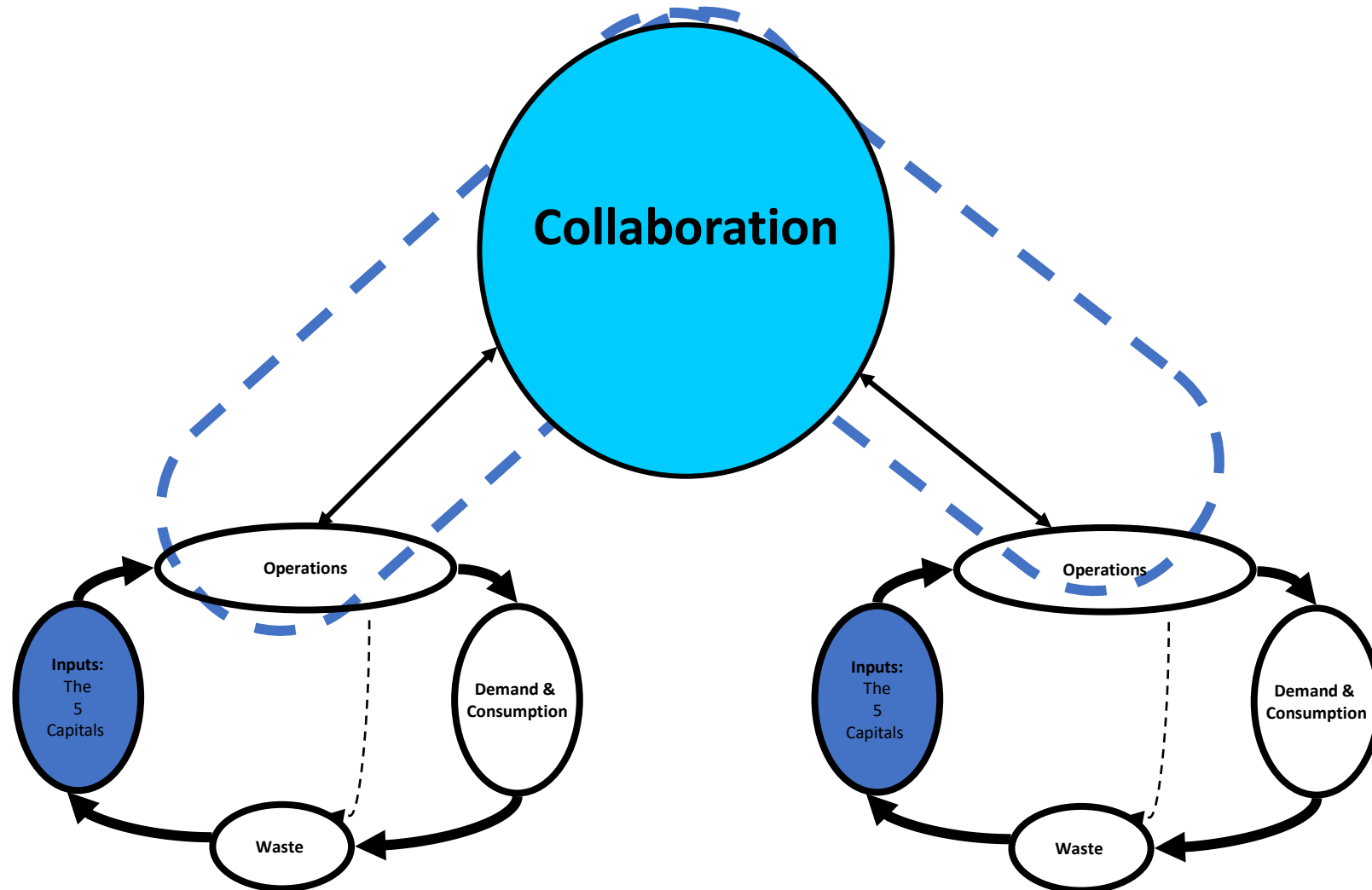
Kindling Farm will be a pioneering, large-scale community-owned farm that will promote sustainable farming practices, producing healthy and organic food for all.

