

UNLTD IMPACT REPORT 2016






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BigSocial
HARSHA



1. We Are UnLtd

Welcome

Welcome to UnLtd, the UK Foundation for Social Entrepreneurs. Our vision is a world where passionate, talented and resourceful social entrepreneurs can fully realise their potential and tackle the key issues facing society.

The 2015/16 financial year was an exciting period of change for UnLtd, as we built on the success of our 2010-15 strategy; strategy to set out our ambitions for social entrepreneurs becoming a mainstream part of the economy and society over the coming years.

We had a substantial impact in 2015/16, supporting social entrepreneurs to create over 1,000 jobs, raise over £8 million in social investment and each reach over 7,000 beneficiaries (on average).

The current landscape for social entrepreneurs looks very different to that of 14 years ago, when we first began our work. UnLtd is now at the heart of a thriving ecosystem of support for social entrepreneurs, with social entrepreneurship having gained national and international interest. Yet, while we are seeing a vibrant movement taking shape, research among social entrepreneurs shows that they still face substantial challenges. These challenges include; raising the right sort of capital, developing successful routes to markets, accessing specialist advice, evidencing their impact, finding the right talent and making a living.

This is the core insight behind our new strategy, Going Mainstream: how can social entrepreneurship break through? which was developed and launched during the 2015/16 financial year. In this report we outline how we have begun to deliver on Going Mainstream and show how our support is making a difference to UK society through the inspired efforts of hundreds of social entrepreneurs.

As ever, our achievements this year were only made possible thanks to the ongoing support from hundreds of like-minded organisations and friends. Our thanks to you all for the passion and expertise you tirelessly contribute to our mission.

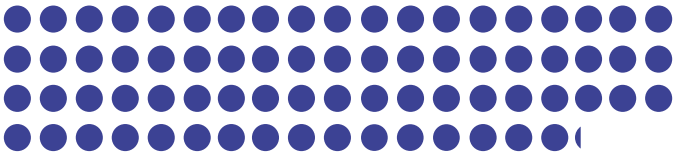
We look forward to creating an even better future with you!



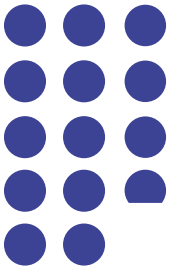
Mark Norbury
UnLtd CEO

Our Impact in 2015/16

Last year UnLtd helped[1,2]



732 people to start social ventures



138 further ventures were supported to grow their impact

● = 10 people

As a result:

1,213 JOBS AND TRAINING OPPORTUNITIES SECURED

An average of



7,865

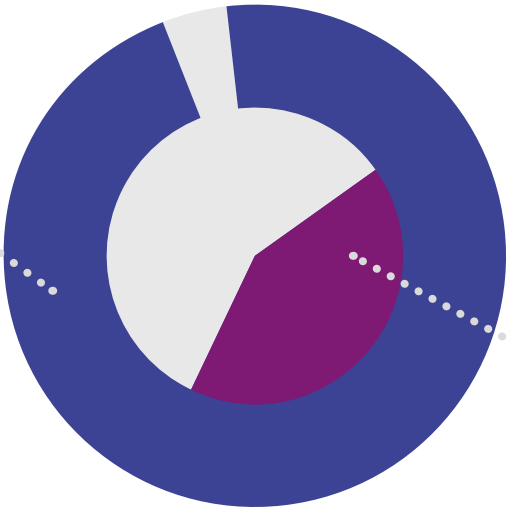


PEOPLE BENEFITED FROM EACH UNLTD SOCIAL ENTREPRENEUR IN 2015/16.

Building stronger communities

96%

of social entrepreneurs contributed to building relationships, trust, and cooperation between individuals and communities[3]



42%

raised aspirations in disadvantaged areas

The 100 ventures[4] backed on the Big Venture Challenge, UnLtd's accelerator programme, have seen...

77%

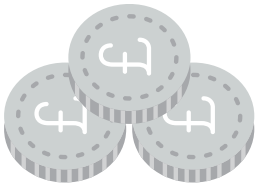
cumulative increase in turnover over the past three years

The goal was to bring in £5 million of external investment for these ventures – UnLtd secured

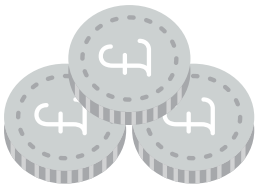
£8.1 million

In 2015/16 UnLtd also:

