UnLtd







IMPACT REPORT 2015













AN OVERVIEW OF UNLTD'S WORK FOR THE FINANCIAL YEAR 2014-2015

WELCOME TO UNLTD'S 2014-2015 IMPACT REPORT

UnLtd's job is to reach out and unleash the energies of people to transform the world they live in. We call these people social entrepreneurs.

Social entrepreneurs are the keys to solving some of the biggest problems faced in society, from improving their communities, breaking the cycle of re-offending, and closing the attainment gap in education. We back social entrepreneurs on their own ideas, at the early stages of their journey. This leads to immediate social impact as well as developing social leadership along the way.

2014-15 was the final year of our strategy implemented between 2010-2015, which focused on bringing people together in a common cause to inspire hope for the future and build people's confidence to act for social change.

In the past five years we have found talent in the most challenged of places, and found high fliers who are now making change happen at massive scale. Our model has been adapted across the UK and across the globe and we have built a unique approach of shared learning with 145 partners in the UK and over 50 internationally.

We have now amassed a priceless set of evidence about social entrepreneurs, what they achieve and how best to support them as leaders for a better world. We have made some mistakes, followed blind alleys, taken risks, learned from them and become stronger as a result.

Today, we have a strong and highly relevant forward strategy that will keep UnLtd at the centre of innovation in our sector for years to come. And we have a group of dedicated supporters who fund, mentor, and celebrate the incredible people we work with.

In this report we share the impact we made in 2014-15, and share the insights we believe we should act on next.

We hope you enjoy it.





Cliff Prior
CEO, UnLtd

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ABOUT UNLTD

UnLtd is a charity that boosts support for 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.

We reach out and unleash the energies of people to transform the world they live in. We call these people social entrepreneurs.

During our 2010-2015 strategy, we focused on these three areas to help social entrepreneurs start well and thrive:

- Backing people as social entrepreneurs in their communities
- Helping social entrepreneurs with high potential for growth to scale up their ventures
- Helping to develop the social entrepreneur support sector into an effective system of help

By supporting social entrepreneurs and people who support them 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.

By supporting social entrepreneurs and people who support them 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.



UNLTD IN NUMBERS 2015

UnLtd for social entrepreneurs

OUR AWARDS[1]

1,150 AWARDS

were made to social entrepreneurs in the UK

599

Awards made directly by us

551

Awards made through our partners

£5 million

plus total awarded in cash alone

£1.6 million

brokered in pro-bono support and resources

OUR PARTNERS AND SUPPORTERS

We worked with

145

delivery partners in the UK

WE WORKED WITH 50 INVESTORS

We worked with over

350

volunteers, mentors and other individual supporters

OUR SOCIAL IMPACT[2]

96%

of Award Winners responding to our surveys in 2014–15 reported that **they would not have progressed in the same way without our support**

85%

of Award Winners responding to our surveys in 2014–15 reported that **they had greater confidence to act for social benefit**

819,654

beneficiaries were reported to have been reached by Award Winners responding to our surveys in 2014-15

4,954

created volunteering opportunities with a mean average of **16 PER VENTURE**

13,022

created training opportunities with a mean average of **53 PER VENTURE**

805

people collectively employed with a mean average of **4 EMPLOYEES PER VENTURE**

OUR WIDER NETWORK

2807

people registered to attend 35 events

4,543

likes for UnLtd's Facebook page

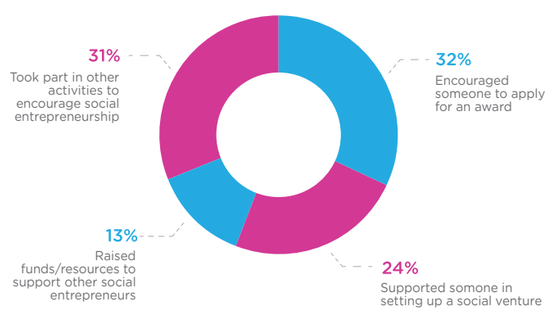
11,776

new Twitter followers

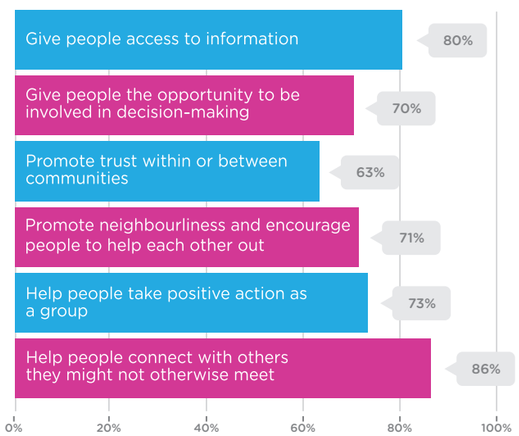
68,060

people visited our website

Social leaders supporting each other



Social entrepreneurs strengthen communities



MAXIMISING SOCIAL IMPACT[3]

TRY IT

You'd like to develop an idea to create social change

£293,332 (total)

497 Awards

20 beneficiaries per Award (median)

DO IT

You've got an idea. You're passionate about making this happen in your area

£1,886,484 (total)

530 Awards

50 beneficiaries per Award (median)

BUILD IT

You want to build your social venture. You are ready to grow to a local or regional level.

£918,845 (total)

74 Awards

450 beneficiaries per Award (median)

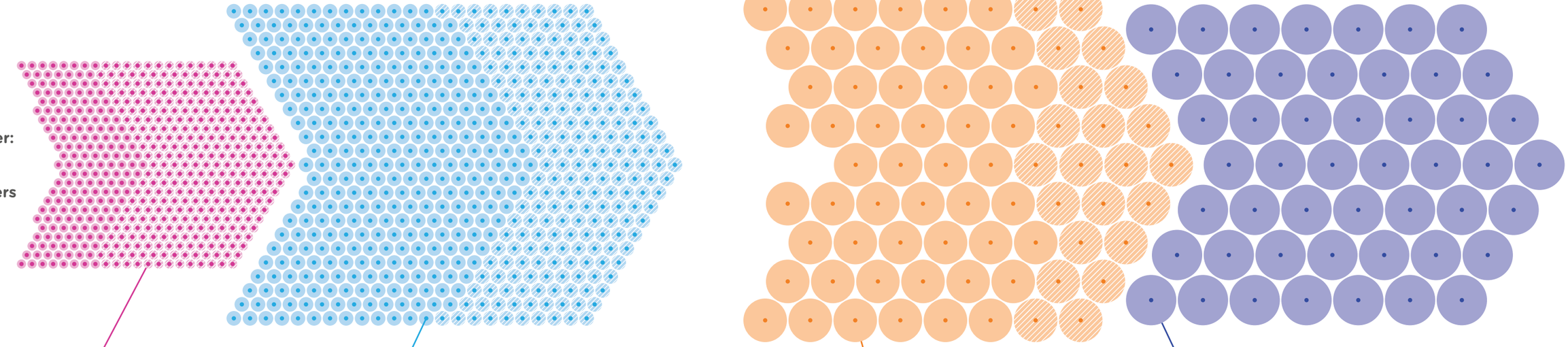
SCALING[4]

