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<https://decentered.co.uk/decentered-podcast-044-why-businesses-should-think-about-sroi/>

**Rob Watson** [00:00:10] This is a Decentered Podcast from Rob Watson. Conversations about community media. Look out for Decentered Media on Twitter and on iTunes or go to <https://decentered.co.uk>.

**Rob Watson** [00:00:28] Hello, it's Thursday, the 5th of December, and this is a Decentered Media podcast with me, Rob Watson. And today I am at the Midlands Business Expo with a panel of guests who are going to be talking about Social Return On Investment, and the way that businesses, and charities, and social sector organisations, can work together and collaborate to create social value, economic value. So joining us we've got Chris Shaw from Think CSR. I'll get them all to introduce themselves in a second. We've got Jessica Southworth from Click Sergeant. We've got Kevin Allen-Khimani from Voluntary Action Leicestershire. And we've got Arif Voraji from Help for the Homeless, or Help The Homeless, sorry. So just, let's go around the table. Start off with Chris, because you've organised this panel. So, we've got you to thank for the discussion we're about to have. So what was it? Just tell us briefly what your inspiration was about this, and what is your kind of background with SROI?

**Chris Shaw** [00:01:36] Yeah, thanks, Rob. Thanks very much. Thanks for hosting today. Yeah. My name is Chris Shaw. I run a small social enterprise called Ethical Business Exchange, which I've established as a platform to develop projects for social good. Currently running a couple of projects with community organisations at the moment, but have recently set up something called Think CSR, which will be a consultancy offer to business, helping businesses develop their social responsibility propositions. I think the time is right to drive social responsibility activity more fully and effectively in Leicester and Leicestershire, and we're using today's opportunity to fulfil that objective.

**Rob Watson** [00:02:23] Jessica.

**Jessica Southworth** [00:02:25] So I am from a charity called Click Sergeant and it's my job to fundraise to make sure that we can help every young person under twenty five who's been diagnosed with cancer to be able to thrive, not just survive. So, we take care of all of the emotional, financial and practical support that's required around that diagnosis. So, while they're being treated medically, we step in to make sure that young people and their families can get by financially and with their mental health. So, it is my role, within this area, so Leicestershire, Northamptonshire and Rutland, to get people involved in making sure we can continue to do that by donating funds.

**Rob Watson** [00:03:14] Kevin, what about you?

**Kevin Allen-Khimani** [00:03:15] I work at Voluntary Action Leicestershire. We are known as the Infrastructure organisation for the voluntary sector in the city. Leicester city and the Leicestershire county. It's not the only thing we now do, but my area is predominately the typical community, social, VCS area, where we are looking at supporting groups to set themselves up and continue to sustain. We do a lot of work around trying to influence public policy and volunteering. Getting people into volunteering and also getting organisations to think about creating opportunities for volunteering as well.

**Rob Watson** [00:03:49] An Arif.

**Arif Voraji** [00:03:51] I'm Arif Voraji from Help The Homeless Leicester. This is a charity I started. We basically do what it says on the tin, so we help homeless people, whichever way we can on a 360-degree basis. So if we can't help them, we can certainly signpost them in the right place. We feed homeless people to the tune of about one hundred and forty, fifty people a week, and that's every, every single week of the year. We also clothe homeless people. But the game changer is we actually advocate suitable accommodation for them. So depending on the person, we kind of source the right type of tenancy for them. And we've managed to house sixty one people since last January, out of which fourteen people have, kind of, not

sustained a tenancies, but the success rate, considering their mental health, the state of their mental health of a lot of people we work with is still quite high. So that's what we do.

**Rob Watson** [00:04:42] So, Chris, could you give us, a kind of definition, if you like, about what social response, social responsibility is in business and what kind of, and why a return on investment mindset is important?