- 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



Sign up here to receive news by email

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



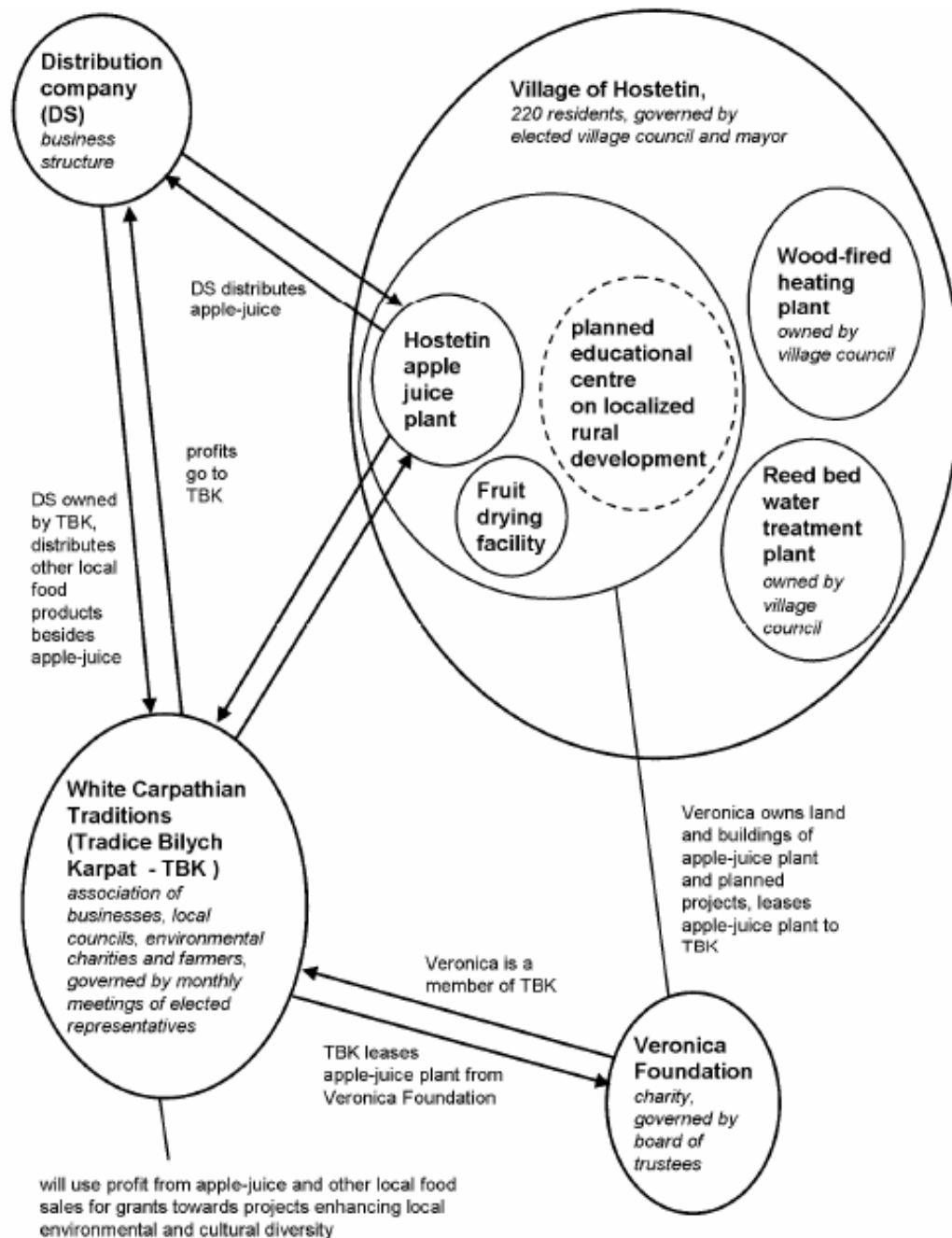
# Eroski Supermarkets



# Secondary Structure:

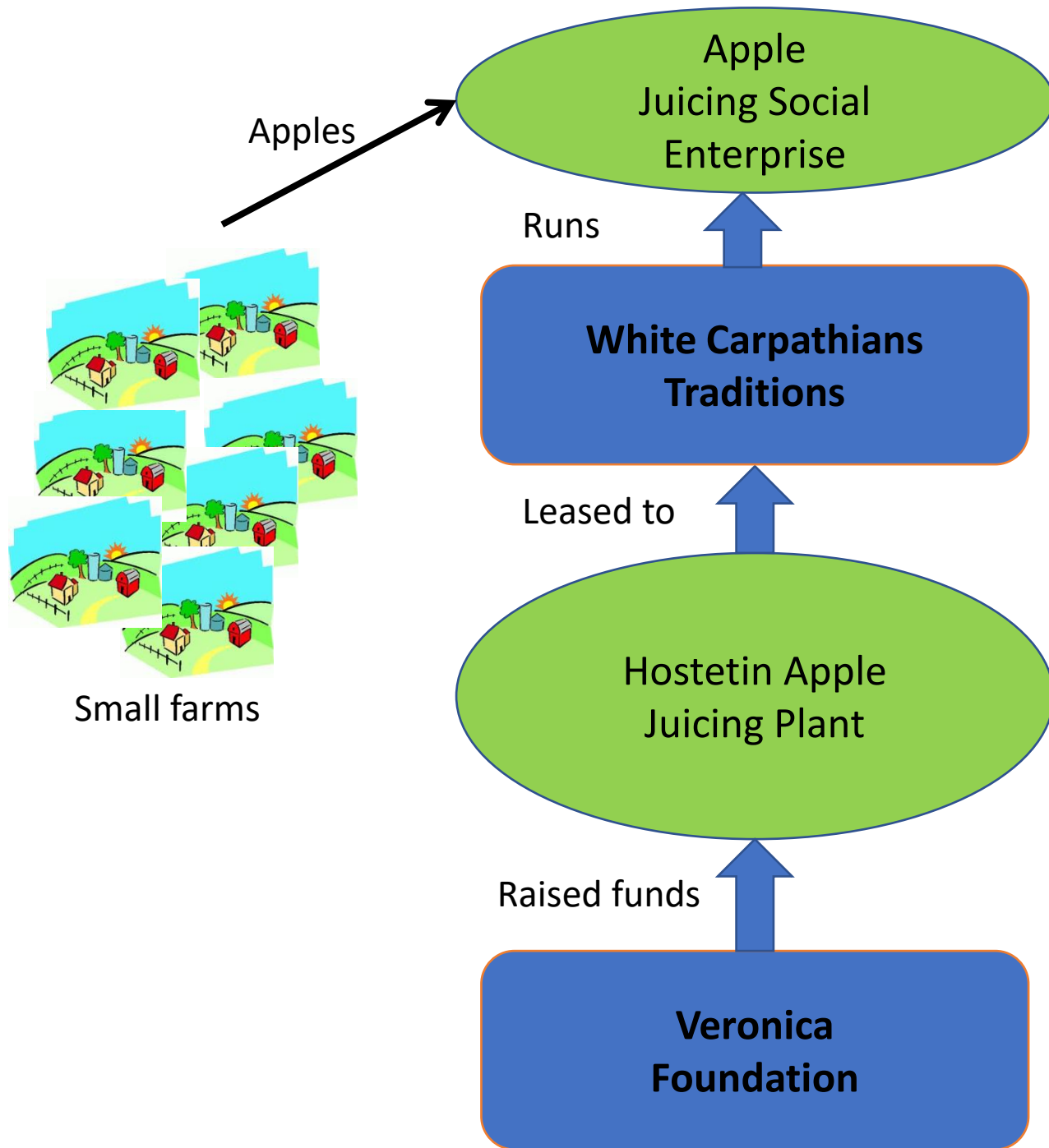
## Hostetin Apple Juicing Plant, Czech Republic





will use profit from apple-juice and other local food sales for grants towards projects enhancing local environmental and cultural diversity



