

# FINAL EVALUATION

**PROJECT:** SOCIAL ENTERPRISE EXCHANGE 2 (SEE2)

**PREPARED FOR:** COMMUNITY MEDIA SOLUTIONS

**DATE:** MARCH 2023

## FINAL



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## EXECUTIVE SUMMARY

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### About Social Enterprise Exchange

Social Enterprise Exchange (SEE) is a social enterprise support programme. It delivers jobs, growth, social inclusion and community benefit across the South Yorkshire local authority areas of Barnsley, Doncaster, Rotherham and Sheffield, plus Bassetlaw, Bolsover, Chesterfield, Derbyshire Dales and North East Derbyshire. It is delivered by a community-based consortium in collaboration with the South Yorkshire Growth Hub.



£2.3m  
ERDF,  
TNLCF &  
others

A first phase of the SEE programme operated from 2016 to 2019. From July 2019 a second phase commenced with a budget of £2.1m including support from ERDF (£1.2m), The National Lottery Community Fund (£500k) and the remaining funding provided by delivery partners and beneficiary match funding. This project is known as

SEE2 and is the subject of this evaluation. Originally planned to run to June 2022, the project was extended to December 2022, following the addition of National Lottery funding and later to June 2023 with the budget increased to £2.3m including an additional £100k ERDF as part of a contract variation agreed with the Department for Levelling Up, Housing and Communities (DLUHC).

### The changing socio-economic context

The original rationale and need for SEE2 remains relevant. More importantly, some local challenges have worsened, suggesting the need for SEE2 is even greater.

The operating context for the SEE2 programme has changed dramatically during the delivery period. This has impacted both the delivery of SEE2 and the local circumstances in which it operates, this should be considered when assessing performance and impact.

Outside of the influence of SEE2, there are challenges with income, employment and worklessness locally, with fewer jobs and lower earnings, possibly meaning in-work poverty.

There are sensitive groups locally who may be more severely impacted by the challenging local economic conditions, for example:

- ✖ Presence of an older workforce.
- ✖ Below average ethnically diverse groups means that existing communities may be more marginalised than communities in more diverse cities and towns.
- ✖ Above average numbers of workless people who are economically inactive due to health reasons.
- ✖ More people with disabilities which limit their ability to work.
- ✖ Rural communities who may face barriers resulting from being isolated.

Further, wider evidence on the social enterprise sector demonstrates above average representation of sensitive groups among directors of social enterprises and to be in more deprived locations.

The UKPI demonstrates the importance of projects like SEE2 in creating economic inclusion.

## Key Activity Delivered

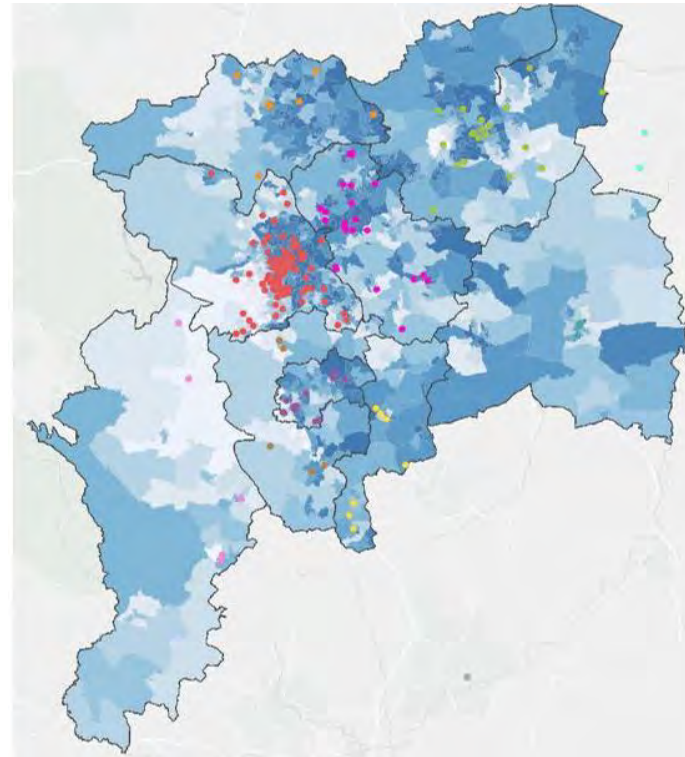
- ∞ 34 promotional and networking events organised with 440 attendees
- ∞ 568 unique registrations for support from the programme
- ∞ 307 social enterprise projects referred for start-up support
- ∞ 229 existing social enterprises referred for specialist support
- ∞ 94 workshop events for start-ups organised with a total of 553 attendees
- ∞ 103 start-up projects and early-stage social enterprises supported
- ∞ 49 new social enterprises started with support from the programme
- ∞ 39 workshops and masterclass events organised with a total of 291 attendees
- ∞ 108 existing social enterprises received bespoke specialist support
- ∞ 85 grants awarded to new and existing social enterprises

## Wider Impact of SEE2

The nature of organisations supported represent a diverse mix of groups including a majority who are female-led; around 28% from

ethnically diverse communities; a broad mix of age groups; 19% with a disability; and a broad geographical spread, most commonly clustered around Sheffield and often in the more deprived locations.

### *SEE2 beneficiaries by overall deprivation*



SEE2 has supported an increase in the awareness and understanding of social enterprises in the region. It has led to the establishment of new social enterprises, including independent start-ups, charities establishing new trading arms and public sector spin-outs. Evidence highlights a range of impacts achieved including:



- ∞ Increased employment through the creation of 29 full-time equivalent jobs in the social enterprises supported.
- ∞ Improved livelihoods by supporting enterprises who have: increased the activities they deliver to young people in school holidays; delivering further extracurricular activities in pupil referral units and special schools; and more young people being taught what it means to be a good citizen and encouraged to be kind to others in the community.
- ∞ Strengthened communities through various networking opportunities through workshops, events and conferences.
- ∞ Improving the health and wellbeing of people by supporting enterprises who: can now host outdoor classes and new activities; have increased walking and cycling among volunteers; are working with more young people who have mental health issues; and are promoting healthier lifestyles in deprived areas where childhood obesity is high.
- ∞ Through the support offered, social enterprises have increased their awareness (or their communities) around environmental issues. Examples include: hosting a play about local flooding in Fishlake; planting trees and flowers, and building ponds; changing lighting to be more energy efficient and encouraging landlords to carry out loft insulation and window repairs; and increasing the amount of CO2 saved by their products.
- ∞ Increasing the skills and capabilities of enterprises supported directly and with their beneficiaries.

- ∞ Increased equality of opportunity by supporting social enterprises who support the most vulnerable.
- ∞ The support to social enterprises who benefit the most vulnerable has also led to a reduction in social and economic exclusion.

## Value for money

£6.62 per  
£1 spent

SEE2 has achieved excellent value for money: £6.62 per £1 spent. This is through the jobs created locally, new enterprises / potential entrepreneurs created in the local economy, the value and benefit of relevant training to enterprises and the private investment (match funding) created. This compares very well to benchmarks.

## Strengths and successes

- ∞ There was a clear need for the programme. The area suffered from high levels of deprivation and worklessness and a low enterprise culture. It was identified that social enterprise could be a driver for inclusive economic growth, this was reflected in key local strategies.
- ∞ There also existed evidence of local demand for the programme.
- ∞ The delivery model was largely perceived as very effective.
- ∞ The SEE website was frequently highlighted as accessible and easy to navigate.
- ∞ User experience was largely positive with many beneficiaries accessing different forms of support.

- ∞ The workshops helped many to build their understanding of a social enterprise, learn new skills, network with others, and improve their confidence in their work.
- ∞ SEE2, through its networking opportunities like workshops, events and conferences, has helped build a community of like-minded enterprises where they are able to build new relationships and collaborate with others.
- ∞ The services became more user friendly and accessible over time.
- ∞ The grants allowed many to increase their presence through improved websites and advertising.
- ∞ The provision of architectural advice was well received.
- ∞ 142 outputs recorded for enterprises receiving support (with many more enterprises supported), with 63 receiving a grant. Almost 30 new jobs have been created in supported enterprises. This is excellent considering the difficult economic circumstances the programme has operated.
- ∞ The nature of organisations supported represent a diverse mix of groups.
- ∞ It was frequently cited by beneficiaries that the support was excellent.
- ∞ There exists an increased awareness and understanding of social enterprises in the region including access and opportunity for disadvantaged communities.

- ∞ There has been a significant number of wider impacts achieved including economic, social, health and environmental.
- ∞ SEE2 has achieved excellent value for money providing a social return on investment of £6.62 per £1 of investment.

### **Weaknesses and challenges**

- ∞ It was challenging to achieve a place-based approach largely due to the impact of Covid-19 requiring a lot of activity to be delivered online.
- ∞ The economic circumstances in which SEE2 operates are difficult and were worsening for most of the programme.
- ∞ Some social enterprises highlighted potential improvements to the offer including:
  - Not all beneficiaries were aware that they had a dedicated enterprise advisor.
  - Access to larger grants and for different things and/or extra support for revenue funding to support salaries.
  - More opportunity to present accomplishments.
  - More local courses. Measuring and reporting on the social impact of their organisation was frequently cited.
  - Mentoring and coaching.
  - An ERDF specific challenge was the prescribed amount of support determined by ERDF indicators.

- ∞ The grant monitoring requirements sometimes made the funding restrictive.

## Lessons

- ∞ Consider offering more networking events.
- ∞ There exists an ongoing need for support.
- ∞ Additionally, the support received should be: tailored to social enterprises' needs (73%), free to access (69%), provided locally (56%), delivered in person (44%) vs delivered online (40%).
- ∞ Different enterprises prefer different engagement approaches (i.e. online vs face to face).
- ∞ Events helped generate interest around the programme and can help create a pipeline.
- ∞ Many social enterprises need regular support and benefit from tailored support and a named advisor.
- ∞ Following up and monitoring progress would help social enterprises better understand how they have spent the funding and utilised the support provided to them.
- ∞ Increase in knowledge sharing between organisations could help organisations learn from each other on areas such as sourcing materials, savings on costs, different approaches they can adopt, etc.
- ∞ Feedback from grassroots organisations suggests they have had difficulty gaining access to larger funds (elsewhere). They feel this

is because they are small and cannot generate the big outputs like large organisations.

- ∞ Some benefits will be realised well after the programme ends.
- ∞ Less restrictive grant monitoring requirements could allow some flexibility in terms of how the funding can be spent and which service providers could be contracted, making the process more efficient and effective.
- ∞ Most social enterprises reported the need for additional funding.



### SEE2 support led to making connections and an increase in bookings for a centre at the heart of the community...



Thurgoland is a rural farming village near Barnsley. Thurgoland Village Welfare owns several community assets including the village hall, youth centre, tennis court and bowling green. It is the "social hub of the village" and currently hosts activities for all ages and interests including a playgroup, Out of School Club, history club, lunch club, arts and crafts, and physical activities such as Irish dance, yoga, Tai Chi and power hoop. It is run by a team of volunteers and relies on fundraising, donations and grant support.

The committee found out about SEE2 through a monthly update from South Yorkshire Funding Advice Bureau, and initially contacted them to explore the funding opportunities. Whilst they didn't have to wait long to receive support, they found the grant application process rather complicated, especially in relation to amount of funding available. However, they were successful and used the grant to purchase essential IT equipment and create a website.

They also attended some events hosted by SEE2, where they met other local organisations. Through networking, they were recommended someone who could build their website. They followed up on the lead, and employed the contact, who was very talented and good value for money - and so attending the SEE2 events were fruitful.

Overall, the committee are really happy with the support they received from SEE2. The grant has made a huge difference to their organisation. The new website provides credibility for other funders, and also means they can promote their activities better. Soon it will enable people to book activities online - really modernising the organisation.

Thurgoland Village Welfare's impact on the wider community is numerous and far reaching. It includes:

- Upgrading and maintaining valuable community assets.
- Strengthening the local community by providing volunteering opportunities and opportunities for inter-generational activities.
- Improving health and wellbeing by providing activities for physical, mental and emotional development.
- Reducing social isolation.

*"The Welfare, the School and the Church lie at the heart of the village community - the annual Fun Day is an excellent example of people young and old coming together to have fun and raise much needed funds."* (Customer feedback)

## SECTION 1: INTRODUCTION

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### Social Enterprise Exchange 2

Social Enterprise Exchange (SEE) is a social enterprise support programme. It delivers jobs, growth, social inclusion and community benefit across the South Yorkshire local authority areas of Barnsley, Doncaster, Rotherham and Sheffield, plus Bassetlaw, Bolsover, Chesterfield, Derbyshire Dales and North East Derbyshire. It is delivered by a community-based consortium in collaboration with the South Yorkshire Growth Hub. It is part-funded by the European Regional Development Fund and the National Lottery Community Fund.

Key project activity includes:

- ∞ awareness raising events, community outreach and online promotion,
- ∞ business diagnostic providing a social enterprise support gateway,
- ∞ specialist support for start-up social enterprises and social entrepreneurs,
- ∞ bespoke support for existing social enterprises with growth potential,
- ∞ impartial advice on sector specific investment models and legal structures,
- ∞ support for social enterprise marketing and promotion,
- ∞ access to hot-desks, co-working space and ICT support,

- ∞ a small grants scheme to support start-up and development, and
- ∞ signposting to the Growth Hub and other local services.

The first SEE programme lasted three years, with £2m funding from ERDF and delivery partners. It achieved success against many key performance targets.

A first phase of the SEE programme operated from 2016 to 2019. From July 2019 a second phase commenced with a budget of £2.1m including support from ERDF (£1.2m), The National Lottery Community Fund (£500k) and the remaining funding provided by delivery partners and beneficiary match funding. This project is known as SEE2 and is the subject of this evaluation. Originally planned to run to June 2022, the project was extended to December 2022, following the addition of National Lottery funding and later to June 2023 with the budget increased to £2.3m including an additional £100k ERDF as part of a contract variation agreed with the Department for Levelling Up, Housing and Communities (DLUHC).

### About the Evaluation

This evaluation has been commissioned to facilitate learning, to understand impact and effectiveness, to inform future policy development, and to provide input to the design of future delivery of social enterprise support in the region and more widely. Community Media Solutions (CMS) appointed Forever Consulting as the independent evaluation partner for the programme. This included the

development of an Interim Evaluation Report (issued in January 2022) and this Final Evaluation Report, as the programme nears completion.

The purpose of this report is to present our findings from the evaluation, meeting the requirements of the project funders, including DLUHC and TNLCF. It is in line with relevant technical guidance.

Objectives of the evaluation are to:

1. Review the project design and processes.
2. Review performance against output targets.
3. Review performance against outcomes.
4. Review wider project impacts.
5. Assess value for money.
6. Make recommendations for SEE moving forwards.

## Approach

Evaluation evidence was collected through:

- ∞ A review of project information.
- ∞ A review of local contextual conditions analysing secondary data.
- ∞ An analysis of the logic chain to map the relationship between the rationale for the intervention, the aims and objectives, the resource inputs, activities delivered, and the intended outputs and outcomes.

- ∞ A review of performance against contracted outputs.
- ∞ 11 interviews with delivery partners and stakeholders (see Appendix 2).
- ∞ An online workshop with delivery partners.
- ∞ An online survey with 52 social enterprises, of which 19 had received support from SEE2 (see Appendix 3).
- ∞ 10 interviews with social enterprises who had received support from SEE2. These are presented as case stories throughout the report.
- ∞ 4 focus group discussions, involving 12 social enterprises (see Appendix 2).
- ∞ 3 case studies with other social enterprise support organisations (see Section 8).
- ∞ A value for money assessment using a cost benefit analysis. This involves defining, quantifying, and monetising programme benefits compared against programme costs to determine the social return per £1 of investment.

**More Doncaster residents enjoying better mental health after finding Hope and Light, thanks to their greater online presence funded with SEE2 support...**



Hope and Light, based in Doncaster, uses alternative therapies, such as meditation and reiki, to help people deal with mental health issues. The founder had wanted to start a social enterprise for several years, and the extent of mental health issues arising from the Covid-19 pandemic spurred them on to make a difference in this space.

They signed up to SEE2's mailing list some time before, and so were aware of their service offer. When the time was right, they contacted SEE2 because they wanted to understand how they could grow their business by reaching more people. They were particularly keen to understand how they could increase their online presence through social media.

They had previously applied for funding from two other organisations. They were unsuccessful because they didn't meet those funders' criteria. However, the founder felt these organisations didn't understand their vision and needs, and so they were very grateful to find that their SEE2 adviser was very supportive and understood what they wanted to do. They applied for a grant and didn't face any issues with the application.