You are ready to scale fast. You lead an early stage social venture and are ambitious for rapid growth possibly through taking an investor

£1,945,000 (total)

49 Awards

600 beneficiaries per Award (median)



TYPICAL VENTURE PROFILES

	TRY IT	DO IT	BUILD IT	SCALING[4]
Income (median)	£260	£5,550	£37,000	£205,000
Training opportunities created (mean average)	8	33	34	323
Volunteering opportunities created (mean average)	5	15	20	34
Helped to find a job (mean average)	2	5	8	35
Employees (mean FT and PT)	0	2	5	11



01
DEVELOPING SOCIAL LEADERS

DEVELOPING SOCIAL LEADERS

At UnLtd, we build leadership for social improvement. We know that the communities which face problems contain the people who will create the solutions.

We reach out to find these passionate, talented, resourceful people, who are determined to solve social or environmental problems. In doing so we back – directly and through our partners - large numbers of people to start new social ventures and take their first steps into social entrepreneurship. We are prepared to take risks and while we recognise that not all will succeed, we believe many will develop community level ventures, and some will go on to take their social ventures to scale. Others may learn from the experience and come back more strongly as social leaders in the future.

We support them all to succeed. We value the unique knowledge that each of them brings and work to support their development through the 'on-the-job' learning of leading a social venture. We believe that this experiential learning encourages social entrepreneurs to learn new knowledge and skills which cannot be acquired through traditional classroom approaches. Skills which are essential for creating social impact and making the world a better place. Skills which they can then pass on to others. Skills to become social leaders.

OUR AWARDS

	STAGE OF THE SOCIAL ENTREPRENEUR	SUPPORT NEEDED
Try It	You'd like to develop an idea to create social change	You need a taster experience to build your confidence
Do It	You've got an idea. You're passionate about making this happen in your area	You need support to start working on it, and to learn what works: your first market test
Build It	You want to build your social venture. You are ready to grow to a local or regional level.	You need cash for your living expenses and one-to-one support: you are fully committed to growing your venture
Fast Growth*	You want to rapidly scale your social venture nationally or internationally	You need cash for your living expenses plus intensive business support
Scale It*	You are ready to scale fast. You lead an early stage social venture and are ambitious for rapid growth possibly through taking an investor	You need access to business support, powerful connections and match funding to help you to raise investment and deliver social impact at scale



*In many instances in 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.

OUR MENU OF SUPPORT

After years of refinement by 2014-15 our model had evolved to include one-to-one support, cohort support, webinars, residential learning events, networking opportunities, mentoring and access to technical expertise, alongside the financial award. This model is delivered through the following learning activities:



BOOT CAMPS AND RESIDENTIAL LEARNING EVENTS:

Award Winners regularly have access to a range of educational events, which serve different functions depending on their stage of development and learning needs.



AWARD MANAGERS COACHING THROUGH EXPERIENCE:

A central pillar of our support is the provision of an Award Manager, who provides coaching to help Award Winners develop their personal, leadership, technical and project development skills. This is designed to allow Award Winners to learn from their day-to-day experience of running their social venture.



MENTORING (BY SOMEONE OTHER THAN AN AWARD MANAGER):

We partner with a range of mentors who can provide Award Winners with specialist guidance and support. In 2014-15 we gave 157 social entrepreneurs access to mentors and pro bono support, and reached over 500 social entrepreneurs through our webinars and workshops. Mentors do not provide direct advice, but mentor the social entrepreneur through the process, helping them to develop the necessary knowledge and skills.



OPPORTUNITIES TO LEARN FROM OTHER SOCIAL ENTREPRENEURS AND STAKEHOLDERS:

We undertake a variety of activities that encourage peer-to-peer learning and support, such as the Living It festival at Google Campus in June 2014, which aimed to inspire and facilitate networks between young people and their supporters.



TOOLKITS AND WEBINARS:

UnLtd has developed a range of toolkits and resources to help social entrepreneurs develop their ideas further. Several of these are structured to encourage reflective learning, such as ‘Changing the World: The young person’s guide to social entrepreneurship’, which was launched in 2014-15.

OUR PROGRAMMES – 2014-15

In addition to our standard Awards offered during April 2014-March 2015, UnLtd ran 16 programmes of support dedicated to supporting social entrepreneurs, either directly or through our partners.

APPETITE FOR CHANGE

Supports innovative social entrepreneurs in Devon and Cornwall with a passion for food



BIG VENTURE CHALLENGE

Supports ambitious social entrepreneurs to raise investment and scale up impact, funded by Big Lottery Fund

START SOMETHING SOCIAL

Working with teachers to introduce social entrepreneurship to young people

FE PIONEERS

Working with further education institutions to find and nurture budding student social entrepreneurs



SANDWELL ECO SYSTEM

Partnership with Sandwell Council and other key agencies to develop an ecosystem of support for social entrepreneurs in Sandwell



SEE CHANGE

A programme to embed and popularise an ecosystem of support for university-based social entrepreneurs within higher education institutions in England, with support from Hefce

WAYRA UNLTD

A partnership with Wayra (a start-up accelerator) to help technology based social entrepreneurs to grow their ventures, supported by Telefonica and the Cabinet Office

SOCIAL ENTERPRISE DEVELOPMENT AWARDS

A programme funded by Santander providing cash and support to social ventures interested in scaling their impact and becoming investment ready





DO IT FOR REAL

Programme to fund and support young people aged 16-30 across the UK to undertake social action projects, both directly and through partners and young volunteer supporter, funded by Comic Relief & Spirit of 2012

TOWER HAMLETS SEEN

Provides social entrepreneurship opportunities for young people in Tower Hamlets, supported by JP Morgan

LEAD THE CHANGE

Working with 12 established local organisations to develop grassroots ecosystems of support, with funding from the Esmée Fairbairn Foundation



POWER TO CHANGE

Partnership with Locality and Plunkett Foundation to help community businesses gain investment from Power to Change funds



