



school for  
social  
entrepreneurs  
yorkshire & north east



INSPIRE

Delivering  
Outdoor Learning  
for children  
and adults

**-BIG FUTURES-**

**THE SOCIAL**

**ENTERPRISE**

**ANNUAL**

# SOCIAL ENTERPRISE: NEVER HAS A BIG FUTURE BEEN MORE POSSIBLE, OR MORE NEEDED...

Social enterprise contributed £60 billion to the UK economy last year according to figures published by Social Enterprise UK; a staggering statistic that we can all be proud of. Now is the time to capitalise on this growing momentum. We have an opportunity to influence consumer purchasing behaviour: helping people to understand how the shopping and purchasing choices they make can really make a positive impact on their world. And that starts with each of us thinking about what we buy. Can we buy the same quality product that is made with less environmental impact? Can we buy the same quality product or service that also allows us to champion inclusivity and diversity in the workplace?

At the other end of the spectrum, we also need to consider integrating social enterprise into supply chains of large private and public sector enterprises, through driving the need for social value in procurement. There is a growing recognition amongst some big players that this is a powerful way to integrate their CSR; securing the services and products they require, with organisations that use the profit to tackle social and environmental issues.

The Centre for Local Economic Strategies (CLES) has recently launched its Community Wealth Building Centre of Excellence, showcasing how, by reorganising local economies, wealth is not extracted but broadly held and income is recirculated.

Social enterprises and community businesses are at the heart of this movement. Preston City Council, led by Matthew Brown, worked with CLES to change their approach. In 2013 the anchor institutions in Preston analysed their spend and found of £750m spent, only 5% was spent in Preston and 39% in Lancashire, meaning a £450m leakage out of the Lancashire economy. By exploring the detail of this leakage and making some significant practical and cultural changes, just 4 years later Preston increased their local spend from £38m to £111m. Their example of a city taking back control has inspired a wave of more than 20 local authorities to take similar analysis and aspire to future action.

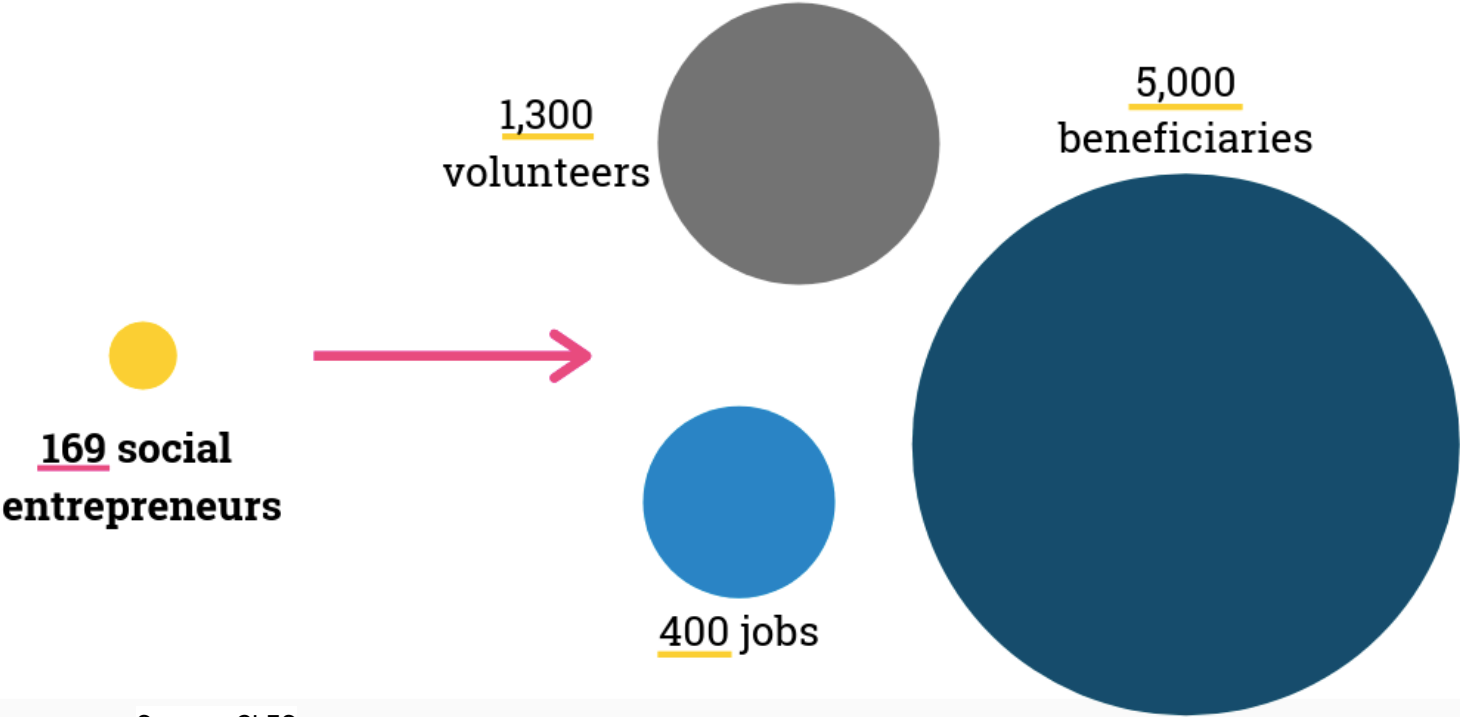
Whilst we know social enterprise is making a significant contribution to the UK and global economy, we are still living in a world where the 26 richest people own as many assets as the poorest 50%. This situation is unacceptable to many of us. By supporting social enterprises and community businesses and allowing local communities to take control, we have the potential to drive change. We believe we need to democratise business ownership, make financial power work for local places and work with anchor institutions to support progressive procurement, recruit from deprived areas and make local assets socially productive.

At the SSE, we build the belief and ability of social enterprises to truly scale and compete. We are keen to ensure that the

social enterprises that can scale have plenty of support. Once a social entrepreneur has been through one of our comprehensive learning programmes, they become a Fellow of the SSE and part of a supportive community, dedicated to leading social change.

And so It is with immense pride that I congratulate all our students graduating from our 2018/ 2019 Lloyds Bank Social Entrepreneurs Programs. You can find their inspirational enterprises listed here. We look forward to watching them grow as they continue to make their significant and all important mark in the world.

Sue Osborne  
Director  
SSE Yorkshire & North East  
MOB: 07900 194785



Source: CLES  
The SSE Yorkshire & North East, Lloyds Bank Social Entrepreneurs Programme Impact Study:  
Start Up, Phase I (2012 – 2017)

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## SOCIAL ENTREPRENEUR STORIES

### - STARTING UP -

Entrepreneurs committed to helping people in need or improving the environment. We support them in the early stages of setting up a social enterprise, charity or impact project to make it happen.

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Lloyds Bank Social Entrepreneurs Programme



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Lloyds Bank Social Entrepreneurs Programme



# ADAM WATERMAN

## Eden's Forest



Based in an ancient deciduous woodland in Honley, we provide support, guidance and healthy outdoor activities - away from screens - for young people and adults. Many of the people we work with have mental health, self-esteem or confidence issues. In our forest school environment, we are able to break down barriers, create fresh and more positive perceptions of self and the wider world.

### Mission

To support disadvantaged young people, children and adults with valuable outdoor learning experiences; empowering them to make positive choices

“Be clear on your business mission and stay true to that path. But have an open mind and be resilient”

### Founding Story

I have always believed getting children outdoors and working with nature is hugely beneficial and a great leveller. I ran an outdoor learning partnership and observed that whilst everyone enjoyed our activities and woodland, those who came from deprived backgrounds, or with mental health challenges absolutely thrived.

For these people, the forest has been a life changer; whether it was mental or physical wellbeing; shifting attitudes to gang and knife culture, or simply increasing self confidence and self-worth.

### How the SSE helped

Being surrounded by like minded individuals at the start of their journeys has been invaluable. The SSE always listen and respond with expert guidance and support.

It has made me realise that working towards my mission in isolation is not enough. We all need to work together to create a favourable environment in which social enterprise can thrive.

WEB: [edensforest.co.uk](http://edensforest.co.uk)

FB: [@edensforest](https://www.facebook.com/edensforest)

EMAIL: [adam@edensforest.co.uk](mailto:adam@edensforest.co.uk)



### Impact Story: Will

Will had everything going for him; a talented athlete and excellent academic record, with a clear focus on becoming a Royal Marine. But Will's world fell apart when he found his father, a person with a long history of mental illness, having taken his own life. The combination of grief and anger tipped Will into a world in which he thought he could take control; gangs, knives, drugs and fighting. His attendance at school dropped dramatically along with his grades, he was excluded from school, the cadets and his athletic club.

Will attended our Crime Commissioners funded project. While removed and distant at first, he slowly began to engage with all areas of our work. He favoured the physical tasks, whether it be laying woodchip paths, digging out streams, or orienteering. It was an environment in which he was able to listen to advice and develop mindfulness techniques.

We have been able to provide a reference that has eased Will's entry back into school, the cadets and, next season, his athletic club. He's got a lot to do to catch up, but has accepted his need for some therapeutic intervention from other agencies, and his future, once again, looks hopeful.



# Alice Fisher

## Sea The Change

Sea the Change encourages our whole coastal community to adopt new behaviours and attitudes that create a happier, healthier, more sustainable world. Our events, activities and campaigns engage and educate children and adults across the wider borderland community, and include coastal clean-ups, beach summer school, and recycling workshops.

### Mission

We want to make sustainability simple for everyone and encourage people to make small, achievable changes in attitudes and behaviours that can have a positive, long lasting impact on the environment.

### Founding Story

I love the sea, and enjoy living by our beautiful coastline. But at a time when the human impact on marine life and nature has been evident like never before, protecting and looking after it seems not only reasonable but urgent.



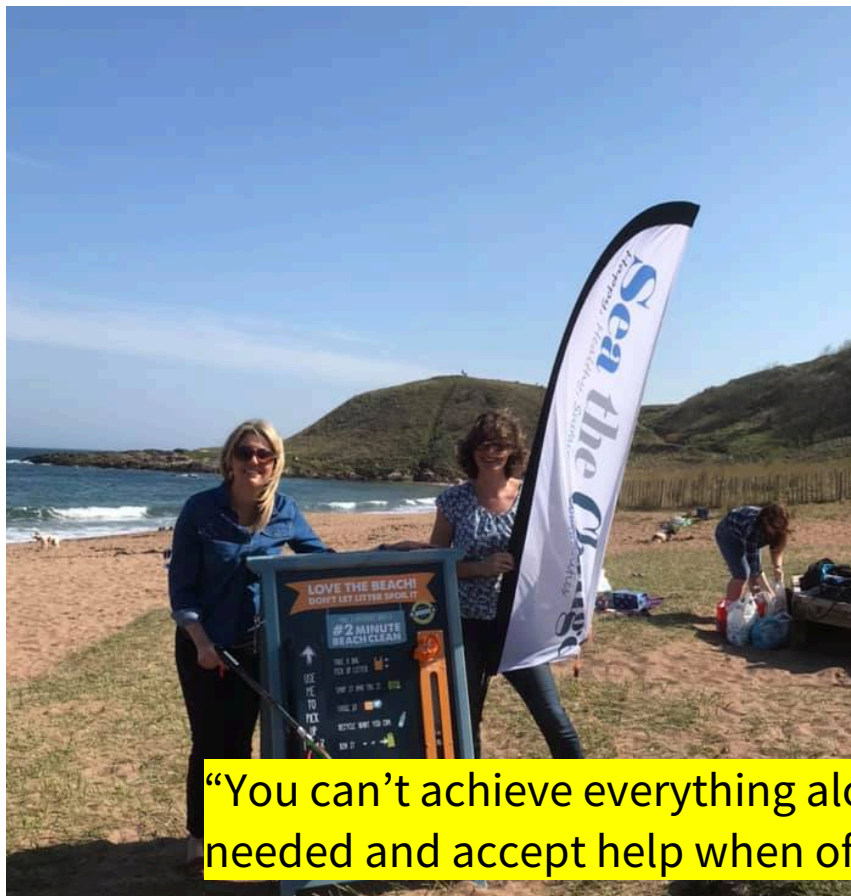
My friend and business partner, Juliana and I, both share the belief that each person has a responsibility to look after our planet and that individual actions can have a huge impact when multiplied by many. And so we began to build Sea The Change, testing out various ideas to engage, involve and educate our local community.

### How the SSE helped

Working with my mentor, who is business-focused and financially driven, has re-shaped my approach to this enterprise. Whilst the social purpose drives me, if we want to grow, focusing on generating cash is essential to become sustainable and be in a position to reinvest profits into environmental causes.

EMAIL: [alice@seathechange.org.uk](mailto:alice@seathechange.org.uk)

WEB: [seathechange.org.uk](http://seathechange.org.uk)



“You can’t achieve everything alone. Ask for help where needed and accept help when offered”





# CATHIE SPRAGUE

## Creative Seas

Creative Seas targets young people in highly deprived area of the North East and has 3 core strands; Trapeze workshops and showcases; 'Sailing Seas Circus' (which runs circus workshops in schools and for corporate team-building days); and drama workshops and therapeutic work in Primary Schools.

