



school for
social
entrepreneurs
yorkshire & north east

STARTING CHANGE

THE SOCIAL
ENTERPRISE
ANNUAL

- 2020 -

SOCIAL ENTERPRISE: A DECADE OF LOOKING FOR THE RAINBOWS...

As we come to the end of another programme, I find myself reflecting on a year that has been like no other. It falls into two distinct halves in my mind. We started the programme in October 2019 full of enthusiasm for the year ahead, excited at the opportunities it would bring and blissfully unaware of the challenges that we would face. As we reached the halfway point in March 2020, the Covid-19 pandemic hit the UK and our lives unravelled and were changed in so many ways. The last 6 months have been extremely challenging for so many.

The social enterprise sector has taken a huge hit during this time, many have lost trading momentum overnight, others have been forced to pause in a bid to survive, some have not survived. And yet, from the midst of this desperate landscape, I have also frequently seen amazing, enterprising people being so creative in their bid to support those most challenged at this time. They have pivoted to survive and succeed - fundamentally changing their services to meet the very real and immediate needs of their beneficiaries, some becoming the central hub for aid and support for the vulnerable within the communities where they operate. They have piloted new ideas to support those most marginalised and isolated in new ways - embracing technology to stay connected and offering services online that they had only ever previously delivered face to face. They are driving societal change at a time when it is so needed.

We know from great challenge and change can often come great things. I'm inspired not only by the students of this programme year but all

the graduates of our programmes over the last 10 years since the SSE started working in this region. Their resilience embodies the social enterprise sector. As we look forward, we must ensure that social enterprise is understood and truly valued outside of our sector. We have to take all the learnings of the last year, from digital adaptation to piloting new ways of working, and ensure we are active, engaged and able to thrive and drive change in this emerging world.



Sue Osborne
SSE Yorkshire & North East Director
EMAIL: sue.osborne@sseyne.org.uk

CONTENTS

START UP STORIES

Su Morgan	Tadcrafters
Rob Kilner	Workers Lunchtime
Tina Simbo	Adorn
Sam Slatcher	Citizen Songwriter
Sarah Jaffrey	Sens8tional
Pamela Highfield	More Than A Run
Catherine Howell	Barefoot Solutions
Andrea Caven	East Cleveland Arts
Stacey Deinali	Atoms Education
Bryony Jones	North East Wilds
Lauretta Adhepeau	Kids Financial Intelligence's Impact
Jennie-Lee Jack	JJ Heartisan
Steve Hoey	The Inclusion Bridge
Caroline Nettle	Wild Nettle Gardens
Caroline Schofield	Living Bridge
Ellie Brook	EdShift
Tracey King	Relax Kids Kirklees

A message from Learning Facilitator, Sheila McGill

EXPERT ESSAYS

Ian Baker	Five Tips On Managing Wellbeing
Andy Peers	Mission Critical: the importance of mission and values
David Harries	Planning For A Better Future
Rob Ormiston	Financial Management: help to weather the storm
Peter Colman	Socially Conscious Pricing
Michelle Rawlins	How To Be Famous And Appear in the National Press
Laura Sleet & Peter Parker	Legal Structures For Social Enterprise
Helen Mincher	Tips For Effective Storytelling

We build resilient and connected communities by bringing people together to utilise and develop their skills to make a difference to the lives of others

Our volunteers make items from repurposed materials, which are donated to worthy causes. We are able to support a range of charities and other organisations, whilst helping people to build self-esteem by helping others. Knitting, sewing, woodworking, and gardening have proved beneficial in tackling stress and depression.

By doing all this we are able build a more resilient community that is able to communicate and support each other, especially in times of crisis.

Founding Story

Over Christmas 2015 our town, Tadcaster, was devastated by floods and the collapse of its only bridge. Locals worked so hard to

help those hardest hit but after the initial clear-up there was very little else that could be done. I thought that by getting a group together to make bunting to decorate the town it would keep the community spirit alive, encourage residents to support local businesses and cheer the place up a bit. After a while it became clear that the town had many talented people and resources, in addition, we had developed a network of volunteers who, in the process of helping others, had individually benefitted by sharing and learning new skills. There were other worthy causes that we could make things for, and the community was still in need of support, so we decided to establish Tadcrafters CIC.

The Covid effect

We already know that people really want to help in times of crisis; they just need guidance to be able to be effective. During the pandemic we were able to attract new

IMPACT QUOTES

"I had breast surgery at St James' two days ago. In hospital everything is so serious and sterile. It was like the sun coming out from behind the clouds when I received one of your heart cushions and drain bags. They're so well designed and very practical. They've kept me very comfortable since my operation. If that were all, they would be an amazing gift, but no... you've made them beautiful too. You turned serious into cosy, and sterile into personal. Thank you and thank you again."

Patient - St. James' Hospital, Leeds.

"Being involved in Tadcrafters has transformed my life. I can walk down the street and meet half a dozen new friends. I love this group, it has given me more than I've given to it."

Volunteer

volunteers who contributed to our Covid projects which included supplying PPE to key workers in the form of scrubs, uniform wash bags, and masks for the general public. We now know that we can operate as a virtual group which opens up the possibility of supporting the creation of similar groups to ourselves in other areas, even if they are unable to meet in a workshop situation.

“Be kind to yourself. Accept that it’s not possible to do everything for everyone and make sure to keep workload manageable to achieve success.”

How the SSE helped

It has provided a thorough examination of my project. I have benefitted enormously from the advice, support and friendship of a group of like-minded people and I feel much better equipped to take the next steps, allowing more communities to benefit from what has grown from my original idea.

WEB: tadcrafter.org.uk

SOCIAL: [@tadcrafter](https://www.instagram.com/tadcrafter)

EMAIL: tadcrafter@outlook.com



ROB KILNER

Workers Lunchtime

I aim to improve work and life through connections to people and places, challenging the prevalence of sedentary lifestyles, social isolation and work-related stress, by offering immersive and experiential activities that can be achieved in a lunch hour.

Events and activities we've produced so far include city walking, food, history, networking and nature tours, plus drawing workshops, workplace speaker series and outdoor exhibitions.

Founding story

This project grew out of a pressured, sedentary, swivel-chair based working lifestyle, and multiple midday crises of 'What am I going to do/eat for lunch?' whilst imagining what a near-perfect working day might look like.

The Covid effect

Covid has caused a massive rethink of how we work, travel, and engage with places and community. It forced me to pause and then evaluate the challenges and opportunities that these new ways are creating.

How the SSE helped

Even from the start, the application process got me thinking about the project in new ways. Being accepted onto the course was a huge privilege, boosted further by being put in touch with an amazing group of people; entrepreneurs; mentors, teachers and inspirational projects. Sharing successes and difficulties throughout the year helps you to feel part of a bigger picture, and the SSE's learning approach is infectious.

Action Learning helped me discover new ways to effectively communicate, listen and support. It was



“Be prepared to challenge yourself. Ultimately the bigger the challenge, the bigger the reward”

difficult and rewarding, with honesty, crying - some of it through laughter - and real insights into the struggles of working with passion.

WEB: workerslunchtime.com

TWITTER: @wkrslunchtime

INSTAGRAM: @workerslunchtime





IMPACT QUOTES

"Super inspirational"

Rob Walker New York Times journalist, and author of The Art of Noticing

"Everyone returned [to work] with very full stomachs and re-energised heads!"

Magpie PR

"An amazing historical, educational, social and communal experience"

Fee, local history enthusiast

TINA SIMBO

Adorn



Adorn North East CIC is an ethical jewellery brand that helps both people and planet. We do this by diverting broken and unwanted costume jewellery from landfill and incineration, and up-cycling them into new pieces. We offer workshops and classes to teach jewellery making skills, boost low mood and beat social isolation.

Customers pay for our goods and services using money, time or donations. We use time-banking to promote inclusion and encourage participation. My ambition is to provide work experience and training that is designed to promote employability and wellbeing amongst marginalized groups. To date, we have worked with survivors of domestic violence, young people, carers, and people experiencing mental and physical health difficulties.

Founding story

I'm an experienced and qualified community and youth worker with a lifelong passion for creativity and social justice. Throughout my career I've enjoyed working alongside marginalized groups and exploring innovative and inclusive ways to help people meet their needs and address social issues.

