



Lloyds Bank and Bank of Scotland

Social Entrepreneurs Programme

In partnership with the School for Social Entrepreneurs and jointly funded by The National Lottery Community Fund

2017-2020 Phase two Interim Evaluation - Summary Report



school for
social
entrepreneurs



Impact snapshot



Funding

£2m+ of The National Lottery Community Fund grants distributed directly to those leading change in their communities.

£2m+



Income

£3.7m additional earned income generated*, stimulated by Match Trading® grants.**

£3.7m



Support

2,350 social entrepreneurs supported since 2012.
823 supported in 2017-20.

2,350



Benefit

431,324 additional people have benefitted from the work of Phase two supported social enterprises.

431,324



Skills

20% increase in business skills amongst participants.

20%



Impact

90% of participants now recording their organisation's social impact.

90%



Completion

95% of learners complete the programme

95%



Survival

99% of SSE supported Start Up projects survived over two years.

99%

*Trade Up & Scale Up level

** See page 8 to learn more about Match Trading

About this report

The Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme is run in partnership with the School for Social Entrepreneurs and jointly funded by The National Lottery Community Fund.

This report presents interim findings following the first three years (2017-2020) of Phase two of the programme. The impact evaluation was undertaken by independent evaluation firm, ERS.



About the programme

The programme is designed to support social entrepreneurs to develop the skills, confidence, and networks they need to start and grow their enterprises, in order to make a positive difference and tackle social problems.

Courses are provided free to social entrepreneurs and the competition for places is strong. There are 800-1,000 applicants per year, from which around 260 are selected to take part.

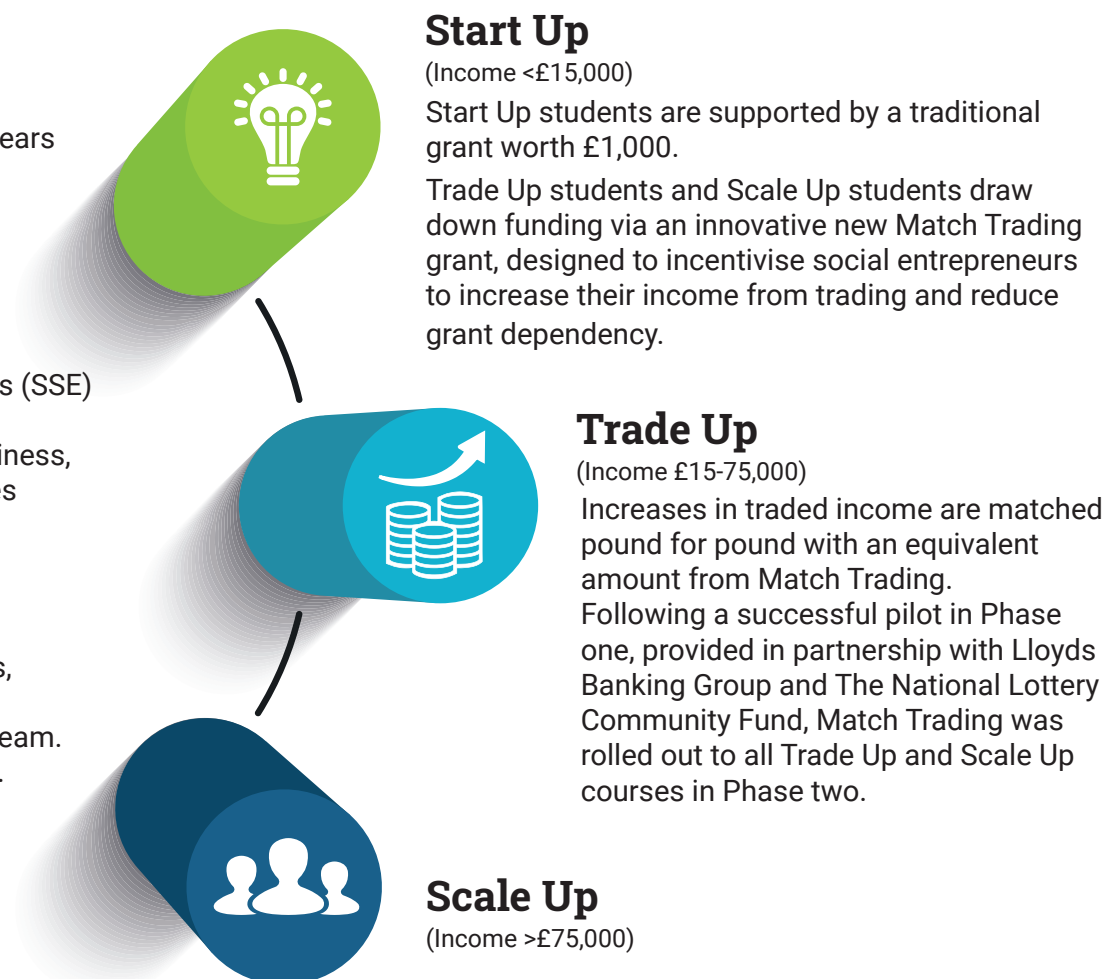
Launched in 2012, the programme was initially planned to run for only five years (2012-2017) but, following a renewal of funding, is now in its second phase.