*"[SEE2 adviser] was patient and responsive. Everything went smoothly."*

Their application was successful, and they used the funding for IT equipment. Subsequently, they can write reports to document their work, which they use to advocate their impact to other funders. Crucially, the equipment has also helped them to advertise their services better. Their increased online presence, especially on social media, has enabled them to reach more people in different and difficult circumstances. They have recently partnered with a local school and are providing meditation sessions to children. These have been extremely well received and the school would like to roll out the sessions to other schools in their trust.

## SECTION 2: THE LOCAL CONTEXT

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This section summarises the local socio-economic context in which the SEE2 programme is operating. Several of these issues are factors that SEE2 is helping address. We explore how local conditions have changed over time, compared with the context when the programme was designed.

### The original context

The original rationale and context for SEE2 at the time of programme design is summarised below. It is based on the evidence provided in the original funding applications. Key issues supporting the need for SEE2 included:

- ∞ High levels of deprivation across the region.
- ∞ Higher levels of worklessness, and employment and enterprise cited as a bigger challenge for certain groups.
- ∞ A low enterprise culture in the region.
- ∞ Social enterprise recognised as a driver for inclusive economic growth, but faced various barriers to start up and growth.
- ∞ A strategic driver for social enterprise recognised in key local strategies.
- ∞ Evidence of local demand for the project, backed up with evidence from the earlier phase of the programme (SEE1).

### The latest position

The operating context for the SEE2 programme has changed dramatically during the delivery period. This has impacted both the delivery of SEE2 and the local circumstances in which it operates, this should be considered when assessing performance and impact. These are:

- ∞ The introduction of Universal Credit, reducing worklessness but increasing unemployment.
- ∞ The Covid-19 pandemic impacting both delivery and wider local socio-economic conditions.
- ∞ The impact of Brexit.
- ∞ Linked to Brexit, a change in funding mechanisms which the programme previously accessed, from ERDF to new streams such as CRF and UKSPF.
- ∞ Changes in local governance and administration with the formation of the South Yorkshire Mayoral Combined Authority (SYMCA) bringing together local authorities in Barnsley, Doncaster, Rotherham and Sheffield.

SEE2 serves social enterprises and potential entrepreneurs across nine local authority areas:

- ∞ Barnsley
- ∞ Bassetlaw

- ∞ Bolsover
- ∞ Chesterfield
- ∞ Derbyshire Dales
- ∞ Doncaster
- ∞ North East Derbyshire
- ∞ Rotherham
- ∞ Sheffield

## Key demographics

There are almost two million people living in the SEE2 area. Most residents live in urban areas with around 17% living in dispersed rural communities. There tends to be an older age profile across the area, with all areas having a higher median age, except Sheffield, which has a higher number of students and young people. (See Table 1 in Appendix 1).

The area is less ethnically diverse than the average for England, with above average number of White British people in all areas, except Sheffield. (See Table 2 in Appendix 1).

## There are pockets of severe deprivation in some communities which have worsened since SEE2 began...

Four areas in the SEE2 area rank within the top 20% most deprived in the country (Barnsley, Doncaster, Rotherham, and Sheffield). Deprivation across 7 of the 9 local authorities has worsened from 2015-2019, particularly within the income, employment, health, and

disability domains. However, Derbyshire Dales is one of the least deprived authorities in the country and has improved its ranking. Chesterfield is the other area to have seen some improvement. (See Table 3 in Appendix 1).

## Unemployment remains below average in most areas...

Unemployment refers to those out of work who are looking for work, measured by Claimant Count. Unemployment rates are below average in most of the SEE2 areas, except for Doncaster, Rotherham, and Sheffield with above average unemployment.

Unemployment rates have increased since the programme began in 2017, peaking in 2020. This reflects a national trend and is largely influenced by wider contextual conditions including the switch to Universal Credit in 2019 and Covid-19 in 2020. Over the past two years rates have improved across the SEE2 area and England but remain higher than when the SEE1 programme started in 2017. (See Table 4 in Appendix 1).

## ...but there remains above average economic inactivity

Economic inactivity is the working age population who don't work and aren't looking to work. Generally, economic inactivity rates remain above the England average in most of the SEE2 areas, although rates have fluctuated.

Rates of economic inactivity have increased in all SEE2 areas, apart from in Sheffield, Bassetlaw, and Chesterfield since the programme began. Compared to the England rate that has stayed somewhat constant, the latest data shows inactivity rates in Sheffield, Bassetlaw



and Chesterfield have improved and are now lower than the national average. Conversely, rates have increased notably in Derbyshire Dales over the past two years. (See Table 5 in Appendix 1).

Long-term sickness is one of the main reasons for economic inactivity in most of the SEE2 areas except Bassetlaw, Derbyshire Dales and North East Derbyshire. (See Table 6 in Appendix 1).

### **...and more people with work limiting disabilities**

Further, the number of working age people who have a long-term disability which substantially affects their ability to work has increased in all areas and remains above the national average. (See Table 7 in Appendix 1).

### **There are fewer active businesses in parts of the SEE2 area...**

There are fewer active businesses per 1,000 working age people in four of the SEE2 areas than nationally. Given the low unemployment rate, this could reflect reliance on fewer, large employers, reliance on public sector employment and presence of residents who live in the area but commute out for work. Business density rates have generally improved across the SEE2 areas. (See Table 8 in Appendix 1).

### **...And there are fewer jobs**

Job density measures the number of jobs available in a local economy per working age population. In England, there are on average 0.87 jobs

available per working age resident. Areas with lower job density means there are fewer jobs available. Job density is below average in all SEE2 areas, except Chesterfield and Derbyshire Dales. (See Table 9 in Appendix 1).

### **With lower earning potential, possibly in-work poverty...**

Earnings (both resident and workplace based) in the SEE2 area are also lower than the England average. This is apart from in Derbyshire Dales where resident wages have increased notably in the past year to higher than the national average. Overall wages have increased at a slightly slower pace than the England average since 2017. (See Table 10 in Appendix 1).

### **Lower rates of self-employment...**

Another potential measure of enterprise is self-employment. Self-employment rates across the SEE2 area are below the England average, except in Derbyshire Dales and North East Derbyshire. (See Table 11 in Appendix 1).

### **With moderate to low prosperity rankings across the SEE2 area...**

The UK Prosperity Index 2022<sup>1</sup> measures institutional, economic, and social wellbeing across the UK's 374 local authorities. It recognises that true prosperity is only possible when people can reach their full

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<sup>1</sup> <https://li.com/reports/uk-prosperity-index-2022>


potential across a range of areas including education, entrepreneurial activity, and community life. It ranks local authority areas against three broad domains of Inclusive Societies, Open Economies and Empowered People.

Figure 2.1 shows there is average or good rankings against factors of open economies across most SEE2 areas. This means the conditions for enterprise and growth exist, but suggests that social factors are the reasons for lower prosperity in the SEE2 area.

**Figure 2.1: UK Prosperity Index 2022 by Pillar (1 = most prosperous in the UK)**

Local Authority District	UK Prosperity Index	Inclusive society				Open economies				Empowered people			
		Personal Freedom	Safety & Security	Social Capital	Governance	Economic Quality	Enterprise Conditions	Infrastructure	Investment Environment	Health	Living Conditions	Natural Environment	Education
Barnsley	332	345	299	277	367	161	50	150	344	164	256	209	282
Bassetlaw	267	315	221	159	310	292	329	238	101	222	88	359	276
Bolsover	241	315	170	283	320	281	179	239	119	253	107	283	281
Chesterfield	208	315	212	269	344	357	77	176	139	225	104	116	174
Derbyshire Dales	106	315	66	205	170	314	70	314	62	130	69	219	181
Doncaster	373	345	319	279	330	230	274	189	318	333	329	368	304
North East Derbyshire	185	315	84	258	345	242	102	282	142	162	137	111	179
Rotherham	364	345	298	357	342	290	71	156	348	339	300	299	269
Sheffield	303	345	301	225	311	241	25	169	337	169	258	233	223

Lower rank → Higher rank



Source: UK Prosperity Index 2022, The Legatum Institute

## What can we take from this?

- ∞ The original rationale and need for SEE2 remains relevant. More importantly, some local challenges have worsened, suggesting the need for SEE2 is even greater.
- ∞ The operating context for the SEE2 programme has changed dramatically during the delivery period. This has impacted both the delivery of SEE2 and the local circumstances in which it operates, this should be considered when assessing performance and impact.
- ∞ Outside of the influence of SEE2, there are challenges with income, employment and worklessness locally, with fewer jobs and lower earnings, possibly meaning in-work poverty.
- ∞ There are sensitive groups locally who may be more severely impacted by the challenging local economic conditions, for example:
  - Presence of an older workforce.
  - Below average ethnically diverse groups means that existing communities may be more marginalised than communities in more diverse cities and towns.
  - Above average numbers of workless people who are economically inactive due to health reasons.
  - More people with disabilities which limit their ability to work.
- Rural communities who may face barriers resulting from being isolated.
- ∞ Further, wider evidence on the social enterprise sector demonstrates above average representation of sensitive groups among directors of social enterprises and to be in more deprived locations.
- ∞ The UKPI demonstrates the importance of projects like SEE2 in creating economic inclusion.

### **Educational and environmental benefits achieved through art...**

North Notts Artisan and Tourist Information (formerly known as Retford Arts Hub) provides several services. It is a retail shop, which sells local artists' and artisans' products, and it also houses a gallery space for rent, workshop space for arts and crafts, and studio space for seven people who rent on a monthly basis. There is also a café selling drinks and snacks, mainly for people taking part in workshops. The team also provides visitor information.

The centre, which is run solely by around 25 volunteers, opened eight years ago and the current owners took over in May 2021. They sought support from SEE2 because they wanted advice on running a retail business, as well as ongoing support and funding. They initially contacted a Business Advisor at Nottinghamshire County Council, who referred them to SEE2. The range of support offered by SEE2 appealed to them, especially the training courses, advice and grant funding.

The support they received from SEE2 included attending training courses about PR and becoming carbon neutral. They found them fairly interesting, but not as practically useful as they had hoped. The PR course was in Sheffield, and they would have preferred something local. They also tried to get tailored advice but found it difficult, as their adviser kept changing. Therefore, they found business support advice from another organisation.

The most useful support from SEE2 was the grant. They used this to purchase printers, which can be used by the public. This has diversified their offer and provided another source of income.

North Notts Artisan and Tourist Information is an important part of the Retford's fabric, as it is:

- Improving the livelihoods of 80-100 artists and artisans by providing space for them to create and sell their wares.
- Increasing children and young people's skills by holding free workshops. They would like to provide more free or low cost courses to the wider community, eg sewing machine classes, but they need additional funding to be able to subsidise them for low income residents, whilst still covering artists' wages and their own expenses.
- As they grow, they would also like to forge links with local colleges to provide volunteering opportunities to young people who are interested in retail or the arts.
- Improving the environment, by changing lighting to be more energy efficient and asking the landlord to carry out loft insulation and window repairs (although work has not been agreed).
- Providing better access to visitor information - consequently it is likely to be increasing footfall at local attractions and the amount of money spent in the town.

## SECTION 3: ABOUT SEE2

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This section assesses the programme design through a logic chain analysis.

### Rationale and context for SEE2

The original rationale and context for SEE2 is demonstrated in Section 2. As highlighted, many of the socio-economic conditions have worsened, suggesting the need for SEE2 is even greater.

### Objectives of SEE2

SEE2 programme objectives taken from the ERDF Logic Model are:

- ∞ SEE2 is a comprehensive programme of social enterprise support designed to contribute to the delivery of Priority Axis 3 of the ERDF Operational Programme 2014-2020 and responding to the local development needs set out in the LEP ESIF Strategy.
- ∞ Specifically, the project will provide sector specific support for social enterprises referred from the Growth Hub and other pipelines and will contribute to awareness raising and stimulation of social entrepreneurship.
- ∞ The project will support a minimum of 120 social enterprises and is projected to lead to the start-up of at least 50 new social enterprises and the creation of at least 60 full time equivalent jobs.

### Links to wider objectives

SEE2 programme objectives above are designed to link to wider objectives. These were cited as:

#### **Priority Axis 3: Enhancing the competitiveness of small and medium sized enterprises**

*Investment priorities:*

- ∞ 3a Promoting entrepreneurship, in particular by facilitating the economic exploitation of new ideas and fostering the creation of new firms, including through business incubators.
- ∞ 3c Supporting the creation and the extension of advanced capacities for products, services, and development.
- ∞ Responds to local development needs.

### Inputs

The original project cost was £2.1m over 3 years. This was extended to £2.3m over 4 years. ERDF funding commenced from 1 July 2019. TNLCF funding commenced from 1 January 2020. The project is scheduled to finish 30 June 2023.

**Table 3.1: Project inputs**

Source	Value
ERDF (revenue)	£1,327,302
Private match (total), from:	£961,147
TNLCF	£499,097
Partners contributions	£387,050
Beneficiary contributions	£75,000
<b>Total</b>	<b>£2,288,449</b>

Source: ERDF Funding Bid April, 2019

## Delivery team

SEE2 is being delivered by the following partners:

- ∞ Community Media Solutions (CMS)
- ∞ Barnsley Community and Voluntary Services (BCVS)
- ∞ Cultural Industries Quarter Agency (CIQA)
- ∞ Sheffield Local Television (SLTV)
- ∞ Sheffield Social Enterprise Network (SEEN)
- ∞ South Yorkshire Community Foundation (SYCF)

Groundwork South Yorkshire (GSY) was originally a delivery partner but closed during delivery, and responsibilities were transferred to other partners. SEEN was not a full delivery partner in the original

ERDF application but joined the partnership later following TNLCF funding approval.

## Identified referral routes to SEE2

Entrepreneurs and enterprises can refer to SEE2 through:

- ∞ The Growth Hub
- ∞ SEE online portal <https://www.socentxchange.net/>
- ∞ SEE partners
- ∞ Other local partners e.g. BBO programme, Unltd, Power To Change, Key Fund.

## Project activities

SEE2 programme activities, as set out in both ERDF and TNLCF funding bids, are divided into four strands and summarised below:

### Strand A – “Promote” – Promotion and pre-engagement

- ∞ A1 – Targeted promotion, outreach and recruitment – including thematic and demonstrator events (“Lunch Plus”), social enterprise roadshows, digital storytelling of social enterprise news and good practice case studies, project website, social media promotion, outreach to strategic and neighbourhood partners, coordination and alignment with the Growth Hub strategy and marketing. Cross-referral arrangements in place with the Growth Hub and Launchpad. Local incubators provide event hosting and assist with planning and recruitment.



- ∞ A2 – Pre-engagement pipeline management – coordinated handling of enquiries via online portal and local access points, first stage advice, support and pre-diagnostic to establish eligibility and potential for output delivery, sustainability and growth.

### **Strand B – “Accelerate” – Social enterprise start-up accelerator**

- ∞ B1 – Start-up accelerator workshops – intensive ‘hot house’ events for selected social enterprise start-ups to develop their business idea, working with a peer group of social entrepreneurs and assisted by specialist social enterprise advisors. These were planned to run as 2-day workshops but were adapted after the onset of the Covid-19 pandemic to run as online events organised in weekly 3 hour sessions over a four week period and followed up by small group online action learning sets. The start-up offer is designed for businesses and social entrepreneurs that are not yet trading or have registered within the preceding 12 months prior to engagement.
- ∞ B2 – Specialist advice and support – business support and specialist coaching and mentoring including access to high level planning and development resource to support place-based socio-economic development and asset-based development, ‘smart’ marketing including social media, rich media content and crowdfunding together with signposting to local mentors, drop-in, co-working and other facilities.
- ∞ B3 – Start-up grants – start-up funding to support newly formed or developing enterprises during the incubation period including ICT,

marketing and set-up costs and early stage revenue support to enable trial trading and pipeline development.

### **Strand C – “Transform” – Social enterprise business transformer**

- ∞ C1 – Specialist social enterprise advice – bespoke specialist advice for selected social enterprises assessed to have significant growth and social impact potential including market research, technical advice, product development, business review, workforce development, business planning, finance and investment models. Initial assessment is undertaken through one or more Diagnostic, Information and Brokerage sessions offered to all eligible beneficiaries and designed to identify the business needs and to develop an Action Plan. The bespoke follow-up support is then delivered through one-to-one engagement and access to relevant thematic masterclasses according to the needs of the business. Early-stage social enterprises will also be offered access to accelerator workshops (B1) where relevant. For these purposes, early-stage businesses are those which have been registered for more than 12 months at the time of engagement but which have been trading for less than three years, as well as existing business that have been trading for more than three years but are seeking to diversify and to establish wholly owned trading subsidiaries.
- ∞ C2 – Social enterprise incubators – a geographically diverse network of community based social enterprises offering co-working, grow-on space, meeting facilities, access to broadband and ICTs, peer support and mentoring. Typically, these will be social

enterprises that manage building-based assets at neighbourhood and community level and have the capacity to host meetings and workshops. Incubators will be engaged through the hosting of events and surgeries and as business support beneficiaries having access to advice, support and development grants.