After working for various charities, I decided that I wanted to set up a social enterprise as a sustainable way of facilitating progressive change. However, it wasn't until I accepted voluntary redundancy after experiencing burnout, that I actively started exploring different business ideas before eventually choosing one that was closely connected to my own experiences and ethics.

I originally taught myself how to make jewellery whilst recovering from severe anxiety and depression, using my broken and unwanted

costume pieces. Years later, I decided to run a workshop as a therapeutic craft activity for survivors of domestic violence at the women's centre I was working at. I brought in my tools and supplies, and within a couple of hours the women had learnt how to make a new piece of jewellery tailored to their



Workshop participant, modelling the jewellery she made.

personal style. For the duration of the workshop I could offer them a safe, supportive environment and help them relax with something creative. The idea for Adorn North East grew from there.

The Covid effect

Our income was affected both in terms of revenue and donations. Our jewellery-making workshops had to stop immediately, and I was unable to sell jewellery at public market stalls. Donations of broken and unwanted jewellery declined due to the risk of infection. I explored how teaching could be done remotely using digital platforms to diversify and expand. However, I chose to suspend our usual activities and focus on fundraising for the future and developing eco-friendly jewellery designs.

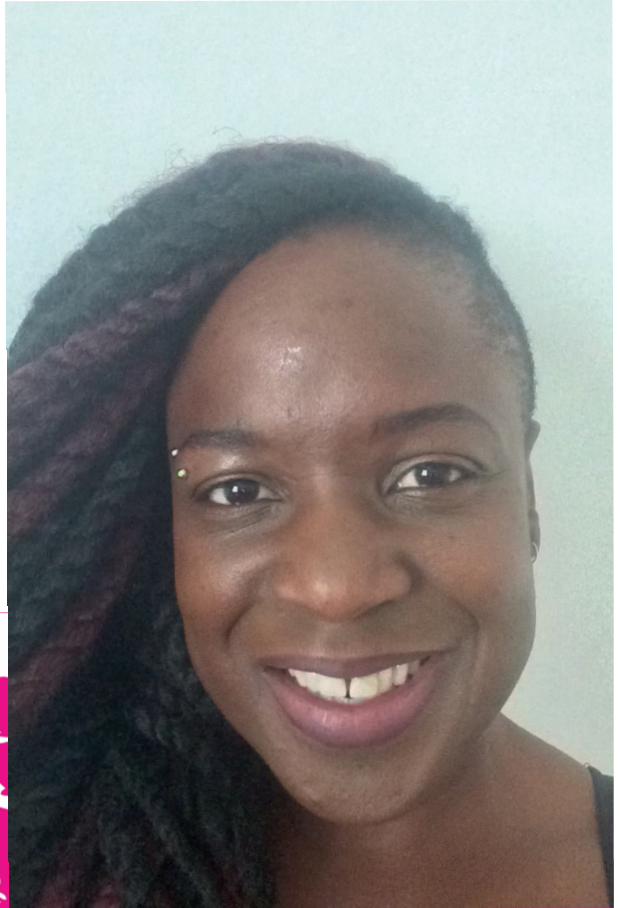
How the SSE helped

It built my confidence and self-belief, providing me with the knowledge and support I needed to develop my social enterprise. The experience made me feel valued, understood and kept me motivated.

FB: @Adorn_CIC
INSTAGRAM: @adorn_cic

“Be clear about your values and mission – and then stay true to them.

This is the most critical thing you can do”



SAM SLATCHER

Citizen Songwriters



We work with refugees and those with barriers to employment and housing to help beat isolation and support mental health.

Bringing people together from diverse backgrounds to share stories through writing lyrics, creating music and performance promotes social inclusion. People are not only given the musical tools to express themselves, they discover their inner creativity and unique story which builds confidence and self-recognition.

Founding story

After running a community arts project as a freelance musician, I got a taste of the power of music in a community setting. The music we created broke down barriers, and made people smile, and helped the group know they belonged to a society that in 2016-7 was facing the challenges of Brexit, with job losses in the North East and everyday racism experienced by some within the group. The social impact of the project long outgrew its duration, as the participants wanted to continue to perform and share their story. So, it was necessary to build something that would harness the potential already discovered but also be practically manageable and financially sustainable.

The Covid effect

As a performing arts enterprise we have been significantly impacted. Covid forced us into a period of reflection. We then began to attempt to shift our delivery and impact online as it became clear that singing together would not happen face to face for some time. Our new online programme 'Citizens Online' has been bringing together 5 – 10 new participants every month for an online song-writing course. We've also been partnering with other social enterprises, including ATOMS Education UK (a fellow SSE supported organisation) to deliver

ukulele resource packs to isolated families in County Durham over the summer which is already in high demand!

How the SSE helped

Meeting a room full of like-minded entrepreneurs who, like me, had a healthy mix of fear and doubt along with energy and enthusiasm was a huge confidence boost. SSE provided really practical steps that are almost impossible to know on your own; everything from business strategies,

"Less is more! It is almost impossible to do all of the ideas you come up with, so prioritising is key. Do the things you can do well. Develop a trusted team who can take on tasks you can't do is hugely important to grow your enterprise"

to funding, to governance, to how to adapt to change (and boy has that come in handy this year!).

WEB: citizensongwriters.org
FB: @CitizenSongwriters
TWITTER: @CitizenSongs
INSTAGRAM: @CitizenSongwriters

IMPACT STORY

Maria was invited to attend a musical performance run by Citizen Songwriters called 'Stories of Sanctuary' at Durham Cathedral, along with the rest of her refugee drop-in community from an ex-mining town in Northumberland. When she watched the show of original songs written by other refugees who'd also made a difficult journey to seek sanctuary in the North East of England, she was moved to tears as the lyrics, 'I haven't any wings but I can fly, try to fly, dance like a butterfly' filled the Cathedral reminding her of her own journey from her home country. She explained, "When I first heard [the song], I felt 'it's about me' – I left home, work, and everything". Maria and Antonio, another sanctuary seeker, along with their local drop-in group decided to set up their own Citizen Songwriters' group which brought together existing residents of their town along with newly arrived people seeking sanctuary which inspired friendships of understanding and trust.



SARAH JAFFREY

Sens8tional



Our mission is to help children to reach their true potential by promoting positive emotional wellbeing using a sensory approach. We work with all of those involved in the care of a child: Educators & Schools; Parents & Carers; and of course, the children themselves.

We have worked with over 30 schools to support children and staff in understanding how their senses affect their learning, including environmental audits, providing sensory processing training to 117 teachers so far.

Our workshops are always rated highly, and we have supported over 50 parents and families through a range of sessions and individual assessments and support. We have worked directly with over 1000 children across the North East through our Sens8tional Kids after-school and holiday workshops, as well as local Year 6 Children's Transition Wellbeing Conferences.

In addition to providing training and support, we have designed sensory toolboxes to support children to maintain an optimal state for learning.

Founding story

I created Sens8tional along with Debbie Shepherdson, a Children's Occupational Therapist and mum of 3, based on my experience as a primary teacher. I observed a range of behaviours in the classroom and saw that once we have a true understanding of why behaviours are displayed, we are better equipped to support children in managing them. And yet there was a significant gap in

support for the emotional wellbeing of children and young people in schools.

The Covid effect

The majority of our content delivery was in face-to-face settings in front of audiences of teachers, parents or children. Clearly, this was not possible during the pandemic. However, it was clear there was a need for more resources and information to help families at home through this period.

We produced a series of videos to share simple tips for parents to support their children through anxious times. We also evolved our delivery of courses for pre-school children from face-to-face delivery to resource kits, supported with video guides on how to use them

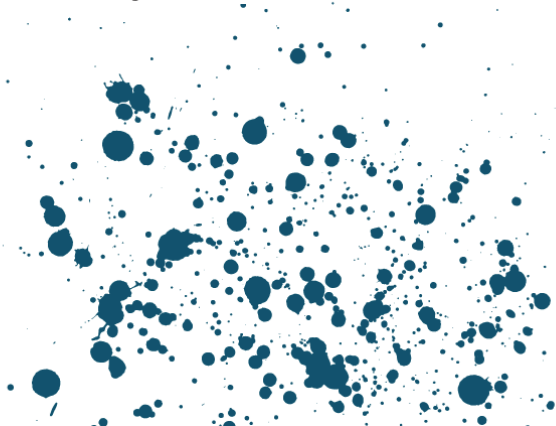
How the SSE helped

It has been helpful to share the journey with so many like-minded people. I have been inspired by their ideas and their enthusiasm, and I am sure that the network that we have developed will help us all in the future.

