ISSUE
No.1

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UnLtd's impact report

Read about enterprising people transforming our world for good

Meet some of the social entrepreneurs with bold solutions to today's challenges

Find out what we learned and how we want to support social entrepreneurs

2016/17









Well Grounded (top) are brewing up on page 14 and **Tang Hall SMART** hit the right note on page 6



Social venture **Papi's Pickles** is turning up the heat on page 6

UnLtd



Unquestionable curiosity

We're constantly striving to understand the needs and challenges faced by social entrepreneurs. What we learn we turn into new ways of working. We offer advice to others on their impact and contribute to the social entrepreneur support ecosystem.

Recent reports include:

- **Understanding social business models in the employment sector**
- **How corporates can engage with social entrepreneurs**
- **Mind the gap:** How the social investment market is failing to support early stage ventures
- **From Innovation to Impact:** Four years of the Big Venture Challenge
- **Purpose, growth and impact:** How to lock in your impact
- **Exploring:** Social entrepreneurs and failure

To read these and other publications visit unltd.org.uk/research-publications

You are unstoppable. You are UnLtd

UnLtd

874,649
Lives improved by our social entrepreneurs

Uncovering potential. UnLtd passion

Welcome to UnLtd, the largest supporter of social entrepreneurs in the UK. I've been an UnLtd Trustee for almost a decade and have been consistently inspired by UnLtd's social entrepreneurs and its vision to see a world where those entrepreneurs thrive.

Like UnLtd's social entrepreneurs I wanted to see people with ideas make the world a better place. I wanted to be an entrepreneur while making a difference to the world around me. It's why I started A Very Good Company in 2010, a consultancy which helps other organisations to design and deliver social impact campaigns.

And it's why I'm proud to be a Trustee of an organisation committed to, not just supporting social entrepreneurs, but challenging the way business is done. I share UnLtd's vision of a world where businesses have a social mission beyond profit and support communities as well as their shareholders.

In the last 12 months, thanks to UnLtd's support 646 passionate individuals started their journey to improve people's lives.[1] These organisations have created tens of thousands of jobs and work opportunities. Most importantly, they've made a difference to hundreds of thousands of people across the UK — 874,649 to be exact.

It's still far from rosy for many social entrepreneurs though. Access to suitable types of funding and finding routes to market, especially when selling to the public sector, are still formidable barriers.

The UnLtd Impact Fund shows a firm commitment to helping social entrepreneurs who need finance to realise their impact plans. Transform Ageing is all about helping social entrepreneurs to collaborate with the people that matter.

I want to see UnLtd help social entrepreneurs to go further. My challenge to UnLtd is in the coming years to make social entrepreneurs integral parts of society, the economy and of people's lives.

Natalie Campbell — Co-founder, A Very Good Company

Cover: © Pernod Ricard, photography — The Distillery London

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Natalie is an award-winning social entrepreneur and UnLtd Trustee. A Very Good Company is a global social innovation agency, that's built a reputation for delivering success through its work with Virgin Media, Marks & Spencer and Channel 4.

Our vision
A future where enterprising people are transforming our world for good.

Our mission
We find social entrepreneurs with bold solutions to today's challenges. Through funding and support, we help them to realise their potential and create lasting change.

We find, fund and support social entrepreneurs to reach their potential

And act to break down barriers social entrepreneurs face to maximise their impact

We work with innovators to transform the system

And society joins in taking social entrepreneurs mainstream



For more information visit:
unltd.org.uk/theoryofchange

Our theory of change

We believe that solutions to social problems reside within the people they affect

- To lead, to learn, to inspire
- To innovate, to sustain, to scale

- Access to the right capital at the right time
- Secure sustainable routes to market
- Evidence impact to enable growth
- Be known and understood

- Advocacy and influence
- Research and evaluation
- Building relationships
- Raise awareness of social entrepreneurs

- Increased trade
- Supportive policy and legal context
- More investment capital for growth
- Beneficiaries shape innovation
- Social entrepreneurs feel valued and understood for the change they create

11 Achievements that made us proud this year

We helped to unleash the energies of future and established social entrepreneurs to create social impact

Untapped potential
Our social entrepreneurs created 25,597 jobs, volunteering and training opportunities helping some of those furthest from the labour market find employment and transform their lives.

Turn to page 14, grab a cuppa, and see the work Eve Wagg is doing at Well Grounded

571

Helped to start
In 2016/17 we supported 571 social entrepreneurs to start up and turn their passion and ideas for social change into a reality. In total, along with our partners, we supported 646 social entrepreneurs to start and grow.
Meet a few of them on page 6.



Unlocking growth for 75
We supported 75 social entrepreneurs to scale their impact and grow existing business. The UnLtd Impact Fund offers social entrepreneurs access to appropriate and affordable investment alongside support.

21

By 2020, 12.5 million people will be over the age of 65 in the UK.[2] Our Solutions for an Ageing Society programme, funded by Coutts Foundation, **backed 21 social entrepreneurs** to create sustainable solutions to help people age well. These social entrepreneurs directly benefited 6,500 people.
Find out more about our work in this area on page 17.