Brokered over

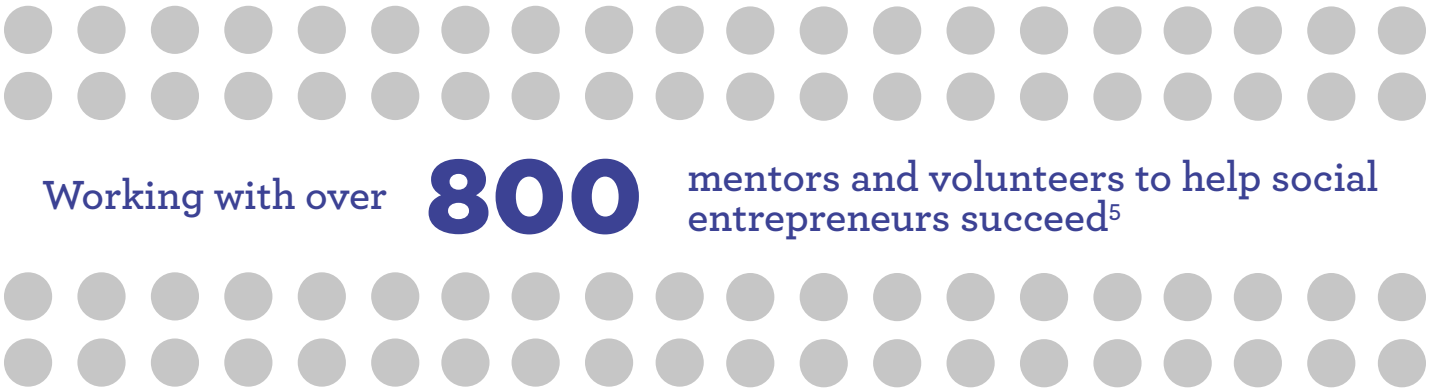


£1,800,000



of added pro-bono and mentoring support[5]

Working with over **800** mentors and volunteers to help social entrepreneurs succeed[5]



= 10 people

Helped social entrepreneurs in ...

150

communities across the UK to successfully launch ventures and transform their communities.

94%

of those supported by UnLtd in those communities say they are better able to act for social change as a result.



2. Rising to the challenge

Social Entrepreneurs – a powerful force for change

All over the world there are social entrepreneurs stepping up to solve the pressing problems facing society. These people are changing the way we do business, putting social purpose at the core of their mission.

At UnLtd, we fund and support these inspiring individuals from start-up to scale. We have worked with thousands of them directly, and through partners, during the last 15 years and understand what makes them tick and what they need in order to succeed.

Over the past year we've supported people like Nick O'Shea, who launched a micro-brewery employing people with learning disabilities, Karen Chung, who overhauled a space for use by her local community and Alice Lacey, who has developed a new way of creatively helping children to learn. A year on, Nick is recruiting staff, Karen has created a thriving garden for her community and Alice is helping 20,000 children in 200 different schools across the UK, thanks to UnLtd's support.



Tackling the barriers faced by social entrepreneurs[6]

We have identified three pillars to tackle the barriers for social entrepreneurs:

Realising entrepreneurial potential

We find, fund and nurture over 500 high-potential social entrepreneurs to start up and to scale up.

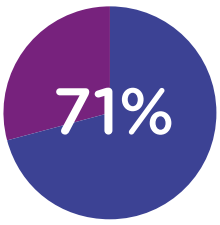
Connecting to great support

We are developing the depth, range and quality of support that social entrepreneurs can access, as well as connecting them to the best partners, opportunities and expertise.

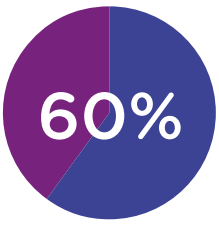
Maximising social impact

We are becoming more ambitious and explicit about maximising the social impact of our work. In 2016/17, we are developing thematic areas of focus for the organisation which will allow us to grow our impact even further in the years to come.

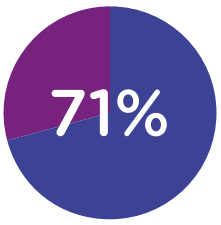
Barriers faced by social entrepreneurs include:



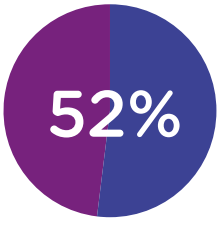
Finding sustainable revenue streams



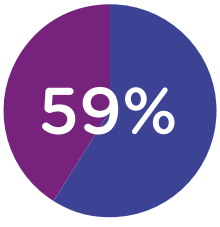
Getting access to the right kind of finance



Making a living from their social venture



Finding routes in to sell to the public sector



Getting access to the right talent and skills



3. Realising entrepreneurial potential

We help people to take their first steps into social entrepreneurship. Backing them with cash and support, so they can create impact and lasting social ventures.

In 2015/16[7]:

86% of all UnLtd social entrepreneurs in 2015/16 felt more confident to act for social benefit as a result of our support.

96% developed social capital as a result of their UnLtd Award.

Impact story: Social entrepreneurs starting up in Tower Hamlets[8]

Tower Hamlets SEEN aims at unleashing the talents of social entrepreneurs in the borough. The programme, funded by JP Morgan, has given 74 young people cash and professional support to solve social issues which benefit the London borough of Tower Hamlets and its communities. Together, their work has so far directly benefited over 2,200 people.

As a result of our intervention:

80% of the young people taking part felt more confident to act for social benefit.

67% reported feeling more employable.

78% were more interested in social entrepreneurship as a career option.