EMAIL: hello@sens8tional.com

FB: [@sens8tional](https://www.facebook.com/sens8tional)

TWITTER: [@sens8tional_cic](https://twitter.com/sens8tional_cic)



Sens8tional

foundations for learning

Raising awareness of sensory
processing challenges.

Support
parents and
understand
and address
sensory

Com
positi
in
people

No
S
ENT
FE
WORKING
TO CREA
SOCIAL

“Everyone sees the successes, but very few see the highs and lows, determination and hard work that lead to those successes. We are passionate change-makers, but in order to create and sustain a positive impact on our communities we begin a rollercoaster of a journey. We must all learn to adapt, evolve, learn and grow in order to achieve our mission.”



PAMELA HIGHFIELD

More Than A Run



Working at grassroots level across the Tees Valley region, we encourage as many people as possible to take up or return to physical activity by breaking down real and perceived barriers. We encourage small lifestyle changes that can create a big impact on health and wellbeing and provide physical activities which are fun, friendly, supportive and inclusive. This can be through walking, running, gentle exercise sessions or one of our wellbeing programmes. We meet at local community venues but head outdoors to reap the benefits of being outside in the fresh air. We have programmes for KS2 - to help children form and keep up good exercise habits - and KS4, aimed at those pupils becoming disengaged with Physical Education.

Founding story

After twenty years working in Public Sector Accountancy I took voluntary redundancy, jumping at the chance to try something different. I was passionate about how people can greatly improve the quality of their lives by starting with a few small changes. I wanted to do something that engaged my community and helped people to see that exercise can be fun and social. As well as taking care of my own physical and mental health on a daily basis, I am supporting and helping others and the rewards from this motivate me further.

The Covid effect

Being in early Start Up phase, I was fortunate enough to be able to pause, and use the lockdown time to reflect and really tap into the SSE learning.

How the SSE helped

I found starting out quite isolating and it was difficult to find the time to develop my business alongside delivering my programmes. The SSE sessions provided me with that time out from the day-to-day and space to focus on my business.

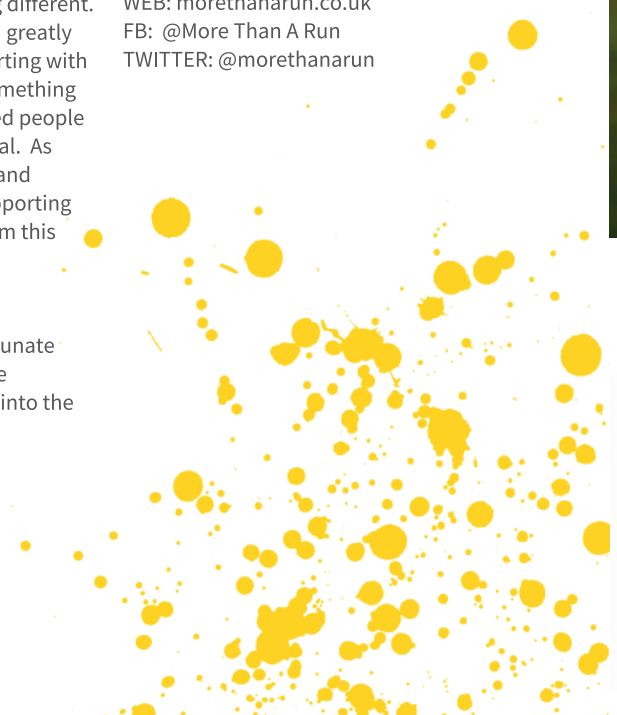
The peer support from like-minded people in my cohort was something I hadn't anticipated, and I found that I left each session completely reinvigorated.

When enrolling for the programme I had become so overwhelmed that without the support of the SSE and my fantastic cohort I may not still be on the same journey today.

WEB: morethanarun.co.uk

FB: @More Than A Run

TWITTER: @morethanarun





“When you start a social enterprise, you imagine it must get easier over time. After a while you realise it doesn't really get easier, there are always challenges, but you do learn to cope better”

Catherine Howell

Barefoot Solutions

We provide plot to plate projects to benefit people, places and the planet. We develop community spaces for food growing, cooking and sharing. People are supported to improve their skills and knowledge to live more sustainably and with more resilience to challenges they might face.

We want to create a world where everyone, regardless of their background, has access to good quality, local and affordable food and experiences all the benefits that this can bring.

Founding story

My 'why' has been tricky to define, but it's about justice. I want a fairer world for all. Food is a fundamental right and a universal language. The social enterprise model is the most effective way we can deliver this. It allows us to use our profits to support those who would otherwise be unable to make the changes that allow them to achieve this equality.

Practically, stars aligned. I was made redundant - which gave me a small lump sum - and I continued some work on a self-employed basis, in anticipation of starting a business. I saved enough money to make sure I could just about cover my main outgoings for a year. I am a single mum of five and I didn't want to take out any loans or credit to start up - partly because I'm cautious, partly because I didn't want the business to be beholden to anyone and partly because I've been desperately hard up at times and it's not fun at all. The lightbulb moment was when a colleague suggested that I partnered with my lifelong friend Liz, a community chef who was



also self-employed, to create something amazing! I'm really not sure why it had never crossed our minds before, but it's been the best decision I've made.

"Our business follows permaculture principles, and the key one for us relates to spreading risk; Look for mixed sources of income and work with lots of different types of organisations"

The Covid effect

There are two sides to our business - food growing and food cooking. The food cooking disappeared overnight, with contracts cancelled, venues closed, and projects paused or stopped completely. We lost half our anticipated income. Conversely, there was an increased interest in food growing and we were inundated with enquiries.

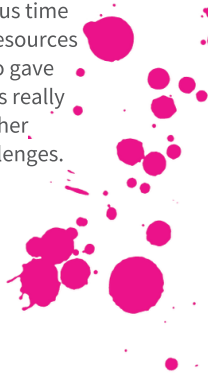
We took the decision to step back for a little to pull together a measured response: a lot of organisations like ours switched to food parcel deliveries, but this strayed too far from our mission. We instead used the time to build our networks. We recognised that we had limited contact with the private sector, so we took the opportunity to engage in conversations about collaborative working. We made a great contact at Tesco, who now support our projects by providing us with equipment. And we are working with Unichef, a trade union who represent chefs and cooking teams, to develop a programme of re-engagement with food for their members experiencing mental wellbeing challenges. We also took a little advice from Helen at the SSE, who suggested that now was the time to trial new and novel ideas. We have

been able to run lots of fun projects that have attracted positive attention and raised our profile with funders, contractors and communities.

How the SSE helped

Our business grew quicker than we were anticipating, which meant that we struggled to allocate the time we needed to make sure our business systems were implemented effectively. SSE gave us time and space to develop and use our resources efficiently and with meaning. It also gave us a great network of support: it was really helpful to share our journey with other business owners facing similar challenges.

FB: @BarefootKitchenCIC,
INSTAGRAM: @barefoot.kitchen



Andrea Caven

East Cleveland Arts

We focus on supporting our local community and do this in two main ways; We provide art and craft workshops and through 'North Yorkshire Online' we develop, host and maintain websites for SMEs, community groups and charities.

Founding story

We live in a 'highly deprived area' but what our area lacks in wealth, it more than makes up for in community - this is generally overlooked statistically. We initially formed North Yorkshire Online to highlight what our communities do for each other and the area they live in.

One of the things that was missing from East Cleveland was a well-connected arts provision – an area close to my heart. We funded a

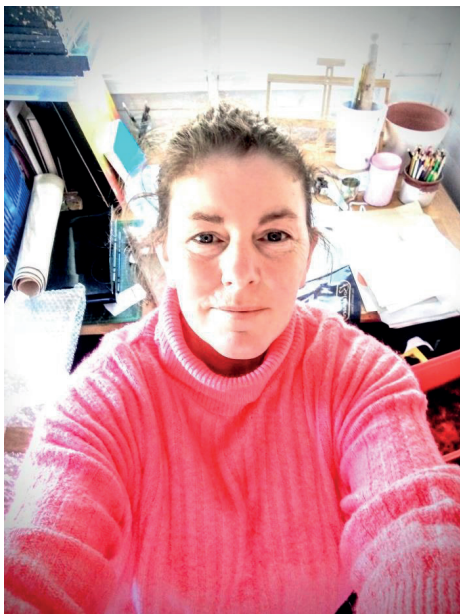


project called East Cleveland Arts which was welcomed with open arms by the community. We ran art and craft workshops in local libraries, offered tutoring, converted a village hall into a hall of witchcraft and wizardry, turned a community centre into a Santa's Grotto and much more. It also became part of the Cine North Network of community cinemas and brought cinema back to East Cleveland after a thirty-year absence.