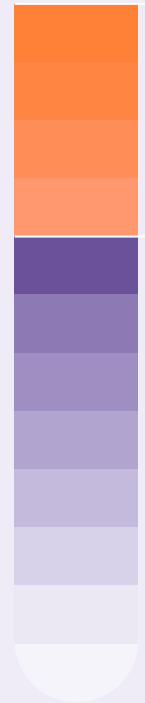


Diverse support
We were proud to see social entrepreneurs challenging traditional business on diversity. Over half of the social entrepreneurs we supported last year were female. And while only 6% of SMEs were led by a person of minority ethnic background, 26% of our social entrepreneurs identify as BAME.[3]

50% Working in the most deprived areas

Our social entrepreneurs are acting to help their communities thrive. Our Star People programme, backed by Local Trust, supported social entrepreneurs to help 27,400 people in Big Local areas. Almost half of these worked in the 50% most deprived areas in the UK.
Discover more on page 9.

Unleashing young people's potential — Do It For Real
With the help of our partners across the UK we supported 347 young social entrepreneurs between 2015 and 2017. In total, these social entrepreneurs improved the lives of the 5,631 people they worked with.
More at unltd.org.uk/do-it-for-real



£12million

£8million

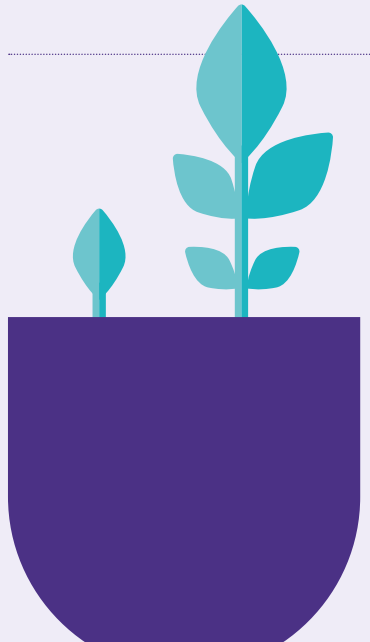
Delivering our strategy
As an organisation we are on track to secure the £12m of income needed for our 2020 business plan. So far we have raised over £8m.

Find out more about partnerships and how you can support us on page 24.

2,485

People helped for every social entrepreneur we supported

Changing lives
Our social entrepreneurs are transforming the lives of people across the UK. For 2016/17 they collectively impacted 874,649 lives. That's a mean average of 2,485 people helped for every social entrepreneur we supported.
Read about some of their stories at unltd.org.uk/award-winners



89%

Growing confidence
Our support is just as valuable as the funding we provide and our social entrepreneurs agree. 89% of the social entrepreneurs we supported over the past year feel more confident to act for social good.
Find out about how we support social entrepreneurs on our website unltd.org.uk



Spreading the word
We know that social entrepreneurship is on the rise; in 2017 it was estimated there were 1.2 million businesses with a social purpose.[4] In 2016, we asked: where is the best place to be a social entrepreneur? We teamed up with Thomson Reuters Foundation, Deutsche Bank and GSEN to answer the question.
See page 20 for more on this campaign.

Meet the social entrepreneurs

Here is a glimpse of just some of the 646 we've supported in 2016/17



Papi's Pickles

Abi Ramanan's venture offers fresh and tasty South Indian and Sri Lankan food for events, pop ups and street-food markets. Made by women from these communities who relocated to the UK during and after the conflict in Sri Lanka.
papispickles.com



Ignition Brewery

Nick O'Shea started this brewery to provide people with learning disabilities reliable employment while creating craft beer.
ignition.beer

Chapeltown Cohousing

Part of our Building Futures programme, Peter Richardson wants to transform derelict land in Leeds into a community by building low energy homes with shared facilities. They've already secured a site, raised £600,000, gained planning permission and have local people ready to move into 19 of the 29 houses in 2019.
chapeltowncohousing.org.uk



Proud

Megan Douglas co-founded Proud in Belfast to create employment opportunities and provide a source of hope to help young people achieve their full potential. They employ young adults on their ice cream tricycle, selling ice cream across the city.



Sourced in Salford

Sourced in Salford is about affordable food, reducing food waste and bringing people together. Founder Stuart Fraser offers restaurant quality two-course meals for £2 using potential food waste.