Impact Story

Purple Moon Drama

"I feel like becoming a social entrepreneur has had a domino effect of positivity," explained Cheryl Walker, founder of Purple Moon Drama. *"The best part has been seeing the social change I've helped to create; seeing how one idea can mean so much to people."*

Purple Moon Drama provides affordable performance training for young people. *"We had one person who was dyslexic and didn't really speak, but had a vivid imagination. Through tapping into his skillset he's now begun to speak and is doing really well."*

"I used to be ashamed of taking money, but I've learned that you can make money and do good," said Cheryl, *"otherwise you're living on the breadline, just trying to keep your head above the water."*



Impact Story

Miswits Comedy Club

"It's good to have someone guide you, rather than go alone," said Leanne Lashley founder of Miswits Comedy Club.

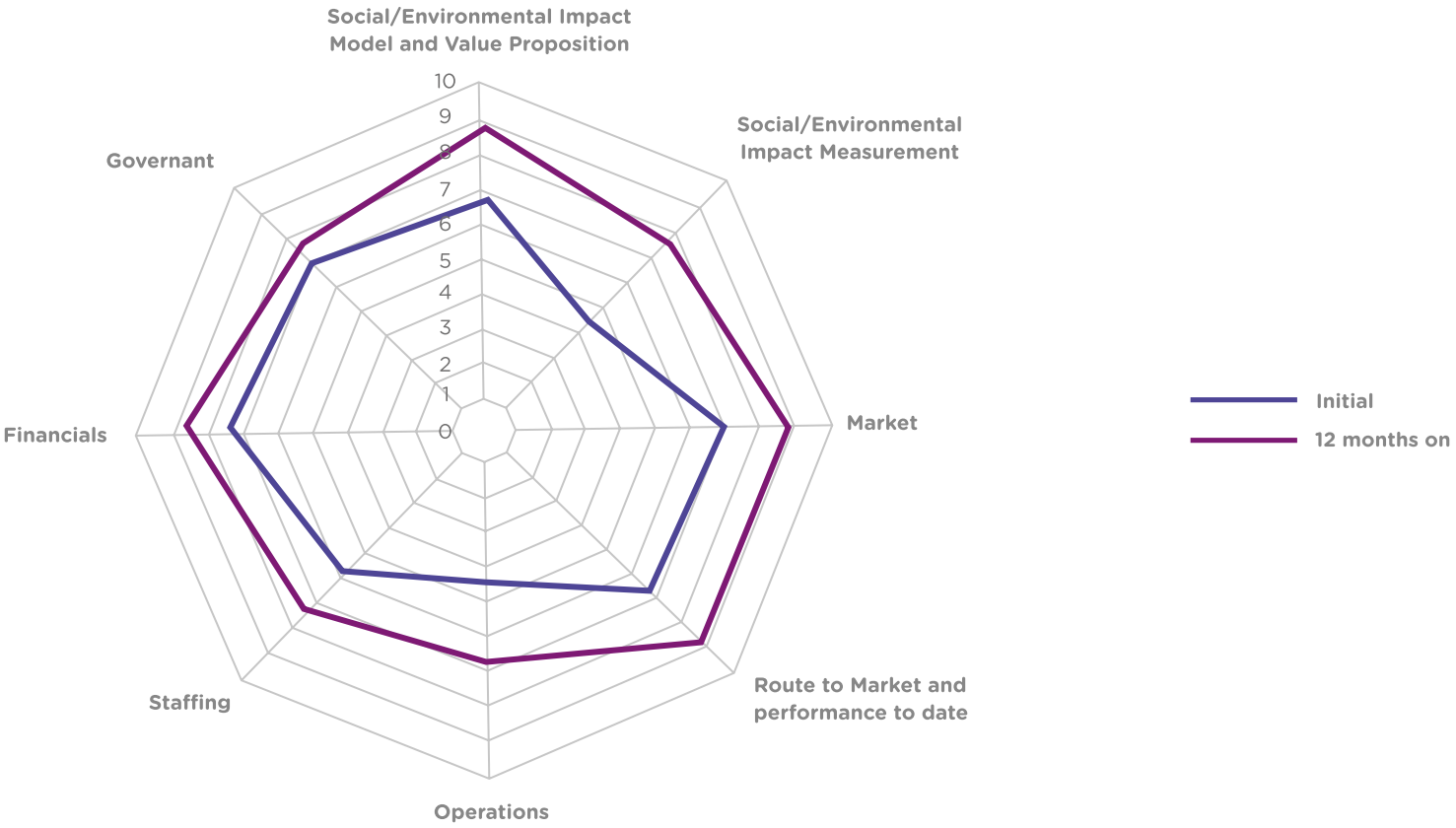
The comedy club holds open mic nights for young LGBT people, providing them with a platform. They do spoken challenges in getting to the stage where she can run the night regularly.