**Chris Shaw** [00:04:57] Sure. I mean, I think that the term CSR, Corporate Social Responsibility has been around for quite some time, but I think the sands are starting to shift, and it's becoming much more powerful. It's becoming much more important as a lever to address some of the issues that we're facing globally. Interestingly, the British Academy are doing a major piece of work at the moment called the Future of the Corporation, and they're looking at the way in which companies can be organised and legislated to be more socially responsible. They published their second report in that piece of work last week, and it's called Principles for Purposeful Business. And I think they nailed CSR in one sentence in that report. And I'll read it to you, because I think it's really, really powerful. The report says, 'the purpose of business is to solve the problems of people and planet profitably, profitably and not profit from causing problems.' So that signifies a shift towards companies manufacturing, doing product development, delivering services. Okay, they need to make a profit, but they have to be mindful of the impact that they have on the environment, on the wider social aspects, the communities in which they work. More and more businesses, I think, are stepping up to that challenge. So businesses are wanting to come out of... Business from a twenty first century perspective, I think they're more inclined to look at trustworthiness, they're beginning to look more at ethical business cultures, in a way that maximizes social benefits for all of their stakeholders, employees, their investors, local communities and their customers. And some of the big companies are taking that very, very seriously. And some of the big business leaders, globally, are taking that very, very seriously. And some are stepping up to the challenge. So, you know, you'll see a number of big-name CEOs who are really driving change around some particular aspects of CSR, be that modern slavery, be that tackling environmental issues, be that about gender pay inequality. And I think we're beginning to surf the CSR wave. And I think it's becoming more and more important. And certainly, with the environmental issues that we're facing, Extinction, Rebellion, climate change, crisis, more and more companies eventually will fall into line. And if they don't, they will be legislated to be much more active in this area.

**Rob Watson** [00:07:27] I was going to ask you, there is a kind of a model, a political economy model, isn't there? Does the state provide this, or is this something which is, the SROI model is outside of this being driven by or enforced by the state?

**Chris Shaw** [00:07:48] It's interesting. In 2016, the United Nations launched something called the Global Goals, which translates as sustainable development goals. STGs. One hundred and seventy odd countries around the globe signed up to the STGs, and they said we will achieve them by 2030. Terribly ambitious objective, but a lot of companies are putting a lot of time and effort into influencing the way in which their individual states, and their individual businesses work to try to tackle some of those STGs. There are seventeen of them, and they cover a whole range of things from water sanitation, to health and poverty. And if you come to our stand later on today, you can have a handout of the STGs. However, governments aren't mandating businesses to get involved. There was a voluntary review conducted last year by the government, led by the UK government, to assess whether or not business were joining in with the STGs. Footsie one hundred, by and large, yes. Sixty-seven percent had adopted an STG as part of their CSR plan, but the lower down the food chain you go, the Footsie two hundred and fifty, down to the smaller companies. Very few of them will have heard of that concept. So that's a big marketing campaign that needs to be developed by somebody. Is it government discuss? Is it business? Is it the business community? Is it some of the big business organisations? Institute directors? Chambers of Commerce? I don't know. But if we're going to achieve the STGs, and they're worth striving for in my view, then some of the smaller companies need to get involved. And ultimately government need to apply a carrot and stick approach as well. At the moment there's a carrot, but they're not using a stick. Do we need to introduce the stick? That's a point for discussion?

**Rob Watson** [00:09:40] This brings me into Kevin, with Voluntary Action Leicestershire, because you come at it from the point of view of supporting voluntary organisations.

**Kevin Allen-Khimani** [00:09:49] Yes.

**Rob Watson** [00:09:49] You have to work, potentially, with businesses.

**Kevin Allen-Khimani** [00:09:51] Yes.

[00:09:52] As part of what you do. So these kind of, maybe see it from the other side, which looking at businesses. What, what, what's the benefit that you explain to people? What is achieved?

**Kevin Allen-Khimani** [00:10:03] Basically, for us, I think what we're looking at trying to do, is sort of, re-balance the script, I suppose, for a better word. We've currently got in Leicester and Leicestershire two thousand eight hundred and twenty registered charities, with the Charity Commission, and then there's a further three and a half thousand voluntary organisations have not gone through charitable status. So you look at over six thousand three hundred twenty different voluntary organisations across the city and county. Ranging from your, what I like to call, like, your bigger players, or things like, you know, regional branches of Age UK, British Heart Foundation, Click Sergeant. But then obviously going down to the very small volunteer-led groups, who are just basically, some people, residents wanting to make a difference in their local community. So what we're trying to say to local businesses is, look, you know, if you want to give back, there's a variety of different ways in which you can do this. It's not just, and it's not gonna be something that is going to cost you a fortune. If you've got a small pot of money, you know, it can go a lot further with some of the smaller groups, as well as doing something large with large groups as well. And I think what we're trying to do is to basically say, you know, here are the way ways you can do it, but also to use us as that gateway. Because we've got data on all of these six thousand three hundred twenty organisations. And we can actually tell someone, well, this is actually what's on your doorstep. These are the kinds of groups that need that support. Or, if you want to go in, maybe you're saying you don't see something. you want to do something like Arif has been doing with Help The Homeless. We can sort of say these are other organisations working alongside Arif as well in this area. So we can actually target and draw that down for businesses, to make it a lot easier for them to do their CSR.

