

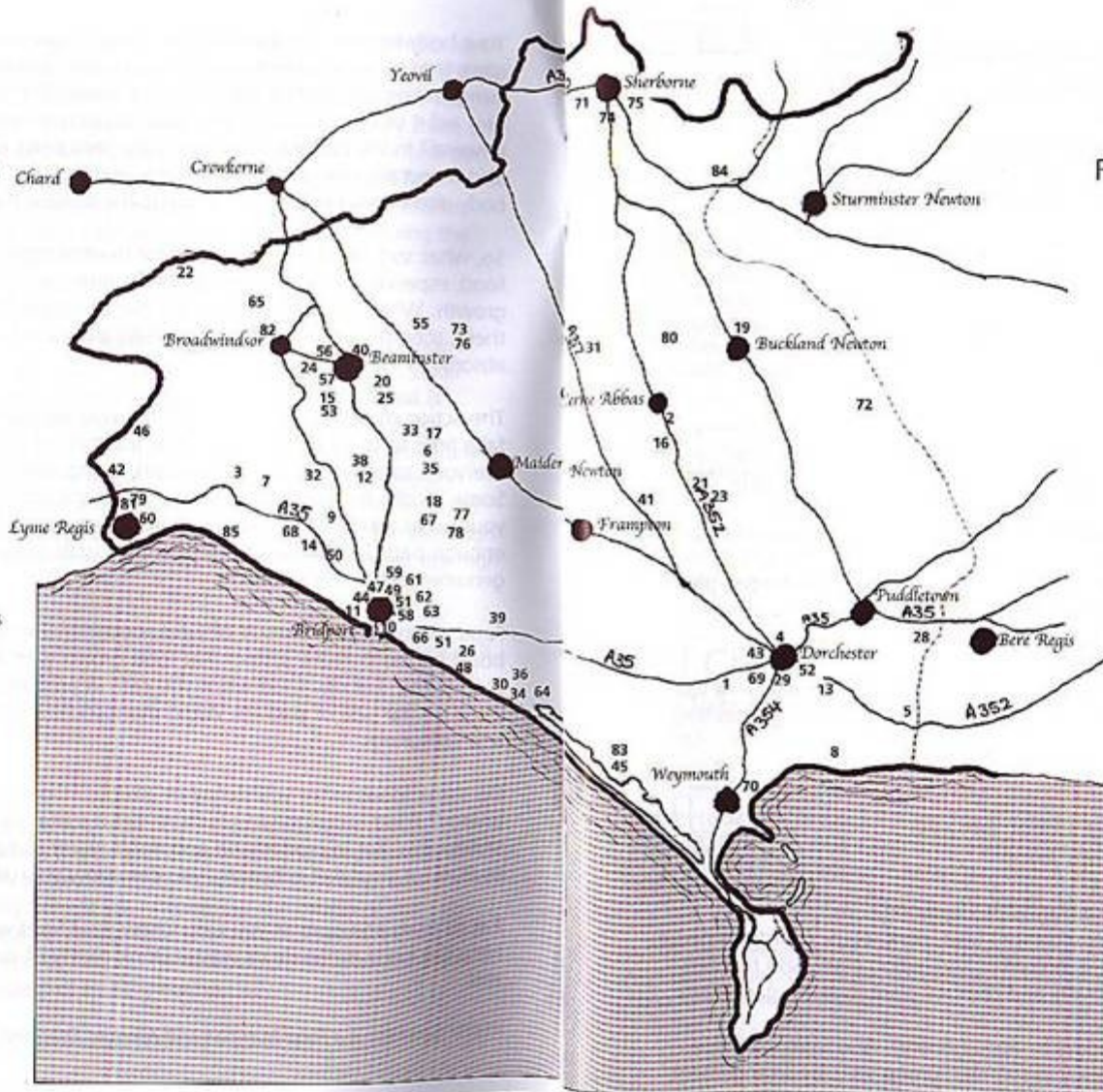
# Developing sustainable food systems

- West Dorset Food and Land Trust
  - Charity, established 1996
- Local Food Links
  - Trading company, established as subsidiary of Trust in 1999
- Wessex Reinvestment Trust
  - Community Development Financial Institution established 2003

# West Dorset and Weymouth

## West Dorset Farmers and Growers

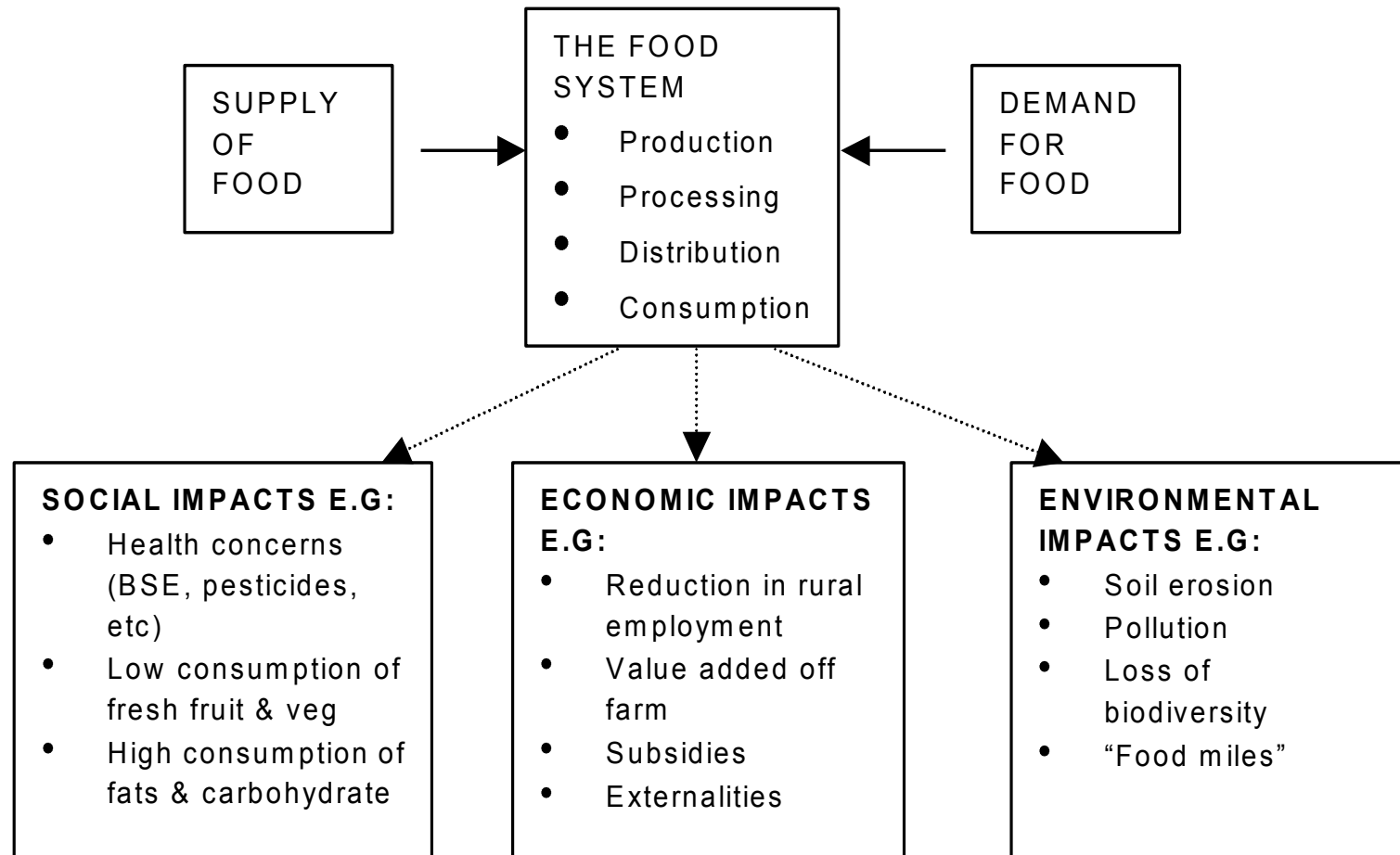
- 1 Barnes Beef
- 2 Barton Meadows
- 3 Becklands Farm
- 4 Bockhampton Botanics
- 5 W J Chilcott and Co
- 6 Colesmoor Farm
- 7 Crabbs Bluntshay Farm
- 8 Craig Farm Dairies
- 9 Denhay Farms Limited
- 10 Dorset Fresh Fish
- 11 Down House Farm
- 12 Elwell Fruit Farm
- 13 Froom Vale Honey
- 14 Heritage Prime
- 15 Higher Silkhay Farm
- 16 T R Horsington & Sons
- 17 The Kingcombe Centre
- 18 Klair's Field
- 19 L&C Game
- 20 Lake Farm
- 21 Longmeadow Organic Vegetables
- 22 Magdalen Farm
- 23 Manor Farm, Godmanstone
- 24 Manor Farm, Stoke Abbot
- 25 Mapperton Boar
- 26 Modbury Farm
- 27 Ourganics - Evolving Systems
- 28 Pampered Pigs
- 29 Plantaholix
- 30 Sea Spring Farm
- 31 Summerlands Poultry
- 32 Sunnyside Happy Hens
- 33 Sunnyside Farm
- 34 Tamarisk Farm
- 35 Trinneys Farm
- 36 Vurlands Farm
- 37 Washingpool Farm
- 38 Waytown Wild Boar
- 39 West Hembury Farm
- 40 White Sheet Farm
- 41 Woolsey Cheese
- 42 Wyld Meadow Lamb



## West Dorset Local Food & Drink Businesses

- Alington Dairies 43
- R J Balson & Son 44
- Bakehouse Tearoom 45
- Bottle Inn 46
- Bridfish Smokery 47
- Bridge Cottage Stores 48
- Bridget's Market 49
- Chideock House Hotel 50
- Dairymaid 51
- Emma's Delicatessen 52
- Exclusive Preserves 53
- Forest Products (UK) Ltd 54
- Fox Inn, Corscombe 55
- Frampton & Sons, Beaminster 56
- Fruit 'n' Two Veg 57
- Fruits of the Earth 58
- Green Yard Cafe 59
- M R and L Hartley 60
- Henry's Beard 61
- Hanger's Dairy 62
- Leakers 63
- Manor Hotel 64
- Market Day Products 65
- Marsh Barn Restaurant 66
- Marquis of Lorne 67
- S Moores 68
- P & J Butchers 69
- Perry's Restaurant 70
- Pear Tree 71
- Mrs Pook's Kitchen 72
- Post Office Stores 73
- Puddings and Pies 74
- Sabins 75
- Summer Lodge Hotel 76
- Tempting Terrines 77
- Three Horseshoes 78
- Thursday Cottage Limited 79
- Townsend Treats 80
- Uplyme Butchers 81
- West Dorset Community Trading Co 82
- Wheelwrights 83
- White Hart 84
- White House Hotel 85

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



West Dorset Food Links  
**Local Food Directory**  
2000/2001



Local Food from Local Land

# West Dorset Food Week & Bridport Food Festival



## Farmers' Markets



# Grow it, Cook it, Eat it Project



# Bridport Centre for Local Food





# Bridport Centre for Local Food

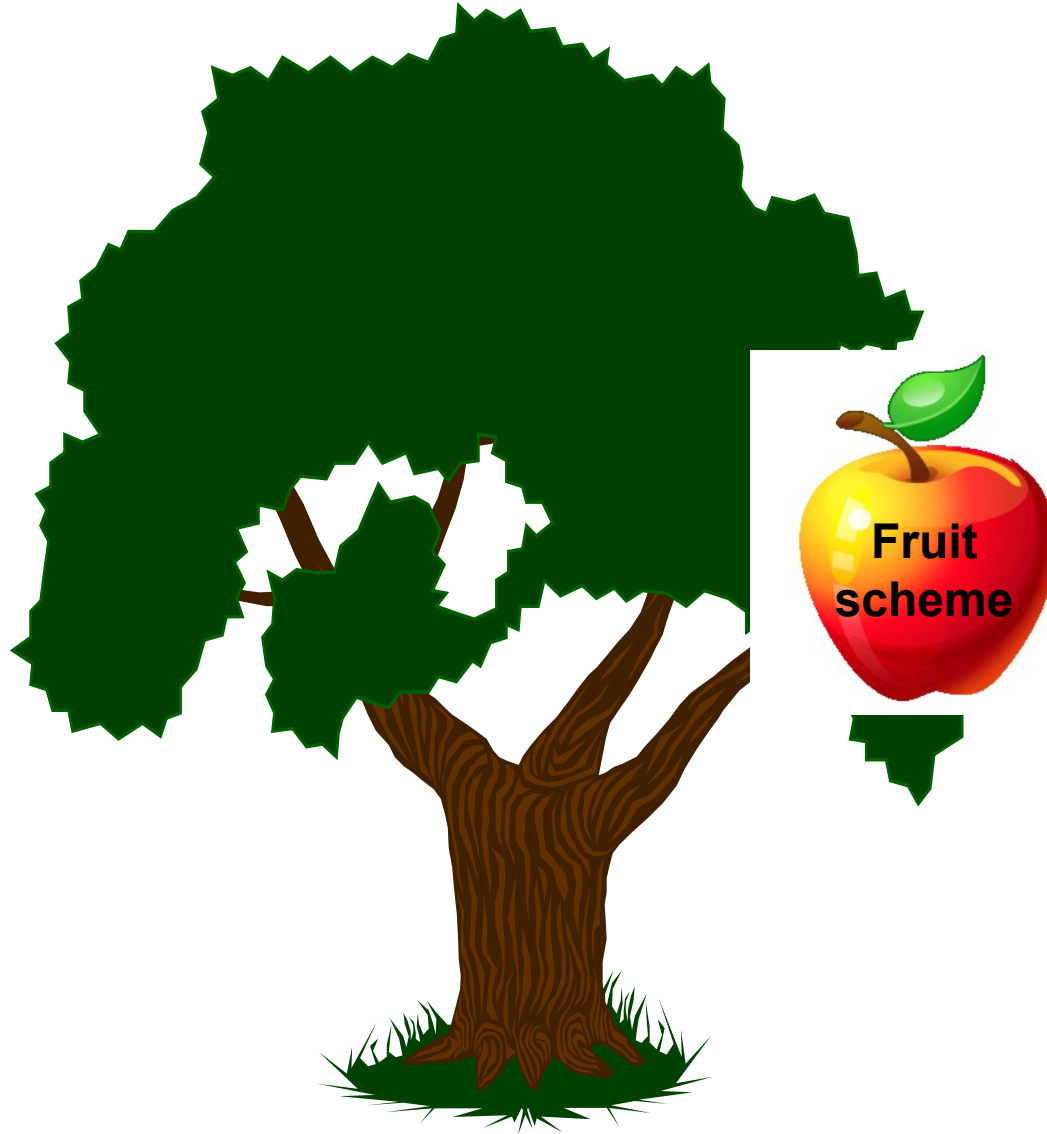


# Bridport Centre for Local Food



# School Fruit Scheme





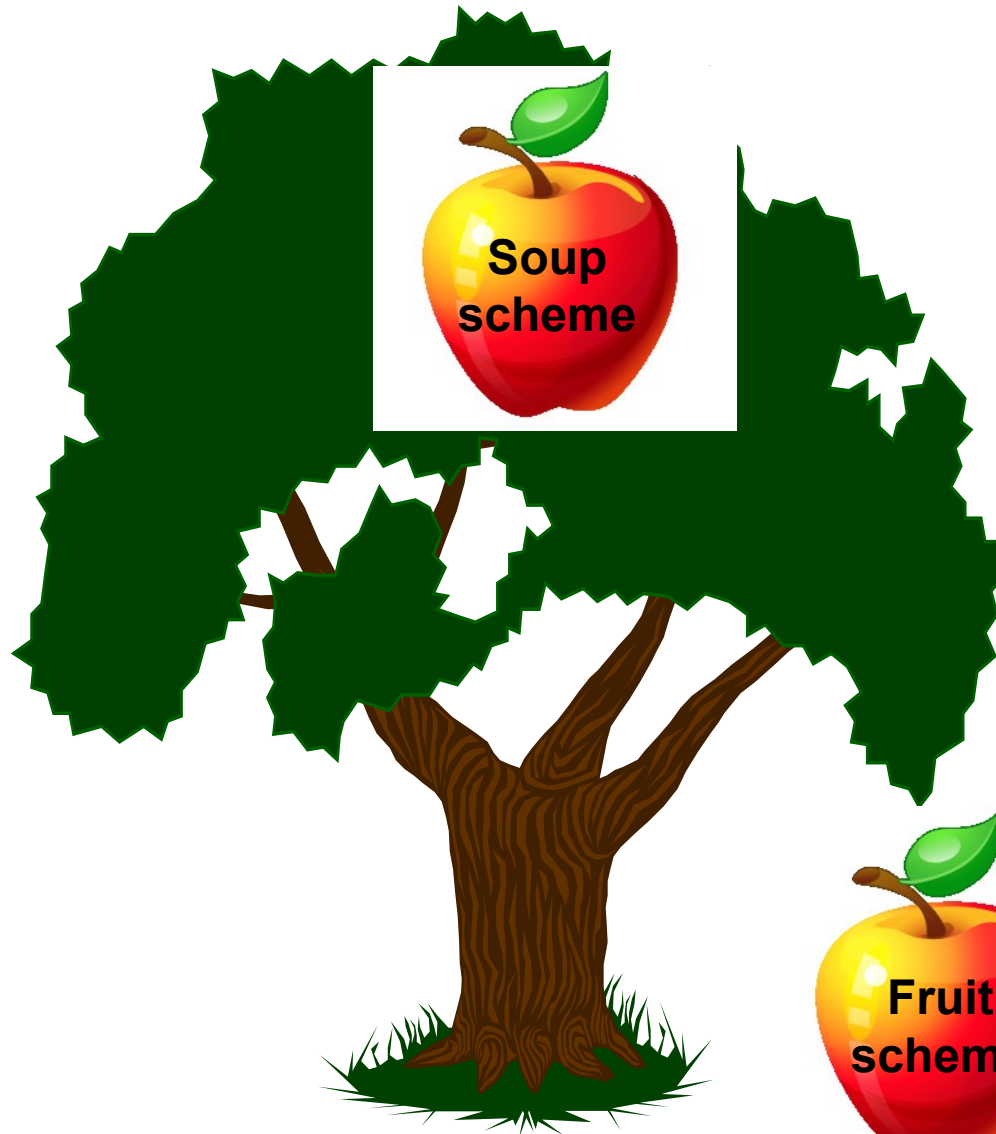


## Soup Lunch Pilot



## Soup Lunch Pilot





**Soup  
scheme**

**Fruit  
scheme**



# Development of school meals service

- Local Food Links restructured as Industrial and Provident Society
- One member, one vote
- Parents, schools, members of the community eligible to join
- Potential for community share issue to raise funds
- Initial grant funds raised for new kitchen

## New Central Kitchen at Centre for Local Food



# Creating user-led school catering services in Dorset

- There are 143 primary schools in Dorset – almost all have no kitchens
- The government wanted all schools to offer a hot meal
- 90 – 95% of those meals will be purchased by parents
- 5 – 10% will be paid for with government funding (free school meals)
- Therefore parents and children should be at the heart of any service, not just be passive consumers.

# What do children, parents and schools want?

Above all, a school meals service that is consistent with the “Healthy Schools”, “Every Child Matters” and “Sustainable Schools” agendas

So, when asked, parents and children say they want a school meals service that:

- Provides healthy food consistent with healthy eating messages.
- Is high quality but low cost, and is therefore not for profit.
- Is produced locally, creating local employment and training opportunities.
- Supports the local economy by sourcing from local farmers and food producers.
- Is as sustainable as possible, cutting down on food miles and supporting organic or free range/non-intensive production.