SOCIAL SWITCH ON

Offering the young graduates of NCS (National Citizen Service) the opportunity to deliver a social action project, funded by the Cabinet Office

STAR PEOPLE

Builds capability and improves lives through supporting social entrepreneurs in the 150 most disadvantaged localities in England, as part of the Big Local Trust

SOLUTIONS FOR AN AGEING SOCIETY

Work funded by Coutts Foundation to find, fund and support ideas to address the challenges and barriers resulting from an ageing society, drawing on expert panel members for advice and support



SPARK

Working in partnership with Santander to deliver a national campaign with the aim of expanding the availability of peer to peer support for social entrepreneurs who want to act for positive change

THE PEOPLE WHO HELPED US THIS YEAR

A

Accent Housing
Actis
Akin Gump LLP
Amicus Horizon
Amir Syed
Anglia Ruskin University
AON
Aspire Housing
Aston University
AVPN

B

B Lab UK
Bain & Co
Barclays
Barnsley College
Barrow Island Community Trust
Beatfreeks
Big Lottery Fund
Big Society Capital
Birkbeck
Birmingham City University
Blackburn College
BlastBeat
Blue Acorns
Boston College
Boston Consulting Group
Bournemouth and Poole College
Brand Ethos
British Council

C

Cabinet Office
Centre for Entrepreneurs
Centrica
Claremont
ClearlySo
Comic Relief
Copenhagen Business School
Coutts Foundation
Cardiff and Vale College
Carmel Webb
City College Norwich
City College Plymouth
Community Development and Training
Corby Community Partnership
Coventry University
Cyclemaster CIC

D

Debevoise & Plimpton
Derby College
Deutsche Bank
DLA Piper
Doug Miller

E

Ed Sellwood
Eden Project
Edge Hill University
Elmton & Creswell Village Company
Enabling Enterprise
Esmée Fairbairn Foundation
European Union
EVPA
EY Foundation

F

Federation of Small Businesses
Free The Children
Freuds

G

Gateshead College
Generation Change
George Salter Academy
GMCVO
Gofal a Chymorth Gwalia
Goldsmiths
Google Campus
Greater Manchester Centre for Voluntary Organisations
Green Accountancy
Groundwork North Yorkshire
Grŵp Gwalia

H

Hamara Ltd
Hamer Youth Group
Highbury College Portsmouth
Higher Education Funding Council for England
Hogan Lovells
Hub Birmingham

I

Impact Hubs
Imperial College London
Incommunities
iNHouse Communications
Intentionality
Ixion Holdings

J

JP Morgan
Just Straight Talk CIC

K

K College
Keele University
Kering Foundation
Kings College London
Kirby Unemployed Centre
KU Leuven

L

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

M

Make it Happen Consultancy
Manchester Markets
Manchester Metropolitan University
Mathys & Squire LLP
Matrix Housing Partnership
Melody Hossaini via InspirEngage
Middlesbrough Football Foundation
Millennium Awards Trust
Morrison & Foerster
MySupportBroker



NACUE
National Association of British Market Authorities
National Enterprise Network
National Market Traders Federation
NESTA
New College Nottingham
New Prospects Association
NG Homes
Nike
North Glasgow Homes
Nottingham Trent University

O2
OC&C Strategy Consultants
Omagh Enterprise Company
On Purpose
Orrick, Herrington & Sutcliffe LLP
Oxford Brookes University

PA Consulting
Participate Projects
PhonepayPlus
Plus Dane Housing Group
Plymouth University
Prophet

Queen Mary, University of London

Rachella Sinclair
Ravensbourne
Regather Co-op Ltd
Rich Benton
Right Track SE
Rob Whitehead
Rothschild
Royal Agricultural University
Royal College of Art

Salterbaxter – MSL Group
Santander
Sefton & Liverpool Women in Business CIC
Shaftesbury Partnership
Shared Future
Sheffield Hallam University
Sheridans
Shores Centre
Shropshire RCC
SLYNCS

SOAS
Social Economy Alliance
Social Enterprise Acumen
Social Enterprise UK
Social Impact Investment Taskforce
Social Investment Business
Southampton Solent University
Spirit of 2012
Staffordshire University
Stockholm School of Economics
Stockton Riverside College
Stoke City FC
Stoke on Trent College
Stone King LLP
Student Hubs
Studio 54
Super Being Labs
Sussex Downs College
Swarm
Synergy Housing (part of the Aster Group)

Tai Calon
Taylor ITEX
Teesside University
Telefonica
Thai Social Enterprise Office
The Accord Group
The Aspire Group
The Challenge
The Lancashire Wildlife Trust
The Mighty Creatives
The Old Co-Op Building - Project of TVRCC
The Project Farm
The Shaftesbury Partnership
The Sheffield College
The Social Investment Business
The Wharton Trust
The Work People CIC
The Zebra Collective
Thomson Reuters Foundation
Tina Franklin
TOMS
Trafford Housing Trust
Trent and Dove Housing

UBS
UNCTAD
University College 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 Leicester
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 Surrey
University of the Arts London
University of the West of England
University of Warwick
University of Winchester
University of Worcester
University of York
Uxbridge College

Valleys to Coast and NPT Homes

Walsall College
Warwick Business School
Warwickshire College
Wellbeing Enterprises

Yorkshire Housing
Young Enterprise
Youth Business International
Youth Enterprise CIC





BACKING PEOPLE IN COMMUNITIES

CASE STUDY: AMANDA WELLENS-BRAY AT GREENSLATE COMMUNITY FARM

Amanda's passion for her area – Billinge, a post-industrial centre for coal mining near to Wigan – was just one of three inspirations behind her creation of Greenslate Community Farm. 'Billinge and Orrell used to have a real sense of community,' she said, '[but] over time this has diminished and they have started to become dormitory towns where people just return to sleep.'

Her second driving force comes through her son's experiences. He has learning difficulties so Amanda saw first-hand the challenge of finding high-quality adult social care provision, especially in the light of cuts to local services.

Thirdly, Amanda believes there is an urgent need to raise awareness about the way that communities can tackle the climate crisis, economic instability and address social needs at a local and domestic level.



Having lived in Billinge her whole life, aside from university, she had built trust and extensive local networks across the community. Amanda had a successful career as a Tax Consultant and then went on to start her own business, an Organic Herb Nursery. Such is her commitment to working for the good of her community, she now solely focuses on the rapid development of Greenslate Farm.