**Rob Watson** [00:11:40] Jessica, one of the challenges for a funding-based charity, if you like, organisation, is maintaining a business model. So you do fundraising based on what kind of approach? Do you just do the... rattle the buckets outside, you know, events, or is it, you know, have you broadened from that kind of approach?

**Jessica Southworth** [00:12:01] We do still have people not rattling their buckets, but taking buckets very silently and to events. So that is something that we do, and something that is really important to us at certain, particular times of the year, and affords volunteers a way to quite easily get involved with us. Which is great. But we do also want to maintain more sustainable relationships. So that means building relationships with corporate partners in order that we can continue to fundraise and have those companies meet their own objectives. So we've, we're set up in such a way that... Because I'm in charge of just, kind of, these three counties, I can build quite a strong rapport with each individual company that would like to help us, and find out exactly what it is they want from us, and then help them to deliver that. And so sometimes that is some more employee engagement, especially, kind of, with younger employees. They like to have, take on social activities, but people would prefer to do that with a charitable slant as well, for example. Sometimes it is doing, kind of, more publicity hungry things, which is absolutely fine, and can involve, kind of, fun days and things like that. Which can, which really help to develop a business's brand and show that they are working well with us. So, it... The relationships that I build are very much kind of bespoke to each particular company. And so, there might be somebody really small who can take a collection tin, and that's fabulous, and eventually those collection tins add up, and we have some more money to be able to give grants to people who've just been diagnosed with cancer. And sometimes people want to run CSR and CRM. Sorry, which is what we call Cause Related Marketing. So when they sell a particular thing, they give

us the money, and then they write us a massive cheque at the end of it, and their staff really didn't know about it. But their customers kind of did. And that's what they wanted to do. So there's just, kind of, there's a huge range of things that we can help with setting up depending on what's required.

**Rob Watson** [00:14:22] Arif, you are dealing with an area of social emergency. Can you wait for businesses to get involved? Or what drives the motive for you and your organisation?

**Arif Voraji** [00:14:38] As a charter we're still very young. We only set up in March 2018. Prior to that, we had a lot of support from the general public, which does bring in donations, but it's not the big amounts, because not everybody's got a lot of money to spare. They soon add up, like a pound, five pound, ten pounds, every couple of weeks or a month. It soon adds up. So, we were fine doing that. So we registered. But like I said, what, what happened last year was we started to actually find suitable accommodation for people. So we're actually giving them a solution. So people that were on the streets, it's not just maintaining them on the level that they're on, but actually changing their lives and giving them a springboard to come back into some kind of normality, and become contributing members of society. Because we have links for employment and stuff as well. And so that costs money. As you can imagine, putting someone in a B&B at twenty-five, thirty pounds night, sometimes people are in there for like six, seven days, eight days, whatever it is, until we find suitable accommodation. But there's a lot of stuff that goes on in the background before we do that as well. So, once you find accommodation for someone deposits are three hundred and fifty, four hundred pounds, so we pay that into a deposit scheme. Sometimes while the benefits are still getting into place, we get them paid direct to the landlord. But while that's getting put into place, sometimes we cover a couple of weeks of rent as well. So on average it works out at about a thousand pound per person that we house. And if imagine that we have done sixty-one since last year, straightaway that is nearly sixty-one thousand pound straight off the bat. So that's why it's important for us to now get businesses involved, which is the reason why I've launched a 2020 club for 2020 obviously coming up. And the idea is that businesses pay four hundred sixty pounds into a separate dedicated account which is solely for the 2020 club. So that's gonna be easy for us to report back on where that money is being spent. And it doesn't get, kind of, mixed with the other charity account that we've got. The general account the public pay into, for example. And what we'll do is once... You pay that in one lump sum, or you can pay in instalments, whatever's easiest for you. I works out roughly at about, about a pound a day if you pay by instalments. And the idea there is, any good that is done from the money from that account, you'll get a report back every couple of months. A bi-monthly newsletter which will say, for example, you were about twenty or thirty or forty businesses that are in the 2020 club, enabled Mr X to go into B&B for six nights. And then we've then moved him on into a property. We bought a fridge for like eighty pound. And this is what you've enabled. And Mrs Y went into a suitable hostel, for example, and it cost this much. So we'll have clear transparency with regards to where the money is being spent. So yeah, that's why it's important for us to get a business in there.