# Central procurement v. local procurement arrangements

- If large central contracts are negotiated on behalf of schools, then only national/multi-national companies will have the capacity to deliver.
- If individual schools have to run a catering service on their own they will struggle with cost, complexity and capacity.
- Therefore, there is a need for clusters of schools to work together, and operate as a “federation” or “consortium”.
- Dorset County Council supported the 8 Bridport schools to pilot this model.

# The Bridport Pilot Scheme: Local Food Links Ltd

- 8 schools worked with local charity to establish social enterprise - Local Food Links Ltd - as Industrial & Provident Society.
- £50,000 from DCC, £250,000 raised from other funders.
- Central kitchen in Bridport Centre for Local Food.
- DCC supported the 8 schools to upgrade their serveries: e.g. dishwashers & handbasins.
- Transported meal service
- 80 pence spend per meal on ingredients, 75% from local suppliers. Turnover for 2008 – 2009: £210,000.
- 12 jobs created within Local Food Links, 12 within the schools.

# The Bridport Pilot Scheme: continued

User participation is critical:

- Parents and schools eligible for membership of Local Food Links (£1).
- Members of the community can join through share issue (minimum £100).
- Engagement through taster sessions, pyramid steering group, working groups in schools, comments books, questionnaires.

Potential to extend the model to other schools, e.g. the Blandford cluster, and to other services e.g. catering for older people such as meals on wheels.







Pupils from St. Mary's Primary – A Food for Life Flagship School – visiting the central kitchen at the Bridport Centre for Local Food





# 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





**food**

for

**life**

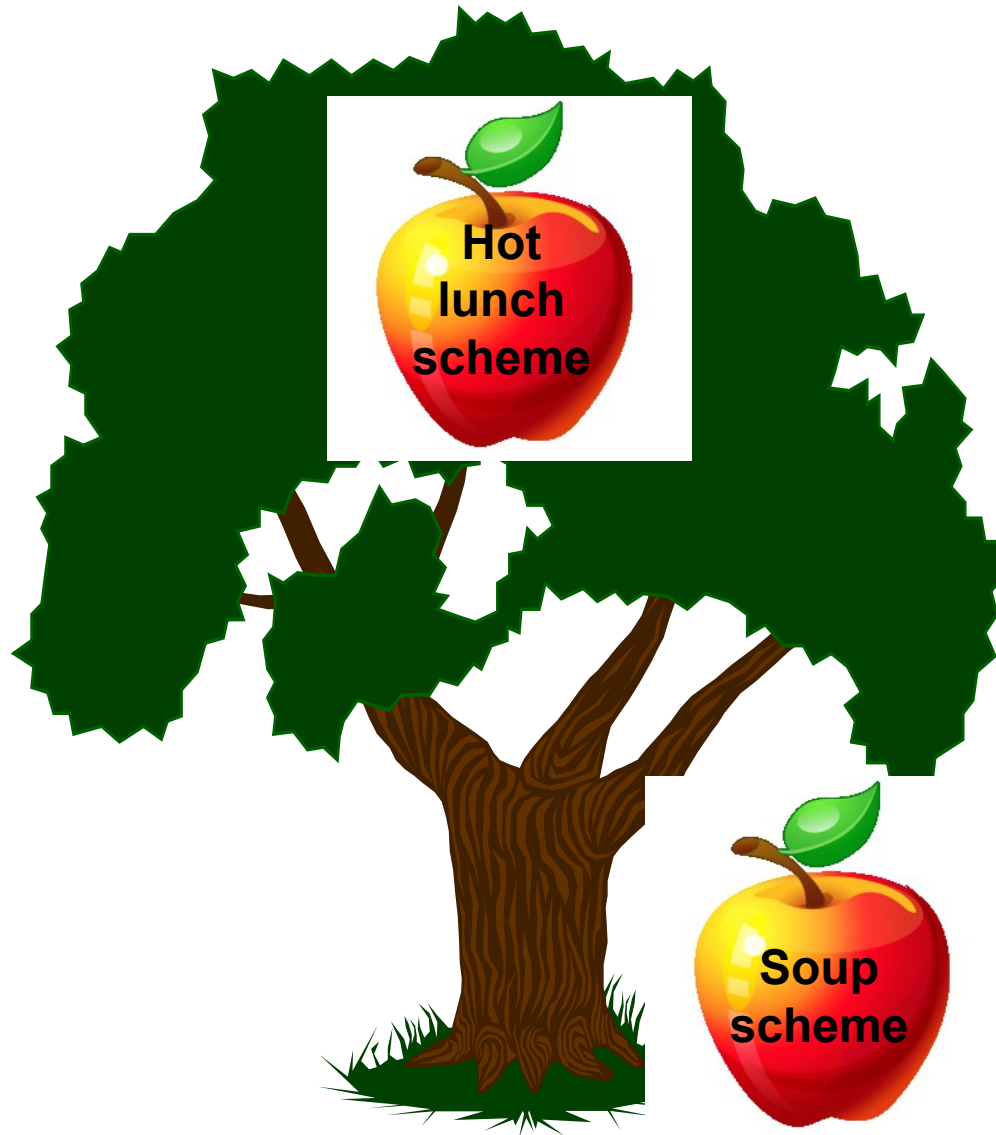
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**GOLD**

**CATERING**

# Expansion of school meals service

- 5 new schools and 1 nursery joined the service in West Dorset
- New kitchen opened in Blandford
- 10 new schools and 2 nurseries joined the Blandford operation
- 24 staff
- Turnover: £500,000 p.a.
- Over 200,000 meals per year

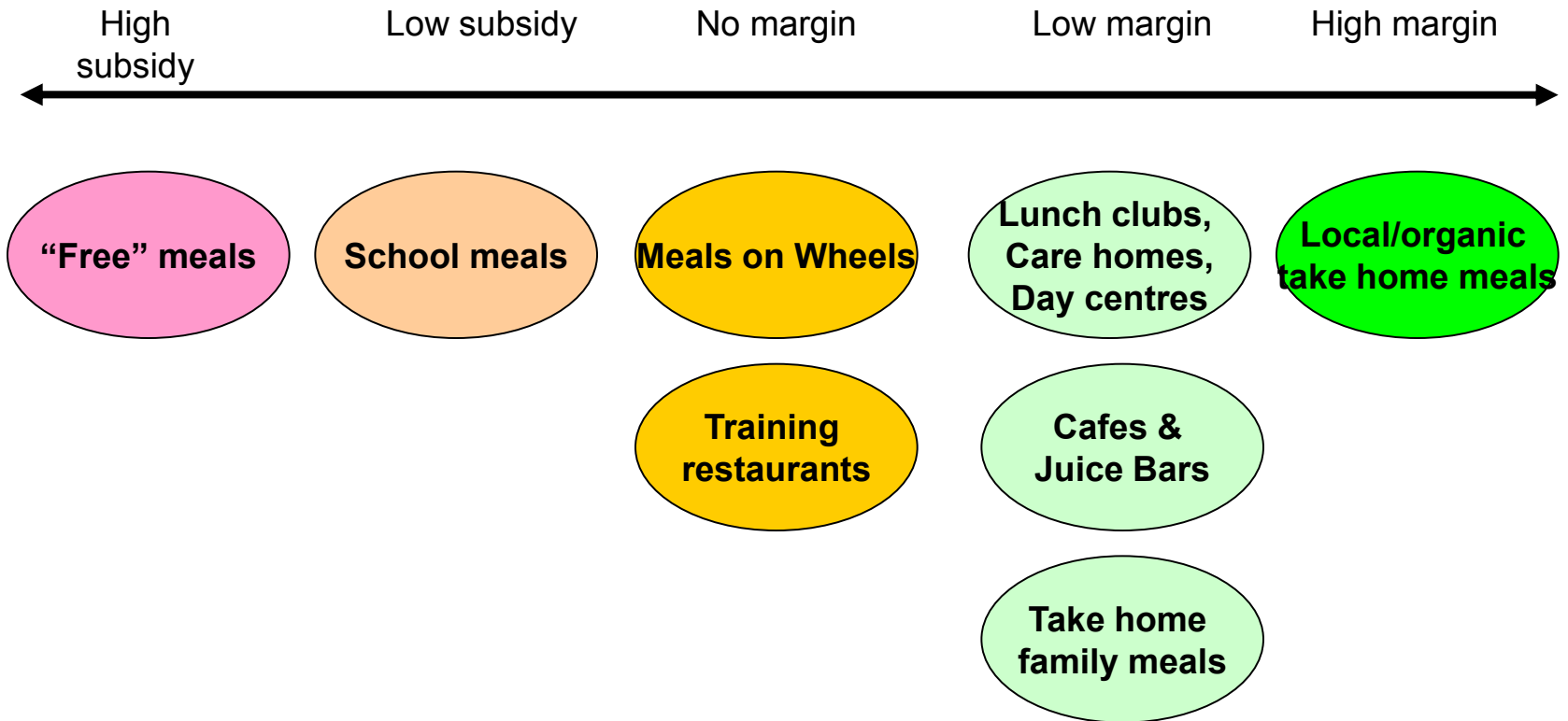


**Hot  
lunch  
scheme**

**Soup  
scheme**

**Fruit  
scheme**

# Spectrum of potential catering activities





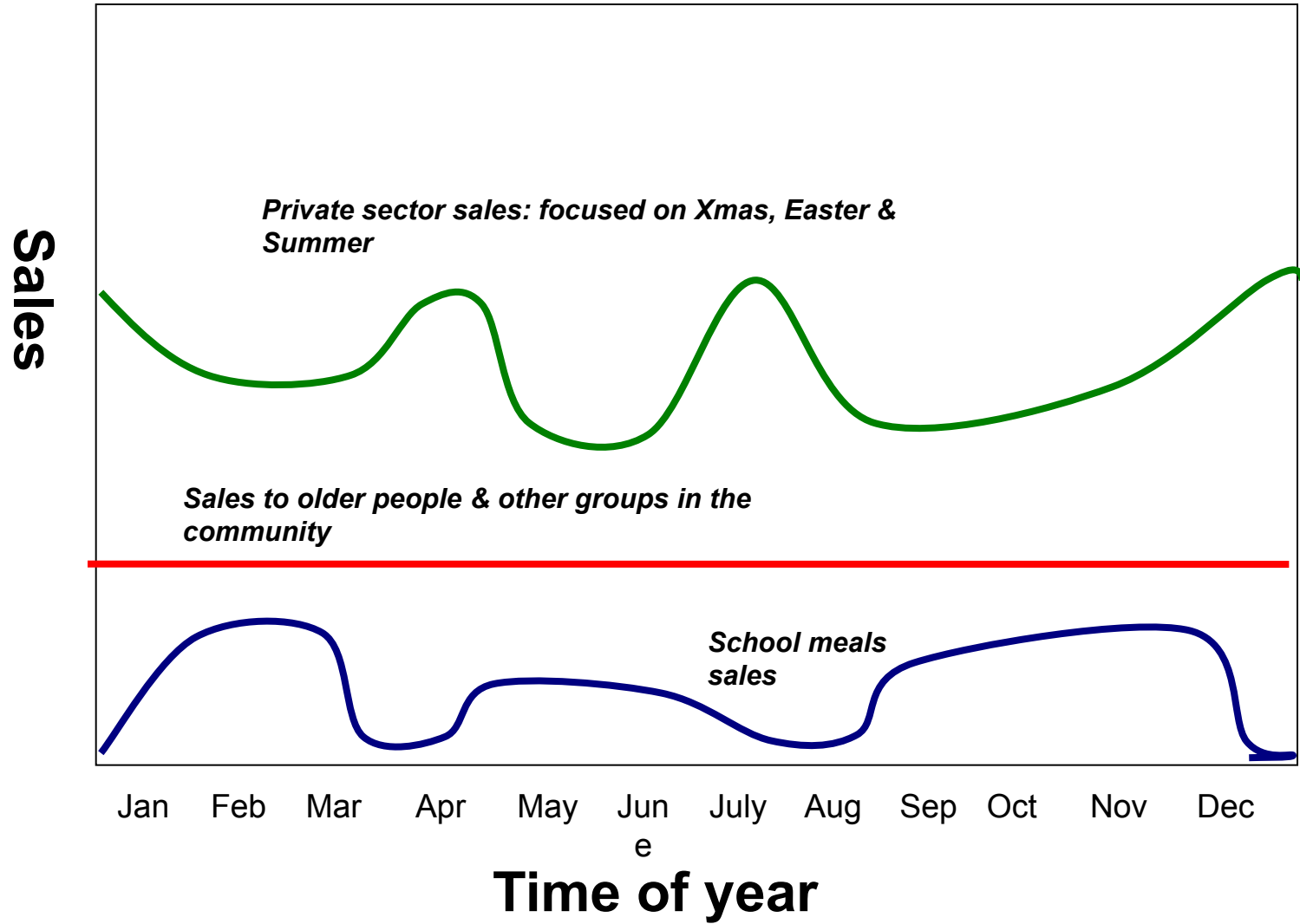
# Vocational Training

- Contract with 3 local secondary schools
- Contract with Children Out Of School Service
- 24 students over 3 days
- Year 10 and 11
- NVQ levels 1 and 2

# NVQ Training in Catering



# Local Food Links: Balancing Demand through Diversification



## Older People – The Age Range



# Older People and Food – From Independence to Care

Independent

Less independent



Cooking at home –  
no mobility or  
disability issues

Eating at home –  
lack of mobility or  
disabilities an issue

Nursing home –  
meals provided and  
may require  
assistance

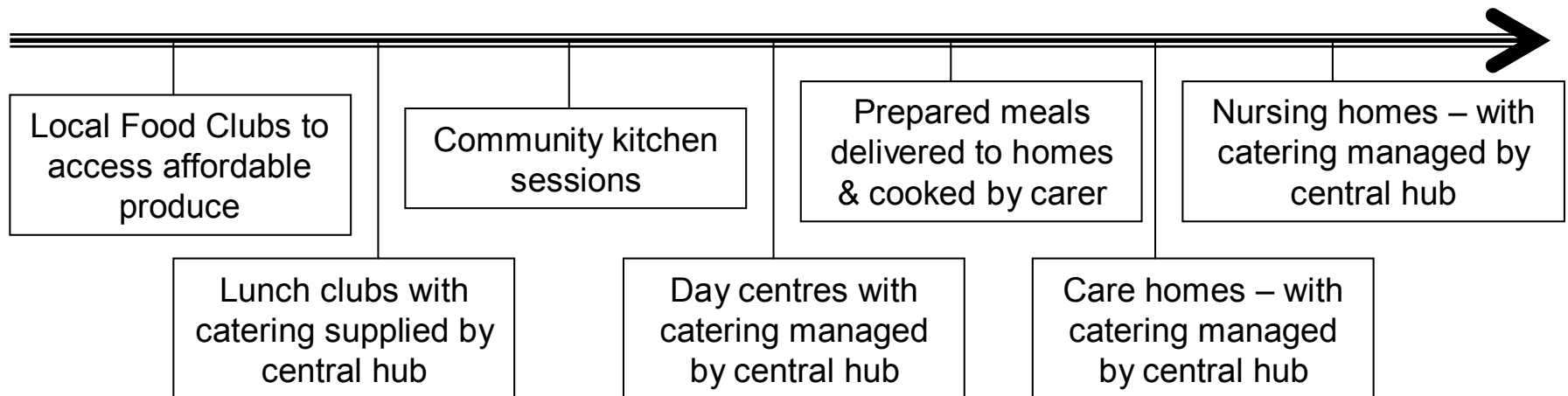
Living at home &  
attending lunch  
clubs, workshops,  
etc