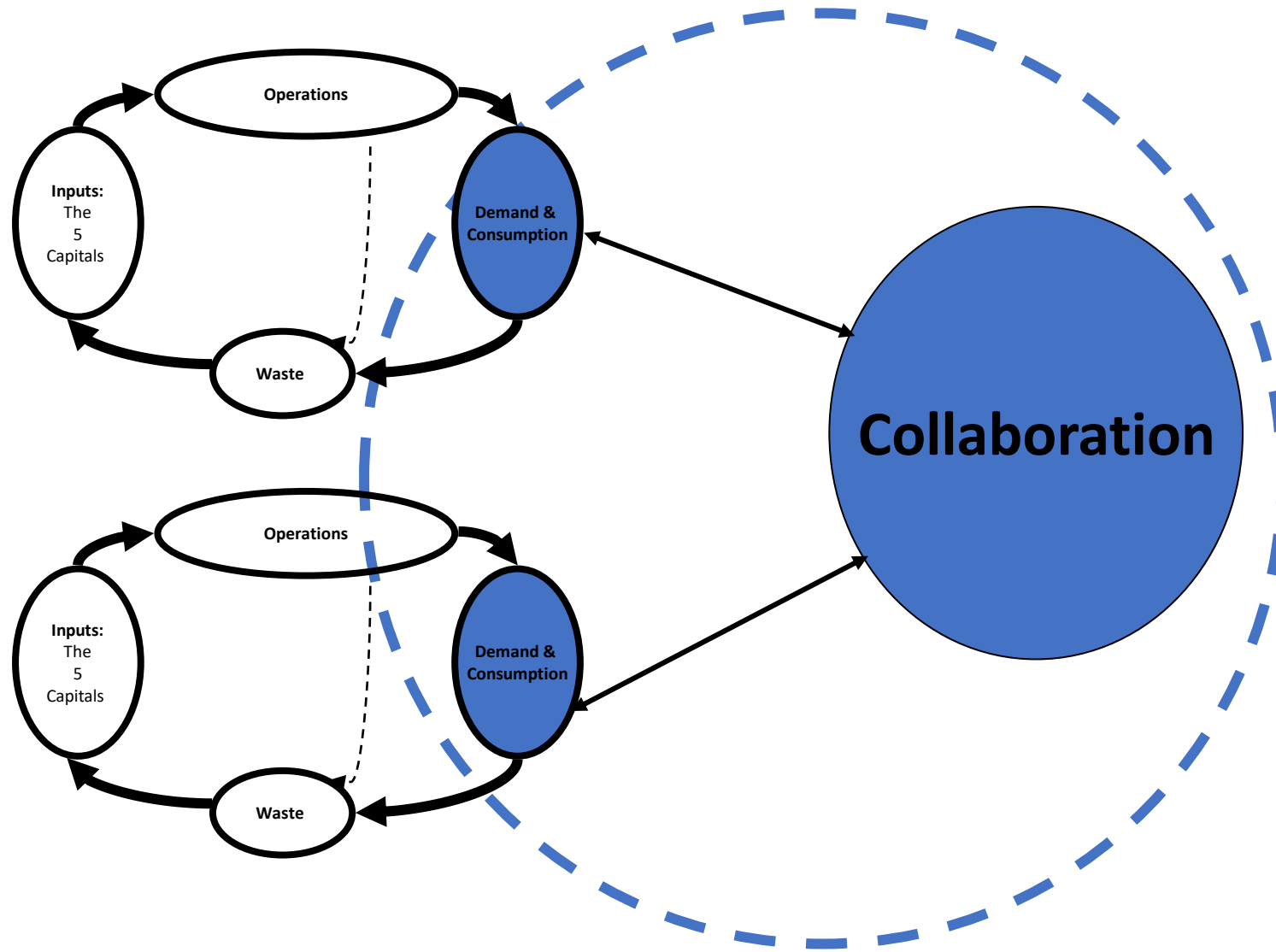


# Joint Venture: Grameen – Danone Yogurt Business



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



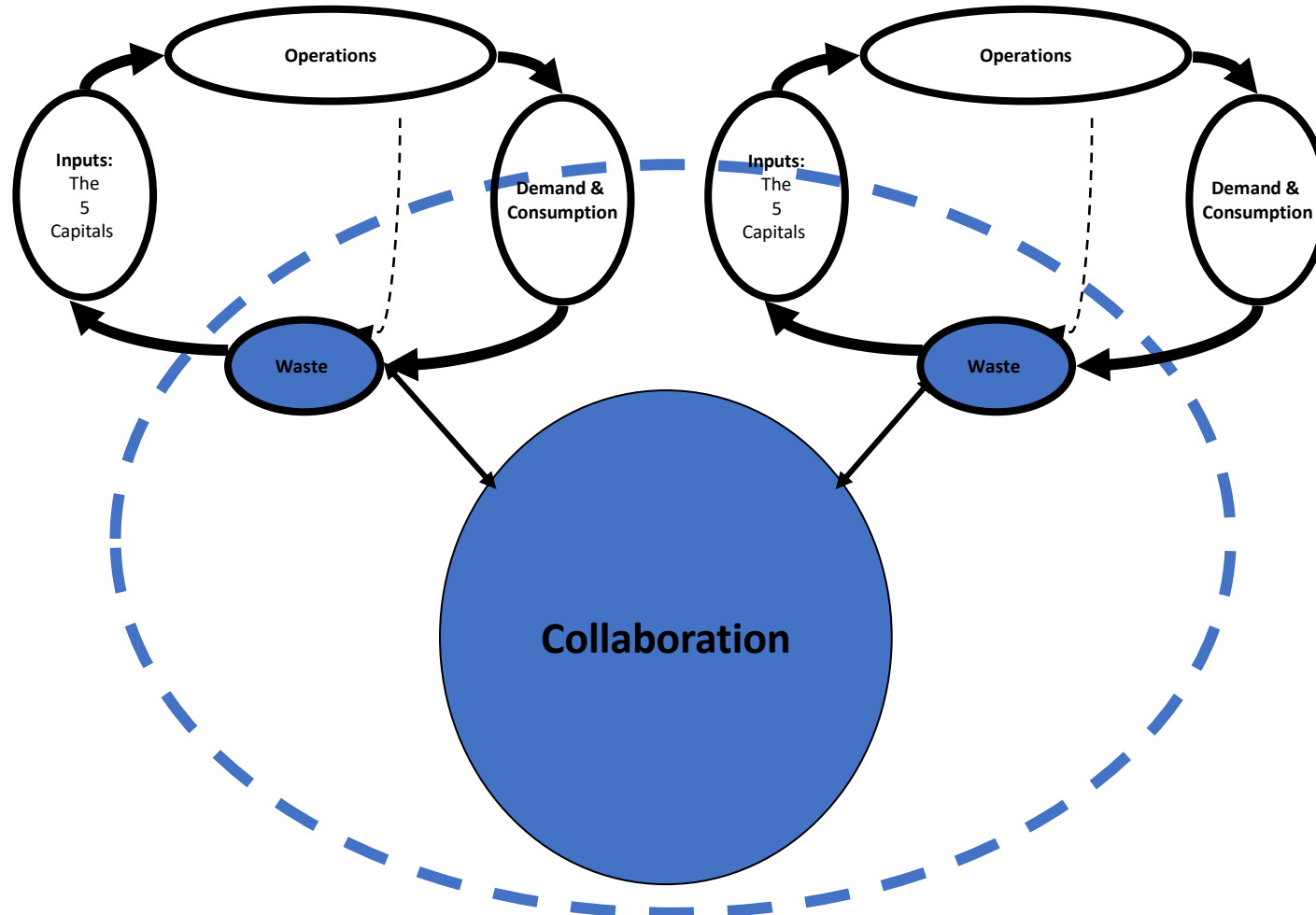
## We are Manchester Veg People

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.