### Mission

To provide creative opportunities for children and young adults to explore their own physicality and develop confidence to be the best version of themselves, living healthier and happier lives.

### Impact Story: Charlotte

A partially-sighted young woman, Charlotte in her late twenties, began attending High Seas Trapeze sessions. She recognised my voice and asked if I had taught at her school. Charlotte had attended a Circus after-school club I had run some time ago - She said that my circus club had given her a lot of confidence and that it was the first time anyone had said 'yes' to her being a physically active and sporty person. Charlotte attends Trapeze classes weekly and has taken part in two showcases. She was recently picked for the London Marathon to represent Great Britain in the Parathletics category. She came seventh with a new personal best time.



### Founding Story

In my youth, I performed trapeze with various companies, developing a love of performing, and working with my body, exploring what it is capable of. I went onto train as a drama therapist, creating a broad toolkit with experience of training trapeze and working with children. I now share this love of physicality and theatre with others, as I know how much it can help anyone with confidence and self-belief.

My next step is to purchase a transportable workshop rig so that I can take my skills out into the wider community and broaden my impact. I have a local company designing the rig and have begun fundraising to cover materials costs.

### How the SSE helped

SSE has helped me to review and consider my legal structure, organise my products and services effectively and taught me how to market and sell my services more effectively. I have been inspired by the stories of other successful enterprises, and found the networking with like-minded people to be incredibly valuable.

FB: @HighSeasTrapeze



“Keep on going – it might take you in a new direction but that might be just as interesting as where you thought you were going”

# LISA CLARKE

## Botanical Minds

Botanical Minds creates high quality beauty and personal care products, using the very best botanical ingredients.

### Mission

To encourage and educate people to consider what they are putting on their bodies, and how this will have an impact on their health and environment.

I aim to create a range of beauty products which are vegan, natural, non-toxic, cruelty free and low waste.

“

“Your enterprise should always be developing and evolving. Don't be afraid of change”

### Founding Story

When I started SSE I was running crochet workshops for people with depression and anxiety. However, I broke my elbow at the start of the programme, which meant I had to take a break from the workshops. It was during this break that I



stumbled across natural skincare and aromatherapy, and loved it! Feeling inspired, I made a drastic change to my enterprise, and Botanical Minds was born. My enterprise is still very new, but I am looking forward to seeing where this exciting journey takes me.

### How the SSE helped

They gave me the confidence to believe in myself and my abilities and that I can create a business that delivers social impact

EMAIL: [botanicalminds@mail.com](mailto:botanicalminds@mail.com)

INSTAGRAM: @botanical\_minds



# CLAIRE JAMES

## RootEd

We provide a Forest School in woodlands for children in South Yorkshire. As well as the regular weekly sessions, we offer a tailored session and have run bespoke workshops for Barnsley Museums and the Sheffield Service for Deaf and Hearing Impaired Children.

### **Mission**

To provide Forest School, and other holistic activities, to all children, regardless of their socio-economic background so they too have the space and freedom to get to know themselves deeper and explore who they are and what makes them tick.

### **Founding Story**

I taught for ten years in mainstream schools, becoming disenchanted by the education system that did not serve the needs of many of the children I was responsible for. After researching alternative learning provisions, and securing teaching posts in them in Europe, I found Forest schools; its approach to learning felt effective and meaningful. However, it became clear that only middle-class children were benefitting from this modern and child-led approach to learning.

After teaching in some of the most deprived areas of South Yorkshire, as well as being acutely aware of the social deprivation in ex-industrial communities in the region, coming from a mining family myself, I wondered why all children, regardless of their socio-economic background, couldn't have the opportunity to take part in Forest School, where they have the

“Allow your enterprise to unfold organically, don't heap unrealistic pressure on yourself from the word go”



time and freedom to get to know themselves and raise their self-esteem.

This is when I decided that I wanted to try and steer Forest Schools in the direction of these communities.

Since the beginning of 2018 RootEd has been providing Forest School sessions in Sheffield for home-educated children as well as with children from an economically deprived area of Barnsley – with plans to develop this into new areas.

### **How the SSE helped**

So many ways! From how to recruit staff and the legalities around that, to how to use social media to draw interest in my enterprise.

By simply seeing the potential of RootEd and selecting me for a place on the Start Up course, SSE has given me the confidence and courage in myself to take my ideas further and begin to make them a reality.

FB: @RootEd2018



# DANIELLE McKINNON

## Eat Sleep Ride



We offer horse riding lessons and recreational hacks, as well as horse care and welfare. Our project provides these opportunities for people living with ill health, drug and alcohol issues, people who are isolated, vulnerable or facing poverty and deprivation. The majority of our beneficiaries (over 70%) are children and young people who face multiple and complex barriers that prevent them from making positive progress in the lives.

We also deliver commercial riding lessons, hacking and trekking across the beautiful Scottish Borders to raise traded income to support our social impact work.

The horse industry is a highly elitist sector. Over the last year we have had over 100 entries at horse competitions for our young riders, challenging the class stereotypes around who should be riding and competing on horses. It is a totally transformational experience for our young people; who often don't believe that these environments and opportunities are available for children from disadvantaged backgrounds.

### **Mission**

To deliver person-centred therapeutic activities to tackle social needs and aims.

### **How the SSE helped**

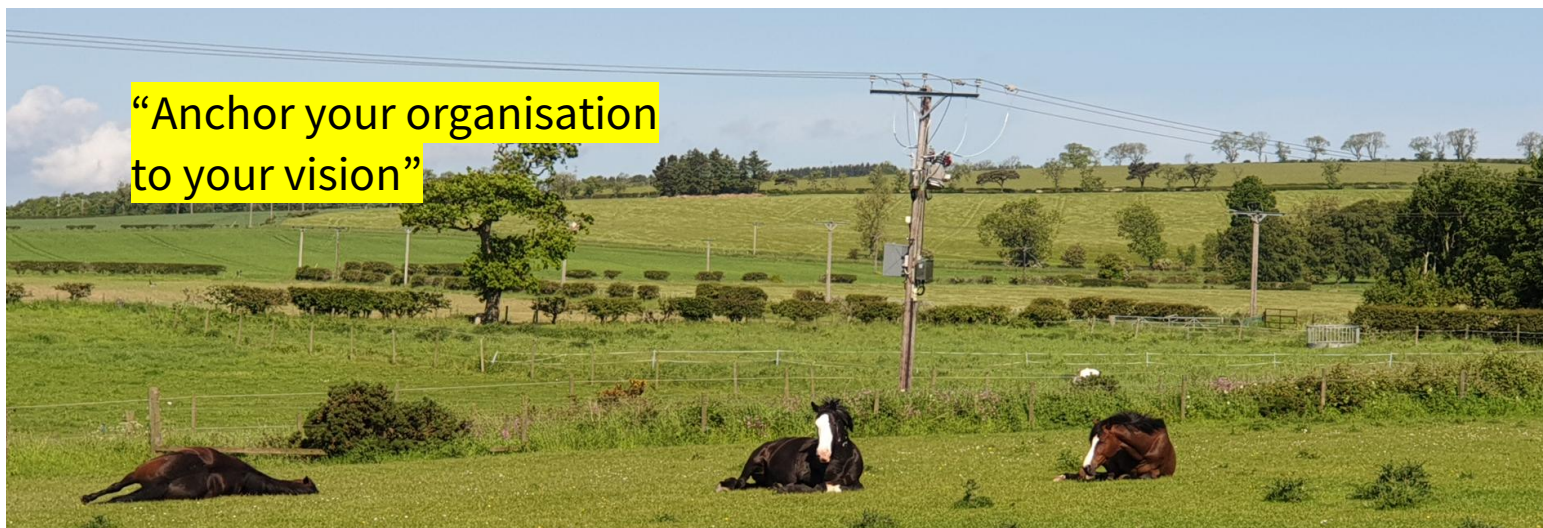
The speakers have been inspirational; the workshops are actionable and transformed some of my current working practices. Most importantly they have built up my support network.

WEB: [eatsleeprides.org](http://eatsleeprides.org)

FB: [@eatsleeprides](https://www.facebook.com/eatsleeprides)



“Anchor your organisation to your vision”



# JACQUI MAHER

## Reiki Rooms

Based in Newcastle, I run workshops and classes, accessible to all, that help to build a much healthier mind, body and soul. We offer people the safe space they require to feel secure, respected, heard and valued.

### **Mission**

To help teach and equip the local community with a range of holistic tools to create a transformative impact on the lives of the people in the communities where we work.

### **Founding Story**

I worked as a senior youth and community worker for many years and witnessed the most deprived communities suffering more due to the government cuts several years ago; many services closed down leaving the most vulnerable in society feeling the brunt of it. I had what can only be described as a calling to help others. With years of experience studying and practicing reiki, I know how transformative my skills can be in healing people and empowering them to make positive choices. I started to offer free classes and workshops in local community centres, teaching all ages simple, yet effective techniques to improve their overall well-being. I taught reiki, meditation, mindfulness and mindset coaching.

As my project grew, I delivered drop-in classes, and depending on the need, closed groups (eg. I had a group of woman who had experienced domestic violence and abuse). I have now built up 55 trained reiki healers, all working to help me achieve my mission.

### **How the SSE helped**

I have enjoyed every minute of the programme and feel so grateful that the SSE gave me the opportunity to develop and to work with other social entrepreneurs. Each month we had access to other social entrepreneurs further along in



their journey. To have the opportunity to listen and observe others in their field has been so valuable. I have grown enormously in confidence and, thanks to great mentors, experts and teachers, I feel like it is all possible. I just need to keep going, one step at a time.

FB: @reikirooms

**“Look for solutions. If something is not working, look at it, accept it. Learn from it and evolve”**



# DEBBIE TAYLOR-PAYNE

## Heritage Urban Farms



## Heritage Urban Farms

Heritage Urban Farms engages elderly people in residential homes in meaningful activity and helps them to set up their own urban farm. Activities include indoor and outdoor gardening, cooking with produce from the garden, growing fungi, and nature-based artwork.

The enterprise ultimately helps people to feel socially connected. Engagement in meaningful activities provides purpose that hopefully changes attitudes to ageing and reduces the stigma associated with ageing and dementia.

The enterprise provides training sessions for care staff in “How to set up an urban farm”, focusing on the benefits to the residents, the home and community. This training session can be adapted for day centres, community groups and volunteers.

### **Mission**

To reduce social isolation of elderly people, empowering them to live with purpose and feel like the valued members of society they are.

### **Founding Story**

At 15 years old, I decided to live with my Grandma and Great Grandma. My Great Grandma was a great storyteller and would share stories from her experiences of World War I and World War II. She talked about the “Dig for Victory” campaign which provided the family with food but also how the act of doing daily tasks and working alongside the community towards a common goal helped them all to heal. Such valuable experiences, with lessons that still resonate today; despite the horrors of war, there was still opportunity to find hope and meaning in the chaos.

I started a social enterprise because I felt passionately that elderly people should be

celebrated and that I could make a valuable contribution in changing opinions of the elderly and improving people’s lives.

Through my work as a therapist and working in residential homes, I saw how communal and indoor living can feel restrictive, and how people with complex medical conditions and dementia got very stressed. I have studied the stress response and how important it is for elderly people to engage the relaxation response for good mental health and wellbeing.



Gardening not only provides access to nature – a natural stress reliever - and purpose, it also provides a safe ‘normality’ and for example, can help a person with dementia feel safe in their confused reality. It acts as a social connector; pottering about with others can provide new opportunity to share experiences. I have now set up urban farms in six residential homes, with more pop ups and expansion planned.

### **How the SSE helped**

Its been such an inspiring learning environment that is supportive and has improved my confidence in trying out new ideas. The facilitators have introduced new ways of thinking and philosophy that is in line with my core values. Action learning has increased mental resilience and provided opportunity to share experience and learn from others. It has really helped to put my intuition and instinct into practice.

FB: @Heritage-Urban-Farms

EMAIL:

debbietaylorpayne260@btinternet.com



“Factor in time for you. You are far too valuable and important to get burnt out”

# LORAN LEWIS

## Let's Do More

Let's Do More aims to inspire and motivate young people to achieve greatness, whether it be in an education or sporting context. We run sport and mentoring sessions across Leeds and have partnerships with local educational organisations to help deliver our aims and objectives.

### **Mission**

To inspire young people from underprivileged backgrounds to aim high and aspire for greatness. We want to encourage a generation of young people to try and succeed even when there are multiple barriers disadvantaging them.



### **Founding Story**

I started Let's Do More after completing my masters degree. I struggled immensely during my teenage years, both academically and socially due to negative influences around me. Having been able to turn things around for myself, I was determined to ensure that other young people with similar barriers in their way were able to have access to positive role models and succeed in their chosen field.

I ran 401 days in a row at 6am between Nov 2017 and Dec 2018 documenting its as a campaign to kick-start my journey.