The largest of its kind in the UK, this programme has three entry levels, designed to support different stages of a social entrepreneur's journey: Start Up, Trade Up and Scale Up.

The programme is delivered by nine regional School for Social Entrepreneurs (SSE) teams across England and Scotland.

The programme focuses on the individual, as well as their enterprise or business, building their transferrable skills to support sustainable change. It comprises several complementary elements:

- the selection process itself provides valuable experience of pitching a business idea.
- the learning programme uses experts, witnesses and learning managers, and includes Action Learning Sets (ALS) run by ALS facilitators.
- grants to students are administered by a specialist grant management team.
- mentors come mainly from Lloyds Banking Group and Bank of Scotland.
- networking opportunities are promoted and wraparound support is offered by SSE staff in the regional teams.



Developing business and personal skills for greater impact



99% of students report improvement in business skills, leadership, emotional resourcefulness, impact measurement and confidence.



The greatest improvements were in business and entrepreneurial skills, and in networks and networking (**20%** increase on average).

Where students rate themselves lowest at the beginning of the programme, the reported gains are highest, especially for Start Ups.

Sales and pitching skills tend to have lower starting points and show greatest gains at the end, showing needs are being met.





Figure 1: Perceived business skill gains by Start Up, Trade Up and Scale Up students 2017-20.

“Very few people in my social circle understand quite how hard getting a social enterprise up and running is, and so to have a peer group in a similar situation has been invaluable.” (Start Up student)

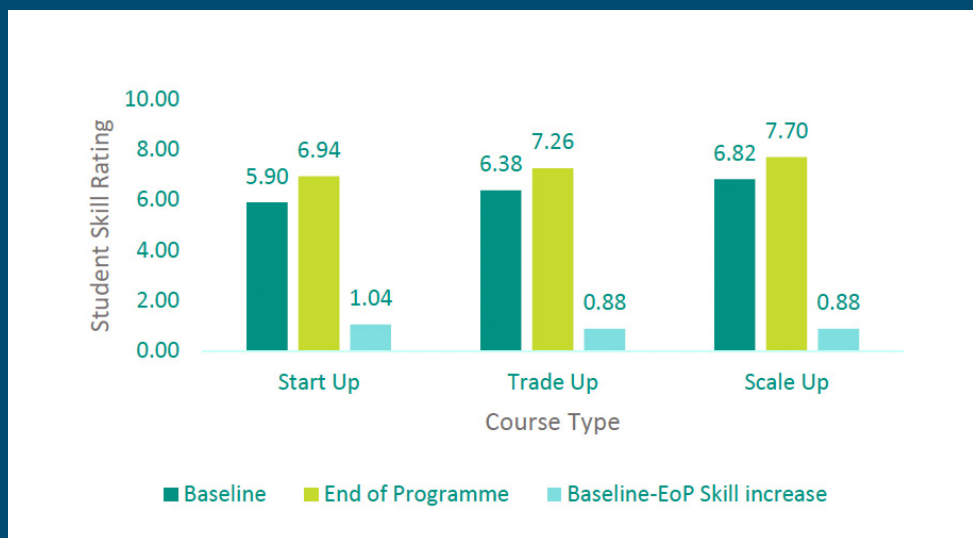


Figure 2: Self-reported skill gains across all skill areas by course.