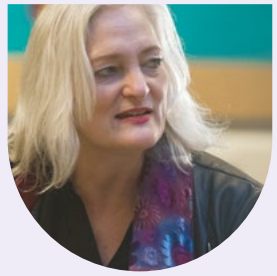
Full Circle Education

Based in south Wales and founded by Nikki Giant, this education social enterprise wants to reshape schools for the 21st century. Their training, programmes, resources and events aim to develop young people's emotional health and wellbeing.
fullcircleeducation.org



Madlug

Founder David Linton was heartbroken to hear that children in care often carry their belongings in bin bags. With every bag you buy from Madlug, they provide one to a child in care.
madlug.com



Tang Hall SMART

Founder Sue Williamson runs music-based clubs and activities for the local community and delivers music industry training. Tang Hall SMART works with the hardest to reach groups of people using music as a vehicle for engagement.
tanghallsmart.com

Moments Cafe

Founder Kate Smith started Moments Café — a public café with a purpose. Based in Plymouth it engages the public downstairs and supports people living with dementia in their hub upstairs
moments-cafe.com



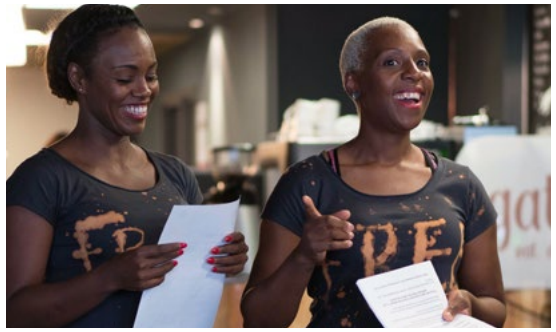
Invisible Edinburgh

Founded by Zakia Moulaoui, this tour company helps you explore Edinburgh with social and friendly tours. All the tour guides have had experience of homelessness or social disadvantage.
invisible-cities.org



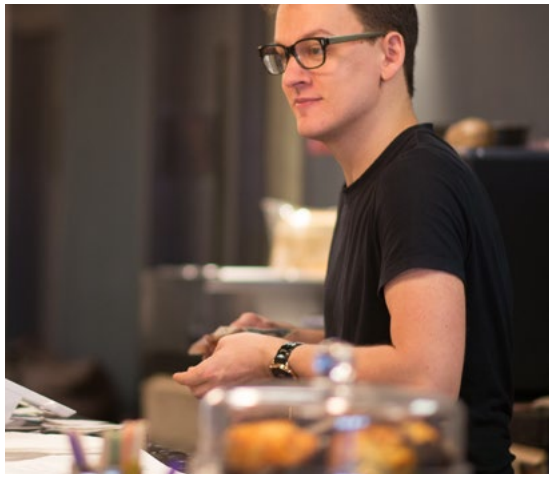
GUAP

A magazine focused on shining a light on young entrepreneurial and creative talent. As part of our Spaces4Change programme, Ibrahim, Jide and Shanice recently opened GUAP Spot to give young people a space to explore their creativity.
guap.co.uk











© CoLab Dudley, photography by Thom Bartley

People power

Over the last six years we have worked with 1,027 social entrepreneurs in over 130 places. Through our resilient communities work, our programmes enable social entrepreneurs to transform their local environment, helping all residents but especially the most vulnerable

We know that local people in our communities have the ideas and ambition to meet the social challenges of today.

People like Peter Scollard, who cares about Northfleet and its residents. Peter feels deeply that encouraging people to take pride in their environment and their town can bring about lasting change. Along with his business partner Gary, he set up No Walls Gardens to develop community gardening projects with volunteers — who include people coming out of prison, long-term unemployed or recovering addicts. No Walls is not just about horticulture. Local people develop their creativity, shared responsibility and self-reliance. They encourage people to be a part of something bigger. Together, Gary, Peter and their volunteers are transforming Northfleet, creating a stronger and more resilient community.

In a climate of increasing inequality, lack of trust in decision makers and a contraction in public spending, it is vital that we harness the talents and skills of local people. Solutions should be designed and led by people who have lived through the issues they are trying to solve. ✪

Pam Hardisty — Head of Community Entrepreneurship, UnLtd

27,400

Lives improved thanks to our Star People programme working in Big Local areas

✪ Resilient Communities

Our Resilient Communities plans will bring together and support hundreds of social entrepreneurs in communities across the UK over a five year period. In partnership with Local Trust we will support 19 areas for three years.

We will work with social entrepreneurs to achieve significant impact in their area through funding and support, by building collaboration between local social entrepreneurs, enabling them to access investment, fostering a local support infrastructure and working with local trusted partners and champions with power and resources.

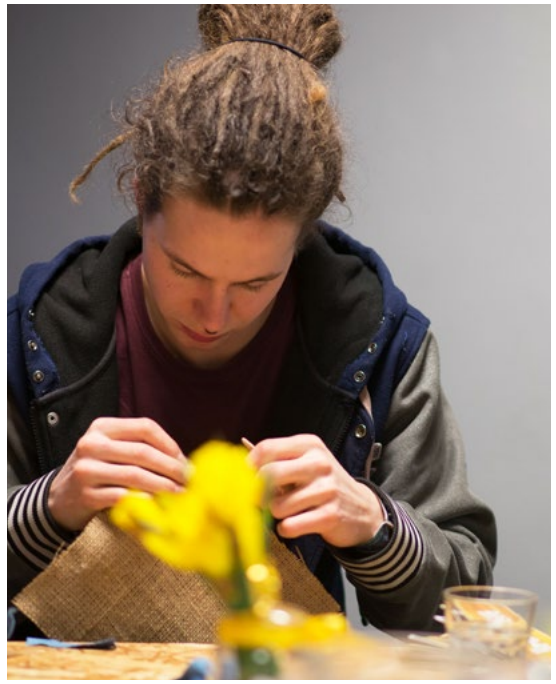
✪ Star People

This six year programme started in 2011, worked in partnership with the Local Trust. We worked in over 130 different local areas to unleash the energies of people who are transforming the areas where they live.