**“Don't try and do everything!  
Focus on one thing and do it  
well”**

### **How the SSE helped**

The SSE helped to make sense and give some structure to the many ideas I had, into one deliverable idea so I could get my project off the ground. They provided me with a mentor, who has been supportive and helpful throughout.

WEB: [letsdomore.org.uk](http://letsdomore.org.uk)

FB: @letsdomoreldm





# LOUSIE GRAHAM

## Food For Thought

We Intercept surplus food from supermarkets and other businesses, and redistribute it, via pop-up cafes, nightly food deliveries, cookery groups, schools and other organisations.

### Mission

To tackle inequality and food poverty by helping to reduce food waste.

### Founding Story

Unnecessary waste, over-production and overconsumption are huge problems in our society, not least because a growing number of people are struggling to put food on the table, acquire basic essentials and maintain a decent standard of living. I believe that it is unacceptable to let so much go to waste when increasing numbers of people are going without and that it is our duty to do something to tackle this inequality.

At FFTD, our goal is to reach people who would benefit, but we accept that we do not have a right to define who they are or make

# Food For Thought Darlington



assumptions about their circumstances. We do not label people or stigmatise them. To that end, our efforts to meet need are firmly placed within a wider aim of building strong, supportive, integrated communities that thrive on mutual respect, trust, cooperation, collaboration and skill-sharing.

### How the SSE helped

Access to inspiring witness sessions and helpful information and guidance. Meeting peers in an atmosphere of mutual support has felt invaluable.

FB: /groups/FFTDarlington/

“Just go for it! And then keep going, keep learning and responding”



# PRISTINE ISAIAH

## Your Oasys Lounge

We are a women's centre providing practical support within the setting of a hair and body salon, with a café style lounge.

### **Mission**

To provide a safe haven for women, to rebuild confidence and support networks.

### **Founding Story**

I have worked with women for over 25 years and although many of them are from different cultural or economic backgrounds, they almost certainly shared one commonality: life experiences and its impact on their concept of self and the world around them.

Starting out as a beautician, I quickly noticed that the salon was a fertile environment for open communication. It inspired me to set-up a small project for marginalised women. This was a centre, where women came to have their hair, nails and massages done at subsidised prices. It was here that I met many women who silently suffered with mental health issues. Many women, particularly from minority groups, did not see their issues as mental health related, and so showed little


intent on seeking support or treatment. At the end of the project I felt I needed to better understand the interrelation between women, culture and medicine and studied to secure a place at Durham University. During my MSc. in Medical Anthropology, I focused my research on Women and Mental Health, studying psychological trauma. I was able to compare the data from my research to my previous life as a single mother, struggling on a low income. I experienced a deep depression after the tragic loss of my teenage daughter. Grief and feelings of failure affected my confidence, but through the support of family, I was able to pull through, evaluate my experience and progress.

I felt there was a gap in our social system for women, like myself, who had experienced trauma. I felt that I would have greatly benefitted from a safe space to talk and invite some self-care in my life. This continues to be the main driver for the development of 'Your Oasys Lounge'.

### **How the SSE helped**

The learning provided a wealth of practical support and helped to structure my ideas and develop a more sustainable future for my project.

EMAIL: [youroasyslounge@gmail.com](mailto:youroasyslounge@gmail.com)



“Don't be afraid to test social media channels and put yourself out there, they are invaluable for you starting out to reach customers and spread word of mouth”

# CLAIRE MCLAUGHLIN

PinkConnex



We help the LGBT community by focusing on employability and empowerment. We design and deliver our services and products around LGBT issues and deliver them to a wide range of individuals and organisations that need help with inclusion and diversity.

Our products and services include: workshops, training, mentoring and coaching for both the individual and corporates

## Mission

To create inclusion and diversity in the workplace, so that the barriers for employment and progression for the LGBT community are broken down.

“

“Breathe, slow down, prioritise. And don't be an ostrich!”

## Founding Story

Pinkconnex started and remains a joint venture with myself and my wife and business partner, Victoria. We created pinkconnex for one major reason initially: to make sure that the future for LGBT people in work would be different to the journeys we had faced, and still face...

The project has moved from dining tables, to hot desking and currently resides in the warm arms of the University Hallam in Sheffield.

Pinkconnex is a pathway to a brighter future for diverse and equality driven employability and organisation behavior. This journey has just

begun for us and we look forward to what the future brings.

## How the SSE helped

Being part of a co-working environment has been so immensely useful. The facilitators showed me that its ok not to know everything right away and have given me the opportunity to grow and adapt. Who I am and who the business is, is so far removed from what it was before the school and I am eternally grateful.

WEB: [pinkconnex.org](http://pinkconnex.org)

FB: @Pinkconnex

TWITTER: @pinkconnex



# RASHIDA SALLOO

## Ready Steady Active



We deliver a range of sports and physical activities in community based venues. We take great care to ensure the sessions are accessible, friendly and at differentiated levels to help people feel comfortable and able to get involved.

Although a significant focus is on women and girls who have historically struggled to get active, the enterprise looks to use sport to bring people of all backgrounds together to strengthen relationships.

### **Mission**

To reduce the barriers to sport and an active lifestyle, creating opportunity for all to participate regardless of background, ability, religion, age, or culture, uniting communities.

### **Founding Story**

Growing up in a small Yorkshire town as a person of South Asian origin and of the Muslim faith, I was faced with numerous cultural, personal and external barriers which either stopped me from being able to participate in sport or severely restricted the opportunities available to me.

It was this personal experience which gave me the drive to make a difference to others in a similar position, but also provide an opportunity to a community which has previously disregarded physical activity as having little value.

Now, more than ever, I feel my community needs a project like this; we have recently witnessed a number of violent crimes, including the tragic death of Jo Cox MP. We aim to use sport to give people a chance to connect across the usual divisions, improving community cohesion.

### **How the SSE helped**

It has been a truly significant help in providing tools and knowledge on how to develop and grow my enterprise to be able to make a bigger and stronger impact to the community it serves. It has been valuable to meet and learn from experts across various disciplines.

The opportunity to learn and network with others who are going through the same journey has also been invaluable.

FB: @readysteadyactive

TWITTER: @readystdyactive



“If you feel comfortable, chances are you’re not pushing yourself hard enough. Its OK to take a risk and its OK to fail and try again”

# RUTH WEBSTER

## Exploraboratory

Over the last seven months, we have engaged well over one hundred families, through our services, workshops, events or regular groups. We offer an alternative view of education and we value play (aspirational and immersive play) as the greatest and most intuitive learning method for everyone.

### **Mission**


To create hopeful futures for all children and increase social mobility through nurturing collaborative and creative thinkers

### **How the SSE helped**

My start-up journey has felt like a rollercoaster; trying to work out what exactly this 'thing' is.

The SSE has helped me to weave a way through my ideas and insecurities, made me assess my skills and identify the core support I need to move forward confidently. I now feel focused, ready, and equipped to take forward a business which will be ethical, social, accountable, profitable and successful.

FB: @Exploraboratory



“You can only learn through your experience, and your experience is ever changing”

**EXPLORABORATORY**

-----START UP STORIES-----

# KEVIN GILL

## The Responsible Timber Co.



We support Individuals who would otherwise struggle to gain employment, providing basic woodwork training, mentoring and a facility to produce timber products by recycling timber from building sites and industrial premises, saving this precious natural resource from landfill.

### Mission

We believe every individual has the right to learn a trade and support themselves in a way that supports the planet.

### Founding Story

The project started two years ago, from a small start - helping an individual with anxiety issues - to running a workshop three times a week, providing training to people with a varying range of issues. Sales from recycled timber products are re-invested in the company.

“

“Believe in yourself. If you think you can, then you most likely will. (And if you really think you can't, ask for help)”

### How the SSE helped

The SSE has provided a wealth of knowledge around the benefits of social media and how to use it. Previous students have shared their journeys, setbacks and triumphs. The people that deliver the programme give students a wonderful experience and have been available and helpful during difficult and challenging times.

EMAIL: [gill-kevin@sky.com](mailto:gill-kevin@sky.com)



# KIM WHITE

## Positive Stepz

We provide youth services in the Kirklees area, running youth clubs and workshops that will act as an early intervention and prevention service. We also offer a mentoring service, supporting both mainstream and alternate provisions.

We are developing a 'pre-apprenticeship' support model. Our plan is to work in partnership with organisations to support young people to enter employment through the apprenticeship route, with a focus on creative industries and the digital sector.

### Mission

To provide support and opportunity for young people from disadvantaged backgrounds and BAME communities to help them live a happy successful life.

### Founding Story

I am a qualified youth worker with ten years experience and hold a degree in youth and community work. My focus and passion has always been working with marginalised and disaffected young people. With the local youth service being diminished and youth violence



increasing locally, commuting and supporting young people in areas outside of where I live no longer felt right. I knew I could make a difference in my local area and support the community that I grew up in, and my 11 year old daughter is now growing up in.

After conversations with community members and friends about the shortcomings of existing support for young people, it came to light that one of my childhood friends had started doing voluntary work focusing on knife crime and youth violence. We grew that project together, forming Positive Stepz.

### How the SSE helped

It enabled me to engage with like-minded people (some I have no doubt, will be friends for life), provided sound advice when needed and delivered excellent sessions and events throughout the program. I am so glad I made the decision to apply and join the programme.

WEB: [positivestepz.org](http://positivestepz.org)

“Be firm with your goals, but flexible with your methods”



# ROSIE BAKER

## Planet Food York



We opened a not-for-profit, Pay-As-You-Feel (PAYF) community café and grocery store at Southlands Community Centre in York, which has opened weekly since January 2019. We use surplus food, collecting from Aldi, Co-op, Morrisons and local traders as well as having a weekly 'wholesale' delivery of surplus from Fareshare.

In July we held our first Friday evening supper club in order to reach people who cannot come to Thursday lunches.

We have rescued over 4.5 tonnes from landfill, using it to feed communities and people in need, recycling the packaging wherever possible.

For up to 80 customers weekly, the café provides a much-needed sustainable alternative to the existing local food economy: the community is socio-economically diverse hence PAYF aims to serve all.

“

“Have a light touch management for volunteers but get to know everyone well and always provide a welcoming atmosphere”

### Mission

To end food waste and to promote and facilitate social inclusion.

### Founding Story

I'm a food lover and a feeder, a born 'waste-not-want-notter' and above all, a staunch

campaigner for social and environmental justice. My dream was to follow in the footsteps of other Real Junk Food Projects and open a pay-as-you-feel community café.

My co-founder, Beverley, and I met at yoga and instantly bonded over shared values and interests. We helped each other trial pilots at two other locations, brought food waste to the York Food Festival (for the first time) and then launched Planet Food not long after.

### How the SSE helped

It helped me to focus, to understand finances, to feel a sense of belonging and that I was amongst friends.

FB @planetfoodyork

TWITTER: @trjfp YORK





# ANDY HADDON

## Big River Bakery

We are a community bakery based in the North East and develop food projects which are sustainable through trading whilst delivering social and environmental impact.

### **Mission**

To create a more equal food system where healthy local food is available and affordable to all, delivering social and environmental impact.



### **Founding Story**

My initial career was in the corporate world designing and implementing logistics solutions for large clients, such as Proctor & Gamble, and Marks & Spencer. Over time, I began to feel unfulfilled and realised I needed to align my work with my values. I explored this through volunteering for causes I felt passionate about.

I created a climate change action group in the village of Wylam in the Tyne Valley twelve years ago and began working at the National Renewable Energy Centre, developing several firsts, such as, the first electric vehicle charging post owned by a community in the North East. At the same time, I was a volunteer director of a car-club company which became the largest social enterprise car-club operator in the UK. I also



real bread and community action

launched the first gin company in the North East for two hundred years. With a growing passion for social entrepreneurship I created 'Earth Doctors', an incubator for local food projects with the vision to develop a sustainable trading model I could scale and create impact. The first work we delivered was a feasibility study to develop the food hub at a local National Trust property. This provided insight into the issues facing local food businesses. Rather than being purely a consultancy I created a food business to face and address the challenges directly.

With limited prior experience of working with food, I volunteered for a local co-operative bakery to learn and then started the community bakery under the Earth Doctors umbrella. That was six years ago and we have just moved into much larger premises where we have a training school, large bakery and retail space in a great location on Tyneside.

**“Think deeply about your business model and vision, as they can be both inspiring and constraining”**

# RUTH DOUGLAS

## Music Inspirations



We provide teaching of music and the creative arts, specialising in teaching younger children in creative ways.

Our teaching is planned to the individual and takes into account all ages, abilities and disabilities in a way that inspires and engages them. This may be through 1 to 1 teaching, or in class, meaning that we can offer fantastic teaching to all that is affordable. We have a teaching venue in the heart of Chapeltown, with five teachers offering a variety of classes and teaching.

### **Mission**

To inspire children and individuals through music and the creative arts.

### **Founding Story**

After ten years as a primary school teacher I realised that I wasn't the only teacher who couldn't find time during the school day for music and I know how important the learning of music skills is, especially for the youngest.