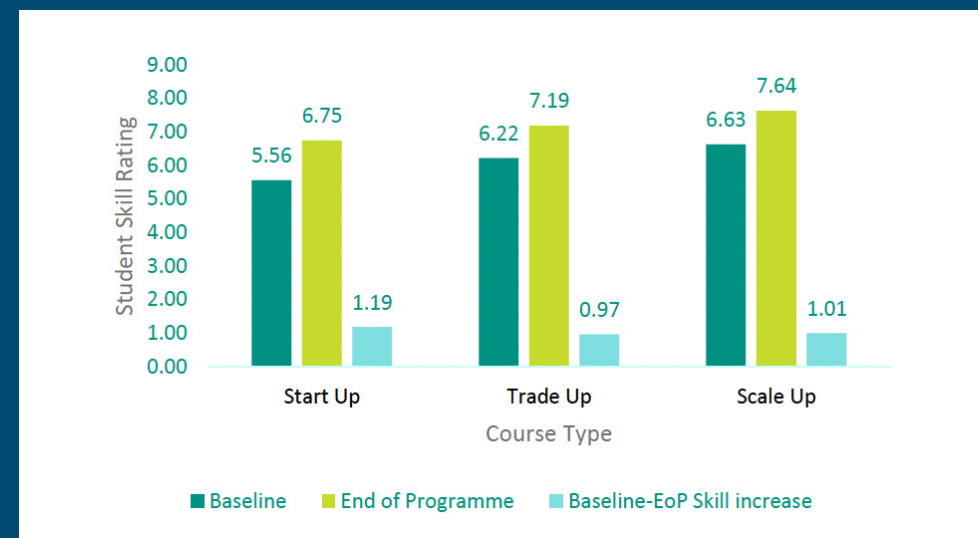


Figure 3: Self-reported skill gains for business and entrepreneurial skills.

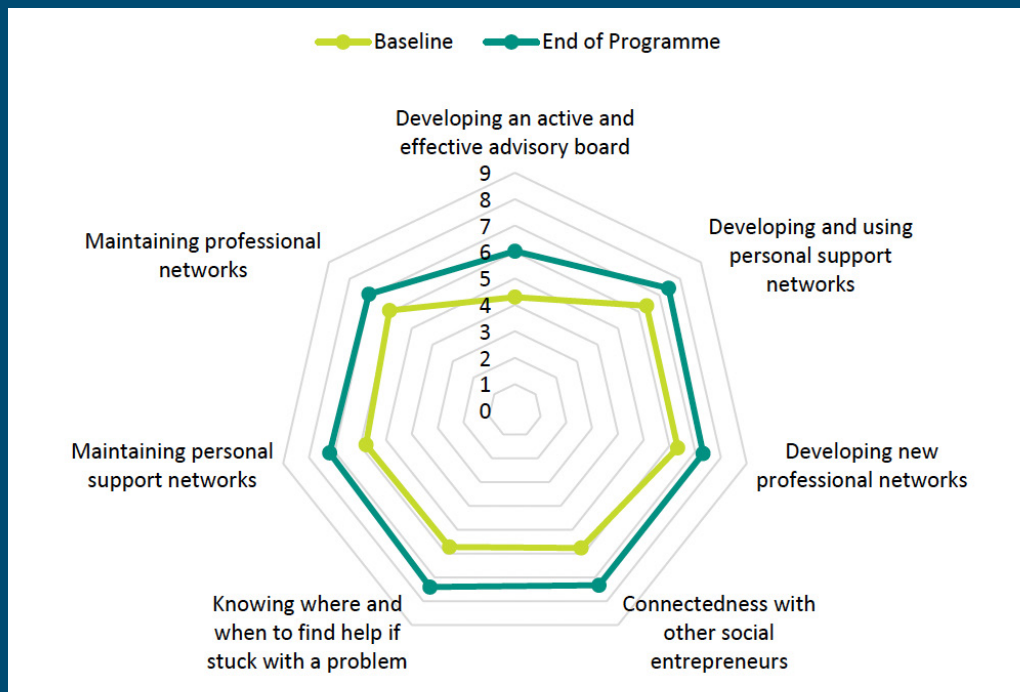


Figure 4: Network and networking.

“Think Zoom and remote worked well to be honest, saved on travel time and cost especially given distances some would typically travel - could be incorporated in future beyond covid.”