The Star People tackled a wide range of social issues; challenging antisocial behaviour, growing food locally, improving parks and play areas and engaging people in sports and the arts.

Local Trust | Big Local











Dudley — waking up to a bright future

Social entrepreneurs are upcycling Dudley, inspiring local residents to give it a makeover and be proud of its history

Riverside House
A social regeneration project transforming an abandoned 19th century ironworks into a community and social hub with cafe, local produce shop, garden and craft workshops. The project works with adults with learning disabilities who can transform the site while engaging in practical activities.
riverside-house.org.uk

Gather CIC
A community platform where local people can come together to test out new creative ideas. Based on the High Street in Dudley, they host creative sessions open to all and support anyone committed to making Dudley a better place to live.

"There's a building that's been rotting on the edge of town for 25 years", according to Guy Holness, founder of The UP-Cycle Shop, "A creative man would've thought, do we leave it to show that Dudley is actually rotten and broken? Or do we paint a massive Black Country mural on it that expresses what we're famous for, our pride and the future?"

Guy is part of a number of creative social entrepreneurs supported by UnLtd who are empowering Dudley's residents to transform the borough.

Dudley is a place with history. The capital of the Black Country was at the heart of the industrial revolution. Now home to more than 300,000 people, a recent report by CoLab Dudley, highlighted the effects of degeneration, civic apathy and disenfranchisement.

Using money from selling upcycled products Guy has begun to turn Dudley's boarded up high street shops into something more inspiring. "Just painting a wall, just making it look a little better. There's five, six, seven pieces of art that used to be five, six, seven abandoned shop fronts."

Guy isn't alone in recognising the importance of creativity and curiosity. The UP-Cycle Shop is based at Gather CIC, a cafe founded by Stuart and Lorraine.

They saw a lot of negativity around Dudley and felt people were disconnected from each other and the borough itself. Stuart explains: "[Gather's] a community platform. So yes, our name's on the lease, but it's meant to be owned by the community." And it's a growing community of locals with ideas. There are regular skill swap events, art exhibitions and a festival of doing, DoFest Dudley, where 300 people took part in creative sessions.

The cafe was an abandoned bank on Dudley's High Street before they transformed it into a welcoming community space.

It's a familiar theme. In nearby Stourbridge, Lloyd Stacey, working with adults with learning disabilities or any other needs is helping regenerate Riverside House, an old ironworks, into a community hub.

Lloyd explains: "Practical, meaningful activities in small, social teams has huge benefits in terms of communication skills, improved teamwork and preparation for work. There's a lot of positive mental health outcomes — reduction of anxiety, loneliness and marginalisation."

In nearby Wollaston, Discover U is helping people with disabilities develop emotional, functional, social and employability skills. They run a tea room and a workshop where 38 clients use woodwork and craft skills to make products for sale.

According to James Phillips, a Discover U service user, "A lot of the other services that you get in the borough are quite basic in what they do. They've forgotten that everyone is an adult."

The challenges that local people in Dudley are tackling are far from solved, but there's a community of people transforming Dudley. And with the right support from residents, employers and local decision makers it can really take off. ✪

Flynn Butterworth — Communications Officer, UnLtd



The UP-Cycle Shop
Guy Holness set up The UP-Cycle Shop to inspire people in Dudley. He uses waste materials to make creative and commissioned products which he sells to fund inspirational community projects.

Discover U
Everything Discover U do is about supporting people with disabilities to develop social, emotional, functional and employability skills. The team of people with disabilities at Discover U, as well as staff and volunteers, create unique handcrafted products for sale.
discoveru2015.org



Gaining ground

Step by step social entrepreneurs are transforming the job market. Through our access to employment work, we are helping them facilitate lasting change

Access to employment
Our economy thrives when people are earning a living, but conversely not being in work impacts on people's income, health and happiness. Statistics that reflect a steady drop in unemployment in the UK don't tell the full story. Many still face barriers to finding meaningful and appropriate employment such as people with complex lives or additional support needs, including those with disabilities, ex-offenders and people who have experienced homelessness.

Our social entrepreneurs are directly creating employment opportunities and delivering employment-related services for people who face particular barriers to finding work. We are committed to helping social entrepreneurs to develop sustainable and scalable solutions. We continue to work closely with government, business and employers to ensure social entrepreneurial models and solutions reach a wider audience.

All over the UK, passionate and committed people are transforming the job market by helping some of those distant from the labour market to access jobs and opportunities. This year, we've continued to see our social entrepreneurs come forward to tackle this issue. People like Kirsty Kelly at Team Springboard and Simone Kidner at PaperArts.

