



SUPPORTING SOCIAL ENTREPRENEURSHIP IN YORKSHIRE & NORTH EAST

The Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme

ABOUT THE LLOYDS BANK AND BANK OF SCOTLAND SOCIAL ENTREPRENEURS PROGRAMME

From 2012 to 2017 the first five year phase of The Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme, in partnership with the School for Social Entrepreneurs and jointly funded by Big Lottery Fund was delivered in **12 locations** across the UK.

The programme supported **1,349 social entrepreneurs**, providing each a learning programme delivered by School for Social Entrepreneurs, mentor support from a Lloyds Bank/Bank of Scotland employee and a small grant.

The **Start Up** programme supported **1160** individuals starting or growing early stage social enterprises. The **Scale Up** programme supported **189** organisations scaling their enterprise and their impact.

£7.19m in grant funding was invested into social enterprises across the UK in **1,349 small grants** of up to £4,000 grants for Start Up organisations and £15,000 grants for Scale Up organisations.

Over 5 years the social entrepreneurs supported on the programme have gone on to create **3,960 FTE jobs**, engage **13,037 volunteers** and reach **328,113 beneficiaries**.

169

Start Up social entrepreneurs supported

£676,000

invested in local social enterprises



370

jobs created

5,032

beneficiaries reached



THE PROGRAMME IN YORKSHIRE & NORTH EAST

SSE Yorkshire & North East was set up in 2010 and hosted by the Shine Collective, a social enterprise in one of the UK's most deprived neighbourhoods of Harehills, prior to them branching out as an independent organisation. However, when the regional funding from Yorkshire Forward, the Regional Development Agency (RDA) dried up following its abolishment, the school fell dormant for a short while.

SSE Yorkshire and North East originally ran programmes in Yorkshire. They extended their patch in 2011 to cover the North East of England, running programmes first in Middlesbrough and then in Durham. While they have operated under two distinct school names and brands, the North East and the Yorkshire

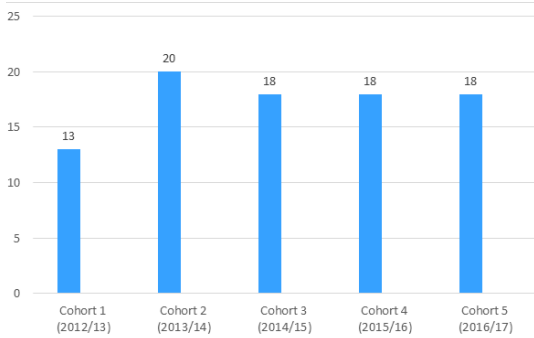
& Humber schools are the same organisation, run by the same staff and recently became collectively known as SSE Yorkshire & North East. Both schools ran the Start Up programme.

SSE Yorkshire and the North East were able to leverage £46,040 of match funding over the duration of Phase 1, with funds from Big Lottery Awards for All, Leeds Federated, European Social Fund, Barca, SMHS, Lifeline & Fulcrum.

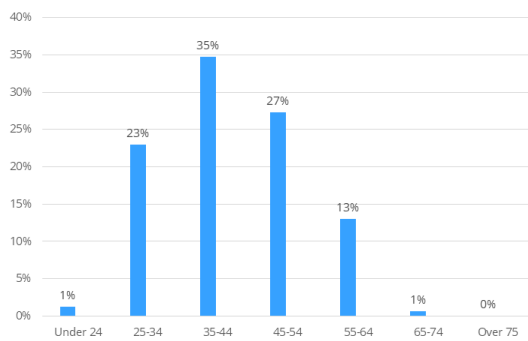
This report, along with the national level report, presents the findings and recommendations of the impact evaluation of Phase 1 of the Lloyds Banking Group Social Entrepreneurs Programme (2012-2017), undertaken by the Centre for Local Economic Strategies.