At first, I developed an after school and lunch club session for children aged between four and seven years old, that would introduce and develop knowledge of simple music skills, taught by threading the music activities through story. All sessions offered a free space to a child who would not otherwise be able to afford them and all our fees were kept at a reasonable level to enable us to offer them to all. During the first year of operation, I was well supported through the Start Up programme with SSE and this proved invaluable in just getting through the year.

Over the five years we have been established, I have developed the teaching methods and our

scope much further. I undertook training for delivering music sessions with children with special needs – which has led to delivering group sessions in school with children with social and emotional needs / autism and aspergers / EAL (English as an Additional Language). I secured a venue in Chapeltown, a deprived area near Leeds city centre, which we called 'Inspirations Central', and has really increased our ability to scale. I now have four additional teachers to deliver classes, such as theatre skills and a community choir, as well as to develop a more comprehensive offering of private music tuition.



**“Don't feel you have to rush everything at the beginning. Choose one thing to focus on and do it well first”**

More recently, I have transformed the abandoned garden area of the building we operate out of, for the use of the children attending holiday clubs, but also to open for the local community to use with their young families during term time.

I developed a popular 'Music and Make' holiday club for 5 – 11 year olds, which teaches music and craft skills through story and introduced a 'Create and Play'



session once a week for local families to come and play, socialise and make craft for the little ones. There are still so many more projects we know that we can offer and we know how important music and the arts are to the development of all children and this should not be limited to those who can afford it. For this reason we have recently restructured the company to become a Community Interest Company and can't wait to start offering even more musical support for our community in Chapeltown and Leeds.

**How the SSE helped**

Peer support has been invaluable for us over the past year. To spend time

exploring different journeys and take from each others' experiences, as well as a chance to advise each other, without judgment. The planned sessions have all related well to where our business is and this has been brilliant to go back and pass on the learning to the Board of Directors and my staff and begin to put into practice.

Our business has made some big changes this year and the journey has been supported by this course.

WEB: [musicinspirations.co.uk](http://musicinspirations.co.uk)  
 FB: @inspiringmusicalminds  
 TWITTER: @musicInspirat

# JOHN BOLTON

## School Of Rock & Media



Based in Bradford, we run fully equipped rehearsal rooms, recording suites, music studios and chill out areas. We provide a unique learning centre for young people to develop music creation skills, including playing instruments, sound mixing, sound production and appreciation of a wide range of music genres. Alongside music skills, young people also learn valuable life skills such as team work, communication, problem solving, creativity, planning, self esteem, peer mentoring, citizenship skills and functional skills.

### **Mission**

To use music as a medium to engage and inspire young people.

“Keep it real, keep it grounded, follow your dreams, passion & hard work does pay off”

### **Founding Story**

My passion is music. I have played with various bands over the years, more recently with Bradford punk band, The Negatives and The White Ribbons. But I am driven by engaging with young people and making a difference to their lives and the community in which they live. I am a qualified Youth & Community Development Worker with over twenty years experience in working with some of the hardest to reach young people, working for organisations such as Bradford Youth Service, The Salvation Army, The Jigsaw Community Project & The RCDP gateway project.

SORM was born in 2012, after I had met my co-founder, Tony Saunders. It started as a

hobby, two guys wanting to jam, but also just to give back some of the joy they had received from music. I knew that I could make a difference and create something that would inspire young people, and not only support them, but teach them skills.

### **How the SSE helped**

It's a great source of support and invaluable to be with other people that share similar goals, aspirations – and challenges.

WEB: [sormstudios.co.uk](http://sormstudios.co.uk)

FB: [@sormstudios](https://www.facebook.com/sormstudios)



# DAWN SHOTTON

## Dietwise



Dietwise provides nutrition advice and support to communities and people who require it most. This takes a number of different formats: group workshops, one to one sessions, cooking classes, personal advice, business support for healthier employees, recipe and menu analysis.

### **Mission**

To help people maximise the pleasure and benefits that good healthy nutrition can bring, regardless of background.

### **Founding story**

I worked within the NHS and grew disillusioned with the way things were working, as I felt that the people who really needed dietary support required it to be more accessible, on their terms and delivered in an empathetic and understanding way. I have significant experience and qualifications in my area of expertise so was confident that I could create real impact here and deliver a high quality service, based on sound evidence based practices.



**“Be resilient and believe in yourself”**

I also wanted to ensure that I addressed the imbalance of information available outside the NHS environment - much web based nutrition information is not regulated and based on the whims of a 'wannabe' expert and much of this just peddles hype and misinformation around nutrition that drives obscure and sometimes harmful eating



practices. I am always keen to counter balance this with sound professional advice from a registered practitioner qualified to challenge and dismiss fanatics in my field!

### **How the SSE helped**

The greatest benefit has been the networking with other social entrepreneurs. It can be a lonely place, and the SSE provided a monthly 'oasis' of support, ideas and inspiration that cannot be overstated - thank you to everyone!

WEB: [dietwise.co.uk](http://dietwise.co.uk)

TWITTER: @dietwisedawn

# HANNAH BROUGHTON

## TwinkleBoost



TwinkleBoost provides Speech and Language support to more than 2000 children and parents each year, delivered in the non-threatening context of a parent and baby class.

We work primarily with families living in the most 5% deprived postcodes in the UK where up to 50% of children will start school without basic communication skills. Delayed language is linked to a host of negative outcomes that perpetuate the cycle of poverty. Children with delayed language start school behind their peers and quickly fall behind in reading, writing and mathematics. Following the TwinkleBoost programme, more than 80% of children living in areas of deprivation go on to achieve a good level of language development by 3 years of age.



### Mission

To empower new parents to boost their child's language development in the first year of their child's life, well before they begin to talk.

### Founding story

I founded TwinkleBoost with fellow parent, and Speech and Language Therapist, Caspian Jamie in 2015. I was a Child Development specialist and had spent years working in schools, becoming frustrated by lack of opportunities to work with

parents and engage in early intervention. Whilst on maternity leave, I saw the potential for popular baby classes to be used as a vehicle for Speech and Language training. I was excited about the possibility of equipping all parents with strategies to support language development, long before difficulties occur. A few months later, the first TwinkleBoost class launched in my local church hall.

Four years later, TwinkleBoost has supported more than 6,000 children, families and professionals and is supported by the likes of BBC Children in Need and The National Lottery. We work closely with Manchester Metropolitan University Speech and Language Therapy department and have won twelve awards in our first few years - and I was delighted to have been listed on the WISE100, a list of the most inspiring 100 women working in Social Enterprise in the UK.

“A social enterprise does not have to offer services at the lowest possible price. Creating a surplus can help us to reinvest, grow and support more families”

### How the SSE helped

Trade Up has given me the confidence and tools to develop our traded income and work towards being a sustainable enterprise. It gave me the opportunity to hear from experts across the social enterprise and corporate sectors and the content and tools supplied are already having an impact on our enterprise.

WEB: [twinkleboost.com](http://twinkleboost.com)

# HEATHER HARDY

HorseHeard



# HorseHeard

HorseHeard is a national charity that uses horse facilitated learning to help support and develop people in need. We run a range of life skills programmes with varied groups, such as helping Forces Veterans to find their identity in civilian life, helping young adults with additional learning needs to develop more skills to find work, or helping children to develop their emotional resilience to overcome the pressures they face every day.

### **Mission**

To promote positive emotional health and well-being through equine facilitated learning.

### **Founding Story**

I've always been passionate about horses having ridden from an early age and knew just how much they had helped me. I have been a teacher throughout my career, but when I was an additional needs teacher, I had the opportunity to take students with emotional and behavioural needs horse riding. Time

spent with the horses had a positive impact on their behaviour and I witnessed a huge shift in their confidence and self esteem. It was this early insight that encouraged me to combine my love of horses, with my education background and desire to help improve people's emotional health and well-being.

### **How the SSE Helped**

The monthly sessions and peer support from the learning community, has helped me to focus and use my time spent developing the charity more productively. Each month I have come away with actions that have improved our efficiency, increased our turnover, enhanced our network and consequently, enabled more young people and veterans to be helped through our work.

WEB: [horseheard.com](http://horseheard.com)

FB: @HorseHeard



“If a project feels too huge, or complex, just think, ‘How would you eat an elephant?’ One spoonful at a time of course!”

# ANDY HAINES

## Billy & Andy's Music School

Billy & Andy's Music School provides a wide range of music activities for people of all ages who have special needs and disabilities. We visit residential care homes, youth clubs, schools and colleges tailoring bespoke workshops for everyone's different needs. We also run holiday clubs which promote social inclusion, work with bands to help them access the mainstream music scene and make our own accessible instruments which aim to break down barriers to music making.

### **Mission**

To help everyone we meet create music they can be proud of. We want to make music inclusive and accessible to everyone.

### **Founding Story**

Me and Billy worked together as support workers at a college. Whilst there we began a lunch time music club with the students. We soon turned this music club into a holiday club after realising there was a real need for it. This holiday club became more and more popular and we were soon contacted by schools and residential homes who wanted us to run their music programmes. And we are continuing to grow.

### **How the SSE helped**

SSE has provided us with some amazingly inspiring people who have talked to us about their Social Enterprise or area of expertise or business. The advice was extremely useful and often contained information that I would not have sought out had I not been on this course but has turned out to be of tremendous value.

WEB: [billyandandy.co.uk](http://billyandandy.co.uk)

FB: [@billyandandyschool](https://www.facebook.com/billyandandyschool)

INSTAGRAM: [@billyandy\\_school](https://www.instagram.com/billyandy_school)



“Don't be afraid to talk about money with your clients. Ask them what they think is a fair price, what's the maximum price they would pay etc. Try to do this with a client that you feel like you can trust and you have been working with for a while”





# LESLEY HARRISON

## Origin Youth Sports

I work with young people in disadvantaged parts of Newcastle and Gateshead, using martial arts to improve confidence, health, and employability to build a sense of pride in the community.

### **Mission**

We believe that everyone deserves to have someone that believes in them.

Our mission is to help young people gain the confidence and skills that they can use in the wider world. We seek to bring people together and break down barriers in a multi-racial community.

### **Founding Story**

I was training Brazilian Jiu Jitsu at a local gym, and a young lad wandered into the venue, clearly on drugs. The gym owner (the co-founder of the social enterprise) turned him

**“Don’t waste your time worrying about the people that don’t get you. Focus your energies on the people that do”**

away and told him to come back sober for a trial class. He came back, enjoyed the session, but couldn’t afford to train. The owner let him train for free and the lad showed some real potential. We signed him up for a competition and loaned him most of the kit. He signed up for a travel and tourism course at college to get the Education Maintenance Allowance to help fund his hobby. He ended up completing the course and getting a job out of it.

We thought “if we can do that for one kid by accident, imagine how many people we could help if we were actually trying. Now we have dozens of stories just like that. Our latest is a young man who went from being told by



ORIGIN DOJO

careers advisors that he had “no future” to being accepted onto a dentistry degree, and another who just graduated and is now doing a research project for NASA!

### **How the SSE helped**

The School for Social Entrepreneurs has been a rock during some very difficult times. Meeting other people who are going through challenges that are different, yet also eerily similar has been really helpful. The practical programme content helps us stay on track, but the support network keeps you going when things get tough.

WEB: [originsports.org.uk](http://originsports.org.uk)



# ISABEL SWIFT

## Lemon Balm



**LEMON BALM**

health & wellbeing through design, gardening & nature

We promote health and wellbeing through gardens and nature. I run therapeutic horticulture programmes and manage garden design projects for groups such as community centres, schools and corporates. We also support communities to take ownership over their public realm space and masterplan their neighbourhoods for climate resilience and community cohesion.

### **Mission**

Modern life has disconnected people and nature to the detriment of both. The ecosystem, which we are part of, is out of balance and by creating re-connections in many small ways we can improve human health and wellbeing, community cohesion and climate resilience.

### **Founding Story**

Whilst studying cognitive evolution as part of my degree, and volunteering on a local nature project, the idea that we can't expect people to protect the environment whilst their basic needs aren't being met really resonated and still drives my enterprise today.

After studying I spent a few years working with the students of Leeds University and supporting them to think strategically and develop their impact. I was inspired by what could be achieved when people come together for a social mission. Together we collected, sorted and redistributed 15 tonnes of reusable items which would have gone into landfill. I also set up a student gardening project, inspiring me to study



horticulture – which I loved! I’d found my ‘roots’ again and quickly got work with a charity developing a new community garden and therapy programme.

However, I was made redundant from the charity at the end of my maternity leave, providing much thinking time... I used my redundancy pay to complete my training as a Therapeutic Horticulturalist and trialed a programme of therapy for people over 60 with multiple long term conditions. I ran the first program in a local community garden with really strong results; all participants achieved the health and wellbeing goals they set and 71% exceeded them.

**Participant quote from the trial :**

**Ethel**

“At 84 I thought my gardening days were over but I can’t wait for Tuesdays; it’s so much fun! It gets me out of the house. I have met such nice people and the helpers are so patient and kind. It has such a lovely atmosphere and I come away feeling great. I plan to learn the names of eight herbs while I’m part of the group and I’ve already made new friends!”