Beyond this, we've also been putting in place ambitious plans so we can deliver greater impact from 2018. In collaboration with Access (the foundation for social investment), we have announced the new UnLtd Impact Fund which will improve access to finance for employability focused social ventures who are looking to grow. We're also putting together plans for two thematic accelerators for social ventures.

25,597
Jobs, volunteering and training opportunities created by our social entrepreneurs in 2016/17

We're launching a new accelerator with a focus on employability. The accelerator includes a partnership with Scope which will allow us to support social entrepreneurs specifically working on disability and employment. We have also committed to support at least 50 early-stage social entrepreneurs on this theme over the next three years.

As well as ramping up our capacity to support social entrepreneurs working in this space, we have also been exploring how we can create deeper, systemic change. We've been working with the Department for Work and Pensions to help government to understand and facilitate the important role that social entrepreneurs can play in helping people towards and into work.

Tom Fox — Head of Policy and Strategic Partnerships, UnLtd



"Without Eve I don't think I'd be in the spot I am now. I have something to be proud of"

Thomas
Well Grounded trainee

© Photography: Well Grounded

Well Grounded have supported

82

adults at risk of long -term unemployment[5]



A fair trade

Social entrepreneur Eve Wagg is so passionate about coffee she started a social venture with coffee at the heart of it. Having help from a mentor has proved invaluable

Things were going well for Eve Wagg at Well Grounded, but she realised that Well Grounded needed an expert to help plan strategically for the future. With UnLtd's help, an introduction was made to Nigel, UK & Investment Bank Chief Financial Officer at UBS, who began working with Eve as her mentor.

Nigel mentored Eve as part of UBS's Community Affairs programme which harnesses employees' skills to support the development of local people and enterprises.

Nigel: "I was hugely impressed by the vision, track record and the win-win business concept of Well Grounded. Prior to meeting Eve, I didn't know anything about the coffee industry. I have had my eyes opened to what else is out there. It's been a joyful experience."

Eve: "Nigel has added so much value to Well Grounded. He has provided guidance and support with my mission statement, outcome framework, and business planning. He is a great sounding board and a great listener."

Nigel: "It is surprising how much value you can add by simply being there, listening and reflecting on what you hear. Don't try and be a superhero, you are a sounding board. The biggest challenge for me has been not to jump in with the solutions and to allow Eve the time and space to think things through. It has been one of the most rewarding things that I have ever done."

Eve: "Be open, transparent and clear about what you and your mentor want to get out of the relationship. Keep checking in to be sure you're sticking to those goals."

Eve and Nigel are continuing to work together and will work on the business strategy for Well Grounded going forward. ✪

Adam Dixon — Communications Assistant, UnLtd

Well Grounded

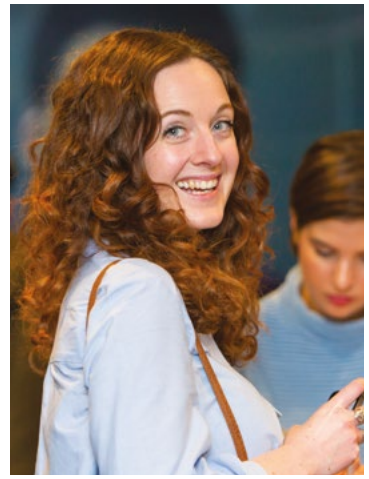
Well Grounded is London's first social venture solely focused on offering accredited specialty barista training, work readiness support and work placements, with a focus on those people at risk of long-term unemployment. Thomas is one of the people that Well Grounded has helped. "It's given me a drive", he says, "I have quite a bad background, but now I have a career, something I can look forward to. Without Eve I don't think I'd be in the spot I am now. I have something to be proud of."

✪ Hackney Connect

Eve was supported by Hackney Connect, a collaboration between UBS and UnLtd to develop the skills, aspirations and confidence of young, unemployed people in Hackney. Social entrepreneurs got up to £15,000, alongside tailored support, for their social ventures. Eve used this support to pilot Well Grounded's employment scheme in early 2016. 86% of Well Grounded graduates now work as speciality baristas.







Connecting to Hackney

UBS invests in the local community to tackle disadvantage

For over 30 years, UBS has worked to overcome disadvantage in the neighbouring London Borough of Hackney focusing its community investment on education and social entrepreneurship.

From 2014 UBS has supported award winning Hackney Connect, a programme delivered in partnership with UnLtd. It develops the skills, confidence, aspirations and opportunities of young people in the London Borough of Hackney by supporting them in setting up social ventures.

Hackney is one of the most deprived areas in the UK and a key focus area for UBS's Community Affairs programme. Through Hackney Connect, 45 social entrepreneurs benefited from training, mentoring and grants of up to £15,000; setting up initiatives to help tackle the social and environmental issues affecting their local communities.

UBS recognises that their company's success depends on the health and prosperity of their local communities. Careful funding goes a long way in achieving impact when focused at a local level for the long-term.