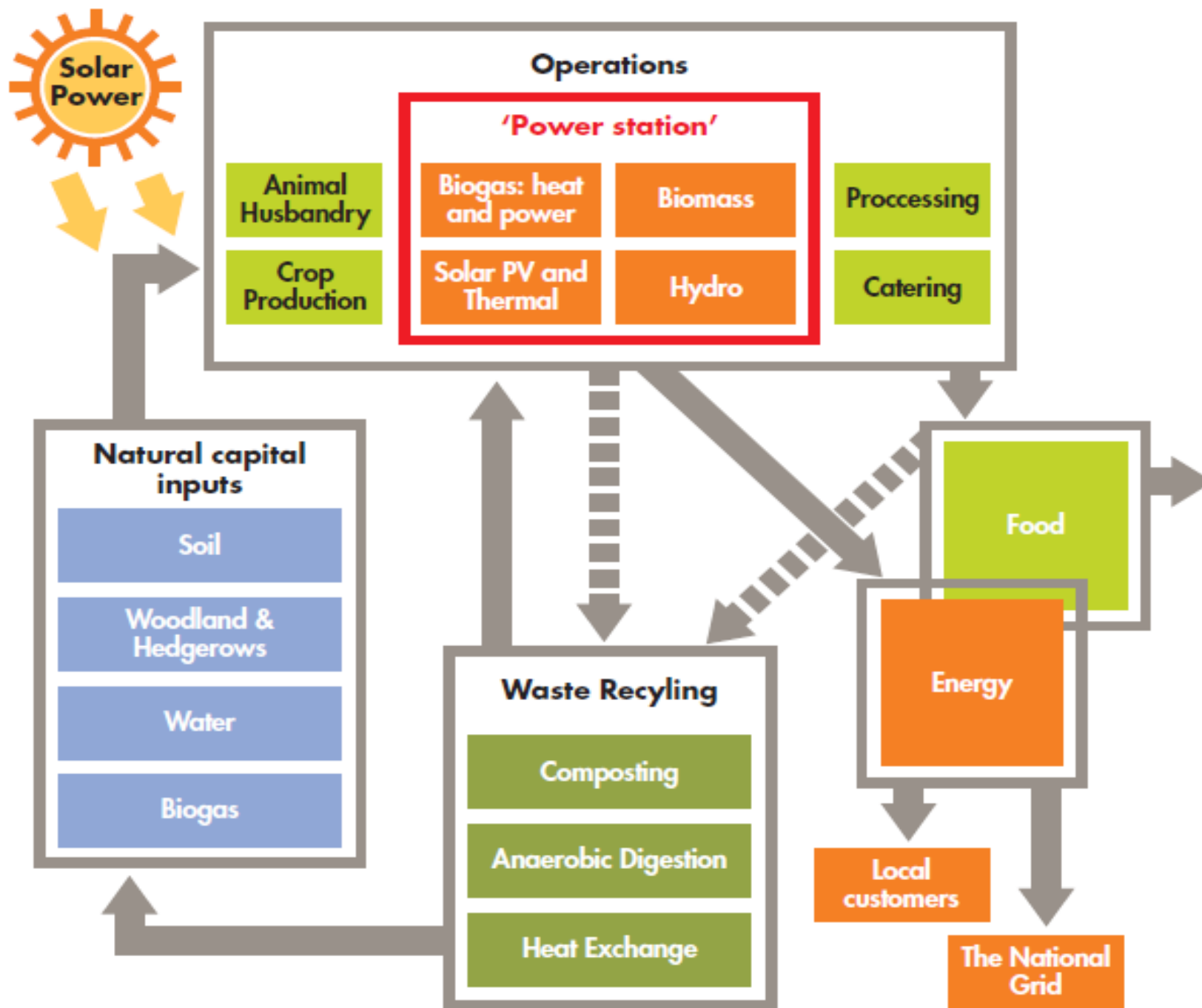
# Bringing consumers into the system

- 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

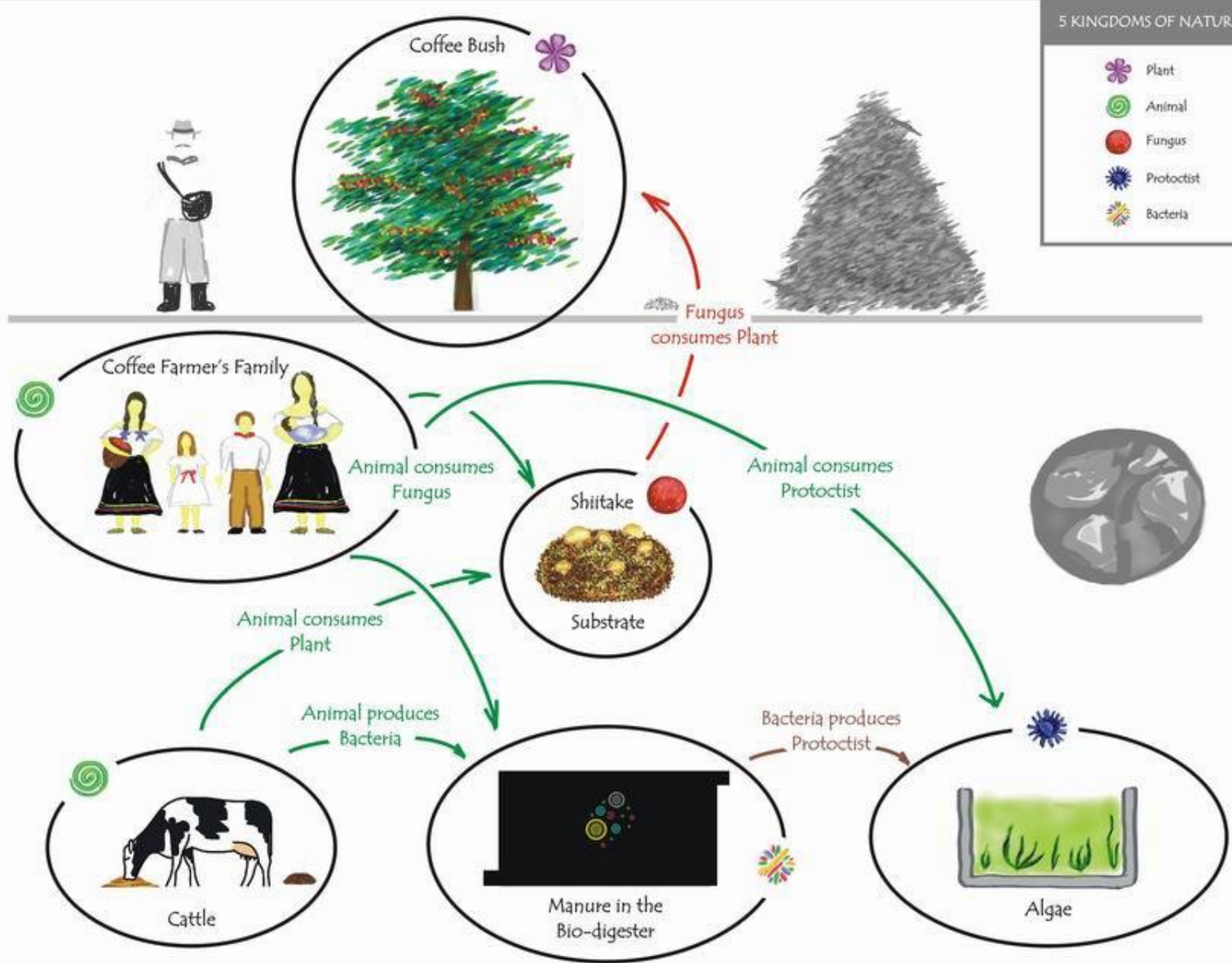
# 4. Collaboration around “closed loop” cycles







- Plant
- Animal
- Fungus
- Protoctist
- Bacteria