"Finding a venue that is accessible, in the right community and affordable is tough," she explains, *"but also as an entrepreneur, at an early stage, a big challenge is having to work to have money to fund what you're doing. Getting an award has been really humbling. It's gratifying to know that someone else also believes my vision can be achieved,"* she said, *"It's nice having milestones and to see me hit them."*

Growing the impact of social ventures

We help ambitious social entrepreneurs to create impact at scale. We help ambitious social entrepreneurs to create impact at scale. Over the last year, we supported 138 high-potential social ventures to grow their business and maximise their social impact through our Grow It Awards, and our accelerator programme the Big Venture Challenge.

UnLtd award winners reported improvements in their ventures



Our 100 Big Venture Challenge ventures have driven a 77% increase in cumulative turnover and a 250% increase in beneficiaries over a three-year period. Beyond our direct work with social entrepreneurs, UnLtd is helping to grow the nascent social investment market, by introducing and encouraging new social investors to expand the market. The Big Venture Challenge programme has raised £8.1 million in external investment for ventures.

Over the past three years, our 100 Big Venture Challenge Ventures have seen:

77%
increase in cumulative turnover.

250%
increase in beneficiaries over a three-year period.

£8.1 million
in external investment for ventures.

Impact Story

Now>Press>Play



Alice Lacey from now>press>play wants to change the way schools teach. now>press>play uses audio equipment to bring the national curriculum to life and help children focus and engage in class. Each child is given a pair of wireless headphones and becomes the main character in a story. The immersive experience allows children to discover places, meet people and solve problems, while staying engaged with the curriculum.

Alice, along with two friends (a teacher and ethical financier) founded now>press>play in 2012 in unusual circumstances. *"We started off with the solution..."* says Alice. *"I was a theatre director and I was looking for new ways of telling stories. I'd come across silent discos and wireless headphone technology. I took it to a teacher friend of mine who said that this would work really well for children."*

Initially the three founders spent most of their time running workshops in schools themselves, but they soon realised that, in order to grow their impact, they would need a change of business model.

"We knew that to have the biggest impact, we would have to reach the largest number of schools. We knew that to do this we needed to raise investment rather than rely on grant funding or loans."

In April 2014, now>press>play successfully applied for the Big Venture Challenge. After 12 months of strategic and practical support, they found an investor and received match-funding from UnLtd. On a personal level, Big Venture Challenge was important for the founders as it boosted their confidence - in themselves and in their venture - while providing them with the practical skills that allowed them to grow.

Alice says, *"It's not just that we raised money, it's that we raised the right money from the right people. That took a long time and we went down some dead avenues. I'm really pleased with the money we did raise, and the people we raised it with. It's meant that we haven't had to compromise what we wanted to do but we're able to do it."*

The numbers are stark: 25,000 children now have access to now>press>play lessons. According to Alice; *"In the last 12 months, since we actually received the investment, we've gone from 30 schools to 75. In terms of percentage, it's pretty good."*

Alice's plans for the future are ambitious, and focused on securing sustainable social impact. *"Over the next year we'd like to be in another 100 schools, but our big focus is around maintaining schools."* Alice states; *"We don't want this to be a year-long intervention, we want this to be integrated into the way that schools teach on an ongoing basis. That's what we want to see, we want to change the ways schools are teaching."*



4. Connecting to great support

Social entrepreneurs should be able to access great support, no matter where they live. About 50 million social entrepreneurs start up every year around the world, but only a few thousand get the support they need.

Impact Investing is a growing global movement, but there is a major gap in the early stage investment space with demand outstripping supply. It's this gap in support that has driven the Global Social Entrepreneurship Network (GSEN), founded by UnLtd, which we continued to support in 2015-16.

GSEN brings together social entrepreneurship support organisations from across the globe to share their insight and knowledge, accelerating the pace of change for all as we work towards achieving the UN's global sustainable development goals. In the past year, GSEN grew to members in 50 countries and over 140 partners in the UK.

It's a community of impact that has so far touched 780,000 lives in 4000 local communities, creating 5,330 jobs[9].

Within the UK, we worked with 68 partners in 81 partnerships to deliver practical support to social entrepreneurs, including bringing together over 200 individuals at the Big Social, our annual know-how exchange for supporters of social entrepreneurs.

Through the network, we're able to test new innovative ways of supporting social entrepreneurs, like the apprenticeship for entrepreneurs and social entrepreneurs.



Based on data collected in 2015 and 2016

Impact Story

A new Apprenticeship for a new economic reality



In some sectors, apprenticeships have long been an established route to success for young people, providing mutual value for employers and apprentices, and a clear vocational alternative to traditional academic journeys. Until now, there has been no such pathway for budding entrepreneurs and social entrepreneurs, despite an increasing appetite among young people ambitious to start their own ventures – with just under half of all young people (47%) wanting to start their own business, according to the RBS Enterprise Tracker.

That's set to change, as last year the Department for Business, Innovation & Skills announced that it had approved a new national apprenticeship standard for entrepreneurs and social entrepreneurs. The approved standard defines the knowledge and skills that an apprentice will be expected to have, and the behaviours they will demonstrate by the end of their apprenticeship. It's been developed by UnLtd in conjunction with a number of existing employers, and includes a specific pathway for social entrepreneurs – young people who are keen to put a social or community objective at the heart of their venture.