UBS employees are at the heart of programme delivery and since 2015, over 100 volunteers have supported social entrepreneurs through one-on-one mentoring, intensive skills-development workshops, judging panels and events. Through Hackney Connect, more than 2,000 people benefited from the collective support of the social entrepreneurs that went through the programme. As a direct result of the programme, 100% of the ventures felt more able to create social change; 95% want to grow their ventures' impact; and 175 people were employed as a result of the ventures' work in 2016.

Building on the learning and the success of the Hackney Connect programme, UBS is now partnering with UnLtd to run the East End Connect programme, to support approximately 42 social entrepreneurs over the next three years in London. ✪

Nick Wright — Managing Director, Community Affairs, UBS

Hackney Connect helped develop the skills of

45

young people aged between 18 and 30 in Hackney[6]

Award winning programme

UBS's social entrepreneurship programme, in partnership with UnLtd and other community partners HCD and City Bridge Trust, won the prestigious 2017 Lord Mayor's Award in the Accelerator category. This programme was also recognised as a finalist at the 2017 Business in the Community Awards.

UBS



© Photography: Active Minds

Live long, live well

Smarter solutions are required to deliver the services people want and need in later life. We see a future, through the solutions for an ageing society work, where social entrepreneurs' new ideas will transform people's lives

Transform Ageing, funded by the Big Lottery Fund and focused in the south-west, is using a design-led approach to create a better experience of later life. Alongside our partners, Design Council, South West Academic Health Science Network and Centre for Ageing Better, we have explored the challenges and reimagined what later life will be like.

To support social entrepreneurs to create this systemic change, we have worked with people in later life, their supporters and public sector commissioners to review and improve the experience of ageing. Led by Design Council, we produced six innovation briefs — challenges we hope that social entrepreneurs can solve.

Our social entrepreneurs have already responded with ideas ranging from dementia friendly community cafes, to story-telling platforms to support the delivery of care. Local people will be involved in helping to shape the social enterprises throughout the programme.

6,500

Lives impacted by the work of 21 of our social entrepreneurs supported by the Coutts Foundation

We didn't stop at one approach. Funded by the Esmée Fairbairn Foundation we launched the Solutions for an Ageing Society programme. This will stimulate entrepreneurship at a local level and simultaneously give local organisations the tools they need to scout and support effective social entrepreneurs.

Both programmes enable collaboration to achieve greater impact. We will develop our understanding of what works and the types of systems changes required to enable sustainable entrepreneurial solutions to flourish. We will influence policy makers, commissioners, market shapers and community builders. We see a future where we will all be able to live the type of later life that we choose. We see a future where we will all be able to live the type of later life that we choose. ✪

Sam Alford — Award Manager, UnLtd



✪ Solutions for an ageing society

Almost half the population of the UK is set to be over 50 by 2020. This demographic shift is exerting untold pressures on existing health and social care systems. Already over one million people in later life say they always or often feel lonely — all the more concerning when we know that loneliness correlates to poor health.

We need a radical reimagination of the experience of ageing if we want to ensure the health and social and economic wellbeing of people in later life. We launched two programmes Transform Ageing and Solutions for an Ageing Society last year to help social entrepreneurs unleash their potential.

✪ Coutts Foundation

Our Solutions for an Ageing Society work funded by the Coutts Foundation came to an end this year. We supported 21 social entrepreneurs with innovative solutions to support people in later life.

LOTTERY FUNDED

Transform ageing is delivered by:

103,300

People in later life improved their lives thanks to Active Minds products [7]



Solving the puzzle

The social entrepreneur behind Active Minds outlines his vision for improving the quality of lives of those in later life — designing a better future

When I looked across the care sector, it was commonplace for care workers to provide children's toys for people with dementia.

I had seen research showing the importance of activities as part of dementia care. Stimulation and engagement was linked to reductions in frustrated outbursts, sleeplessness and even reduction of anti-psychotic medication. But nothing was designed for these unique needs.

My concern was the products that people were using were not fit for purpose, they had been designed around the needs of children. Our products needed to be tested by their users — people living with dementia.

We set up partnerships with care settings to test prototypes with people living with the condition. The process was lengthy and still takes around 12 months from the initial concept. The satisfaction of seeing my first puzzle work and the joy it gave my grandad served as inspiration to try to plug this gap in the care sector.

The biggest challenge to starting a business is just taking the first step into the unknown — that leap of faith holds people back. For me, this was deciding to make 100 puzzles. These sold out in just a couple of weeks through word of mouth. After that I was up and running.

Awareness of dementia has grown in the last few years, but there are huge potential challenges to come within the care system. When answering these challenges, businesses need to intervene early to collaborate with individuals and help them build a vision for their later life.

Ben Atkinson-Willes — Founder, Active Minds

Active Minds
Active Minds is a design company specialising in creating products to support people living with dementia. With an existing background in design, Ben was inspired to start Active Minds after his grandfather was diagnosed with Alzheimer's disease and his family struggled to find appropriate activities to keep him entertained.