## Mushrooms from Coffee Grounds?



### 1 Scale of waste..

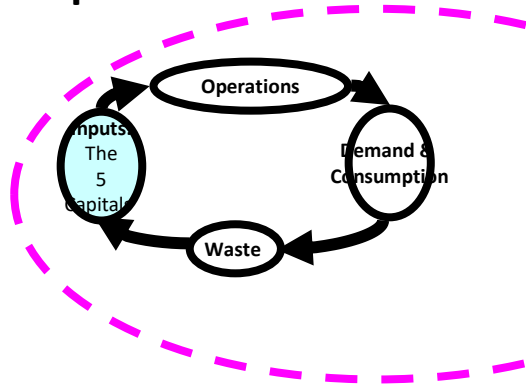
Worldwide more than 1.6 billion cups of coffee are drunk each

### 2 Sustainability of the GroCycle solution

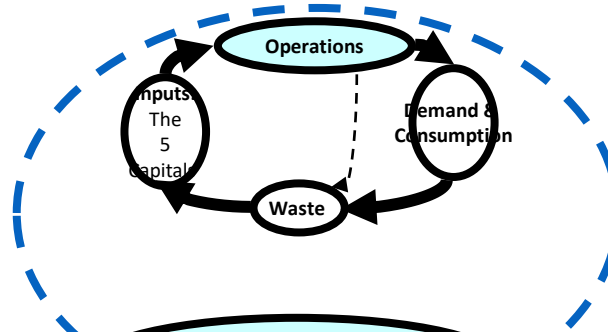
- Reuse of energy:

# Collaboration in local food systems

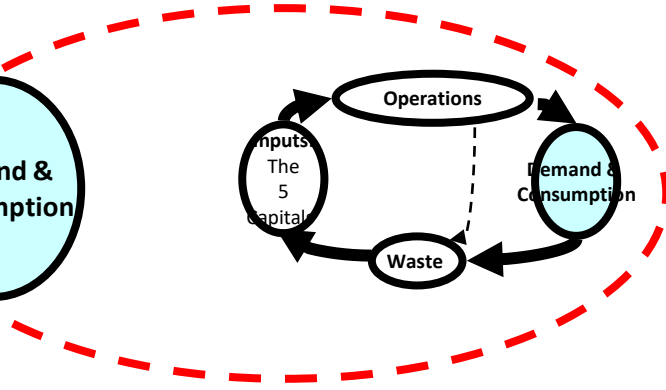
## 1. Collaboration around inputs



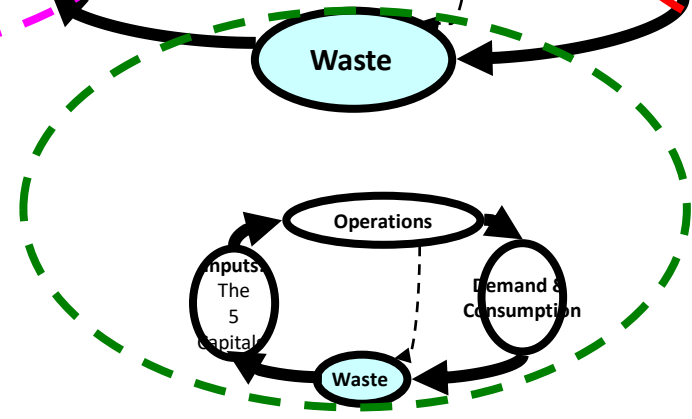
## 2. Collaboration around operations



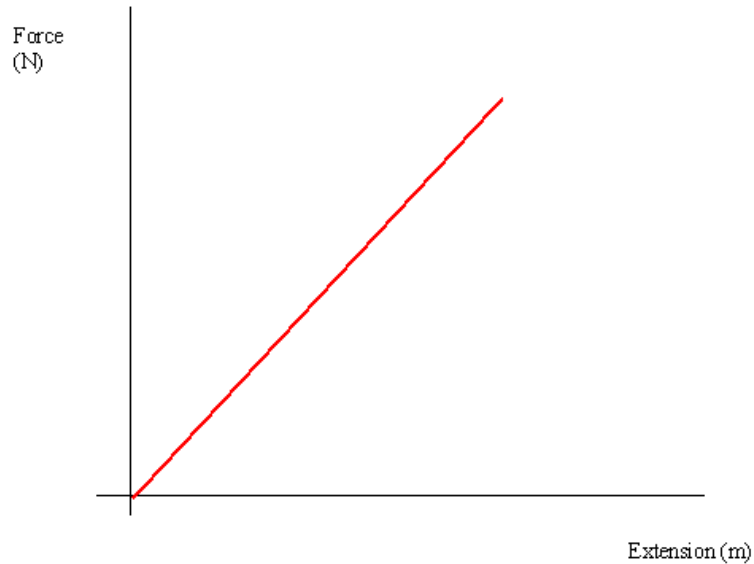
## 3. Collaboration around demand & consumption



## 4. Collaboration around "closing loops"



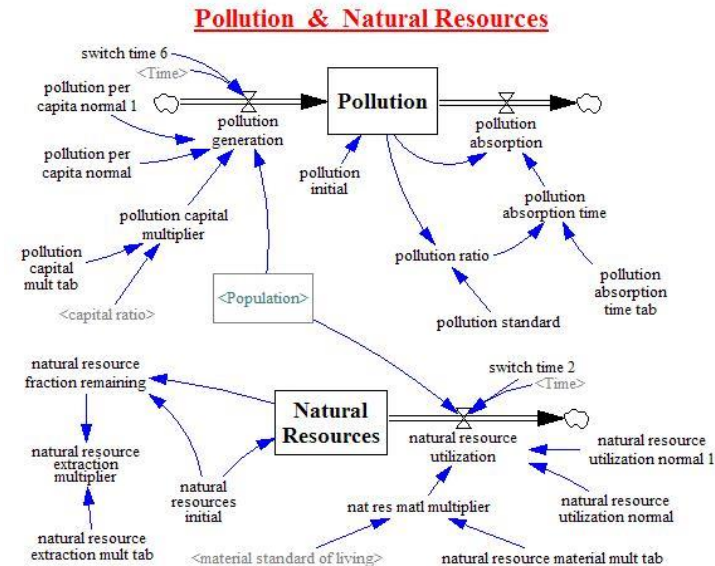
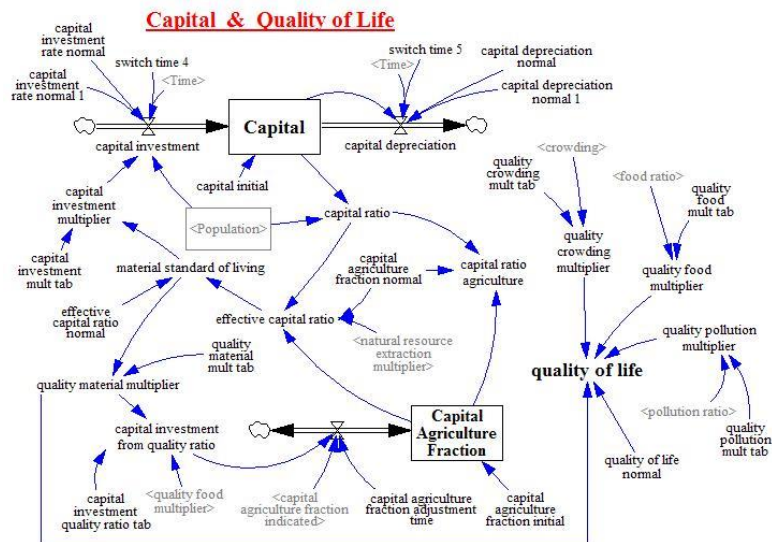
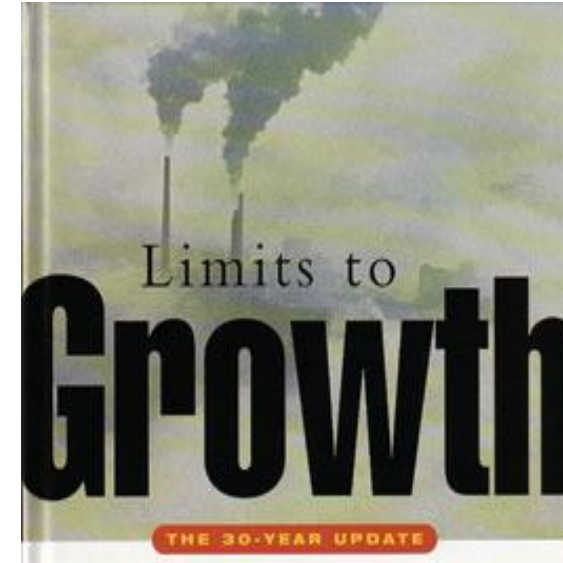
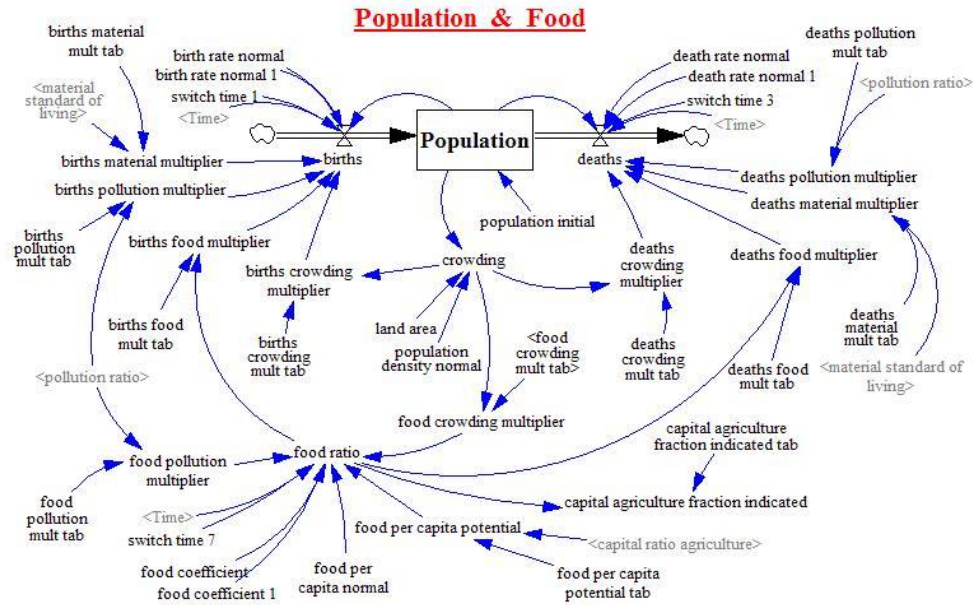
# Simple systems