- ✖ C3 – Marketing and promotional support – including brand development, marketing plan, website development, video production, fund-raising and investment strategy, social media, multi-media presentation and use of print and broadcast media.
- ✖ C4 – Development grants – grants for investment readiness and social enterprise growth including specialist consultancy, marketing, ICT and other equipment, and to strengthen community enterprises offering neighbourhood-level enterprise support.

#### **Strand D – Project management and evaluation**

- ✖ D1 – Project management and administration – including overall coordination and contract management, partner agreements, Project Management Group, output monitoring, financial reports, quarterly claims, compliance monitoring and audit.
- ✖ D2 – Sustainability and independent evaluation – monitoring policy development and investment opportunities, commissioning case study reports, independent evaluation of the project, engagement with local, regional and national social enterprise networks including Sheffield Social Enterprise Network, Social Enterprise Yorkshire and Humber, Social Enterprise UK, Locality, Power to

Change; engagement with regional level data gathering and analysis by HE and other research institutions.

### **Outputs**

The contracted ERDF outputs are summarised in Table 3.2 following approval of a contract variation that included an additional £100,000 ERDF funding and enhancements to outputs C1, C2 and C6. These are the output measures which have been assessed in the evaluation.

**Table 3.2: ERDF outputs**

Output	Original	Variation
C1 – Enterprises receiving support	150	165
C2 – Enterprises receiving grants	50	55
C4 – Enterprises receiving non-financial support	150	150
C5 – New enterprises supported	90	90
C6 – Private investment matching public support to enterprises (grants)	£100,000	£125,000
C8 – Employment increase in supported enterprises	75	75
C28 – Enterprises supported to introduce new to the market products	15	15

Output	Original	Variation
C29 – Enterprises supported to introduce new to the firm products	15	15
P11 – Potential entrepreneurs assisted to be enterprise ready	100	100
P13 – Enterprises receiving information, diagnostic and brokerage support	100	100

In addition to the above contracted targets, the TNLCF bid also cites a further target of 500 existing and potential social entrepreneurs reached and engaged.

## Outcomes

SEE2 planned outcomes cited in the ERDF Logic Model are:

- ☒ Increased awareness and understanding of SEE in the region, including having particular regard to access and opportunity for disadvantaged communities (Strand A).
- ☒ Establishment of new social enterprises in the region, including independent start-ups, charities establishing new trading arms and public sector spinouts (Strand B).
- ☒ Sustainable growth of existing social enterprises in the region including those with high growth potential and larger social enterprises with capacity to expand (Strand C).

Other benefits (cited in the TNLCF application) were:

- ☒ Partnership members will benefit from skills and learning.
- ☒ Advocacy and policy dialogue component – the partnerships leadership and influencing policy supporting social enterprises and inclusive social and economic development.

## Wider impacts

Intended longer term impacts cited in both ERDF and TNLCF applications are:

- ☒ Increased employment,
- ☒ Improved livelihoods,
- ☒ Strengthened communities,
- ☒ Improved health and wellbeing,
- ☒ Environmental improvement,
- ☒ Increased skills and capabilities,
- ☒ Increased equality of opportunity,
- ☒ Reduction in social and economic exclusion,
- ☒ Better access to information and services, and
- ☒ Strengthened diversity of cultural expression.

## Conclusions on programme design

There was a clear need for the programme. The area suffered from high levels of deprivation and worklessness and a low enterprise

culture. It was identified that social enterprises could be a driver for inclusive economic growth, this was reflected in key local strategies.

There also existed evidence of local demand for the programme.

The overall programme logic and theory of change is clear. However, there are wider external challenges with the socio-economic context generally worsening throughout the programme (see Section 2).

The delivery model was sensible and was effective. Outputs and outcomes were clearly defined using ERDF output indicators and are relevant to most of the proposed activity.

An ERDF specific challenge was the prescribed amount of support determined by ERDF indicators. For example, some organisations didn't need the full 12 hours of support that are required to count an enterprise support output and are therefore excluded from the output results.

### Tailored support from SEE2 helped educate more people about Black history...



True Talk Africa was founded by three friends in 2019. They started by promoting holistic narratives about Sub-Saharan African history, culture and society. Overtime they have broadened their focus to include history relating to the Black British presence in England and Wales. They initially worked with children in schools and adults via book clubs, but they also provide advice and support about representation and inclusivity to museums and academics, such as Sheffield Museums Trust and Sheffield Hallam University.

They heard about SEE2 from Voluntary Action Sheffield's newsletter and were drawn in by the offer of free advice. They were particularly looking for support to register as a CIC, as they were finding the process complicated and disheartening. A SEE2 adviser got in touch within a few days of registering their interest and helped them register as a CIC straightway.

"If it hadn't been for the support from SEE2, we may not have been able to register as a CIC and deliver everything we do - it was so overwhelming on top of our other jobs."

True Talk Africa joined the Accelerate programme and continued to receive ongoing business and financial support from SEE2. They found the business planning and marketing elements particularly useful. They also enjoyed meeting their adviser face to face as they felt this encouraged them to "do the homework" and kept up the momentum to develop the business. They successfully applied for a grant, and used the funding to create a website and logo, as well as to purchase a laptop and printer. The website legitimised their organisation, and the laptop and printer improved their day-to-day operational efficiency.

They found the support from SEE2 really easy to access and the advisors who supported them were always responsive and helpful. They don't think they would have been able to access this kind of advice or support elsewhere, and especially not for free. This was crucial for them, as they had just started and didn't have financial backing. Whilst they were extremely grateful for the grant, it was the tailored support and "hand holding" at the start of their journey which proved the most pivotal and helped them turn their idea into a reality.

*"[Our SEE2 adviser] helped us realise that we can do it, and the work we are doing is vital and needs to be done."*

The critical work provided by True Talk Africa includes:

- Strengthening communities by improving holistic awareness of the history and cultures of people with African and Black heritage in England and Wales.
- Increasing skills and capabilities of around 180 trainee teachers to decolonise early years and primary education.

*"We can't go to every school, but we can train teachers and they will make an impact wherever they go."*

## SECTION 4: REVIEW OF PROJECT DESIGN AND PROCESSES

This section sets out an assessment of project design and processes. It is based on a desk top review of programme information and feedback from consultees.

### The delivery model was largely perceived as very effective...

The delivery model has been highlighted as very effective in terms of the governance, systems, processes, a strong and committed partnership and communication. This is evidenced by the following examples:

*"[SEE advisor] asked a few simple questions that never occurred to us. 'Why do you want to do this? How do you want to do that? What are you raising funds for?' An hour later everything became incredibly clear. It was a meeting that completely changed everything," [Social enterprise supported]*

- ✖ Identifying and responding to delivery challenges by issuing a Project Change Request.
- ✖ Recognising the role and importance of SSEN and bringing them into the partnership.
- ✖ Responding quickly and effectively to a radical change in delivery to an online model because of Covid-19 and then shifting back to 'in person' approaches.

*"I am really scatty and had lots and lots of questions for them. They were really helpful and patient!" [Social enterprise supported]*

- ✖ Rethinking the place-based approach (see below) as a team and regrouping to decide how this could be addressed moving forwards.
- ✖ Exploring new funding mechanisms to continue the work of SEE2.
- ✖ The quality of delivery staff on the programme was described by many consultees as 'excellent'.

*"When we changed from one adviser to another it was very straight forward, they were very responsive and helpful. They would look at anything we needed and what was an added advantage is we couldn't get this type of support anywhere else, especially not for free." [Social enterprise supported]*

- ✖ The service offer improved over time. Consultees described it as "more user friendly" and "accessible". This is backed up in the beneficiary survey (see below).
- ✖ The programme is regarded as well organised.
- ✖ The programme content is good, it has been developed over many years and has improved, informed by practice and experience.
- ✖ The programme appears to be well-known and well regarded. There was a broad range of organisations across a range of geographies



who referred people to the programme. Feedback suggests they have a good reputation of being trusted and respected by other support agencies.

*"The support we received made us focus and realise what work needs to be done and helped us convert our idea into concrete steps." [Social enterprise supported]*

### **The website was very useful in providing early guidance and support...**

- ∞ The SEE website was frequently highlighted as accessible and easy to navigate. It provided social enterprises with a lot of useful information. It was especially useful guidance in terms of what they could access, where to find it, and who to speak to.

*"I spent a lot of time working my way through the website and it answered a lot of questions for me." [Social enterprise supported]*

### **User experiences were largely positive...**

Feedback on the user experience has been taken from the survey (19 businesses), the focus groups (11 of the 12 participating businesses had received SEE support) and one-to-one interviews (10 businesses). Key feedback includes:

- ∞ Users were largely positive about their experience with the programme.

- ∞ Beneficiaries can access more than one form of support from different delivery partners, but that the process appears to be seamless and referral between partners was smooth.

*"The support has been really good for us and we have always felt very supported by them (SEE staff). I have direct contact to the staff that I know are managing the applications and in charge of different pots of money," [Social enterprise supported]*

- ∞ Feedback from other referral partners on user experience was positive.
- ∞ 9 out of 17 businesses (52%) in the survey said the support was of a 'high quality', a further 7 (41%) said it was of a 'reasonable quality'. Only 1 business was dissatisfied. This is better than the feedback received in the survey for SEE1. Here, 38% suggested it was 'high quality' and 29% said 'reasonable quality'.
- ∞ 65% of respondents to the survey also stated that the support has 'completely met expectations' and a further 18% said it had 'partly met expectations'. Again, this is an improvement from SEE1 where 40% and 21% respectively responded in these ways.
- ∞ Businesses were looking for a range of outputs from the SEE support, demonstrating how wide-ranging it needs to be. This included: development of new products or services (41%), a clear direction/strategy for my organisation (41%), increased resilience and organisational sustainability (35%), increased skills and

capabilities (35%), increased turnover (35%) and increased social and/or environmental impact (29%).

*"We couldn't have done what we did without the grant. It opened up new opportunities for us." [Social enterprise supported]*

∞ There were several areas highlighted by those supported as being the best / most useful aspect. These include:

- Business support officers/ mentors.
- Easy to engage with.
- A good understanding of the issues faced by social enterprises.
- Excellent information and support. This includes high quality workshops, help with grants, financial support, marketing.
- Free courses.
- Networking opportunities (with like-minded individuals).

*"Workshops were very interesting and were particularly helpful in identifying our customer base and the best ways to reach them." [Social enterprise supported]*

*"The workshop that focussed on us pivoting during lockdown was great and so helpful. I also spoke to an advisor about accountancy, she really put me on the right track and the advice has kept us going." [Social enterprise supported]*

∞ Respondents to the survey suggested that SEE met most of their needs, but they also highlighted that they have ongoing support needs, particularly for: 'a business coaching service, offering weekly support', 'applying for grant funding, somebody to review a grant application or even to help completing them', 'assistance with creating successful funding applications to other funding streams' and 'grants for something other than IT'.

*"The funding was quite open-ended and less ring-fenced so it enabled us to buy things that may not have been funded through other funding pots." [Social enterprise supported]*

### **It was challenging to achieve a place-based approach...**

There was an emphasis on delivering a place-based approach as an evolution from SEE1. The intention was to deliver services in community settings, achieving a greater outreach. This would be achieved by working with local organisations and hubs who would lend office space, or access to broadband and other support to beneficiaries, referred to as 'incubators' in the original funding bid.

Linking people to local assets and making best use of them is likely an effective strategy based on the growing interest and evidence base around Asset Based Community Development. However, the onset of Covid-19 and social distancing measures meant that this was not feasible for much of the programme, as activity moved online.

Since emergence from the pandemic, SEE has restarted in person workshops and "Lunch with" learning and networking sessions,

predominantly in Sheffield. It is still early days to ascertain the extent the 'incubator' approach will be realised. However, it appears there is still appetite for this, as over half of survey respondents (56%), cite 'provided locally' as being one of their top three preferred ways to receive support, followed by 'delivered in person' (44%). However, the pandemic has normalised remote working, and similar levels (40%) are keen to receive support online.

### Other challenges included...

- ∞ One stakeholder said that whilst mechanisms to determine appropriateness of beneficiaries had improved, there is a potential risk of supporting businesses with low chances of survival.
- ∞ The online approach to delivery has been a necessity but bringing less opportunity to build relationships and enable networking.
- ∞ The economic circumstances in which SEE2 operates are difficult and for most in the programme were worsening.
- ∞ It's difficult for partners to balance competing demands of the SEE2 programme and those of their own organisations.
- ∞ The funding mechanisms limit the way in which the programme is delivered.
- ∞ There is a lack of reliable data to assess the social enterprise sector at a local level in terms of stock, start-up rates, survival rates, sectors and so on.
- ∞ Some social enterprises supported highlighted potential improvements to the offer including:

- Not all beneficiaries were aware that they had a dedicated enterprise advisor.
- Access to larger grants and for different things and/or extra support for revenue funding to support salaries.
- More opportunity to present accomplishments.
- More local courses. Measuring and reporting on the social impact of their organisation was frequently cited.
- Mentoring and coaching.
- An ERDF specific challenge was the prescribed amount of support determined by ERDF indicators.

*"I find that face-to-face workshops are more valuable and better for building relationships as you see subtle things in real life which you don't always pick up on online" [Social enterprise supported]*

The Transform element of the programme includes development advice for organisations wanting to develop local assets or buildings. Evidence suggests there is a demand for this service and the market costs for such advice are prohibitive for most social enterprises.

### There were several critical success factors...

We asked delivery partners and stakeholders about the features of SEE2 that were likely to contribute to its success. Key factors include:

- ∞ Mix of in-person and online approaches.
- ∞ A sectoral focus.

- ∞ Good CRM systems and procedures.
- ∞ High-quality content and support.
- ∞ Tailored to the needs of social enterprises.
- ∞ Free support.
- ∞ Success was dependent on policy and decision makers giving social enterprise more recognition as a solution to inclusive economic growth.

#### **More responsive and tailored support would have been more useful...**

The Rotherham-based Counselling and Therapy Hub was established in 2020 by four counsellors. Their specialisms include bereavement and loss, relationships and addiction, and they are particularly skilled at supporting families, those on the autistic spectrum and young offenders. Their pervading approach is to have a positive outlook and to help people to be the best version of themselves. Their services are offered to all, and clients who can afford to pay, subsidise support at low or no cost for those on low incomes.

The team were looking for business support because they didn't have any experience of setting up a new organisation. They initially contacted Voluntary Action Sheffield, who referred them to SEE2.

This was one of the few social enterprises who had to wait a while to receive support from SEE2. They reached out a few times but didn't hear back. They felt this may be due to the Covid-19 pandemic, and they persisted because they came highly recommended by Voluntary Action Sheffield. However, by the time the SEE2 advisers contacted them, they had sourced help from elsewhere and were already registered as a CIC.

They did then enrol on the Accelerate programme. They found the support interesting, but not always practically helpful. They reported that it would have been useful when they first contacted SEE2, but by the time they received the support they were further ahead.

They also applied for a SEE2 grant; they found it difficult to complete the application form and received support from various advisers. They felt that receiving the support early on, and having one consistent adviser, would have made the process more straightforward. Nevertheless, their application was successful, and they used the funding to purchase IT equipment so they could work remotely.

*"We needed help with the [grant] application form, as we had no idea what they were looking for. There was so much wrong with it - it went back and forwards. Someone did help in the end, but it would have been better to have had one person supporting us from the beginning - and for the form to have been more straightforward."*

## SECTION 5: PROGRAMME PROGRESS AGAINST OUTPUTS

This section summarises progress against output and funding targets. In October 2021, CMS had a Project Change Request (PCR) accepted. This reflected three main changes:

- ∞ Change of delivery partner: Confirming the wind down of Groundwork South Yorkshire and being replaced by SSEN.
- ∞ Project extension and expenditure uplift: To reflect continuing and significant demand for support, the completion date was extended by six months to 30 June 2023. This included an uplift in project expenditure of 8.15% for which match funding had also been secured.
- ∞ Outputs uplift and outputs re-profile over the extended lifetime of the project taking account of performance to date, Covid-related delays to evidence gathering, and realistic quarterly projections for the revised output targets.

This section presents performance against the revised PCR targets.

### Funding

The agreed funding target is just under £2.3m by programme end. Expenditure up to the end of 2022 is £1.95m, equating to 85% of the target.