***Dementia** is a term used to describe a variety of degenerative diseases which damage the brain. Alzheimer's Society says one in six people over the age of 80 have dementia, the most common form of which is Alzheimer's disease.*

Big Venture Challenge
Ben was supported by UnLtd through the Big Venture Challenge programme.



"We've always been a foundation for social entrepreneurs. I love that we are now opening ourselves up to be a family of social entrepreneurs and supporters — together taking on urgent social challenges. Changing the world is necessarily a collaborative endeavour"

Mark Norbury — CEO, UnLtd

Overheard at UnLtd



"Thank you so much for all your support and guidance! I find your coaching to be so useful, completely non-judgmental and supportive, and I appreciate it so much"

Nikki — social entrepreneur Full Circle Education



"Funders should have a relationship with the person they're funding. To date, UnLtd is the only organisation that has provided that. It feels like they actually believe in you... it's constant support, chats... So yeah, like no other"

Stuart — social entrepreneur Gather CIC

"I didn't know what social entrepreneurship was, but now I believe it's an incredible tool to change the world. It lets us use the, often unfair, free market system we live in as a tool to create advantage for others. It's letting me create change in a sector I care about"

David — social entrepreneur, The Work People

"I'm proud that we run a great specialist workshop programme across the UK. The opportunity for peer networking at these events is invaluable for our social entrepreneurs"

Julie — Award Manager, UnLtd

"What support do social entrepreneurs need? They need time to experiment. Time to fail. And time to test new things"

Katie — social entrepreneur We Make Places

Our campaigning work
We believe that to succeed in tackling today's challenges, social entrepreneurs need to be a recognised and valued part of our economy and society. Our campaigning work is all about standing up for social entrepreneurs.

Global Social Entrepreneurship Network (GSEN)
GSEN is a global network of organisations supporting early stage social entrepreneurs. Working in over 67 countries around the world, their 54 members are dedicated to providing high quality support to social entrepreneurs, accessible anywhere in the world.

Collectively GSEN members support 4,767 social ventures, creating over 9,000 jobs in over 4,000 communities, touching the lives of 2,500,000 people around the world — and growing. With a focus on the 'Global Ecosystem' of support, the 'Best Place to Be a Social Entrepreneur' project provides a framework for the intrinsic ingredients that make up a successful environment for supporters of social entrepreneurs to grow and succeed, in all corners of the world.

GLOBAL SOCIAL ENTREPRENEURSHIP NETWORK

The world view

Social entrepreneurs need to be visible and valued to achieve their goals for change

Top 10 countries to be a social entrepreneur
1 United States
2 Canada
3 United Kingdom
4 Singapore
5 Israel
6 Chile
7 South Korea
8 Hong Kong
9 Malaysia
10 France



No. 3

The UK ranked third in a global survey of the Best Place to Be a Social Entrepreneur

We created a powerful snapshot of the global social entrepreneurship sector as seen from the ground, revealing a growing worldwide movement of business people acting for good. In all four corners of the globe, social entrepreneurship has taken root and is finding new ways to grow, and indeed thrive. These ventures create jobs, alleviate poverty, transform communities, spur economic growth and make the world a better place.

Last year we collaborated with Thomson Reuters Foundation and Deutsche Bank on a first-of-its-kind poll surveying nearly 900 experts in 44 of the world's largest economies to discover the Best Place to Be a Social Entrepreneur.

The results put the UK among the top three countries in the world to succeed as a social entrepreneur, just behind the US and Canada. It's a gratifying position to be in, reflecting years of work by many people.

Organisations like UnLtd were early pioneers, backed by government support and passionate advocates such as Social Enterprise UK. But the heart of the movement has always been you, the social entrepreneurs — inspired and committed people, tackling problems faced by our society in new and innovative ways. It's as a result of your collective successes, advocacy and impact that the UK has become a world leader in this space.

That's not to say we don't still have much to learn from other countries; from emerging players like Chile and South Korea, to more established ecosystems such as India, the US and Canada. We believe that the only way to achieve success for social entrepreneurs is by working together with others across the UK and around the world. This is why we founded the Global Social Entrepreneurship Network, whose members are, as we speak, sharing best practice and valuable insight on what works in the world of social entrepreneurship.

Our poll made headlines around the world, from The New York Times to the Daily Mail and The Business Times of Kuala Lumpur. It has ignited global discussions about the conditions needed to thrive as a social entrepreneur, and encouraged the Government, business and decision makers to make their places better for social entrepreneurs.

It's just one facet of the work we do with social entrepreneurs to accelerate the pace of change. In 2016 we also contributed to the Mission-Led Business Review, making recommendations to help more businesses embed social impact at their core, and these recommendations are becoming a reality in 2017. Together we can highlight the powerful role that social entrepreneurs can play in creating an economy and society that works for everyone.

Rosalind Holley — Head of Communications, UnLtd

THOMSON REUTERS FOUNDATION

MADE for GOOD The Deutsche Bank enterprise programme for social good

The future:
putting social entrepreneurs at the heart of what we do

UnLtd's Director of Research and Impact, Hannah Stranger-Jones, and Stephen Bediako, an UnLtd Trustee and founder of The Social Innovation Partnership, discuss how UnLtd can learn from and respond to the last 12 months





UnLtd Impact Fund
UnLtd Impact Fund is our new finance package for ambitious social ventures working within employability. Find out more: **unltd.org.uk/unltd-impact-fund**

> "Now we ask: what are we doing well and how can we do more of it? But also, where can we improve?"