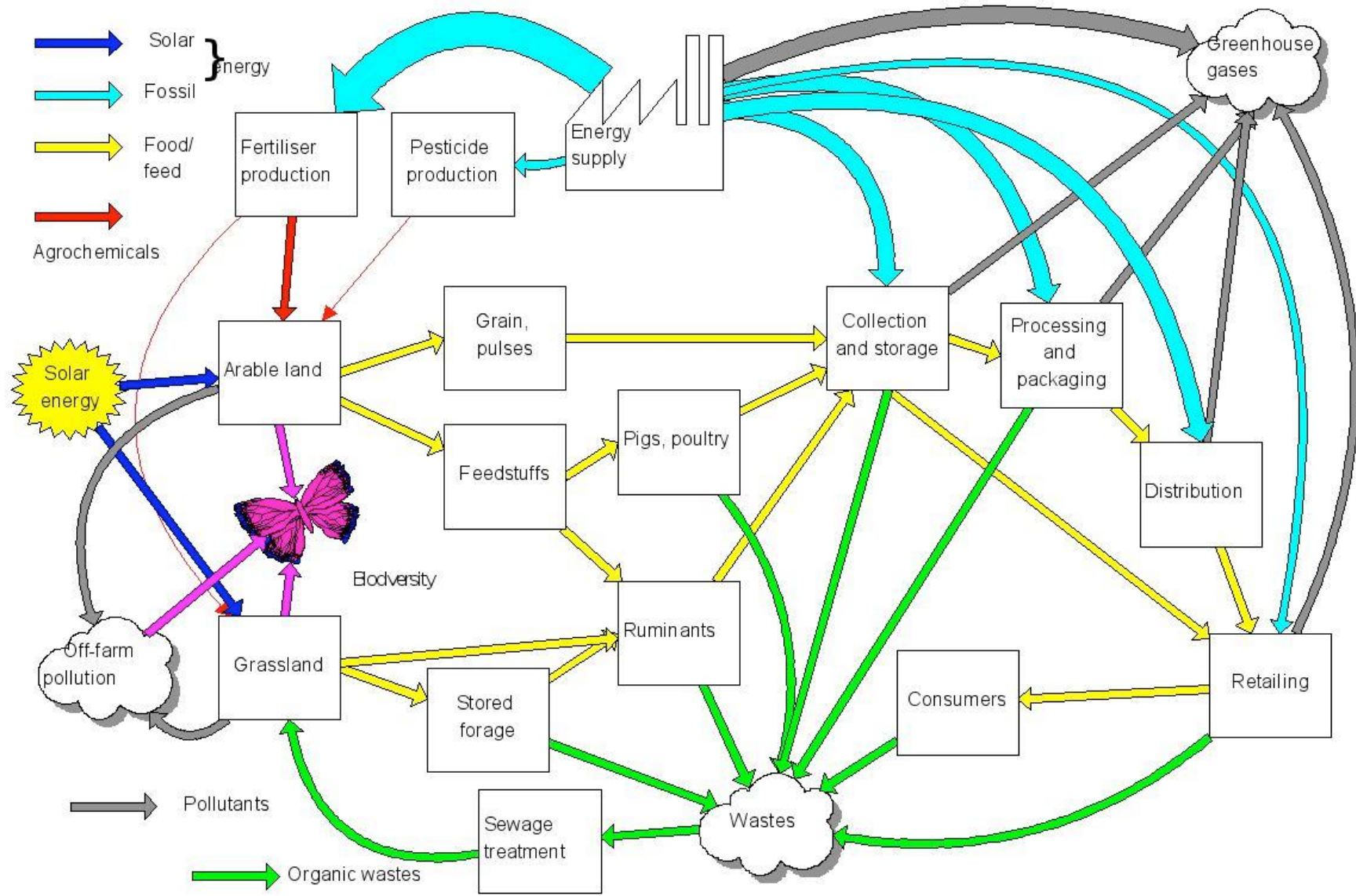


- Predictable;
- Mechanical;

"Reductionism produced a "machine view" of the world, a view captured in the work of Sir Isaac Newton. Metaphorically the world was likened to a sealed clock, a closed system, perpetually running on fundamental laws like "to everything action there is an equal and opposite reaction." **Hutchins, Systemic Thinking, 1995**