CMS report that the underspend is likely to reduce in future as further evidence is collected from grant beneficiaries and supplier invoices are received.

**Table 5.1: SEE2 Funding and Spend (up to December 2022)**

Source	Target (programme end)	Spend	%
ERDF (revenue)	£1,327,306	£1,129,717	85%
Private match (total), from:	£961,185	£823,816	86%
Partners contributions	£886,145	£742,681	84%
Beneficiary contributions	£75,000	£81,135	108%
<b>Total</b>	<b>£2,288,451</b>	<b>£1,953,533</b>	<b>85%</b>

## Activities

Programme delivery was significantly impacted by the Covid-19 pandemic. Initial assumptions were that most of the delivery would be face-to-face, including intensive weekend workshops for start-ups, and one-to-one meetings with beneficiaries to provide bespoke support. From April 2020 delivery of activities moved online and additional workshops were added to provide advice to social enterprises on Covid-19 government grants and other support available. The November 2021 regional SEE conference marked a return to face-to-face events, and activities in 2022 have been a mixture of both face-to-face and online delivery. Despite the constraints of the pandemic, SEE was able to maintain their support offer through the delivery period.

In the move to online delivery, SEE significantly redesigned how much of the support is offered. For example, intensive weekend workshops were replaced with weekly half-day sessions over four weeks. They increased the number of workshops and other events to cater to smaller groups online and increased the extent to which delivery is through small group meetings, rather than one-to-one.

After a short lull in April 2020, SEE experienced a continued and steady demand for support from both existing social enterprises and new social enterprise start-ups. Across a total cohort over three years of 560 registrations, 88 per cent have been from South Yorkshire and 58 per cent were start-ups.

## Headlines in numbers:

- ∞ 34 promotional and networking events organised with 440 attendees (see Table 5.2)
- ∞ 568 unique registrations for support from the programme
- ∞ 307 social enterprise projects referred for start-up support
- ∞ 229 existing social enterprises referred for specialist support
- ∞ 94 workshop events for start-ups organised with a total of 553 attendees (see Table 5.2)
- ∞ 103 start-up projects and early-stage social enterprises supported
- ∞ 49 new social enterprises started with support from the programme
- ∞ 39 workshops and masterclass events organised with a total of 291 attendees (see Table 5.2)
- ∞ 108 existing social enterprises received bespoke specialist support
- ∞ 85 grants awarded to new and existing social enterprises

The following summarises the activity undertaken under the four strands:

### A. "Promote" – Promotion, network development and communications

- ∞ Targeted promotion, outreach and awareness raising: Website maintained with new events, news contents and reports; promotion via monthly newsletter, website and social media platforms; promotion in South Yorkshire Funding Advice Bureau newsletter, Barnsley Community & Voluntary Services Newsletter and in news stories and reports on Sheffield Local Television and Sheffield Live! Community radio.



- ∞ Pre-engagement pipeline: Enquiries handled via online portal, partners and Growth Hub.
- ∞ Network development and communications: Lunch Plus/Lunch With thematic networking events held; Social Enterprise Meet-Up events to promote mutual support and networking in response to the Covid-19 pandemic; SEE Online Festival 'Reset 2020'; Social Enterprise Exchange 2021 conference; Social Enterprise Exchange 2022 "A Sustainable Future" conference; and outreach to strategic and neighbourhood partners.

#### **B. "Accelerate" - Social enterprise start-up accelerator**

- ∞ Start-up accelerator workshops: Accelerate start-up workshop series. From Jul 2020 added a follow-up weekly Action Learning Sets component for peer-sharing and additional bespoke advice.
- ∞ Specialist advice and support: Business diagnostics, advice and guidance and bespoke support provided by SEE specialist advisors.
- ∞ Start-up grants: Grants calls completed and start-up grants (£1000 - £1500) awarded to early-stage social enterprises.

#### **C. "Transform" - Social enterprise business transformer**

- ∞ Specialist social enterprise advice: Business diagnostics, advice and guidance and bespoke support provided by SEE specialist advisors to existing social enterprises (greater than 12 months old). Social enterprise workshops and masterclasses held.
- ∞ Place-based development: Tailored building-based business support for community hubs delivered.

- ∞ Marketing and promotional support: Marketing and promotional support provided to beneficiary enterprises.
- ∞ Development grants: Grants calls completed and grants (£1000 - £5000) awarded to existing social enterprises (greater than 12 months old).

#### **D. Project management, evaluation and sustainability**

- ∞ Project management and administration: Monthly Project Management Group meetings, quarterly progress, output and financial reports.
- ∞ Sustainability and independent evaluation

**Table 5.2: Summary of Events**

Event type	Events held	Participants	Summary of activities
Promotion and Networking Events	34	440	<p>These events were designed to provide individuals with an opportunity to hear more about the business support and grant funding SEE could provide, along with bringing together social entrepreneurs and sector stakeholders to share experiences, knowledge, and expertise. These mainly included activities such as conferences, summits, roadshows, consultations, meet ups, and lunches.</p> <p>The conferences often included plenaries for policy dialogue and joint action planning, case stories from social entrepreneurs, workshops on social impact and skill sharing, and opportunities to exhibit for participating social enterprises. The meet-up events provided a space for social entrepreneurs to network, connect and support one another. The "LunchPlus" and "Lunch with..." events not only worked as business networking events, but they also provided a broad, diverse, and inclusive platform profiling key networks, sectors, innovations, case stories and business opportunities. Some of these events were also used to give participants funding updates, an opportunity for them to ask questions and to share their experiences and concerns.</p>
Workshops and Masterclasses	39	291	<p>These events were designed to assist in supporting capacity development and resilience of social enterprises. These included activities such as webinars, workshops, and masterclasses. Apart from sharing important information with participants, the webinars also provided an opportunity for participants to bring their questions to a small panel that supported them in moving forward on their journey. Some of the topics for the webinars were funding advice and grants, funding recovery and growth, going back to work, and cash flow and contingency planning. The workshops were usually led by social enterprise business consultants and covered topics such as applying for grants, building and place-based development, funding landscape post pandemic, governance review, and SEE grant applications. The masterclasses provided support to social enterprises in areas such as applying for grants, business planning, pivoting their business, generating impact with press releases, understanding social investment, marketing strategy, health and wellbeing in the workplace, and governance and legal structures. There were open to enterprises who were registered for support with SEE.</p>

Event type	Events held	Participants	Summary of activities
Start-up Workshop Series	94	553	The activities under this were accelerate workshops, accelerate sessions, and action learning sets. The SEE Accelerate workshops provided individuals an opportunity to work with experienced advisers and coaches to develop their enterprise ideas, gain action recommendations to improve their business case, and develop an action plan. Some of these events were invite-only, while others were free-to-join for those who were registered for support with SEE. The Accelerate sessions were part of various workshop series which were made up of smaller sessions split over multiple days. Some of the topics covered during these sessions were legal structures, accessing funding, business planning, financial planning, ideas to action, business structures and incorporation. The Action learning sets were workshop series specifically aimed at start-ups or early-stage social enterprises or community businesses. The aim of the sessions under this series was to help social enterprises develop their concept, build their business case, plan finances, understand different business models and present their ideas.
<b>Total</b>	<b>167</b>	<b>1,284</b>	

## Outputs

Performance against outputs is highlighted in Table 5.3. This is based on performance up to December 2022 with further outputs to be recorded and evidenced.

There are some very notable achievements to date including:

- ✂ The number of enterprises receiving support is on track to hit target.
- ✂ The number of enterprises receiving grants has already overachieved.
- ✂ The level of private investment matching public support to enterprises is also overachieving.
- ✂ The number of enterprises receiving information, diagnostic and brokerage support is expected to overachieve.

The outputs where performance is furthest behind target link to new enterprises, new entrepreneurs, creating new jobs and new products (highlighted with an asterisk in Table 5.3). Typically, these outputs are captured towards the end of a programme.

Additionally, throughout the pandemic many enterprises have had to focus on survival and consolidating their existing offer. Developing new products and new firms is often risky in a non-buoyant economy. And therefore, less likely to be a priority for the SEE2 target beneficiaries. CMS expect to catch up in the coming months but do expect to be under target on new and potential entrepreneurs. This is largely due to the 12 hour rule as already highlighted. Many of the start-ups supported, in particular, received most of their support in the pre-start period however to count as an output they require at least 12 hours support after having completed

their business registration, by which time they may not need that much more support.

**Table 5.3: Progress against outputs (up to December 2022)**

Output	Target	Achieved	%
Enterprises receiving support	165	142	86%
Enterprises receiving grants	55	63	115%
Enterprises receiving non-financial support	150	115	77%
New enterprises supported*	90	49	54%
Private investment matching public support	£125,000	£132,413	106%
Employment increase in supported enterprises*	75	29.28	39%
Enterprises supported to introduce new to the market products*	15	3	20%
Enterprises supported to introduce new to the firm products*	15	5	33%
Potential entrepreneurs assisted to be enterprise ready*	100	34	34%
Enterprises receiving information, diagnostic and brokerage support	100	98	98%

## Who benefitted?

Demographic information was collected for P11 and C8 outputs (a sample of 63 individuals). The nature of organisations supported represent a diverse mix of groups ('prefer not to say' excluded from the analysis):

- ✖ More likely to be female, accounting for 65% of the cohort.
- ✖ Around 28% from ethnically diverse communities, which is above average representation compared with the local population.
- ✖ A broad mix of age groups although with good representation among over 50s (41%) and lower representation of young people under 25 (7%). This broadly reflects the demographic of the area.
- ✖ 19% state they have a disability. This is higher than the demographic profile of the area.
- ✖ A broad geographical spread, most commonly clustered around Sheffield and often in the more deprived locations. See Figure 5.1.

Additionally, analysis of grant recipients highlights that:

- ✖ Most of the support was for ICT or marketing. See Table 5.4.
- ✖ There were around 152,000 downstream beneficiaries reached as a result of providing the business grants. The primary target beneficiaries of the social enterprises supported are diverse and include: children and young people, those with mental health issues, people who are long-term unemployed and people with learning difficulties.
- ✖ Social enterprises benefitting from a grant were from a diverse range of sectors. The top ones provided services across: 'education, learning and training', 'arts, culture and heritage' and 'health, wellbeing, and serious illness'.

**Table 5.4: Summary of Grant Beneficiaries**

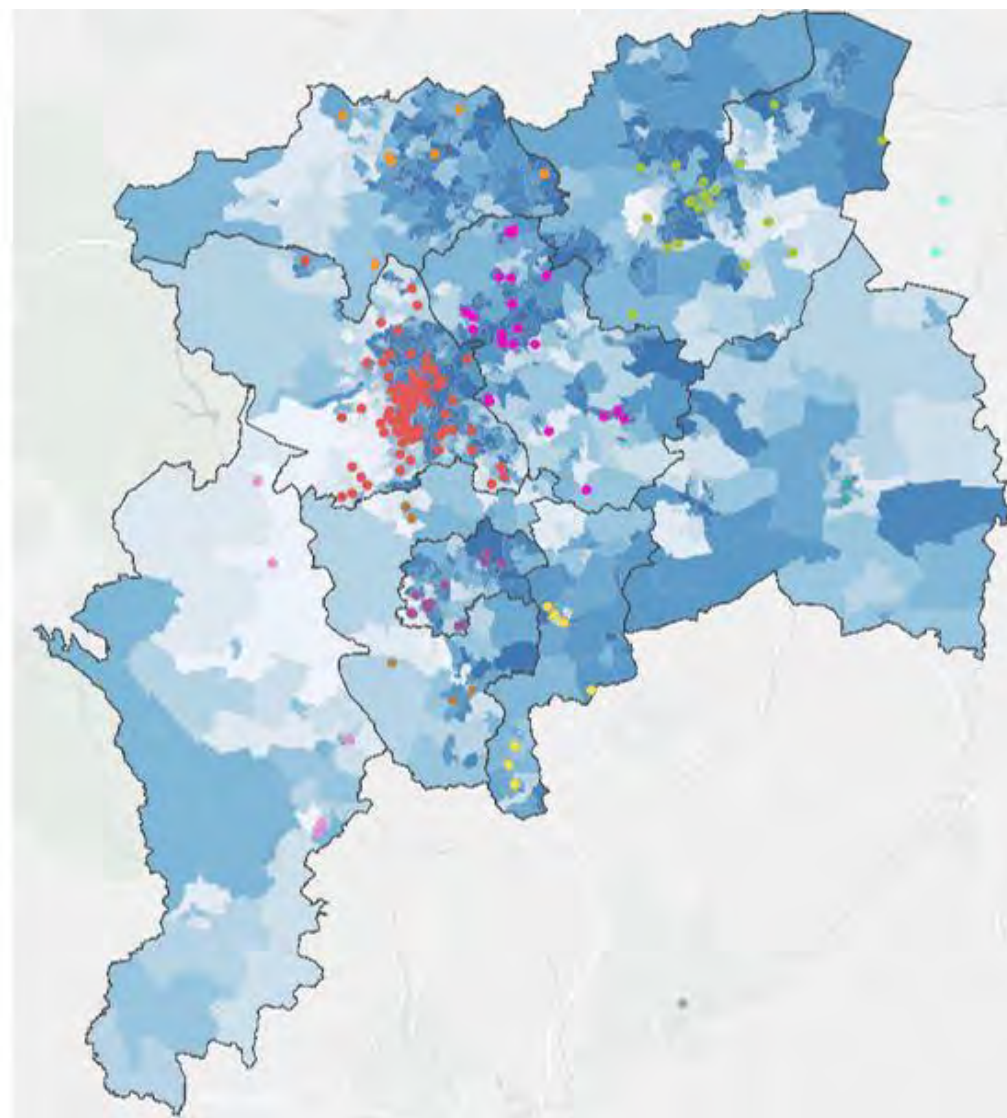
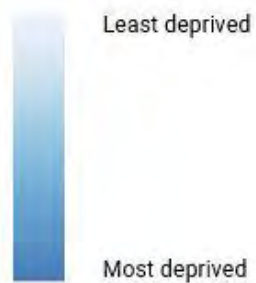
	Enterprises supported	Total grant funding	Beneficiaries supported
Accelerate	67	£56,745	43,867
Transform	67	£144,903	108,133

**Figure 5.1: Geographical spread of beneficiaries**

**Key:**



**Index of Multiple Deprivation, 2019:**





### A light bulb moment due to SEE2 support led to job creation, further grant funding, and social and economic benefits...



Chesterfield Canal Trust was established in the late 1970s and is run largely by volunteers, with only one paid member of staff. Its primary purpose is to restore and maintain the Chesterfield Canal, which is 46 miles long and runs from the River Trent to the middle of Chesterfield, and links Nottinghamshire, South Yorkshire and Derbyshire.

Throughout the early 00s, significant support to apply for grants was available from the local council– and they were very successful in receiving them. However, by the late 10s, there were fewer grants to apply for, and cuts to the public sector meant the local councils didn't have the capacity to support them to apply. Consequently, they struggled to realise their ambitions, and they sought advice from many places and were eventually referred to SEE2.

During their initial meeting, the SEE2 advisers asked a few "simple" questions, such as "Why do you want to do this? How do you want to do that? What are you raising funds for?" They said that an hour later everything became incredibly clear.

*"It was a meeting that completely changed everything. [SEE2 advisor's] clear thinking to analyse the issues and make intelligent suggestions was stunning."*

As a result of the advice they received from SEE2, they appointed their first paid member of staff to develop the business, and consequently they have been awarded a multi-million pound Levelling Up grant. They also received a SEE2 grant which they used for IT equipment. They have been in touch with SEE2 on and off for several years, and through SEE2 contacts, they have also received free advice from an architect who has supported them with designs for extending their headquarters. This will help them demonstrate their credibility when applying for funding.

The Chesterfield Canal Trust's team valued the personal contact provided by SEE2, for example, they were given direct contacts for an adviser, rather than a generic email address. The Canal Trust's work has significant direct and indirect impacts on communities including:

- Improving health and well-being by encouraging people to get outside and "enjoy the great outdoors." Their Santa Special boat trips are a hook to entice people who have never been before. They report that once people visit for their first time, they are astonished "how nice it is" and many return for the regular activities. These include paddleboarding, kayaking and an annual walking festival. They are also part of the local social prescribing scheme.
- Improving and maintaining access to towpaths has led to environmental improvements and has also increased the number of people using it for walking and cycling.
- Increasing skills and capabilities by providing volunteering opportunities and carrying out talks in schools and running boat trips for pupils.
- Increasing economic benefits for the adjoining towns. After enjoying a boat trip, many visitors will head into the town to "make a day of it". They are likely to spend money on food and drink and in local shops.