Hannah: There's been a lot going on outside of UnLtd in the last 12 months. What's changed for social entrepreneurs and what can UnLtd do to better support enterprising people doing good?

Stephen: There's an opportunity for UnLtd to think about what it means to activate social entrepreneurs in our society. Historically, it's been about providing skills, support and access to networks. But could it be about social entrepreneurs coming up alongside UnLtd to deliver the change society needs?

Hannah: I like that challenge. We're testing out having a social entrepreneur in residence. Someone embedded in UnLtd, who can challenge our perceptions and processes. But that's just a start.

We've started working on Leaders with Lived Experience, a project that's looking at how we can support those with experience of a social issue to be involved with solutions. Having Sade (our social entrepreneur in residence) involved, is at the heart of what's making the project feel so promising.

Stephen: For UnLtd, one of the challenges I've seen historically is how do you curate an alumni network. What does it look like to engage with the thousands of social entrepreneurs you've supported?

Hannah: Good question. Something we've heard from our social entrepreneurs is that they feel that they don't always get the follow-on support they need at the end of one of our Awards. We're creating a digital platform for social entrepreneurs to support each other and share learning — that could become a platform for a movement of social entrepreneurs driving change independent of UnLtd.

Stephen: It's great to hear that the organisation has that level of self-accountability. What does that mean in practice? What have you learnt?

Hannah: We've shifted our focus to caring more about learning and impact. Now we ask; what are we doing well and how can we do more of it? But also, where can we improve?

One thing that we're exploring at the moment is the diversity of the social entrepreneurs we support. We noticed that our outreach to social entrepreneurs at the startup stage is brilliant, we support all sorts of people from different backgrounds. But that drops a bit for our scaling programmes. We're trying to understand what's going on there and how we tackle it.

More generally we want to ask ourselves, does our support meet the needs of social entrepreneurs? We hope new projects like the UnLtd Impact Fund* will do just that.

Stephen: With the UnLtd Impact Fund, it's interesting to see that you'll be working with social entrepreneurs for a longer period, especially in a sector that is so used to cookie-cutter style, 6 or 12 month programmes. Why do that?

Hannah: It's about exploring what we can do that's really in the service of social entrepreneurs, and moving away from a place where social entrepreneurs have had to fit into the systems and structures of funders.

Stephen: I like that phrase 'in service'. It's fascinating, if you look at something like the social investment market, it does feel like it's in service of investors.

Hannah: It's a big culture shift, but it feels essential. In the 12 months ahead, we won't have all the solutions, but we will be working deeply with social entrepreneurs to better understand how we can bring them into designing the support and opportunities we offer in a meaningful way.

Thank you

To those organisations that supported UnLtd and our social entrepreneurs. The powerful achievements of our social entrepreneurs would not have been possible without your support

Access — the Foundation for Social Investment
Akin Gump
Bates Wells Braithwaite
Big Lottery Fund
Big Society Capital
Candey LLP
Comic Relief
The Coutts Foundation
Debevoise & Plimpton
Department for Digital, Culture, Media & Sport (DCMS)
Deutsche Bank
DLA Piper
Esmée Fairbairn Foundation
Herbert Smith Freehills
Hogan Lovells
Mathys & Squire Intellectual Property
Millenium Awards Trust
PA Consulting
Salterbaxter MSL Group
Sheridans
Simons Muirhead & Burton LLP
Spirit of 2012
Stone King Solicitors
Thomson Reuters Foundation
The Preston Associates
UBS
Wildlife Trust

> "Working with UnLtd provides Deutsche Bank employees with the opportunity to witness first-hand the enthusiasm and creativity of early-stage social entrepreneurs, while providing invaluable business discipline and mentoring support"
>
> **Jill Humphrey Director**
> **Human Resources**
> **Deutsche Bank AG London**



How to work with us?
We are continually seeking new partners to support social entrepreneurs. Contact our Director of Partnerships & Influence, Nas Morley, to find out more.
NasMorley@unltd.org.uk

Endnotes

All social impact metrics, unless stated otherwise come from our 2016/17 End of Award Survey (n=352).

1 Figures reported in our Annual Report. **unltd.org.uk**
2 ONS Statistical Bulletin: 2016 National Population Projections, UK. Oct 2017. **ons.gov.uk**
3 Department for Business, Innovation & Skills (2014), Small Business Survey. **gov.uk**
4 Department for Digital, Culture, Media & Sport and Department for Business, Energy & Industrial Strategy (2017). Social Enterprise: Market Trends 2017. **gov.uk**
5 Well Grounded Jobs (2017). Impact. [online]
6 **Hackney-connect.org.uk** (2017)
7 Active Minds social impact report. [online]

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