This is a brand new approach to apprenticeships and it has the backing of a number of large employers, including PWC and Santander. These organisations see an opportunity for innovation in taking on entrepreneurial apprentices who can bring a different perspective to their business. The apprentice will acquire important skills and knowledge around business operations, while the employers get the benefit of fresh ideas on how to look at business challenges.

With young people reporting that they are increasingly interested in creating social change, apprentices could even start to influence the way business is conducted, finding new ways to help organisations create social impact alongside financial sustainability.

"Apprenticeships offer people a ladder of opportunity to gain the vital skills they and businesses need to succeed. Our reforms have been putting more control in the hands of employers, and this is clearly working. It's fantastic to see how over 100 organisations have successfully worked together to create the Apprenticeship For Entrepreneurs and Social Entrepreneurs standard."

Robert Halfon

Minister of State for Apprenticeships and Skills



5. Maximising social impact

Across the country, social entrepreneurs are tackling many of the pressing challenges faced by the nation, and with UnLtd support they can achieve impact across a wide canvas of issues and sectors. Yet we can achieve more for social entrepreneurs by developing a focus in areas where we know they have the potential to make a huge difference.

Over the next three years we'll be working to help social entrepreneurs scale their impact in order to:

Create 3,000 jobs and training opportunities to build access to employment for people distant from the labour market.

Support 50 social entrepreneurs to address the challenges and opportunities of an ageing society, by focusing on key dimensions of a good later life, including health, financial security and social connections.

Build resilience and a culture of social entrepreneurship in up to 50 underserved localities, unleashing the potential of social leaders to transform the communities in which they live.

Resilient communities

Too many people and places feel left behind in today's economy. Community development and economic regeneration programmes have been well intentioned but social mobility remains a challenge. Building an inclusive economy and a society that works for everyone needs a transformational approach. Where communities are thriving, it is because there are people with the resilience to find solutions to local problems. By identifying and developing these social leaders and creating an environment that supports them, UnLtd creates stronger, more resourceful places that work for everyone and that residents feel proud of.

We're looking for partners to help us create more of these resilient communities across the UK, to demonstrate what can be achieved when local people are empowered to lead and deliver change.

Impact Story

From Morecombe with Love



Local people in Morecambe's West End are coming together to make sure it remains a great place to live. They are Star People - a programme delivered by UnLtd in partnership with Local Trust, backing people to start social ventures in any of the 150 Big Local areas across the UK.

Elspeth Roberts (also known as Ellie) is one of them. Born in Morecambe, she set up Wise Up Workshops to empower the people that live in her area to find their voice and tell their own stories. The workshops blend drama, performance, arts and relaxation to promote personal development, confidence and communications skills. "Our work is based on a fundamental but important belief," she explains, "When given the opportunity everyone can flourish and grow. We've all got our own story to tell, our workshops help people to do that." Ellie won her first Award in 2015, and with it she's been able to make her venture sustainable while recruiting a paid team.

Sue Gardner runs The Sanctuary, a community centre where people can take part in crafts such as baking and knitting, and chat to other people from their area. "Everyone needs a place away from home," says Sue. "People need a space where they can socialise and be part of a community." Sue replicates that sense of community in her work with other social entrepreneurs, like Ellie. She's been giving over her impressive front window display to other ventures from the area, including Wise Up. "I love what Ellie is doing," she says. "There are people working hard around here - we have to support each other, don't we?"

Sue, like Ellie, was supported through Star People - getting cash and support to set up her social venture. The programme has been running for just over five years, helping over 900 people to create social ventures which make their communities even better places to live in. Over nine in ten of the social entrepreneurs say they are now better able to create social change.

In Morecambe, this social change is evident. One of the biggest changes in Morecambe is how social entrepreneurs have been able to create spaces for the community – doubling the number of community spaces in the area. By working together social entrepreneurs in Morecambe are transforming the town they love.

"When given the opportunity everyone can flourish and grow. We've all got our own story to tell, our workshops help people to do that."

Access to employment

Despite an overall fall in unemployment, lack of jobs affects some groups disproportionately. Over 850,000 young people are currently NEET (Not in employment, education or training) and those with disabilities are much less likely to find a job than those without. Unemployment affects earnings, but also leaves these groups at higher risk of other social and health problems – for example among people with disabilities, the higher unemployment rate is accompanied by a far higher rate of poverty.