But it was hard work. The access to the garden was problematic, there was no water for the vegetables, no access to toilets nearby, paths poorly laid with plenty of places for older people to trip. There had to be a better way. I had to be better! So for the past two years, along with running Lemon Balm, I’ve been studying for a masters in Landscape Architecture. The Landscape Institute’s travel bursary took me to see the holy grail; the rehab garden at Alnarp, where Europe’s first clinically controlled randomised trials for the efficacy of nature- based therapy have been produced. The kind of evidence that can rival that of the pharmaceutical industry. The World Health Organisation and National Institute of Clinical Excellence advocate lifestyle advice around

exercise, socialising and diet to treat arthritis, cardiovascular disease and low mood; ranking more highly than the use of drugs. And all of these can be achieved through programmes of gardening therapy. So my goal was set: to build the UK’s first therapy garden, get programs prescribed and paid for by local GP practices and partner with a university to begin building a UK based evidence base.

**How the SSE helped**

The SSE has connected me to an inspiring cohort, and provided excellent learning and tutorials.

WEB: [lemonbalm.org.uk](http://lemonbalm.org.uk)

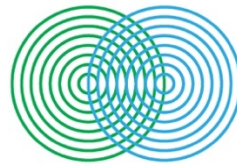
FB: @lemonbalmth

“

“The stuff you keep putting off? Get that list done first. Then you can relax”



# HELEN ROWLANDS



Margaret Carey  
Foundation

## MCF Bikery

The MCF Bikery is a community project, under the umbrella of the Margaret Carey Foundation; a registered charity that sets up and supports bike maintenance training workshops in prisons. As well as generating income for the charity through the sale of refurbished bikes, the MCF Bikery is an opportunity for the charity to offer the same practical skills development and training opportunities to vulnerable groups and individuals and those at risk of offending in the community.

We offer a free bike loan scheme for people who are interested in trying cycling but either don't have the money to be able to afford a bike, aren't sure if they would use a bike or don't have the space to store a bike permanently. We also donate bikes to beneficiaries who are experiencing transport poverty.

### **Mission**

We believe that money should not be a barrier that prevents people from experiencing the positive health and wellbeing effects of cycling.

### **Founding Story**

The Margaret Carey Foundation's prison workshops were proving increasingly difficult to fund through grant funding alone and the charity needed to diversify its income in order to sustain the prison workshops.

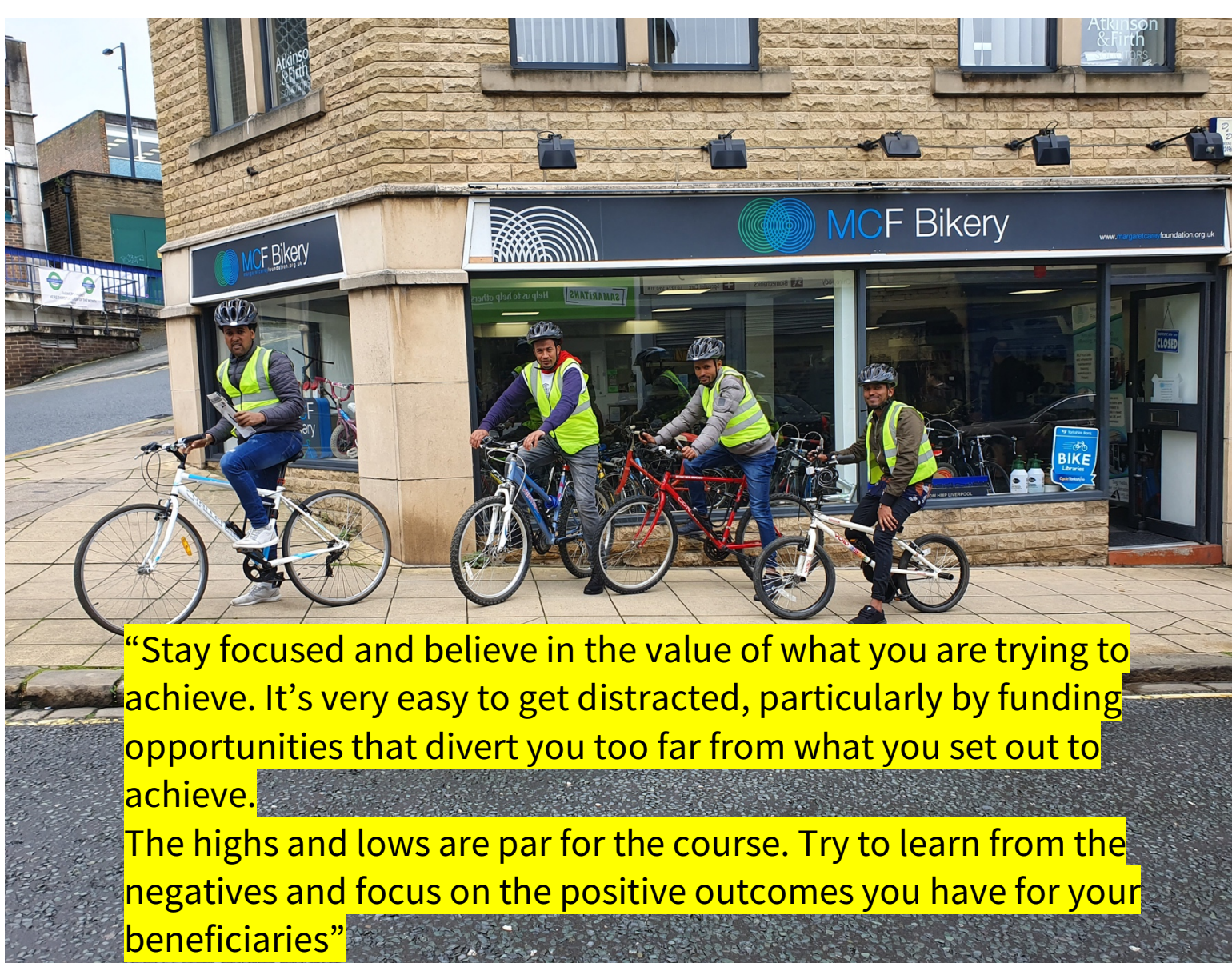
I joined MCF in 2015 just as the charity had been offered the use of a former Chinese restaurant in Shipley town centre on a meanwhile use basis. What began as a monthly 'pop-up' shop selling refurbished bikes has continued to grow and thrive as part of the community in Shipley.

After a couple of tentative years trading on a part time basis but seeing the income grow each year the charity's trustees have the confidence in the

Bikery and have signed a ten year lease for the property. The MCF Bikery in Shipley now opens five days per week, employing one full time senior mechanic and one part time assistant mechanic. Our full time mechanic started with MCF as a volunteer after being referred by a local drug and alcohol support organisation. He is a great role model, mentoring our part time



mechanic who has experience of the criminal justice system and a long history of drug use. We have a diverse team of volunteers who support the day to day running at the Bikery who are all united by a love of bikes and cycling. Some volunteers are interested in encouraging more people to cycle for their physical or mental health, others are keen to improve their own skills with a hope of



“Stay focused and believe in the value of what you are trying to achieve. It’s very easy to get distracted, particularly by funding opportunities that divert you too far from what you set out to achieve.

The highs and lows are par for the course. Try to learn from the negatives and focus on the positive outcomes you have for your beneficiaries”

improving their overall employability, others just come along to be part of the team.

The Bikery has not only enabled MCF to continue as a charity it has also taught us a lot about establishing a community shop. Having learnt a lot along the way MCF now has the basis for a successful community bike project, a model which we hope to be able to implement in other locations near the prisons where we already have bike maintenance workshops.

The Bikery has given MCF the opportunity to spread the word about the value of our prison workshops, attract donations of bikes to keep the workshops stocked and helped to raise the profile of the charity. We have developed a collaborative network of individuals,

community organisations, schools and businesses in the district and feel like we are able to make a real difference in the community.

#### **How has the SSE helped?**

The best thing about the SSE programme has been connecting with an inspiring and supportive network of entrepreneurs. It feels good to be part of a community of like-minded people, with a varied skillset and experience, that I can be able to tap into for support and advice.

WEB: [margaretcareyfoundation.org.uk](http://margaretcareyfoundation.org.uk)

FB: @MCFShipleby

INSTAGRAM: @mcfbikery

TWITTER: @MCFworkshops

# KATHERINE LOWE

## Banyan Arts

We run workshops using the Expressive Arts for rehabilitation, confidence and well-being. We work to give disadvantaged communities a voice.

### **Mission**

Banyan Arts believes creative arts experiences help support health and well-being for all through all stages of life. We aim to create empowering, nurturing, inclusive workshops, programmes and opportunities to encourage self-expression, creativity, shared experience and a sense of belonging for all.

### **Founding Story**

Having worked as a drama teacher in primary schools for over seven years developing performing arts programmes, I witnessed how transformative the arts could be with young people of all backgrounds. I am passionate about creativity within the curriculum and as an essential part of any young persons' educational and personal development. But I also realised I was passionate about people of all ages and backgrounds having access to creative experiences and the opportunity to share their stories, and have their voices heard and valued.

Following a research trip to the US in 2013 where I discovered Arts for Health and Intergenerational Arts programmes, I set up successful intergenerational arts and singing projects with children in my school, Age UK volunteers and a local care home. Around this time, I felt restricted by the curriculum and the school structure - and this coupled with my love of working with a range of age groups within the community led me to take the plunge into the freelance world in 2013.

My father suffered strokes in 2013 and 2015 and through a very successful pilot project using arts for rehabilitation with the Stroke Association, I was able to develop further arts for health work



and set up the Creative Expression group with Wearside Stroke Club and Gateshead peer support group, as well as deliver workshops to various stroke clubs across the North East. We are now entering an exciting period of growth as I am looking to bring two additional directors on board.

### **How the SSE helped**

I have been involved with SSE since 2016 when I was fortunate to secure a place on the Start Up programme, which was a huge support in my initial development of Banyan in terms of structure, governance, financial systems and a fabulous network of peers – some of whom I now have the pleasure of working with on different projects.

The Trade Up programme has helped me to really focus on diversifying income streams and developing sources of income other than grant funding. The support around this has come from the range of perspectives provided, the course material, and the connection with other social entrepreneurs – sparking ideas and offering support. Trade Up has helped tremendously with re-thinking my pricing structure, digital marketing approach and to have time out to review my strategy moving forward.

WEB: [banyanarts.co.uk](http://banyanarts.co.uk)  
INSTAGRAM: @banyanarts  
FB: @banyanarts

“Listen and be open to new ideas. Stay positive and keep true to your core values. Look after yourself! Self care is so important”



# KEVIN PARRY

## HSR Psychology

We offer a range of clinical, educational and child psychology services for children and young people. We work hard as a team to maximise the potential of people's lives and improve their emotional wellbeing.

### **Mission**

Our mission is to meet the needs of children and young people at home, in education, and in the community, by listening to and valuing the views of the child, parents/carers, and education professionals through a holistic child-centred approach.

### **Founding Story**

My idea to create a person-centred business derived from my experience of working with people. My background in health and physio sparked my passion for wellbeing and improving the quality of lives. After years of working in private health services, I wanted to create an organisation which has a positive impact on children and young people's lives. I set up HSR Psychology to provide a network of support for children and young people in need of psychological support and input into their settings. HSR Psychology is a service which is professional, bespoke, and accessible to anyone in our region seeking support.

### **How the SSE helped**

SSE has given me the opportunity to develop my existing skills, as well as discover some new ones. The programme has enabled me to explore my creativity which has sparked inspiration for business ideas. As well as this, I have gained invaluable experience where I have become



more knowledgeable in the field. Overall, the programme has helped form my thoughts and put them into action.

WEB: [hsrpsychology.co.uk](http://hsrpsychology.co.uk)

EMAIL: [office@hsrpsychology.co.uk](mailto:office@hsrpsychology.co.uk)

“

“Be clear of your values and what you want to achieve and always deliver more than expected”





# LIZ LEACH

## Imagineer

We provide people-led support to help people in need to achieve their goals and positive outcomes. We do a lot of work with people with disabilities and mental health conditions.

Imagineer also runs a project called 'Beat It' featuring music and creative sessions alongside social events which are open for anyone to attend, and a safe environment for people with disabilities and mental health conditions.

### **Mission**

We believe in making things possible. We encourage people to look at the positive when thinking about their future and day to day life. Our mission is to create opportunities that will enable people to develop and shape their own personal aspirations and future and to support people to live in and contribute to their communities.

### **Founding Story**

I founded Imagineer in 2009, initially as a sole trader, which I self-funded with a sum of £7,000. At the time I wanted to test the difference it would make in creating real change to people's lives if I was able to function as an independent Support Broker.

We managed to achieve fantastic successes with the first families I worked with, and through word of mouth and trusted relationships, Imagineer began to grow. In 2012 Imagineer was registered as a CIC and since then, we have worked with numerous individuals, families and groups with the message that anything is possible.