Success for Amanda is not just the development of Greenslate, but the development of a far-reaching network of community hubs engaging with a wide variety of people across the Wigan borough.

THE BIG VENTURE

Amanda always remembered Greenslate as a massive civic asset at the heart of the Billinge and Orrell community. However, the local council had long since abandoned it and the land had become overgrown. Amanda saw an opportunity to turn this land back into a local asset and also develop her vision to enable the local communities to become self-dependent, mutually supportive and environmentally aware.
In early 2013, Amanda secured a long-term lease of the land and in August 2013 incorporated as an Industrial Provident Society, Community Benefit Company.

The enterprise certainly extracts maximum value out of the land. It not only offers day care facilities (the 'Care Farm') for adults with learning difficulties, but also facilities for schools and other groups (e.g. Age UK, The Challenge, Environment Agency).



There are 30 allotments for local residents, a market garden and meat sales through the community grocery shop. That's not even mentioning the weekly kids clubs for children aged 5-12, forest tots clubs for under 5s, plus a Brambles club (baby rambles).

Further plans are underway to create a community builders yard, a renewable energy company and educational community energy hub all on the existing site. Not bad for a piece of abandoned land.



MOBILISING THE COMMUNITY

The success of Greenslate Farm is down to Amanda's entrepreneurial efforts, but also the community. In the 12-month period to August 2014, the enterprise engaged over 3,000 local people and totted up 11,423 community volunteer hours. Local people have also invested their own money in the venture through a community share issue, with 80 members to date.

Greenslate truly demonstrates the symbiotic relationship between the enterprise and the local community, as reflected in its customer base, governance and support structures. The enterprise draws its seven directors from the local community and they boast a diverse range of skills, from HR and IT to multinational food distribution.

THE BUSINESS MODEL

Greenslate's business model relies heavily on the Care Farm. Social care provision has undergone radical changes, with local authorities closing day care services and providing personal budgets for adults with learning difficulties to use on social care placements. As such, this income is stable and there's room to grow. Other income is generated through school visits, shop sales, membership, allotment rental, corporate team building and a small amount of sponsorship and donations. Projections demonstrate that the venture is well on its way to self-sufficiency without the need for future subsidy.

INSTITUTIONAL FIT?

This enterprise demonstrates a clear institutional fit: the day care services of all three surrounding Local Authorities are being closed down, so there is a clear need for new social enterprises to take their place. This has been recognised by Wigan Council, which backed Greenslate with £90,000 over a three-year period via a Community Investment Fund.

Having invested in Greenslate, the local authority is now working hard to ensure that social services department are backing up the investment by providing the referrals to services offered. The enterprise has also built a relationship with Oxford University, which supports the monitoring and evaluation of the impact created through the venture.

OVERCOMING THE BARRIERS

There was one main barrier: the high cost of infrastructure development. This was partly overcome through the investments of UnLtd and the Local Authority, but mainly through the engagement and utilisation of community volunteer labour. The skills of local residents have been used at all stages, from fitting out a cabin, building a shop and classroom, erecting a commercial polytunnel and greenhouse, through to creating the systems and policies needed to run the business.

Unusually, when Amanda approached UnLtd, she already had many of the technical skills required to lead her community venture. However, UnLtd were the first to back her with a Do It Award of £2,688 to lay the civic foundations for this venture through the establishment of a Time Bank and to provide some further technical training for her.

UNLTD'S BUILD IT BOOST

Impressed by Amanda's exceptional progress, evidenced by her entrepreneurial zeal and deep local impact throughout her Do It year of support, UnLtd decided to invest in her further with a Build It Award of £15,000. The timely award enabled the recruitment of a full-time project co-ordinator, allowing Amanda the time to focus on strategy and new business development. Furthermore, the Award demonstrated UnLtd's belief in the potential of the venture and validated the Entrepreneur's decision to create local impact. 'The financial funding really accelerated the growth of Greenslate, but UnLtd's support represents much more than that,' said Amanda.

> *'The confidence boost that you get when an organisation backs you and your vision as an individual is priceless. The Award gave me a massive amount of flexibility to take things forward and the ability to access both local and national networks have been of real value.'*

A key element of Amanda's vision for Greenslate is that it acts as an inspirational catalyst for other local spin-off community enterprises. UnLtd has further supported this vision by awarding a number of members with £500 'Spark Some Good' Awards, powered by Santander, to reach out and inspire their peers into social action.



HELPING SOCIAL ENTREPRENEURS WITH HIGH POTENTIAL FOR GROWTH TO SCALE UP

CASE STUDY: DALE CRANSHAW FROM GROWING SUPPORT

Dale Cranshaw created Growing Support in 2013 with his co-director Victoria Hill. 'We started as a result of our own experiences of older relatives in care who were often, if they had dementia, sort of locked in and didn't have clear access to the grounds and outdoor space that might be available,' he said. When they realised this was a bigger problem than just their own personal experiences, they set about trying to change things.

> *'My own Grandma was a keen gardener, she was always outside in the garden. When she went into care she didn't have access to that space and activity.'*

'60% of older people in care never go outside - people in care are more than twice as likely to suffer from severe loneliness than people living in the community,' said Dale. 'We felt that we could tackle that by being the link between the home and getting people out into the garden.'

Growing Support runs social and therapeutic horticulture activities, primarily in care homes, working with older people and people with dementia. Their aims are simple: 'We are targeting social isolation, loneliness and the negative health effects of inactivity.'

GROWTH PLAN FOR GARDENING

Dale and Victoria didn't want to be over-reliant on grant funding, which is one of the key reasons they decided to set up as a Community Interest Company.

'We're really passionate about being a social enterprise rather than a charity,' said Dale. 'We didn't want to be lurching from fund to fund, we wanted to be able to move quickly and be flexible. The value that we add to people's lives should be something they can rely on, rather than being on an unsustainable footing.'

Growing Support has grown rapidly, initially working with three nursing homes and now up to 25. Dale estimates they're now helping more than 800 people, success he puts down to careful targeting of the various routes to market.

'Part of our plan was to target large providers within the region. We worked with care homes that are part of groups of care homes and we found that we had recommendations from that home to get into the other homes in the group.

'We also focused on getting out and speaking to NHS commissioners about what they want and need, and what funding is available to deliver that. This has meant we've been able to get contracts working in care homes and community gardens from them.'

Just as importantly, they have taken an analytical approach to building their enterprise and spent time understanding the areas of demand. 'Dementia, social isolation and loneliness are key public health issues. We have worked out the market is in those different areas and been able to target those. That's how we've grown.'