**Rob Watson** [00:17:08] So let's ask an open question, then, for each of us. What would you... How would you persuade a business to flesh out their plan? Their social responsibility plan? What are the kind of key things that you think you know, because the danger is, is there that you, kind of, have, a kind of, charitable or, a kind of, you know, philanthropy point of view. You have a CEO who... You get these billionaires, we see them... you are Bill Gates, that kind of thing. We want to set up our own foundation and we want to do our own things. But it's kind of disconnected from our local communities and our neighbourhoods, and the place where we live. And so how would you, how would you persuade a business of the value of having a structured SROI plan? Anybody jump-in, feel free.

**Chris Shaw** [00:17:55] I mean, I think that companies would benefit massively from tackling CSR irrespective of the issue, and how much time and effort they put into it. Ultimately, they will change lives. Whether it's people's lives who work within the company, whether its people's lives out in the community, the wider community. They will help. They will begin to address some of the major issues, and that naturally will have a beneficial impact on the company's reputation. The bottom line is that that will drive some sense of customer loyalty and achieve a higher turnover. Long process involved in getting from A to B in the way that

I've described it, but ultimately, if a company takes on CSR, it's telling the world it wants to make a difference as well.

**Rob Watson** [00:18:42] It sounds a bit like going back to Henry Ford, and saying if we pay our staff enough, they can buy our products. Is it, I mean, is that a really blunt way of, kind of, explaining it? You know, it's like if you don't invest in your local communities and your society? But that doesn't necessarily have to be directed by a government body or the state or anybody like that? Corporations and companies can do that for themselves.

**Chris Shaw** [00:19:07] Absolutely. In the 21st century, companies who have a 21st century mindset, who have a large workforce, who have an eye on what's happening globally. A couple of reports that have been produced recently suggest that millennials, in particular, only want to take up employment with companies that have a defined purpose, that are trying to achieve some good, over and above manufacturing widgets. So if you want a workforce for the future, you have to embrace CSR, or otherwise young people aren't going to want to work for you. Two issues like that are fundamental to the success in the future of companies going forward.

**Rob Watson** [00:19:40] Kevin's chomping at the bit to get in here.

**Kevin Allen-Khimani** [00:19:42] No, I think for me, it's about, you know, what I always say to businesses is, you know, it's easy. I know it sounds simple for me to say, it's easy, anyone can do it. It is that simple. And then you've got people like myself and Chris and what we're looking at doing moving forward next year. We can make it even simpler for you, because we can actually then take that burden, and we can sit down with you. We can actually have a look and see, well, what is it you're trying to achieve here and how can we actually help you make it? The other thing as well, is with CSR is, a lot of people still don't quite understand what it is. And a lot of people seem to think that CSR is basically, you get a load of people who work for you to go out and paint a fence or redo someone's refurbishing their hall or whatever. There's nothing wrong with that, but there are so many other ways in which some organisations can give back to the local community, to the local environment, where they're actually based and making a difference.

**Rob Watson** [00:20:33] And we've had the, the... for a long time now, the social value legislation that came in in 2012. Which is, kind of, the partnership approach where local authorities don't have to award contracts purely on the bottom line that they can develop SROI principles and work with businesses to establish, you know, put something back. How do, do you have involvement, Arif, with commercial organisations in what you do?

**Arif Voraji** [00:20:58] We do. And the way we get them on board, really, is just our social media, mainly. Because everything that we do put on social media, whether it's Facebook, Instagram, Linked-In or Twitter. And the thing is that I call it a product, but the product sells itself. The work that we do sells itself because it's such grassroots work, that's needed, and we pride ourselves on our urgency. Like, for example, you know, if someone presents to us that is actually sleeping on the streets, we can get them put in a B&B straight away. And that's the kind of thing we report to people. That in supporting us, you actually enable, are enabling us to act swiftly because if we've got the funds there you can pull people into B&Bs and rescue them off the streets. I mean, we've actually saved lives. And people say that had it not been for you guys, we would probably be dead.