### **How the SSE helped**

The sessions have provided an opportunity for some much needed reflection and consideration which has enabled me to focus and return to my enterprise with ideas for improvement to



strengthen sustainability. The SSE has introduced me to a great group of inspiring social entrepreneurs and I now feel better connected to a group of people who are all committed to doing social good. Running a business can sometimes feel like a very lonely place and the SSE has supported me to reduce that sense of isolation and as a result I am a much more confident leader.

WEB: [imagineerfoundation.org.uk](http://imagineerfoundation.org.uk)

FB: @Imagineerfoundation



“Value what you do. Make sure you price what you do in a fair way for those that you support, but also for yourself and your organisation”

# MELANIE CORNISH

## Bringing Words To Life



We run a mix of writing workshops for adults, afterschool clubs and school courses for children – helping around 200 people a year improve their literacy skills and get excited about creative writing, journalism and blogging.



### Impact Story: Alex

When I started at *b\*\*p*, I knew I had a passion for writing. But it was only through Mel and the job that I actually learned how to put that to good use. I learned how to write for other people – not just myself. I spent most of my formative years at *b\*\*p* and Mel was my guide. It's a really cool opportunity to get your stuff read. I occasionally flit back to my old articles at my current job just to reflect on how far I've come. And it's far further than I could have gotten on my own.

*b\*\*p* is a weekly group that sees young writers of all levels come together to share their passion for current affairs, pop culture and the written word.

WEB: [nebeep.com](http://nebeep.com)

### Mission

To go beyond the literacy taught in the classroom and to empower people to find their own voices through the written word. With basic reading, writing and communication skills playing an essential role in both working and everyday life, learning to love writing and to write with a purpose allows people to lead richer, happier, healthier and more fulfilled lives.

### Founding Story

Mary J Blige, Busta Rhymes, Ice Cube – just a handful of the big names I interviewed when living in Manhattan as a music journalist. But all that changed in 2007, when I swapped New York for Newcastle to provide a British

education for my daughter. I wanted to move back to the north of England, but I knew I couldn't do music journalism there, so I launched a PR firm instead, using the music contacts I'd developed over the years. I soon built a strong client base and business was booming – and then the recession hit, having a huge impact on me and my firm labels started doing PR in house instead, I knew I had to do something else.

Concerned by the lack of literacy provision available to children and adults, I created Bringing Words to Life as a charity in 2012. Two years later I launched BWTL – a community interest company to manage the revenue from class sales. The charity and CIC

were a hit right away, there was just one downside, with no prior experience of running a charity or CIC, I felt overwhelmed – and then I discovered the SSE Start Up programme. The reassurance it gave was the biggest impact; I needed to be questioned and I needed a sounding board. Everyone on start up had such great opinions, it made me think differently and allowed me to take the organisation forward and also encouraged a lasting relationship with the SSE, so much so that I then applied for Trade Up.

Bringing Words to Life and BWTL now employ six people and have provided four apprenticeships and eight paid internships as well as countless volunteering opportunities for young people. We are currently working on becoming social investment ready so we can take our work into more areas and encourage

more young people to find their voice and use it to their advantage.

### **How the SSE helped**

The Trade Up Programme allowed me to really go back to the core values of what we do and appreciate the work we have done over the years and reassess how we might be able to grow. Being around so many amazing entrepreneurs each month really inspires you and allows you time to reflect and consider your options. But without a shadow of a doubt, the thing that I thrived on this time around was the Action Learning – it has taken both myself and the organisation on a rather impressive journey.

WEB: [bringingwords.org](http://bringingwords.org)

EMAIL: [Melanie@bringingwords.org](mailto:Melanie@bringingwords.org)

“Just stay true to what makes you tick. If you feel you are losing sight of why you do the things you do, then really make the time for you. As entrepreneurs, we often feel selfish doing the things that make only us happy – but getting that life/work balance right is equally as important”



# NATHAN HOPKINS



**WOODSHED  
WORKSHOP**

## Woodshed Workshop

We create quality wood furniture and products through innovative use of reclaimed, recycled, and new ethically sourced wood. All of our pieces are created by and in order to support young people as an alternate education, people from disadvantaged backgrounds, those with mental or physical health needs and veterans.

### **Mission**

To provide meaningful opportunities to vulnerable, socially excluded, marginalised and

disadvantaged people: empowering them to develop the skills, confidence and resilience to thrive independently.

### **Founding Story**

Having come through a turbulent upbringing in the pit villages of Durham, I went on to train as a tree surgeon and later as an arboricultural consultant. Feeling that work in the private sector was not for me, I took several jobs in the third sector and developed a number of skills based around the education and training of those with social, economic and educational issues.

Around 2013, I began to develop the social enterprise 'gwk woodshed'. For four years I grew the project knowing that it was limited by the length of the lease on the site on which it was based. In 2018, it became necessary to move the project and to start afresh as Woodshed Workshop.

We took up residence within the former site of the Sacriston Co-operative Workshops, which has developed into a huge opportunity to really scale and develop our impact. This was once a thriving local hub housing multiple independent businesses and was part of the social fabric of Sacriston. Over recent years the site has been abandoned and has fallen into disrepair. In collaboration with (and with support from) the local councilor, parish council, Durham Police and Crime Commissioner, community groups and local schools, we were able to persuade Durham County Council to grant us license to occupy the site and buy into our vision: to restore all of the associated workshop and retail units, providing spaces for social



### Impact Story: Ben

Ben first started working with Woodshed Workshop aged 14, having struggled in mainstream education for a number of years. School can be difficult for young people for so many reasons. Disengaging from teachers and their peer groups can lead young people to feel isolated and alone. For some young people a traditional educational approach is not ideal and they, like Ben, struggle to achieve their full potential.

However, in the Woodshed Workshop environment, Ben has worked hard and had the benefit of working alongside a real mix of characters, with a variety of skills and experience; from joiners and sparkies to builders and veterans. He is now a happy and confident young man with skills which are really refined and developed. His development culminated recently into the production of a brilliant solid oak cabinet which shows real understanding and finesse of the woodwork craft.

enterprises, like us, that can deliver services, employment and volunteering opportunities, and community engagement activities for the people of Sacriston - while simultaneously making a positive contribution to the local economy.

### How the SSE helped

The course content is practical. The access to a really great support network of like-minded people has been invaluable.

WEB: [woodshedworkshop.com](http://woodshedworkshop.com)

FB: [@woodshedworkshop](https://www.facebook.com/woodshedworkshop)

INSTAGRAM: [@woodshedworkshopcic](https://www.instagram.com/woodshedworkshopcic)

**“If you believe in your cause and the impact you can make, then never give up. Never take ‘no’ for an answer”**



# SANDRA BHATIA

## OneFest



OneFest is an Award Winning, UK based, non-profit, music industry development company set up to support the emergence of new talent.

### Mission

OneFest provides a platform for new and emerging talent which will inspire, support and develop a new



generation of artists, performers and music industry professionals through the creation of genuine opportunities and practical experience in the music and creative industries – ultimately contributing to the regeneration of the UK music community.

### Founding Story

It always seemed that the music industry was a pipe dream, which could only be accessed by a privileged few. I wanted to do something about that, inspired by key figures on my journey along the way.

The first event took place in 2011 when I was selected by the BBC and the Big Lottery Fund as a ‘Village Champion’ (business leader) for the Village SOS television series. BBC1 followed the £400k village regeneration project which culminated in a Music Festival named Honeyfest, the predecessor to OneFest, which was headlined by Laura Marling and Damien Rice to promote The Barge Inn community pub in Honeystreet, Wiltshire.

OneFest 2 continued the ethos of a festival with a social conscience providing volunteer and work experience placements. It also helped to break new talent in conjunction with ‘BBC Introducing’. Damon Albarn headlined with his ‘Dr Dee’ this time, ahead of his Hyde Park performance with Blur.

In 2017 we grew to a four-day festival at The Roundhouse (London) in partnership with Frank Turner and won the Association of Independent Music ‘Best Indie Festival’.

Our next festival in 2020 is two events, back to back at two different ends of the country, attempting to bridge the North - South divide in music.

“Keep going! You are not alone”

### How the SSE helped

It has been invaluable and it absolutely exceeded expectations. It plugged gaps in my knowledge, and built on existing skills. The peer support and group coaching turned out to be massively beneficial - I had not come across it until the SSE programme. The encouragement from tutors and the group was also very helpful, during the more difficult times.

WEB: [OneFestUK.com](http://OneFestUK.com)

FB: [@OneFestUK](https://www.facebook.com/OneFestUK)

TWITTER: [@OneFestUK](https://twitter.com/OneFestUK)



# MORUFU BELLO

## Personal Success

We deliver high quality learning experiences to support the personal, social and economic development of individuals in the diverse BAME communities.



Based in one of the most deprived areas of Liverpool, we offer courses in personal development and employability skills that help learners to progress to further education and to access employment opportunities.



We pride ourselves on being the major education provider for the BME community with a track record of our after-school programme students going on to study further and become doctors, accountants, scientists, teachers and administrators.

Personal Success uses freelance tutors that speak twelve different languages and have fifteen volunteers and work in partnership with Workers Employment.

### Mission

To enable children, young people and their communities to access opportunities that support their creative development, understanding and celebration of diversity.

### How the SSE helped

The programme helped enormously in practical ways - such as helping me to manage my staff better and to explore further income streams, rather than relying on funding.

WEB: [personalsuccessonline.com](http://personalsuccessonline.com)

TWITTER: @pssedututor

“Every knock makes you stronger”





# A FINAL MESSAGE TO ALL OUR STUDENTS GRADUATING THIS YEAR...

It has been a brilliant year working alongside you and as always, that time has flown past. It has been a journey for all of you; some of you have completely changed your business model, some of you have adapted your service or product offering, some of you have started to work together on certain projects, some of you have had real challenges in carrying on and some of you have developed new markets to work within. What remains the same for all of you – and this has not changed - is the impact you want to have, the change you want to see in the society around you.

Your ‘why’ is what inspires and motivates you to do what you do. Keeping your ‘why’ in mind is critical as you go forwards. It will focus you, it will support you, it will pick you up when times are not so great, it will guide you in your decision making and it will ultimately drive your success as a social entrepreneur. My take-away for you is to always remember your ‘why’ and to use it as your compass in what you do.

The ‘why’ for us at the SSE Yorkshire & North-East is about creating a fair and equal society where the potential of all people is fully realised. You have that potential to create that change. Keep doing it!

Wishing you all the very best as you move forwards and remember, we are always here to support you in whichever way we can.

Take care,

*Dena*

“Always remember your ‘Why’. Use it as your compass to help drive your organisation forward”



*Dena Dalton is Programme Manager at SSE Yorkshire & North East.*

*With a varied background in marketing & sales, teaching, and professional coaching, Dena expertly manages the learning programmes for students, as well as ad-hoc workshops to support large third sector organisations, universities and the private sector.*

# - EXPERT ESSAYS -

## RUNNING A SOCIAL ENTERPRISE HOW TO SURVIVE AND THRIVE



The SSE Yorkshire & North East work with a range of business leaders, experts and change makers, and would like to express heart-felt thanks for their support and wisdom.

# ANDY PEERS

## Mission critical: the importance of your mission and values

I don't believe there are any two topics more important in the development of a project or social enterprise than that of mission and values. As the TED Talk speaker and author Simon Sinek says, 'before the course of action, should come the cause of action'. Too true. And, how can this ever be more important than when that cause is about something so obviously 'more than profit' - when, in the words of Margaret Mead, it's about how a 'group of thoughtful, committed citizens can change the world'.

A defined social mission is amazing because it can bring together and then bond and unify what might otherwise be a disparate group of people. It sets the agenda - now and for the future - and, when openly talked about and lived, leaves little room for the damaging effects of egos in an environment that should be about service, not self-service.

In today's world, as it should be, 'it is what you do *and* the way that you do it'. This is what I love about having explicitly defined values that guide you in how you go about your worthwhile work. Many of us know that, all too often, it's not the technical competency that can bring

an organisation down, but the culture that prevails. In that perfect world, you wouldn't be able to get a piece of paper between espoused values and culture and practiced/lived culture. But, where this gap is extremely evident, my experiences show me that what's happening is that there are no defined values in place or that any defined values just aren't known or talked about and so have no chance of being lived. And, this is not about the scale or age of an endeavour - from the smallest or newest to the largest or oldest, the living of defined values can create an amazing culture and the absence of this can create a toxic environment.

A defined social mission is compelling and enduring and having authentic and clear values act as that moral compass along the way. As the African proverb says, 'if you want to go fast, go alone; if you want to go far, go together'. Your social mission and values are worthy of time in being created and then time in being lived - they will help you go far because they help you go together.

Andy Peers  
CEO  
Longleigh Foundation

"A defined social mission is compelling and enduring and having authentic and clear values act as that moral compass along the way"



# MELODY CLARKE

## The Costed List: your secret sauce for funding bids

If you apply for a grant, you will have to explain how much money you need, and what you will spend it on. Some funders will tell you exactly what budget information they want to see, and may even ask you to use their own template. However, many don't specify, so here is a foolproof tip to help your bid to the top of the pile.