HOW UNLTD HAS HELPED

Dale has had several Awards from UnLtd starting off with a £3,000 Do It, before receiving a SEDA Catalyst Award and, currently, a Fast Growth Award. Our team has worked alongside Dale to help him start and grow his venture.

'We're always learning and adapting, and improving our service,' said Dale. 'UnLtd has helped us with that; having that extra guidance and support as you're growing, thinking about things like different models that we should be considering has been very helpful. We're still in the process of doing that, we've developed what we think is a sustainable model.'



Next up, the world. Or at least more areas. ‘It’s now about thinking about how we can grow from where we are in Bristol and Gloucestershire into other regions. UnLtd are helping us to understand how we can fund and resource that.’

CREATING SOCIAL CHANGE

Growing Support has managed to match its financial growth with scaled up social impact: as it works with more people, so it’s been able to bring joy and a sense of community to an ever-greater number of those living in care.

‘The most rewarding thing for me is seeing the change in people,’ said Dale. ‘Giving them that sense of joy and love, making it possible that in their day they’ve done something really meaningful and enjoyable.’

One of Dale’s favourite examples of the work that Growing Support do involved a lady who arrived in the garden who was clearly agitated and upset. ‘She was crying,’ Dale recalled. ‘The care staff said nothing you can do will make any difference, today she’s just really upset.’

To start with, one of Growing Support’s volunteers walked with her around the garden to help calm her. ‘She then worked alongside one of our facilitators and started taking part using our accessible tools to plant some cabbages in the veg plot. She started to interact with the group around her. She couldn’t really verbalise words anymore but she could understand when the group was laughing and laughed along with them.’

In her own way, says Dale, she was talking with people in the group and engaging with them. ‘When care staff came back at the end of the session, they said they were amazed to see the change in her. It’s that kind of positive impact on mood and behaviour that we see in the people we work with.’







BUILDING AN ECOSYSTEM OF SUPPORT

CASE STUDY: WOMEN SUPPORTING SOCIAL ENTREPRENEURS IN GREATER MANCHESTER

Over our many years of supporting social entrepreneurs, we have learnt that developing the skills and confidence of individuals to become leaders in their communities has the intended consequence of inspiring others. In recent years we have sought to leverage this effect to draw more people into social entrepreneurship, so they too can generate social change.

Through the Spark Awards programme in 2013-15, delivered in partnership with Santander, UnLtd supported a movement of people to pass on their social venture skills and experience to their peers. The Spark Awards have tapped into an existing desire amongst social entrepreneurs to help each other by providing peer-to-peer support.

BUILDING A NETWORK OF SUPPORT

The programme was an experimental pilot. It marks the start of a journey for UnLtd in developing and supporting a national network of peer-to-peer support. Providing more opportunities for social entrepreneurs to support each other and share learning and experiences will continue to be a priority in the years ahead.
In Greater Manchester a strong network of 45 individuals has developed with the aim of supporting female social entrepreneurs.



Spotting the opportunity offered by the Spark Awards, Nickala Torkington, from UnLtd, mapped out her top ten female social entrepreneurial connectors in the Greater Manchester area. She invited them to an informal meeting to discuss the gaps they saw in the provision of support tailored to meet the needs of female social entrepreneurs.

Eight women turned up at that first meeting in September 2013, including new and longstanding UnLtd Award Winners and support partners from other UnLtd programmes. Together they identified shared goals, gaps in provision and opportunities to address these gaps.

> *A common aim for the group was agreed: to enable women to overcome the barriers of fear, access to resources and access to development opportunities to enable them to achieve their social and economic potential.*

When Nickala invited people to meet up informally again in May 2014, the number of women had grown to 18. Collectively, they wrote an application for a Spark Award to kick start the Women Supporting Social Entrepreneurs (WSSE) peer-to-peer network, which grew the group to 30 individuals. Longstanding Award Winner Jessica Symons applied for and oversaw expenditure of the application.

The Spark Award has funded the WSSE network to meet three times and contributed towards the cost of a launch event in March 2015. Following this, the network has grown to 60 individuals and the WSSE has also launched a peer mentoring training programme.

'Mentor champions' will be trained, who will then go on to broker 2–5 mentoring relationships each, with additional one-to-ones and group mentoring sessions in the pipeline. Mentoring training began in April 2015 with a 'mentorathon', an action training and fundraising event, taking place in July 2015. The aim of the network is to broker 20–30 mentoring relationships by December 2015.

BUILDING ON SUCCESS

This initiative could not have succeeded without the hard work of many WSSE members. For example, network member and Award Winner Jo McGrath provided significant operational, marketing support and joint facilitation of WSSE through Enterprise Stuff. The WSSE network has also committed to continuing to meet on a bi-monthly basis, with different members hosting the network each time.

With the help of Manchester Business School, which offered funding towards the cost of the mentor training, 27 individuals within the network who are likely to take on the role of mentors have been identified, along with five individuals who are also likely to be mentor champions.

In addition, the network has encouraged and supported members to apply for Spark Awards and members have attended each other's activities. So far, four separate Spark Awards have been initiated by WSSE members, including a Greater Manchester Mappathon, where 50 delegates identified approximately 150 local social entrepreneurs and around 100 support contacts. There's also a new network specifically for social entrepreneurs in Oldham.

Other direct outcomes from the network include a new contract opportunity for a member to deliver the Ogunte Make a Wave programme for female social entrepreneurs in Greater Manchester.

OUR ECO-SYSTEM WORK

One of the key goals of our 2010-2015 was to help to develop the social entrepreneur support sector into an effective system of help. In 2014-15 we continued to build the wider ecosystem of support for social entrepreneurs by working through a network of partner agencies and individuals. The aim of this work was to reach more, and different types of social entrepreneurs, and provide them with quality support. In 2014-15, we worked with 145 delivery partners operating across a range of sectors and geographies including schools, community organisations, social housing agencies and universities. Overall, we have made more Awards since adopting this approach. We have also experimented with different approaches to supporting social entrepreneurs, and worked with new partners in new sectors to continue to improve access to support for social entrepreneurs wherever they are.





02

THE VALUE OF EXPERIENTIAL LEARNING

THE VALUE OF EXPERIENTIAL LEARNING

We believe social entrepreneurs are one of the keys to solving some of the biggest problems faced in society.

Backing social entrepreneurs to develop and implement their own ideas develops their confidence, skills and leadership capacity, while at the same time helping them to deliver substantial social impact within their communities. At UnLtd, we support social entrepreneurs' learning and education, so that they can create social impact.