Care home – meals  
provided

# Older People and Food – A spectrum of food initiatives

Independent

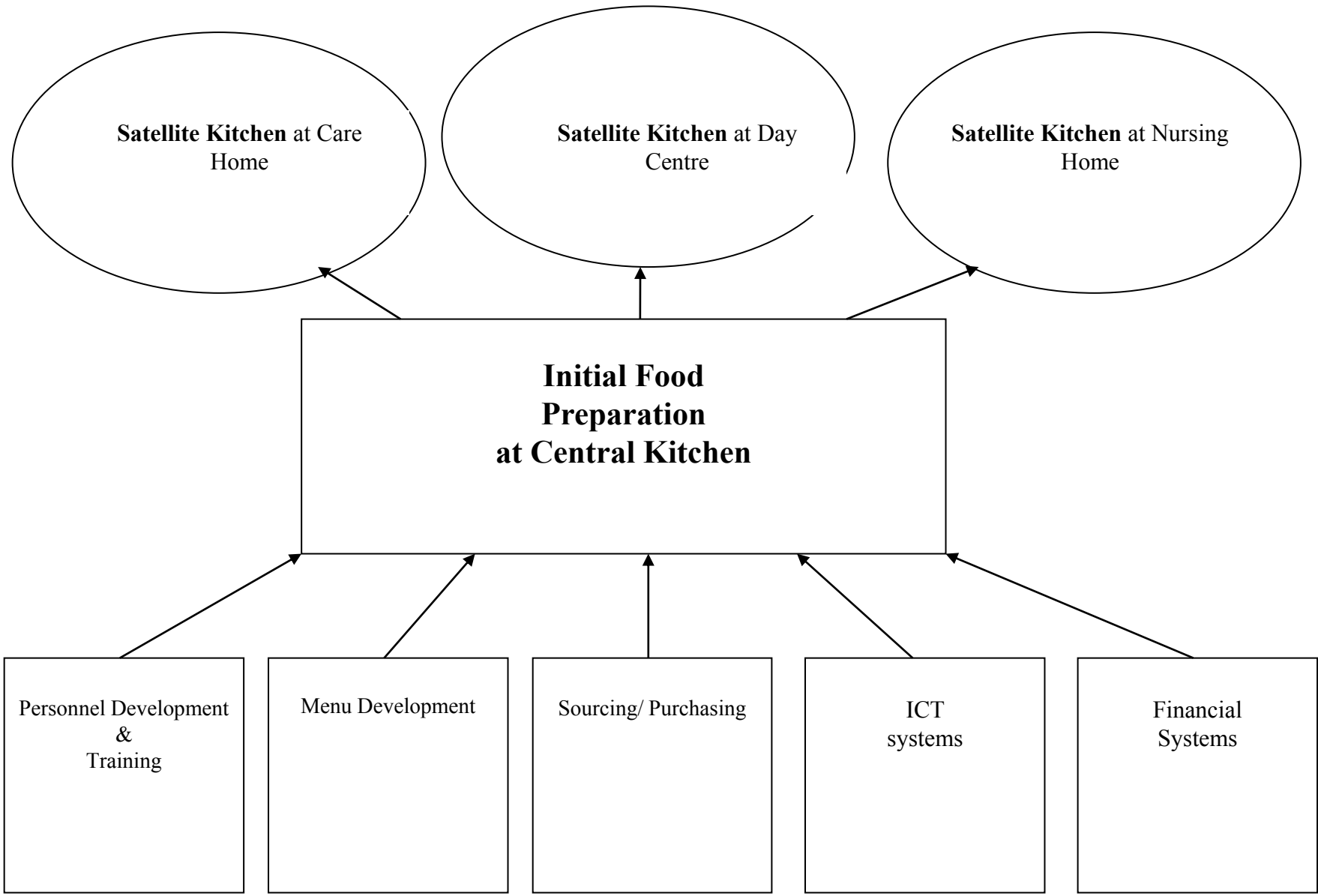
Less independent











**Satellite Kitchen** at Care Home

**Satellite Kitchen** at Day Centre

**Satellite Kitchen** at Nursing Home

**Initial Food Preparation at Central Kitchen**

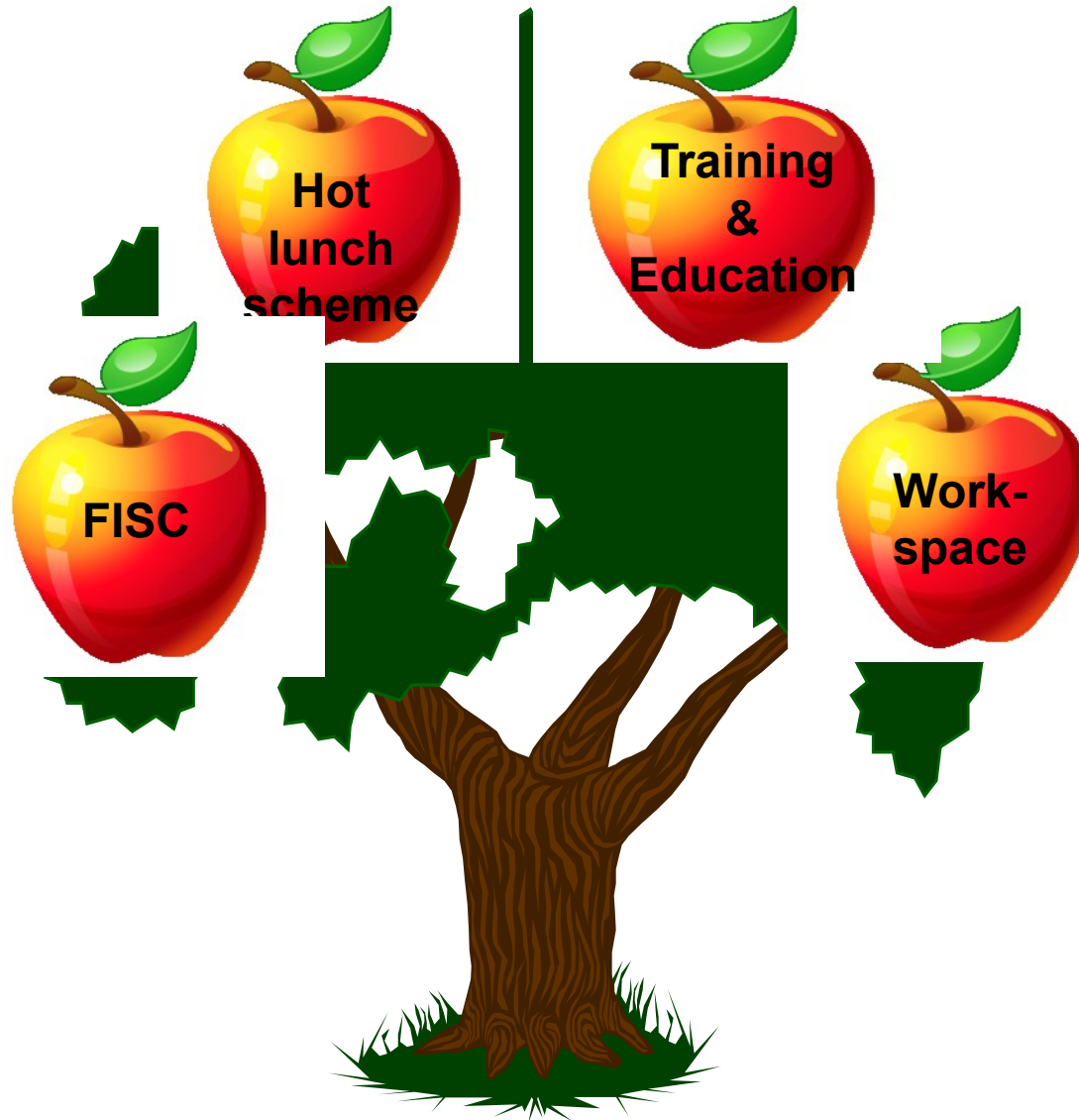
Personnel Development & Training

Menu Development

Sourcing/ Purchasing

ICT systems

Financial Systems

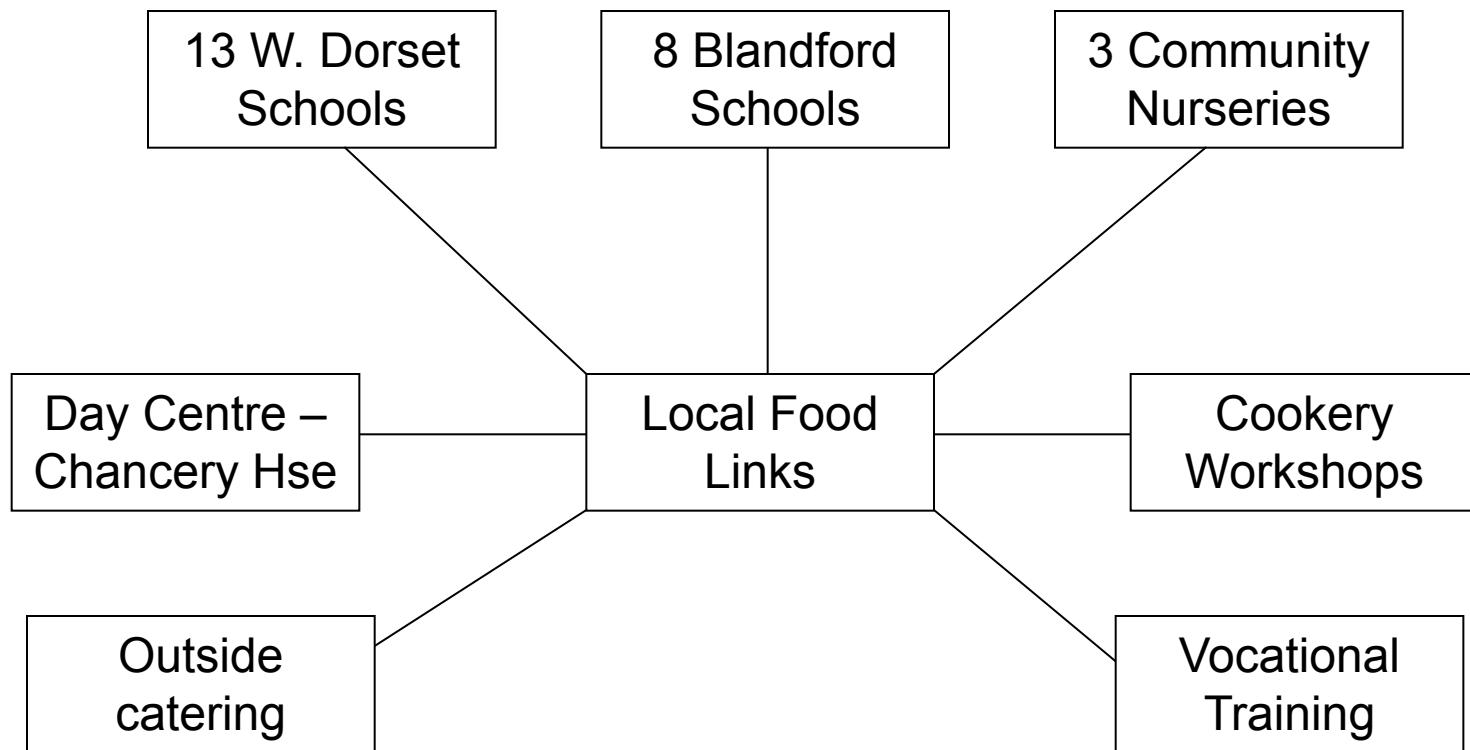


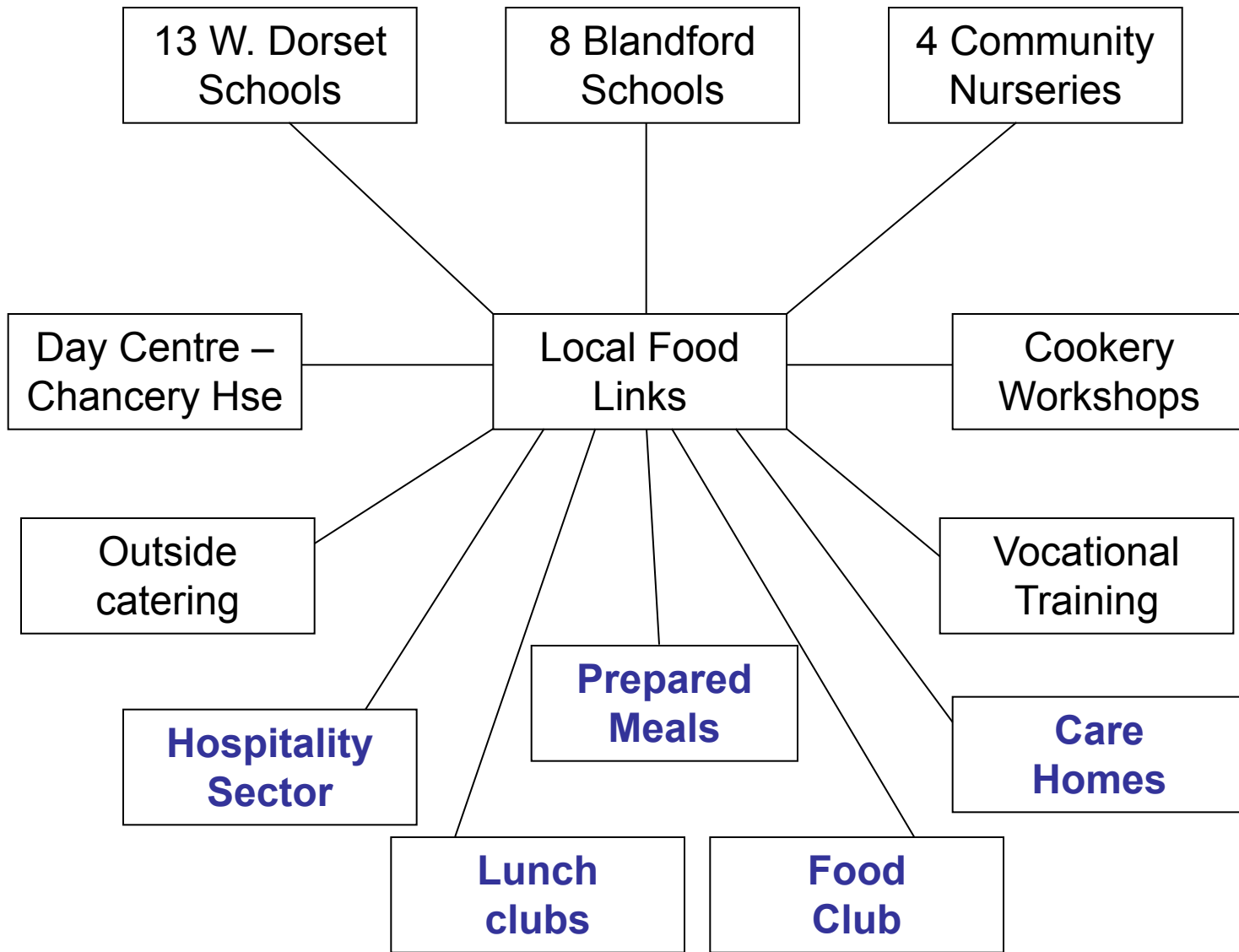
**Hot  
lunch  
scheme**

**Training  
&  
Education**

**FISC**

**Work-  
space**







**Food and Land Trust initiative**



**Local Food Links initiative**



**Secondary structure**



**Cookery workshops**

2003



**Wessex Reinvestment Trust**

2003



**Fruit scheme**

2004



**Soup scheme**

2005



**Vocational training**

2006



**School catering**

2008



**Older People's Catering**

2010



**Food Festival**

1998



**Farmers' Markets**

1998



**Community gardens**

1999



**Local Food Directory**

1999



**Food Week**

2000



**Centre for Local Food**

2001



**Grow it, Cook it, Eat it**

2002

# Research with Cardiff University

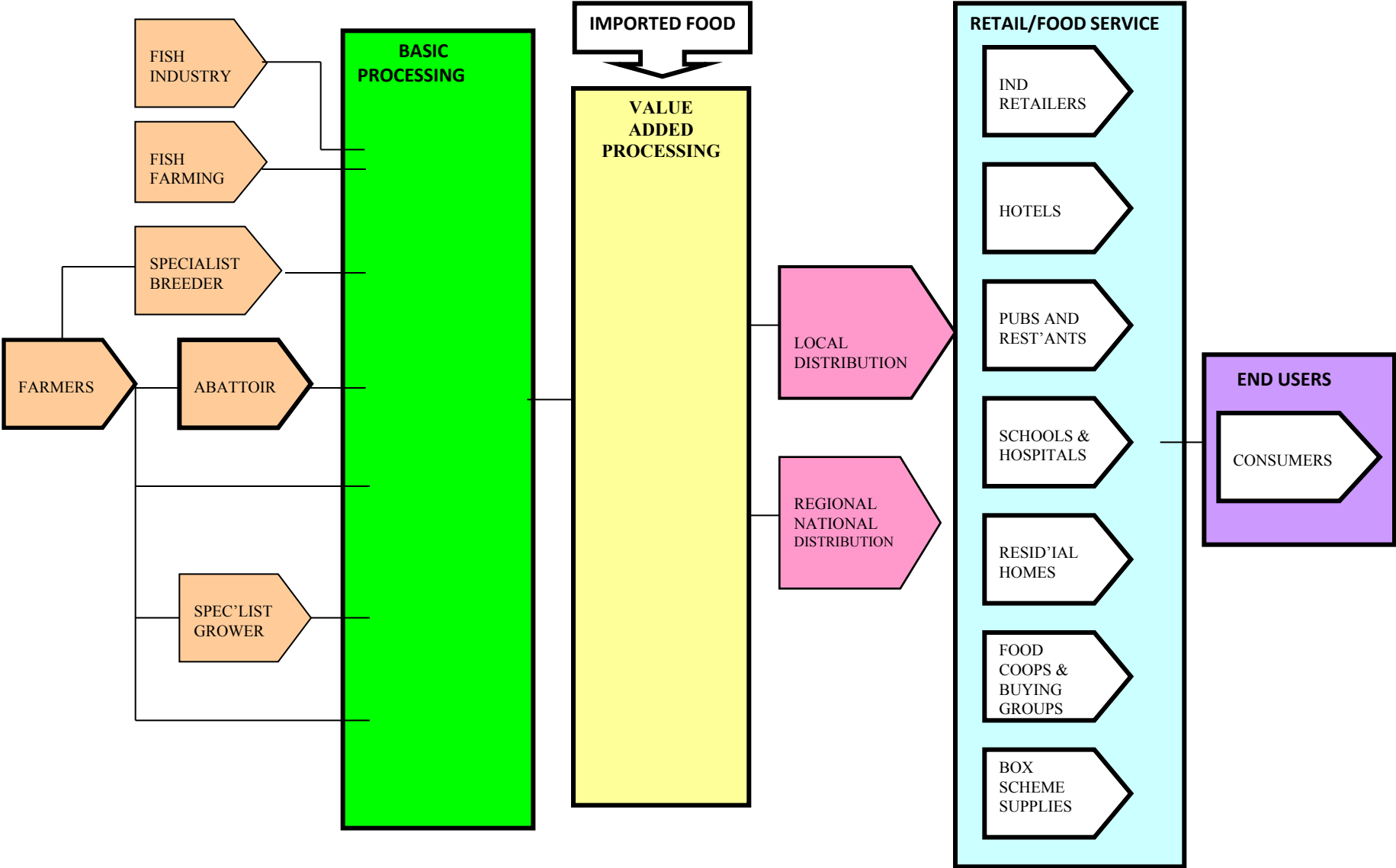
- Commissioned by Making Local Food Work - £10 million programme supporting range of community food enterprises
- Key questions:
  - How can the sector increase its impact?
  - Do individual enterprises want to scale up?
  - If not, are there other interventions, e.g. secondary structures, which could be developed?

# Locating enterprises along the food chain

- The food chain can be divided into separate stages:
  - Primary production
  - Basic processing
  - Value added processing
  - Distribution
  - Retail & Food Service
  - Consumption



# THE FOOD CHAIN



<b>Farming &amp; growing</b>	<b>Processing</b>	<b>Food service</b>	<b>Retail</b>
<ul style="list-style-type: none"> <li>-CSA's</li> <li>-Care Farms</li> <li>-City Farms</li> <li>-Community gardens</li> <li>-Community farm land trusts</li> <li>-Community orchards</li> <li>-Land share schemes</li> <li>-School Farms</li> </ul>	<ul style="list-style-type: none"> <li>-Co-operative meat cutting rooms</li> <li>-Co-operative dairies</li> <li>-Local Food Hubs</li> </ul>	<ul style="list-style-type: none"> <li>-Breakfast clubs</li> <li>-Community cafes</li> <li>-Community catering</li> <li>-Community pubs</li> <li>-Lunch clubs</li> <li>-Training restaurants</li> </ul>	<ul style="list-style-type: none"> <li>- Food Co-ops and Buying Groups</li> <li>- Farmers' Markets</li> <li>- Country Markets</li> <li>- Community owned shops</li> <li>-Worker-owned stores</li> <li>-Consumer-owned stores</li> </ul>

The following diagram locates different types of enterprise along the food chain, and gives examples



Community food enterprise



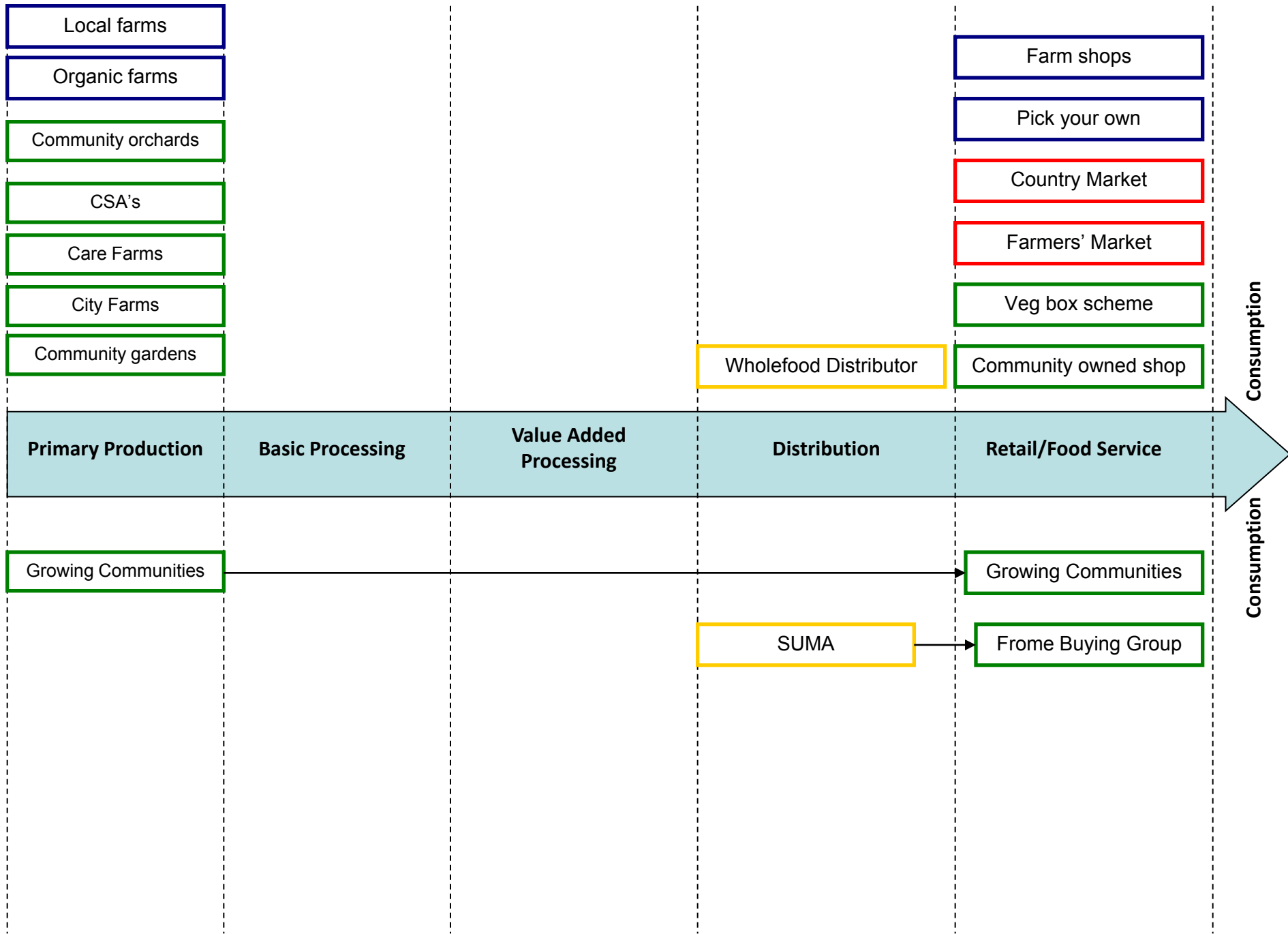
Co-operative & Mutual Food Enterprises



Secondary structure



Producer owned local food enterprises



**Initiatives aimed at  
creating an ethical alternative**

**“Local”,  
“Organic”,  
“Ethical”  
food  
sector**

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

**Community  
food  
sector**

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

# How Low Can We Go?

- “Using a detailed inventory of emissions developed from LCA of a wide range of foods and processes, we estimate that the supply of food and drink for the UK results in a direct emission equivalent of 152 Mt CO<sub>2</sub>. A further 101 Mt CO<sub>2</sub>e from land use change is attributable to UK food. Total UK consumption emissions are estimated to be about 748 Mt CO<sub>2</sub>e (excluding land use change). This means that direct emissions from the UK food system are about 20% of the currently estimated consumption emissions. When our estimate of land use change emissions is added to these, this rises to 30%.”
- ***How low can we go? An assessment of greenhouse gas emissions from the UK food system and the scope to reduce them by 2050. WWF, 2010***

