UnLtd

IMPACT REPORT 2014

An overview of UnLtd's work for the financial year 2013–14

for social entrepreneurs

We have a powerful vision – a world where people act to make it better.

CONTENTS

ABOUT UNLTD 4

UnLtd in numbers 2014 6

WITH THANKS TO OUR PARTNERS 8

1. SUPPORTING SOCIAL ENTREPRENEURS 9

Why back social entrepreneurs? 9

The impact of our social entrepreneurs 12

What support does UnLtd provide to social entrepreneurs? 18

The impact of our support 19

Delivering more support through partners 28

Who were our Award Winners 2013-14? 30

Who were our partners 2013-14? 33

2. BUILDING AND SHAPING THE ENVIRONMENT FOR SOCIAL ENTREPRENEURS TO START WELL AND THRIVE 34

An emerging ecosystem of support 34

Developing an international ecosystem of support 36

What have we learnt? 36

Influencing the wider environment for social entrepreneurs 38

3. THE ENTREPRENEURIAL CHANGE AGENT FOR SOCIAL ENTREPRENEURS 40

Reaching beyond the usual suspects 42

Solving the Missing Middle 43

Starting early on the journey 44

Social entrepreneurs helping social entrepreneurs 45

Improving quality support, sharing to learn 46

WHAT WE DO

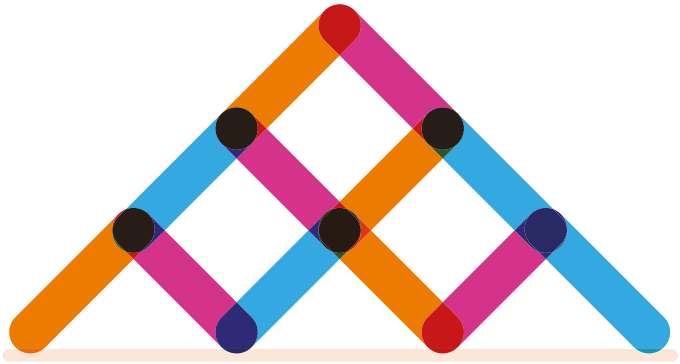
UnLtd is a charity that supports social entrepreneurs – people who have the determination and commitment to change the world around them.

We have a powerful vision – a world where people act to make it better.

Our mission is to reach out and unleash the energies of people who can transform the world in which they live: people who we call social entrepreneurs. We will know we have achieved this when:

- Larger numbers of social entrepreneurs get help to start well and grow
- People who have strong potential to deliver social value have more skills and confidence to act for social benefit
- There is a supportive environment in which social entrepreneurs come forward and thrive

By supporting social entrepreneurs we build social leadership, creating social capital and wider social impact. The social entrepreneurs we support generate economic impact, spark social innovation and help raise aspirations in disadvantaged communities. We know that many social entrepreneurs will have a ripple effect in their area – whether that is where they live, work or study – to encourage other social entrepreneurs and help them to find the support they need.





HOW WE DO IT

We invest directly in individuals by making Awards of financial and non-financial support to social entrepreneurs in the UK.

Awards include funding, confidence building, diagnostics, signposting and access to networks, pro-bono support and mentors. We put individuals at the heart of what we do, backing people first and their social ventures second.

We know that communities facing problems contain the people who will create the solutions. A small number of those social entrepreneurs achieve even more by instigating a transformation in the fortunes of their entire community. We back social entrepreneurs in their own communities: developing social ventures based in local areas, and building a movement for social action. We also help social entrepreneurs with high potential for growth to scale up their social impact.

We help build the wider ecosystem of support for social entrepreneurs by helping other organisations and individuals to deliver support in the UK and beyond. We seek to influence the environment in which social entrepreneurs start up and thrive, experimenting, learning, and using what we learn to influence policy and practice.

If that's our vision, mission and approach, what did we do to contribute to that in 2013–14?

This report describes our impact in three ways:

Supporting social entrepreneurs

The effect we have had on social entrepreneurs and the social ventures they have set up, and the impact they have had on society.

Building and shaping the environment for social entrepreneurs to start well and thrive

Building an ecosystem of support and influencing the wider environment.

The entrepreneurial change agent for social entrepreneurs

Experimenting with our support offers, innovating our services and testing our hunches in order to continue to build the best environment for social entrepreneurs.

UNLTD IN NUMBERS 2014

UnLtd

OUR AWARDS

1,744 AWARDS

were made to social entrepreneurs in the UK

852

Awards made directly by us

892

Awards made by our partners

£6.1 million

total awarded in cash alone

£1.4 million

brokered in pro-bono support and resources

OUR PARTNERS AND SUPPORTERS

We worked with

120

delivery partners in the UK

WE WORKED WITH 75 INVESTORS

We worked with over

300

volunteers, mentors and other individual supporters

OUR SOCIAL IMPACT

96%

of Award Winners responding to our surveys in 2013–14 reported that they would not have progressed in the same way without our support

86%

of Award Winners responding to our surveys in 2013–14 reported that they had increased confidence to act for social benefit

832,496

beneficiaries were reported to have been reached by Award Winners responding to our surveys in 2013–14

68%

created volunteering opportunities with a mean average of **19 PER VENTURE**

48%

created training opportunities with a mean average of **54 PER VENTURE**

50%

employed at least one person with a mean average of **2 EMPLOYEES PER VENTURE**

OUR WIDER NETWORK

4,239 *people registered to attend* **36 EVENTS**

2,517

average number of members of our LinkedIn group per month

127,792

people visited our website

32,290

likes for the UnLtd Facebook page

18,090

average Twitter followers per month

for social entrepreneurs

WITH THANKS TO YOU

Our work would not be possible without the generous support of our funders and supporters. We would particularly like to thank:

As we seek to build the wider ecosystem of support for social entrepreneurs, we increasingly operate through a network of partner agencies and individuals. These range from schools, community groups and social housing agencies to universities and major corporate partners, experienced social entrepreneurs, angel investors and mentors. Without their active engagement our efforts at scaling social impact would not be successful. We would like to thank them in joining us in supporting social entrepreneurs in the UK.

Finally, the biggest thank you goes to the people for whom this is all about: the thousands of social entrepreneurs who put their energy, talent, time and passion into the tough task of building a better society and economy.

We thank you all.



Martin Wyn Griffith
Chair of the Board of Trustees



Cliff Prior
Chief Executive

1. SUPPORTING SOCIAL ENTREPRENEURS

UnLtd backs social entrepreneurs to develop their skills and capacity to lead, and to set up or grow a social venture.

By social venture we mean the organisation or project that the social entrepreneur is developing.[1] We invest directly in people by providing them with financial and non-financial support.

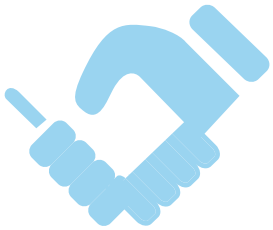
We have a series of Awards specifically designed to meet the needs of social entrepreneurs at different stages in their development. Try It, Do It and Build It represent a progression, while Fast Growth and Scale It give ambitious social entrepreneurs the opportunity to scale rapidly.

In 2013–14, we worked with our partners to make 1,744[2] Awards to individuals and groups of social entrepreneurs in the UK. We provided non-financial support and awarded a total of £6.1 million[3] in cash.

WHY BACK SOCIAL ENTREPRENEURS?

Social entrepreneurs are passionate about delivering solutions to the problems they see in their community or wider society. Their ventures may generate income, but social benefit is at the heart of what they do.

The UK needs social entrepreneurs more than ever: to help our society cope in tough times, to create better ways to provide for social needs at scale, to bring people together, to inspire hope for the future and to build confidence and capability to act for social benefit. They are our future leaders for a better and more sustainable society.



WORKED WITH PARTNERS TO MAKE

1,744 *Awards*



AWARDED A TOTAL OF

£6.1 *million*



A LOCAL SOLUTION TO A LOCAL PROBLEM

Jeneane Warhurst, 4 Cheeky Monkeys

Jeneane Warhurst of 4 Cheeky Monkeys in Sale, Trafford has turned a derelict former scout hut into a vibrant, child-friendly centre for the whole community.

Disappointed at the lack of supportive, accessible amenities for families needing extra support within Sale, Jeneane and her mother began the project to renovate, decorate and reopen the dilapidated building in 2012.

Jeneane said: *"I was already childminding and knew that there were local people who wanted these sessions available daily."*

4 Cheeky Monkeys offers high-quality play and pre-school provision to families in Sale. It supports parents to overcome any obstacles to ensure their children get the best possible start in life.

> *"We run sessions where adults engage with the children in their care as opposed to sitting chatting while the children entertain themselves. We know that parents' engagement with the individuality of each child is the ingredient which most directly impacts on children's development and wellbeing – we work to model this behaviour and to support parents to learn better parenting skills."*

4 Cheeky Monkeys balances its cash-generating activities with other activities that meet the needs of vulnerable local families. It has a mixed revenue model, working with statutory funding, small payments for open access sessions and events such as birthday parties, and through community-supported fundraisers.

Jeneane is an UnLtd Star People Award Winner who has received both a Do It and a Build It Award from our Star People Programme. Our support is designed to enable social entrepreneurs to grow their leadership skills as well as deliver social impact, tailored to the individual's needs and the social venture's stage of development. The Do It Award helped Jeneane unlock other funders' support which was critical in helping her complete the renovation of the scout hut. The Build It award is supporting her to build her business into profitability and sustainability. Reflecting on her experience, Jeneane emphasised that the support had boosted her confidence.

She recalled her first meeting with her UnLtd Award Manager when he came to see the derelict former scout hut:

"I remember he said to me 'Jeneane, it doesn't matter what it looks like now, it matters what you're going to do with it and what you're going to achieve'... We're investing in you as a person because we believe you'll be able to do this.' That has stayed with me three years on, that first conversation gives you that confidence and reassurance that what you're doing will work and that other people can see the potential that you also can see".

Jeneane is determined that 4 Cheeky Monkeys is accessible to everyone in the community, so she works with a range of local services to ensure families in need are able to access her service. The atmosphere and tone of the centre ensure that first-time visitors are warmly welcomed and supported to make the most of what is on offer. Many local families are now accessing free early education and childcare where they were not previously, and this is characteristic of how social entrepreneurs contribute to community development – by improving the physical, social or economic infrastructure of communities and by assisting people who are at a disadvantage because of their social and economic circumstances.

Unforeseen by Jeneane were the new connections and relationships which have emerged from 4 Cheeky Monkeys. Parents and carers from across the community are meeting at the centre, a community has formed and local families and lone parents who were isolated are now benefiting from being part of a wider network.

4 Cheeky Monkeys now employs six people, and Jeneane is now working on her next social venture with a local housing association, another play-based community interest company.





www.4cheekymonkeys.co.uk
Facebook/TheOldScoutHut
Twitter @4CheekyMonkeysL

THE IMPACT OF OUR SOCIAL ENTREPRENEURS

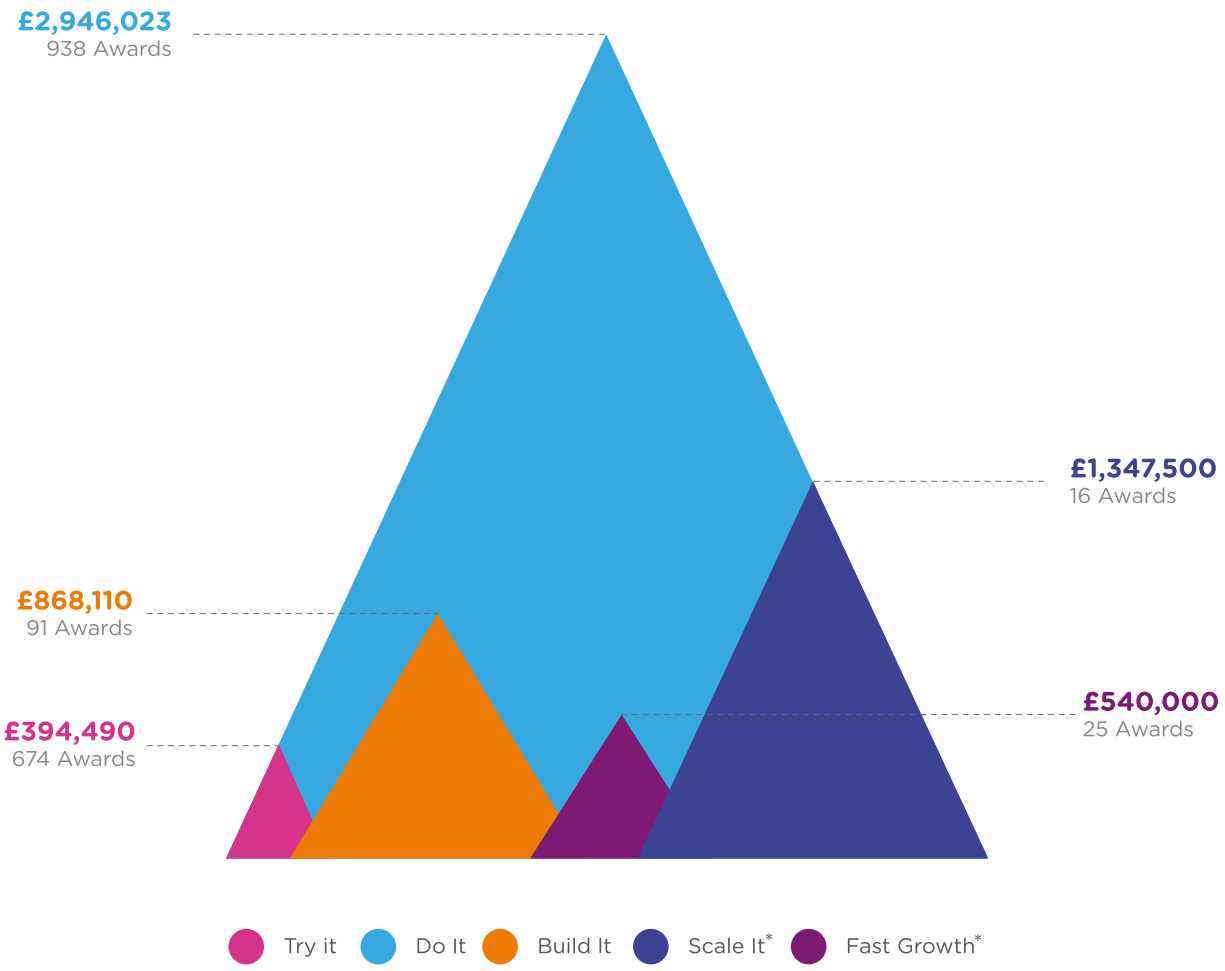
We support social entrepreneurs because we are inspired by the way their work benefits society, the environment and the economy. We help social entrepreneurs develop skills, confidence and resources to help them progress in their journey. Our model is to help people learn by doing. We support them to set up and to grow a social venture. We value the leadership learning they gain, the social ventures they create now, and those that they might set up in the future as a result of the skills they have gained. Many social ventures stay small but their combined impact is substantial; a few grow to scale and create major impact individually.