UnLtd's approach highlights the significance of learning through experience for social entrepreneurs. This approach is in line with academic research, such as Minniti and Bygrave (2001)[5], who found that a successful entrepreneur has two types of knowledge. Firstly, they have context-specific knowledge related to their market or sector, and secondly, a more generalised 'unteachable' knowledge about 'how to be an entrepreneur'.

It is this second type of knowledge that is gained primarily through learning-by-doing, also known as experiential learning, rather than sitting in a classroom.



Studies of business leaders have added further evidence that experiential learning is a more transformative experience than teacher-directive learning. McCall et al. (1988)[6] asked 91 successful executives to identify 'key events' in their career that had made a difference to how they manage now.

Of the 616 development events reported, the majority were categorised as challenging assignments (e.g. new initiatives, joint ventures, negotiations), followed by 'other people' (role models, excellent or difficult bosses, peers) and finally coursework (more formalised training or courses). This has become known as the '70-20-10' formula and has been verified by at least five other studies – 70% of the development that business leaders experience comes from on-the-job learning, 20% from other people, and 10% from courses.[7]

A real-life experience of social entrepreneurship is increasingly recognised by educational institutions as an important complement to formal learning. UnLtd is seeing increasing interest in social entrepreneurship among schools, further education colleges and universities. In 2014-15, we worked with 18 lead universities to help them to support social entrepreneurs on campus and to provide extracurricular learning opportunities.

How we apply the experiential learning

We recognise that knowledge is created through "the transformation of experience" (Kolb, 1984)[8]. Drawing on David Kolb's theory of experiential learning, we believe that our support and educational approach provide opportunities for learning to occur by facilitating and supporting concrete experiences in the first instance (e.g. through Award Winners tackling social issues, and running a venture).

Our support is structured to enable both reflective observation to occur (such as through Award Manager coaching and/or residential learning events) and 'abstract conceptualisation', in which learners are introduced to theories and tools which provide a framework to understand their own actions or situation (e.g. through mentoring, toolkits and webinars). Finally, Award Winners undertake active experimentation to test out new knowledge and understanding in the context of running their social ventures. The development of learning through this last phase can lead to new concrete experiences, starting the process over again.

Although most Award Winners will go through all of these phases, we recognise that people have individual preferences which constitute their learning style (Gemmell 2011).[9] The breadth of our work enables us to accommodate different learning styles and provide a diversified approach to education that suits each type of individual.



EVIDENCE OF THE EDUCATIONAL BENEFIT OF UNLTD'S WORK

Award Winners value one-to-one coaching support

Different social entrepreneurs will access and benefit from different types of support, depending on their own leadership needs, learning styles and stage of development. However, common to all UnLtd Awards is the coaching support from an Award Manager, which we have found to be highly valued by Award Winners:

"[My Award Manager] has been extraordinarily important to the progress of our organisation this year and has always gone above and beyond to support us."

Award Winner



"[My Award Manager] has encouraged and supported me throughout the process and always been available to communicate with when required. The support she has given me has been the best support I have had from a funder and essential in helping me develop [my venture]."

Award Winner

The quality of this support is one of our Key Performance Indicators, and we monitor it on a monthly basis, finding:

- Learning and development support from Award Managers is highly regarded: in 2014/15, 80% of Award Winners rated the one-to-one support received from their main contact at UnLtd as either 'excellent', 'very good' or 'good'.[10]

Award Winners value experiential learning opportunities

Evidence from evaluations of our work clearly suggests that our Awards help people to learn by doing. Research in 2010 found that Award Winners benefited from learning 'on the job', enabling them to pick up new skills quickly.[11] All of the interviewees (current or former award winners at that time) said that the skills they need to run a social venture were learned through doing their project activities as they arose, rather than being taught at school:

"A lot of learning about things, different ways of doing it, listening, respecting other people's views, all those things you can only learn by doing something."

Award Winner



Award Winners value the practical learning environment the Award experience provides. In interviews, some Award Winners said running a social venture helped them to apply taught skills (such as Maths or setting up a spreadsheet) in a meaningful way. One person called this 'real learning'.

In addition to assessing the quality of our support, we constantly evaluate whether social entrepreneurs are developing the skills and capability to deliver social change through regular surveys and qualitative research. We have identified a number of personal development and learning outcomes as a result of their Awards and educational support from UnLtd: turn the page to find out more.