# Food Miles are not the main problem.....

- “Tara Garnett of the Food Climate Research Network has estimated that the food system accounts for 20% of UK GHGs, but that food transport accounts for only 2.5%. This seems to include “store to home” transport, which we know accounts for over half of all carbon emissions from food transport. This implies that “farm to store” transport accounts for less than half of that, perhaps 1.2%. However, we also know that around half of carbon emissions from “farm to store” transport are attributable to transport outside the UK (ie of imported foods). This implies that “farm to store” and “port to store” transport within the UK accounts for only about 0.6% of UK GHG emissions – or something like one-thirtieth of the GHG impact of the food system. Yet if we insist on food with local provenance – as opposed to just food with UK provenance – this 0.6% is the only part we are influencing.”
- *Limitations of Provenance, East Anglia Food Link*

Framework Outcomes	Need/baseline	Activities	Outcomes for older people	Impacts for the community
<b>Health &amp; well-being</b>	<ul style="list-style-type: none"> <li>-High incidence of malnutrition in older people</li> <li>-High incidence of diet-related ill-health, e.g. cancer &amp; heart disease</li> <li>-Mobility restrictions, e.g. getting to shops</li> <li>-Disability restrictions, e.g. difficulties preparing food</li> </ul>	<ul style="list-style-type: none"> <li>-Local Food Clubs (food co-operatives) established</li> <li>-Supply of prepared fruit &amp; vegetables into Food Clubs</li> <li>-Provision of catering for lunch clubs in community settings</li> <li>-Lunch clubs linked to Cookery workshops, e.g. older people sharing skills with younger people, lessons for single men, etc</li> <li>-Community Kitchen sessions at Centre for Local Food</li> <li>-Produce meals &amp; soups to be cooked in older people's homes</li> <li>-Creation of catering services operating from hub kitchens &amp; satellites - support catering services in day centres and care homes/ nursing homes</li> </ul>	<ul style="list-style-type: none"> <li>-Reduction in malnutrition</li> <li>-Improved health</li> <li>-Improved sense of well-being</li> <li>-More older people feeling they are making a positive contribution</li> <li>-Reduced sense of dependency</li> </ul>	<ul style="list-style-type: none"> <li>-Improvements in health reflected in reduction in costs of malnutrition &amp; diet related ill-health</li> <li>-Older people able to stay at home longer</li> </ul>
<b>Community development</b>	<ul style="list-style-type: none"> <li>-Increasing isolation felt by some older people</li> <li>-Sense of dependency felt by some older people</li> <li>-Limited opportunities to get involved and contribute</li> <li>-Pressure on existing carers</li> <li>-Reduced links between the generations</li> </ul>		<ul style="list-style-type: none"> <li>-Reduced isolation through greater opportunities for socialising over food</li> <li>-Inter-generational links created through work with schools</li> <li>-Increase in the number of carers drawn from older people</li> <li>-Volunteering opportunities</li> </ul>	<ul style="list-style-type: none"> <li>-More people volunteering and caring for others</li> <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>-Affordability is a major concern for older people on low incomes</li> <li>-Limited capacity to produce meals for older people 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>-Improved affordability of quality food</li> <li>-Improved accessibility through range of initiatives</li> <li>-Employment opportunities</li> <li>-Training opportunities</li> </ul>	<ul style="list-style-type: none"> <li>-Reduction in "food poverty"</li> <li>-Jobs &amp; training opportunities created</li> <li>-Opportunities for local suppliers</li> <li>-Import substitution: local economic activity created</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>-Enhanced understanding of food provenance &amp; the sustainability implications of food choices</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>



10.00	Some questions from Workshop1
10.10	<p>1. Background theory, motivations &amp; local economic systems</p> <ul style="list-style-type: none"> <li>• Supply &amp; Demand &amp; 5 Capitals framework</li> <li>• Different levels of activity</li> <li>• Wessex Reinvestment Trust group</li> </ul>
10.40	Exercise 1: What initiatives could be developed in Cz or SI?
10.55	Break
11.10	<p>2. Integrating food and energy</p> <ul style="list-style-type: none"> <li>• Developing Food Hubs</li> <li>• Joint project: BREG and WCA – Bridport Energy Services Co</li> <li>• Work with the Magdalen Foundation – Multi-function farms</li> </ul>
11.40	Exercise 2: What are the barriers here & how could they be overcome?
11.55	Break
12.10	<p>3. Finance and structures</p> <ul style="list-style-type: none"> <li>• Different types of finance</li> <li>• Implications for choice of structure</li> <li>• BESCO as an example</li> </ul>
12.40	Exercise 3: What aims/principles/motivations are required at the centre of a local economic system?
12.50	Fill in evaluation forms

# Session 1: Background theory and development of local economic systems

# Can we evolve a new economic system?

- In *Small is Beautiful*, Schumacher explained that the “modern private enterprise system ingeniously employs the human urges of greed and envy as its motive power”, but then asks: “Can such a system conceivably deal with the problems we are now having to face? The answer is self-evident: greed and envy demand continuous and limitless economic growth of a material kind, without proper regard for conservation, and this type of growth cannot possibly fit into a finite environment. We must therefore study the essential nature of the private enterprise system and the possibilities of evolving an alternative system which might fit the new situation.”[\[1\]](#)

- 

[\[1\]](#) Schumacher, E.F. 1973 *Small is Beautiful: A Study of Economics as if People Mattered* Sphere Books

- In the SW of England a group of practitioners have been attempting to build elements of the alternative system called for by Schumacher.
- These efforts have required:
  - a focus on identifying appropriate organisational formats, in particular because of the need to balance a range of stakeholder interests – from employees and investors to consumers, the wider community and the environment;
  - a focus on creating “primary” social economy organisations which deliver goods and services focused on basic needs such as food, energy and housing;
  - a focus on building “secondary structures”, designed to:
    - (i) make resources or “capitals” available to the primary organisations described above;
    - (ii) provide functions on behalf of these primary enterprises, e.g. processing, distribution and marketing;
    - (iii) provide expertise and resources which allow the replication of primary enterprises.

# The need to address 4 key factors

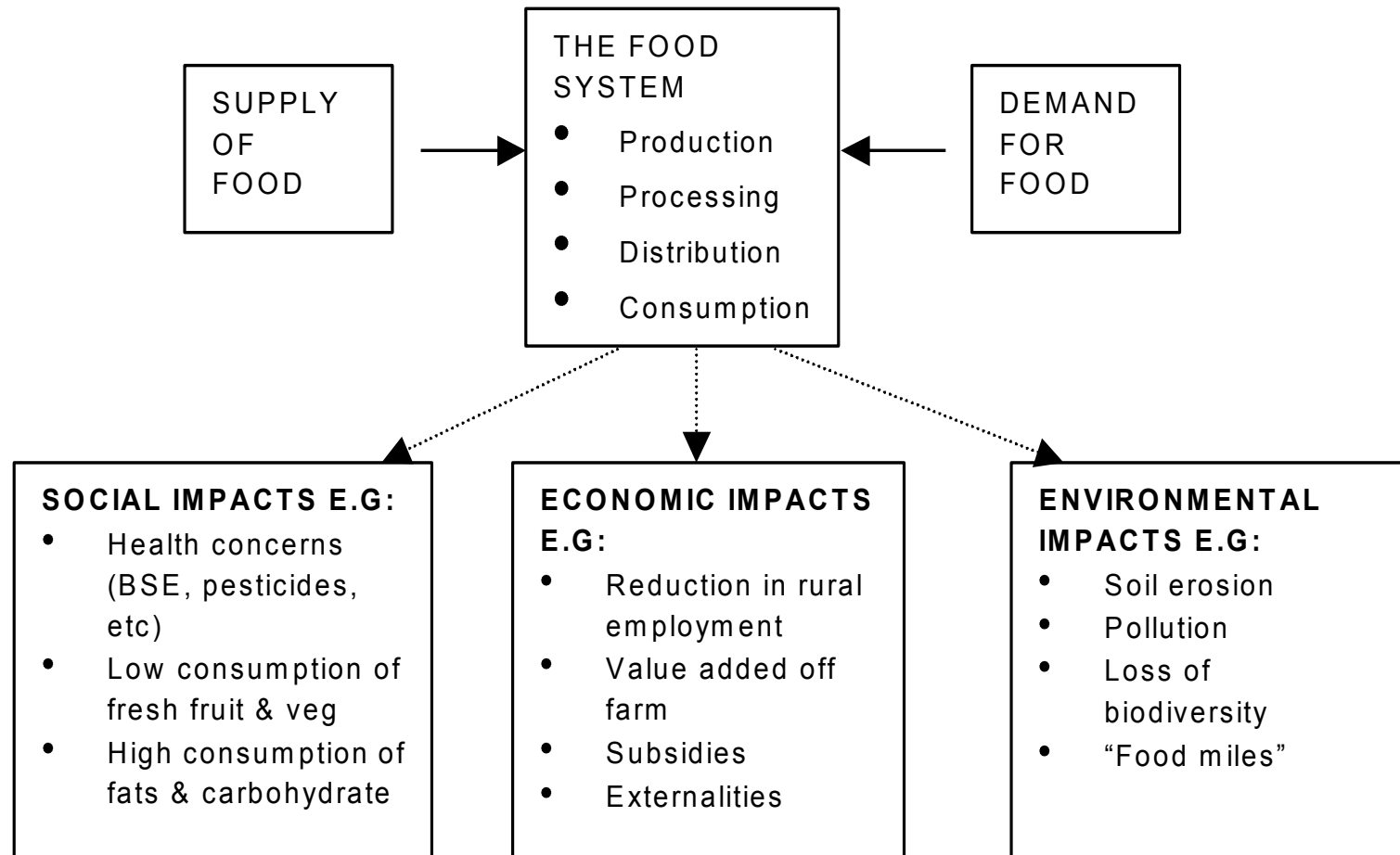
**Land:** In rural areas of the South West, land for housing and employment cannot be “created” (because of natural and planning constraints) so the market cannot clear at levels that are affordable for local residents and businesses. The logical solution is to hold a percentage of land in trust, and create markets for the housing or workspace alone.

**Labour:** - Young people are leaving rural areas, because of the greater financial (and non-financial) rewards in larger urban areas, but there is a need to attract back younger individuals with skills and experience. This is another area of market failure which could be addressed through links with FE/HE institutions, intern programmes linked to social economy activity and so on.

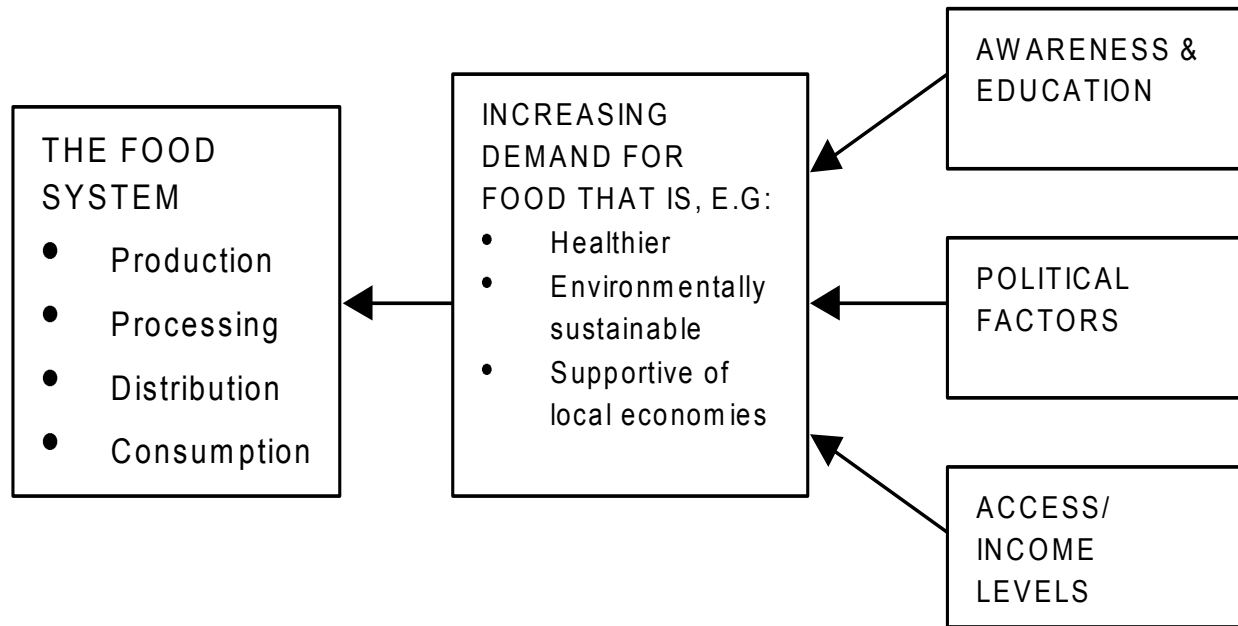
**Capital:** levels of aggregate savings in areas such as Dorset are high, but the majority of these funds are not reinvested in the local economy. There is therefore a need for “reinvestment” mechanisms which can offer local investors secure opportunities in enterprise and asset-based projects.

**Knowledge:** through patenting and the processes described under the “labour” section, areas like rural Dorset are struggling to compete in the knowledge-based economy. There is therefore a need for local learning processes, and links to “open-source” knowledge.