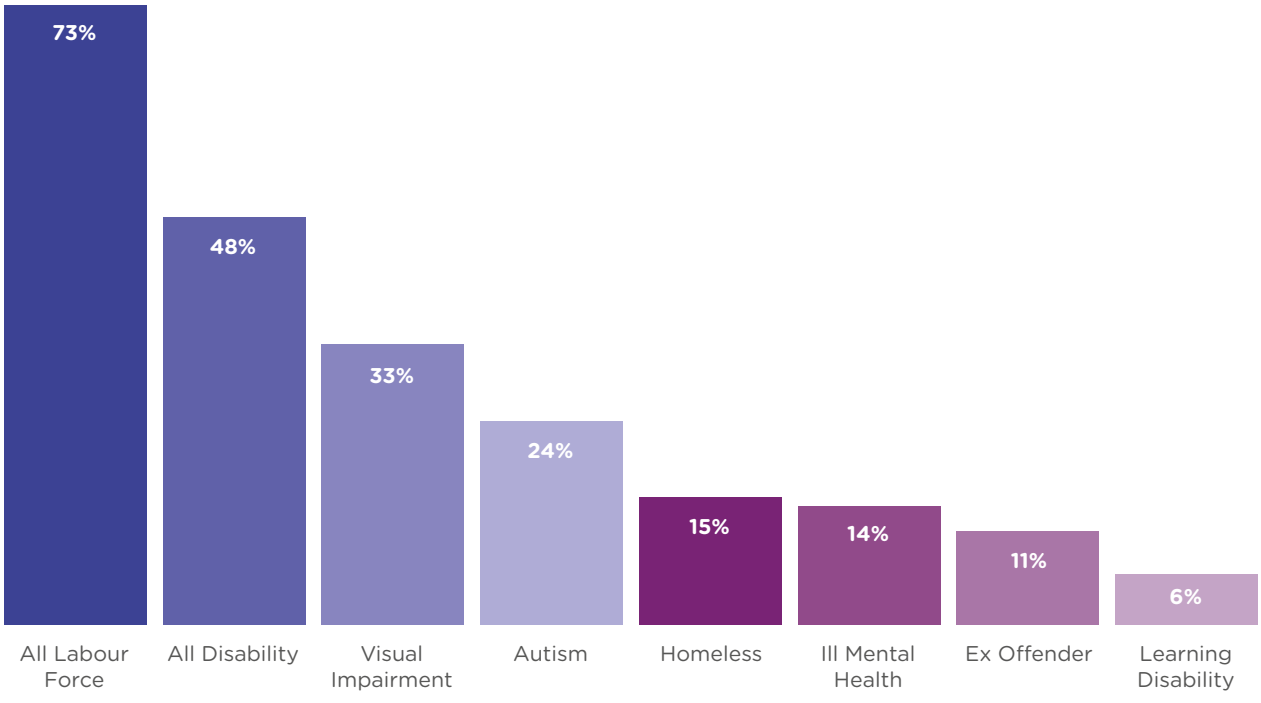
All over the UK, passionate and committed people are transforming employment by helping some of those furthest from the labour market to access jobs and opportunities. Now UnLtd is helping to create 3,000 employment and training opportunities by working with social entrepreneurs to build access to employment – with at least 50% of these going to those furthest from the labour market.

Lack of employment affects some groups disproportionately

DESPITE AN OVERALL FALL IN UNEMPLOYMENT... **857,000** YOUNG PEOPLE ARE NOT IN EMPLOYMENT, EDUCATION OR TRAINING (NEET)[10].

And a number of other groups are disproportionately represented in the unemployment statistics:

Employment rates for job-disadvantaged groups



Impact Story

Harry Specters



Harry Specters is an award winning chocolatier driven by a particular social purpose: to tackle issues of employability facing young people with autism. When it comes to employability and autism, the numbers are stark.

According to the National Autistic Society, 700,000 individuals in the UK have autism, but only 15% of autistic adults are in full-time paid employment. Fewer than 1 in 10 autistic adults receive employment support despite 53% saying they would welcome such support.

Founder Mona Shah was inspired to start Harry Specters through personal experience, as her son Ash has autism. *"When Ash was younger we were just worried what he would do once he left the safe environment of a special school"*.

In 2012, Mona and her husband Shaz came up with the solution after a family holiday in Scotland and a visit to a chocolatier. Harry Specters provides employment training as well as real work experience to people with autism.

Growth

Harry Specters' growth has been spectacular – in 2015 they doubled their sales growth and its commercial success furthers its social mission. 60p of every £1 profit goes to the social side of the business, providing social activities and opportunities for personal development for employees. Alongside commercial growth and premium chocolate awards, Harry Specters has made real, tangible impact on the lives of people with autism.

Since 2013, 62 people with autism have been offered work placements or paid employment. This has helped to increase confidence and prepare individuals either for employment elsewhere or continuing employment with Harry Specters. Over 100 individuals with autism completed one-off projects with Harry Specters to raise their confidence and improve employability. In the past year, although the number of beneficiaries did not increase, the amount paid to beneficiaries increased seven-fold. This was due to an increase in paid employment opportunities and a clearer focus on providing high-quality opportunities.

How UnLtd has helped

In 2015 Harry Specters joined UnLtd's Big Venture Challenge programme. Over the next 12 months they received considerable one-to-one support from a venture manager and partner organisations.

"We worked with this really great venture manager who guided us through the whole process of getting our finances right, our forecasting right, our budgeting right", says Mona, "*through that we raised investment which helped us to move into new premises."*

That investment allowed Harry Specters to scale, expanding commercially and growing the number of people with autism they could provide with employment opportunities and training.