Therefore, a powerful way to talk about our impact is in terms of the impact of the social ventures that we have supported. It is our Award Winners' hard work and personal development that creates this impact, but our support is one factor, often a major one, that helps them to do it. We try to understand how we have contributed, and how we can help them to achieve even more.

To understand our Award Winners' impact, we ask them to tell us how many beneficiaries they have reached, how many volunteering and training opportunities they have created, how many people they have helped into employment, and their contribution to the economy, as well as their leadership learning and development.[4]

Of the social entrepreneurs who responded to our survey in 2013–14, together they reported supporting 832,496 people

Total cash value and number of Awards made by UnLtd and through our partners



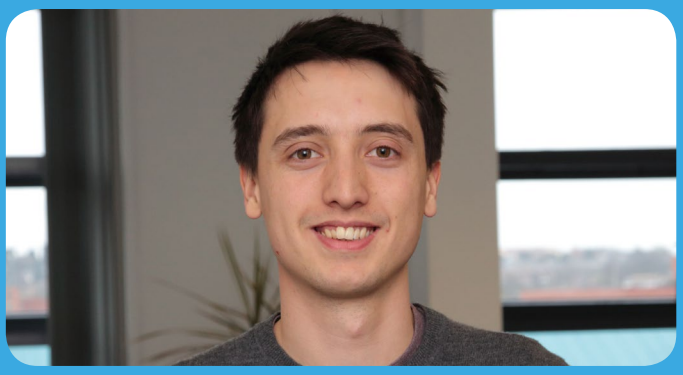
*In many tables within this report, Fast Growth and Scale It Awards are combined and referred to as 'Scaling,' as they share a similar purpose, and a relatively small number of Awards are made at these levels.



CONNECTING SMALL CHARITIES TO THEIR SUPPORTERS

Chester Mojay-Sinclare, Charity Checkout

Over the past 15 years, technology has radicalised the way charities fundraise with new platforms allowing quick one-off donations. However, although new platforms have increased efficiency for some charities, smaller charities in particular have been left behind. For example in 2010, 50 per cent of smaller charities were not allowing donors to commit to regular giving via their website.[5]



This discovery led Chester Mojay-Sinclare to found his company, Charity Checkout, which allows small and medium-sized charities to build a committed donor base via online fundraising for the first time. Until now, these charities have either offered only one-off donation options via their website or have had to pay significant upfront fees to access this type of facility. This has prevented many charities from offering a professional-looking and secure way for a supporter to commit to a regular donation directly to their charity.

In May 2013, Chester pitched his idea to UnLtd and was awarded a Fast Growth Award of £20,000 cash and given practical advice and support from expert staff to help grow his social venture. With this support, along with numerous introductions to industry contacts and potential investors, Chester increased charity donations received via Charity Checkout from around £40,000 to £100,000 per month by February 2014. This increase in revenue reflects the buy-in of around 600 charities that have collectively raised over £1 million.

Such support has enabled Chester to grow his social venture and achieve a significant impact:

> *"We've reached 10+ employees and raised over £2.5 million for charity. We also reached our thousandth customer – all with the continued support of UnLtd!"*

The tailored support provided by UnLtd staff also enabled Chester to identify and focus on specific skills he wanted to improve over the course of the 12 months.

At the end of his Award, Chester reported the personal changes he had seen in himself:

"I've improved my management skills as the business has grown and that is in part due to the support of UnLtd".

Chester has now joined the Big Venture Challenge programme, which provides 12 months of intensive support for ambitious, high-potential social entrepreneurs ready to scale up their social venture. He secured £300,000 through the programme, of which £200,000 came from private investors and £100,000 from UnLtd. Over the next year, he plans to widen the impact of Charity Checkout by expanding the sales team and developing a more advanced marketing strategy.

www.charitycheckout.co.uk

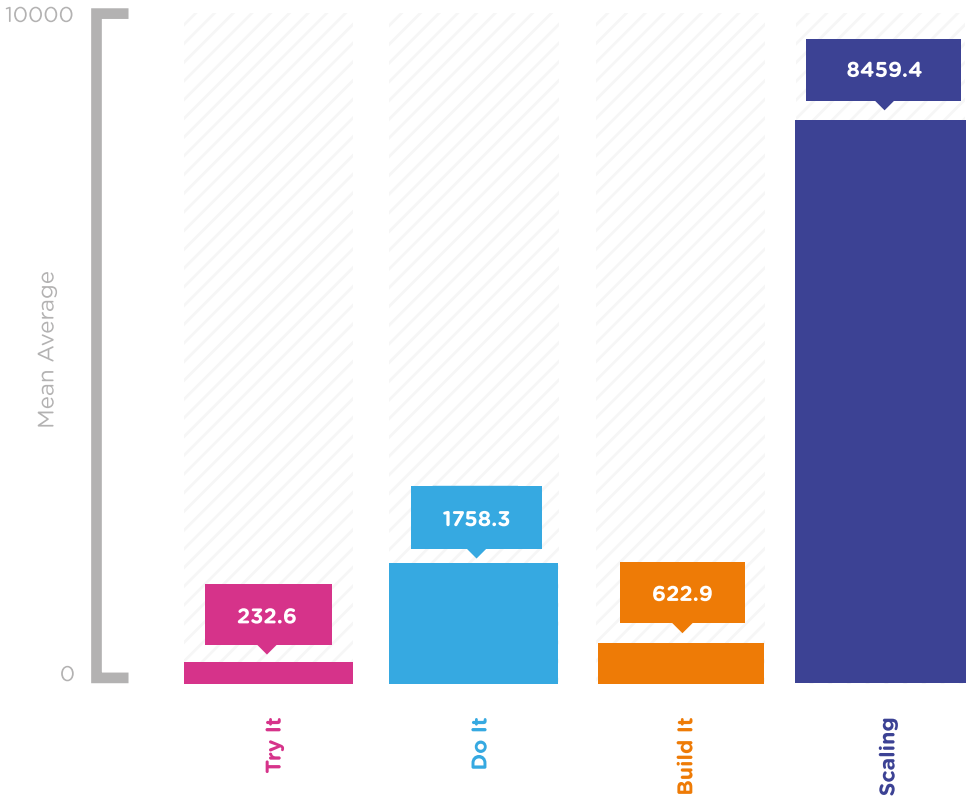
charitycheckout
helping you help others

Our survey shows that Award Winners operate at different levels, with most operating at a relatively small scale. This is not unusual, and the same pattern exists among private businesses and charities – some are large, most are small and medium-sized. For example, 28 per cent of Award Winners responding to our survey in 2013–14 reached 0–10 beneficiaries. Some social ventures reach much larger numbers, with eight per cent reaching 1,000 people or more. Each active social venture reached a median[6] average of 40 people during their Award period. Because of the wide variation in the way social entrepreneurs work, the mean average for our sample was much higher, at 1,317.

Award Winners receiving our Scaling Awards individually reported having a greater number of beneficiaries than those receiving smaller awards.[7] This may be because of the type of social ventures they are running. Some social ventures reach fewer people and work with them in depth and often face-to-face, and some tend to have a broader reach, for example those providing online services or selling products that meet social needs.



Mean average number of beneficiaries per social venture



Our survey asked about the types of social capital created by Award Winners. Social capital is a way of describing the benefit people get from their links with others. It is important for anything from getting a job to staying healthy in old age.

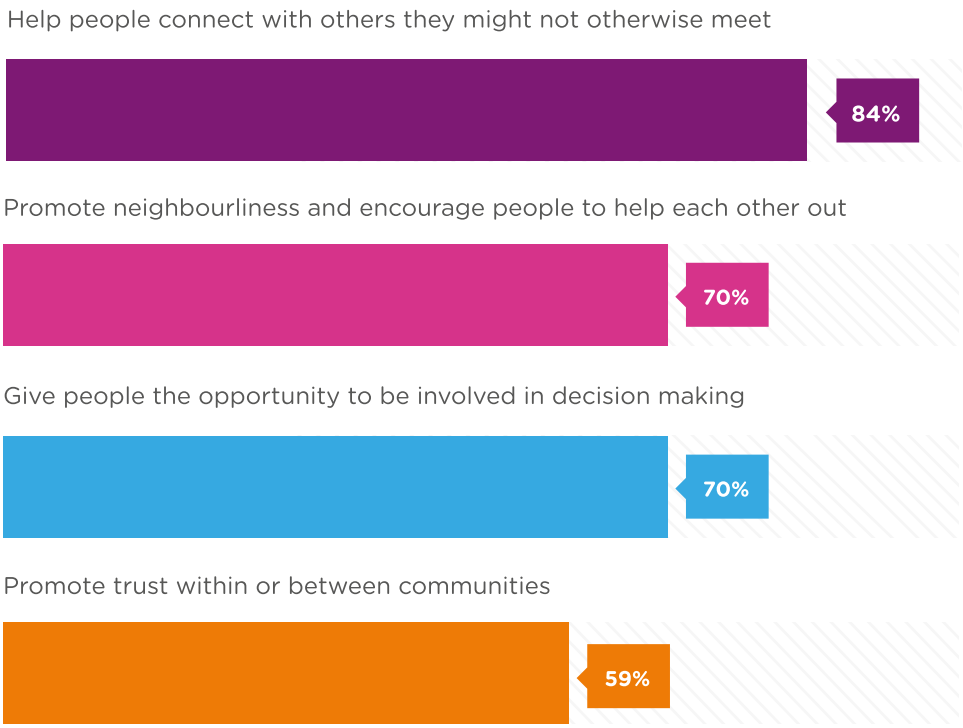


Ninety-five per cent of respondents reported creating at least one type of social capital, for example promoting neighbourliness

Our Award Winners seek to influence people's behaviour and attitudes. For example, the majority of Award Winners responding to our survey reported that they help people connect with others (84 per cent) and build trust within or between communities (59 per cent).

Whatever stage they are at in their venture, Award Winners are excellent at connecting people, as well as building deeper social capital, such as promoting neighbourliness and giving people the opportunity to be involved in decision making. Try It, Do It and Build It Award Winners are more likely than Scaling Award Winners to connect people with others they may not otherwise meet.

Types of social capital created by our social entrepreneurs (n=629)



Whether our social entrepreneurs are starting up or scaling up, they create similar numbers of volunteering and training opportunities

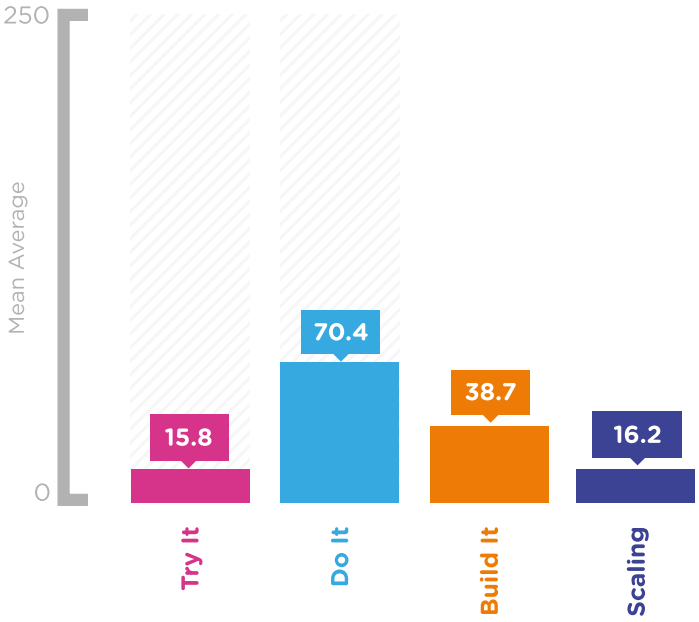


In 2013–14, two-thirds of Award Winners responding to our survey reported working with volunteers, offering 7414 volunteering opportunities. Fifty per cent of these Award Winners provided five or fewer volunteering opportunities, whereas at the other end of the scale 2 per cent provided 100 or more. The median average is five opportunities per social venture, whereas the higher mean average of 19 highlights how a small number of social ventures are creating a large number of opportunities.

Close to half (48 per cent) of Award Winners reported providing training opportunities. Of those, 56 per cent provided one to 10 opportunities, 37 per cent provided 11 to 100 and 4 per cent provided more than 100.

There is no significant difference in the number of volunteering and training opportunities created by Award size, suggesting that Award Winners at all levels are drawing on similar resources to run their social ventures.

Mean average number of training opportunities per social venture



"We encourage residents to go on training courses with a recognised qualification and give them the opportunity to gain work experience in the cafe. This gives them a better chance to return to full-time employment in the future."

Award Winner, 2013

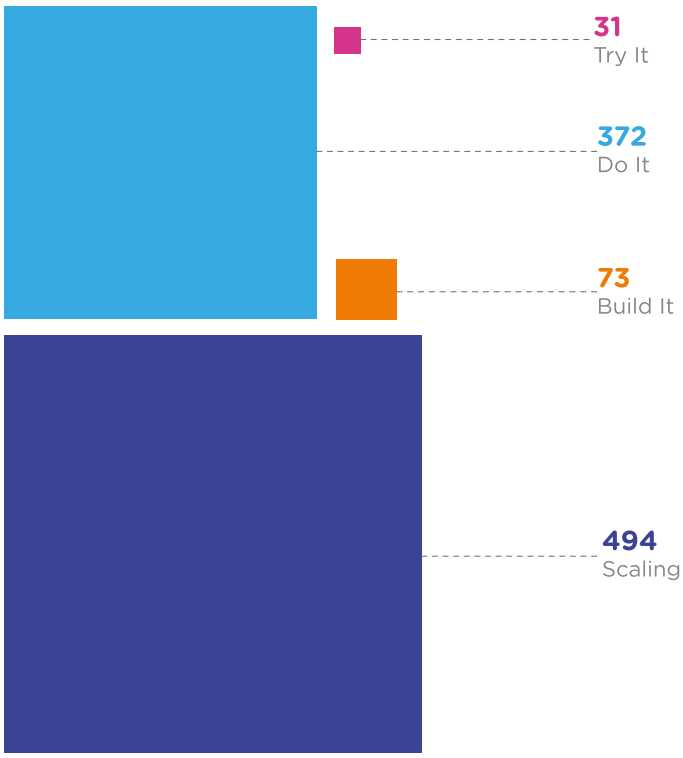
Our social entrepreneurs contribute to the economy too. Fifty per cent of Award Winners responding to our surveys in 2013–14 employed at least one person, and on average each social venture employed two people

The majority of UnLtd Award Winners can be classified as microbusinesses or sole traders, with with almost half not employing anyone. not employing anyone. Most of our Award Winners are at the early stages of their social venture, so we expect to see these numbers grow in time.