We received funding for a six-week film festival and this led to a partnership with Beyond Housing which has flourished. We were able to run cinema screenings in some of the most deprived communities in Redcar & Cleveland, which was so successful, we did it again!

The Covid effect

Initially, Covid felt like a disaster for us. We were very excited to be entering our village into the East Cleveland Villages Scarecrow festival and had workshops, gatherings and events planned. In one weekend it all went. However, we are primarily a web development agency and looked to salvage some of the fun elements and community spirit online. We set up a website for our local village to access and we put up online video tutorials on how to make scarecrows.



The cinema effectively shut down and we couldn't do any screenings – but we worked with Public Health South Tees to launch an online movie club. Throughout this, we have developed more partnerships with other organisations such as the Newcastle Round Table and other art groups in our area.

How the SSE helped

SSE has helped me develop as a person. I have changed in ways that I am only just realising. Being part of SSE made me look at myself and see what I am capable of, instead of waiting for someone to do it.

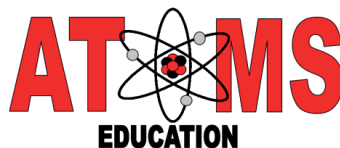
FB: @eastclevelandarts

“Don't ask ‘Why isn't this being done?’
Ask yourself ‘Why aren't I doing it?’”



STACEY DEINALI

Atoms Education



We promote equality in education. We increase the life chances for children from disadvantaged backgrounds and those with special educational needs and disabilities.

Within education, there is a gap in achievement between those children who are considered disadvantaged and their peers. There is also a correlation between children who are disadvantaged and those who have special educational needs. The services we provide aim to support those children by focusing on a practical, child-led way of learning to help them engage and learn at a pace that is suitable for their needs. We have supported over 3,000 families across the UK in our first year of trading.

Founding story

As a parent, I had seen how difficult the education system could be for my child who has Developmental Co-ordination Disorder and

a speech impediment. Throughout primary school, he struggled to keep up and due to poor co-ordination was left out of other children's games. My son was always passionate about football but never able to pursue this passion as he was never given the opportunity in school. He became disengaged from his education and hated school.

“Be prepared to think outside the box”

In order to ensure my son was receiving an education that would inspire and motivate him, I had to seek the support of independent professionals and attend a tribunal to secure a place within a school that could cater to his needs. The difference in the way that he was then taught was significant. The new school asked my son what interested him, they addressed his strengths and used these to support other areas of learning. Most importantly, they worked at a pace that was suitable for him. Within a few weeks, he was excited about school and wanted to learn. He began to play for the school football team and after a year was invited to try out for a local disability team. He is now 18 years old and has since gained some of his GCSEs, qualified as a football coach and has played for Newcastle United Disability Football team.

As a teacher, I have seen so many children who have been in the same situation as my son. The funding within schools and children's services has greatly reduced, resulting in schools finding it even more difficult to support those children. The curriculum is very restrictive, with little scope to deviate to support children's interests



and needs. I have seen so many children become disengaged, excluded or not be able to achieve their GCSEs. This is why I felt compelled to set up ATOMS Education. To provide the best possible education for *all* children.

The Covid effect

The crisis initially caused us panic. We had to issue refunds for the events and services booked across the year. Funding that had been approved was put on hold and we knew we would quickly run out of reserves. We had to think fast and decided to focus on developing a home school project to support families with home learning, supporting a critical need we saw emerging. We received a couple of donations that enabled us to try out the home school kits and were overwhelmed by the response. We went onto secure funding and have been able to adapt and change our services to offer remote support to families.

As a result, we have increased our reach, supported more families and develop more contacts across organisations. We have received private contracts to develop similar kits and secured funding to grow similar projects. We have also diversified our product range and produced a range of online activity resources and products. We are now in a stronger position than we were prior to the crisis.

How the SSE helped

The SSE has helped us to be flexible and innovative and to not only survive but thrive amid the drastic changes to trading conditions we saw this year, adapting to the needs within the communities we support. We now feel able to approach barriers with confidence and have a strong support network.

WEB: atomseducation.co.uk
TWITTER: [@atomseducation1](https://twitter.com/atomseducation1)

IMPACT STORY

A single parent contacted us to request support for her family through our home school kits. She had 4 children, aged from 1 to 12 years old and was struggling with home learning. Since the beginning of lockdown, her eldest, who has autism and sensory processing disorder, had refused to participate in home learning. We sent home school kits to the family addressed to each child and with activities that could be used with all of the school-aged children along with guidance on how to differentiate. We included sensory activities that could be used with the younger children but also to support her eldest's needs.

The parent contacted us to share that her eldest had been so excited with the parcel that he immediately wanted to do all of the activities. It was the first time since lockdown that he had engaged with educational activities and had even asked for more. The parent expressed that she felt more confident in supporting her children as the activities allowed her to work with all of her children at the same time. The family continues to utilise our products and the eldest child has continued to be engaged and excited to learn.

BRYONY JONES

North East Wilds

NORTH EAST WILDS

We aim to improve mental health and wellbeing by supporting people to spend time outdoors and reconnect with nature through our woodland wellbeing programmes and our community gardening projects. We believe that being outdoors, connecting with the natural world, learning new skills and belonging to a community creates a lasting impact on peoples' wellbeing. In a world with rising rates of depression, anxiety, social isolation and loneliness, this is increasingly important.

With support from researchers at Newcastle and Manchester University we've been able to track our impact, demonstrating that our work is increasing the confidence and self-esteem of those taking part, developing community connections and reducing loneliness as well as decreasing feelings of anxiety and the effects of depression.

The Covid effect

When the impact first swept through our sector, we were faced with cancelling all of the projects, events and courses we'd worked really hard to initiate, fund, recruit for and staff. However, it quickly became apparent that we still needed to support the people we'd worked so hard to connect with and from this, a whole new range of projects developed: delivering 'grow vegetables at home' kits, installing raised beds and planters, providing weekly food parcels and nature activity kits. We even launched our first community garden site this summer.

It has been a tough year, but through making some great new connections in the community and responding with creativity

and determination we've managed to develop whole new ventures.

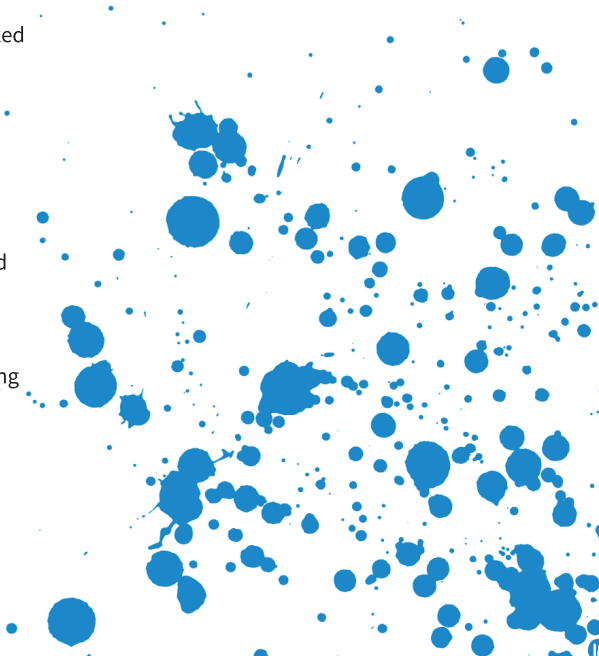
How the SSE helped

The SSE has helped in many ways, but what stands out the most is the connections I have made with an incredible community of resourceful, knowledgeable and dynamic people - all fighting for positive change.

WEB: northeastwilds.org

FB: @northeastwilds

"Some of the best advice I've received is a phrase that guides all the work we do at North East Wilds... Better Together"





LAURETTA ADHEPEAU

Kids Financial Intelligence's Impact



KIDS FINANCIAL INTELLIGENCE'S IMPACT
Financial Education Made Simple & FUN

Our mission is to improve the financial wellbeing of the next generation. We want to provide children with opportunity and choices and the ability to pursue things that make them happy.