(End line survey)

“SSE launched me into another level with my business. It gave me clarity and confidence which has helped me to build the foundations of my business.” (Trade Up student, cohort 8)



Figure 5: Leadership and emotional resourcefulness. Start Up, Trade Up and Scale Up students 2017-20.

Positively impacting on people and communities

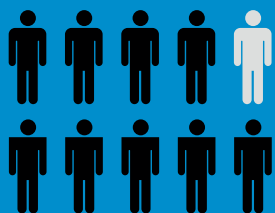
Number of beneficiaries

A combined total of

431,324

additional beneficiaries were recorded
- that's an average of 1,042 additional
beneficiaries per enterprise
(calculated by mean).

Measuring social impact



90%

of participants are now recording their
organisation's social impact: critical in
funding applications and to ensure that
enterprises retain focus on their
social purpose.

“[The learning manager was] supportive and full of wisdom. Very knowledgeable and good at supporting you to come to your own decisions whilst providing insights and observations to assist. Very positive and great energy.” (End line survey comments)




 Indicator	 Phase two target	 Achieved	 Variance on target
Number of social entrepreneurs reporting social impact	610 (Total)	717 (Total)	+17.5% (Total)
Increase in beneficiaries	100 Per enterprise	Average: 1,042 Total: 431,324	+942%

Table 1: Enhanced social impact in communities 2017-20.

Developing economically sustainable business models

Enterprise survival rates

99% of projects launched at Start Up level survived 2+ years.

Income from trading

Trade Up and Scale Up participants achieved **£3.7m** additional earned income, stimulated by our Match Trading grants.

Covid-19 and Trade Back

In response to Covid-19 and the economic crisis, for cohort 8, SSE quickly pivoted Match Trading grants to Trade Back grants, to better support social enterprises.

Students and grant managers report this provided the support and breathing space needed to recover and rebuild.

66% (two-thirds)

of all enterprises in cohort 8 experienced reductions in their traded income. But with support from grant managers and Trade Back, non-traded income increased by almost 50%, with total income from all sources increasing by **11%**.



Match Trading is an innovation in grant-funding that pound-for-pound matches an increase in income from trading. By rewarding sales growth, Match Trading grants incentivise social organisations to develop their trading base, so they can build stronger business model.

SSE created Match Trading with the support of pioneer partners Lloyds Banking Group and The National Lottery Community Fund and development is overseen by a Task Force of 20+ leading funders and social-sector organisations.

Participants on the Trade Up and Scale Up levels receive a Match Trading grant.

“I am a massive fan of Match Trading, I think it’s a bit of a game changer.” (Grant manager)

“Social entrepreneurs are typically not well-financed. They’re surprised by how well they progress. The Match Trading grant makes them look at their income and refocuses them.” (Grant manager)

Indicator	Phase two target	Achieved	Variance on target
Start ups surviving 2 years post completion	339 (Total)	503 (Total)	+53.5% (Total)
New trading income (Scale Up & Trade Up)	£1.2m (Total)	£3.7m (Total)**	+208% (Total)

“Outstanding. I don’t know if we would ever have got our social enterprise off the ground without SSE.”
(Start Up student)

*Estimated, based on extraction of data from Companies House, using company registration numbers supplied by students.

** Based on end of programme survey responses.

Table 2: Sustainable enterprise performance 2017-20.

“Wow!!!!!! My expectations of SSE have been exceeded on many occasions. The programme has been very intelligently put together and has employed not only sincere but very competent staff.