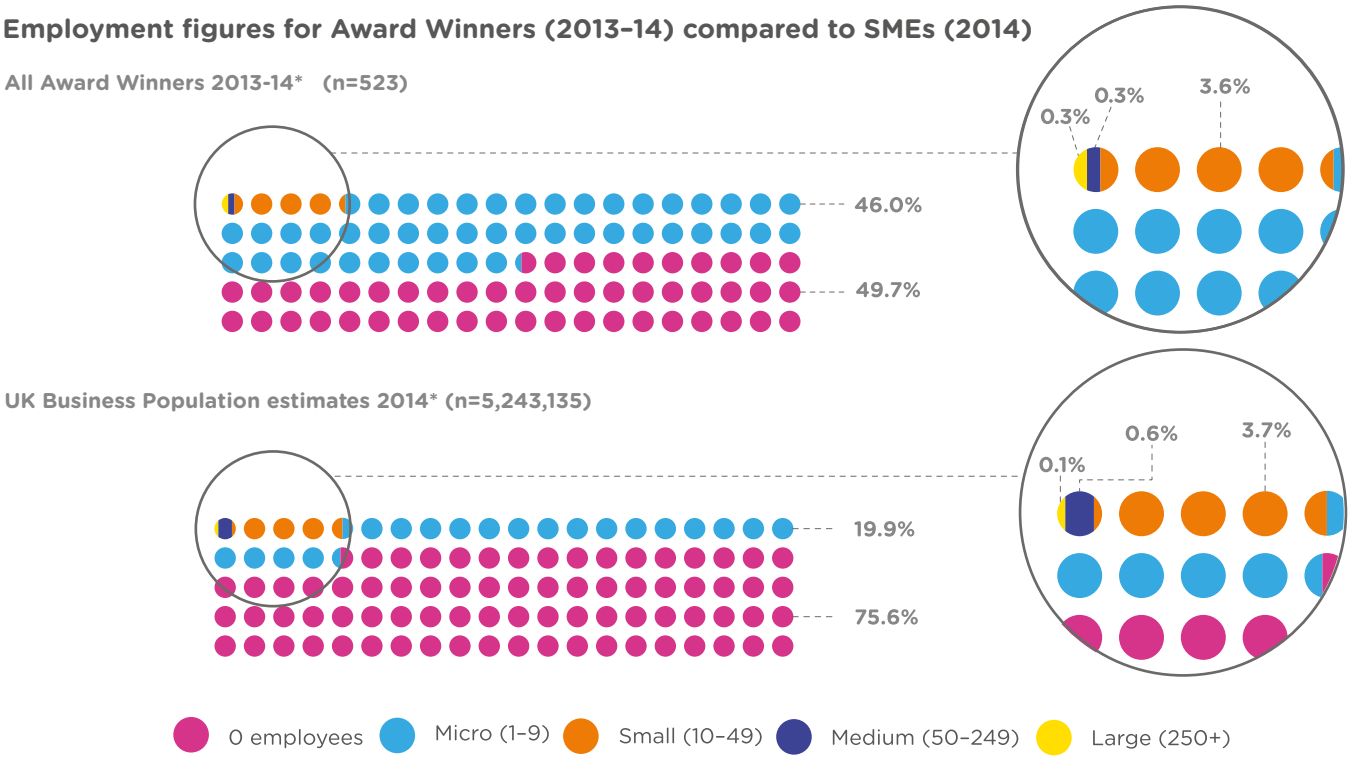
Award Winners responding to our surveys in 2013–14 reported employing a total of 970 people[8]. The employed a mean average of two per social venture, although due to the distribution across the social ventures, the median average was zero.

Around half (50 per cent) of Award Winners employ at least one person (including themselves), and a small number of social ventures have larger workforces, particularly those receiving our higher level awards. The figure below shows that 0.3 per cent of Award Winners responding to our surveys can be classified as large businesses, meaning they employ over 250 employees, and 4.2 per cent employ ten people or more. This is comparable to the UK business population, where 0.1 per cent are estimated to be large employers, and 4.2 per cent employ 10 people or more.

Total number of employees by social venture type (Full time and part time)



Employment figures for Award Winners (2013–14) compared to SMEs (2014)



*percentages may not add up to 100 per cent due to rounding to one decimal place

In 2013–14, 51 per cent of Award Winners responding to our survey reported either making a profit or breaking even

Reported income varied considerably for our Award Winners, and again we see evidence that the majority of social ventures operate on a small scale. Of those who responded to the survey, approximately a quarter (26 per cent) made £2,000 or less in income over a 12-month period, whereas 1 5 per cent made £27,500 or more.[9]

The median average income for all Award Winners was £5,000, whereas the mean was £44,567. This is skewed by extreme examples of social entrepreneurs generating substantial levels of income, with one Award Winner reporting an income of more than £8.9 million over a 12-month period.

All of these are only short-term impacts – in the same way that exam results are a proxy for the real benefits of education, which are lifelong, the real impact will be what the Award Winners are achieving in 10 years' time.

WHAT SUPPORT DOES UNLTD PROVIDE TO SOCIAL ENTREPRENEURS?

Our Awards are designed to support social entrepreneurs at the early stages of their journey. We support people to develop their idea, test it, build on it, and grow and scale their social venture. In the process, they develop confidence and the capacity to lead.

Our approach is to offer seed funds, development support and networking opportunities from start-up to scaling. We back individuals first, and their social ventures second. All of our Awards from Try It through to Scale It offer tailored one-to-one and peer support, and include diagnostics, skill development and confidence building. All Awards apart from Try It also include access to networks, pro-bono support and mentors, and other practical support.

OUR AWARDS

	STAGE OF THE SOCIAL ENTREPRENEUR	SUPPORT WE PROVIDE
Try It	A social entrepreneur has an idea they'd like to develop to create social change	We support a taster experience to build confidence
Do It	A social entrepreneur has an idea and is passionate about making it happen	We provide support to start working on it, and to learn what works
Build It	A social entrepreneur wants to build their social venture. They are ready to grow to a local or regional level	We provide cash for living expenses and one-to-one support so they can fully commit to growing their social venture
Fast Growth*	A social entrepreneur wants to rapidly scale their social venture nationally or internationally	We provide cash for their living expenses plus intensive organisational support
Scale It*	A social entrepreneur is leading an early stage social venture and is ambitious for rapid growth, possibly through taking on investment	We provide access to organisational support, powerful connections and match funding to help them to raise investment and deliver social impact at scale

*In many tables within this report, Fast Growth and Scale It Awards are combined and referred to as 'Scaling,' as they share a similar purpose, and a relatively small number of Awards are made at these levels.

THE IMPACT OF OUR SUPPORT

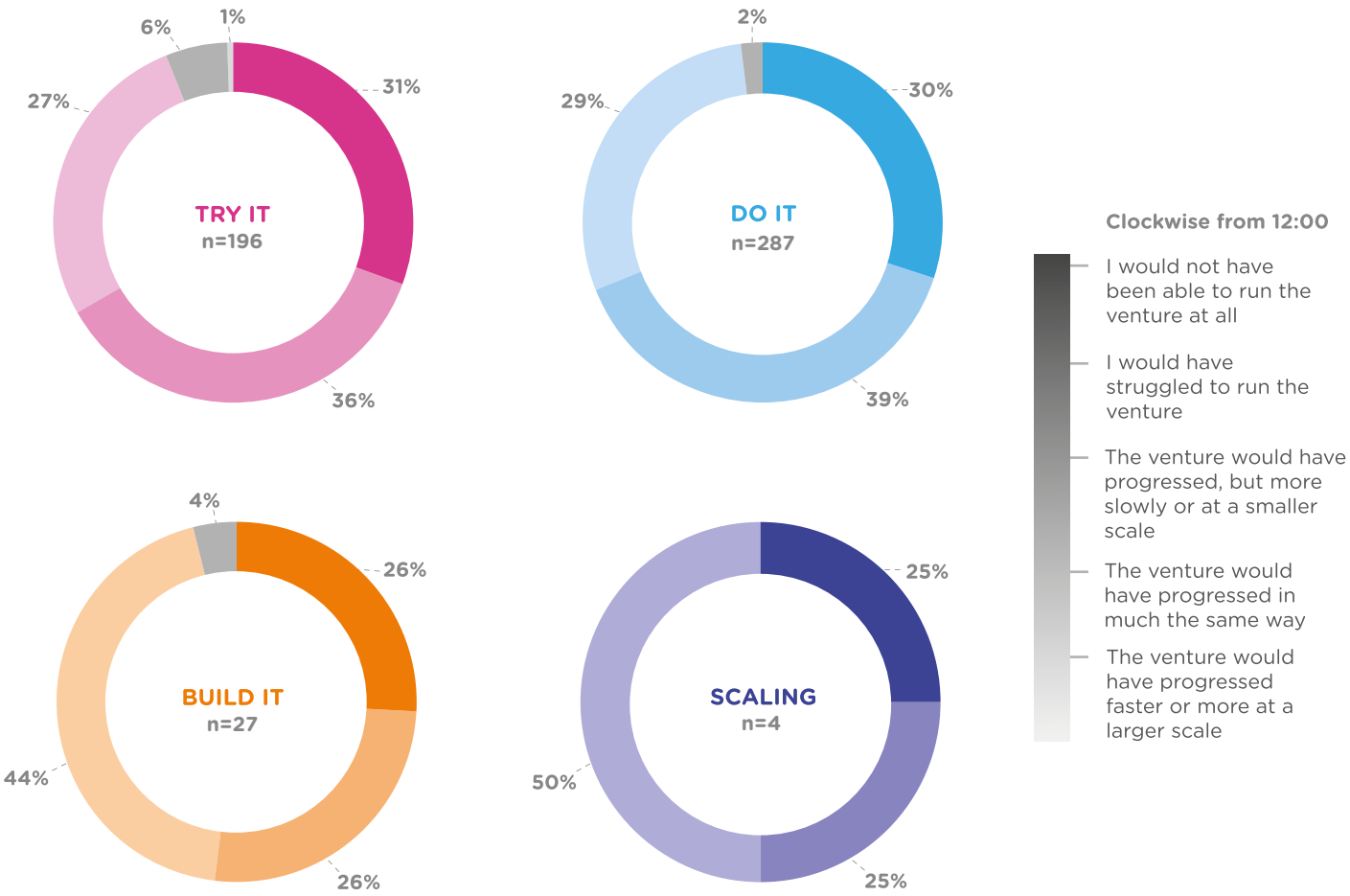
A central tenet of our offer is the provision of bespoke support, tailored to individuals at their stage of personal and leadership development. Our support offer is designed to help people through the different stages and transitions in their journey. Try It, Do It and Build It represent a progression from conceiving and developing an idea to small-scale sustainability, while Fast Growth and Scale It give ambitious social entrepreneurs the opportunity to scale rapidly, whatever their starting point.

We actively seek feedback from our social entrepreneurs, and evaluate our award making to ensure we are providing the best support at the right time.

96 per cent of Award Winners in 2013–14 said they would not have progressed in the same way without our support. Of these, 67 per cent would not have run their social venture, or would have struggled, without our help

Throughout all Award sizes, the number reporting a fear of being unable to run the social venture at all without the Award stays fairly constant (at around a third to a quarter of respondents). A comparison of applicants who do not receive Awards is underway,[10] and more results will be available in 2015.

Social venture development by Award type (n=514)



This package of holistic support is designed to enable the social entrepreneur to develop the long-term skills he/she needs to run social ventures fundamentally driven by making positive social change. An UnLtd Award makes the difference not only by providing start-up funding, but also by giving kudos, incentive and confidence to act.

"The award has helped me believe in myself because UnLtd could see the idea was good."

Award Winner, Year End Survey, 2013

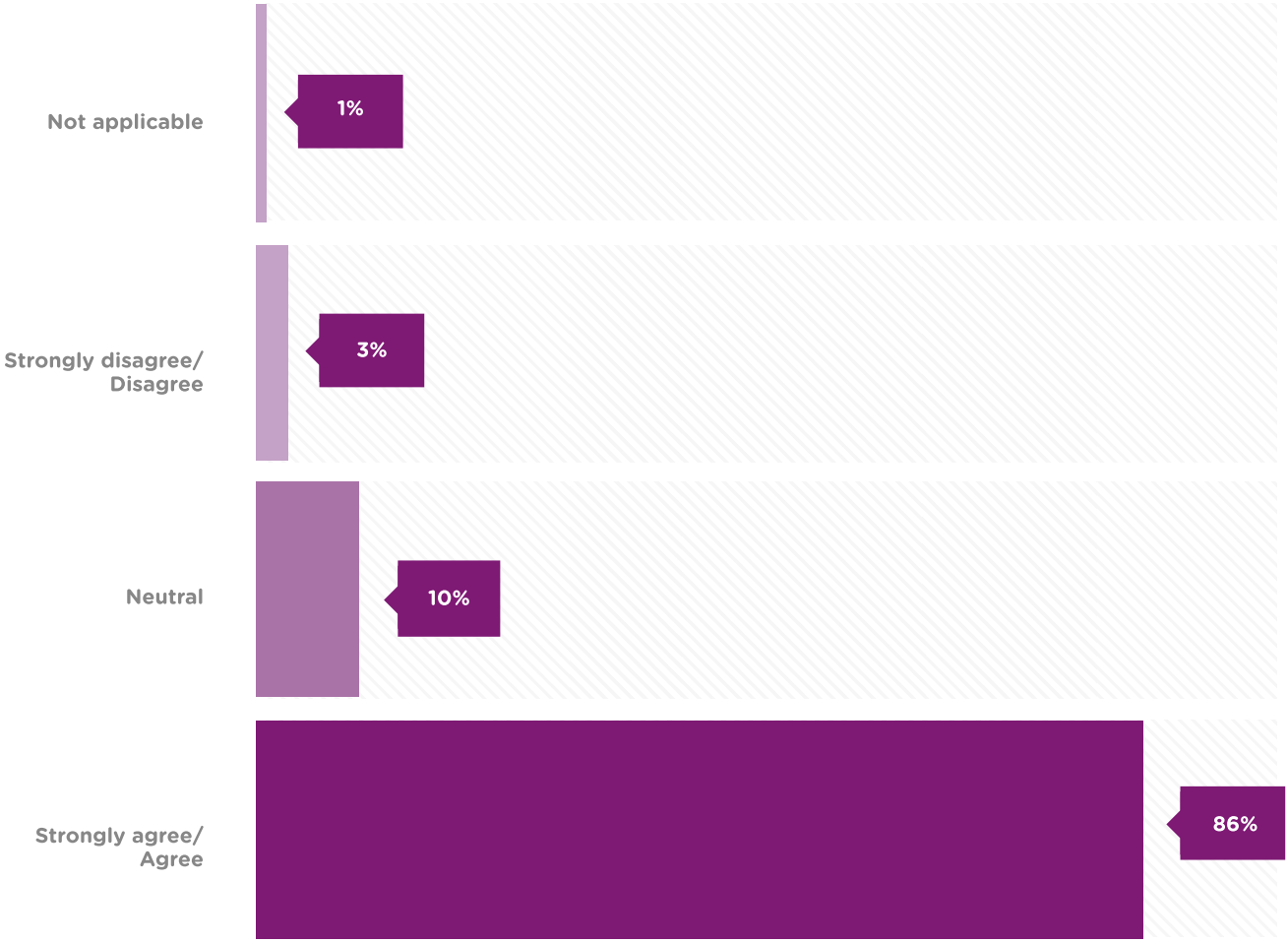
EIGHTY-SIX *percent*

OF OUR

SOCIAL ENTREPRENEURS SAID THAT THEIR

CONFIDENCE IMPROVED TO ACT FOR SOCIAL BENEFIT

Improved confidence to act for social benefit as reported by respondents to our survey in 2013–14 (n=182)



As the Awards and accompanying level of support increase in size, so do the numbers of social entrepreneurs agreeing with this statement.

