



IMPACT REPORT

2015-2016

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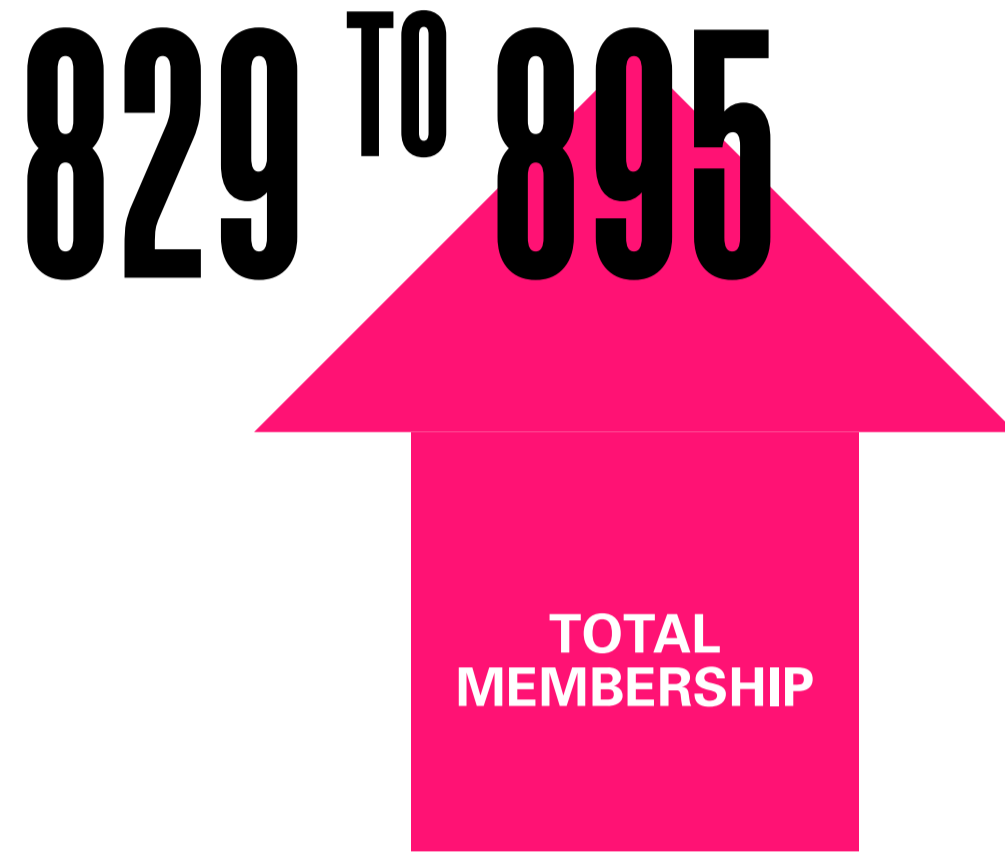
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AT A GLANCE

This year, with the help of our members, supporters and partners:



Net promoter score

7.9

Three quarters of SEUK members are likely to recommend membership to another social enterprise.