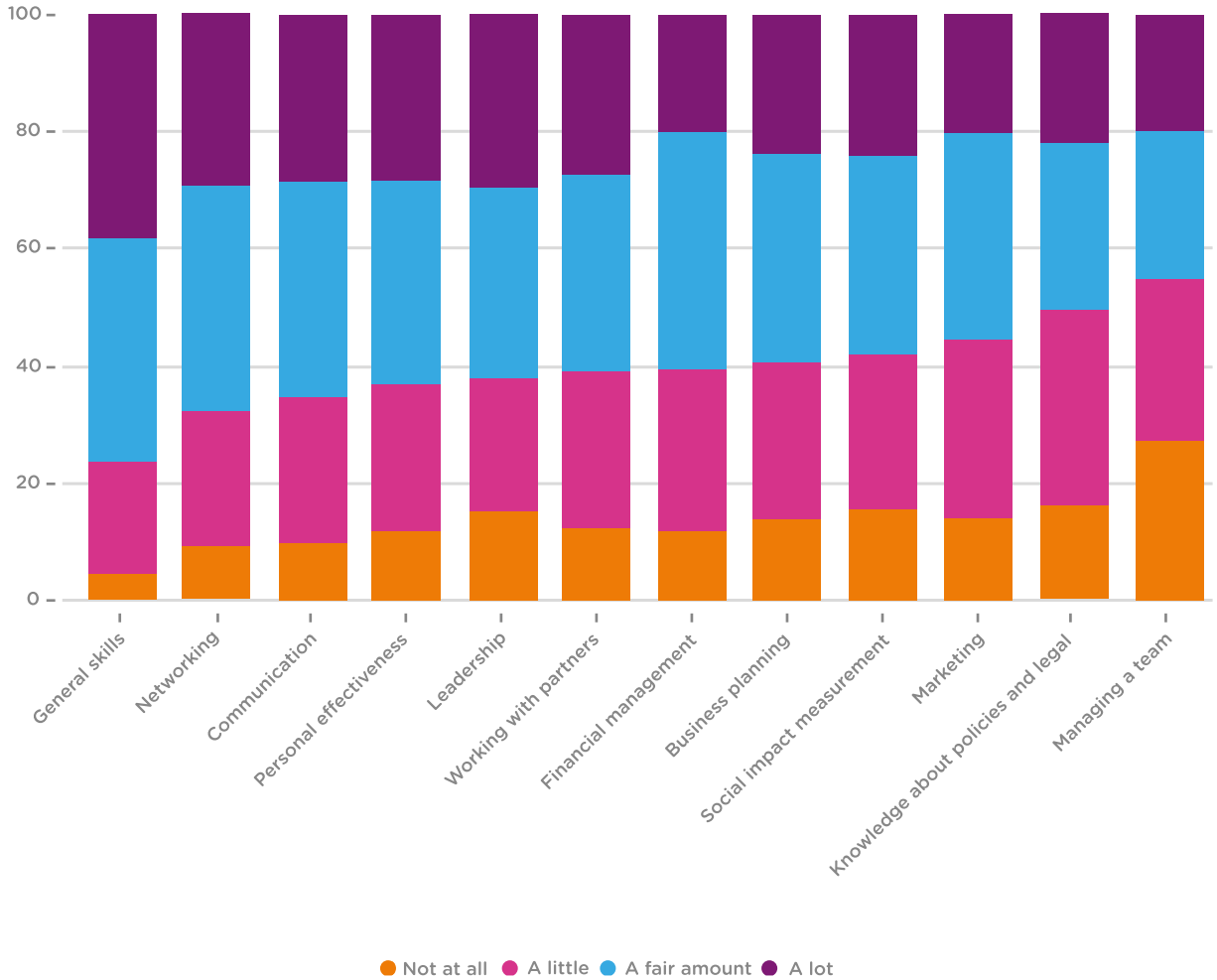
DEVELOPING THE SKILLS OF SOCIAL LEADERS

One of the strongest findings across all of our work is that the Award experience helps people to learn, develop and apply the range of skills required for social leadership. In addition to general skill development, our a survey of all Award Winners in 2014/15 showed they develop a number of specific skills as a direct result of the Award. Skills that are essential for creating social impact.

The skills most Award Winners reported developing during their Award include the following. See **Chart 1** for a more comprehensive list.



Chart 1: Responses to question, 'How much has the Award helped you to develop the following skills, if at all?' (n=546)



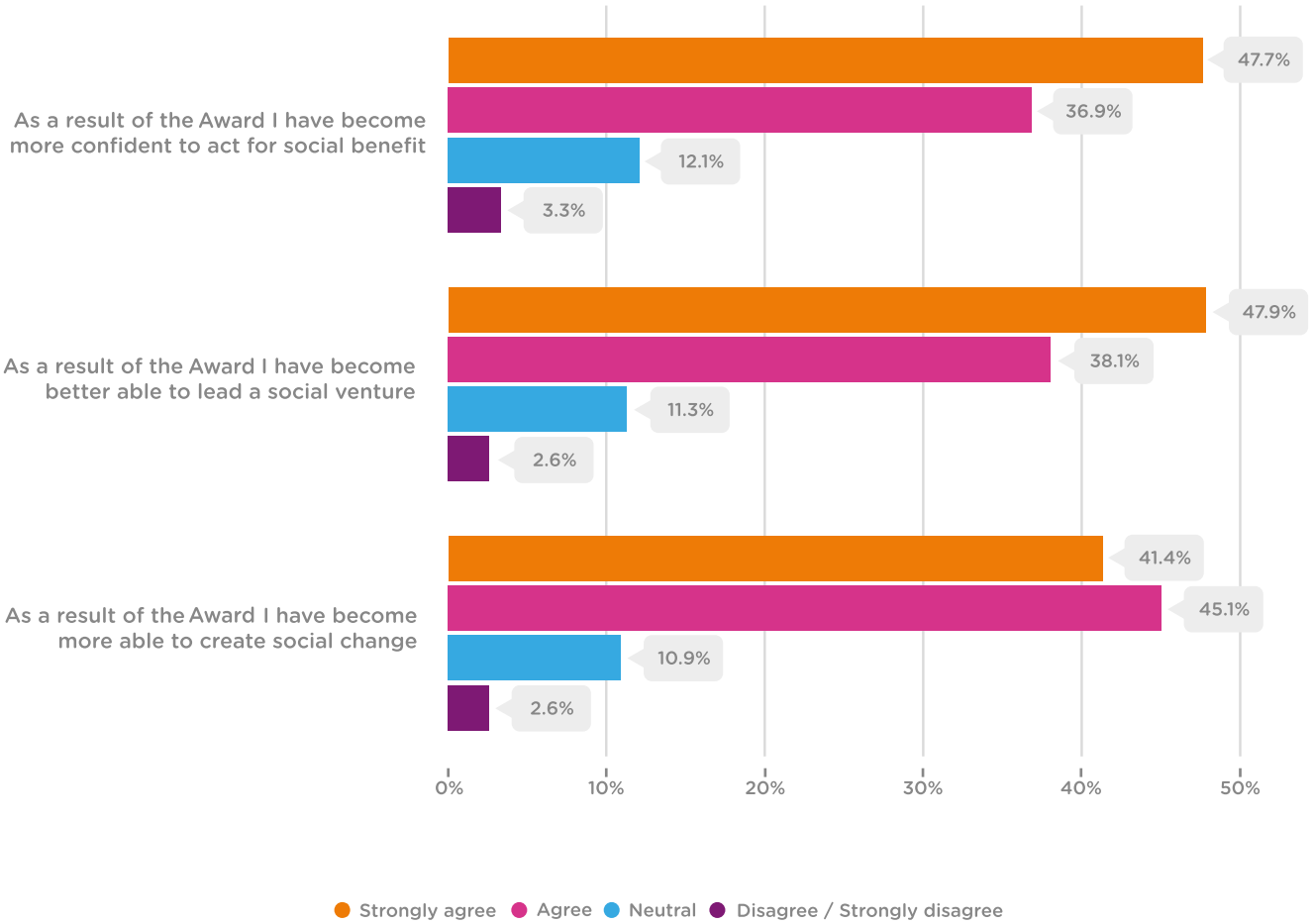
IMPROVING CONFIDENCE AND ABILITY TO LEAD

Skills development is closely linked with greater self-confidence to deliver. Growth in Award Winners' confidence to create social change in the community and society more widely is a strong and consistent finding in our research.

> *It has really boosted my confidence and energy, knowing that someone in the sector has confidence in me!* Award Winner

Chart 2 below illustrates that respondents particularly report increased confidence and ability to act for social benefit and lead a social venture. There are hardly any respondents who do not agree that the Award has increased their confidence and ability to create social change.