## SECTION 6: PROGRAMME PROGRESS AGAINST OUTCOMES AND IMPACTS

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This section sets out progress against the intended outcomes and wider impacts.

### Outcomes

#### **Increased awareness and understanding of social enterprises in the region including having particular regard to access and opportunity for disadvantaged communities...**

Overall, SEE2 has supported an increase in awareness and understanding of social enterprises. This is evidenced by:

- ∞ The reach of SEE2 has been good:
  - The survey illustrated a good mix of businesses hearing about the programme through a variety of channels including: word of mouth (35%); SEE event (24%); news story, website or social media (24%); one of SEE's partners (24%); and another business support agency (24%).
  - Through our interviews, all social enterprises had been referred to SEE2 by someone in their network. Channels mentioned here include: the SEE mailing list, referred by a business advisor, word-of-mouth, through their volunteering partners, such as South Yorkshire Funding Advice Bureau, Community Interest Companies, and by their local council.

*"We went to Voluntary Action Sheffield for some advice, and they strongly recommended SEE." [Social enterprise supported]*

- ∞ Several organisations in the focus groups suggested that because of the support received they are now better known and have a greater reach.

*"Having a website generated a lot of work for us. It helped us promote ourselves and our work which has been influential when we were trying to propose a concept for an organisation." [Social enterprise supported]*

- ∞ Many organisations were advised on the most appropriate business model and converted to a social enterprise.
- ∞ As would be expected, more social enterprises were supported in the larger more urban areas, especially Sheffield. This suggests that awareness is potentially higher here than in more rural areas.
- ∞ Bringing SSEN on board was a good move and helped increase awareness.

SEE2 also increased access and opportunity for disadvantaged groups by supporting organisations that engaged with these groups. This includes:

- ∞ Ethnically diverse communities
- ∞ People with disabilities

- ∞ Females
- ∞ A mix of age groups including young and old people
- ∞ Groups who struggle with mainstream education

### Establishment of new social enterprises, including independent start-ups, charities establishing new trading arms and public sector spin-outs...

SEE2 has so far supported 49 new social enterprises and 34 potential entrepreneurs assisted to be enterprise ready.

The programme has supported a wide range of social enterprises. This includes assisting individuals/ organisations with their business model.

### Sustainable growth of existing social enterprises including those with high growth potential and larger social enterprises with capacity to expand...

SEE2 has led to 29 new jobs created in supported enterprises. Additionally, three enterprises have been supported to introduce new to the market products and five supported to introduce new to the firm products.

142 enterprises received support and 63 received a grant. As highlighted in Section 5, the grants predominantly funded: new IT equipment like laptops and printing equipment and allowed them to introduce new services; and marketing support and helped to improve their advertising reach including social media, gain another source of income through printing services, and develop a website.

*"Through the grant, we were able to develop a website which we wouldn't have otherwise. Having this made us legitimate and we have started to do more with people and direct them to our website. This has been pivotal for us." [Social enterprises supported]*

Table 6.1 highlights that many social enterprises report growth in a range of measures over the last three years and suggest this will continue over the next year. This is in some part due to the supported received.

**Table 6.1: Resilience and growth as a result of SEE2**

	SEE2 Beneficiaries (n=19)			
	In last 3 years		Over next year	
	%	No.	%	No.
An increase in the number of full-time equivalent jobs	32%	6	32%	6
Safeguarding existing jobs	37%	7	26%	5
An increase in turnover	58%	11	53%	10
Introducing a new product or service (to the business or to the market)	42%	8	53%	10

Source: Online survey

Feedback from partners did highlight a lack of follow-on support in some areas. This could help demonstrate further some of the impacts and whether the social enterprise is still trading or growing.

## **Wider impacts**

Through our research, we identified a range of impacts achieved, aided by the SEE2 support. These are highlighted against the impacts identified in the programme design.

### **Increased employment**

SEE2 has led to the creation of 29 full-time equivalent jobs in the social enterprises they have supported.

Social enterprises were asked, through the survey, to what extent the the support received from SEE contributed to their resilience and growth, including the creation of employment. 87% of respondents suggested it had to some extent during the last three years and 80% thought it would over the forthcoming year.

Additionally, comparing the results of social enterprises who were supported by SEE2 and those who weren't illustrate the difference the programme made. 32% of those supported by SEE2 suggested they had seen an increase in employment in the last three years, compared to 17% of others. For jobs safeguarded, a similar picture is present with 37% vs 28% respectively reporting this.

Further, many social enterprises in the focus group highlighted that they have gained a better understanding of the sector, learnt new skills

through trainings, and further enhanced their business. This will likely lead to further employment in the future.

Social enterprises are now better prepared to support people into employment. For example, one organisation supported helps bring people out of the criminal system and into employment. Another provides employment support for people who are NEET (Not in Education, Employment or Training).

### **Improved livelihoods**

Respondents from the survey suggested that their social enterprise has led to an improvement in livelihoods. Of those businesses who had been supported by SEE2, 21% suggested they had seen an uplift here over the last three years and 26% expect it over the next year.

The case studies highlight examples of work to improve livelihoods:

- ∞ Increased number of activities they can deliver to young people in school holidays, giving children something more to do.
- ∞ Delivering further extracurricular activities in pupil referral units and special schools. This has led to a child who is mute speaking during an after-school session. Those with behavioural issues report enjoyment with hands on activities.
- ∞ Young people being taught what it means to be a good citizen and encouraged to be kind to others in the community – resulting in less antisocial behaviour and improved pride in place.

## Strengthened communities

Respondents from the survey suggested that their social enterprise helps strengthen communities. Of those businesses who had been supported by SEE2, 42% suggested they had seen an uplift here over the last three years and 47% expect it over the next year.

SEE2 has presented social enterprises with various networking opportunities through workshops, events and conferences (see Section 5). Those consulted in the focus groups reported how useful they found these, and it has helped to strengthen the social enterprise community. A handful of those consulted suggested they would like further networking opportunities aimed at specific sectors.

*"The course allowed networking and staff met other people in the sector through the course. As a result, we have become friends and supported and encouraged each other to progress with training and work." [Social enterprise supported]*

Social enterprises have achieved wider community engagement and diversification in other ways. One social enterprise highlighted how they are providing a platform for various local and international artists to help them sustain their business. Another social enterprise is improving their community engagement by conducting plays to people who are known not to leave their locality often.

Another social enterprise has been working with young people and teaching them what it means to be a good citizen and encouraging

them to be kind to others in the community. This has resulted in less antisocial behaviour and taking greater pride in their place.

Another hosts 'Santa Specials' bringing the local community together, and a different social enterprise is now subcontracting other local VCSE sector organisations to co-deliver activities for young people during school holidays.

Social enterprises have made more spaces accessible for community members because of the support they received. One of the examples is of an enterprise now able to provide heating in their venue which otherwise would have been inaccessible during the winter months. This has helped a lot of people from the community come out and participate in activities and feel involved.

## Improved health and wellbeing

Health and wellbeing is a focus for many social enterprises; nearly a third (29%) of survey respondents operating in this arena. 63% of business supported suggest that there will be further improvements in health and wellbeing over the next year (as identified in the survey).

There are countless good examples of health and wellbeing benefits captured due to the support offered. These include:

- ∞ Ability to host outdoor classes and new activities.
- ∞ An increase in walking and cycling among volunteers.
- ∞ Working with more young people who have mental health issues.

- ∞ Children taught about smoothie bikes. This teaches them about different fruit and vegetables, and through creating their own smoothies, they learn to enjoy eating healthier.
- ∞ Fruit and vegetable donations from local charities are used, with leftovers being donated to local foodbanks, to support the local community.
- ∞ Promoting healthier lifestyles in deprived areas where childhood obesity is high. Children take fresh fruit and vegetables home to their family; grow vegetables at home with their family and then create a meal using a recipe provided by the social enterprise.
- ∞ Performing bereavement and PTSD-themed plays. They have organised post-show discussions with specialist organisations like Macmillan, Samaritans, Cruse Bereavement Care and individual grief specialist councillors.
- ∞ Supporting vulnerable adults in drug and alcohol recovery.

Additionally, three or four enterprises in the focus groups highlighted that their confidence has improved because of attending workshops.

### **Environmental improvement**

Businesses were asked, through the survey, to what extent the support received from SEE contributed to their wider social and/or environmental impact. 60% of respondents suggested it had to some extent during the last three years and 60% thought it would over the forthcoming year.

Through the support offered, social enterprises have increased their awareness (or their communities) around environmental issues. Examples include:

- ∞ Hosting a play about local flooding in Fishlake.
- ∞ Several social enterprises are planting trees and flowers, and building ponds.
- ∞ Changing lighting to be more energy efficient and encouraging their landlord to carry out loft insulation and window repairs.
- ∞ Increasing the amount of CO2 saved by their products.

### **Increased skills and capabilities**

Respondents from the survey suggested that their social enterprise had led to an increase in skills and capabilities. Of those businesses who had been supported by SEE2, 47% suggested they had seen an uplift here over the last three years and 47% expect it over the next year.

Social enterprises have benefitted from marketing, accounting, architectural and funding advice. Others have also received advisory support on which business model would be best for them. In the focus groups, two or three reported that the support they received around: setting up their enterprise, understanding how a social enterprise functions, how best to organise their business, and what business model to follow has been beneficial.

Other benefits here from supported social enterprises include:



- ∞ Expanded the number of educational workshops available for children and now able to offer some free classes, making it accessible for more people.
- ∞ Starting to develop links with local colleges to provide volunteering opportunities to young people.
- ∞ Ability to deliver more activity for the young people they work with.  
This is a holiday programme aligned with KS1 and KS2 curriculums.

### **Increased equality of opportunity**

Respondents from the survey suggested that their social enterprise had led to an increase in the equality of opportunity. Of those businesses who had been supported by SEE2, 42% suggested they had seen an uplift here over the last three years and 26% expect it over the next year.

Social enterprises regularly support the most vulnerable and those without opportunity. Many of the examples presented in this section illustrate this.

Another example by a supported social enterprise illustrates how they have enhanced cultural engagement within their community by hosting additional weekly events. Through these events, they promote diversification of artists by supporting more female and ethnically diverse artists.

### **Reduction in social and economic exclusion**

Respondents from the survey suggested that their social enterprise helps reduce social or economic exclusion. Of those businesses who

had been supported by SEE2, 42% suggested they had seen an uplift here over the last three years and 47% expect it over the next year.

Many social enterprises are based in the local community in which they serve. Although there has been a lot of programme support in urban areas, there are also many in small and in rural and dispersed communities.

Social enterprises regularly support vulnerable groups who are at greatest risk of becoming isolated, such as older people and those with mental health issues. One social enterprise has increased their work with a local dementia charity so they can provide outreach to more people with dementia and their carers.

Another example is of a social enterprise who works with people with special educational needs and disabilities, who are often very lonely. They provide them with volunteering opportunities. Through the support provided they were able to streamline the recruitment process through a new website and data capture forms. This helped them better identify the support that their volunteers needed and also increase the type of volunteers they can potentially support.

### **Better access to information and services**

Respondents from the survey suggested that their social enterprise has led to an improvement in access to information and services. Of those businesses who had been supported by SEE2, 32% suggested they had seen an uplift here over the last three years and 37% expect it over the next year.

Many of the examples highlighted provide local communities with access to new and/or improved services. Many of these are very good at signposting people to support elsewhere too.

One social enterprise has provided more educational resources, and hosted book clubs, and provided schools with library reading lists thanks to the support received from SEE.

### **Strengthened diversity of cultural expression**

Respondents from the survey suggested that their social enterprise helps strengthen diversity of cultural expression. Of those businesses who had been supported by SEE2, 16% suggested they had seen an uplift here over the last three years and 16% expect it over the next year.

As highlighted, a significant proportion of the support offered has been with or for ethnically diverse communities. Other examples from supported social enterprises include:

- ∞ More work with children to provide a holistic understanding of Sub-Saharan African history and Black British culture in the UK.
- ∞ Training teachers-in-training at the university of Sheffield around coloniality and de-colonisation and its impact.

### **SEE2 support enabled an animal charity to improve their processes and become more efficient...**

Thornberry Animal Sanctuary is a rescue centre that started in the early 1980s looking after cats and dogs, and now helps lots of other animals. It has grown from its sole founder to employ 25 staff, as well as support 50 regular volunteers, and 100+ corporate volunteers.

One of the employees is a Fundraising Manager – they find it hard to find grants for which they are eligible, as many exclude animal charities. Therefore, they were delighted to hear about funding support from SEE2, as the grant conditions did not exclude them.

They found it very easy to access support and it was a straightforward process to apply for the grant. The funding was invaluable to them, and they have used it to create a new website and database. This has streamlined their processes, saved them time and made their data capture more accurate.

As well as improving the health and wellbeing of the animals in its care, the Sanctuary also improves the health and wellbeing of the volunteers and staff caring for the animals.

### SEE2 support led to improved educational and community offering...



Growing Together Education, based in Doncaster, was created to provide outdoor focused learning for young people. Their services are particularly for those who are unable to access mainstream education, need a more tailored educational experience, or for people aged 16+ who, due to disability or individual needs, are unable to attend further education or work. The key social impact they achieve is around increasing the skills and capabilities of the young people who access their services. This includes farming principles such as land management and animal care. There are naturally environmental benefits that ensue from them looking after the land.

The team was looking for advice about how to expand in a sustainable way, and also for funding to launch a new service, as until this point, they had been funding a lot of activities themselves. They heard about SEE2 from an acquaintance and felt that it might be a good fit for them.

At first, they used the SEE2 website to gather information, which they thought was really helpful, as it was informative and easy to use. They also attended some workshops and networking events. Through these sessions, they met other people working in the same arena and they enjoyed connecting and sharing experiences and learnings.

They also successfully applied for a grant. They were grateful both for the support to complete the application, and that they didn't have to wait long to receive it.

*"The SEE2 team was very helpful and supportive, and guided us through the process very easily."*

The grant enabled them to increase the number of people they could support, as they could now heat spaces during the winter months. This included people who wouldn't normally have got involved.

*"We need more organisations like the Social Enterprise Exchange to help build social enterprises, as the more organisations like this that are, the more we can do good for the communities."*

## SECTION 7: VALUE FOR MONEY

Value for money has been assessed using a cost benefit analysis. This involves defining, quantifying, and monetising programme benefits compared against programme costs to determine the social return per £1 of investment.

The analysis was conducted in line with HM Treasury Green Book.

### Costs

Total spend to date of £1,953,533 have been used.

### Benefits

Benefits have been identified and quantified using programme output data. This includes a combination of outputs, outcomes and results indicators collected by SEE2. The analysis is based on the following monetised programme benefits:

2 GVA per employee from ONS Sub regional productivity, GVA per filled job dataset. FC applied South Yorkshire figure - (2020 figures published in Jul 2022)

3 100,000 social enterprises accounting for over £60 billion of UK GDP (SEUK, 2019). Estimate per social enterprise is £600,000 GDP. Assume a lower, more conservative value of £100,000 for start-ups, inflated to 2022 prices.

**Table 7.1: Value for money benefits**

Benefit	Gross impact	Valuation used
Jobs created in the local economy including those supported in the running of the programme	40.28	£47,183 GVA per employee <sup>2</sup>
New enterprises / potential entrepreneurs created in the local economy by supporting entrepreneurs to set up a business	83	£106,121 GDP per enterprise <sup>3</sup>
The value and benefit of relevant training to enterprises	142	Using Willingness to pay value of £102 as a proxy <sup>4</sup>
Private investment (match funding)	£132,413	£132,413

4 Cost of 'Start-up Business Course 2021' with the Small Business Academy An online search for business start-up courses on [www.findcourses.co.uk](http://www.findcourses.co.uk) in 2021 showed courses ranging in price from £49-£580. FC applied Small Business Academy cost (£100) as a reasonable estimate, inflated to 2022 prices.

Gross benefits above were adjusted to account for additionality and derive net impacts. This means estimating the level of impact that would have occurred anyway without the activities funded. The following factors are applied:

- ∞ Deadweight - A measure of the amount of outcome that would have happened even if the activity had not taken place.
- ∞ Displacement - An assessment of how much of the outcome was displaced from elsewhere.
- ∞ Attribution - An assessment of how much of the outcome was caused by the project versus the contribution of other organisations or people.
- ∞ Drop off - The deterioration of an outcome over time.

Valuations were applied to each benefit based on relevant benchmarks taken from several accepted sources, such as the HCA Additionality Guide. We also assumed each benefit would persist for 3 years.