Founding story

I had the very unpleasant experience of earning money and losing it, making me realise that how much money one makes is totally irrelevant. What really matters, is how much you keep and how you are able to make it work for you.

Years later, I had the potential of seeing my daughter going through similar experience. That was frightening to me, so, I educated myself in order to teach her better money habits. I felt it was important to start early and found research claiming that most children's money habits were formed by the age of seven. My daughter was constantly asking me to buy her things whenever we were shopping. One day, I asked her where she thought I was getting my money from and her answer was, 'the wall' (she was referring to the ATM machine). That for me was the right time to start her first lesson. She was 4 years old.

Soon after, a plan was drawn up and a schedule put in place. We both enjoyed the experience and so a project grew.

The Covid effect

We have been a face-to-face workshop-based activity to date, engaging with children at after school clubs. As a result, all activities have been put on hold, since my premises shut down and parents are reluctant to send their kids back. I'm planning to transfer the content of the



workshops online, which in the long-run will hopefully be another revenue stream.

How the SSE helped

It has given me clarity on how to be successful and provided me with the support and resources needed to fulfil my goals.

FB: @KidsFinancialIntelligenceImpact



IMPACT QUOTES

"I went to Financial Club on Wednesdays after school. We talked about lots of things. Like whether you need or want something. Needing is for food and clothing but want is when you might want another teddy. Before I went to the club I was like my little sister, spending all my money on things that I didn't need. But now I don't need a new teddy each week.

The first activity we did was go to big shops like Tesco and talk to the managers about food banks. This gave me confidence as I was asked to introduce myself and say my age to people I hadn't met before. We managed to get lots of donations for Bradford food bank. I felt proud of myself because we helped others. I really enjoy it and want to learn more."

Iris Roberts, aged 8



"We may think we have all the answers, but we don't.

However, our resilience and confidence in who we are, what we want and where we are going, will always help and guide us"

JENNIE-LEE JACK

JJ Heartisan

We are a screen printer and creative organisation with a mission to help other charitable organisations with their marketing.

Founding story

I was a member of West Yorkshire Print Studio and was finding it increasingly difficult to find the time, or money to book studio space. I had a lightbulb moment thinking that it would be great to have some mobile printing equipment so I could develop projects at home – and that to get around the smaller printing area, I could focus on branding and logos.

The Covid effect

For me, Covid presented a unique opportunity to pause and focus on my project. It gave me a chance to test out prototypes, experiment with the inks, as well as establish working processes and templates.

How the SSE helped

SSE provided the motivation and knowledge on how to set up as a social enterprise. Each course day was really useful and I feel honoured that the SSE had belief in me.

WEB: jjheartisan.com

FB: @JJHeartisan

“Have faith and believe in yourself. If you think you have a good idea and you find that there are people in need of the service you want to provide... then go for it!”





STEVE HOEY

The Inclusion Bridge

I help young people who are disengaging from education and at risk of exclusion to reach their full potential. I do this via coaching and mentoring. As I often work with young people in crisis, working with their support networks – teachers and carers – is crucial. I also raise awareness of mental health, having found that many of the young people I support face challenges in managing their mental health.

Founding story

My vocation was to be a teacher – I wanted to make a difference to young people's lives simply because my own education had been so dreadful. I was a teacher and school leader for nearly 20 years until I stopped to become a full-time dad 5 years ago. Being a dad is the best job in the world and I am blessed to have four beautiful daughters. Once they all started at school, I wanted to use all my experience to give something back. My project was borne out of this desire.

"Procrastination is the death of opportunity"

The Covid effect

All my work in school stopped. On a personal level, this was not such a bad thing as I had four daughters at home who needed looking after. From a business viewpoint, it allowed me the time to plan and think creatively. I also offered coaching to school leaders around mental health and wellbeing.

How the SSE helped

The SSE has proved invaluable. I knew what I wanted to do but had no real idea on how



to 'set it up'. The advice and guidance from the staff, the safe space of the action learning sets, the superb 'witness' sessions and, more importantly, the friendship and laughter of my peers has been brilliant.

WEB: theinclusionbridge.co.uk

TWITTER: @shoey1968 on twitter

IMPACT QUOTES

"I am now more motivated and focused. Having Steve there to talk to means that I feel more settled. I can control my anger better."

Kai, Year 11

"Having Steve to talk to means I can discuss my feelings with someone. I am more aware that I am in control of how I react."

Tyler, Year 9



CAROLINE NETTLE

Wild Nettle Gardens

We provide horticultural therapy that aims to address widespread mental health issues, whilst helping to ensure food security for communities. We grow pesticide free, locally grown food with those with PTSD.

Founding story

I felt driven to give back after I had received so much help in my life. It wasn't really a choice, more of a conviction, and even with all the issues I have had finding the land to start the project, I am still convinced this is the right thing to do and I am the right person to do it.

The Covid effect

Covid made looking for the land very challenging, but gave me the time to work on other aspects of the project like the business plan, the volunteer's handbook, the legal structure, setting up a bank account and many other tasks that take time to sort out.



HEALING WITH NATURE'S HARVEST

How the SSE helped

They really helped me believe in me and introduced me to some wonderful social entrepreneurs in our region who are all wanting to make the world a better place. Very inspiring.

WEB: wildnettlegardens.com

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

"Learn to believe that you can do this and then make it happen, step by step"

IMPACT QUOTES

"I have loved coming to the garden this year. It has been really good setting it up and I have enjoyed the work. We have had a laugh and achieved a lot. It's been a good place to come mid-week with lots of good company."

Volunteer from the test garden project in Wales

CAROLINE SCHOFIELD

Living Bridge

Living Bridge is a collective of experienced nature-based practitioners who provide wellbeing and therapeutic activities outdoors in Calderdale. We focus on tackling issues such as loneliness, bereavement and anxiety.

Founding story

I wanted to make a difference and improve the life experience of people in transition and suffering from emotional and mental distress by demonstrating the effectiveness and value of working in connection with the natural world.

The Covid effect

Everything has slowed down and required us to think about how to work differently and respond to changing events in the world. We now work specifically with people affected by bereavement and mental health issues through the lens of lockdown and Covid.

IMPACT QUOTES

"I have found working outside in nature with Caroline has helped me to see issues from different perspectives. I can see myself and others as part of something bigger, and in a constant state of impermanence, change and cycles. It has helped to me to connect to the natural flow of life."

How the SSE helped

The course helped me do robust preparation by thinking through our plans and gathering information. Connecting with others running projects is really inspiring.

FB: @Living Bridge – Eco Psychology

"Do the groundwork.
Don't rush"



We bring drama-based violence prevention programmes & digital resources to children age 7-16. We aim to prevent domestic abuse by providing relationship and sex education in schools. Through innovative drama-based approaches, we empower young people to develop the skills and aspiration to achieve, healthy, equal, and fulfilling relationships.

We use the arts as a powerful vehicle to drive individual and social change and ensure broad access across a range of geographical areas by positioning ourselves in local schools and early intervention hubs that support the most vulnerable children in our community.

Founding story

I am a domestic abuse survivor. The arts saved my life on several occasions, so I wanted to give that back to children and young people, to help build their resilience and self-belief. Setting up a performing arts school for young people had been a dream for a long time.

To understand my own experiences better, I began working on the Domestic Violence Perpetrator programme as project manager. I saw first-hand the efficacy of relationship education as a force to drive individual change.

I implemented my performing arts experience to develop the programme, and in November 2018, ran a workshop at the RESPECT conference at Amnesty International, on how drama-based learning approaches can engage perpetrators and enhance the behavioural change process.

However, it was during a final 1:1 session with a man who had successfully completed the programme, that really drove home the need for EdShift. He said to me,

“Ellie, I am 65, I am going through my third divorce, I will probably never marry again because I am an abuser, and I need to focus on myself. But why is this not rolled out in schools? It’s all too late for me.”

“Before the ‘How’, always comes the ‘Why’. Never forget your ‘Why’. It has made so many decisions for me easier to make”

The Covid effect

We have adapted our outreach to mitigate the impact on children living in violent homes, through our SpotLight intervention. SpotLight provides vital 1:1 support to children immediately after a domestic violence incident. We have sourced funding from the domestic violence community to develop a digital resource to use in 1:1 sessions.