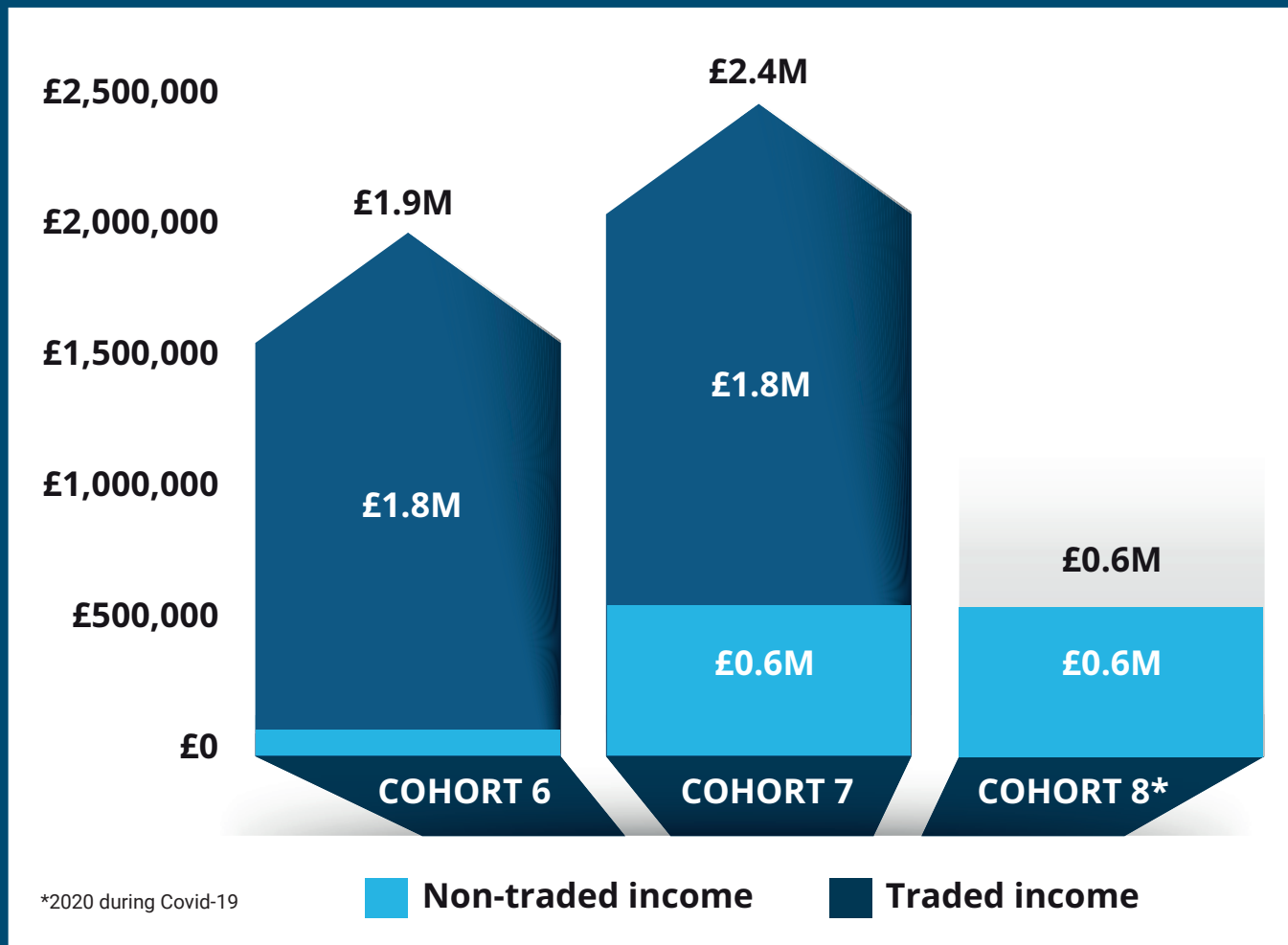


Figure 4: New income generation, Trade Up and Scale Up students receiving a Match Trading grant.

“SSE is profound and the combination of grant funding allows participants to gain the maximum amount of growth from the experience.”

(Trade Up student, end line survey).

Meet the social entrepreneurs



**Abdul Shiil,
Sahan Cares**

IN A NUTSHELL:

Sahan Cares - a community interest company that trains refugee women from Somalia to become care workers.

Founder Abdul Shiil joined the Scale Up programme in October 2018. At the time, Sahan Cares had around 70 carers in a mix of public and private settings, each trained to provide expert care to clients across West London.

Abdul and the team have used the programme grant to dramatically improve the website and related marketing, which has helped both service users and their families understand Sahan Cares' approach and impact much better.

As a result, even despite the effects of Covid-19, the community interest company has grown to 95 carers (October 2020). However, there is still the occasional push-back says Abdul. Times when a client will be surprised to see a care worker arrive in a headscarf, for example. "But it only lasts five minutes, they quickly get past that and fall in love with the carer because they're unbelievable people."

"I learnt how to measure our social impact and articulate our value properly, which helped me grow more confident.