## Adjustments

Cost and benefits have been adjusted in line with HM Treasury Guidance to reflect the following factors. These are:

- ∞ Adjusting all values to reflect 2023 prices.
- ∞ Discounting values using a 3.5% discount rate.
- ∞ The timescale of impact and duration of the effects.

## Results

The Cost Benefit Analysis shows that the SEE2 programme represents excellent value for money based. **The Social Return on Investment is £6.62.** This compares very well to similar programmes with typical SRoI around £4 to £7.

### Useful advice led to substantial grant awards, and environmental and health benefits...



Roots and Bloom Flower Farm grows and sells cut flowers and bouquets. A significant part of this involves providing horticultural therapy for younger people with dementia (under 65 years old) and their carers, through their partnership with the Healy Trust.

They were established in 2019 and have been operating well, but started to wonder whether they would benefit from being set up differently, for example, being a CIC, CIO or charity. They heard about SEE2 from an acquaintance and contacted them for business advice. They were also attracted by the grant element of the support.

They enrolled on the Accelerate programme and found the initial advice extremely useful for writing grant applications and it saved them money as they didn't need to engage other professional services.

They were successful with a SEE2 grant, and they have also received over £85k in 18 months from other grants, which they don't think they would have done without the advice from SEE2.

They also received marketing support from SEE2 but felt this was a little generic and would have liked this advice to have been tailored to the nuances of their organisation. They were interested in progressing to the Transform programme, but their adviser didn't facilitate this, and so the support they received from SEE2 dwindled over time.

*"[SEE2's support] was useful when I was a lost beginner and had huge imposter syndrome. It was really empowering and helped me believe in myself – and here I am, still doing it!"*

Roots and Bloom's achievements include environmental and social impacts such as:

- Improving the environment by generating significantly less CO2 than bouquets sold in most commercial outlets.
- Improving health and wellbeing by providing more outreach and volunteering opportunities to people with dementia and their carers.



## SECTION 8: OTHER SOCIAL ENTERPRISE SUPPORT MODELS

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This section explores different social enterprise support models with a local or regional focus. These are organisations who had received Local Access funding due to their comparability to SEE2.

It is based on a desk-based review of both general Local Access fund data and specific place programme information available online. Additional information was collected by contacting delivery staff directly.

### The Local Access fund

The [Local Access funding programme](#) was established by Access (the Foundation for Social Investments) and Big Society Capital in 2018. It is a ten-year learning programme that aims to support the development of stronger, more resilient and sustainable social economies in disadvantaged places.

The ambition is to help places to grow larger and more resilient social economies and enable collaboration between charities, social enterprises, investors and other actors in order to reduce inequality within and between places.

Local Access aims to provide advice and support services designed to support the long-term sustainability and resilience of charities and social enterprises. It also offers a combination of grant funding and flexible repayable finance, which helps to remove barriers to investment for charities and social enterprises that normally struggle to access funding<sup>5</sup>.

Local Access adopts a place-based approach. They invited places to share their vision for their local social economic and place-based initiatives that could be supported through the fund for up to 10 years. Six places were selected and have received multi-million pounds of funding to deliver their individual Local Access programmes. All six places are now fully launched. Bristol was the first in 2020, three more launched in 2021 and the last two places in 2022.

Of the six Local Access areas, we identified three that are comparable to Sheffield City Region: Bradford, Bristol and Greater Manchester (the four authorities of Bolton, Oldham, Stockport and Wigan only). We have explored the programmes running in these three areas to ascertain transferable lessons for SEE2.

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<sup>5</sup> Access (the foundation for social investments) and Big Society Capital (July 2020) Review of Local Access Programme: Place Selection Process

## An overview of the programmes

Table 8.1 sets out the key information about SEE2 compared to the selected three Local Access programme case studies.

**Table 8.1: Overview of the programmes**

		Local Access Programmes		
Organisation name	Social Enterprise Exchange	Bristol Local Access Partnership	Proper Good Investment	Local Access Bradford District
Website	<a href="https://www.socentxchange.net/">https://www.socentxchange.net/</a>	<a href="https://www.voscur.org/funding/local-access-partnership">https://www.voscur.org/funding/local-access-partnership</a>	<a href="https://www.gmcvo.org.uk/gmso/invest/propergoodinvestment">https://www.gmcvo.org.uk/gmso/invest/propergoodinvestment</a>	<a href="https://bradford.impacthub.net/localaccess/">https://bradford.impacthub.net/localaccess/</a>
Geographical coverage	Sheffield City Region: Barnsley, Doncaster, Rotherham, Sheffield, Chesterfield, Bassetlaw, Bolsover, North East Derbyshire, Derbyshire Dales.	City of Bristol	Four Greater Manchester authorities: Bolton, Oldham, Stockport and Wigan	Bradford District
Date programme launched	2019	2020	May 2022	December 2022
No. of staff <sup>1</sup>	c. 13	c. 6-7	c. 10	Unknown
No. of delivery partners	6	9	5 key partners (plus a network of local partners)	9
Type of delivery partners	Social enterprises, social enterprise network, Community Foundation, local sector infrastructure organisation	Social enterprises, local sector infrastructure organisations	Social enterprises, charities, CICs, local authorities, housing associations	Social enterprises, local authority, university, community organisations, commercial businesses

		Local Access Programmes		
Organisation name	Social Enterprise Exchange	Bristol Local Access Partnership	Proper Good Investment	Local Access Bradford District
<b>List of partners involved</b>	Barnsley Community and Voluntary Services  Community Media Solutions  Cultural Industries Quarter Agency  Sheffield Local Television  Sheffield Social Enterprise Network  South Yorkshire Community Foundation	Voscur (manage programme)  Black South West Network  Bristol and Bath Regional Capital  Eastside Community Trust  Nature Youth Connection and Education CIC  School for Social Entrepreneurs – Dartington  Street2Boardroom  Unique Voice  WECIL	GMCVO (manage programme)  Bolton CVS (Bolton lead)  Upturn Enterprise Ltd (Oldham lead)  The Goodness Collective (Stockport lead)  Wigan and Leigh Community Charity (Wigan lead)  Each local area has multiple local partners and supporters e.g. for Bolton: Bolton at Home, Bolton Council, Bolton Chamber of Commerce, Bolton CVS, Bolton Solidarity Community Association, Bolton University, Greater Manchester Growth Company, HOOT Credit Union, Starts with you, Turn up the Value and Youth Leads.	Impact Hub Bradford CIC (manage programme)  Airedale Enterprises  City of Bradford Metropolitan District Council  Inspired Neighbourhoods  Key Fund  Locality  OnTrak  Participate  PricewaterhouseCoopers
<b>Gross funding</b>	£2.3m	£2.7m <sup>2</sup>	£10.25m <sup>3</sup>	£6.6m
<b>Other funding</b>	N/A	As part of this programme, City Funds is expanding the reach of its £2m funding so that enterprises which come from, or	Access to Growth is another investment programme run by GMCVO that part funds the wages	Working in partnership with Bradford Central Community Led Local Development fund of £1.8m, which has complementary

		Local Access Programmes		
Organisation name	Social Enterprise Exchange	Bristol Local Access Partnership	Proper Good Investment	Local Access Bradford District
		are working with, communities experiencing inequality in Bristol have greater access to funding.	of staff working on the Local Access programme.	programme outcomes and outputs.
Timeframe (if time limited)	2019-2023	10 years	5 years	10 years
No. social enterprises supported by project	165	c. 90 54 organisations to benefit from enterprise support 20-25 to benefit from larger social investment 10 to benefit from smaller amounts of social investment <sup>4</sup>	No target <sup>5</sup>	Support 8 to 10 organisations per year with a small investment readiness support grant over the next 5 years.  50% of which would go on to take the blended social investment (a small grant worth 20% and a loan worth 80%) <sup>6</sup>
Target clients	Social enterprises and entrepreneurs	Enterprises coming from or working with communities that are experiencing inequality	Social enterprises, community businesses and trading charities	Social enterprises, charities and not-for-private-profit organisation with a focus on young people, women, ethnically diverse communities and white working-class communities from estates

*Table Notes: 1 - From discussions with delivery staff, we found that there are lots of different organisations and staff members involved in the planning and delivery of the programmes, but the fund is not supporting all of these jobs on a full-time basis.*

*2 - Estimated annual operating costs based on information from Voscur's latest published financial accounts from 2019/20 and 2020/21.*

*3 - £2m has gone to the local delivery leads on the development side. The Investment side wages are paid from the interest collected from loans.*

*4 - Indicative target figure based on estimates from Access (the Foundation for Social Investments).*

*5 - Discussions with two employees working on the programme (in both the investment team and delivery team) suggested there is no overall programme target.*

*6 - Targets provided by Inspired Neighbourhoods Group.*

## What type of support is provided?

Table 8.2 shows the range of services and activities delivered to charities and social enterprises across each programme.

A common service offer across all programmes includes: business start-up and growth support; grants and other funding; mentoring and bespoke 1-2-1 support, advice and guidance (including support from professionals with specific expertise); networking, events and workshops; and business planning support.

Across the three Local Access programmes there is also a focus on supporting organisations with financial management and modelling, investment readiness, increasing skills for growth and development through training. Two of the three Local Access programmes place an emphasis on encouraging leadership and succession within organisations, but also creating a wider network of leaders within a place or community. Further, there is a clear interest in physical spaces and buildings for social enterprises, with two Local Access programmes offering support with building-based development and/or providing co-working or incubator space for organisations to mix and collaborate.

As with the SEE2 programme, the Local Access programmes are keen to support social enterprises with social, economic and environmental impact assessment and measurement.

**Table 8.2: Services being delivered by programme**

	SEE2	Bristol Local Access Partnership	Proper Good Investment	Local Access Bradford District
Building a network of leaders		✓		✓
Building-based development	✓		✓	✓
Business planning	✓	✓	✓	✓
Business growth support	✓	✓	✓	✓
Demonstrating social impact	✓	✓		
Financial management and modelling	✓	✓	✓	✓
Governance and/or HR	✓		✓	✓
Grant funding/investment loans/fundraising	✓	✓	✓	✓
Impact assessment/measurement	✓	✓		✓
Incubator space/co-working space/social enterprise hub	✓	✓		✓
Investment readiness	✓	✓	✓	✓
Marketing/promotion	✓		✓	
Mentoring/bespoke 1-2-1 support, advice and guidance	✓	✓	✓	✓
Networking/events/workshops	✓	✓	✓	✓
Signposting to other services	✓		✓	✓
Start-up support	✓	✓	✓	✓
Support from professionals with specific expertise	✓	✓	✓	✓
Training and skills (e.g., safeguarding, GDPR, digital accessibility)		✓	✓	✓

*Note: The data in this table is based on information gathered during our research activities. It may not be an exhaustive list of all activities undertaken by each programme.*



## Other services that diversify the offer

Through our research we have identified three interesting initiatives that make the Local Access programmes unique and stand out from other social enterprise support.

- ∞ Bristol has developed The Social Enterprise Incubator programme as part of Local Access<sup>6</sup>. It is a newly refurbished Social Enterprise Incubator that provides new and existing enterprises a desk space, a customised programme of support, mentoring, advice, networking and learning in the same space as like-minded people. Participant feedback has shown that the incubator space has helped them to learn from each other by sharing stories, experiences and struggles. Becoming part of a network of like-minded people has been empowering and helped them to find clarity and focus for their enterprise.
- ∞ Delivery partners working on the Greater Manchester Local Access programme 'Proper Good Investment' told us they have adopted a 'nurture culture' across their service delivery. They take a very hands-on approach to working with organisations and nurture them for as long as they need. This relaxed, friendly and encouraging approach to support has led to programme participants preferring to work with Proper Good Investment partners over other services available in the local area.

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<sup>6</sup> <https://www.blacksouthwestnetwork.org/incubator>

- ∞ The Bradford Local Access partnership set out in their proposal a commitment to further exploring 'faith inclusive investments'. This is a form of non-interest banking and includes products structured on Islamic Finance Principles, such as community shares, community asset transfers or smaller loans. Their research has found that such products have the potential to increase social investment within the customer firms, as well as having a catalytic effect upon local investors and influencing their activities. Faith inclusive investments are more suitable for charities and social enterprises that struggle to access investment and may be preferable finance options for the culturally diverse population living and running a social enterprise in Bradford<sup>7</sup>.

## How are they measuring their social impact?

As shown in Table 8.2, Bristol and Bradford Local Access programmes offer support to social enterprises around understanding and measuring their social, economic and environmental impact. This demonstrates a clear commitment to, and value in, impact measurement within these two areas.

Based on our discussions, we found that Bristol is doing a great deal to measure the social impact of their programme. They are doing this in the following ways:

<sup>7</sup> Stage 2 proposal stage. Bradford Stage 2 Local Access proposal (2019) f

- ✕ Gathering and assessing programme monitoring data;
- ✕ Commissioned a process evaluation by Curiosity Society; and
- ✕ Commissioned a social economy evaluation by The Good Economy.

An example of how Bristol is gathering and assessing programme monitoring data is shown in Figure 8.1 – a visual summary of the key impacts from the first year of delivery of the Social Enterprise Incubator programme. There are also multiple case study videos about participants' experiences of the programme on the Social Enterprise Incubator website<sup>8</sup>:

Bradford is still in the early stages of delivering the Local Access programme (launched in December 2022). Whilst there is limited evidence of impact assessment work undertaken to date, their Stage 2 Proposal to Local Access set out a commitment to learning and social impact measurement, which included identifying a pool of social impact advisors to support participants and a programme evaluation to be undertaken throughout the last two years of delivery.

**Figure 8.1: Key impacts from Bristol's Social Enterprise Incubator Programme – year one**



Source: Black South West Network

Conversations with Greater Manchester's Local Access programme delivery staff revealed that some quarterly monitoring is undertaken by senior staff, but generally social impact measurement is not very extensive, the focus is more on delivery.

<sup>8</sup> <https://www.blacksouthwestnetwork.org/incubator>

## Successes and achievements

### Programme-wide achievements

There are several successes and achievements of the Local Access funding that are applicable to all six local programmes, due to the design and purpose of the funding. Common themes are:

- ∞ **Greater access to investment for organisations that have missed out.** Blended social investment is enabling lending to new organisations who have not previously benefitted from support due to the risks or the costs of investment. The barriers have been removed for a range of different organisations, for example charities and community businesses.
- ∞ **Better support and advice that is based on the needs of organisations within that place.** The programmes have been designed by local organisations and individuals based on local knowledge drawn from their own experiences, as well as an extensive consultation and co-design process. This means that the tailored support provided under each programme is specific to the place and the needs of the social enterprises within it.
- ∞ **Deepened partnerships and local support systems.** Partnerships and panels were established in the early stages for the purpose of

designing and tailoring the Local Access programmes within each place. These partnerships are unique to each place, but commonly represent social enterprises, local authorities and local sector infrastructure organisations. This process has led to a broadening and strengthening of relationships within places. According to the funders, many partners are positive about the prospect of their new and strengthened relationships moving forward<sup>9</sup>.

- ∞ **Improved local knowledge and vision.** The programme design process required local organisations to share research and knowledge that previously may not have been shared. They also identified new findings about their local area and the people within it. This process has led to partners having greater clarity about local challenges and inspiration and motivation around a shared vision for their place.

### Area specific achievements

As the programmes in the case study areas haven't been running for very long, it is too early to identify many firm achievements or successes. Therefore, we have presented both realised achievements and those that the programmes are working towards.

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<sup>9</sup> Access and Big Society Capital (July 2020) Review of Local Access Programme: Place Selection Process

### Achievements specific to Bristol:

- ∞ **Using assets and strengths to tackle local deprivation.** The programme focuses on developing enterprises led by communities that use local assets and strengths to create social, environment and economic impact that directly tackles disadvantage.
- ∞ **Enhanced capacity and skills of local organisations.** The programme is working to improve the capacity of social enterprises by developing their in-house skills and capabilities, therefore reducing the need to rely on services or consultants that can be costly.
- ∞ **Increased ability to influence key local decisions.** The sector will be in a better position for influencing local decisions going forward as a result of a better networked and more connected community with strengthened partnerships.

### Achievements specific to Greater Manchester:

- ∞ **Devolved decision making has enabled 'a real local focus'.** Whilst GMCVO manage the programme, the social enterprise support activities and decisions are managed by four local coordinators (one in each local authority area - Bolton, Oldham, Stockport and Wigan). Local coordinators are people who have deep-rooted knowledge and understanding of the local area, its people and their needs. This means that the type of support provided across the four local authority areas varies, and is more closely matched to the nuances and needs of each area, and therefore delivers greater value to participants.