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

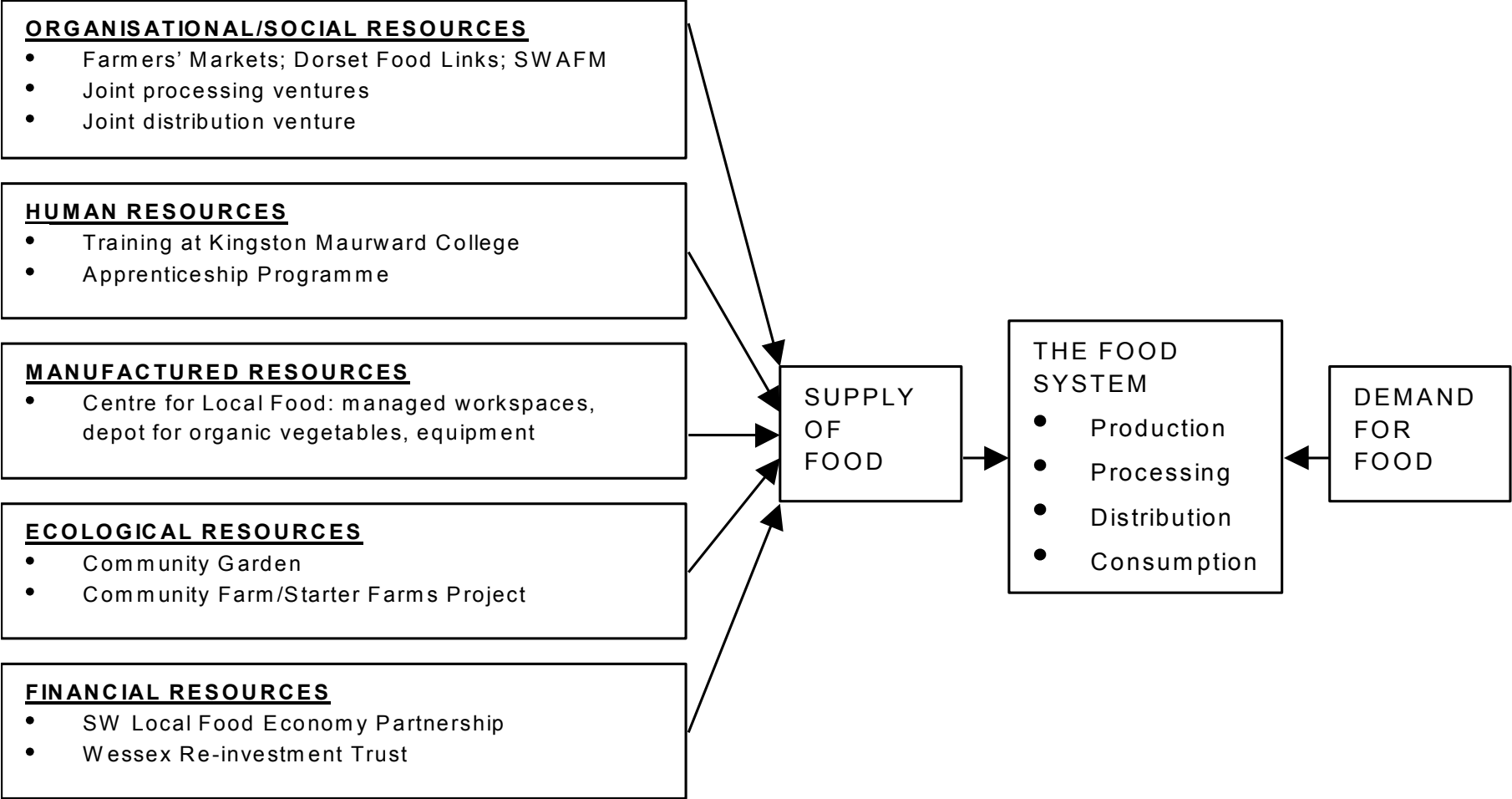


## Influences on the demand for food





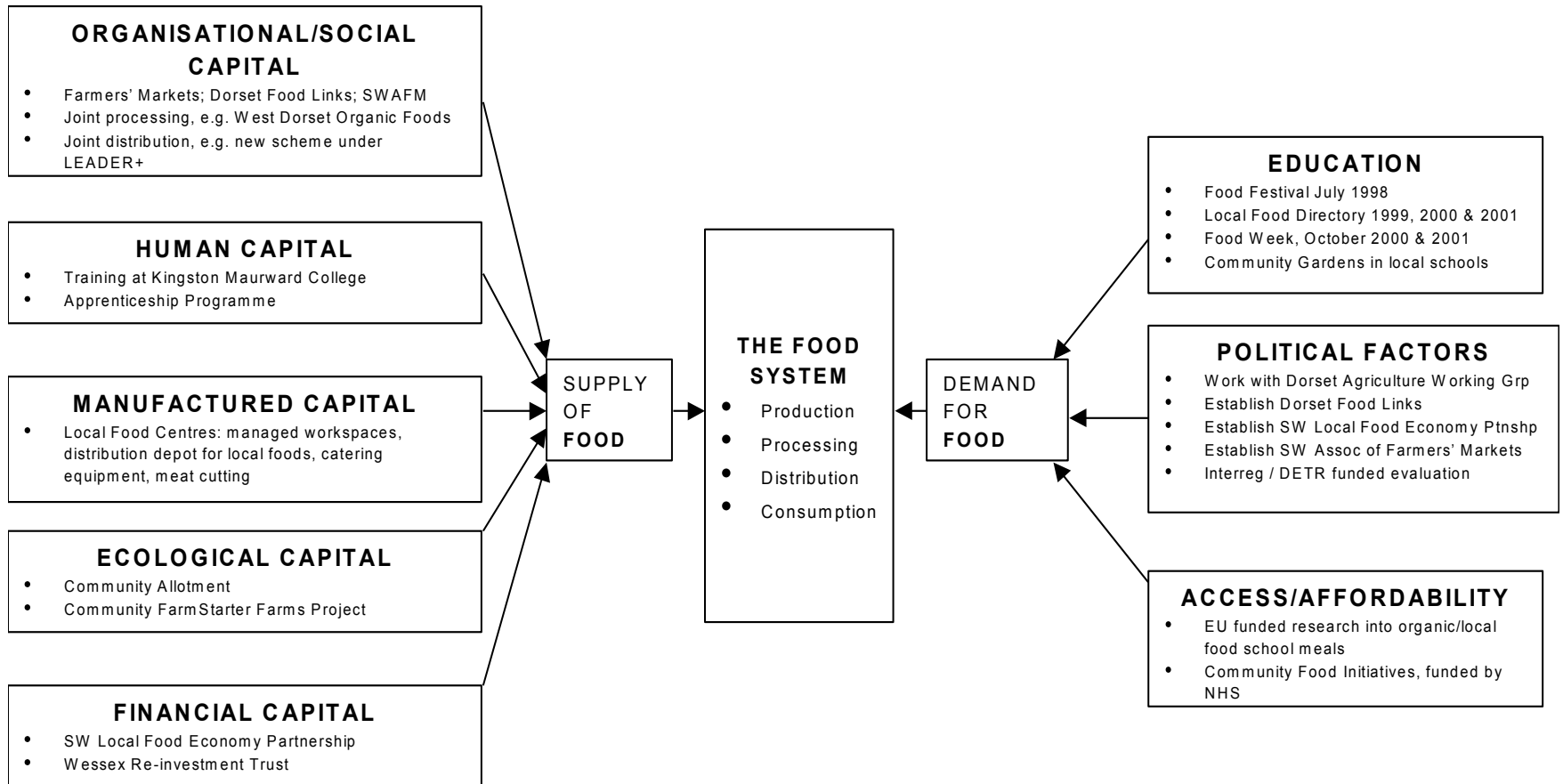
# Current and proposed initiatives to support the supply side



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

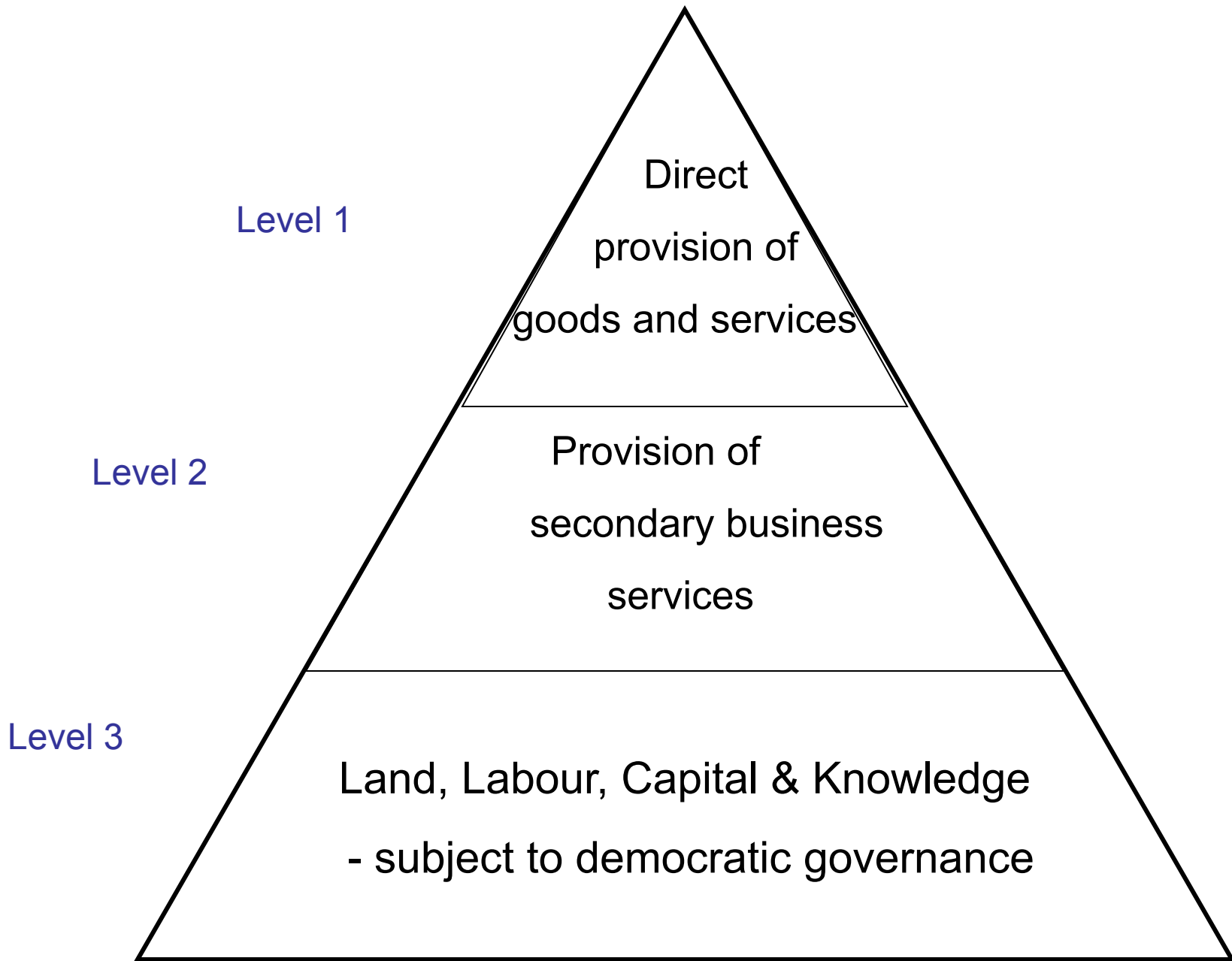
**Increasing Supply Options:**  
Developing The Capacity Of The  
Local Food Economy

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



# Strengthening activity in the social economy: 3 levels of activity

- Level 1: direct provision of goods and services which meet local needs;
- Level 2: provision of secondary business services, in order to underpin the provision of goods and services;
- Level 3: the 4 key “factors of production” - land, labour, capital and knowledge – made available through democratic institutions, to support levels 1 & 2.



Level 1

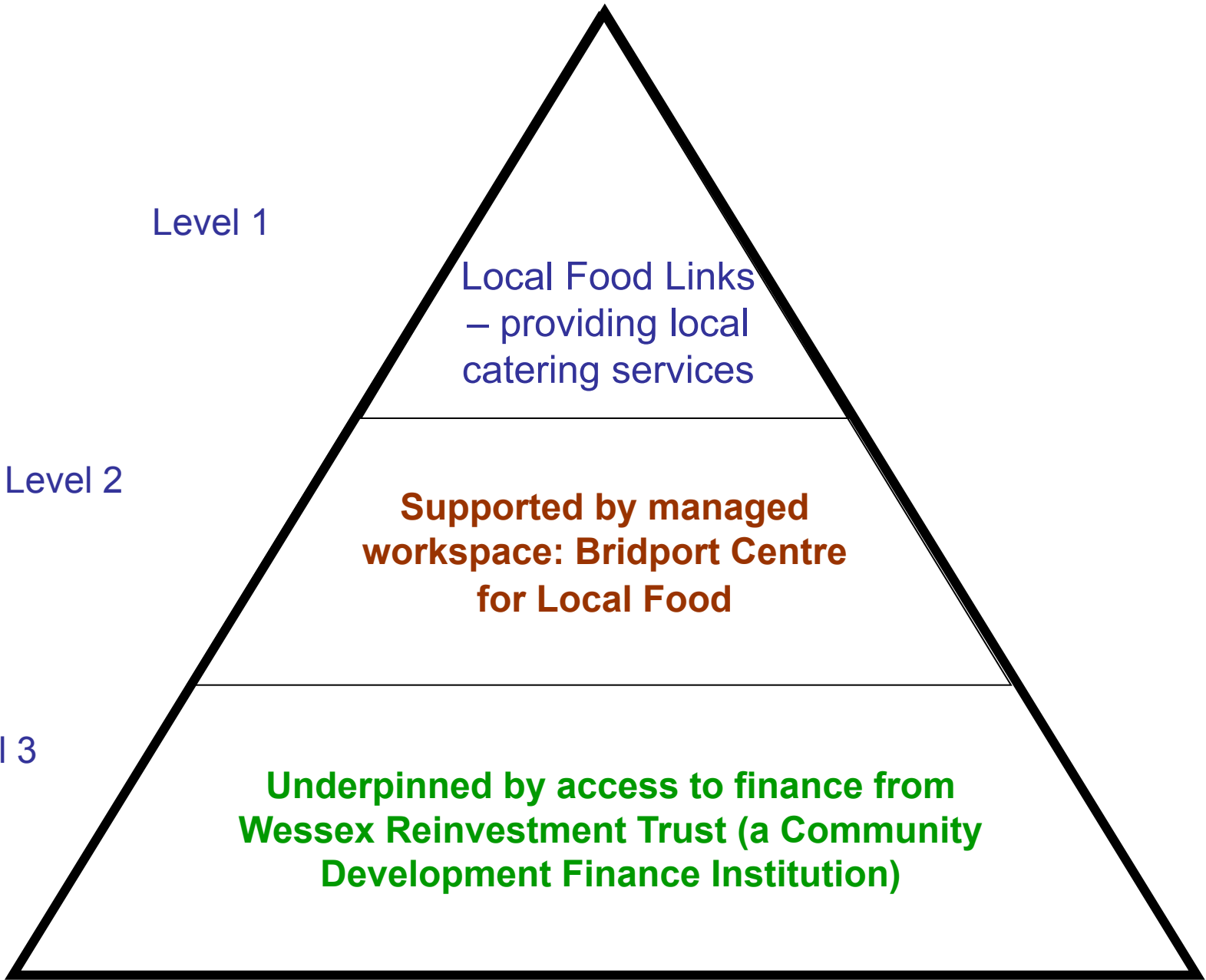
Local Food Links  
– providing local  
catering services

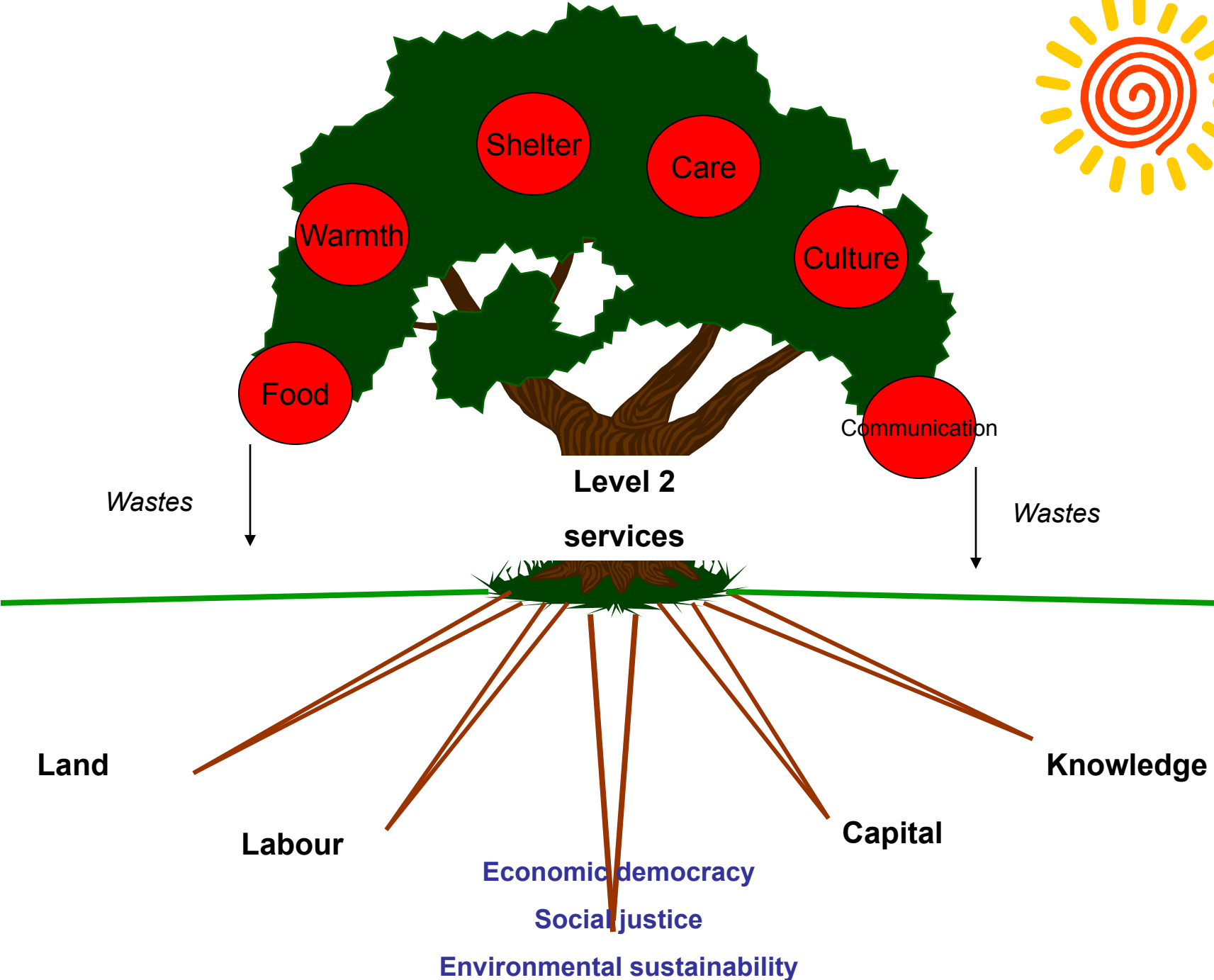
Level 2

**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)**





Shelter

Care

Warmth

Culture

Food

Communication

Wastes

Level 2  
services

Wastes

Land

Labour

Capital

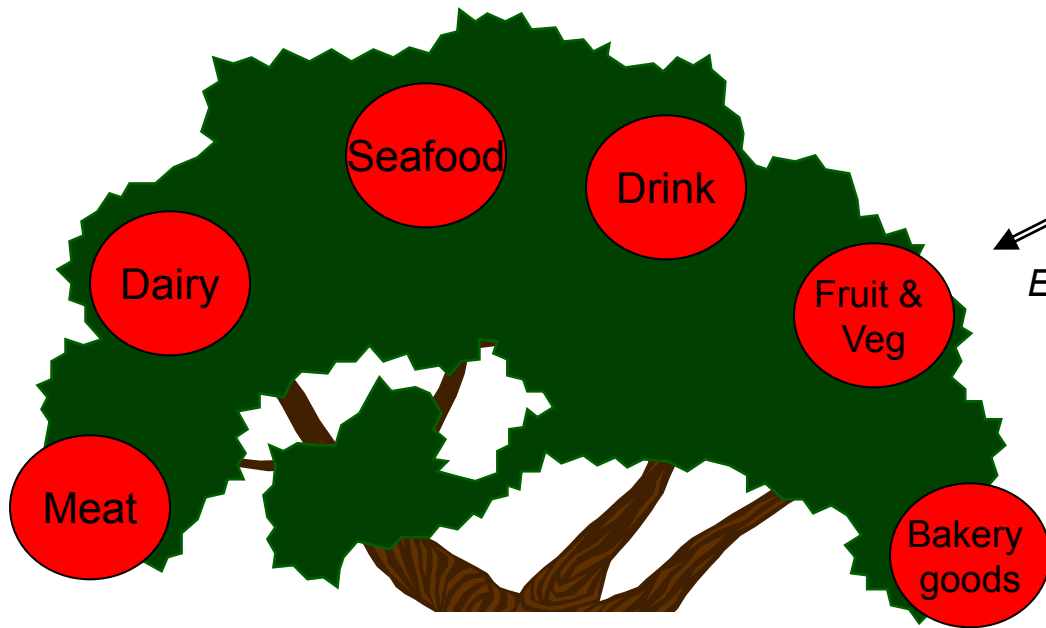
Knowledge

Economic democracy

Social justice

Environmental sustainability

**Level 1:  
Production**



Energy

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

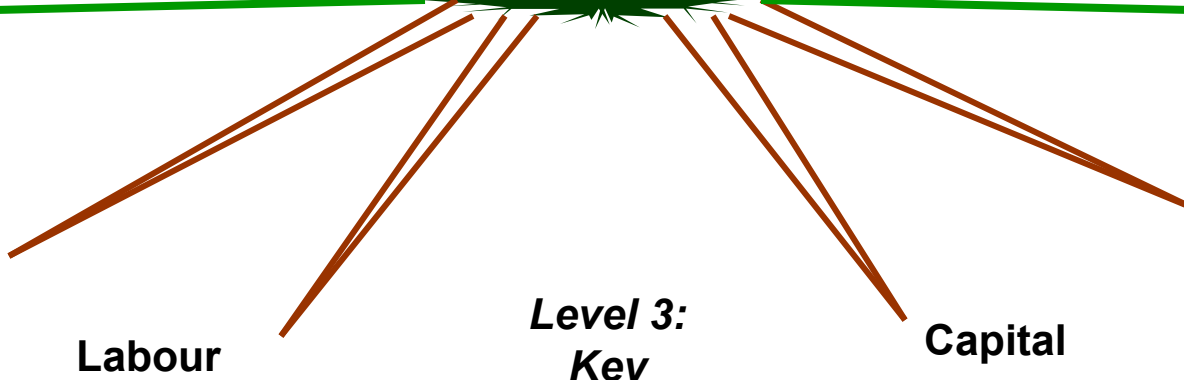
Wastes



Wastes



Land



**Level 3:  
Key  
Resources**

Labour

Capital

Knowledge

**Exercise 1: What initiatives could be developed here?**

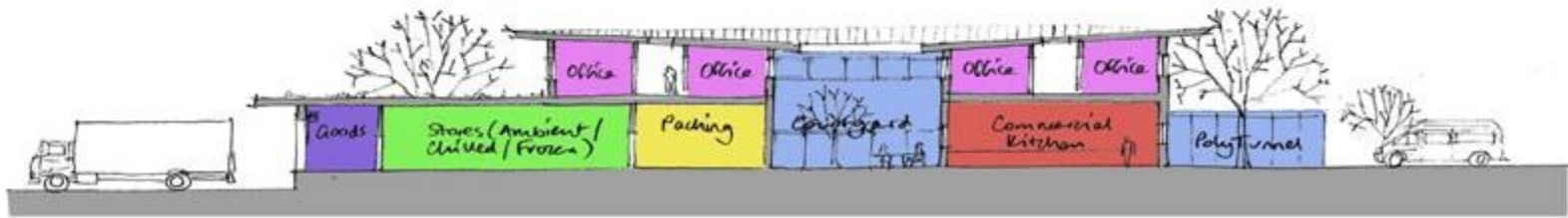


<b>Farming &amp; growing</b>	<b>Processing</b>	<b>Food service</b>	<b>Retail</b>
<ul style="list-style-type: none"> <li>-CSA's</li> <li>-Care Farms</li> <li>-City Farms</li> <li>-Community gardens</li> <li>-Community farm land trusts</li> <li>-Community orchards</li> <li>-Land share schemes</li> <li>-School Farms</li> </ul>	<ul style="list-style-type: none"> <li>-Co-operative meat cutting rooms</li> <li>-Co-operative dairies</li> <li>-Local Food Hubs</li> </ul>	<ul style="list-style-type: none"> <li>-Breakfast clubs</li> <li>-Community cafes</li> <li>-Community catering</li> <li>-Community pubs</li> <li>-Lunch clubs</li> <li>-Training restaurants</li> </ul>	<ul style="list-style-type: none"> <li>- Food Co-ops and Buying Groups</li> <li>- Farmers' Markets</li> <li>- Country Markets</li> <li>- Community owned shops</li> <li>-Worker-owned stores</li> <li>-Consumer-owned stores</li> </ul>

# Session 2: Integrating food & energy

# Local Food Links: The Future

- Scaling up will require improved infrastructure to underpin:
  - Added value processing
  - Catering
  - Distribution
- In Bridport, this new infrastructure could take the form of a new Local Food Hub



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 scaling from this drawing. A contribution statement should  
 be taken from signed plans only.