I was able to go back to my mum and brother and pass on all these learnings too, which helped us grow the business in the right direction."

Meet the social entrepreneurs



Sophie Simpson, SS Dance & Wellbeing

IN A NUTSHELL:

SS Dance & Wellbeing – provides dance and movement-based sessions to people in and around the community, promoting fitness and wellbeing for people of all ages and abilities.

“The course gave me confidence as well as the knowledge and belief that I can run my own business.

I would never have approached huge organisations like the NHS otherwise.”

Founder Sophie Simpson joined the 2017 Start Up programme.

She’s turned her childhood passion for dance into a successful social enterprise.

“With the expert sessions you discover what other entrepreneurs have achieved and that really pushes you on. I also found the action learning very difficult but very helpful too – it made me think about things in a new way.”

Since completing the programme Sophie has partnered with several organisations, including the NHS for which she delivers dance fitness sessions through her Active Workplace Initiative. Other schemes include the Older Peoples Health Initiative, which delivers chair dancercise and Active Communities which provides street dance and majorettes sessions.

Meet the social entrepreneurs



Melissa Nobrega, Caring Cooks of Jersey

IN A NUTSHELL:

Caring Cooks of Jersey – waging war on childhood obesity on the island of Jersey. Her team provides free meals, school lunches and educational programmes to improve nutrition and home-cooking skills.

Founder Melissa Nobrega took part in the 2019 Scale Up programme, during the Covid-19 pandemic.

In Jersey one in three children leave primary school obese, due to a combination of poverty and poor diet. Data suggests 40% will stay that way into adulthood.

Although initially she had to furlough eight staff, the pandemic's been a real opportunity for Melissa in her scale up mission. Within five days she was able to deliver meals to an island [Jersey] during lockdown – 10,000 meals for 293 households.

During lockdown Melissa won a government tender worth £3million to deliver a school food service to five secondary schools.

The financials show the success Melissa's had with scaling the organisation. In 2019, turnover was over £175,000. In 2021 turnover is predicted at £1.3million.

“It's down to SSE that I've learnt about financials and how to scale up the business.

We are currently 11 staff and we'll be 36 by the end of 2020.

We've scaled our organisation three-fold since I started the programme.”

Mentoring

The mentee:

Pasna Sallis, Founder, Weekday Wow Factor

A community interest company (CIC) aiming to reduce health inequalities and ageism.

They create accessible, fun daytime leisure opportunities like discos and walking adventures to improve physical, mental health and wellbeing amongst older people.

The mentor:

Colin Grant, Business Manager, Lloyds Bank Corporate Markets

Pasna was a student on the Start Up programme 2017-18. As part of this programme, we matched Pasna with Colin. They've met every three months since October 2017.

Pasna says "Colin really helped improve my confidence as the business grew, especially in that first year of starting up. "Getting his feedback was such a great boost and helped me know I was on the right track."

Mentor Colin has worked for Lloyds Banking Group for 30 years and had never been a mentor before, until he met Pasna.

He says: "I find it very rewarding. It's also a change from the norm as the SSE social enterprises are completely different from the businesses I work with at Lloyds Banking Group."

"I've learnt a lot about myself and about social enterprise from this experience."



“I feel really supported by Colin and he motivates me to act on my ideas to improve the business.

He helps me set bite-size goals that are practical and make a real difference to the organisation's overall impact.”

Find out more



Lloyds Banking Group

One of the largest Financial Services investors in UK communities has made commitments to address some of the big issues facing Britain, from improving skills and employability to tackling social disadvantage. These ambitions reflect the Bank's purpose to Help Britain Prosper.

www.lloydsbankinggroup.com



The National Lottery Community Fund

We are the largest funder of community activity in the UK – we're proud to award money raised by National Lottery players to communities across England, Scotland, Wales and Northern Ireland. National Lottery players raise more than £30 million each week for good causes throughout the UK. Since The National Lottery began in 1994, £43 billion has been raised for good causes which has supported over 635,000 projects, benefiting millions of people - that's 255 projects per postcode area.

www.tnlcommunityfund.org.uk



School for Social Entrepreneurs

We help 1,000 people a year develop the skills, strengths and networks they need to tackle society's biggest problems.

www.the-sse.org



Written by ERS, one of the UK's leading independent research consultancies.