Running a social venture with our support helps people to develop the skills, networks and resources they need to be effective social entrepreneurs.

"The award has built my confidence in the feasibility of my business idea and helped me to see what sort of challenges we will face...It has also helped me in project design and management, and in budgeting and monitoring, and pushed me to tackle the areas in which I have previously avoided (like accounts). I now have the ability to articulate an idea and develop it to produce something tangible and usable and the ability to ask for and attract help and support.

Award Winner, Year End Survey, 2014









Ninety-three percent of social entrepreneurs responding to our survey in 2013–14 report an increase in their skills during the course of an award

Skills development for all Award Winners

Responses to 'How much has the Award helped you to develop the following skills, if at all?' (n=637)

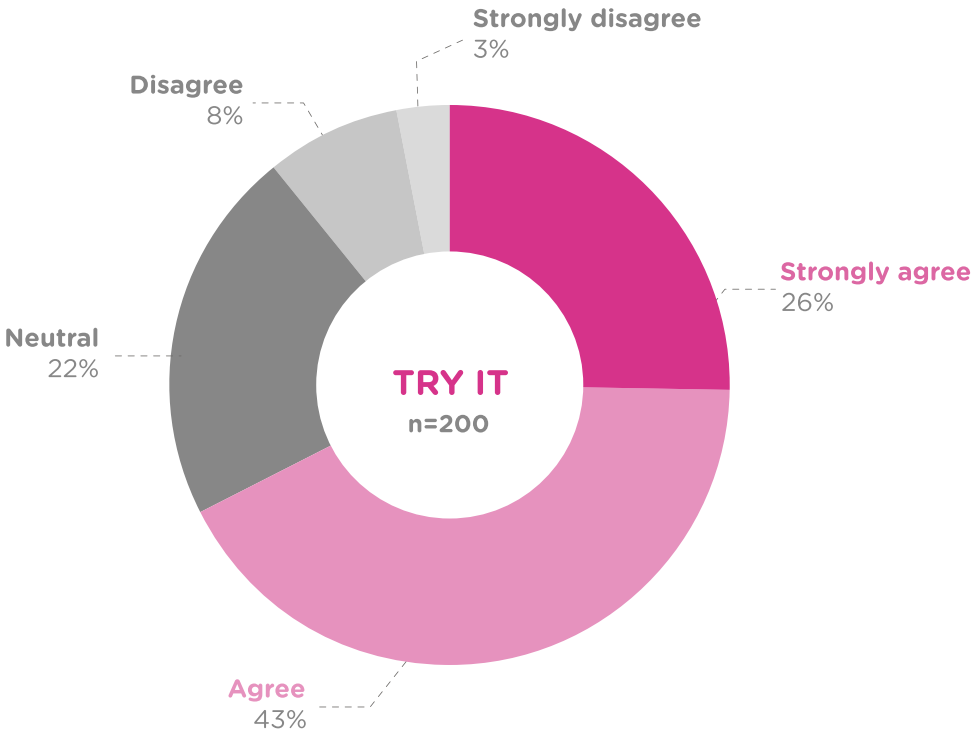
The skills Award Winners most commonly reported[11] developing 'a lot' during their Award were networking, communication, and leadership.

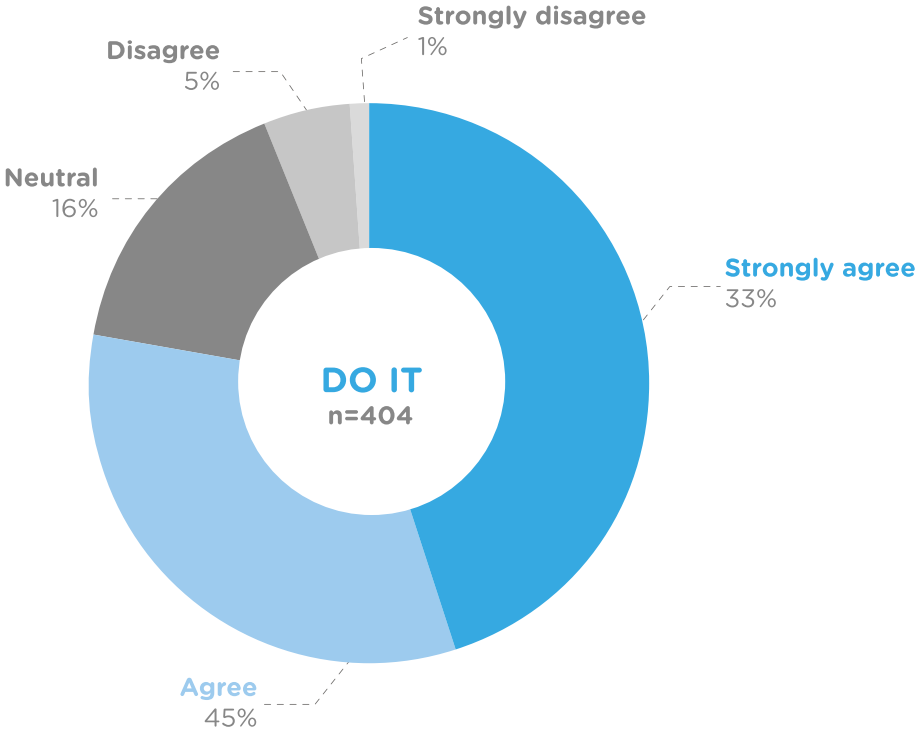


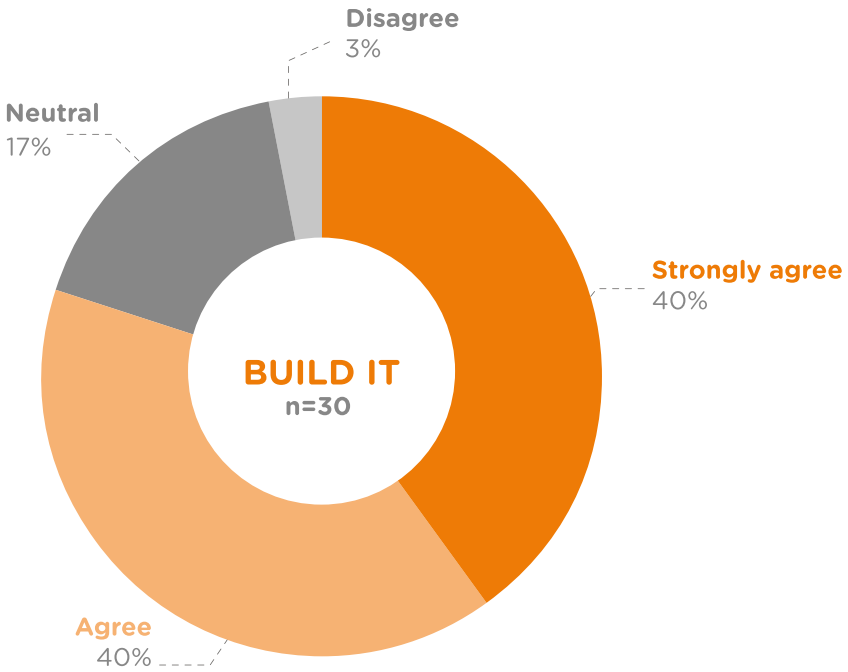
Seventy-five per cent of Award Winners responding to our survey in 2013–14 reported that their networks had improved.

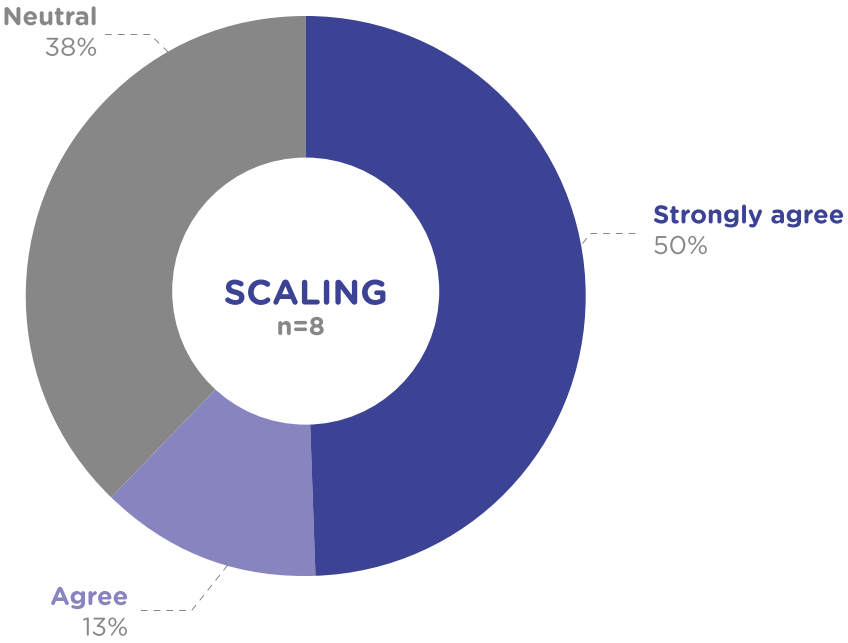
Improved networks by Award type

Responses to 'As a result of the Award... My professional networks and contacts have improved'.









As their networks improve, our social entrepreneurs get more confident in their abilities to lead social ventures



FROM STARTING UP TO SCALING UP

Joel Davis, Tutors United

Joel Davis was just 17 years old when he won his first Award from UnLtd as a young social entrepreneur in 2012. Two years later he is now the youngest person ever to receive the Scaling Big Venture Challenge Award.

His social venture, Tutors United, provides tuition to pupils from disadvantaged backgrounds, while creating paid part-time employment and experience for university students.

After finishing his GCSEs with excellent grades, Joel was confident he would be able to find a part-time job. However, employers constantly rejected him because he did not have enough work experience. On free school meals and in desperate need of an extra income, Joel went back to doing what he knew best – tutoring.

Joel has previously tutored his younger cousins who were severely dyslexic and saw them go from not being able to read and write to surpassing their predicted grades. Joel said,

> *"If I could do that at 14, what could a university student do? And I was like yes! I can tackle two problems and create a solution."*

He approached UnLtd for an Award to help pilot his idea and instantly saw impressive results – 80 per cent of the 80 pupils jumped up a level in their grades, while all the tutors were able to gain employment or join a graduate scheme. *"And then it just really took off from there,"* said Joel. With the support of the UnLtd youth team, Joel pitched successfully for a further £10,000 Award, receiving a unanimous 'yes' from all the judges. This grant was used to scale his social venture.

As part of the Award, Joel attended a residential event at the end of 2012 which focused on personal development and introduced him to a network of peers he is still in touch with today. Joel also received support from an UnLtd Award Manager: *"Aside from the grant UnLtd gave me, Caroline was an amazing asset. More like a coach, coaching me through. A critical friend, thinking things through logically..."* Reflecting on his Award, Joel said that his confidence, skills, networks and contacts had improved, and that the Award was a positive learning experience. He said that running the project had made him think differently about his future employment options.

Joel is now a part of UnLtd's 2014 scaling programme, Big Venture Challenge. He and the team are focusing on expanding his social venture: building his financial model and scaling strategy, business planning and evolving his brand and organisational structure. Following an introduction by UnLtd, Joel has successfully secured a £25,000 loan from Liberum Capital's charitable foundation, which has been grant-matched by UnLtd.

UnLtd has also connected Joel with a mentor from EY Foundation, one of our corporate partners, to support him in building his Board and his plans for the future.



bit.ly/1EvPmrb

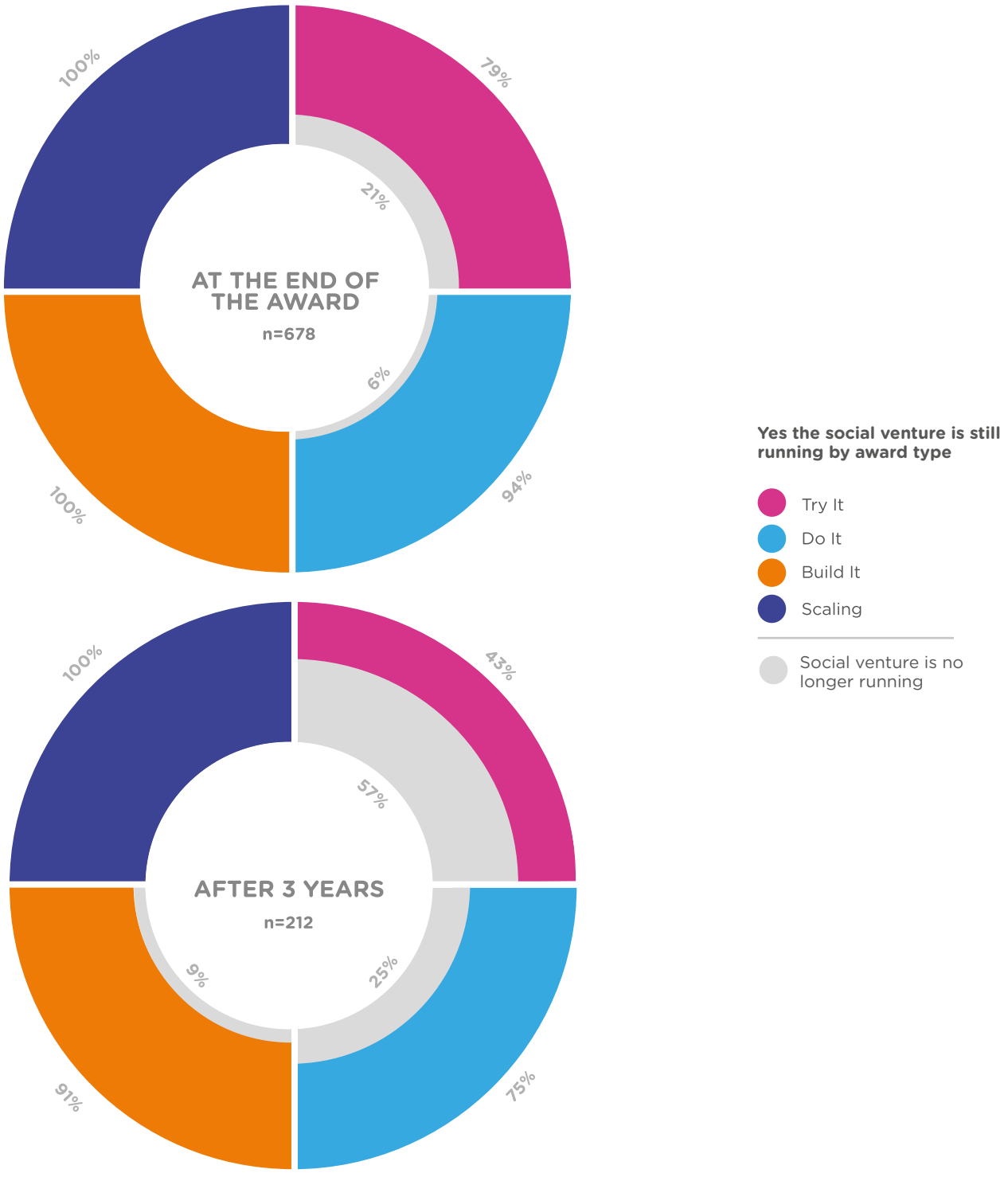
www.tutorsunited.org

For some of our Award Winners, the support they receive enables them to progress their journey from an idea all the way through to an established social venture

Our survey data shows that the majority of the majority of our social entrepreneurs' social ventures are still running at the end of 12 months. In fact, of those who responded to the survey, 77 per cent of social ventures were still running three years later. Forty-three per cent of Try It Award Winners were still running their social venture after three years, which is an unexpected finding for an Award providing a taster experience. As with similar surveys, there is likely to be a positive response bias in our data.