A3

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**Stride Treglown**

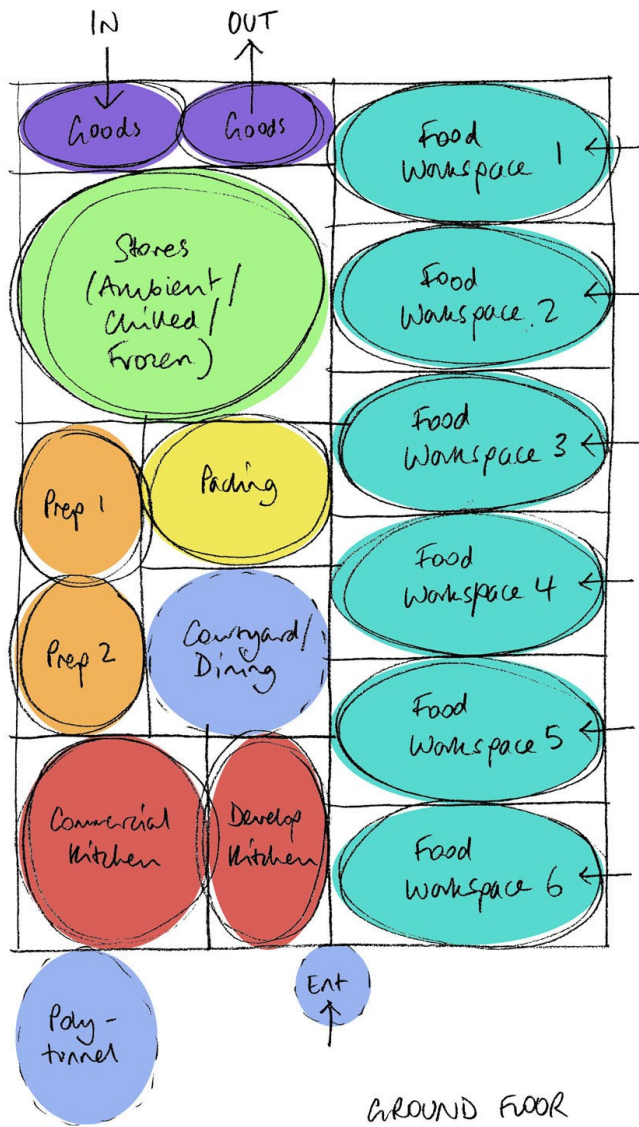
Woburn Court, The Millfields, Plymouth PL1 3G  
 T 01752 222222 F 01752 222222 www.stridetreglown.co.uk

PROJECT  
 Local Food Links  
 Dorset Food Hub

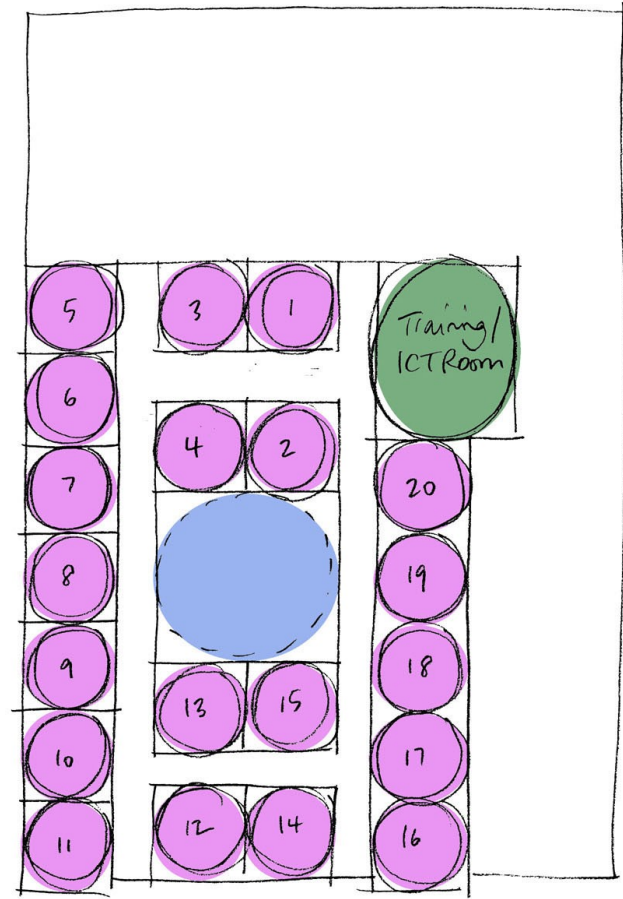
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INDICATIVE SECTION

SCALE	DWG	ISSUED	CHK	ISSUED NAME	REV
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GROUND FLOOR



FIRST FLOOR

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A3 Original Sheet Size

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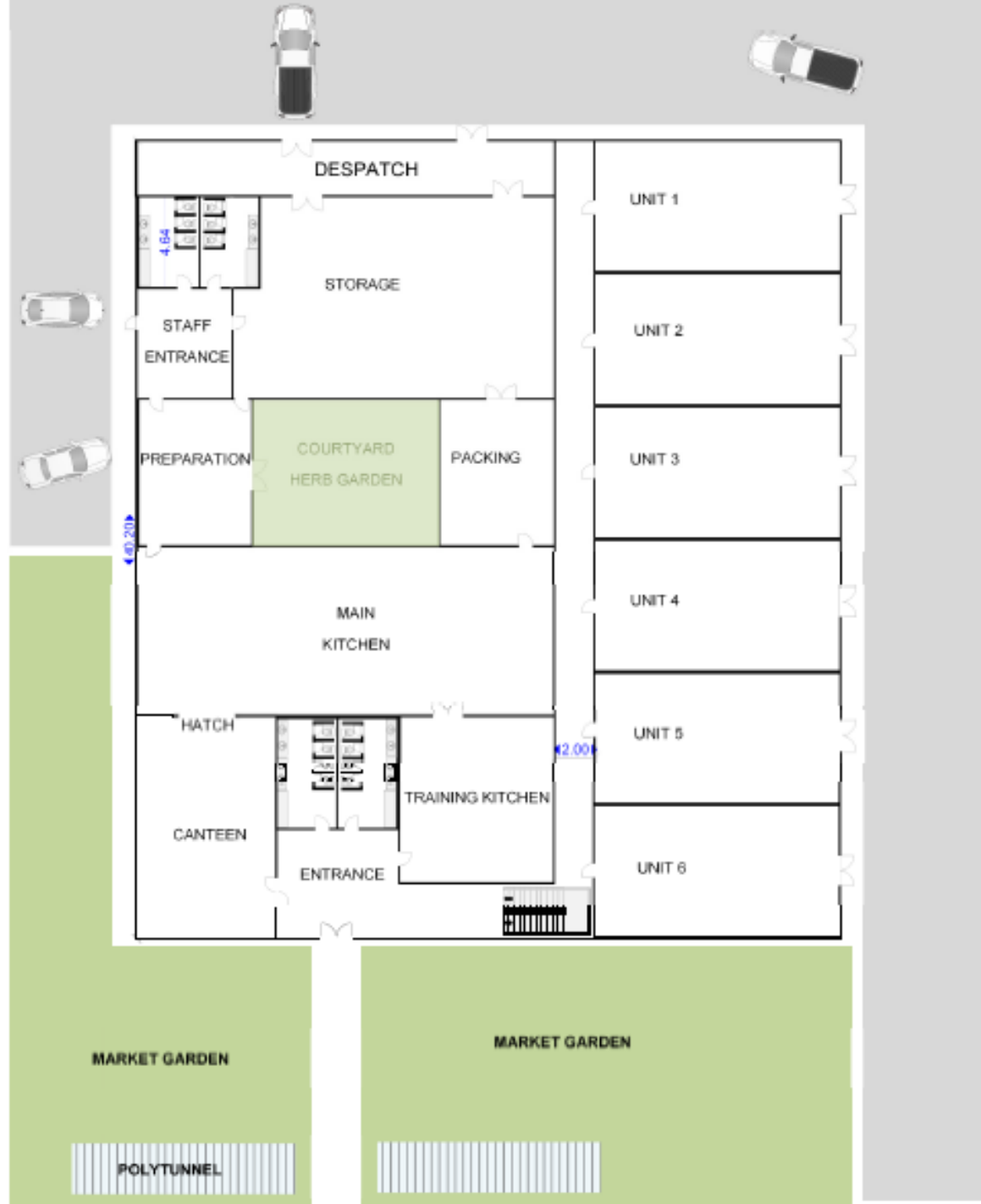
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Norbury Court, The Millfields, Plymouth PL1 3LL  
 T 01752 202088 F 01752 202089 www.stride-treglown.co.uk

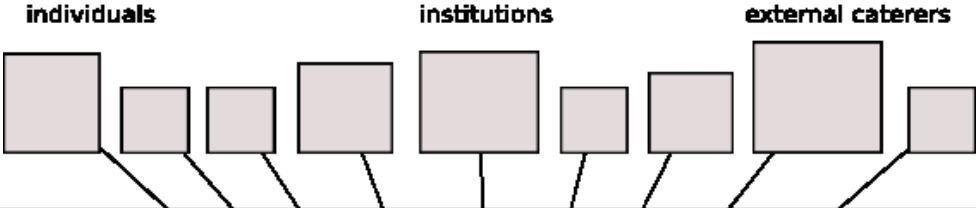
PROJECT  
 Local Food Links  
 Dorset Food Hub

DRAWING TITLE  
 Indicative Layout

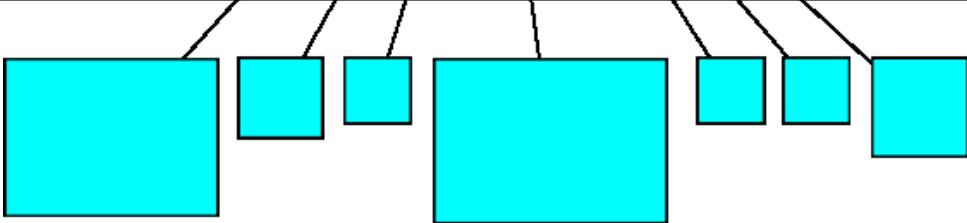
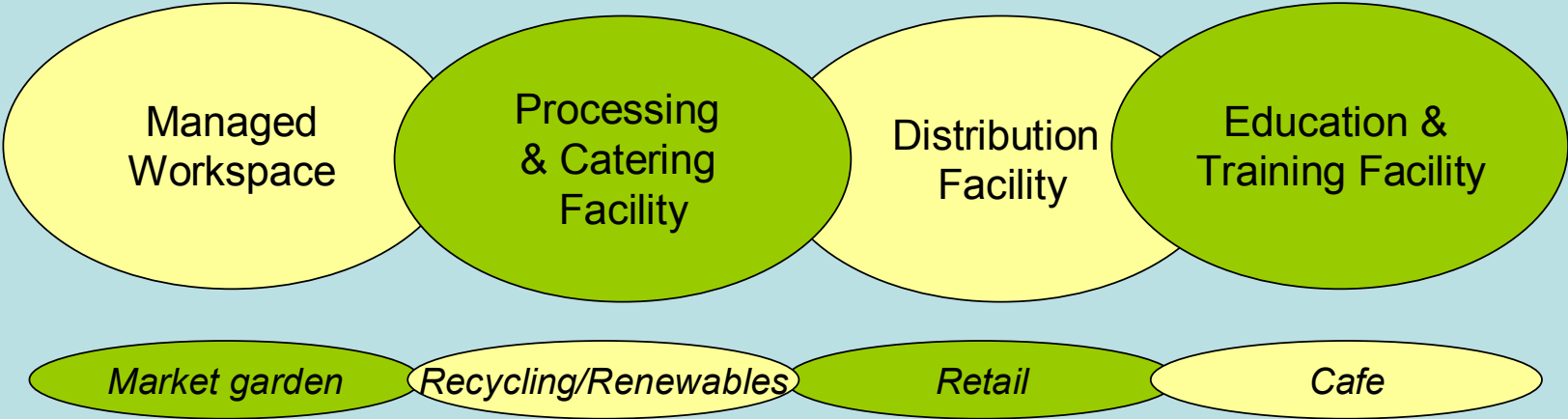
SCALE	DATE	DRAWN	CHK	DRAWING NUMBER	REV.
NTS	05.06.09	SKL	DRB	6073_SK01	-



# Customers



## Key elements of the Local Food Hub

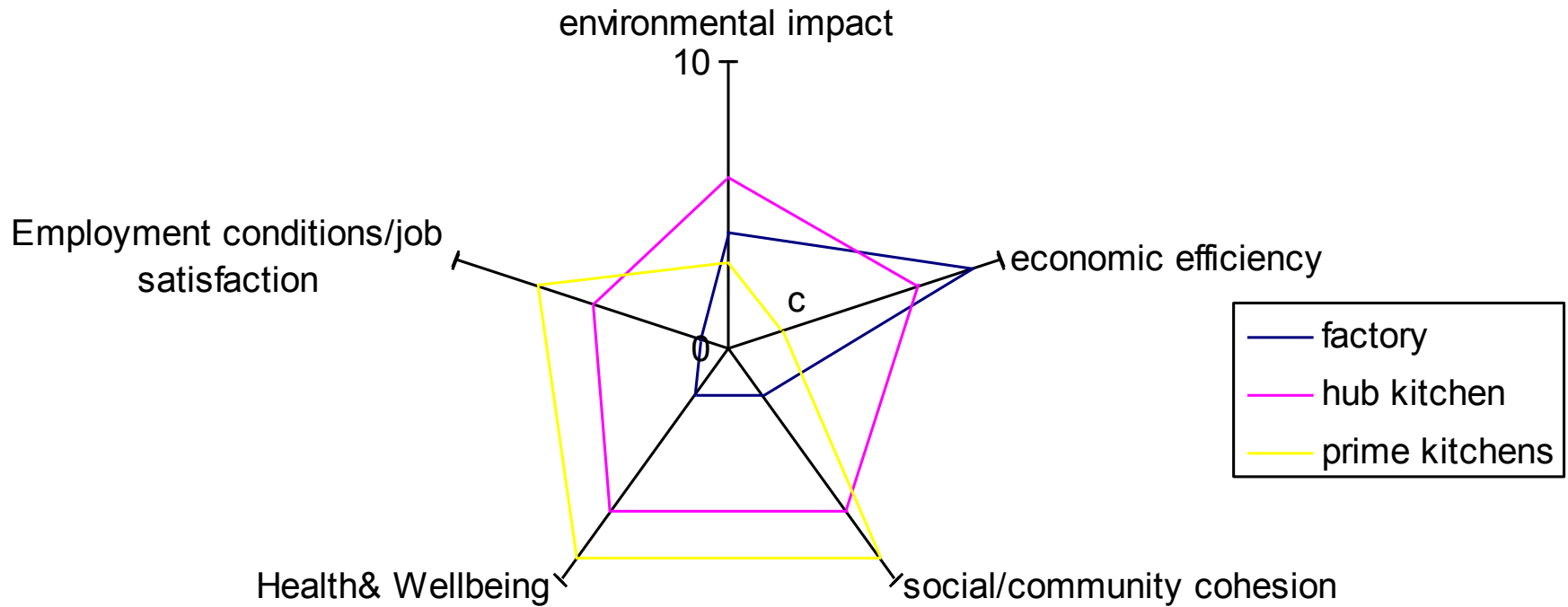


# Suppliers

	<b>Small scale, local</b>	<b>Intermediate models</b>	<b>Industrial scale, centralised</b>
<b>Health &amp; Wellbeing (Quality of food)</b>	<ul style="list-style-type: none"> <li>- less processing fresh = better</li> <li>- higher nutritional content?</li> </ul>	<ul style="list-style-type: none"> <li>- to what extent does extra refrigeration, cooking + extra time affect nutrition</li> </ul>	<ul style="list-style-type: none"> <li>- more processing frozen=less fresh</li> <li>- lower nutritional content?</li> </ul>
<b>Social impact /Community cohesion</b>	<ul style="list-style-type: none"> <li>-highest level of connection b/w users&amp; producers</li> <li>- potential for co-production approach</li> </ul>	<ul style="list-style-type: none"> <li>- less separation than ind., but must be worked at</li> <li>- hub kitchen can be used 4 w'shops, training etc</li> </ul>	<ul style="list-style-type: none"> <li>- distant</li> </ul>
<b>Quality of production process for participants (workers, volunteers)</b>	<ul style="list-style-type: none"> <li>- more opps to develop cooking + mgt/admin skills</li> </ul>	<ul style="list-style-type: none"> <li>- depends on how diversified the operations are, e.g. School meals + outside catering</li> </ul>	<ul style="list-style-type: none"> <li>- less opps for co-production</li> <li>- de-skilling</li> </ul>
<b>Economic efficiency/ Economic impact</b>	<ul style="list-style-type: none"> <li>- less efficient but requires most jobs</li> <li>- full set of equipment each kitchen</li> </ul>	<ul style="list-style-type: none"> <li>- saves having all equipment at each prime kitchen</li> <li>- but needs blast chillers etc..</li> </ul>	<ul style="list-style-type: none"> <li>- more ,efficient'</li> <li>- lower local multiplier effect</li> </ul>
<b>Environmental impact</b>	<ul style="list-style-type: none"> <li>- no transportation of the meal</li> <li>- but many suppliers delivering to many kitchens</li> </ul>	<ul style="list-style-type: none"> <li>- opps for local consolidation</li> <li>- but extra refrigeration, heating &amp; deliveries</li> </ul>	<ul style="list-style-type: none"> <li>- food miles -&gt; best potential consolidation</li> <li>- food miles -&gt; meals must be delivered frozen..</li> </ul>



## Visual representation of the hypothesis



An example:

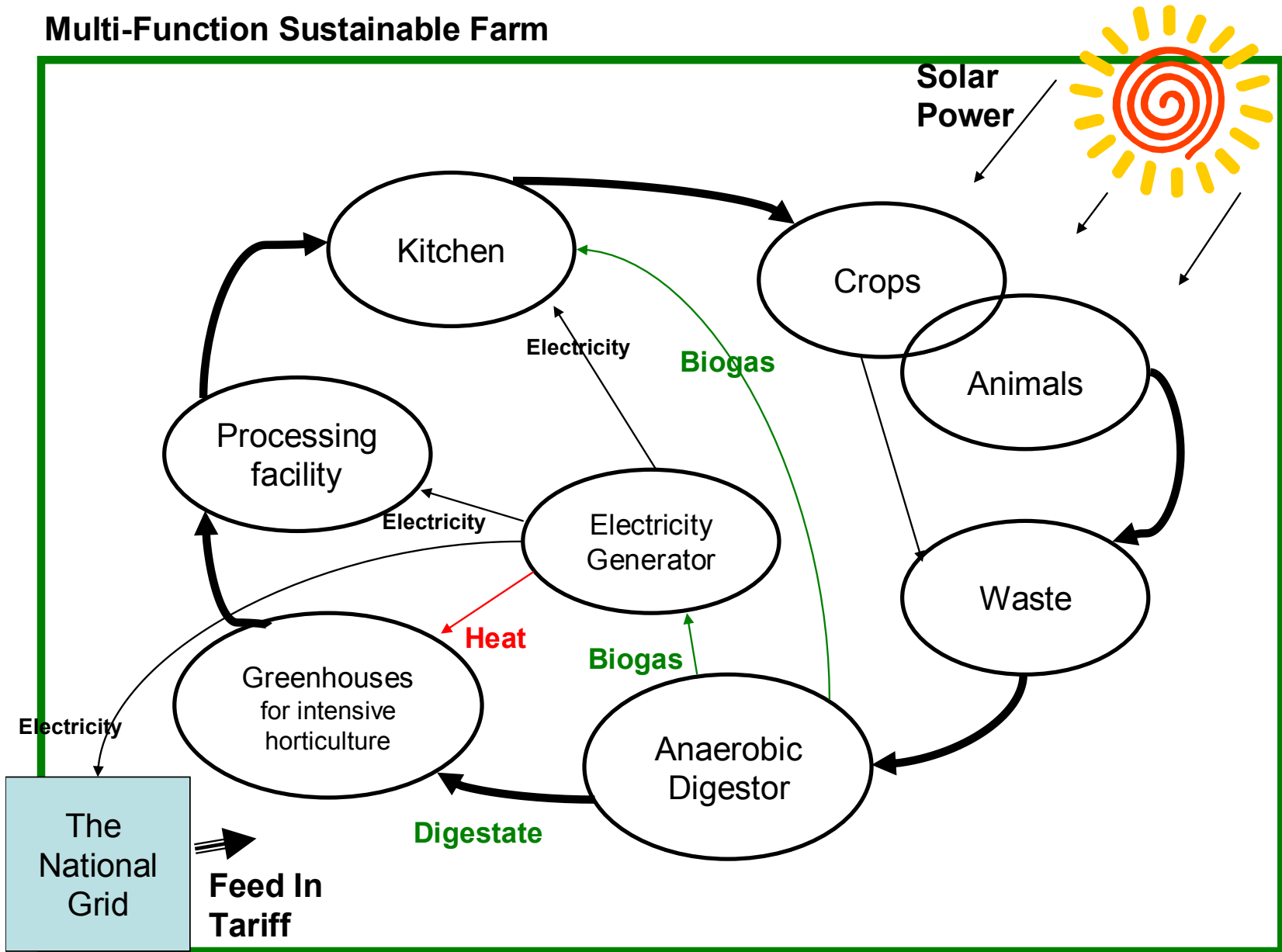
**BESCO**

(Bridport Energy Services Company)

# BESCO being established by:

- Bridport Renewable Energy Group CIC Ltd (company limited by guarantee)
- Wessex Community Assets (industrial & provident society for the benefit of the community)

# Multi-Function Sustainable Farm



# Magdalen Farm

- 132 acre farm owned by Trust
- Educational focus – school visits, volunteering and care farming
- Kitchen prepares 20,000 meals per year
- Farm manager aims to produce as much food as possible for the kitchen



**Exercise 2: What are the barriers to developing eco-social enterprises here, and how could they be addressed?**

# Session 3: Finance and structures

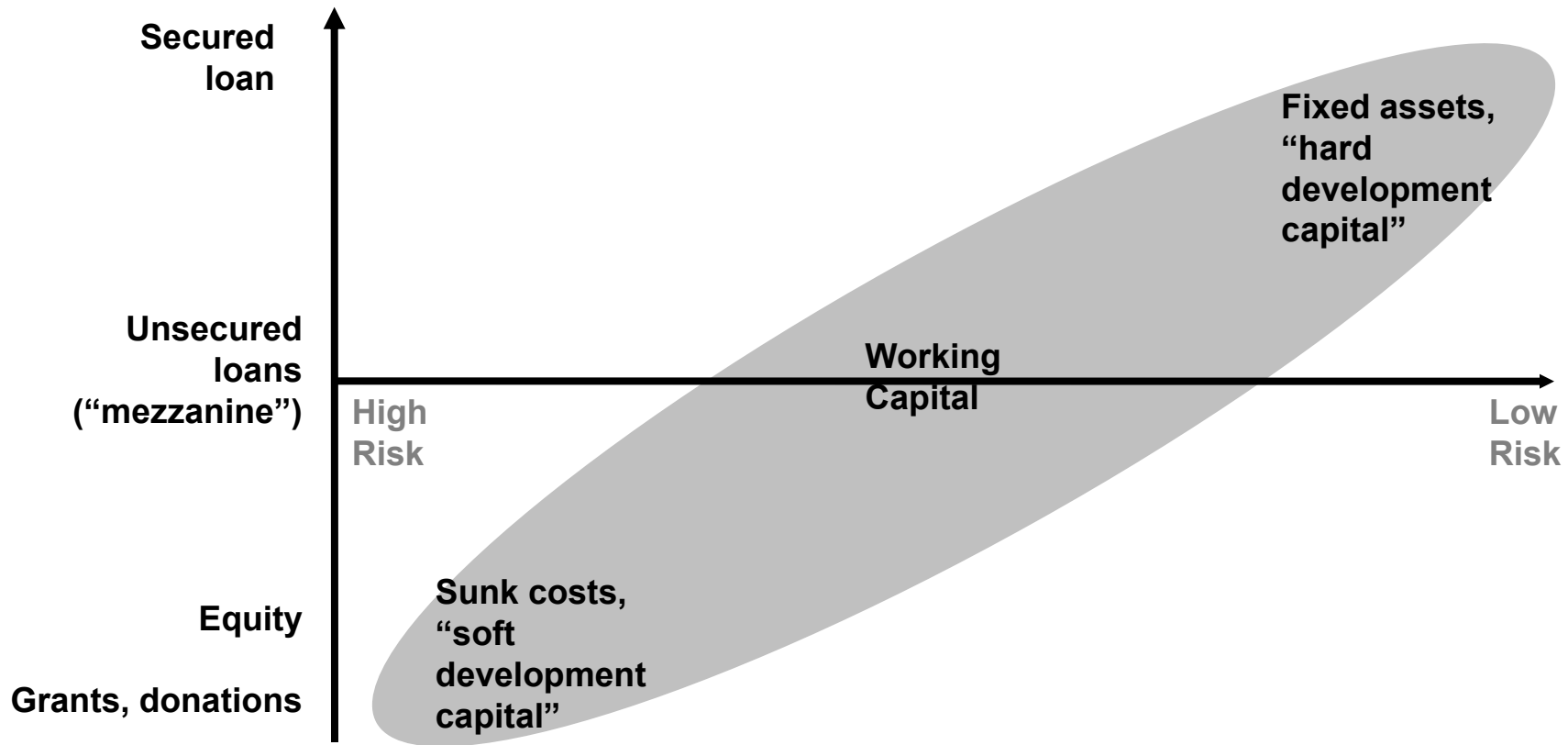


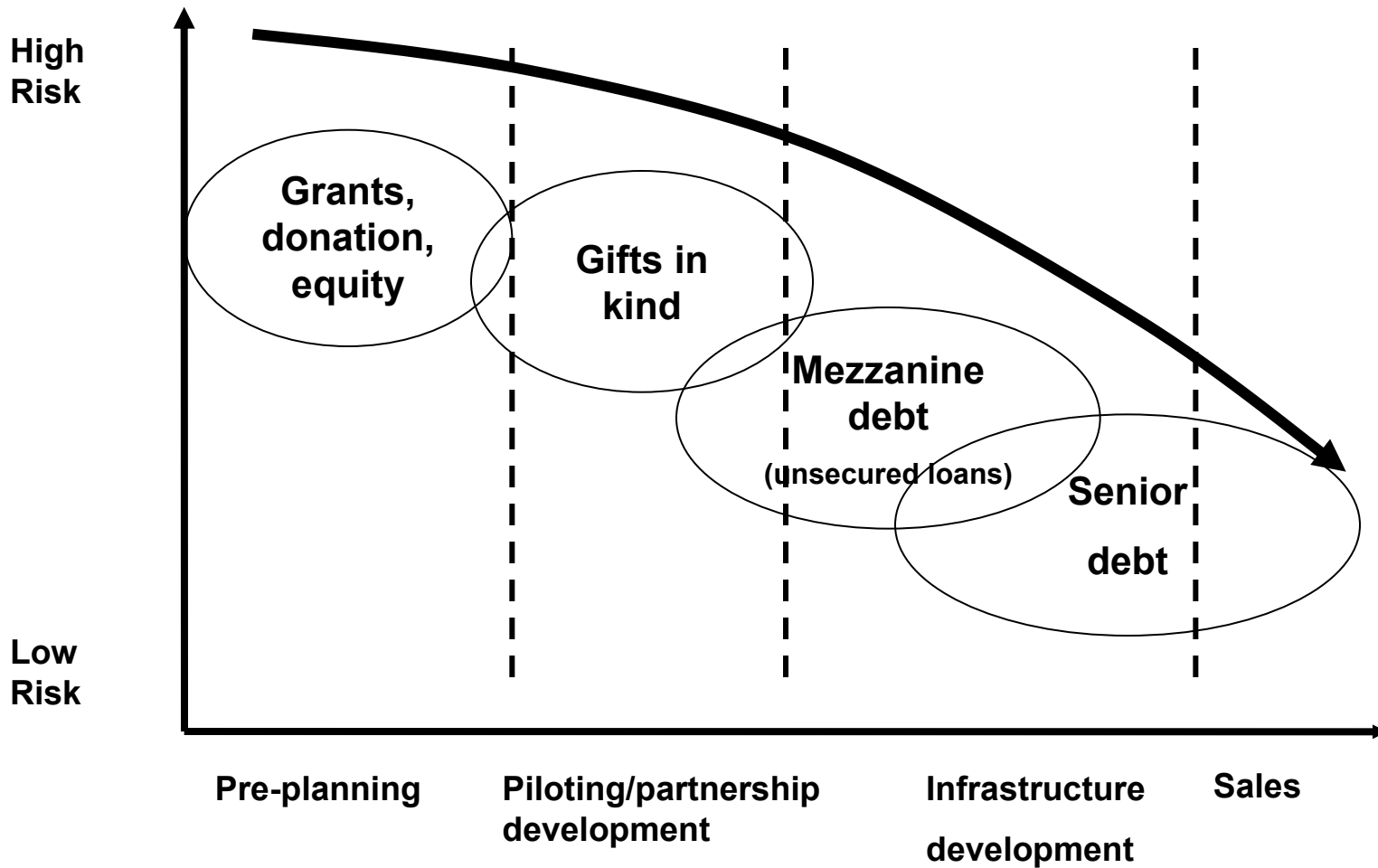
# Finance for social enterprises

- The legal structure adopted by a social enterprise will affect the type of finance which it is able to attract.
- Registered charities and organisations with charitable objectives and an asset lock will find it easier to attract grants.
- For the raising of a loan, the legal structure adopted is not so important– the key issues are security & risk.
- The key area where charities and many social enterprises (if registered as companies limited by guarantee) are precluded is that of equity finance.

# Equity finance

- Loans (or debt finance) require interest payments and the repayment of the amount borrowed (i.e. it is investment with the expectation of repayment and regular interest payments).
- Equity, is investment in exchange for a stake in the organisation, in the form of shares. This stake usually entitles shareholders to a share of the profits of the organisation, or payments once a certain limit of earnings has been achieved.
- Equity finance can be useful in the early stages of growth or when developing a new product or service. Unlike a loan, investors providing equity finance are effectively sharing the risk with the organisation and are likely to defer any expectation of a financial return for some time.





# Wessex Reinvestment Trust group

The group has 4 separate structures:

- Wessex Reinvestment Trust, a registered charity
- Wessex Community Assets, which supports community asset development.
- Wessex Reinvestment Society, which provides business loans in partnership with the Frederick's Foundation.
- Wessex Core Company Limited, which provides home improvement lending.

# From “fundraising” to “investment”

- Recognition that some community services are best delivered through a business model
- Growing public appreciation that businesses can be run for a social purpose, not private profit
- Historic shift in financing community enterprises: from fundraising approach (events, gifts, donations) to investment in community shares
- Greater autonomy for communities

# Community shares by trade activity

Trade activity	Number orgns.	Share capital	Members
Renewable energy	28	32,191,000	11,687
Regeneration, land and buildings	22	13,516,000	2,947
Consumer co-operatives	19	182,455,000	5,843,000
Community retail stores	18	571,000	2,561
Transport (inc historic railways)	18	20,809,000	n/a
Finance and investment	10	7,489,000	1,858
Food production and farming	6	886,000	9,539
Fair trade products	5	33,409,000	18,705
Pubs and breweries	5	575,000	388
Football	4	1,231,000	31,704
Other	6	8,849,000	39,084

# Recent community share offers

	<b>Share capital £</b>	<b>No. of member</b>	<b>Av. £ per member</b>
The Cochabamba Project	623,003	89	7,000
Sustainable Hockerton	167,550	41	4,100
Ecological Land Co-operative	123,000	38	3,200
Hudswell Community Pub	219,100	151	1,450
Go! Co-operative	58,006	70	830
Motcombe Community Shop	70,000	100	700
Topsham Ales	35,000	55	640
Busy Bee Toyshop Co-operative	32,250	102	300
Fairtraders Co-operative	85,000	370	230
Slaithwaite Co-operative	15,000	121	120
Dunbar Community Bakery	23,000	230	100



# Members improve competitive advantage

<b>Members roles</b>	<b>How these roles improve competitive advantage</b>
Investor	Lower cost of capital; greater acceptance of risk
Customer	Greater loyalty; accept higher prices & dividend
Service user	Demonstrates support to funders; better feedback
Activist	More engagement; better feedback; better targeting
Volunteer	Lower labour costs; access to specialist skills
Suppliers	Greater loyalty; lower input prices
Workers	Greater loyalty; lower input prices; better feedback
Directors	Access to specialist skills; lower input prices

An example:

**BESCO**

(Bridport Energy Services Company)

# BESCO being established by:

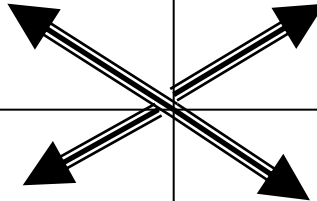
- Bridport Renewable Energy Group CIC Ltd (company limited by guarantee)
- Wessex Community Assets (industrial & provident society for the benefit of the community)
- With potential support from Bridport Area Development Trust (company limited by guarantee with charitable status)

## **Consumer aspirations**

- Discounted energy supply
- Energy efficiency services
- Learning opportunities

## **Investor aspirations**

- Maximise financial return
- Meet chosen risk criteria



- Address climate change
- Build community assets
- Finance fuel poverty work
- Education

## **Trustee / community benefit aspirations**

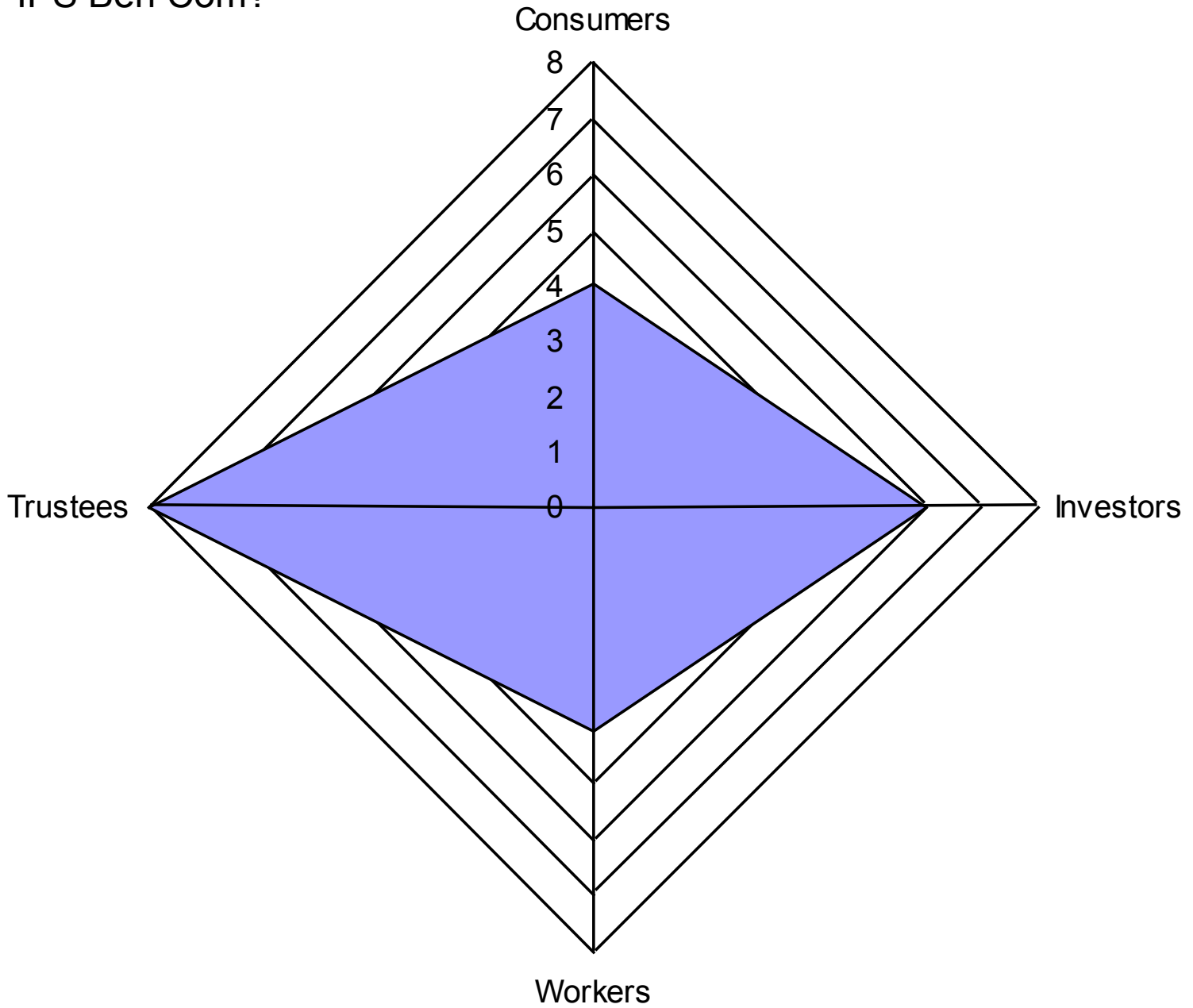
- Maximise financial return
- Long term aspirations:  
develop the company

## **Producer / worker aspirations**

# BESCO: scoring the different aspirations

- Investors
  - Medium return required
- Trusteeship
  - Asset lock required
- Consumers:
  - Price of services an issue
- Producers / workers:
  - Reward for sweat equity

# IPS Ben Com?



IPS Co-op?