Chart 2: Responses to question, 'Overall, how far do you agree or disagree with these statements?' (n=396)



CHALLENGES FACED BY SOCIAL LEADERS

In 2014/15 those Award Winners who took part in a range of research and evaluation activity, including responding to surveys and taking part in interviews and focus groups, identified three significant challenges that they are facing in the running of their social venture. We are looking ahead to 2016 to see how we can best respond to these challenges.

1

Nurturing potential

Award Winners who have previously won an award and learnt from that experience are likely to have more beneficiaries than a new Award Winner. All Award Winners, whatever their background or geographic location, need to be given the same opportunity to pass through our Award programme and progress from a Try It Award all the way through to a Scale It Award.

2

Access to support

A recurring theme in the responses to our survey was that Award Winners want more opportunities to be linked with our other Award Winners and other social entrepreneurs, to enable them to receive peer to peer support, share knowledge and resources, and learn from others' experiences. Award Winners also report that they struggle to navigate the support that is on offer in the wider ecosystem, sometimes finding it difficult to identify what support will be right for them. Finally, when they do apply for support - from UnLtd and elsewhere - they find the application process time intensive.

3

Creating impact

A common theme reported by our early stage Award Winners is that they are not taken seriously and they struggle to gain people's confidence as professionals. Others reported being unable to effectively market and promote their social venture, services or products to the right people. Social Entrepreneurs running established social ventures and looking to scale up reported that markets are difficult to penetrate. It is challenging and costly to make people aware of the venture and there are often 'gatekeepers' who are unwilling to engage.





FIND OUT HOW WE ARE ADDRESSING THESE CHALLENGES AT:

UNLTD.ORG.UK/STRATEGY



03

WHAT'S NEXT?

WHAT'S NEXT?

The landscape for social entrepreneurs looks very different to five years ago.

Today, UnLtd exists at the heart of a thriving ecosystem of support for social entrepreneurs, and social entrepreneurship is gaining large-scale interest. We recently worked with the National Enterprise Network on a survey of their members, who are all mainstream enterprise support agencies. 27% of their clients were starting or already running a business with a social, environmental or community objective.

However, challenges remain. Creating sustainable social change is proving difficult. There are many social ventures designed for local deep impact that find it difficult to create a sustainable business model. There are those who wish to grow beyond their current size who struggle to achieve that growth. The persistent issue of finding the right 'routes to market' remains. In order to sell their products, social entrepreneurs firstly need to identify the right buyers and those buyers need to want to buy from them.

To fulfil their potential for social impact, social entrepreneurs tell us that they need to be known, understood by their buyers, and trusted to deliver. That's the core insight behind our new agile strategy, Going Mainstream, which will see us working with other change-makers to break down the barriers faced by social entrepreneurs. We will begin by focusing on three strands:

- **Realising potential**: we will find, fund and nurture high potential social entrepreneurs, using 15 years of experience and learning to give them the very best chance of success.
- **Connecting to great support**: we will look for new ways to help much larger numbers of social entrepreneurs start well and thrive, with a focus on scaling support through digital channels and working to increase reach through partners.
- **Maximising impact**: we will focus on helping all social entrepreneurs to achieve serious social benefit, deep in communities and broad across society, breaking down barriers to social change.





WE KNOW WE CAN'T DO IT ALONE. IF YOU ARE FACING SIMILAR CHALLENGES AND WOULD LIKE TO FIND OUT MORE ABOUT HOW WE CAN WORK TOGETHER, VISIT:

UNLTD.ORG.UK/STRATEGY



04
END NOTES

END NOTES

1. The figure of total Awards made directly by UnLtd differs from that reported in our Annual Report. This figure includes 19 "Scale It" Award Winners from the 2014 Big Venture Challenge Cohort that received approved payments matched to external funding in 2014-15. The Annual Report considers all members of the 2014 Big Venture Challenge Cohort as Award Winners regardless of whether they received approved payments in 2014-15

2. All social impact metrics come from our End of Award Survey. In 2014-15, our End of Award Survey sent to 1,582 Award Winners with 611 responses (438 from Award Winners of Awards awarded directly by UnLtd, 173 from Award Winners of Awards awarded through partners). Respondents did not always answer every question, so the base sizes differ for each question. Data correct as of 11 November 2015

3. In 2014-15, our End of Award Survey sent to 1,582 Award Winners with 611 responses (438 from Award Winners of Awards awarded directly by UnLtd, 173 from Award Winners of Awards awarded through partners). Respondents did not always answer every question, so the base sizes differ for each question. Data correct as of 11 November 2015

4. In many instances in 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

5. Minniti, M. and Bygrave, W. (2001), *A Dynamic Model of Entrepreneurial Learning. Entrepreneurship: Theory & Practice*, Wiley-Blackwell. 25: 5.

6. McCall, M. W., Jr., Lombardo, M. M., and Morrison, A. M. (1988), *The lessons of experience: How successful executives develop on the job, Lexington*, MA: Lexington Books.

7. McCauley, C. (2013), *Assignments – Other People – Coursework: Comparison of six lessons of experience studies*, [online].

8. Kolb, D. (1984), *Experiential learning: Experience as the source of learning and development*, New Jersey: Prentice-Hall Englewood Cliffs.

9. Gemmell, R.M. (2011), *Entrepreneurial learning as an innovation system*, [online].

10. End of Award Survey sent to 1,582 Award Winners with 611 responses (438 from Award Winners of Awards awarded directly by UnLtd, 173 from Award Winners of Awards awarded through partners). Respondents did not always answer every question, so the base sizes differ for each question. Data correct as of 11 November 2015

11. UnLtd. (2010), Young Social Entrepreneurs: Learning by Doing, [online]



05
WITH THANKS

WITH THANKS

As I hope you've seen, UnLtd has a powerful vision. We want to help social entrepreneurs change the world for the better.

But we are not alone. With the active engagement of hundreds of supporters and partners, our efforts at scaling our impact can be even more successful.

At UnLtd, we believe we work best when we collaborate with other change-makers. Over the past year we've worked with over 145 delivery partners to help social entrepreneurs start well and thrive. And we've worked with many more mentors and pro-bono partners who have given social entrepreneurs the benefit of their passion and expertise.

We would like to thank you for joining us in supporting social entrepreneurs in the UK and we look forward to building on this great work with you.



Martin Wyn Griffith
Chair of the Board of Trustees, UnLtd

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for social entrepreneurs