Survival rate for social ventures by Award type

Responses to 'Is the social venture for which you received an Award still running?



DELIVERING MORE SUPPORT THROUGH PARTNERS

We offer support directly to social entrepreneurs but, importantly, we believe this support is just as powerful, or in some cases even more so, when it is provided by local, embedded organisations.

The Global Entrepreneurship Monitor estimates that 238,000 people are starting something social each year in the UK, with 1.7 million leading something social. Under the 'very good fit' definition used by the UK government, in 2012 there were an estimated 70,000 social enterprises in the UK who were small and medium sized employers,[12] which is more than three times the number of social ventures we have supported in 11 years. To scale up our support to meet the potential population, we realised that a step change was needed in how we think about and support social entrepreneurs.

We realised we could reach more people, and provide better support, through working with locally embedded partner organisations. In 2010, we made a strategic commitment to broaden our networks and the support available to social entrepreneurs through our partners. Between 2011 and 2014, we made 144 per cent more awards as a result of adopting this approach, with the number of Awards increasing each year.

Working with partners enables UnLtd to reach more social entrepreneurs than if we worked alone. In 2013–14, UnLtd directly made 852 Awards and our partners made 892

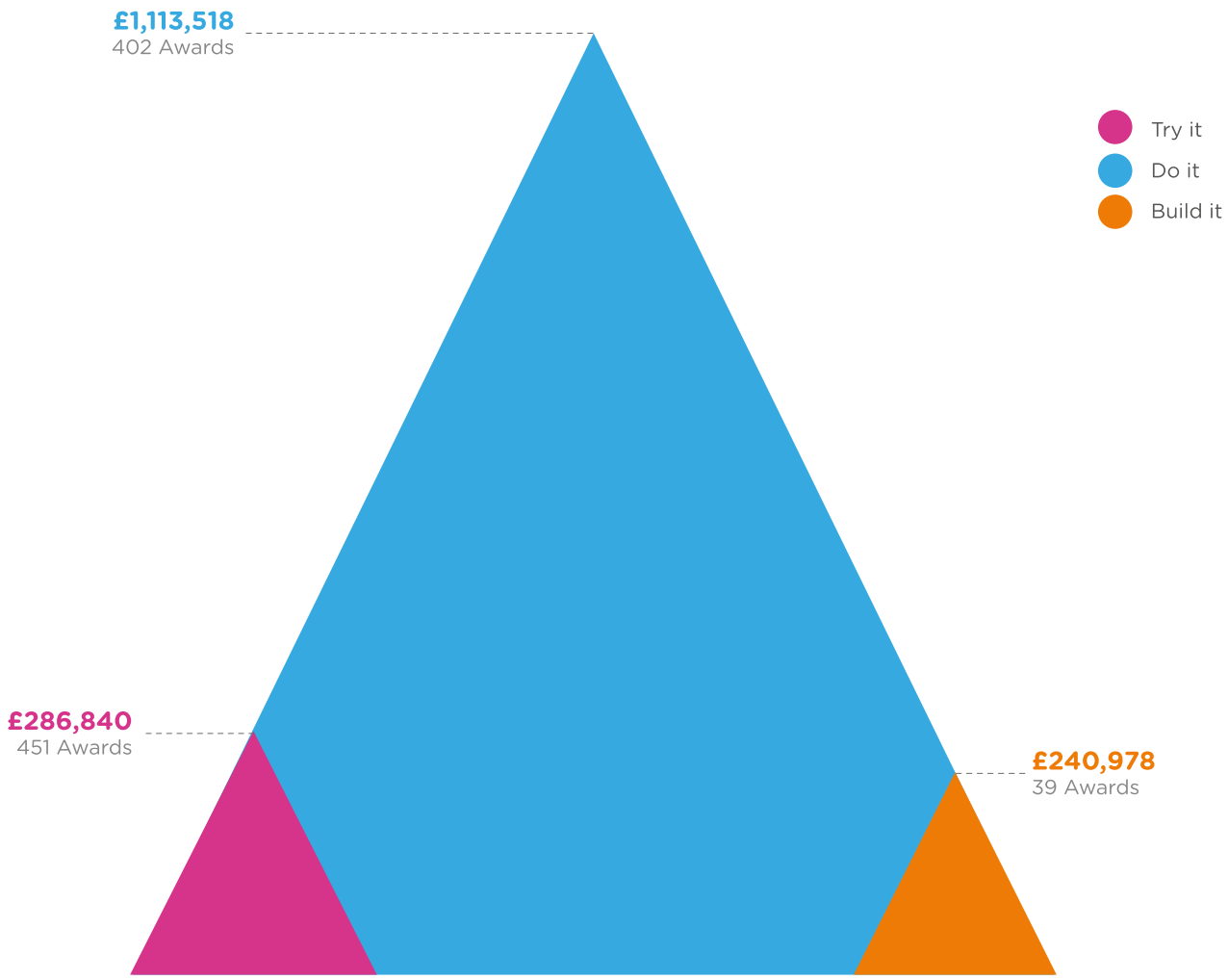
This represents an increase of over 50 per cent from the year before, with partners making more awards than UnLtd directly.

In 2013–14, our partners gave Awards at the earlier stages of a social entrepreneur's journey, helping people to get started mainly through Try It and Do It Awards.

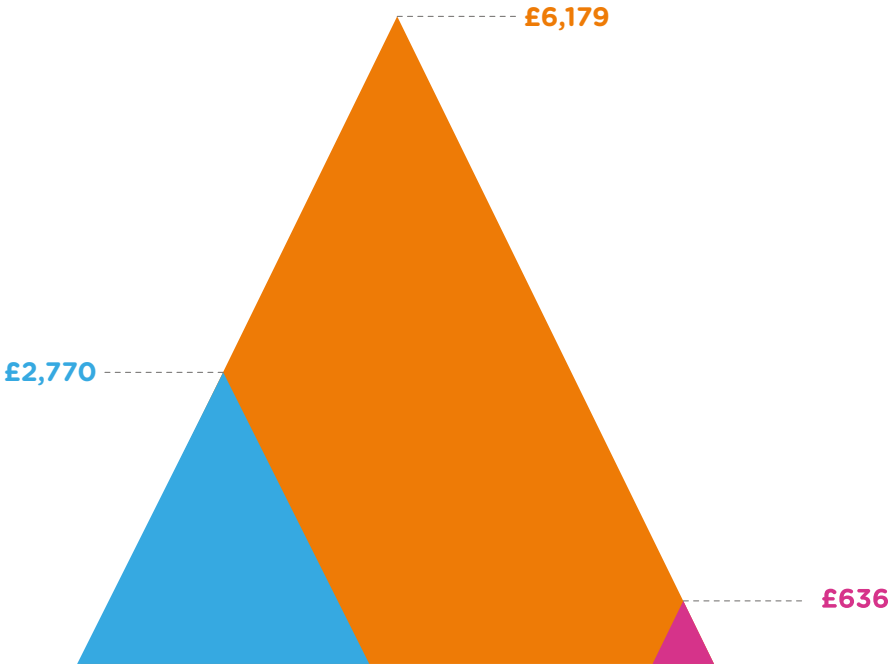




Total cash value and number of Awards made through our partners



Mean decision amount by Award type made through our partners

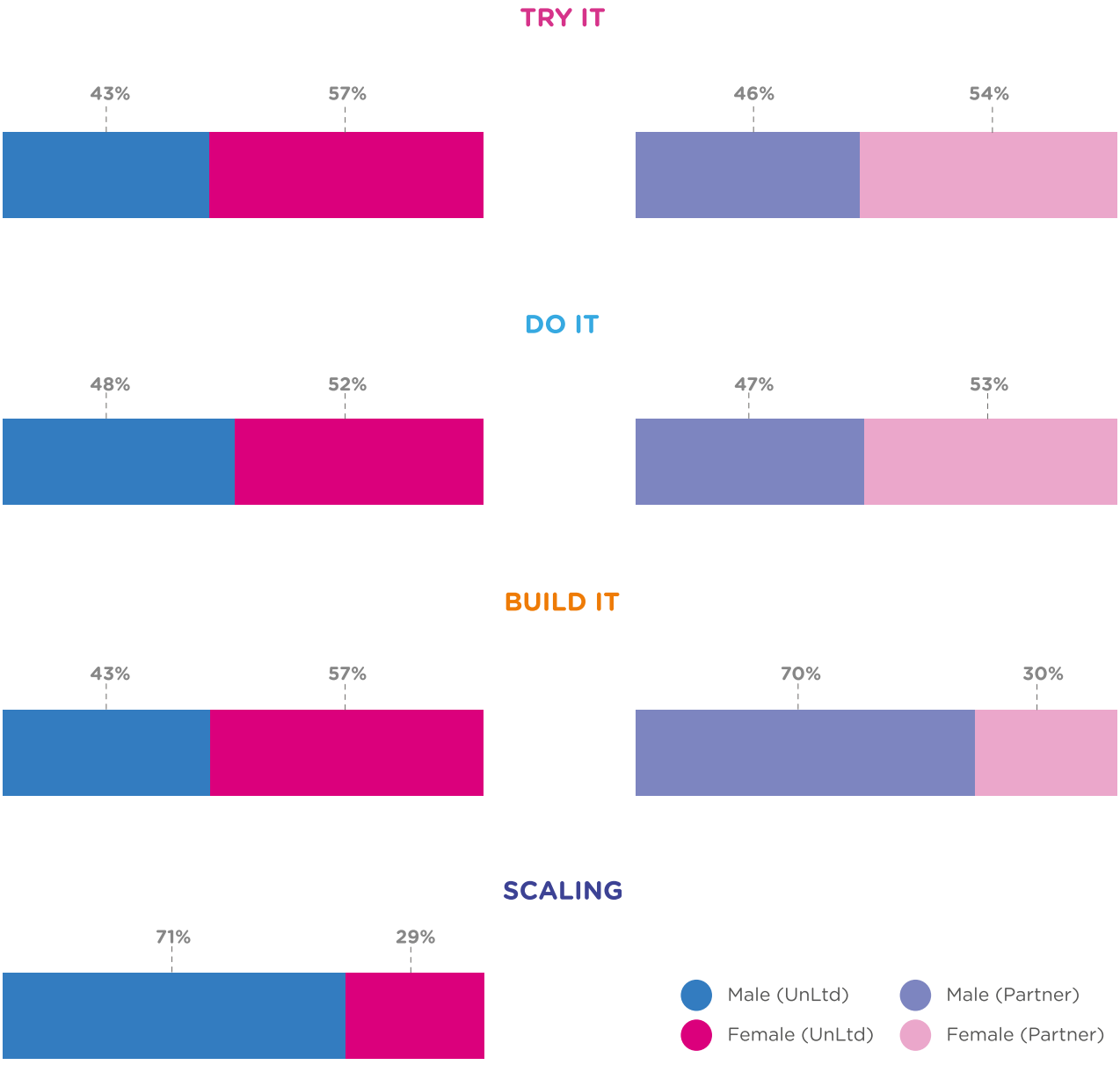


WHO WERE OUR AWARD WINNERS IN 2013–14?

We support social entrepreneurs whatever their background, wherever they are in the UK. In 2013–14, UnLtd reached broadly the same proportion of men and women as our partners. When broken down by Award level, we can see that for Awards made directly by UnLtd and through partners, men are more likely than women to receive our larger Awards. We are working to solve this problem and have published research that explores this issue, the possible causes, and ways of addressing it.[13]

Even for our largest awards, women are better represented than in mainstream enterprise, where only 20 percent of SMEs are estimated to be majority women led.[14]

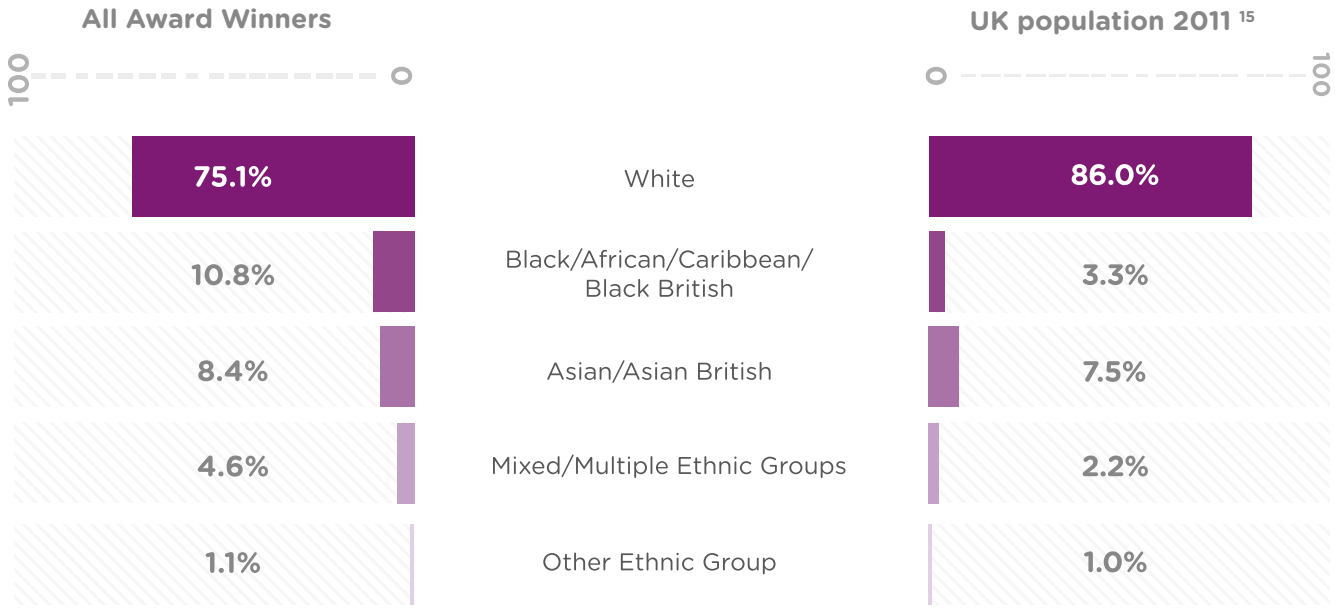
Gender of award winners, by award type (n=1665)



We support social entrepreneurs, whatever their age. This is reflected in the age of social entrepreneurs UnLtd supported directly and through partners. The social entrepreneurs supported by UnLtd were slightly older on average at 35 years, with our youngest Award Winner aged just 11 and the eldest aged 78. We worked with a large proportion of partners from the education sector in 2013–14, so on average partners' Award Winners were younger at 28 years old, and ranged from 12 to 68 years.