### What to do

If you're asking for the full cost of a project, don't be tempted to simply ask for your total without breaking it down. List the main cost headings that make up the amount you are asking for. If, instead of asking for full funding you are asking for a contribution towards a larger project, you can boost your chances still further. If you can, find out what the funder's usual, or maximum, level of grant is. Pitch your most expensive item at around this level. Try to include at least one item with a relatively very low cost. You may need to move items around, split up some items, and combine others, to achieve this. Your list may end up looking something like this:

### COSTED LIST EXAMPLE

*The £1750 cost of the wine-tasting project includes:*

|                          |              |
|--------------------------|--------------|
| <i>Wine.....</i>         | <i>£1000</i> |
| <i>Staffing.....</i>     | <i>£ 400</i> |
| <i>Venue hire.....</i>   | <i>£ 220</i> |
| <i>Speaker fees.....</i> | <i>£ 100</i> |
| <i>Crackers.....</i>     | <i>£ 30</i>  |

### Why does it matter?

The costed list is essential in the very best case, and the very worst case, scenarios.

The very best case is that the panel loves the sound of your project and would be delighted to help. But if, say, your grant request is for £10,000 and the panel's total pot of money is only £10,000 it is likely that they will prefer to fund five grants of £2,000 – this is human nature! If they can't work out from your letter exactly what you will spend your £10,000 on, it is safer for them to give you nothing, as it may be that a grant of only £2,000 will not be enough to make any difference to you (and they would have wasted their money).

And how is a costed list helpful in the worst case scenario? If you are unlucky, your bid will be up against very stiff competition, and the assessors will simply prefer other projects. This is just 'the luck of the draw', but it doesn't automatically spell disaster... Imagine the panel has a total pot of £85,000

“The costed list is essential in the very best case, and the very worst case, scenarios”



to allocate at their meeting. They easily agree on the top five projects, and give them each the full amount they have requested. This leaves just missed out on making the top five, and which only needs £500. By this stage, the panel has been reading, calculating, discussing and debating grant applications for two hours, and there is £50 left. If this is not spent, the Treasurer will have to carry it forward to the next meeting, which may be in a new financial year... it would be a lot simpler to spend it on something. If your bid includes a costed list where the cheapest item is £50, the panel may well be minded to pay for just that item to help you (and them!) on your way

One final tip – always remember to keep a copy of the budget you've sent to funders, in case they need to ask you for more information to make their decision.

Good luck!

Dr Melody Clarke  
CEO  
Beware of the Bull Ltd



# DAVID HARRIES



## Developing an effective board

As organisations mature they tend to take a mature approach to governance. In many organisations this is focussed on three key areas:

- Understanding and clarifying the boundary between governance (the trustees remit) and management (the job of the management team).
- Getting the right skills for “a good board”, finance, charity law, business development, marketing, etc.
- Efficiently run well-structured and tightly chaired board meetings.

Getting any of these areas wrong can create huge problems for the governance of any organization. However, putting the wrong kind of attention on any of these can cause even more damage. Trustees do need to know the difference between operational issues and strategic issues and they do need to know the boundary between their role and the work they, as trustees have delegated to the paid employees. These boundaries are especially important if any members of the board work as volunteers within the organisation as well as

acting as trustees – the need to be able to wear two different hats! The problem arises in boards where the phrase “isn’t that an operational issue” closes down discussion, gets in the way of learning and starts to build a barrier between the trustees and the work they are responsible for. Not having the right skills on any board is a recipe for disaster and many of the charities that have failed, have done so because they lacked the skills to recognise the warning signs and take the right action. However, the expert board packed with skilled and experienced individuals can often become a “knowing board” rather than a “learning board”. This can become even worse if the board decide to put the person with the highest level of technical skill into the position of chair, a position that relies on the ability to listen, reflect and build consensus. Boards that put too much attention on technical skills also tend to lack diversity and under represent people with a “lived experience” of their organisations core work.

A good chair will put attention into running efficient meetings, however this needs to be balanced with allowing discussions to meander sufficiently so that real understanding of context underpins the decisions the board makes. Good chairing isn’t just about meetings, it’s about helping to build an inclusive organisation in which people are heard and where decisions are taken based on a real understanding of whole situations. For a board to be really effective it needs enthusiasm, understanding and connectedness, as well as technical competence. Putting attention on the quality of the conversations trustees have can make a real difference to the performance of any board.

David Harries  
Leadership & Governance Consultancy



# ROB ORMISTON



'Tradeables' Or, 'You have to give a bit to get a bit...'

All of us operate in a competitive world, and all of us face the same pressure to offer discounts to make a sale. It doesn't matter if you sell a product or a service, we are constantly being asked to reduce our price. Sometimes we feel under pressure to discount even if our customer doesn't raise a question! It is all too easy to lose sight of profit in the pursuit of making a sale, revenue is vanity and profit is sanity as they say.

So, what can you do to get out of this cycle? This is where you need to think tradeables. There are literally thousands of ways to offer your customer something extra without reducing the price. Thousands, I hear you ask, no chance. Trust me, once you start to spot them, they are everywhere.

An obvious example to get you started might be payment terms, offer your customers longer to pay you, and that might help them out more than paying a slightly smaller amount in one go. But the golden rule is that

you must always ask for something in return. Don't just offer something for nothing. For example, insist that your customer gives you a review on social media, signs up to your newsletter or gives you a potential warm lead. You could think about offering quicker delivery, free upgrades or bonus features (which often look more valuable than they cost to supply) or providing inclusive follow-up support.

All these things will make you seem more attractive than by relying on price reductions alone. And think too about what you want in return, insist on discount for multiple sales or payment up front.

So, if you really feel you have to discount then think carefully about what you are going to ask for. In fact, start writing your list of tradeables now!

Rob Ormiston  
Director, Northern Tonic

"There are literally thousands of ways to offer your customer something extra without reducing the price"



# PETER COLMAN

**SIMON ♦ KUCHER & PARTNERS**

Strategy & Marketing Consultants

## Socially conscious pricing: key pillars of a sustainable pricing strategy

Three of the most important skills in building a successful business are sales, marketing and pricing. In our experience, pricing is frequently not given as much thought as the others despite being the most important profit driver. In your businesses, getting pricing right will enable you to build a successful enterprise with sufficient profits to both cover costs and allow you to invest back into your communities. A good pricing strategy will scale with your business and will ensure business sustainability.

There are three core pillars of your pricing strategy: price model, price metric, and price level. Together these make a significant difference to the profitability of your enterprise, ensuring you can extract the value created by your product/service offering and continue to make meaningful contributions to your community.

### **1. The Price Model**

The price model is how you charge your customer.

Do you offer your product/service on subscription or pay as you go? Pay as you go traditionally suits more transactional product based businesses. However, if a steady income is important, and your product/service is regularly purchased by the same customers, then a subscription model may be for you. One thing to bear in mind: we never advise offering an all-inclusive subscription, as this will not allow you to capture additional value as your product/service develops. It is therefore key to tie any subscription to a set level of service or product offering.

### **2. Price Metric**

The price metric is how you scale your pricing.

Are you charging per hour, per person, or per product? Price metrics are heavily dependent on your product/ service offering, but getting it right contributes to ensuring your business is sustainable and revenues rise in line with costs. For example, if you run a network of clubs in your community you could set your price per visit, per day or per location. However,





if you run a product based business this is likely to be linked simply to number of products.

### 3. Price Level

The price level is the actual price you charge customers in monetary terms. For example, £1 or £1.50. We recommend differentiating price levels to widen access your product/service offering. Entry price points will have further reach and ensure your product/service is accessible to a broad audience. Premium price points extract additional value from customers who are able and willing to pay more. Differentiated pricing can be achieved through a tiered offering, classically described as 'Good, better and best'. In a service based business this could mean tiered membership levels or in a product led business this could be structuring your product range to meet different price points, stocking both basic and premium products.

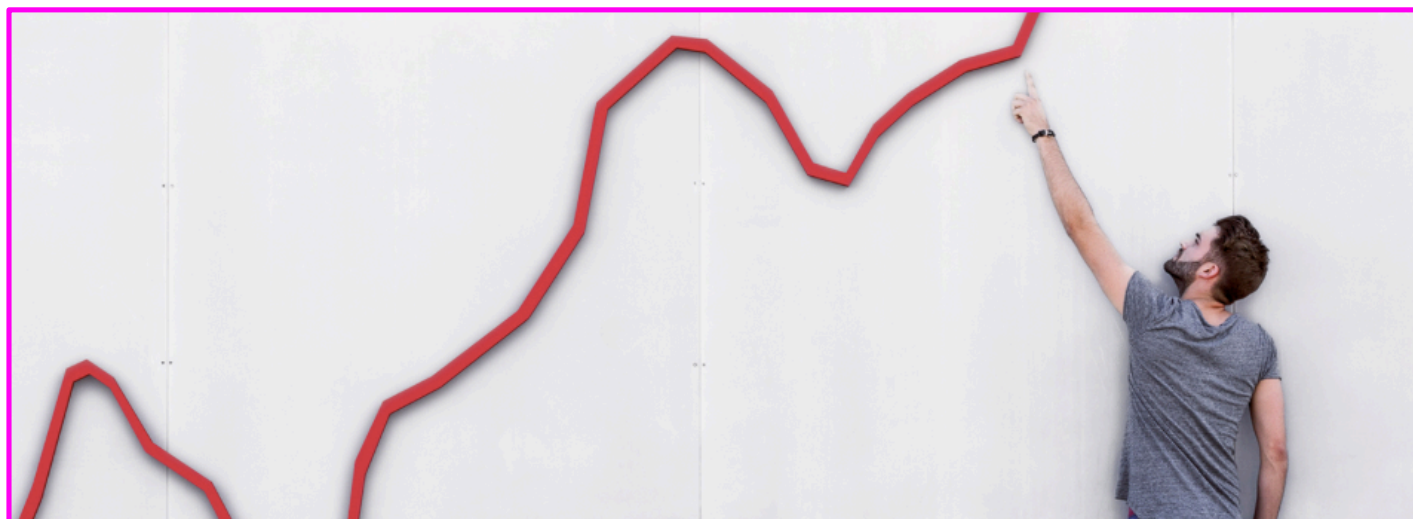
When it comes to setting the price tag, always remember to use psychological price points (e.g. 99p) to fully extract value potential, and don't assume you need to match a competitors pricing. Your enterprises will be providing additional value in the contribution made to your community, so be confident in setting yourself apart.

Considering all three pillars of your pricing strategy will help you to develop a long lasting, sustainable enterprise, ensuring you make enough revenue to cover costs and enough profit to reinvest in your community and grow your business.

Dr Peter Colman  
Partner  
Simon-Kucher & Partners  
*Strategy & Marketing Consultants*

“

“Getting pricing right will enable you to build a successful enterprise with sufficient profits to both cover costs and allow you to invest back into your communities”



# SUE OSBORNE

## Impact measurement: how to win friends, fans and funds

What do you do? It's a question we are all often asked. Articulating and showing evidence of the impact you are having is the most effective answer, and will profoundly stand you out from your business and entrepreneurial contemporaries.

Over and above a credible and powerful communication tool, the reality is for social enterprises looking to access funding, demonstrating impact will open doors. Getting ahead by embedding good impact practice and measuring relevant impact will ensure your social enterprise stands out from the crowd in a competitive bidding process. Showing exactly how you deliver on your mission can make the difference between securing funding and missing a valuable opportunity.

Impact can be a form of performance monitoring, and if you embed impact measurement within your organisation, it sets up a very visible way of judging the success of an organisation and showing that it is delivering to its beneficiaries. It is a signal to donors, investors and beneficiaries that your organisation cares about improving its delivery and is willing to be held accountable for its performance. This transparency increases engagement from external donors and can also help to motivate employees and volunteers as they see the progress they are contributing towards.

Communicating your work effectively builds engagement with stakeholders. Stakeholders such as donors or impact investors increasingly want to see the return on their investment, whilst wider stakeholders want to know how your work is progressing. Using

data as evidence of your outcomes and benefits helps build your narrative. Telling a good story needs facts and impact, not just output. Data is essential in order to make the most of your outcomes, whilst testimonials play a strong supporting role.

Currently it is estimated that charities are spending 2 – 5% of their revenue on demonstrating their impact, and the

**“IMPACT is central to your organisation's strategy as it helps you know whether you are meeting your mission in the long term.**

**Measuring your social impact will help you understand, manage and communicate the social value that your work creates in a clear and consistent way”**

emphasis on measuring impact is only getting stronger as funders look to understand the performance of organisations operating within similar areas. As the impact agenda moves forward to include more empirical benchmarking using core indicators for particular areas and beneficiary groups, being ready with your relevant impact indicators and data will help to ensure

your competitive advantage over those organisations that have not embedded impact measurement within their strategy.

As social organisations, your mission and purpose is central to your existence. Delivering on that mission is why you carry out your work, so having definitive proof of how you are achieving your aims and to what extent is paramount. Measuring impact can help with this, but it is important that you make measuring impact work for you. When impact measurement is carried out effectively, it will not only provide access to finance but also support your key performance indicators and your organisation's overall effectiveness. If what gets measured is to get done, it is crucial to measure the right thing. It is important that the vital work being done is not

overshadowed and that impact measurement is done in a practical way.