### Achievements specific to Bradford:

- ∞ **Developed a strong partnership and programme.** The Local Access Bradford District programme was launched on 1st December 2022. Through our research we identified their main achievement so far is the development of an excellent and diverse partnership board and a good business support programme.
- ∞ **Increased leadership amongst social enterprises.** Bradford is working to create successful leaders who will champion the sector, build a stronger network of social enterprises and increase their sustainability by helping to address local challenges (e.g. the information gap discussed in the Challenges section below).
- ∞ **Increased resilience and independence of social enterprises.** They are helping social enterprises to identify and generate their own revenue streams, which will increase their overall resilience. One way they are doing this is by supporting and strengthening the capacity of smaller organisations so they can develop consortiums and bid for public sector contracts. This also has the wider benefit of 'keeping it local' and supporting the local economy and community.

### Challenges faced so far

As with many funding programmes, Local Access is likely to have a set of common programme and process related challenges that all areas and partners are facing (e.g. form filling, financial monitoring and evidencing etc.). It is also likely that there are external factors

influencing the delivery of the programme and causing issues, such as persistent social and economic challenges.

The challenges faced by the three case study areas are:

- ❖ **There is no 'one place' to go for support and information.** Both Bristol and Bradford acknowledge there is an information gap in their areas. It is not clear who does what and where to find appropriate support. This results in a lack of cohesion, duplication of activities and competition rather than collaboration.
- ❖ **Ensuring change to what's been done before.** Whilst enterprise development is successful in Bristol, previous support has lacked coordination and capacity, particularly in relation to business development, trading and financial resilience. There is also limited diversity and inclusion of marginalised communities in the social economy. The Local Access programme is seeking to change these things but there is a risk that partners will fall into old habits.
- ❖ **Replacing the 'hand out' with a 'hand up' culture.** In both Bristol and Bradford, there is a recognised need to change the culture amongst social enterprises from being grant dependent to securing resources themselves and taking out a loan to further develop their organisation. This is even more of a challenge now considering the existing economic climate (current downturn in the economy, interest rates, cost of living crisis and fuel costs). Many social enterprises are in a survival mode and there is little appetite for risk taking.
- ❖ **Local collaboration has previously been limited and restricted.** Whilst local Bristol partners have collaborated before, there has

been little formal coordination, or a place-based approach applied to past initiatives. Partners' activities have always been designed and evaluated against different aims or priorities, and often collaboration only lasts for the duration of the funding (which is usually not long enough).

- ❖ **Disconnect between objectives within the programme.** Conversations with staff delivering the Proper Good Investment programme in Greater Manchester revealed that there is a disconnect between the two sides of the programme – the investment side and the support and development side. The support and development side is engaging mainly early-stage enterprises and start-ups, whilst the investment side is supporting more established enterprises with access to investment and growth. The programme sides are (in some ways) operating separately rather than with a joined-up vision and approach.

## Lessons for SEE2

Relevant key lessons that have come out of Access and Big Society Capital's reflections on the Local Access Programme so far are:

- ❖ **Assess the strength of partnerships and not just the ideas that have come from it.** The key organisations involved will remain within a partnership and will be fundamental to the successful delivery of a programme.
- ❖ **Give things time.** Ambitious plans and deep, strong and meaningful partnerships take a longer time to develop.

The following lessons identified reflect lessons learned by two of our case study areas (Bristol and Greater Manchester):

- ∞ **Ensure there is commitment to a shared vision.** Bristol and Greater Manchester recognise the importance of this for better and more joined up collaboration, stronger partnerships and better programme delivery.
- ∞ **Help social enterprises to become more self-sustainable.** Bristol and Greater Manchester understand the need to offer skills, expertise and mentoring to help social enterprises to build capacity in-house, instead of spending on support and services. They also see great value in supporting social enterprises with setting up trading arms instead of relying heavily on funding pots.
- ∞ **Investment and support come hand in hand.** Bristol and Greater Manchester recognise the outcome is better when the two elements are provided together (with a joined-up approach).

Further learning from Bristol includes:

- ∞ **Involve commercial businesses wherever possible.** Commercial businesses often have a positive impact on disadvantaged communities without having charitable objectives or a social purpose. They are often keen to get involved with social development activities and can easily raise public awareness and influence cultures within their own professions.

- ∞ **Social enterprises need scalable, long-term and patient support** that is flexible and collaborative.

Further learning from Bradford includes:

- ∞ **Continual learning is important.** Identify gaps, weaknesses and successes throughout, including within partnerships, approaches and processes.
- ∞ **Do things differently.** Bring together people that would otherwise not work together. This diversity will fuel innovation and creativity and bring new innovations and partnerships that amplify social impact.



### Successful enterprise reduces antisocial behaviour and increases pride in place through growing fruit and veg...



We Can Grow Communities, based in Doncaster, was established in late 2020 by two friends. It installs purpose-built raised wooden bed planters and delivers a wide range of fun, stimulating vegetable growing activities that are suitable for all ages.

After having successful corporate careers, both founders realised that they wanted to be involved in a social enterprise that would teach children and young people the life skills of growing vegetables from seed all year round, furthering their understanding of science, and eating a healthy diet containing a wide variety of fresh organic vegetables.

After some desk research and recommendations, they contacted SEE2 to receive business planning support.

After a zoom call to discuss their needs, enrolment onto the Accelerate programme was speedy and they attended their first workshop within the week. In addition to the workshops, they worked closely with an advisor who was a “real font of knowledge”, and supported them in developing a business plan, a financial plan, and a cash flow forecast. SEE2 also acted as a critical friend, offering to review funding applications.

They thought the support was “fantastic” and it gave them the confidence to “take the plunge and really go for it.” The cash flow forecast has been invaluable for presenting to funders, and in the past 18 months, they have brought c. £102,000 into Doncaster. The wider social impacts achieved by We Can Grow Communities includes:

- Improving livelihoods by creating seasonal employment opportunities and subcontracting to other VCSE organisations to co-deliver activity during school holidays.
- Strengthening communities by teaching young people what it means to be a good citizen and encouraged them to be kind to others. They have noticed less antisocial behaviour and young people taking more pride in the local area.
- Improving health and wellbeing by encouraging healthy eating habits. People can take food home, and are given a recipe to create a meal with their family.
- Improving the environment by teaching people about the benefits of growing their own food. Furthermore, fruit and vegetables that are grown on site and are surplus to requirements are donated to foodbanks or other local charities.
- Increasing skills and capabilities by delivering extra-curricular activities and running half term and summer holiday activities. They have created 70 modules of activity, which has been independently assessed against KS1 and KS2 national curriculum. Through delivering extracurricular activities in pupil referral units and special schools, those with behavioural issues enjoy hands on learning.
- Reducing social exclusion by providing volunteering opportunities, as well as developing meaningful connections. A remarkable example includes a young person who is an elective mute chose to speak during an after-school session.



## SECTION 9: CONCLUSIONS AND LESSONS LEARNED

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This section presents the conclusions in terms of strengths and successes, as well as weaknesses and challenges. This informs the lessons that can be learned to inform future programmes.

### Strengths and successes

- ∞ There was a clear need for the programme. The area suffered from high levels of deprivation and worklessness and a low enterprise culture. It was identified that social enterprise could be a driver for inclusive economic growth, this was reflected in key local strategies.
- ∞ There also existed evidence of local demand for the programme.
- ∞ The delivery model was largely perceived as very effective. It was well organised, with good communication and has become well-regarded.
- ∞ The SEE website was frequently highlighted as accessible and easy to navigate. It provided social enterprises with a lot of useful information.
- ∞ User experience was largely positive with many beneficiaries accessing different forms of support. The support was highlighted as excellent, with very good support officers and content. Support was seen by many as being tailored and with a lot of variety.
- ∞ The workshops helped many to build their understanding of a social enterprise, learn new skills, network with others, and improve their confidence in their work. Most found them very interesting and beneficial.
- ∞ SEE2, through its networking opportunities like workshops, events and conferences, has helped build a community of like-minded enterprises where they are able to build new relationships and collaborate with others. Many have grown their network and learnt through collaboration. Networking opportunities are highly regarded by the sector, with many citing the positive experiences here.
- ∞ The services became more user friendly and accessible over time. Social enterprises highlighted the ease to access the services and the wait time for receiving the support was rarely too long. They also appreciated the communication and responsiveness of the SEE team.
- ∞ The grants allowed many to increase their presence through improved websites and advertising.
- ∞ The provision of architectural advice was well received. Several supported enterprises felt they would have been unable to get this support elsewhere and potentially unable to continue to operate due to costs.
- ∞ 142 outputs recorded for enterprises receiving support (with many more enterprises supported), with 63 receiving a grant. Almost 30 new jobs have been created in supported enterprises. This is

excellent considering the difficult economic circumstances the programme has operated.

- ✖ The nature of organisations supported represent a diverse mix of groups including: more likely to be female-led, around 28% from ethnically diverse communities, a broad mix of age groups, 19% with a disability, and a broad geographical spread, but with some clustering around Sheffield and often in the more deprived locations.
- ✖ It was frequently cited by beneficiaries that the support was excellent. In large part this was because it was delivered by social enterprises who understood specific challenges and opportunities.
- ✖ There exists an increased awareness and understanding of social enterprises in the region including access and opportunity for disadvantaged communities. This includes a better understanding of social enterprise as a business model.
- ✖ There have been a significant amount of wider impacts achieved including economic, social, health and environmental.
- ✖ SEE2 has achieved excellent value for money providing a social return on investment of £6.62 per £1 of investment.

## **Weaknesses and challenges**

- ✖ It was challenging to achieve a place-based approach largely due to the impact of Covid-19 requiring a lot of activity to be delivered online. The online approach to delivery has been a necessity but brought fewer opportunities to build lasting relationships and enable networking.

- ✖ The economic circumstances in which SEE2 operates are difficult and were worsening for most of the programme.
- ✖ Some social enterprises highlighted potential improvements to the offer including:
  - Not all beneficiaries were aware that they had a dedicated enterprise advisor.
  - Access to larger grants and for different things and/or extra support for revenue funding to support salaries.
  - More opportunity to present accomplishments.
  - More local courses. Measuring and reporting on the social impact of their organisation was frequently cited.
  - Mentoring and coaching.
  - An ERDF specific challenge was the prescribed amount of support determined by ERDF indicators.
- ✖ The Transform element of the project includes development advice for organisations wanting to develop local assets or buildings. Project evidence suggests there is a demand for this service and the market costs for such advice are prohibitive for most social enterprises.
- ✖ The grant monitoring requirements sometimes made the funding restrictive. Some social enterprises spent a lot of time and resource on meeting these requirements. However, many others suggested it was straightforward and they received a lot of support here. There

were many limitations on what grants could be spent on and which organisations/vendors could be contracted to complete the work.

## Lessons

### Lessons for SEE2 Partners

- ∞ Consider offering more networking events.
- ∞ There exists an ongoing need for support. Of those who responded to the online survey, their biggest needs are: grant funding/fundraising (76%), marketing/promotion (54%), business growth support (50%), governance and HR (46%), and demonstrating social impact (43%).
- ∞ Additionally, the support received should be: tailored to social enterprises' needs (73%), free to access (69%), provided locally (56%), delivered in person (44%) vs delivered online (40%).

### Lessons for those designing and implementing similar interventions

- ∞ Different enterprises prefer different engagement approaches (i.e. online vs face to face). Consider approaches which allow for both.
- ∞ Events helped generate interest around the programme and can help create a pipeline.
- ∞ Many social enterprises need regular support and would benefit from tailored support and a named advisor.

- ∞ Following up and monitoring progress would help social enterprises better understand how they have spent the funding and utilised the support provided to them.
- ∞ Increase in knowledge sharing between organisations could help organisations learn from each other on areas such as sourcing materials, savings on costs, different approaches they can adopt, etc. This can be particularly helpful for grassroots organisations who are typically small and could benefit from shared experiences.

### Lessons for policy makers

- ∞ Feedback from grassroots organisations suggests they have had difficulty gaining access to larger funds (elsewhere). They feel this is because they are small and cannot generate the big outputs like large organisations. These grassroots organisations often work with the most vulnerable in society and the impacts for these people are often significant. There is a need to re-evaluate how some funds are distributed and to continue to support them.
- ∞ Some benefits will be realised well after the programme ends. Consider a mechanism for capturing these later.
- ∞ Less restrictive grant monitoring requirements could allow some flexibility in terms of how the funding can be spent and which service providers could be contracted, making the process more efficient and effective.
- ∞ Most social enterprises reported the need for additional funding.

## APPENDIX 1: SOCIO-ECONOMIC CONTEXT DATA TABLES

**Table 1: Population size and age 2021**

Local Authority	Total population	Average Age (Median)
Barnsley	244,893	42.3
Doncaster	308,705	41.5
Rotherham	266,183	41.8
Sheffield	554,401	37.5
Bassetlaw	118,351	45.4
Bolsover	80,476	43.8
Chesterfield	103,672	44.9
Derbyshire Dales	71,681	51.9
North East Derbyshire	102,315	47.8
England	56,536,419	40.5

Source: Mid-Year Population Estimates June 2021, ONS

**Table 2: Ethnicity ONS population characteristics**

Local Authority	White	Mixed / Multiple ethnic groups	Asian / Asian British	Black / African / Caribbean / Black British	Other ethnic group
Barnsley	96.9%	0.9%	0.9%	0.7%	0.5%
Doncaster	93.1%	1.5%	2.9%	1.2%	1.2%
Rotherham	91.0%	1.4%	5.3%	1.1%	1.1%
Sheffield	79.1%	3.5%	9.6%	4.6%	3.2%
Bassetlaw	96.4%	1.2%	1.2%	0.6%	0.5%
Bolsover	97.4%	0.9%	0.9%	0.5%	0.3%
Chesterfield	95.5%	1.4%	1.9%	0.8%	0.4%
Derbyshire Dales	97.8%	1.0%	0.7%	0.2%	0.3%
North East Derbyshire	97.4%	1.1%	0.9%	0.3%	0.2%
England	81.0%	3.0%	9.6%	4.2%	2.2%

Source: Census 2021, ONS

**Table 3: IMD 2015 and 2019 (1 is most deprived in England)**

Local Authority	IMD Rank 2015	IMD Rank 2019	Change in Rank 2015-2019
Barnsley	39	38	-1
Doncaster	42	37	-5
Rotherham	52	44	-8
Sheffield	60	57	-3
Bassetlaw	114	106	-8
Bolsover	87	84	-3
Chesterfield	81	87	6
Derbyshire Dales	257	263	6
North East Derbyshire	184	170	-14

Source: English indices of deprivation 2015 & 2019, MHCLG

**Table 4: Claimant Count**

Area	June 2017	June 2018	June 2019	June 2020	June 2021	June 2022
Barnsley	2.3	3.3	3.5	6.5	5.5	3.6
Doncaster	2.6	3.2	3.6	7.4	6.7	4.7
Rotherham	2.5	2.6	3.3	7.0	6.4	4.5
Sheffield	2.4	2.3	2.5	5.9	5.5	4.0
Bassetlaw	1.6	2.1	2.7	5.2	4.3	3.1
Bolsover	1.4	1.7	2.2	5.1	4.3	2.9
Chesterfield	1.9	2.5	3.0	5.8	4.9	3.3
Derbyshire Dales	0.5	0.7	1.1	3.4	2.6	1.5
North East Derbyshire	1.4	1.3	1.9	4.4	3.6	2.5
England	1.9	2.1	2.7	6.3	5.6	3.8

Source: Claimants as a proportion of residents aged 16-64, ONS, 2022

**Table 5: Economic inactivity**

Area	2017	2018	2019	2020	2021	2022
Barnsley	25.0%	24.5%	22.6%	27.3%	26.8%	27.9%
Doncaster	22.0%	22.3%	22.6%	21.3%	26.2%	23.4%
Rotherham	22.5%	22.4%	24.4%	19.6%	24.1%	24.1%
Sheffield	24.4%	23.0%	22.6%	25.7%	20.4%	20.7%
Bassetlaw	23.7%	24.8%	15.2%	21.3%	29.2%	16.3%
Bolsover	22.8%	18.7%	22.3%	25.1%	25.4%	28.2%
Chesterfield	26.6%	23.8%	27.7%	20.2%	23.5%	18.3%
Derbyshire Dales	19.8%	14.9%	18.4%	20.8%	28.9%	31.8%
North East Derbyshire	17.8%	18.6%	19.4%	21.9%	15.5%	26.5%
England	21.4%	21.3%	20.8%	20.6%	21.2%	21.3%