UnLtd and partners supported similar proportions of people from Black and Minority Ethnic (BME) backgrounds (26 and 24 per cent respectively). This is high when you consider that 14 per cent of the UK population is from BME groups.

Ethnicity of all Award Winners compared to the UK population (n=1560)



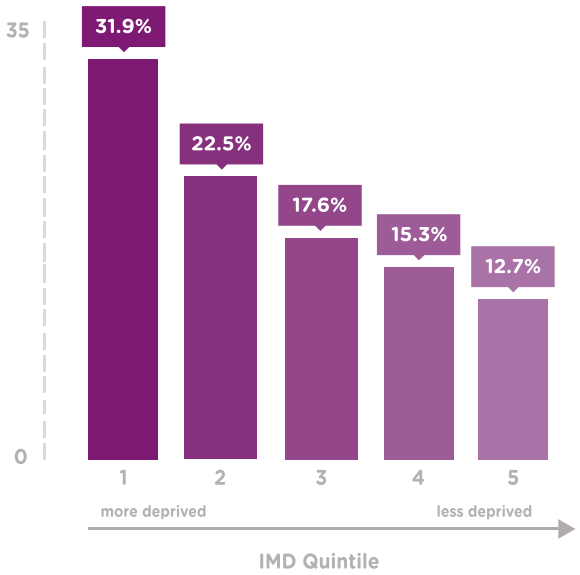


Through working with partners, we were able to continue to reach into deprived sections of the population with one-third (32 per cent) of all Award Winners operating in the 20 per cent most deprived areas in England, according to the indices of multiple deprivation (IMD). We use this as a proxy to understand the socio-economic characteristics of Award Winners.

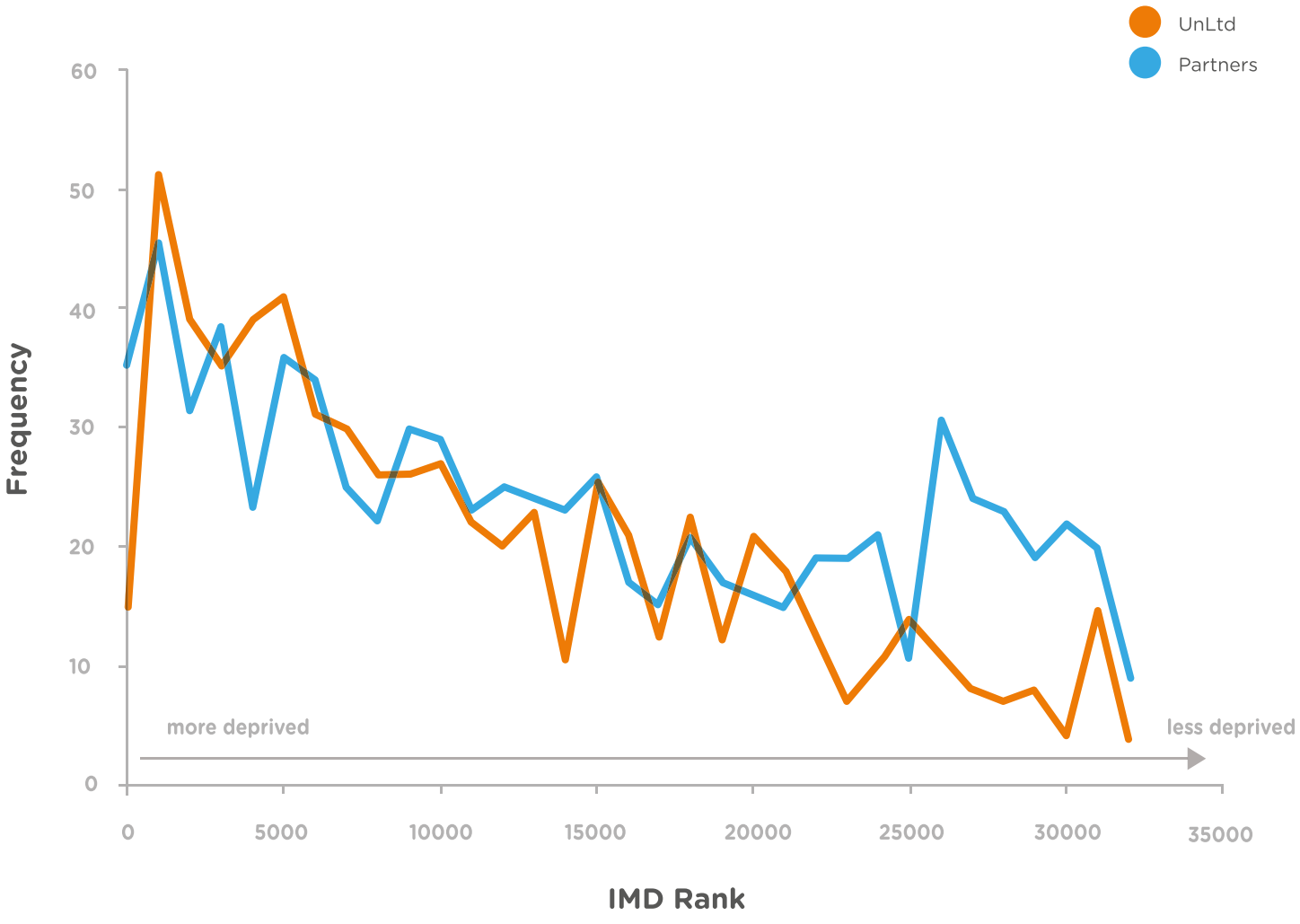
Our partners also recruited heavily from the north of the UK, where UnLtd has had less success directly.

At every Award level, more than 50 per cent of Awards go to people living within the 40 per cent most deprived areas

Percentage of all Award Winners working in each IMD quintile in England (n=1663)



Frequency of Award Winners working in each IMD rank, awarded by UnLtd or through partners.



WHO WERE OUR PARTNERS IN 2013–14?

In 2013–14, we worked with nearly 120 delivery partners, including 77 higher and further education institutions, 15 social housing providers, and 16 voluntary and community organisations that found and supported social entrepreneurs in their area. We also worked with around 140 individual Spark partners – individuals who directly support other social entrepreneurs by making connections, signposting support and raising awareness.

We also worked with 75 investors who supported our Scale It Award Winners, and a wide range of strategic partners who enabled us to provide more support to more social entrepreneurs.

Finally, we worked with a wide range of corporate partners to offer mentoring, expert advice, access to networks and other pro-bono services to our social entrepreneurs. We believe that social entrepreneurs and 'traditional' businesses have a lot to give to one another and that bringing the two together results in better businesses on both sides.

In 2013–14, we brokered £1.4 million of pro-bono support and resources for UnLtd, our Award Winners and the wider social venturing sector – an increase of £600,000 from the previous year. In total, we engaged 190 volunteers to support over 200 social entrepreneurs in one-to-one sessions. Over 400 social entrepreneurs also attended workshops and webinars.

In 2013–14, we worked with 300 individual supporters, mentors and volunteers, and over 200 organisational partners and supporters in the UK to provide support to social entrepreneurs

We work with our delivery partners in different ways to find, fund and support social entrepreneurs. Some of our partners use their networks and connections just to find potential social entrepreneurs and refer them to us. With others, we help them to develop the ability to support social entrepreneurs, and they find the applicants and provide development support to Award Winners. In 2013–14, an increasing number of our partners adopted all three stages of our process, to find, fund and support social entrepreneurs.

As part of the second phase of our Higher Education Support Programme that ran between 2012 and 2014, we worked directly with Higher Education Institutions (HEIs) to place social entrepreneurship at the heart of their culture and infrastructure (phase three will finish in June 2015). During this time, partner HEIs have become confident and capable in using UnLtd's methodologies, tools and resources to find, fund and support social entrepreneurs. Over the course of 18 months, 56 HEIs supported nearly 800 staff, students and recent graduates to become social entrepreneurs.

Awards winners tell us that the support they receive from other organisations is comparable with support they receive from us

This shows that with support, agencies which are not specialists in this work can effectively support start-up social entrepreneurs.



2. BUILDING AND SHAPING THE ENVIRONMENT FOR SOCIAL ENTREPRENEURS TO START WELL AND THRIVE

We are passionate about helping our sector expand and improve its work, so we have adapted our role, and are actively building an environment of support for social entrepreneurs to start well and thrive

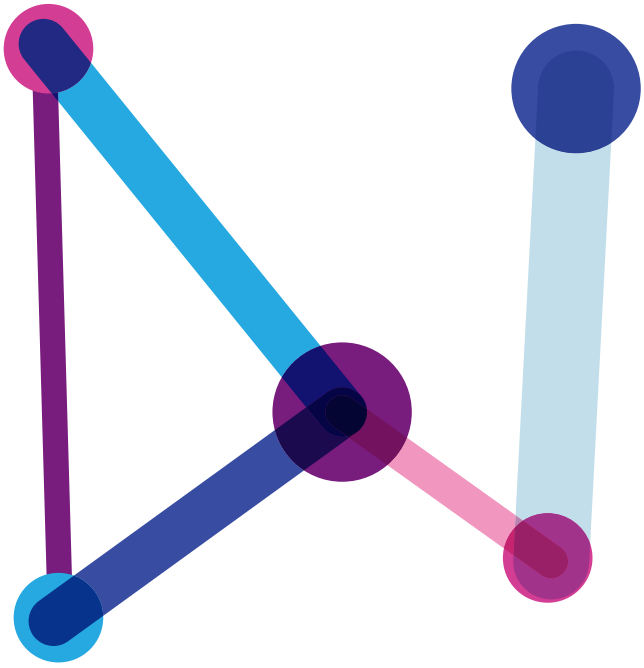
We reach out to unleash the talents of people who can transform the world in which they live. Award making, either directly or through our partners, is central to what we do. We are also passionate about helping our sector expand and improve its work, so we have adapted our role, and are actively building an environment of support for social entrepreneurs. We are learning from experience, innovating to test new methods and products while evaluating what works. We champion shared learning, convening our partners and social entrepreneurs to share knowledge and expertise with each other and with others across the public, private and third sectors.



Our work in 2013–14 demonstrated that with the right support, agencies which are not specialists in this work can support start-up social entrepreneurs. We have made the greatest progress with our partners in the higher and further education sectors in the UK, providing them with financial and non-financial support to develop the skills, capacity and infrastructure to find, fund and support social entrepreneurs. Over the next year we want to work harder to ensure that this learning is transferred to other sectors. We are using the knowledge we have gained to grow ecosystems of support in a range of sectors and areas, including social housing, schools and localities.

AN EMERGING ECOSYSTEM OF SUPPORT

We are working with partners to build an ecosystem of support for early-stage social entrepreneurs, enabling them to access the right support at the right time. We are doing this by sharing our values and embedding capacity and commitment to support social entrepreneurs within institutions, communities, and in different sectors.



This is an ambitious programme of work. Natural ecosystems are big, complicated and self-sustaining. In our context, a mature ecosystem of support would offer all services to all social entrepreneurs, in every sector and every locality, at every stage in their journey. This is our ambition, but it is a long-term one which we will work towards in stages. We are currently testing and developing our understanding of it. We are observing that it matures at different rates in different communities, sectors and localities.



THE VALUE OF TRUST IN PROVIDING SUPPORT

Matrix Housing Partnership

Following our success in building relations with the higher and further education sector, we sought to expand our reach by working with other organisations embedded in communities, namely housing associations.

Between November 2013 and November 2014, UnLtd trialled this new partnership, working with 107 young social entrepreneurs and 15 housing associations chosen on the basis of their complementary values and core beliefs, as well as their capability to provide quality support and funding.

One such organisation was Matrix Housing Partnership, a network of six housing associations across the Midlands that remain independent while working collaboratively. Alix Drysdale of the Accord Group represents one of these parties and took a major role in the Building Futures programme.

The Accord Group has been involved in social enterprise since late 2011, developing its set of programmes, 'AddVentures'. Despite this existing familiarity with social entrepreneurship, Alix Drysdale noted the unique opportunities Building Futures offered in terms of networking with those *"working in the same environment as you and facing the same challenges"*. She also spoke of the value of the UnLtd's Award Managers' expertise: *"...that knowledge and understanding, and the voice at the end of the phone."*



The Matrix Housing Partnership plans to continue working with UnLtd and hopes to expand its reach so it can have even greater impact. Due to the age criteria in phase one of the programme, the partnership found itself redirecting older applicants to the UnLtd website to apply independently. However, few applicants followed this up, demonstrating the significance of UnLtd's partnership working:

> *"...they've got a lot of fear about money anyway... and actually having this intermediary, they trust us, they know us, they've already built relationships with us, and that helps".*

These organisations with pre-existing and meaningful relationships are the type that UnLtd hopes to connect with in order to widen its reach, enabling people to change their communities from the inside-out.

Matrix housing partnership

www.matrixhousing.org.uk

DEVELOPING AN INTERNATIONAL ECOSYSTEM OF SUPPORT

2013 saw the launch at the G8 Summit of the Global Social Entrepreneurship Network (GSEN), which is incubated by UnLtd. It is the global network for organisations supporting early-stage social entrepreneurs, offering them peer-to-peer support and shared learning opportunities. GSEN aims to nurture and grow an effective ecosystem of support for early-stage social entrepreneurs around the world.

It is clear that there is a strong need for transnational sharing of successful tools, methodologies and experience to build a strong community of practice based on the highest quality standards. Currently, GSEN is the only such network in the world. Through the activities and resources it provides, GSEN enables support organisations to become increasingly sustainable and effective in helping more social entrepreneurs start, grow and create social impact. The network started with 15 worldwide members, grew rapidly to 39 members operating in 27 countries in 2013–14, and has grown significantly since. Find out more at gsen.unltd.org.uk.

WHAT HAVE WE LEARNT?

Over the past year, we have gathered some important learning and insights about the outcomes of an ecosystem of support. These are helping us to start to tell our story about how to grow an ecosystem, and to measure the impact of our work.