Impact is a valuable tool for ensuring more is done better, for the benefit of society. The question is not whether or not to measure impact, but how to do it effectively and efficiently, and how to ensure that it is embedded into your organisation.

Sue Osborne  
Impact Measurement Consultant  
Director, SSE Yorkshire & North East



# DUNCAN MILWAIN HAYLEY MARSDEN

WRIGLEYS  
— SOLICITORS —

## Building your board: (don't) keep your friends close

Of course we don't really mean that – social enterprise thrives on the basis of knowledge sharing and helping others out. However, the frequently interlinked community can pose some interesting dilemmas when it comes to formalising your structure and board of decision makers.

When taking the plunge and setting up a new social enterprise, one of the first things to consider is who the decision makers will be. Many social entrepreneurs will have spent a long time building their business by themselves, and it can be hard to relinquish a certain level of control. This is why building a strong board is key from the outset. We have set out below some issues you will need to consider.

### **Board composition**

Finding the right mix of people to support the new social enterprise can be difficult. Balancing legal, accounting and/or communications expertise (for example) with a real understanding of the aims of the social enterprise takes time.

Major funders can insist on a stake in the enterprise in return for funding, and in some (albeit limited) cases, this can include a board position. Similarly, if your social enterprise issues shares to a wider membership, should a member of the board be drawn from that membership to provide representative views? Some social enterprises seek a local councillor or public figure to join their board, either as part of a



'hearts and minds' exercise in the community, or because they believe it adds to their standing. By the nature of their role, such

individuals usually have a number of other interests, which can lead to conflicts of interest further down the line. You will also need to be certain that they have sufficient time and commitment to give to your enterprise.

### **Conflicts of interest**

Once you have built your stellar board, you will need to be able to demonstrate to investors, regulators (if applicable) and the general public that any decisions have been properly made. For example, could (or should) a local councilor on the board participate in the decision to purchase a piece of local authority land? Could (or should) the accountant on the board be instructed in a professional capacity to prepare the annual accounts? Are you, who have been running the social enterprise for some time, to be paid by



“The management of conflicts is a crucial consideration when preparing your governing document, regardless of your structure”

the social enterprise? All of the above are examples of when conflicts of interest or loyalty might arise.

The management of conflicts is a crucial consideration when preparing your governing document, regardless of your structure. The governing

document should address whether conflicted board members can participate in decisions, whether they can count in the quorum or minimum number of board members for a particular meeting and whether they can take part in discussions or provide information where they are conflicted. The governing document should also set out a procedure for a conflicted board member to follow.

In addition, particular regulators, such as the Charity Commission or the Financial Conduct Authority, may have specific requirements as to board composition or conflicts of interest, depending on the structure you choose.

Getting these, and other governance fundamentals right at the outset, will help provide necessary support to your social enterprise as it develops.

Duncan Milwain, Consultant,  
Hayley Marsden, Solicitor  
Wrigleys Solicitors LLP

*The information in this article is necessarily of a general nature. Specific legal advice should be sought for specific situations. If you would like to discuss any aspect of this article further, please contact the authors.*

## Employing people and getting it right first time

Taking on your first employee is an exciting time. It can also be daunting – this is possibly your largest financial commitment to date, not to mention being responsible for an actual person! At some point, most successful businesses have had to take this step, in order to grow and develop.

Below we give guidance on what you need to have in place to fulfil your legal responsibilities and set your business up to welcome your first recruit.

### **What you need by law**

You must have in place the appropriate insurances to employ people, in particular employers liability insurance.

You must inform HMRC that you will be employing people via <https://www.gov.uk>. You must also satisfy yourself that any employee has legal status to work in the UK.

If you have 5 or more employees you are required by law to have a written health and safety policy - <https://www.hse.gov.uk>.

You must give your employees:

- At least the minimum wage pay rate, which is currently £8.21 per hour for workers aged 25 and over - <https://www.acas.org.uk/pay>;
- At least 5.6 weeks holiday a year, which works out at 28 working days for a full time employee and pro rata for part-time employees;
- Automatic enrolment to a workplace pension scheme to which the employer contributes, providing that they earn over a certain amount or pay per week and meet the criteria [www.thepensionsregulator.gov.uk](http://www.thepensionsregulator.gov.uk);
- Statutory sick, maternity, paternity and adoption pay and leave, again, subject to their earning rate as well as certain conditions;
- Statutory notice provisions if you choose to terminate their employment.

Within the first few weeks of employment you must issue a written contract of employment. It must, by law, contain specific terms including some of those outlined above.

It's best to issue the contract before your employees' first day. This means that they fully understand the terms of their employment and avoids awkward discussions once they're in the job because they have assumed that they are entitled to something before realising that it's not in the contract.

### **Not legally required, but things that we would advise ...**

It is a good idea to write down the job responsibilities and key tasks in a job description. Simply writing this down on a piece of paper is a great way to provide clarity over who does what, especially if this is your first employee who will be doing things that you've always done in the past. It's important that you work out which tasks they will take on, and at what level they can make decisions without your involvement as well as what you will continue to oversee.

Even if your first employee is a trusted friend or family member, we advise that you put together a job description at an early stage to ensure that everyone is clear from the start what they are responsible for. This can be reviewed and tweaked at any time as the job develops.

You don't need to advertise a job and can simply employ someone you feel would suit the role. However, if you do decide to advertise, be this amongst friends and

connections or on the open market we advise that you put together some recruitment criteria setting out the experience and skills that you need for the person to be able to carry out the role. This will help you to focus on these vital qualities throughout the recruitment process and pick the most suitable candidate.

If the person you choose to offer the job to is unknown to you it is a good idea to seek references from at least two people that the person has worked with in the past. This is a good way to verify their experience and job history.

We advise that the first 3 or 6 months of employment, depending on how complex or technical the role is, are a probationary period. During probation both the employer and employee can openly discuss performance and provide feedback to ensure that the new employee receives the support and development they need to be able to carry out the role effectively. The probation period also

normally carries specific provisions so that if things aren't working out the employer can part ways with the employee at an early stage without having to go through a lengthy dismissal or notice period.

Now go forth and recruit! Safe in the knowledge that these provisions will ensure that you have the best foundations in place for your first recruit, as well as your second, third and your successive employees!

*Antonia and Julie run Green Light HR Solutions, a Leeds based HR Consultancy which advises employers on the full range of issues on employing and managing their teams. They provide cost effective HR solutions for project work, ad hoc advice and monthly retainers, always with a free initial consultation [www.greenlighthr.net](http://www.greenlighthr.net)*



# HELEN MINCHER

# roast

M A R K E T I N G

## Agony Aunt's guide to social media

**“Dear Helen.... I long to feel loved and to develop a relationship on social media, but I feel lost and confused and just don't really know where to start”**

Its common to feel overwhelmed, but you deserve relationship success! Now, my dear, I really wouldn't advocate fumbling around and diving straight in, so here is a practical approach to get you started.

Be strategic. Spend some time up front thinking about the following:

- What is your overall aim for your social media efforts?
- What are your competitors doing on social?
- Who are you trying to reach, and what are their interests and pain points?
- What influencers can you connect with to amplify your message?
- What type of content will resonate with your audience and be of value to them?

Choose where you invest your time. Try focusing on the one or two platforms most popular with the people you are trying to reach - and do them well. Remember that each platform requires a different approach. You can, and should, repurpose your content, but tweak it to suit the platform.

Make the most of yourself. My darling, this is a biggie. Your bio, profile picture and header image are prime advertising slots – so do invest some time here. Incomplete descriptions and poor or inconsistent branding could cause people to leave your page straight away, or worse, leave with a negative impression. A great bio will include keywords relevant to your organisation, explain what you offer and include a call-to-action with a clickable link to your website (or Facebook group perhaps). Your header can be updated regularly to include details of awards, events or promotions.





Consistency is key. Blowing hot and cold? One minute you are showered with attention, then no contact for weeks. Doesn't feel good, does it? ('Dump him!' would be my advice!!) And similarly on social media, a consistent posting schedule will get better results over time than the occasional flurry of activity. Of course, there will be days when you are not around to be posting, and this is where a scheduling tool, such as Buffer or Hootsuite comes into its own - and building out a content plan.

**“I'm on social media, but nobody seems to like me. Do you have tips to get things going?”**

Oh my, yes yes yes!! Sounds like you need to spice things up, and you know what they say, “Variety is the spice of life.” This is certainly the case on social media. For a well-rounded feed that keeps people interested and coming back for more, try to mix it up with different types of posts (how-tos, inspirational quotes, behind-the-scenes posts, customer stories) as well as different formats (blogs, photos, infographics, videos). People come to social media to be entertained, inspired, and educated, so consider how you can meet these needs.

And whilst we're on a roll, here's another technique you can try, hashtags baby! Hashtags are a great way to increase engagement and reach new followers - especially on Twitter and Instagram. Spend time researching high-performing hashtags for your niche. Look at the hashtags used by your competitors, by influencers in your field, and by your followers. Jumping on trending and seasonal hashtags and awareness days is a good idea too, as long as they are relevant.

**“I feel let down by social media. I'm regularly posting about my events and products, but it doesn't work for me”**

Grab a cuppa and sit down, its time for some tough love... No one likes the goon in the corner who talks only about themselves and refuses to acknowledge anybody else in the room. Engaging with other people's content -

liking, commenting and sharing - is just as important as sharing your own. Respond to all your notifications. Answer people's questions. Show that you are interested in what your audience have to say and that you value the conversation with them. Sharing and commenting is reciprocal - you should find that you begin to win fans who will do the same for you and share your content.

On another note, have you ever stopped and dug your mitts into the analytics tabs in social media? The data here will point to which type of posts are resonating more with your audience, what days of the week and time of day is best to post. It will also breakdown your audience demographics so you can further shape content to suit them.

Remember, it is supposed to be fun (!!!) ... My advice to you all feeling unlucky and out of love with social media is to invest time here and develop your relationship like any other. Listen, try and delight your intended on a regular basis. Be brave and let your personality shine.

And in true agony aunt style, if you are not enjoying the relationship, then get out! When it becomes a real chore, you are likely to end up abandoning it. If you really dislike a particular platform or struggle to create certain types of content, then consider focusing your efforts elsewhere. At its best, social media is a positive place to be, a chance to share your cause, find like-minded people and create communities.

Helen Mincher  
[Linkedin.com/in/helenmincher](https://www.linkedin.com/in/helenmincher)  
MOB: 07790614887

*Helen supports social entrepreneurs, including the SSE, to grow their enterprise and impact through effective communications, via freelance marketing support, training workshops and 1:1 profile make-overs. (Yes, it is a thing!)*

# THE BOARD

With huge thanks to this team for their support of our vision: to empower those best placed to create a fairer world. Here's a brief introduction and a few pearls of wisdom...



Rob Ormiston, Founder & Director, Northern Tonic

I run Northern Tonic, a professional services firm offering expert support and advice on a flexible basis. We provide accounting, recruitment and procurement services. With experience in business, and an approachable style, we provide the insight you need to make the right decisions.

In my spare time (when not being kept busy by my wife and two nearly grown up sons) I enjoy kite bugging and classic cars.

**“Forecast your cash flow and always have a plan B”**



Martin Townsend, Policy & Risk Consultant

I have worked in retail banking and financial services for over 40 years. I am Chair of Trustees at Derbyshire Dales Council for Voluntary Service; and an Independent Member on the Audit Committee of Aspire Housing and the Finance & Audit Committee of the BALTIC Centre for Contemporary Art.

I love Music and the Arts and try to get to the opera and theatre regularly, as well as outdoors, exploring the beautiful Peak District.

**“Think about the risks involved in running your business. You will be able to make better decisions and better able to deal with challenges when they arise”**



Rob Hanrahan - Founder & CEO miPerform

Having spent 20 years as an employee within big corporates, I finally had the bravery to start my own business, it's been a tough journey but I can honestly say I've learned more about business and myself in the last 18 months than I had in the previous 18 years.

A passionate explorer who likes to experience new things in all areas of my life. I love good food, time with my family and spending as much time as possible outdoors.

**“Be brave. Push yourself far outside your comfort zone and beyond what you think is possible, only then can you learn and grow”**

# NOTES

Ideas, musings, brainwaves, thoughts and inspirations on how to change the world.....



Together we change lives

# -BIG FUTURES-

To help create a better future for our region and some of the most vulnerable and disadvantaged people in it, help us to support those people best placed to tackle this. Contact Sue Osborne on [sue.osborne@sseyne.org.uk](mailto:sue.osborne@sseyne.org.uk) to support our work.

For more information about how SSE Yorkshire & North East can support you and your social enterprise, contact [admin@sseyne.org.uk](mailto:admin@sseyne.org.uk) or head to our website: [the-sse.org/schools/yorkshire-northeast/](http://the-sse.org/schools/yorkshire-northeast/)



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