Consumers

8

7

6

5

4

3

2

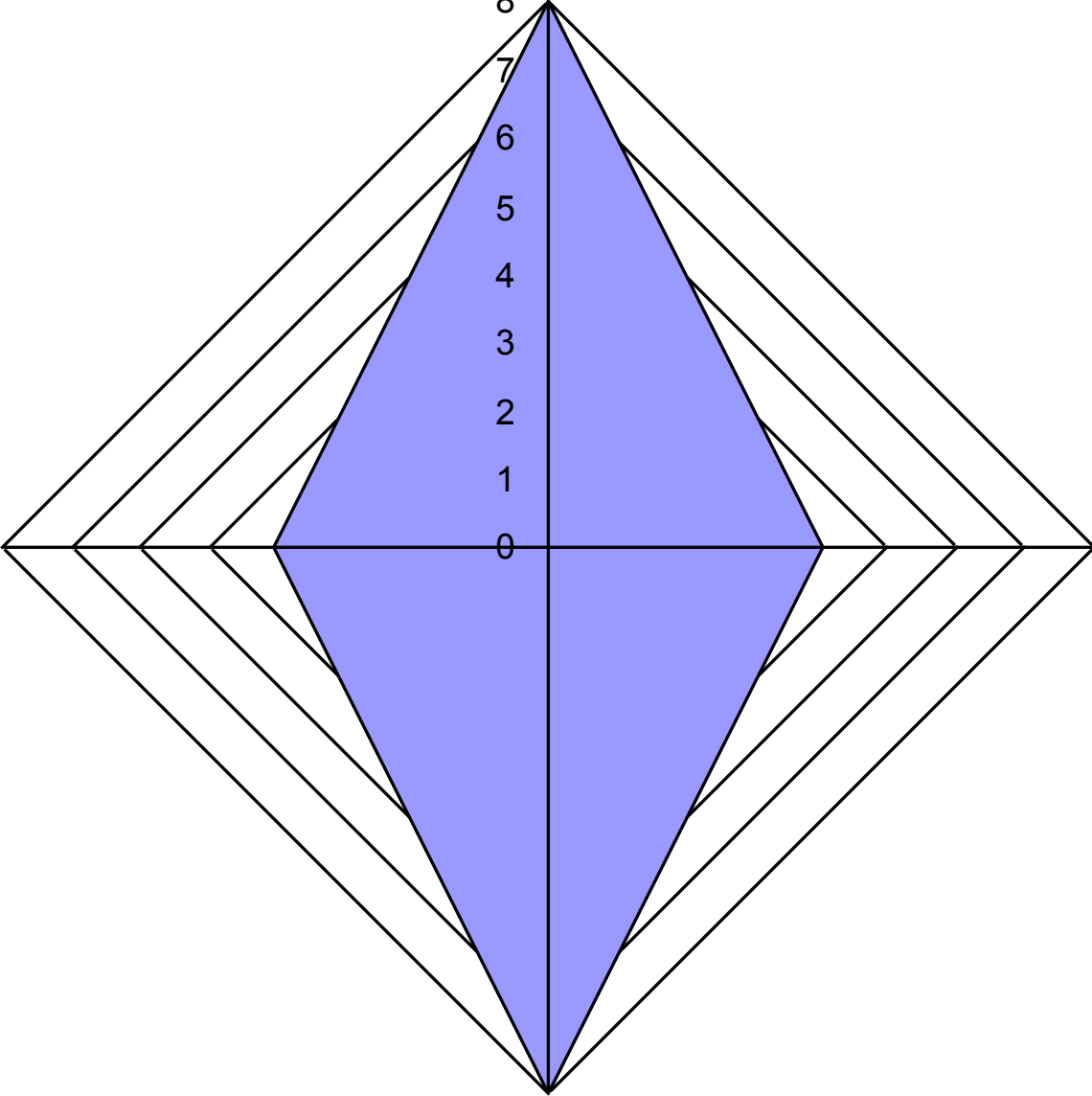
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Trustees

Investors

Workers



# PV & Wind-power Installations

Finance

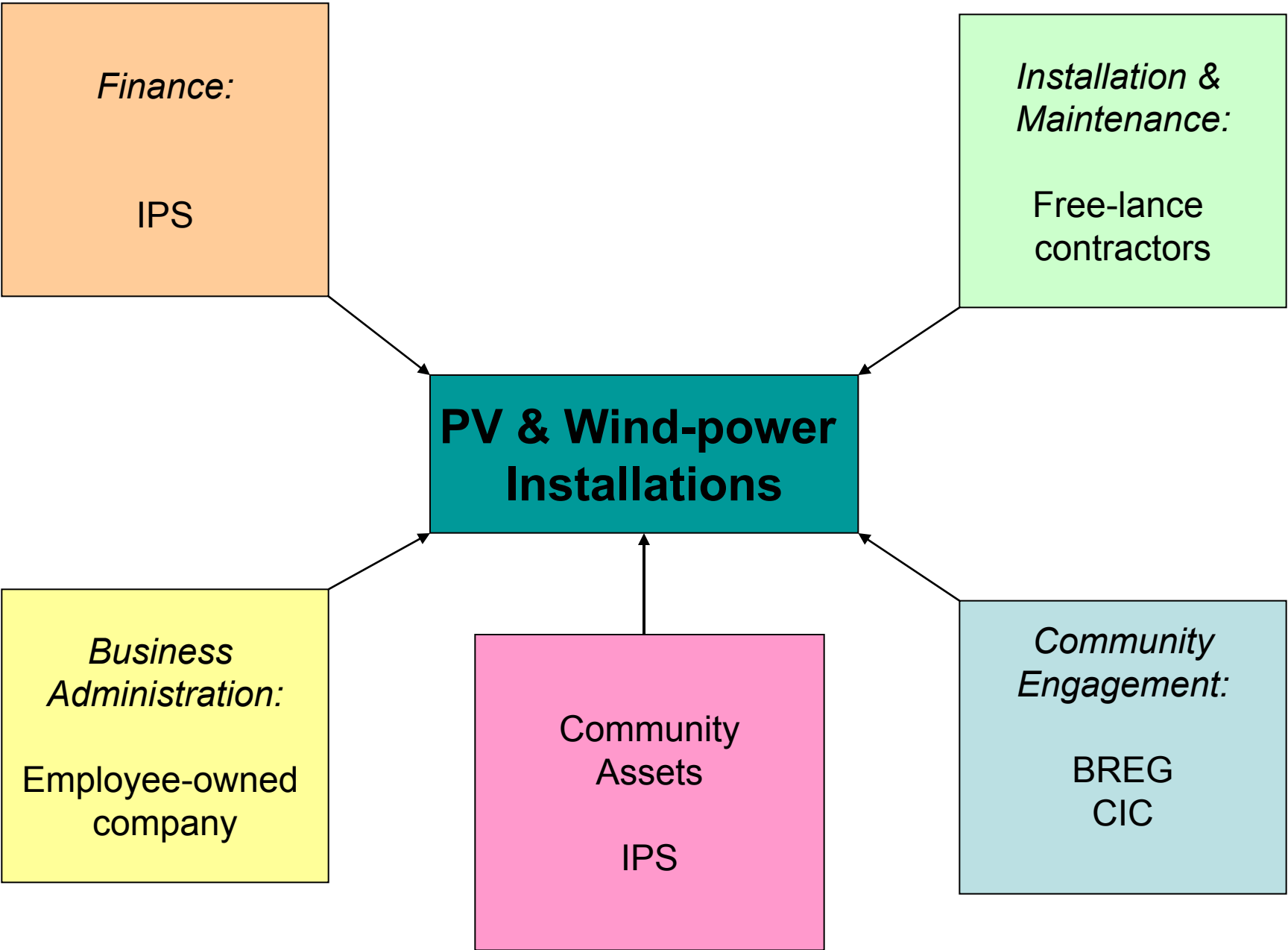
Installation &  
maintenance

Business  
administration

Community  
engagement

Community  
assets





Level 1

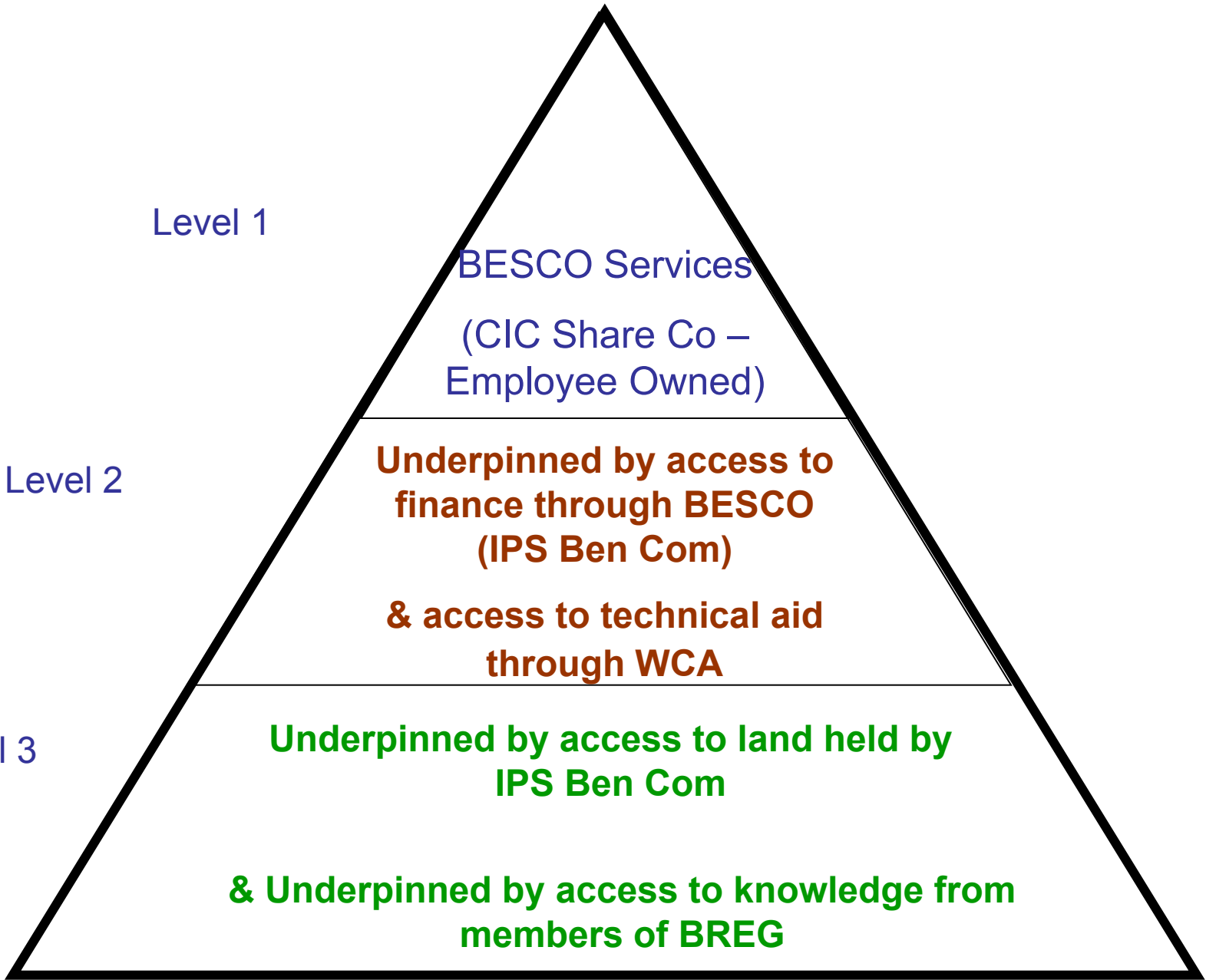
BESCO Services  
(CIC Share Co –  
Employee Owned)

Level 2

**Underpinned by access to  
finance through BESCO  
(IPS Ben Com)  
& access to technical aid  
through WCA**

Level 3

**Underpinned by access to land held by  
IPS Ben Com  
& Underpinned by access to knowledge from  
members of BREG**



# BESCO:

Does it need more than one institution on the spectrum?



and



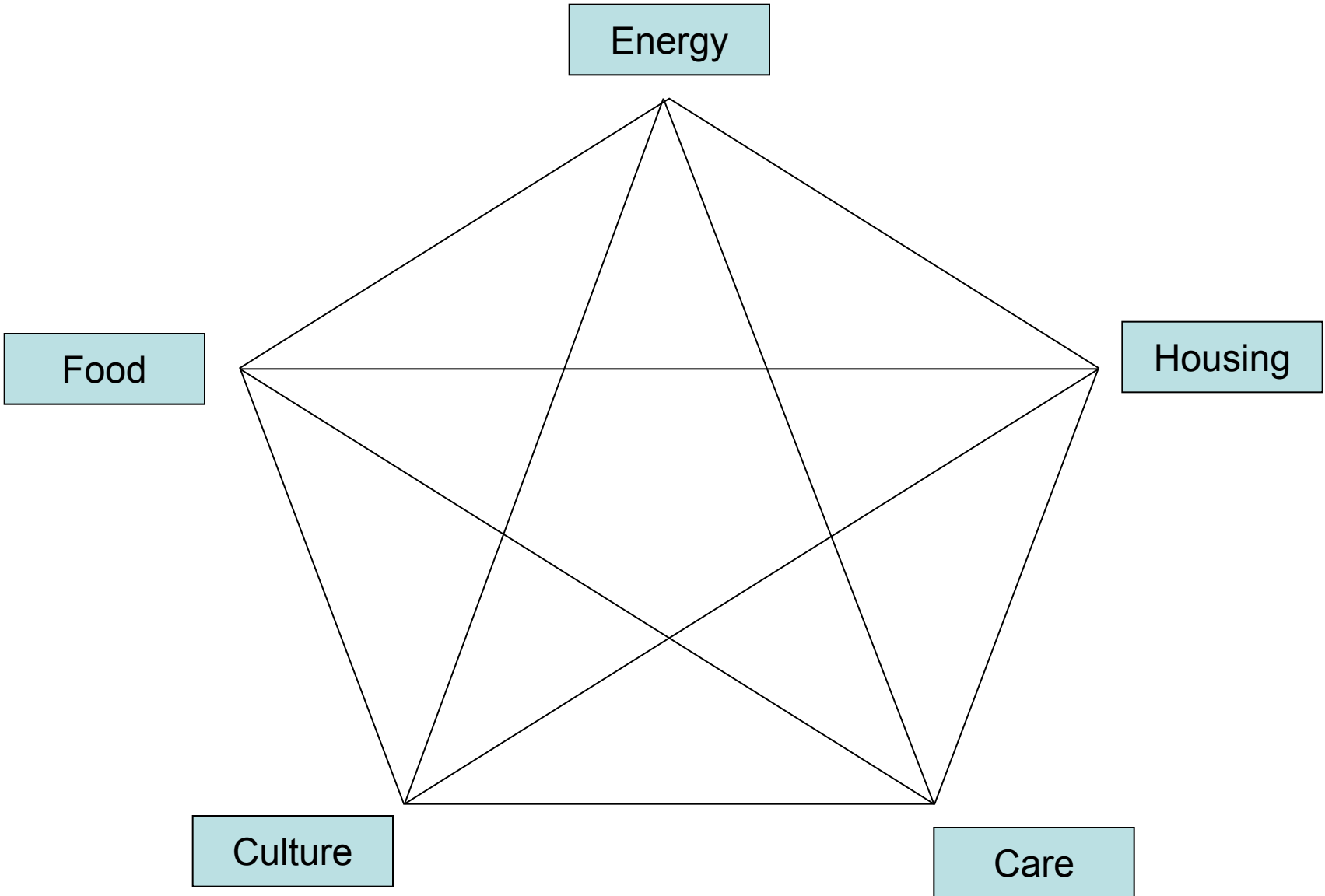
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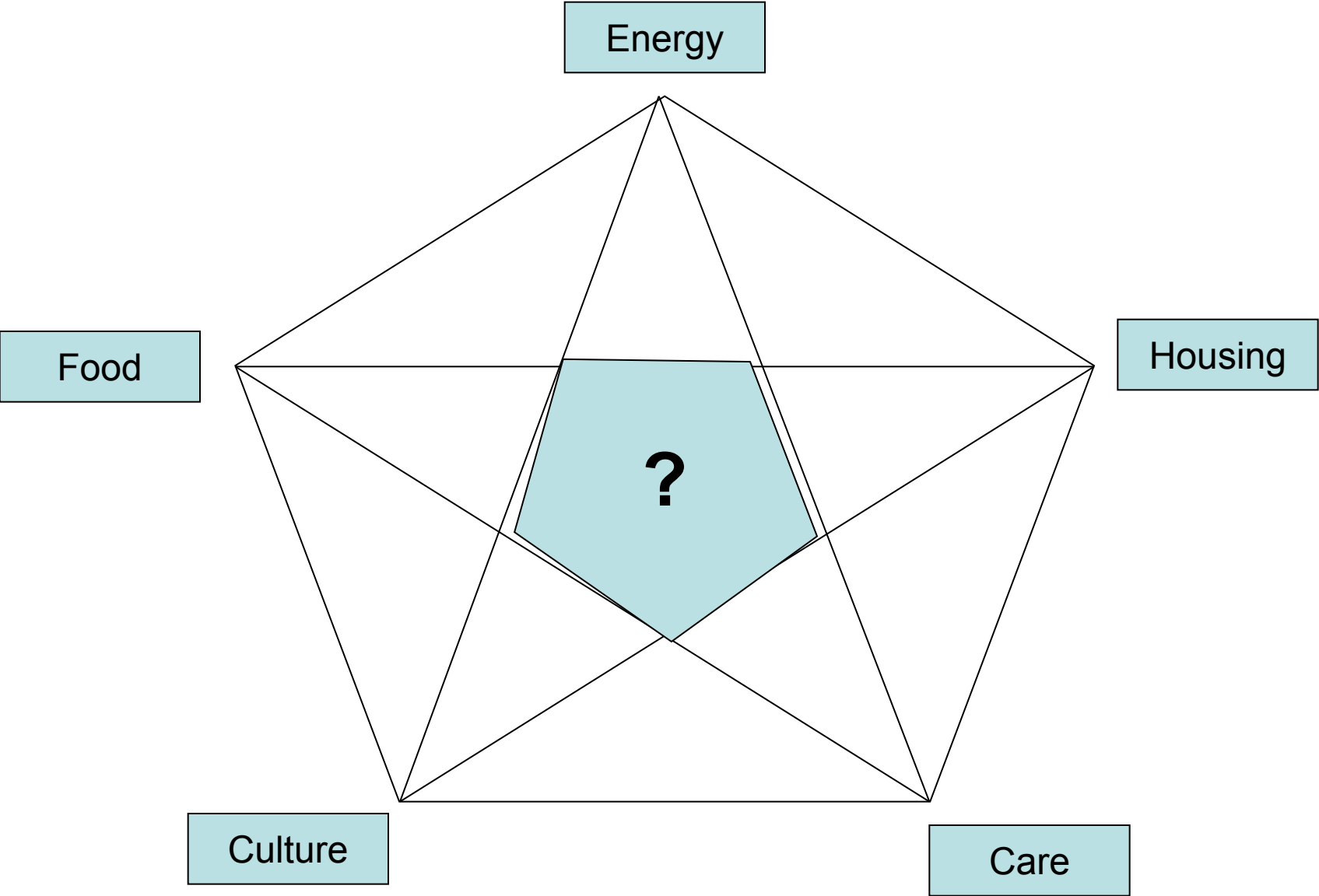
Public benefit

Private benefit

# Exercise 3: What's in the centre?



# QUESTION: WHAT'S IN THE CENTRE?



# DH Lawrence:

- “ We cannot bear connection. That is our malady. We must break away, and be isolate. We call that being freed, being individual. Beyond a certain point, which we have reached, it is suicide.”