We’ve also managed to secure funds from Tesco Bags of Help and Comic Relief to update our website and design a handbook for children and young people to complete throughout their individual sessions.

How the SSE helped

Everything is far clearer. I really struggled with how to communicate EdShift's concept to others. It is now a joy. I came to the SSE knowing what I wanted EdShift to become but didn't quite know how to get there. Thanks to the leadership, support and guidance from the SSE, that vision is now a reality.

I have to say that Sylvia Pearson, my Action Learning Facilitator is an absolute legend. She really believed in me and my mission: priceless, particularly during periods of self-doubt.

WEB: edshift.co.uk



TRACEY KING

Relax Kids Kirklees

I provide mindfulness sessions to children and adults to help them develop skills to cope with life stresses. Reports of teenage suicide are becoming more and more frequent, but if young people learn at an early age how to understand emotions and overcome situations in a more positive way, they are better armed to deal with anything they are faced with.

Founding story

As a child, I had very low self-esteem and lacked confidence. I felt very alone as no one tried to help me believe that I was capable of great things. As an adult I feel it is my responsibility and duty to reach as many young people as possible and ensure they truly believe in themselves, that they can achieve anything they set their mind to.

The Covid effect?

I have been unable to deliver face-to-face group sessions since March and have attempted to do online sessions but not had a great deal of response. However, during this time I have been able to renovate the premises for a mindfulness café. I am not currently able to fully open the cafe for its proper purpose, so it is being used as a sandwich takeaway to try and raise money to pay the rent.

How the SSE helped

SSE provided amazing support and guidance from like-minded people who I can now call friends.

Through my Action Learning Group, I have been supported in setting up a permanent

“A new venture will never be plain sailing. Even the most successful entrepreneur will have moments of despair”



venue for my mindfulness sessions which have developed into becoming a mindfulness café.

FB: @relaxkidskirklees

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

Working through the programme as a cohort and team of people, all with a mission to make a difference, always generates such positivity and benefits far beyond the knowledge and expertise we bring to the room. For many, the SSE experience is the first time they have met people who 'get' what they are trying to do – and importantly why they are trying to do it. Your Why is what inspires you and motivates you to keep going when times get tough.

Throughout this challenging year, understanding and defining your why is the most important thing you have done. Hold onto your why and let that guide the decisions that you will face as you navigate the uncharted waters ahead. Your collective missions are what helps us to achieve our vision of a fairer and more equal society, where the potential of all people is realised. Together you are a force, together we can change lives.

It has been a privilege to work alongside you this year and witness the support you gave to each other. As the pandemic and impact of lockdown hit, your resilience and determination to make a difference shone through. Some of you took the opportunity to pause and use the time to plan and create a robust foundation. Some of you were able to create new opportunities and help the fight against the pandemic or help the vulnerable in your communities. Some of you literally had the floor ripped from under you, but your mission remains, and I am so proud of each of you in your response to the change and challenges that Covid wreaked this year.

“Hold onto your ‘Why’ and let that guide the decisions you will face as you navigate the uncharted waters ahead”



Be kind to yourselves and remember to keep moving!

Sheila

Sheila McGill,
SSE Learning Facilitator



EXPERT ESSAYS

**RUNNING A
SOCIAL ENTERPRISE:
HOW TO SURVIVE
AND THRIVE**

—EXPERT ESSAYS—

IAN BAKER

Five Tips For Managing Wellbeing



As the global pandemic continues and the crisis unfolds further around us, it is clear that social entrepreneurs are a driving force to the recovery. Many are adapting their businesses to meet new demands the crisis has placed on their communities and target groups. It is also clear that social enterprise is needed as part of a compassionate society that rebuilds itself from the bottom up.

This demand places a huge burden on social entrepreneurs and so it is critically important that we manage and listen to our own needs and emotions, as well as those of staff, volunteers and beneficiaries. I liken this to the analogy of putting your own oxygen mask on first to ensure you can help others. Here are five tips to help you do just that and manage your wellbeing:

1. Manage the double edge of your mission

Social entrepreneurs are often driven by personal experiences of the issue they are trying to tackle. This passion is key to their success. It also makes them highly likely to go beyond their limits - especially as there is likely to be no limit to the need that they see and feel so acutely.

Look to surround yourself with good people and get comfortable with delegating and working as a team. It is OK to think about your endgame; to define the role that you can play and know the point at which you exit.

2. Align to your strengths and passions to avoid imposter syndrome

Whilst many of the social entrepreneurs we work with have direct experience, or deep knowledge of the problem they are trying to

solve, many have limited prior experience of running organisations.

Identify and recognise your strengths and weaknesses. As you grow, focus on your strengths and bring people in that compliment your skill set and can manage areas of the business that you feel weaker in.

3. Embed wellbeing into the organisation's core

As the founder and leader, it is important to set an example to the rest of the organisation. How are you managing your wellbeing? How is this prioritised across the company? Book in holidays. Don't work late every evening, encourage a work/life balance.

4. Reframe setbacks as learning

Social entrepreneurs take risks - that is inevitable. With risks comes the chance to achieve something amazing. There also comes the very real possibility that you will fail. And fail a lot. Reframe failure as a chance to learn and a step closer to succeeding.

5. Build in recovery time

When you are stressed, time for yourself is the first thing to go. Paradoxically, when you are feeling under pressure and stressed, this is when you need it most.

Be sure to ring-fence time for you to take whatever you need - be that a 5 minute meditation, a 30 minute run, or a morning a week with the grandkids.

Ian Baker
Head of Wellbeing, SSE

—EXPERT ESSAYS—

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. Even through the incredibly strange and challenging times that the coronavirus pandemic has presented – and is likely to keep presenting for some time to come – I am evermore unwavering in the belief that having a defined social mission and values, and keeping it at the core of all you do, will help you focus in on what it is you exist to do so you can remain present and resilient for the communities you are here to serve.

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'.

It has been wonderful to speak to many social purpose organisations over the last six-months that, from the solid foundation of their 'cause of action', have demonstrated great courage in re-thinking their 'course of action' – in some cases, completely rewriting their whole model – so that they continue to engage with and reach people.

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.

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

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 acts 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



DAVID HARRIES

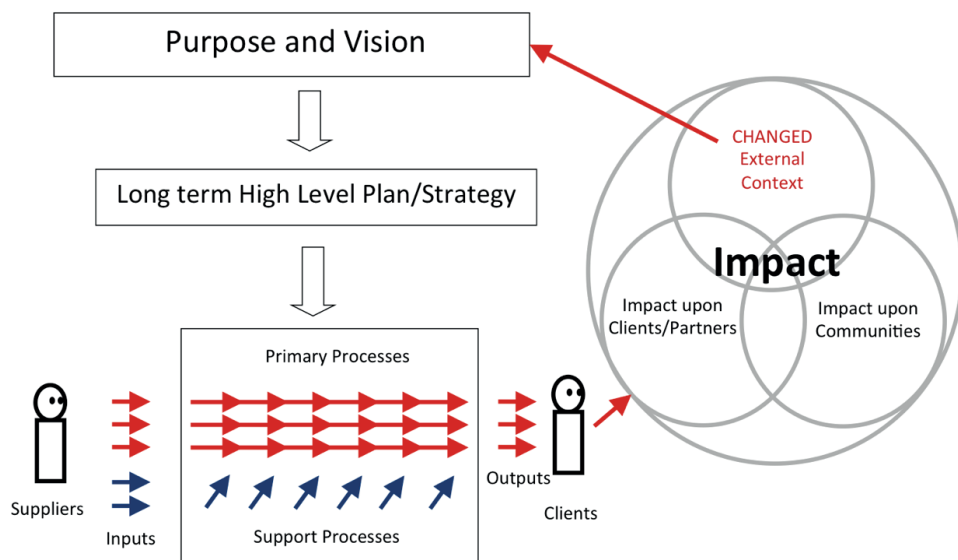
Planning for a better future

Social enterprises are at their best when the things they do and the way they do them fit perfectly with the needs and aspirations of the community they serve. Every business has to make adjustments to maintain its niche in our continually changing world. We expect change, and most of the time see it coming and plan accordingly. For many organisations adapting to the changing external context involves occasionally reviewing and refining the organisation's vision and purpose, producing a new high level plan every few years and working to improve the day-to-day processes as and when needed. This generation has never seen anything like the dramatic level of change that has hit us as we find our way through the global pandemic. Our normal planning cycles were not designed for this and now is the time to refocus your business to

meet the challenges and opportunities of the new reality.