Source: Annual Population Survey 2017-2022

**Table 6: Economic Inactivity by Reason**

Area	Student	Looking after family/home	Temporary sick	Long-term sick	Retired	Other
Barnsley	12.3%	20.6%	-	34.3%	16.9%	12.3%
Doncaster	27.3%	20.0%	4.4%	26.3%	8.7%	13.2%
Rotherham	26.9%	16.3%	-	32.3%	17.1%	7.3%
Sheffield	26.3%	17.0%	-	30.5%	13.7%	10.7%
Bassetlaw	20.7%	-	-	23.2%	33.7%	12.1%
Bolsover	-	-	-	35.8%	32.4%	-
Chesterfield	18.4%	31.4%	-	28.2%	18.8%	-
Derbyshire Dales	28.4%	-	-	23.9%	32.6%	15.1%
North East Derbyshire	36.7%	-	-	21.0%	24.2%	13.8%
England	27.2%	20.1%	2.1%	24.2%	14.1%	12.0%

Source: Annual Population Survey Oct 2021 - Sept 2022, ONS

**Table 7: Population (aged 16-64) who are EA core or work-limiting disabled**

Area	2017	2020	2022
Barnsley	25.3%	25.8%	35.2%
Doncaster	23.1%	26.6%	29.1%
Rotherham	24.2%	26.3%	28.2%
Sheffield	23.0%	21.9%	27.3%
Bassetlaw	21.1%	34.5%	24.5%
Bolsover	24.0%	27.7%	27.8%
Chesterfield	26.2%	28.2%	28.1%
Derbyshire Dales	15.0%	22.2%	31.8%
North East Derbyshire	24.6%	22.5%	31.3%
England	19.6%	21.3%	23.6%

Source: Annual Population Survey 2017-2022

**Table 8: Business Density (Number of active businesses per 1,000 working age people)**

	2017	2018	2019	2020	2021	2022
Barnsley	42.0	41.6	42.1	43.0	45.5	45.1
Doncaster	49.4	45.8	47.2	48.8	50.5	51.6
Rotherham	44.8	44.0	44.3	46.1	47.0	47.0
Sheffield	41.8	41.1	41.6	41.4	45.5	47.1
Bassetlaw	57.3	57.0	57.1	56.8	56.9	58.1
Bolsover	47.9	43.4	44.5	44.8	45.9	45.5
Chesterfield	51.2	50.4	50.6	52.0	56.4	52.6
Derbyshire Dales	111.8	112.6	112.7	111.9	111.5	112.7
North East Derbyshire	55.7	54.7	55.6	56.0	57.6	58.5
England	66.4	66.1	67.2	67.9	50.9	51.4

Source: ONS, Population Estimates, 2017-2021 and ONS, UK business: activity, size and location, 2017-2022



**Table 9: Job density**

Area	2017	2018	2019	2020	2021
Barnsley	0.60	0.64	0.64	0.60	0.63
Doncaster	0.74	0.72	0.73	0.71	0.72
Rotherham	0.70	0.70	0.69	0.73	0.72
Sheffield	0.77	0.76	0.78	0.75	0.76
Bassetlaw	0.82	0.83	0.85	0.82	0.81
Bolsover	0.66	0.67	0.64	0.58	0.69
Chesterfield	0.87	0.93	0.87	0.83	0.89
Derbyshire Dales	1.03	1.04	1.11	1.03	0.93
North East Derbyshire	0.55	0.59	0.54	0.51	0.58
England	0.87	0.87	0.88	0.85	0.87

Source: ONS 2022

**Table 10 a: Median full time workplace earnings 2017-2022**

	2017	2018	2019	2020	2021	2022
Barnsley	£530	£522	£542	£550	£541	£564
Doncaster	£488	£511	£512	£527	£537	£569
Rotherham	£483	£493	£520	£517	£549	£579
Sheffield	£526	£542	£539	£541	£569	£576
Bassetlaw	£447	£471	£488	£536	£521	£528
Bolsover	£450	£470	£458	£495	£507	£545
Chesterfield	£475	£470	£519	£506	£532	£554
Derbyshire Dales	£530	£500	£536	£487	£555	£604
North East Derbyshire	£487	£477	£508	£460	£572	£587
England	£556	£575	£592	£590	£613	£646

Source: Annual Survey of Hours and Earnings 2010-2022, ONS

**Table 10 b: Median full time resident earnings 2017-2022**

	2017	2018	2019	2020	2021	2022
Barnsley	£497	£493	£533	£517	£535	£563
Doncaster	£480	£521	£526	£564	£569	£594
Rotherham	£494	£507	£516	£516	£537	£588
Sheffield	£524	£532	£543	£537	£591	£593
Bassetlaw	£516	£549	£556	£562	£504	£561
Bolsover	£448	£460	£519	£498	£522	£567
Chesterfield	£497	£482	£512	£490	£548	£599
Derbyshire Dales	£573	£602	£553	£600	£566	£671
North East Derbyshire	£539	£569	£568	£542	£583	£616
England	£556	£575	£592	£590	£613	£646

Source: Annual Population Survey 2017-2022

**Table 11: % of 16+ residents in employment who are self-employed**

	2017	2018	2019	2020	2021	2022
Barnsley	11.8%	13.8%	12.1%	11.9%	10.2%	10.0%
Doncaster	11.6%	11.4%	11.6%	10.8%	8.2%	9.7%
Rotherham	13.0%	12.5%	11.9%	15.7%	14.3%	12.8%
Sheffield	11.9%	8.8%	10.7%	10.4%	10.2%	10.7%
Bassetlaw	13.0%	15.7%	19.5%	16.2%	11.8%	8.2%
Bolsover	6.9%	9.0%	8.1%	8.4%	10.0%	8.0%
Chesterfield	10.3%	12.6%	11.9%	8.6%	10.4%	6.0%
Derbyshire Dales	25.5%	20.4%	30.0%	33.0%	21.4%	24.1%
North East Derbyshire	10.0%	14.2%	11.7%	7.9%	13.6%	14.8%
England	15.5%	15.4%	15.6%	14.3%	13.5%	13.4%

Source: Annual Population Survey 2017-2022

## APPENDIX 2: STAKEHOLDERS CONSULTED

We would like to thank the following organisations for their support and input to this evaluation of SEE2.

### Organisations Consulted

Organisation
90 minute music
Adventuring Angels
Barnsley Community and Voluntary Services
Chesterfield Canal Trust
Community Media Solutions
Counselling and Therapy Hub
Crossroads
Cultural Industries Quarter Agency
Family Voice
Growing Together Education
Growth Hub
Hope and Light
Hope City Foundation
Key Fund
Level Up Solutions
North Notts Artisan and Tourist Information

Reyt Repair
Ritetrax
River Stewardship Company Ltd
Roots and Bloom
Sheepish Productions Theatre Company Ltd
Sheffield City Council
Sheffield Local Television
Sheffield Social Enterprise Network
ShipShape
South Yorkshire Community Foundation
Standing Tall Support
Station House
Thornberry Animal Sanctuary
Thurgoland Village Welfare
True Talk Africa
We Can Grow Communities

## APPENDIX 3: BUSINESS SURVEY RESULTS

The survey was sent out through SEE's mailing list to social enterprises operating in one or more of the South Yorkshire local authority areas of Barnsley, Doncaster, Rotherham or Sheffield; or in one or more of the following local authority areas: Bassetlaw, Bolsover, Chesterfield, Derbyshire Dales, North East Derbyshire. It was also shared among the social enterprises in SSEN's network. We received 52 responses to the survey, of which 19 had received support from SEE2. The following questions were asked during the survey and their responses are captured below.

### Tell us about your social enterprise...

#### 1. How long has your social enterprise been trading?

	%	No.
New social enterprise, not yet trading	14%	7
Early-stage social enterprise with less than 12 months trading experience	12%	6
Existing social enterprise with more than 12 months trading experience	74%	37
Total		50

#### 2. Which sector does your social enterprise operate in?

	%	No.
Education, Skills and Employability	32%	16
Health and Social Care	26%	13
Community Development	22%	11
Creative, Media and Digital	16%	8
Sport and Leisure	14%	7
Enterprise Support	10%	5
Environment and Sustainability	9%	4
Food and Hospitality	4%	2
Housing	4%	2
Transport	2%	1
Other	28%	14
Total		50

### 3. Which localities do you operate/provide services in?

	%	No.
Sheffield	64%	32
Rotherham	32%	16
Barnsley	28%	14
Doncaster	26%	13
Chesterfield	24%	12
Bassetlaw	14%	7
North East Derbyshire	14%	7
Bolsover	12%	6
Derbyshire Dales	8%	4
Other	14%	7
Total		50

### 4. How many full time equivalent employees are at your organisation?

	%	No.
None	44%	22
1-5	36%	18
6-10	10%	5
11-15	2%	1
16-20	4%	2
21+	2%	1
Don't know	2%	1
Total		50

**5. Thinking about resilience and growth, has your social enterprise achieved, or is it expected to achieve, any of the following?**

**Comparison between those who were supported and those who weren't**

	SEE2 Beneficiaries (n=19)				SEs who did not receive support from SEE2 (n=29)			
	In the last 3 years		Over the next year		In the last 3 years		Over the next year	
	%	No.	%	No.	%	No.	%	No.
An increase in the number of full-time equivalent jobs	32%	6	32%	6	17%	5	38%	11
Safeguarding existing jobs	37%	7	26%	5	28%	8	41%	12
An increase in turnover	58%	11	53%	10	38%	11	45%	13
Introducing a new product or service (to the business or to the market)	42%	8	53%	10	45%	13	38%	11

**6. Thinking about wider social impacts, has your social enterprise achieved, or is it expected to achieve, any of the following?**

**Comparison between those who were supported and those who weren't**

	SEE2 Beneficiaries (n=19)				SEs who did not receive support from SEE2 (n=29)			
	In the last 3 years		Over the next year		In the last 3 years		Over the next year	
	%	No.	%	No.	%	No.	%	No.
An improvement in livelihoods	21%	4	26%	5	24%	7	41%	12
Strengthening communities	42%	8	47%	9	41%	12	69%	20
An improvement in health and wellbeing	53%	10	63%	12	45%	13	69%	20
Environmental improvements	11%	2	42%	8	24%	7	41%	12
An increase in skills and capabilities	47%	9	47%	9	41%	12	62%	18
An increase in equality of opportunity	42%	8	26%	5	41%	12	69%	20
A reduction in social or economic exclusion	42%	8	47%	9	31%	9	62%	18
An improvement in access to information and services	32%	6	37%	7	24%	7	52%	15
Strengthening diversity of cultural expression	16%	3	16%	3	24%	7	52%	15



## Your social enterprise support needs

### 7. Thinking about the general support needs of your social enterprise, which of the following do you need support with?:

	%	No.
Accreditation for specialist suppliers	6.52%	3
Adapting to a low carbon economy	21.74%	10
Building-based development	15.22%	7
Business diagnostics	8.70%	4
Business growth support	50.00%	23
Demonstrating social impact	43.48%	20
Finding workspace or premises	21.74%	10
Grant funding/fundraising	76.09%	35
Investment readiness	10.87%	5
Legislation and/or regulation	17.39%	8
Governance and/or HR	45.65%	21
Digital and IT strategy/systems	28.26%	13
Marketing/promotion	54.35%	25
Mentoring	34.78%	16
Training (e.g., safeguarding, GDPR, digital accessibility)	41.30%	19
Signposting to other services	10.87%	5

	%	No.
Start-up support	10.87%	5
Other support needs	8.70%	4
Total responses		46

### 8. How would you prefer to receive support? Please choose the 3 most important to you.

	%	No.
Delivered in person	44.44%	20
Delivered remotely and online	40.00%	18
Free to access	68.89%	31
Informal support (e.g. drop in)	17.78%	8
Information on a website	28.89%	13
Outside of regular office hours	17.78%	8
Provided locally	55.56%	25
Tailored to my organisations' needs	73.33%	33
Other ways you would like to receive support	6.67%	3
Total		45

**9. To what extent do you agree that there is readily available local support which meets the needs of your social enterprise?**

**Comparison between those who were supported and those who weren't**

	SEE2 beneficiaries		SEs who have not received support under SEE2	
	%	No.	%	No.
Strongly agree	5%	1	4%	1
Agree	37%	7	63%	17
Disagree	32%	6	11%	3
Strongly disagree	5%	1	7%	2
Don't know	21%	4	15%	4
Total		19		27

**10. Have you or your social enterprise received a grant or other business support through the Social Enterprise Exchange programme?**

	%	No.
Yes	39.58%	19
No	60.42%	29
Total		48

**Your experience of Social Enterprise Exchange**

**11. How did you hear about Social Enterprise Exchange?**

	%	No.
One of the Social Enterprise Exchange partners (Barnsley CVS, Community Media Solutions, Cultural Industries Quarter Agency, Groundwork South Yorkshire, Sheffield Live, South Yorkshire Community Foundation)	23.53%	4
Sheffield City Region Growth Hub	0.00%	0
Another business support agency	23.53%	4
News story, website or social media	23.53%	4
Social Enterprise Exchange event, conference or presentation	23.53%	4
Social Enterprise Exchange poster or leaflet	11.76%	2
Word of mouth	35.29%	6
Another way	5.88%	1
Total		17

**12. What did you hope to gain from accessing support through Social Enterprise Exchange? Please select all relevant options**

	%	No.
A clear direction/strategy for my organization	41.18%	7
Increased resilience and organisational sustainability	35.29%	6
Increased social and/or environmental impact	29.41%	5
Adapting to a low carbon economy	5.88%	1
Improved awareness of organisation, products or services	17.65%	3
Increased number of staff	11.76%	2
Safeguard existing jobs	11.76%	2
Increased skills and capabilities	35.29%	6
Increased turnover	35.29%	6
Development of new products or services	41.18%	7
To grow my network/increase connections	35.29%	6
Other	5.88%	1
Total		17

**13. What support have you received from Social Enterprise Exchange? Please select all relevant options [MULTIPLE CHOICE]**

	%	No.
Completed a business diagnostic meeting	17.65%	3
Received support from an enterprise advisor	52.94%	9
Participated in the Accelerate workshop series	47.06%	8
Participated in a workshop or masterclass	29.41%	5
Attended a conference or other networking event	29.41%	5
Applied for and received a SEE grant	76.47%	13
Other	0%	0
Total		17

**14. To what extent did the support you received from Social Enterprise Exchange meet your expectations?**

	Responses from SEE1	Responses from SEE2
Completely met expectation	40% (17)	65% (11)
Partly met expectations	21% (9)	18% (3)
Did not meet expectations	33% (14)	18% (3)
Too early to say/unsure	5% (2)	0% (0)
Total	42	17

**15. How would you rate the overall quality of support provided by Social Enterprise Exchange?**

	Responses from SEE1	Responses from SEE2
High quality	38% (16)	52% (9)
Reasonable quality	29% (12)	41% (7)
Low quality	23% (10)	6% (1)
Too early to say/unsure	10% (4)	0% (0)
Total	42	17

**16. Thinking about measures of resilience and growth of your social enterprise (jobs created or safeguarded, increased turnover, new products or services), to what extent has the support received from Social Enterprise Exchange contributed to the achievement of your results:**

	Great extent	Large extent	Moderate extent	Small extent	Not at all	Total
During the last 3 years?	20.00% (3)	20.00% (3)	20.00% (3)	26.67% (4)	13.33% (2)	15
In the next year?	6.67% (1)	26.67% (4)	26.67% (4)	26.67% (4)	20.00% (3)	15

**17. Thinking about wider social and/or environmental impact of your social enterprise, to what extent has the support from Social Enterprise Exchange contributed to the achievement of your social and/or environmental impact:**

	Great extent	Large extent	Moderate extent	Small extent	Not at all	NA –	Total
During the last 3 years?	6.67% (1)	20.00% (3)	20.00% (3)	13.33% (2)	33.33% (5)	6.67% (1)	15
In the next year?	0.00% (0)	20.00% (3)	26.67% (4)	13.33% (2)	33.33% (5)	6.67% (1)	15

## Your experience of other business support

**18. Have you or your social enterprise received business support in the last three years from any organisations or programmes other than Social Enterprise Exchange?**

	%	No.
Yes	36.95%	17
No	63.04%	19
Total		46

**19. What type of business support did you receive?**

	%	No.
Completed a business diagnostic meeting	12.50%	2
Received support from an enterprise advisor	25.00%	4
Participated in one or more workshops, conference or events	75.00%	12
Applied for a grant (whether or not successful)	56.25%	9
Applied for a loan or other repayable finance (whether or not successful)	6.25%	1
Other support	6.25%	1
Total		16

**20. To what extent did the support you received meet your business needs?**

	%	No.
Completely met expectation	37.50%	6
Partly met expectations	56.25%	9
Did not meet expectations	0.00%	0
Too early to say/unsure	6.25%	1
Total		16