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- ❖ Provide Business Coaching and Business Development services to social enterprises.
- ❖ Specialise in Resource Management and IT

In this time of significant
financial cuts:

- *what undermines*
- *and what supports*

*The community sector delivering
environmental solutions*

Social Return on Investment

- ❖ SROI quantifies the financial value of additional services delivered as part of a public sector contract.
- ❖ E.g. For each £1 Kerbside (Calderdale) were paid by local authority to collect recycling we gave the local authority £1.63 worth of pertinent public sector services.
- ❖ Eliminate what would happen anyway were we not delivering the contract
- ❖ Include additional services because we have the contract

SROI Calculation

- Additional materials have a value
- Greater kg/hh gives additional value
- 80% of business recycling
- 80% of business bring site recycling
- Work readiness training program (hours x teaching rate)
- Community Service
- Long Term Unemployed (reduced unemployment benefit, increased earnings and taxes)
- Permitted employment for learning disabled
- Community engagement (schools, community groups etc.)

Holistic vs. Silo Mentality

- ❖ Community sector generally delivers a service that also contributes to social justice, e.g. recycling and employment creation in deprived areas.
- ❖ Public sector generally operates in silos, e.g. waste, social services, education.
- ❖ Private sector generally operates in a profit driven mode (SMEs not so much)
- ❖ Synergy is a challenge

Public Sector Support:

- ❖ Need drive from the CEO and Council Leader leader to have a culture of holistic and sustainable thinking and decision making.
- ❖ Educate commissioners on Social Return on Investment (SROI)
- ❖ Tenders to contain strong evaluation criteria relating to working with the community sector.

Public Sector Support:

- Leeds designed a new HWRC that incorporated a building for the sale of reusable items.
- Tender for running the reuse centre issued with strong community benefit evaluation criteria.
- Speak to the sector at the design and ideas stage.
- Turnover rent (%).

Public Sector Undermining:

- ❖ Calderdale award a new waste contract to Sita UK who will partner with social enterprise Kerbside (Calderdale).
- ❖ Calderdale sign contract with Sita UK without seeing signed heads of terms with Kerbside (Calderdale).
- ❖ Sita UK then change the offer to Kerbside:
 - ❖ Abandon purpose designed recycling and progression to employment centre and work in premises wholly unsuitable for the social element of Kerbside's work.
 - ❖ Sita UK offer job at cost to Kerbside retaining 100% of the profit.
- ❖ Kerbside cannot accept these conditions and Sita UK deliver the service alone.

Public and Private Sector Example

- ❖ BRI put waste and recycling contract out to tender.
- ❖ Social Enterprise, Aire Valley Recycling wins the £300k tender:
 - ❖ Source separated multi-material walk-through service delivered by AVR
 - ❖ Sub Cardboard collected by Sonoco
 - ❖ Sub Residual waste and bulky items collected by AWM

Public and Private Sector Example

- ❖ BRI initially want everything in one bin collected from loading bay & put through a MRF
- ❖ BRI buy a source separated walk-through recycling collection
- ❖ BRI “AVR’s offering the only one that approached the tender from a recycling viewpoint. Other offerings came at the problem from a waste perspective.”
- ❖ The environment is the top priority for the community waste sector. A plus when the purchaser is environmentally motivated.

Public and Private Sector Example

- source separated reduces contamination loss from 11% to 1% compared to commingled
- walk-through enables direct contact between collectors and recyclers
- ward by ward feedback
- employment opportunities for those facing barriers to employment
- Accurate CO₂ saving figures

Partnership with the private
sector is a way forward

Reuse

- ❖ Ideal for the community sector
- ❖ Community connections enable them to ensure furniture reused
- ❖ Niche market that is unattractive to public and private sector.
- ❖ Strong future

Transition Towns

- ❖ Addressing the challenges of Peak Oil and Climate Change
- ❖ Local production of food
- ❖ Local energy generation projects
- ❖ Local waste reduction, recycling and reuse projects
- ❖ Local transport solutions

Big Society

- ❖ No-one knows what it really is
- ❖ Strong on empowerment, but weak on equality as there is nothing to say how economic as well as social resources are distributed more equally
- ❖ Increasing equality increases health, well-being, social solidarity and decreases crime and social disorder.
- ❖ Larger waste contracts bring larger barriers to the community delivering waste services

Fareshare

- ❖ Addressing food poverty
- ❖ Takes perfectly good food from the food industry that would otherwise go to landfill
- ❖ Education on food preparation and healthy eating
- ❖ Progression to employment
- ❖ 29000 people per day benefit

Education

- ❖ A cornerstone of a fair and successful society
- ❖ Strong community connections enable education in areas of need
- ❖ Relating to the environment, health, managing money
- ❖ Great potential

Thank You

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