Solutions for an ageing society

The UK is undergoing a demographic shift with potentially far-reaching consequences for society, the economy and public services provision. A vastly improved life expectancy, one of the great triumphs of the last century, looks set to be one of the great challenges of this century. Today, for the first time in history, Britain's over-65's now outnumber people under the age of 16. By 2020, the Office for National Statistics (ONS) predicts that people aged 50 and over will make up almost one third (32%) of the workforce and almost half (47%) of the entire adult population. There will be 15.5 million people aged 65 and over[11].

These demographic trends are unprecedented, and require far reaching solutions. Social entrepreneurs are pioneering solutions to these trends, but need help finding sustainable revenue streams and routes to market within the healthcare sector. UnLtd seeks to solve failures and gaps in health and social care by co-designing and delivering 50 innovations with older people.

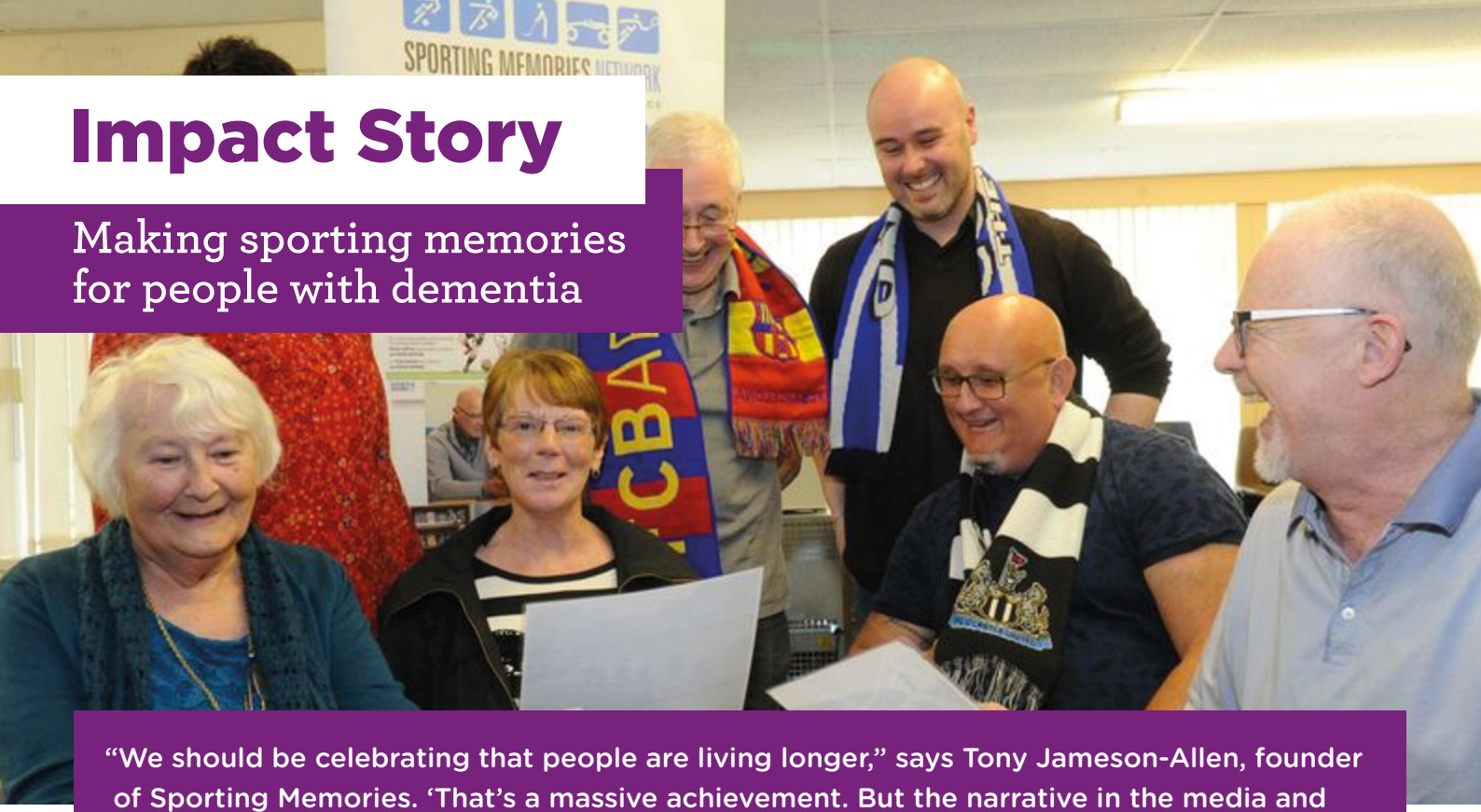
"The UK is undergoing a demographic shift with potentially far-reaching consequences for society, the economy and public services provision."





Impact Story

Making sporting memories for people with dementia



"We should be celebrating that people are living longer," says Tony Jameson-Allen, founder of Sporting Memories. 'That's a massive achievement. But the narrative in the media and society as a whole is that older people are a burden and a drain on our resources."