LOCAL REACH

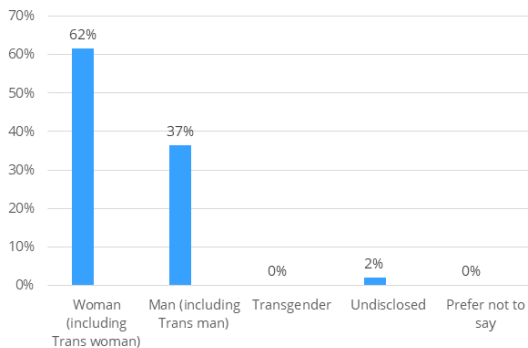
STUDENTS



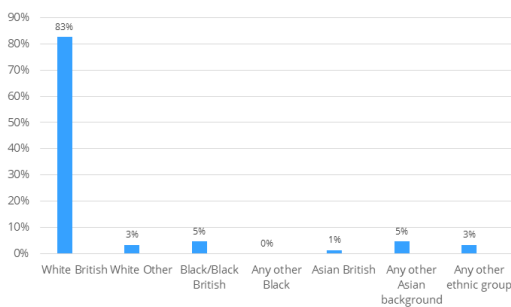
AGE



GENDER



ETHNICITY



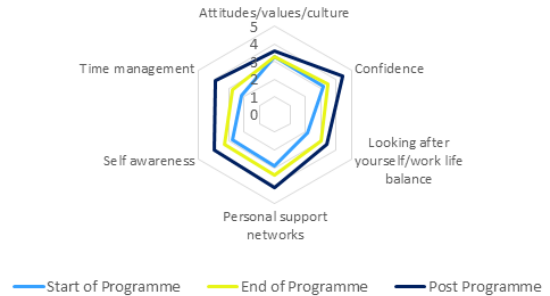
“The space to reflect is really valuable, it helps you to understand what being a social entrepreneur is.”

SSE FELLOW

IMPACT ON INDIVIDUALS

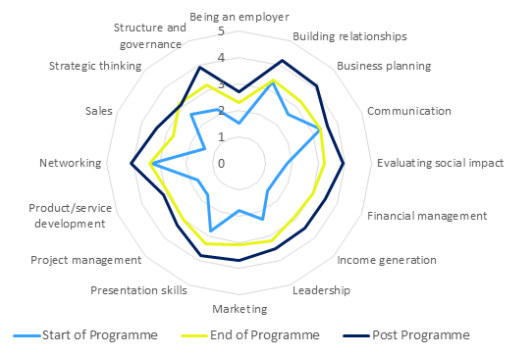
PERSONAL SKILLS DEVELOPMENT

Students report the following personal skills development, during and beyond the programme...



BUSINESS SKILLS DEVELOPMENT

Students report the following business skills development, during and beyond the programme...



IMPACT ON ENTERPRISES

£676,000

grant funding invested in start up social enterprises

83

enterprises sustained

Organisations at the idea and planning stages reduced

from **27%**

to **10%**

Organisations at an established or ready to scale stage increased

from **25%**

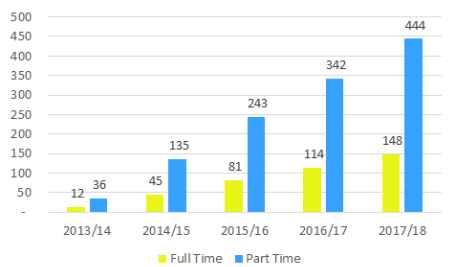
to **48%**

IMPACT ON PEOPLE AND COMMUNITIES

SSE Yorkshire and North East supported enterprises from across the region with clusters around Middlesbrough, Sunderland and Newcastle and a small cluster in rural Northumberland.

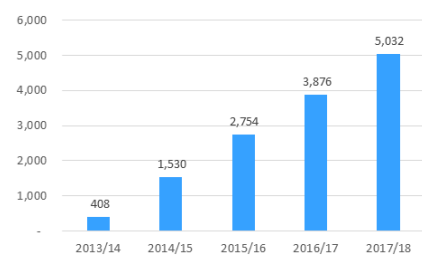
EMPLOYMENT

370 JOBS CREATED



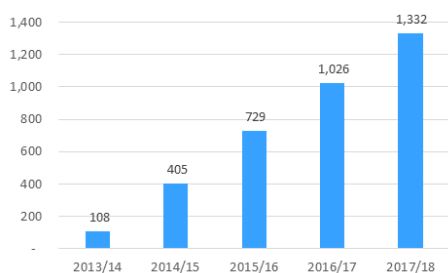
IMPACT

5032 BENEFICIARIES REACHED



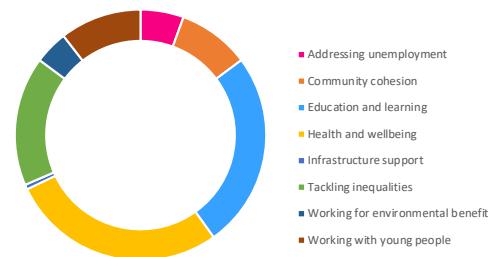
VOLUNTEERING

1,332 VOLUNTEERS ENGAGED



IMPACT

SECTORS



KEY ACHIEVEMENTS

The programme has been instrumental in shaping the school today, moving from being dormant to covering two geographical regions of the UK has been a significant achievement. The school have built up their knowledge and developed increasing level of autonomy which allows them to shape the programme and work with other schools to develop and pursue ideas.