1. There is added value for the social entrepreneur

- It offers high-quality support comparable in quality to what UnLtd offers directly
- It extends the availability of support reaching more and/or different types of social entrepreneurs, and makes that support more accessible
- It provides tailored support to social entrepreneurs in their communities, and is made up of organisations that have the values, capacity and know-how to support social entrepreneurs at different stages in their journeys

2. There is added value for our partners

- It fosters a greater awareness and understanding of social entrepreneurship among staff and the wider community
- It enables staff to access high-quality training and learning opportunities and enhances their overall personal development
- It leads to new ways of engaging with the local community (whether that be a particular age group, sector or locality)
- It enables access to collective funding opportunities that would otherwise be unavailable

3. There is added value for the ecosystem

- It develops an effective support infrastructure that can be sustained in the longer term, beyond UnLtd's direct involvement
- Social entrepreneurs and supporters are able to participate in a community which offers mutual benefit and mutual support, and opportunities to collaborate or trade
- Learning and innovation is facilitated among all partners, so that new support models can be generated and existing ones improved
- Contributors together can exert greater market power and effect greater change for collective benefit

4. There is added value for society

- It stimulates social entrepreneurial activities locally
- There are increasing numbers of sustainable solutions to social issues
- There are more volunteering, training, mentoring and employment opportunities generated by the social ventures
- New energy, intelligence, resources, networks, influence and expertise enable increased capacity and awareness to build a stronger social economy





BUILDING A COMMUNITY OF SOCIAL ENTREPRENEURS FROM THE GRASS ROOTS

Oxford Brookes University

UnLtd SEE Change (unltd.org.uk/seechange/) partner Oxford Brookes University has focused on social outcomes and developing a community of social entrepreneurs from the grassroots. Its programme – called Passion to Action because changing the world is at its heart – is based on UnLtd's model of finding, funding and supporting social entrepreneurs.

In 2013–14, Oxford Brookes made 23 Awards, funding a variety of social ventures. One developed a model of a Human Rights Art festival, attended by around 300 people, and another developed a six-week physical education course to increase students' positive engagement with sport, which has been rolled out in eight primary schools in Oxford.

Oxford Brookes is focused on its mission and has very positive engagement from staff. The programme has become part of a stand-alone qualification for undergraduate and postgraduate students across the university, and a foundation degree in Social Entrepreneurship is scheduled to begin in September 2015 in partnership with Ruskin College.

The programme is now aiming to engage more widely with social entrepreneurs in the local community, developing innovative, cross-sector approaches to supporting social entrepreneurs at a regional level. For example, through collaboration with the University of Oxford and Student Hubs, the Oxfordshire Social Entrepreneurship Partnership (OSEP) has been set up. This now offers individuals on the programme access to incubation spaces established in Oxford, such as the Skoll Centres Launchpad and The Hatch. The eventual aim is to make the programme sustainable with input from the alumni network.

OXFORD BROOKES UNIVERSITY

Jeff Willmore, programme manager for Oxford Brookes University's social entrepreneur awards and project manager for OSEP, said:

> *"The SEE Change programmes are enabling us to work closely with our partners, the University of Oxford and Student Hubs, to expand and extend the support that we are able to offer potential and existing social entrepreneurs and to provide support for entrepreneurs within Oxfordshire...They've made a huge difference to our ability to find, fund and support social entrepreneurs."*

To see the social ventures that have been supported, go to:

bit.ly/1IM4PIN

INFLUENCING THE WIDER ENVIRONMENT FOR SOCIAL ENTREPRENEURS

To date, our ecosystem work has primarily been concerned with extending the places and ways people can get support to be social entrepreneurs, enabling them to gain the skills, knowledge and practices they need. A real-life experience of social entrepreneurship is increasingly recognised by educational institutions as an important as an important mechanism for experiential learning, complementing more formal learning approaches, from schools through to universities. However, personal skills development is not the only thing that enables social entrepreneurs to thrive. The current structure of the marketplace, enterprise regulation and cultural norms can create barriers for social entrepreneurs. We are influencing the wider environment by tackling structural barriers to create more opportunities for social entrepreneurs

In 2014, UnLtd helped to form a new and influential campaigning group called the Social Economy Alliance (www.socialenterprise.org.uk/social-economy-alliance). This is made up of over 450 social enterprise, social finance, and co-operative organisations, as well as think tanks, charities, universities and housing associations. We are working with the Social Economy Alliance and our partners to address these structural limitations, and to ultimately create a better environment for social entrepreneurs. In 2013–14, our policy and influencing work focused on tackling structural challenges in four main ways:

1. Changing Attitudes

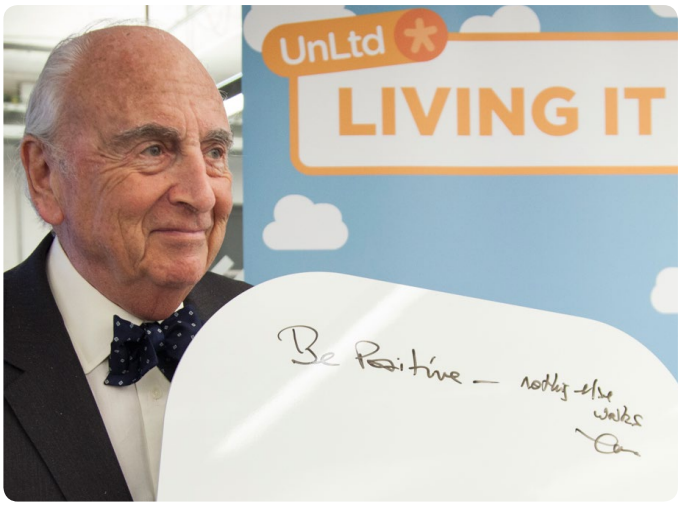
We influence the way people think about social entrepreneurs, and what they have to offer. In 2013–14, we saw increasing recognition that social entrepreneurs deliver social impact, create jobs, build social capital, support personal development and boost employability.



Our work on understanding the scope of social entrepreneurship was picked up by the Social Impact Investment Taskforce. There are increasing numbers of social entrepreneurs choosing a for-profit form with a social mission locked in. This was recognised by the Cabinet Office as a key trend in social ventures in its 2014 progress update. This is changing the way that for-profit social-mission ventures are being viewed more generally, being recognised as an addition to the diversity of ways social entrepreneurs are creating social change.

2. Influencing Policies

We shaped the policy, legal and regulatory framework as it applies to social entrepreneurs. Social entrepreneurship was central to some policy developments, and included in others.



Lord Young's Enterprise Education review referred to UnLtd's work in higher education. We had the opportunity to sit on the working group and contribute our experience and learning from our work in the education sector. The review made proposals on how universities can "respond to a rapidly increasing cohort of students with strong aspirations to do something entrepreneurial in all types of business, including social enterprise ventures".

UnLtd's input helped to shape the new Social Investment Tax Relief and reforms to the Community Interest Company Limited by Shares. We sat on the Community Interest Company Regulators' Technical Panel and contributed insights from a survey that we put out to our social entrepreneurs and investors.

We asked social entrepreneurs for their opinions on the most valuable features of different legal structures, and how the Community Interest Company could be improved, and we asked investors about the difference that tax relief would make to their willingness to invest in social ventures, and their attitudes to risk and return when making such investments.

3. Building Understanding in Institutions

We worked with intermediaries and other institutions to help them provide services and opportunities for social entrepreneurs. As some mainstream institutions are now themselves finding and supporting social entrepreneurs, their attitudes are changing towards the value of social entrepreneurship.

Our joint social venture with Telefonica, Wayra UnLtd, has embedded social entrepreneurship into the strategy and operations of a mainstream tech incubator. Wayra UnLtd offers office space and specialist support from senior managers at Telefonica and others to help social entrepreneurs take their product to market, raise investment and gain practical support in growing quickly.

We exposed various other institutions to social entrepreneurship, through partnerships and cross-sector groups. For example, UnLtd founded and co-chaired an Age Action Alliance thematic group on 'Older People's Contribution'. This brings together organisations eager to promote a new narrative about opportunity and fulfilment in later life.

4. Shaping the Marketplace

We helped to shape the marketplace, enabling social entrepreneurs to interact with investors, clients and beneficiaries. In 2013–14, 21 out of 30 Big Venture Challenge social ventures accessed investment and are on route to scale.



Big Venture Challenge (www.unltd.org.uk/bvc) is a programme exploring support to scale using investment as the primary tool. It is reducing the risk of social investment and bringing in new, commercially minded 'angel' investors to the market.

To date, 75 per cent of the angel investors have been new to the social investment space. Ninety-six per cent of the 23 angel investors involved in the 2011 Big Venture Challenge were brand new to the market. Although the social ventures were early stage (a barrier to attracting investment for social and commercial ventures alike), investors were willing to get involved because the Big Venture Challenge programme helped to mitigate the risk by rigorous filtering, match-funding and extensive support. By May 2013, the pilot programme had helped these Award Winners leverage £1.95 million of investment. Big Venture Challenge support has helped the social ventures in this cohort to grow their turnover by 35 per cent, their employee numbers by 12 per cent and most importantly, the number of beneficiaries they serve by 32 per cent.

3. THE ENTREPRENEURIAL CHANGE AGENT FOR SOCIAL ENTREPRENEURS

We are experimenting with our support offers, innovating our services, and testing our hunches in order to continue to build the best environment for social entrepreneurs to start well and thrive. These were the programmes that we were running, testing, iterating and developing across 2013–14 to better understand how to improve support for social entrepreneurs and the organisations supporting them.



BIG VENTURE CHALLENGE

BVC provides ambitious social entrepreneurs with access to business support, powerful connections and match funding to help them raise investment and deliver social impact at scale. This programme is run with the support of the Big Lottery Fund.



STAR PEOPLE

Star People programme supports individuals in Big Local areas to develop solutions to need in the places where they live, work and volunteer. Star People is delivered in partnership with Local Trust.



LEAD THE CHANGE

Lead the Change is partnering with 12 organisations to develop their capacity to support social entrepreneurs in their locality expand the ecosystem of support for social entrepreneurs more generally. Lead the Change is funded by the Esmee Fairbairn Foundation.



MARKET MAKERS

Market Makers is part of our Fast Growth intensive accelerator programme providing £20K of grant funding and 12 months business support to social entrepreneurs These awards were funded by the Cabinet Office.



MONTPELIER

Montpelier Awards were funded by the Montpelier Foundation and were open to individuals who had ideas that addressed issues facing disadvantaged young people across London.



SOCIAL ENTERPRISE DEVELOPMENT AWARDS

SEDA include a 12-month development and growth support package, and a Fast Growth Award, which includes 12 months of intensive growth acceleration services. SEDA is funded by Santander.



SEE CHANGE

SEE Change, delivered in partnership with the Higher Education Funding Council for England, provides bespoke opportunities for universities to sustain and refine their support work for social entrepreneurs with the overall aim of enabling a university-led ecosystem of support for social entrepreneurs to start up, mature and become self-sustaining.



LIVE UNLTD

Live UnLtd got young people involved in social entrepreneurship, to increase their skills, confidence and aspirations to create social change. Live UnLtd was supported by the Big Lottery Fund, Comic Relief, and UnLtd's Millennium Awards Trust endowment.



SPARK

Spark Awards boost investment in peer-to-peer support for social entrepreneurs in communities across the UK and Northern Ireland. Spark awards are funded by Santander.



START SOMETHING SOCIAL

Start Something Social is a schools pilot programme, funded by the Cabinet Office, aimed at 10–14 year olds that takes our materials and best practice to find, fund and support young social entrepreneurs.



SOCIAL SWITCH ON

Social Switch On offers young people in England who have been through the National Citizen Service (NCS) programme the opportunity to continue with social action by accessing an award of £500. These awards were funded by the Cabinet Office.

Without the support of our funding partners, we would have not been able to support social entrepreneurs and those that support them, through these programmes

REACHING BEYOND THE USUAL SUSPECTS



What we are testing

We believe that people positioned within their communities hold specialist knowledge and connections to identify local problems and provide innovative and sustainable solutions. We believe that these local experts come from all walks of life. They have tacit local knowledge that is sometimes overlooked, but we value it.

How we are testing it

Going with the grain of local life

Through the **Star People** programme working in Big Local areas, we have developed a light-touch, place-based way of working. Our team members speak with local people from all walks of life, scanning the area to locate 'movers and shapers' in the community. We convene gatherings of interesting people and aim to inspire individuals and emphasise the positive attributes of the place.

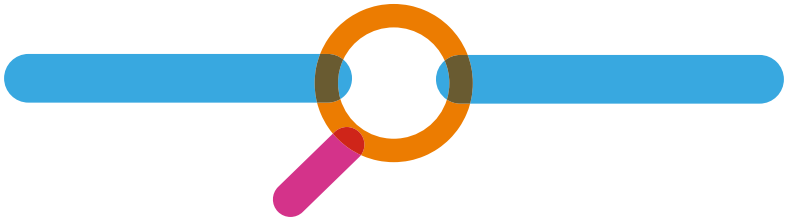
This has resulted in more widespread engagement, including engaging people with fewer formal educational qualifications, people who were retired, unemployed or looking after the home or family, and a greater proportion of women than typically represented in UnLtd's portfolio.

Building confidence through working with trusted partners

Through our **Building Futures** programme (tested through our Live UnLtd programme), we are partnering with organisations already embedded in local communities to reach support entrepreneurs who may otherwise lack the confidence and self-belief to apply to UnLtd directly. One partner from the Building Futures programme commented on the benefits of such partnerships for applicants: *"They didn't want to [apply to UnLtd directly]. They wanted the support of their landlord and the people they knew to get them through the process."*

Emerging evidence suggests that this approach is building sustainable support for social entrepreneurs. The majority of the partners on the Building Futures programme have reported that they plan to continue supporting social entrepreneurs after the programme finishes, and attribute this directly to the support they have received from UnLtd.

SOLVING THE MISSING MIDDLE



What we are testing

We believe that even the best social entrepreneurs leading the best social ventures will not be able to grow or scale up their social impact due to the gap in available investment finance between £50,000 and £250,000 (often called the missing middle). We believe one solution is to reduce the risk of investment propositions by supporting social entrepreneurs to become investment-ready, and by bringing more investors in to the social investment marketplace.

How we are testing it

Attracting new social investors

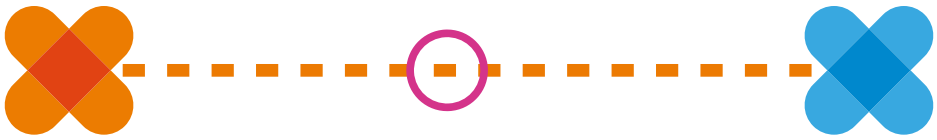
The **Big Venture Challenge** aims to identify, support, fund and rapidly scale up the work of high-potential social entrepreneurs, who can quickly meet the challenge of increasing social need particularly for the most disadvantaged. In doing so it hopes to attract new social investors into the well-documented missing middle of the social investment marketplace.

A second bigger iteration of the programme was launched in 2013–14, building on the success of the 2011 pilot programme, which helped social ventures leverage over £2 million of investment after two years.