Tony, and co-founder Chris Wilkins, set up Sporting Memories to help older people fight loneliness. They work in care homes and use the power of sporting stories to tackle the effects of dementia and depression. *"There are so many different levels to being a sports fan,"* Tony explains. *"If you're a football fan, you might support a particular team. You can talk about what your pre-match routine was: did you go to the pub beforehand? Did you meet friends? Did you check the results in the sports paper? We can use these different resources to stimulate and trigger conversation."*

"Dementia is a really cruel illness, it can strip people of their identities," says Tony. *"By using reminiscence we can help people revisit their stories. They're not an 85 year-old guy with dementia; they're a person who has been a successful sports star. We can give them their identity and confidence back. We give their carers and relatives the tools to celebrate their histories and achievements."*

Tony and Chris both come from a background in health and social care. Tony worked for 10 years in elderly mental health services before moving into service improvement and policy. He met Chris while working at the Department for Health. After his job was cut, Tony got together with Chris to tackle loneliness through social entrepreneurship. They decided to create something that would combine their love of sport with their passion for helping older people.

They were successful in attracting initial grant funding and had an array of potential partners queueing up to work with them. It wasn't long before they started getting national recognition, including winning an award for Best Community Football Scheme, beating several Premier League clubs. They applied to UnLtd for a Grow It Award to help them scale and meet the opportunities coming their way. *"Last year we started off with two of us, we've now got a staff team of 12,"* explains Tony. They now have ambitious plans for the future, winning funding to establish 64 weekly groups across the country and partnering with the FA and National Football Museum.

"We had a care home who took a 97 year-old lady living with dementia, who they discovered had been a competitive ice dancer. They took her out of the care home, back to the local ice rink, with an adapted sled. She was taken into the centre with ice skates on and felt the sensation of being on the ice for the first time in years."

"We've seen lots of joy and lots of happiness,' says Tony, "*What's been most uplifting is seeing older people connecting and making friendships. That is really, really valuable."*



6. Looking to the Future

UnLtd and its award winning social entrepreneurs have had much to celebrate in 2015/16, fuelled by close collaborations with partners, funders and policymakers who support our powerful model for impact. As we enter the next phase of our journey, we're looking for corporate partners, foundations and private individuals who are interested in contributing to our efforts by giving their resource, expertise and experience to create substantive change.

With thanks to our partners:

LOTTERY FUNDED

Cabinet Office

FUNDED BY COMIC RELIEF

The Coutts Foundation

Esmée Fairbairn FOUNDATION

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7. Endnotes

1 Figures reported in our Annual Report, [online], available at: www.unltd.org.uk/wp-content/uploads/2016/09/Trustees-Report-And-Consolidated-Financial-Statements-Year-Ended-31-March-2016.pdf.

2 All social impact metrics come from our End of Award Survey. In 2015-16, our End of Award Survey sent to 1,095 Award Winners with 591 responses (439 from Award Winners of Awards awarded directly by UnLtd, 133 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 12 May 2016.

3 Award Winners were asked this question in the End of Award Survey: ' In the last 12 months, did your social venture do any of the following?', and given the following options to respond: Help people connect with others they might not otherwise meet Help people take positive action as a group, Promote neighbourliness/encourage people to help each other out, Promote trust within or between communities, Give people the opportunity to be involved in decision-making, Give people access to information.

4 Figures about the Big Venture Challenge programme come from Growing Impact. An evaluation of UnLtd's Big Venture Challenge Programme, 2013 – 2016, (Renaisi, August 2016).

5 Data collected by the UnLtd Connect team for the year 2015-16.

6 More information available at UnLtd's new strategy, Going mainstream: how can social entrepreneurship break through, [online], available at: www.unltd.org.uk/wp-content/uploads/2015/11/UnLtd_Going_Mainstream.pdf

7 Figures included in the UnLtd's Key Performance Indicators (KPI) Dashboard 2015/2016, which draws together the key indicators across UnLtd's Award making activities aligned our vision and our mission, as well as outlining our organisational health. As part of our transition to a new strategy, we are currently developing a new KPI dashboards which we anticipate tracking from 2017.

8 Tower Hamlets SEEN programme evaluation report. For more information on the programme, visit: www.youngunltd.org.uk/looking-for-support/towerhamlets

9 Longair, H. and Tora, K. (2015), From Seed to Impact: Building the Foundations for a High-Impact Social Entrepreneurship Ecosystem, Global Social Entrepreneurship Network, [online], available at: www.gsen.global/ report-2015/_pdf/GSEN-Report-2015-From-Seed-to-Impact.pdf

10 ONS Statistical Bulletin: Young people not in education, employment or training (NEET), UK. Nov 2016, [online], available at: www.ons.gov.uk/employmentandlabourmarket/peoplenotinwork/unemployment/bulletins/youngpeoplenotineducationemploymentortrainingneet/nov2016

11 Department for Work and Pensions (2015), 2010 to 2015 government policy: Older people. [online], available at: www.gov.uk/government/publications/2010-to-2015-government-policy-older-people/2010-to-2015-government-policy-older-people







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