**Rob Watson** [00:21:43] Jessica, you're not nodding vigorously there as well.

**Jessica Southworth** [00:21:47] So our issue is that we don't, I suppose, have that immediate impact. We don't have any fences to paint, and we don't have any, you know, lives to save that we've reported back on specifically, of your hundred and fifty pounds went and did this. And so in some ways, I think, that's my challenge in selling to businesses that, that supporting us would still be part of your CSR. And, I mean, in some ways, I'm, I'm happy to work with people who want to take a cynical approach. At the end of the day, if they want to write me a cheque and that's the end of it, then I'm, I'm relatively happy to to make that

happen and do some press shots of you handing over that massive cheque. It is all good with me. But equally, it's, it's kind of it is more sustainable if that relationship is built up, and if we, kind of, are able to have that conversation about what's needed at particular times and what's, yeah. How, how we want to do that. Because I know that I used to be part of a company where I was in charge of the, kind of, charity fundraising aspect of it. And that was one of the things that I love most about my job. My job was essentially pretty dull. I didn't, I didn't like the job, but I liked being part of what turned out to be the team of the year, the fundraising aspect of it, because we were organising kind of charity events and social events. And and I think bosses need to recognise that there is a really useful role to have within the company, and that there is, sort of, value in doing that. I became, kind of, more interested in everything else that was going on in the company and able to make friends, and able to make, kind of, other connections, and things, and sort of feel valued within that company because I was doing the charity organisation stuff. And I was with a few people last night, at a networking event, who were in a similar sort of position I was that ten years ago, and they totally feel the same. They're like, really, really enthusiastic about that aspect of their job. And while that's not technically, you know, counting the beans for the company, that also makes, actually, them enjoy turning up every day, that little bit more. And there are definitely ways that you can get involved with charities that put that value-added back in for your employees, basically.

**Rob Watson** [00:24:08] We've got five minutes or so where we can open up to any questions from anybody. It doesn't matter if you don't. I haven't got a roving mike, so you will have to come down to the front. If you've got a question. Anybody got any, anybody from a, kind of, business operations, experience? Who has maybe experienced this from the inside of a corporation? You want to, kind of, just share your experience. Just say who you are and what your experience has been.

**Elliot Harris** [00:24:32] My name is Elliot Harris. I have my own consultancy called Strategy and Governance, and I work a lot with charities. And one of the problems that I'm seeing is just take a look around at the room. Look how many people are actually here. Kevin, you will know from the event you did at the business festival, lousy turnout. The Groundwork in Nottingham did a CSR event. Absolutely packed, but nothing happened. Same with East Midlands Chamber. And I've been banging on about this for a long, long time. Unless CSR becomes a joined-up thing, that we're not, everybody's sort of playing at it. There are ways and means in which you can work together on a broader basis, with cross referrals and things of that nature. But there has to be that, there has to be one methodology. And when people talk about CSR, they talk about the environment and what you do for the environment, but for a lot of charities, and a lot of businesses, environment is, is something out there. They are looking for a more immediate impact. And immediate impact doesn't necessarily need money. It could mean looking to become a trustee. It could be looking to give voluntary help and advice on things like social media, being the treasurer, all of these things. But what the other, the other thing that people fail to look at, particular businesses, is that it is a two way thing. There are things that charities can do that can actually help businesses. And, and it's that joined up thinking that, that's lacking in this whole in this whole CSR space. And until we get more people involved and more joined-up thinking it will be this bits and pieces approach. I think Voluntary Action have got it right, to a large extent, but they're not being heard. And what you want, you said, Chris, again, there's nothing wrong with what you, what you've said, nothing you can disagree with. But it's actually getting, getting it into practice. And that's, that, that's the heart. That's the gap to which you need to bridge. And hopefully we can do it, but there's a lot of work to be done yet.

**Rob Watson** [00:27:04] Let's just get everybody's view. Last, last kind of a wrap up of views on that. Is, is this a communications issue?