This version of the Big Venture Challenge drew on learning from the pilot. It proved effective in attracting investors and investment by providing three levels of investor risk mitigation: pre-selection of high-potential ventures through a rigorous assessment process, intensive support from a team of consultants, and match investment. The last of these moves away from the straight grant formula of the pilot to a part grant/part revenue participation scheme.

Over the course of three years, the programme will have supported 100 high-impact social entrepreneurs to deliver people-powered change in communities across England.

STARTING EARLY ON THE JOURNEY



What we are testing

We believe we need to start early and make social entrepreneurship present at the key moments in people's lives to build a strong population of social entrepreneurs. We are experimenting through a range of programmes to explore different pathways into social entrepreneurship.

How we are testing it

A lesson in social enterprise

We are developing a scheme of work for schools designed to introduce and stimulate social enterprise for 7–14 year olds through our **Start Something Social** programme. It will be suitable for use with a small group, in class, across a year group or a whole school and will be mapped to the new curriculum. This programme will help to ensure that social entrepreneurship is more widely understood and appreciated from a young age. To find out more go here: www.living-it.org/projects/start-social.

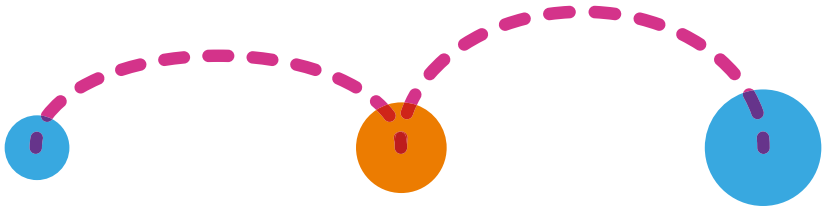
SEE Change

Findings from our work in the higher education sector (www.unltd.org.uk/seechange) demonstrate that an early experience of social entrepreneurship can generate a longer-term interest in social action and entrepreneurship. Leading a social venture is a powerful learning and personal development experience for a young person. Providing bespoke opportunities for universities to sustain and refine their support work for social entrepreneurs, the **SEE Change** programme aims to raise awareness of social entrepreneurship as a career option and to enable a university-led ecosystem of support for social entrepreneurs to start up, mature and become self-sustaining, by building on the strong relationships within universities and extending those into wider communities.

Social Entrepreneurship Apprenticeship

Research from RBS Enterprise Tracker shows that young people are increasingly interested in entrepreneurship, with one in four of those young people with an aspiration to start up a business determined to create a social enterprise. Research also shows that a structured experience of social entrepreneurship engages young people on their own terms and helps them bridge this ambition gap. We believe that an apprenticeship is one way to achieve this and during 2014, we started to bring partners together with the aim of creating the first ever industry standard for **Social Entrepreneur Apprenticeships**.

SOCIAL ENTREPRENEURS HELPING SOCIAL ENTREPRENEURS



What we are testing

We believe that peers – whether they are supporters of social entrepreneurs or social entrepreneurs themselves – can talk powerfully to each other, and share learning at the right time. Through viral, peer-to-peer support initiative, we are creating opportunities for social entrepreneurs and supporters of social entrepreneurs to help, train and support each other.

How we are testing it

How do we spark social entrepreneurs to help others?

As of March 2014, 137 social entrepreneurs were inspired to pass on their own skills and experience gained from establishing or supporting a social venture. With the support of Santander we were able to provide a **Spark** Award to help them (www.unltd.org.uk/spark). Our interactive map shows what Spark peer-to-peer activities are happening across the UK (www.batchgeo.com/map/SparkAwards). Initial evidence suggests that through Spark activities, peer support is happening at all stages of the social entrepreneur's journey. This experiment has expanded UnLtd's reach and opened up support to a wider variety of potential social entrepreneurs.

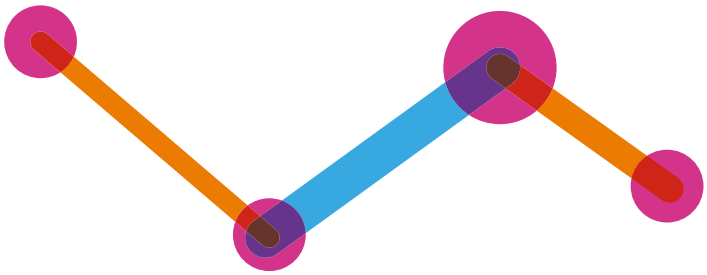
Helping people to start something social

We will be setting up a Social Action Team of 15–25 year olds to provide peer-to-peer support to young social entrepreneurs between 11 and 14 years of age as part of **Start Something Social** (www.living-it.org/projects/start-social). The Social Action Team will provide support to applicants through an online forum, assess new applications coming in from young social entrepreneurs, and answer queries from those young people who are successful in gaining an award. We believe that the Social Action Team will expand and deepen the support available to younger social entrepreneurs and will help to establish a culture of supporting the next generation.

Helping people to lead the change

We are partnering with 12 community and voluntary organisations to develop their capacity to support social entrepreneurs (www.unltd.org.uk/lead-the-change-programme). The Peer Learning Network will be a central element of the **Lead the Change** programme. We hope that this experiment will enable partners to strengthen their networks, share learning about what works and to capture key lessons on achieving sustainability.

IMPROVING QUALITY SUPPORT, SHARING TO LEARN



What we are testing

We believe that our partners understand better than anyone the challenges and opportunities around creating the right support for social entrepreneurs at the right time. We believe that this knowledge is an amazing asset and that mutual sharing of experiences, ideas and innovations will generate exponential learning.

How we are testing it

Co-creating a Knowledge Network

This provides opportunities for collaboration, networking, sharing learning and best practice between universities, private and third-sector organisations, civic institutions, and the Global Social Entrepreneurship Network (GSEN). During the first stage of development, tools, resources, research, expertise and experience will all be available through the online Social Enterprise in Education (SEE) platform and through our off-line event activity. It will enable Higher Education Institutions to connect with a wider ecology of skills and knowledge. The plan is to then extend the Knowledge Network to UnLtd's wider partners. If you are interested in finding out more, please email zulfiqarahmed@unltd.org.uk.

Sharing results of supporters

To assist partners in reporting their activities and measuring and benchmarking their impact, we are developing a data service. Our ambition is to create a 'data commons' with others in the sector, whereby supporters of social entrepreneurs understand and measure who they are supporting, how well they are supporting them, and the impact the social entrepreneurs are having as a result. Our vision is that supporters of social entrepreneurs share what works and what does not work, so that the sector as a whole can increase the relevance and quality of its support. Sharing data in this way would enable us to discover how best to support social entrepreneurs at different stages in their social venture development. If you are interested in joining, please email research@unltd.org.uk.

Reflective learning with supporters

To enable us to collectively identify challenges and innovations emerging within the delivery of support, we have introduced reflective learning sessions across our work, and have facilitated it among our partners. An example of this is **Lead the Change**, where all 12 partner organisations will participate in a set number of Peer Network events and Action Learning Sets over the course of the programme. These sessions will be facilitated by an UnLtd staff member but will allow scope for the partners to shape the content to maximise their shared learning about how to effectively build a social entrepreneurial network.

Growing a global network

We are also seeking to share learning on an international level through the **Global Social Entrepreneurship Network** (GSEN), which is incubated by UnLtd. GSEN is the only global network for organisations supporting early-stage social entrepreneurs. Our mission is to enable support organisations around the world to become increasingly sustainable and effective in helping more social entrepreneurs start and thrive. By March 2014, the network had grown to 39 members in 27 countries. We have launched an online portal, empowering social enterprise supporters around the world to share knowledge and learning through discussions, forums and a resource library, and our first global event took place before the Skoll World Forum in April 2014.

To find out more visit gsen.unltd.org.uk.









2013–14 PARTNERS AND SUPPORTERS

We would like to thank all our partners for joining us in supporting social entrepreneurs in the UK

A

Accent Housing
The Accord Group
Actis
Affinity Sutton Group
Amicus Horizon
Amir Syed
Anglia Ruskin University
Aspire Housing
Aston University

B

Bain & Co
Barnsley College
Barrow Island Community Trust
Beatfreeks
Bexley Voluntary Service Council
Big Local Trust
Big Lottery Fund
Birkbeck
Blackburn College
BlastBeat
Blue Acorns
Boston College
Boston Consulting Group
Bournemouth and Poole College
Brand Ethos
Birmingham City University

C

Cabinet Office
Cardiff and Vale College
Carmel Webb
Centrica
City College Norwich
City College Plymouth
Claremont
ClearlySo
Comic Relief
Community Development and Training
Corby Community Partnership
Coventry University

D

Debevoise & Plimpton
Derby College
Deutsche Bank
DLA Piper
Doug Miller

E

Ed Sellwood
Edgehill University
Enabling Enterprise
European Union
Eventbrite
EY Foundation

F

Free The Children
Freuds

G

Gateshead College
Generation Change
George Salter Academy
Goldsmiths
Google Campus
Grŵp Gwalia

H

Higher Education Funding Council for England
Highbury College Portsmouth
Hogan Lovells
Hum Brum

I

Imperial College London
Incommunities
iNHouse Communications
Intentionality

J

Just Straight Talk CIC

K

K College
Keele University
Kering Foundation
King's College London

L

The Lancashire Wildlife Trust
Lancaster University
Leeds City College
Leeds Metropolitan University
Liverpool Institute for Performing Arts
Liverpool Hope University
Liverpool John Moores University
London School of Economics and Political Science
London South Bank University

M

Make it Happen Consultancy
Manchester Markets
Manchester Metropolitan University
Matrix Housing Partnership
Melody Hossaini via InspirEngage
Millennium Awards Trust

N

NACUE
National Association of British Market Authorities
National Market Traders Federation
New College Nottingham
New Prospects Association
NG Homes
Nike
North Ormesby Neighbourhood Development Trust
Nottingham Trent University

O

O2
OC&C Strategy Consultants
On Purpose
Oxford Brookes University

P

PA Consulting
PhonepayPlus
Plus Dane Housing Group
Plymouth University
The Project Farm

Q

Queen Mary University of London

R

The Ramsey Initiative
Ravensbourne
Rich Benton
Royal Agricultural University

S

Salterbaxter – MSL Group
Santander
Sir Steve Redgrave Foundation
School of Oriental and African Studies
The Shaftesbury Partnership
The Sheffield College
The Social Investment Business
Southampton Solent University
Stockton Riverside College
Stoke on Trent College
Super Being Labs
Sussex Downs College
Synergy Housing (part of the Aster Group)

T

Tai Calon
TaylorITEX CIC
Teesside University
Telefonica
Thai Social Enterprise Office
Thomson Reuters Foundation
Tina Franklin
TOMS
Trafford Housing Trust
Trent and Dove Housing

U

University College London
University of the Arts London
University of Bath
University of Birmingham
University of Bristol
University of Cambridge
University of Central Lancashire
University of Cumbria
University of East Anglia
University of East London
University of Exeter
University of Gloucestershire
University of Greenwich
University of Hertfordshire
University of Hull
University of Leeds
University of Lincoln
University of Manchester
University of Northampton
University of Oxford
University of Portsmouth
University of Salford
University of Sheffield
University of Southampton
University of Warwick
University of West of England
University of Winchester
University of Worcester
University of York
Uxbridge College

V

Valleys to Coast and NPT Homes

W

Walsall College
Warwickshire College
The Wharton Trust
Woodhouse College
The Work People CIC

Y

Yorkshire Housing
Young Enterprise
Youth Business International
Youth Enterprise CIC

END NOTES

[1] We describe the wide variety of organisations which social entrepreneurs set up as "social ventures". A social venture can come in many forms of legal structure, but it must have social impact as its number one purpose. There are a broad range of organisational forms created, including voluntary groups, mutuals and co-ops, charities, social enterprises or "profit with purpose" business. We call this broad church of organisations 'social ventures'. In the UK there are a wider variety of legal forms to choose from. The right choice depends very much on the focus of your social venture

[2] This figure of total Awards made differs from that reported in our Annual Report. This revised figure excludes Awards made in 2013/14 which were withdrawn after 31 March 2014, and includes Awards made through partners, the details of which were only fully submitted after 31 March 2014.

[3] At the time this report was produced, 560 Awards were still active. We will have final post-withdrawal figures for this fiscal year after April 2015 when all Awards will be closed, completed or withdrawn.

[4] End of Award survey sent to 1,299 Award Winners with 750 responses (360 from Award Winners of Awards awarded through partners, 390 from Award Winners of Awards awarded directly by UnLtd). Respondents did not always answer every question, so the base sizes differ for each question. Data correct as of 27 November 2014.

[5] Rapidata Services Plc survey.

[6] The mean is the value obtained by dividing the sum of a set of quantities by the number of quantities in the set; the median is the middle value of the set when they are ordered by rank.

[7] Comparing Scaling Awards to Try It, Do It, and Build It Awards. This effect was small and variable, but suggests that around 63 per cent of Scaling Award Winners had more beneficiaries than an average social venture starting up.

[8] Self-reported figures collected during 2013/14 from 146 Award Winners responding positively to this question in one of our surveys. This includes 50 who reported figures for full-time staff only, 67 who reported figures for part-time staff only, and 48 who reported figures for both full- and part-time staff.

[9] ONS, (2014), Annual Survey of Hours and Earnings, 2014 Provisional Results, www.ons.gov.uk/ons/rel/ashe/annual-survey-of-hours-and-earnings/2014-provisional-results/stb-ashe-statistical-bulletin-2014.html.

[10] In 2012 UnLtd began a quasi-experimental evaluation of the Big Venture Challenge pilot. This evaluation is due to be completed in 2015, and a baseline report comparing Award Winners to unsuccessful applicants can be found at www.unltd.org.uk/2012/11/05/bvc-baseline-report/.

[11] Award Winners were asked two questions, 'Overall, how much has the Award helped you to improve your skills, if at all?' and then 'And how much has the Award helped you to develop the following skills, if at all?'. The latter asked them to rate a list of skills using the following scale – A Lot; A Fair Amount; A Little and Not At All.

[12] Cabinet Office (2013) Social Enterprise: Market Trends, based upon the BIS Small Business Survey 2012.

[13] UnLtd, (2013), Spotlight on Building a Social Investment Pipeline (www.unltd.org.uk/2013/11/07/%EF%BF%BCbuilding-a-social-investment-pipeline).

[14] BIS, (2014), Business population estimates for the UK and regions 2014: detailed tables: www.gov.uk/government/statistics/business-population-estimates-2014 (n=5,243,135).

[15] ONS, (2012), Ethnicity and National Identity in England and Wales 2011: www.ons.gov.uk/ons/dcp171776_290558.pdf.



Here's to 2015!





UnLtd is the trading name for The Foundation for Social Entrepreneurs, a company limited by guarantee.
Registered in England No. 4180639. Registered Office: 123 Whitecross Street, London EC1Y 8JJ. Registered Charity No. 1090393