Businesses comprise of complex sets of relationships, systems and processes all of which work together towards the vision of the organisation. The diagram above illustrates how this fits together and how it relates to the outside world. It represents a continual cycle of learning and planning.

Reviewing and refocusing your business starts by improving your understanding of the context it operates in. Work with some of your key stakeholders including customers, suppliers and staff to build a picture of what has changed because of the pandemic. Get their ideas on how things might look in a year or two.





“This generation has never seen anything like the dramatic level of change that has hit us as we find our way through the global pandemic. Our normal planning cycles were not designed for this.

Now is the time to refocus your business to meet the challenges and opportunities of the new reality”

Take what you have learnt from reviewing the context and use it to help you and your team sharpen your business's Purpose, Vision and long-term plans. The disruption caused by the pandemic is such that all of us will need to accept that any long-term plans will have to be reviewed and adjusted to remain relevant in our fast-changing world.

At the heart of any business is the work people do to deliver services or goods to customers, the critical workflow converting inputs from suppliers into products and services for customers. For many businesses this is where the impact of the pandemic has been felt most.

The work you have done to improve your understanding of the context combined with your updated vision and high-level plans should now give a sense of direction to improvements you can make to your core processes. Work on improving these requires continual attention and should be driven by the vision of your business, shaped by your understanding of the context, and informed by the relationships you build with your customers, suppliers and other stakeholders.

Planning needs to move from an occasional event to a dynamic process that helps us continually adapt our businesses to meet the needs of what promises to be a turbulent future.

David Harries
Leadership and Governance Consultant
EMAIL: david@dvharries.co.uk
WEB: dvharries.co.uk

ROB ORMISTON

Financial management: Help to 'weather the storm'

Northern
Tonic

The current pandemic has created massive confusion and uncertainty. You could be forgiven for thinking that everything we know has changed and you will have to start again. One thing that is true is the impact on different businesses has varied wildly. Whilst some have found that their revenue has dried up, others cannot keep up with demand. Whatever circumstances you find yourself in I would urge you to get back to the basics of business. They most certainly have not changed.

Cash is King

This is a hugely overused expression, but that does not make it wrong! No-one ever went bankrupt because they ran out of profit. It is always cash that causes the problem. If you only do one thing to improve your business, then focus on cashflow every day. Make sure you always know your bank balance and be clear about what is going in and out of it.

What simple steps are you taking to maximise your cash?

- Are you up to date with your invoicing?
- Have you chased your unpaid debts?
- Have you considered using GoCardless to enable you to take direct debits from your customers instead of waiting for them to pay you?
- Have you put together a cash flow forecast for the next 3 months? (Hint: This is vital).

Planning is also King

The minute an army engages with an enemy its battleplan is ruined, but that does not stop the General from thinking critically about what they plan to do. The process of planning forces you to think through the critical risks and mitigations. So even when things do not go according to plan (they never will) you will be more prepared to adapt. I confess that a global pandemic did not feature in any of my planning scenarios either...

Ask for help

In my experience we are poor as a nation at asking for help. The men amongst us being the worst. Personally, I do not see it as a sign of weakness but rather sensible pragmatism. It does not have to mean spending money on an accountant either, although that might work for you. There is much free advice available from work contacts, relatives, or friends, as well as your bank. Think as widely as possible. The reason I see this as so key is not only share the burden, but because you will struggle to find a problem that has not been solved by somebody else already! Sticking your head in the sand will only make your problem worse.

Grants/loan finance

One area that you only ignore at your peril is the huge amount of Government support that is available in response to the pandemic. I know that for many this is a source of frustration but make sure you have exhausted all avenues before you give up. I enclose three relevant links.



1. HMRC : Information about grant funding
<https://www.gov.uk/government/organisations/hm-revenue-customs/contact/coronavirus-covid-19-helpline>
2. British Business Bank : Information about loan funding
<https://www.british-business-bank.co.uk/finance-options/>
3. Grants : National comprehensive directory
<https://www.grantsonline.org.uk/>
(Also consider your local council, they invariably have several grant schemes running with excellent information available about other options).

One final word. The world might have changed, but the disciplines of running a business have not. Focus on your cash flow and you cannot go far wrong.

Rob Ormiston
Director
Northern Tonic
07587-775 681
www.northerntonic.co.uk
rob@northerntonic.co.uk



“The world might have changed, but the disciplines of running a business have not. Focus on your cash flow and you cannot go far wrong”



PETER COLMAN

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 organisations, 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.



SIMON ♦ KUCHER & PARTNERS

Strategy & Marketing Consultants

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 eg, £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”



MICHELLE RAWLINS

How to be famous and appear in the national press

1. Be clear on your why

Think about *why* you want to appear in a national publication. It could promote your organisation, gain awareness for a campaign or maybe just highlight something close to your heart. But before you go down that road, have a really good think about what results you are looking for. After all, you will be putting yourself into the public domain and once you are out there, there is no going back. Unlike in years gone by, newspapers are no longer yesterday's fish and chip paper. The digital age means articles for newspapers, TV and some magazines go online which means they are generally there forever.

So, if your business is doing something unique, quirky or revolutionary then getting that public attention can have outstanding results. Your sales could increase, your business or cause will be known on a national scale and suddenly when people Google your organization, you are much higher on the search rankings.

With that in mind, ensure you give as much relevant information as you can. It may seem obvious, but don't forget to make sure you give the journalist any links or websites you want or need to be included in the piece. And remember to talk enthusiastically about your product or the service you are offering - believe it or not it can easily be forgotten when you are chatting away.

2. Ask for copy approval

Not all outlets will give full copy approval, so this is a question you need to ask at the outset. For national newspapers, you may be

given 'quote approval' but not always full copy. And it's very rare you will know the headline in advance, as they are often put together not long before the piece goes to print.

If it is an interview or a recorded show or podcast, then also ask in advance what questions you will be asked, so you have time to prepare your answers.

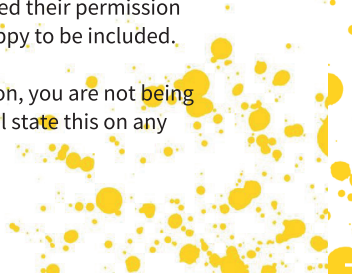
You can also request your interview is recorded. Good journalists are used to this and possess a dictaphone for this very reason or are happy to use the voice recorder on their smart phones. This will help prevent you being misquoted and should limit any mistakes.

In fairness to publications, they do work hard to ensure the final piece is completely accurate and that you are entirely happy with it. They really want you to like your piece.

3. Provide a range of top quality photos

Most publications need lots of photographs. This is crucial in the digital age; online platforms need to break up all those words with pictures, pictures and more pictures. The reader needs to be drawn in and captured, and alongside a headline, photos are a big pull to gain that initial attention. It could be that photos of other people may be asked for. Always ensure you have asked their permission first and they are happy to be included.

If, for whatever reason, you are not being identified, then it will state this on any



4. Maximise through social media

Facebook, Twitter, Snap Chat, Instagram and LinkedIn are all brilliant ways of getting your story out there or promoting your business. And when it comes to media attention, they can greatly boost your views and profile.

Once your article is suddenly out there on a national scale, use the full range of your own social media channels to amplify the article. Shout it from the roof tops - don't be scared of self-promotion! This is not the time to be shy, especially if you are promoting a product, charity or on a fundraising mission.

“Don't be scared of self-promotion. This is not the time to be shy – especially if you are promoting a cause or fundraising mission”

Michelle Rawlins
Freelance & national journalist



LAURA SLEET PETER PARKER

Legal structures for social enterprise

The ideas you will certainly be clear about from the outset of your social enterprise are your mission and values– those are the things that drive you. However, you may be less clear about the best legal structure to use to support your organisation. There are various options available. Whichever structure is adopted should reflect your current and future needs, and take account of various factors, including:

- How the organisation will be managed and controlled, and by who? One person could fulfil all these roles, or a larger organisation may have a wider team of people involved. To what extent is local / social engagement in the decision-making process important?
- How will the organisation be financed? Will it be primarily by trading, by obtaining grant funding or by borrowing? Will funding also be sought from private individuals / supporters?

Whilst legal structures can be divided into two distinct groups – unincorporated and incorporated – the unincorporated structure is rarely used as the individuals running it will be liable for any debts and liabilities arising in the ordinary course of the organisation’s activities.