# Complex systems





# *Complex behaviour*

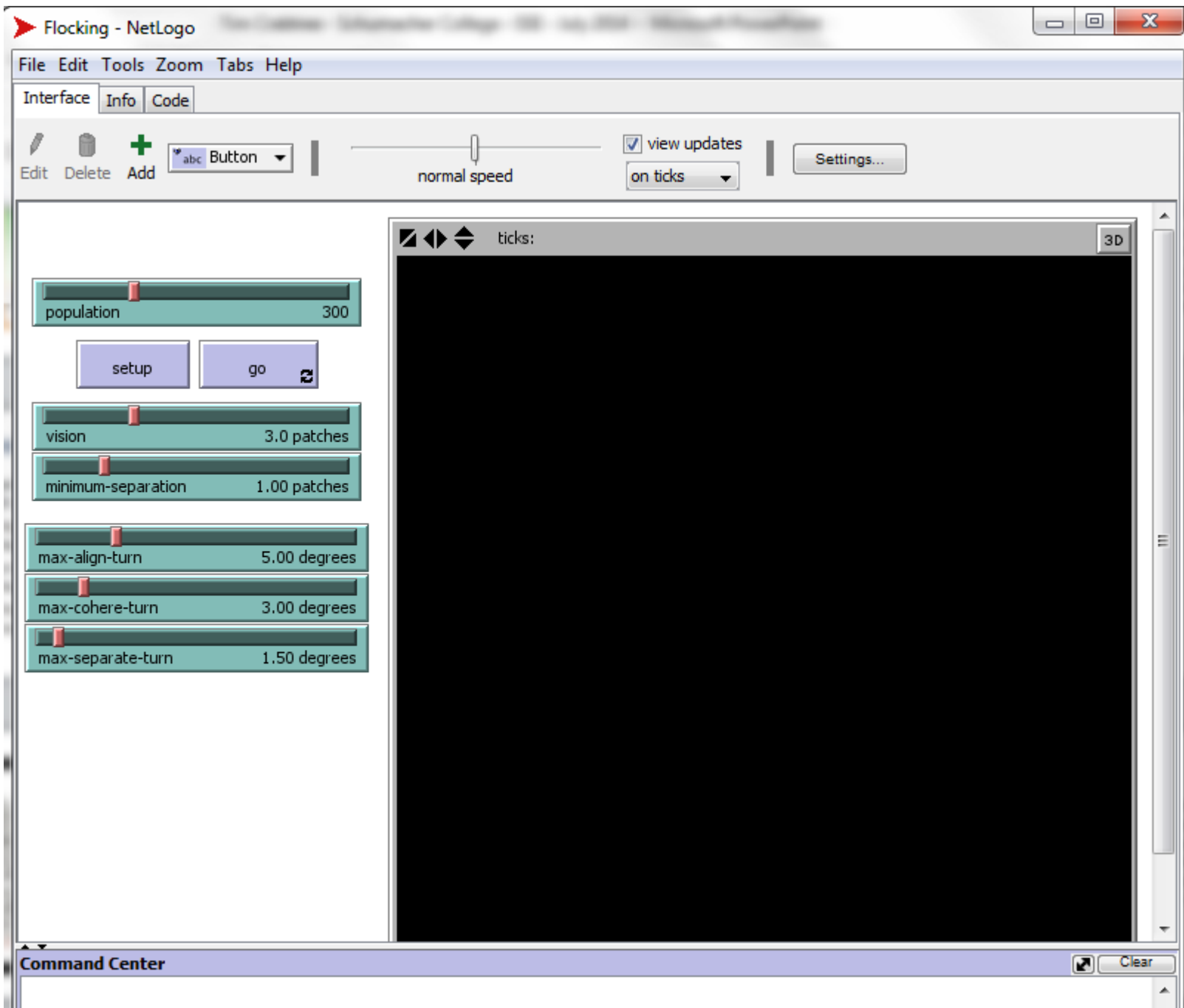
- Complexity theory builds on Systems Theory
- Complex systems are non-linear and their specific behaviour is unpredictable
- Complex behaviour arises from *interaction*
- Complexity theory focuses on *relationships*
- The distinguishing feature of complex systems is that they can *create new order*





amazing starlings murmuration (full HD) -[www.keepturningleft.co.uk](http://www.keepturningleft.co.uk)

<https://www.youtube.com/watch?v=eakKfY5aHmY>



Question:

What difference do you perceive between the video of starlings in flight and the computer simulation?

# Patricia Shaw:

## Systems theory & complexity science

“We make representations of the relatively stable patterns emerging in our ceaseless activity so that we can look at them together and agree on changes we can identify and plan for. This is why organisations, institutions and the civic realm are full of models, 2 by 2 matrices and mappings of various kinds.

But representations can never capture real complexity because that complexity is a flow in time not a static image or model. The representations are always not just inadequate but useful approximations, they can really mislead and falsify - taking them literally easily leads to frustration.”

# 'Complexity Thinking' approach

- ***Self organising***: encouraging a system which will spontaneously emerge as the actions of autonomous participants come to be interlinked and co-dependend on each other.
- ***Evolutionary***: the system will be able to change its structure and processes as it adapts to maintain its viability within a changing, dynamic context. In other words, the system will be designed to learn from its experiences.

# From representations of systems to participation in dynamic processes

- We are immersed in problems of organised complexity – these are situations where you have a moderate number of variables, but strong non-linear interactions amongst those variables.
- This involves dealing simultaneously with a sizeable number of factors which are interrelated into an organic whole.

# Patricia Shaw

We are used to thinking/seeing/experiencing in terms of a world of separate THINGS apart from ourselves that need to be managed.

- *Things* are clearly defined, identifiable, separate, bounded, stable, graspable, measurable, countable entities.
- They may be material *things* or intangible conceptual *things* such as organisations, jobs, managers, systems, leaders, resources, strategies, plans, goals, targets, budgets, meetings, cultures, visions.....
- Such *things* can be connected, arranged, ordered, organised *by design* into structures.
- Such ordering connections are *universal, linear, rational, sequential, predictable, neutral*.

Complexity invites us to think/see/experience in terms of a world of **PATTERNED FLOW** in which we are inextricably immersed.

- This dynamic flow is not uniform but patterned as events and activities emerging in webs of interdependent relating.
- Patterning (irregular regularities) emerges spontaneously through self-organisation at many scales simultaneously.
- Such self-patterning processes are local, reciprocal, non-linear, lateral, unpredictable, improvisational in which both individual and social identities are emerging simultaneously.



# Some questions

- What are the limitations of strategies, business plans, “theories of change” and predictions of outcomes, in a world that is complex and unpredictable?
- How do we keep organisations “alive” and generative, taking inspiration for example from the Latin American notion of continuous “*formacion*”? How also do we maintain our own levels of commitment, well-being and satisfaction in our work?
- How can we resist the expectation that we should seek to scale up initiatives in the conventional way rather than through a process of networked growth in clusters of organisations?