RECOMMENDATIONS FROM PHASE 1 EVALUATION

DEVELOP PROGRAMME FRAMEWORKS TO GUIDE LEARNING OUTCOMES, MONITORING AND EVALUATION

To evidence the true impacts of the programme beyond the entrepreneur, we would recommend developing a detailed evaluation framework to fully capture the wide range of impacts on enterprises and within local communities.

DEVELOP INTERNAL ROLES AND TOOLS TO SUPPORT IMPACT MEASUREMENT

Consider how internal roles can support a more detailed approach to impact measurement and how the digital platform could have a role to play in collecting and evidencing the social impact of the enterprises supported.

IMPROVE PRE AND POST PROGRAMME SUPPORT

A pre and post programme social event could help to build stronger cohort relationships from the outset, developing stronger peer support networks for social entrepreneurs as they move forward after the learning programme.

REFRAME MENTORING OFFER

It would be of value to embed a needs-based approach to the mentoring, so that there are specific match ups around: attracting funding, accountancy or human resources for example.

BUILDING THE MOVEMENT BY COMMUNICATING IMPACT

SSE should engage with others in the sector to identify where they have shared challenges in measuring the true impact of social enterprise support programmes which can transform our economy for the benefit of all.



Carole LoveBread CIC

Inspired by a visit to a local co-operative bakery, Carole decided to set up her own bakery, LoveBread. Starting the bakery in a local school's kitchens, the enterprise has grown steadily for the past five years and bakes six times a week.

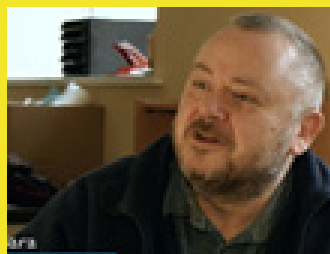
In October 2017, LoveBread joined forces with youth organisation #iwill, to open an innovative pay-as-you-feel community cafe with all donations going to support local charities chosen by the team. Young people aged

between 10 and 20 run all aspects of the café, including baking and serving.

LoveBread is giving young people the opportunity to volunteer, increasing their skills, confidence and experience of work, and local charities are benefitting from donations. Furthermore, the café itself has developed into a vital community space for local people to spend time. There's even a regular Knit & Natter group!

'I had no idea what I was doing, but I loved it, that sense of being immersed and meeting people in the same boat as you ... It got us off the ground, without a doubt we would have floundered without it'

CAROLE



Paul Grand Old Duke of Sauce

How can chilli sauce help school children? Paul, the founder of Grand Old Duke of Sauce, gives enterprise experience to school children using his chilli sauce business as a model.

He helps young people look at work in a different way, presenting self-employment as a viable option for their future.

Paul has recently worked with students from a local Pupil Referral Unit (PRU), students who are likely to face significant barriers in the labour market as they progress into adulthood.

They are able to gain an ASDAN qualification (GCSE equivalent) which teaches life skills, not just business skills and the hands on, practical learning has a significant impact, getting young people enthused about their future.

One stakeholder talked about a participant 'going from a position of not attending school, to representing the school, attending every day, having gained qualifications and now working towards an apprenticeship.'

'To be honest, the money is what attracted me, but it soon became clear that the course was going to be far more helpful'

PAUL

LOOKING FORWARDS

Following five successful years of the Lloyds Bank and Bank of Scotland Social Entrepreneurs programme, the programme is being extended to reach a further 1300 social entrepreneurs across the UK by 2020.

START UP

860

individuals starting and developing organisations

TRADE UP

340

organisations building their sustainability through trading

SCALE UP

100

organisations scaling their organisations and their impact

START UP

100

individuals starting and developing organisations

TRADE UP

40

organisations building their sustainability through trading

CONTACT DETAILS

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www.the-sse.org

This report, along with the national report, was produced by the Centre for Local Economic Strategies (CLES).