On the other hand, an incorporated entity has a separate ‘legal personality’. This means that the organisation can own property and enter into contracts in its own name.

WRIGLEYS
— SOLICITORS —



Although there can still be personal liability in some circumstances, this is rare, and liability generally sits with the organisation rather than individuals. The price for this benefit, however, is the obligation to comply with certain formalities and disclosure requirements, depending on the type of structure. Social enterprises will generally benefit from being incorporated, but as there are a variety of legal structures, it is important to obtain legal advice to ensure that it will meet current and likely future needs.

“Whichever structure is adopted, it should reflect your current and future needs, and take account of factors, including how the organisation will be managed and how it will be financed”



Aside from the issue of which underlying legal structure to use (as outlined above), there is the question of whether to adopt a “badge” identifying the organisation to the outside world. One area that can cause a good deal of confusion is in respect of such badges is whether to become a charity or a social enterprise (or indeed either). It is worth noting that there is a degree of crossover between the two and that one (charity) has a legal definition; the other (social enterprise) does not. It is again important to consider a variety of matters (including those listed above) before deciding whether either of

these are appropriate for a particular organisation and its activities.

One factor that has been in play this year is the impact of Covid-19. This has meant that many organisations have found their resources stretched, and sadly in some cases revenue streams have fallen significantly or dried up. This is where organisations that have previously diversified their sources of income have often found themselves more able to be resilient. In the not-for-private profit sector there has been significant amounts of grant funding made available to support organisations during the Covid-19 crisis, although usually hugely oversubscribed for. As always it is important to take a step back and assess whether the funding is suitable for an organisation – don’t allow it to become bent out of shape simply chasing funding. It is also worth noting though that a very significant part of the funding has been made available only to (registered) charities, with other organisations – such as Community Interest Companies (CIC) finding it harder to access the funding. Whilst this, of itself, should not drive any future decisions about structure it is something to bear in mind and certainly some not-for-private-profit brands do now run parallel charity and social enterprise (possibly CIC) structures to take advantage of such funding opportunities.

Peter Parker & Laurel Sleet,
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.

HELEN MINCHER

Tips for effective storytelling....
And making the most of the bonkers

roast

M A R K E T I N G

We have all been through a bonkers six months. Bonkers is a polite all-purpose word for crappy/tough/busy/unprecedented (who isn't sick of that word) crazy.... You get the picture and you can insert your own adjective as suits. We have seen some massive shifts in behaviours – such as a huge increase in digital consumption, notably by elderly groups, with some accessing digital platforms and social media for the first time.

Another notable trend emerging during lockdown for social enterprise was a focus on the community. A genuine appreciation of small and local businesses, the impact and character they bring to a place. This was married with a conscious desire to spend with local businesses, knowing that it helps people local to them survive and retains a service or product they want. Conscious consumerism has been a slow moving beast, regularly trumped by cheap and easy. But what a chance we have to keep this momentum moving – this sense of power that we as individuals have with pound in our pocket we spend. Do we endorse the practices of large corporates and line the pockets of their share-holders. Or do we choose the independent, the small business that supports vulnerable people and makes this currently broken world that little bit better?

I think that one of the ways that social enterprises can capitalise on this trend is to share stories. storytelling is an extremely valuable tool in marketing. Studies have shown that storytelling is so powerful that it has physical effects on the brain. It has been shown that stories activate up to 7 regions of the

brain, whereas simple factual information only stimulates 2 areas. Information told in a narrative form has also been proved to be more memorable, as well as being more motivational. Important as it means that people are more likely to take action.

Sharing your mission, vision and your impact stories will be crucial in retaining and winning hearts. *People are ready to listen*

Here are some general tips that you can apply to any type of storytelling to make it as engaging and effective as possible.

Use specifics and details

Detail helps with memory and will allow you to create a story that resonates with people. In talking about bigger issues, the emotional resonance and individual impact can sometimes be lost. Using small details and observations about specific situations can often convey much more reality and emotion while still being representative of wider realities and causes.

Embody universal themes and emotions

No matter what the situation, if you link a story to overarching themes and emotions, everybody will be able to connect in some way, even if they are far removed from the issue at hand.

Through storytelling, people who may have had little sympathy for your cause will feel more compassion and be more likely to support your organisation.

Show challenges and obstacles

One universal theme is that of struggle,



“Sharing your vision and your impact stories will be crucial in retaining and winning hearts.
People are ready to listen”

something most people have experienced, even if this is to varying degrees of extremity. Showing struggle in stories will humanise the subject, and this will cause a more emotional response in readers. By evoking this compassion, you will force readers to feel more engaged and connected to the story, which may prompt them to support your organisation.

Be honest

Potentially the most important factor in storytelling is to be honest. If you are as honest and open as possible, people will be more likely to trust your organisation, and true stories are much more likely to resonate emotionally with audiences.

Keep it simple

Although detail is important, as mentioned above, this doesn't mean that content needs

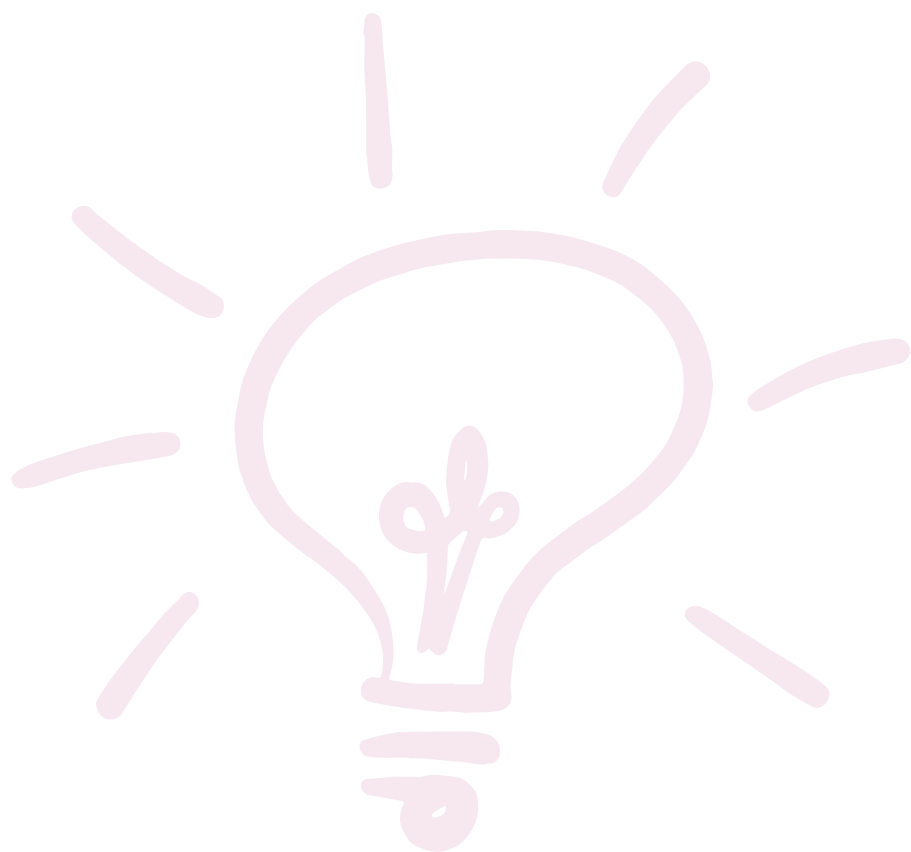
to be extremely complex. Storytelling doesn't have to come in the form of long narratives, with plot twists and villains and heroes. Rather, it is a part of everyday life, and can be integrated into a majority of the information you present to people.

For example, some small adaptations to an 'about us' page on a website can turn it from factual information to an origin story, sharing your own personal story. These don't have to be major changes, but will make information much more interesting and engaging to read. Keeping things simple also means that people are more likely to remember your story and therefore your organisation, which will make your marketing more successful overall.

Helen Mincher
Marketing Consultant
[linkedin.com/in/helenmincher/](https://www.linkedin.com/in/helenmincher/)



NOTES – IDEAS – MUSINGS - THOUGHTS



GOALS – DREAMS – HOPES - WINS



TOGETHER WE CHANGE LIVES

You can help us to
create change by
supporting our work.
Contact Sue Osborne for
more details

Lloyds Bank Social Entrepreneurs Programme



school for
social
entrepreneurs



COMMUNITY
FUND