**Jessica Southworth** [00:27:10] Yeah, I think it is. I think, and I'm not sure that people understand that it is a two-way street and that it is, you know, we understand that it is a two-way street and it has to be. And, you know, this isn't all being done out of the goodness of companies' hearts, and that's absolutely fine. But I need to know what companies want before I can provide it to them. So, they need to be telling me and we need to be having honest conversations about that. Because I need to hear it in order to be able to respond to it. And, and vice versa. So, people need that. They need to put somebody out there looking for what the answers are. And they need to then be asking the right questions as well. And, and knowing that they can

ask those questions. And I'm sure you want to answer them as well. Like it's not, we don't, we're not all, like, playing poker. It's like we don't need to keep our cards close to our chests. We need to be a bit more honest and open with each other. Kevin, your experience?

**Rob Watson** [00:28:03] Kevin, what's your experience?

**Kevin Allen-Khimani** [00:28:06] Well, I would definitely agree what Elliot was just saying. Yes, there is a sort of lack of buy-in. There's, there's those who've got it. They understand it. They might not be putting it fully into practice, but they, they know about it. I don't actually like the word CSR, so I would rather call it purposeful business. I think it is actually you're being purposeful, and actually what you're trying to do with your business, which includes the local community, you are, you're around. But I think for me, what I will say now, slight shameless plug, is in January next year we are launching what we're calling the Invaluable Network. Get that in the, the title there. And what we're going to be trying to do with this network is bringing the business sector together with voluntary organisations. Some of those grassroot groups as well. Trying to unpick certain key issues and things of matters of concern. And how can the businesses and those groups work closer together to actually try and do something to have an impact? And picking up on what Elliot said, it might not be money at all for some people. Like I said, it could be someone goes in and says, well, actually, we can help you with your accounts, we can give you may be a bit of understanding about your social media. There are all different ways in which CSR can work, or purposeful businesses as I'm now going to keep calling it.

**Rob Watson** [00:29:19] We've got a whole other discussion, I think, in a future podcast about the social economy, you know, the way we measure and evaluate the things. Arif in terms of your thinking forward, how would you, how would you describe how you're going to meet some of these challenges of explaining to people what you do?

**Arif Voraji** [00:29:37] I think we are quite lucky. Like I said, the, the products sought of sells itself. Helping the Homeless people is very easy sell because, it's like I said, the work speaks for itself. So we've not got an issue with that. I think the issue is actually getting the businesses on board. And I think, as I said, we're a young charity, so get getting the support, it's, it's not a challenge, but actually getting the businesses to sign up at the moment, it's taken a little while. But the plan is as businesses come on board and they speak to other businesses they work, and again they'll see the work we're doing, and it will just encourage other businesses to tag along and join on and join the ride.

**Rob Watson** [00:30:10] So like a momentum.

**Arif Voraji** [00:30:12] Yeah. Exactly. Exactly.

**Rob Watson** [00:30:13] Chris. Final thought from you.

**Chris Shaw** [00:30:14] Yeah, thanks. I think there's a lot of people on the first page of this issue. I think what we now need to do is get everybody onto the second page and reading that page together. I was at the event on Tuesday where we were talking about CSR in relation to Leicester City Council's anti-poverty strategy. So the local authority were quite keen to explore this issue. I remember conversations with the chamber, the institute directors. Kevin is doing likewise. We're working jointly. There are clearly other individuals in the room who would want to join that conversation. I think it's about bringing people around the table now. More valuable network potentially could do that, to create a shared approach to taking this issue forward in 2020. Finally, just one plug for an event that we're going to be running on the 21st of October next year. A date in the diary, please. We are going to be launching Leicester's very first Giving Day, which hopefully, will raise CSR purposeful business social responsibility to a higher level in terms of enabling businesses to showcase what they're already doing, and hopefully enabling us to get more businesses involved in this whole issue.

**Rob Watson** [00:31:17] Well, we're out of time. What I'll do is I'll put everybody's links up on the blog posts, with the podcasts, and so you people can connect, click through. And the podcast goes out on <http://decentered.co.uk>, and on iTunes. Just search for Decentered Media, and on Twitter and Instagram. And thank you very much everybody, and thank you very, very much for anybody who's listening as well, I hope it was informative. You've been listening to the Decentered Media podcast. I'm Rob Watson. If you want to find out more information, contact me on Decentered Media on Twitter or go to <https://decentered.co.uk>