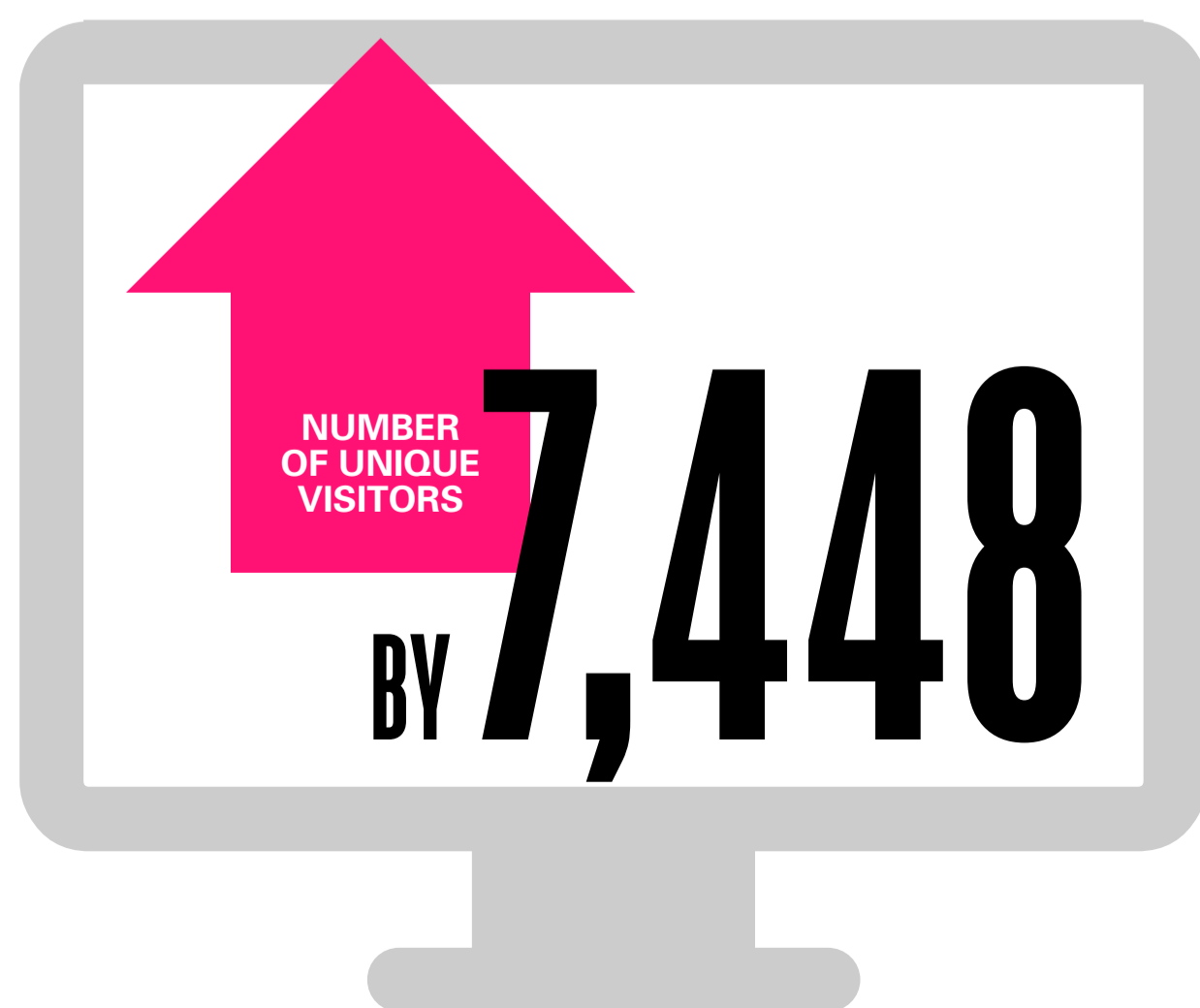


**BUYING SOCIAL:
ALMOST HALF OF
NON-STAFF SPEND
WAS WITH SOCIAL
ENTERPRISES.**

48%

MEDIA ARTICLES

348 → 381



The number of unique visitors to our website rose by 7,448 from 245,007 to 252,455.

This demonstrates that we are attracting new people to our online platform. Our overall web visits, however, are slightly down 6,349 from 364,632 to 358,013.

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A NOTE FROM OUR CHIEF EXECUTIVE & CHAIR

Social enterprises which join Social Enterprise UK (SEUK) as members sign up to being 'transparent in the way they operate and how they report their impact' – as a social enterprise ourselves, we aim to do the same through this, our 3rd social impact report. We are proud to present this to you and welcome your thoughts and responses.

As with previous reports, we have asked our members for their views and achieved a much improved response rate to our member survey: the results are presented in this report, and the feedback is already being used to inform and improve our work internally. Members are at the heart of everything we do, and are our most important stakeholders.

Also detailed in this report is a summary of activity from April 2015 to March 2016, another busy and full year of activity. The core of our strategy has remained the same: building markets for social enterprises so they can win customers and create more impact. We do this through direct membership activities, communications and events, through our Buy Social work, through advocating the Social Value Act and through growing our Social Enterprise Places movement.

This year saw some real progress on all fronts: a bigger and more far-reaching Social Saturday to raise awareness of what social enterprise can do; an expansion of Buy Social to more corporate partners; better evidence and influence on Social Value as implementation grows; and a growth of Social Enterprise Places to new regions of the country. Membership numbers

have increased for the fifth year in succession, at all turnover levels and in all parts of the UK.

We also brought Social Enterprise West Midlands (SEWM) into the organisation in this year. SEWM is itself an independent CIC and we have retained a small team in Birmingham, dedicated to supporting social enterprises in the West Midlands through local intelligence, advice, support and networking. The hard work to ensure we are more than the sum of our local and national parts is firmly underway, and we are proud not only to have a formal base outside London but also to be working with and learning from such passionate and purposeful social enterprises across the region.

It has almost become clichéd to say "this has been a challenging year" and for many of our members and partners, that same sentence has held true every year in the past ten. Nevertheless, the past year was a challenging one for SEUK, particularly financially: after four consecutive years of profit, we are reporting a loss this year. Already, the commercial signs are much better for 2016-17, and we have every confidence of returning to profit in order to reinvest in our wider social mission.

That mission feels more important than ever at this current moment. Social enterprises tackle problems in the areas that need it most, provide opportunities to the people who don't get those chances elsewhere, and help build bridges within communities and between sectors. There has never been a more important time for their reach, influence and impact to grow.



Claire Dove OBE DL,
Chair



Peter Holbrook CBE,
Chief Executive

OUR MEMBERS

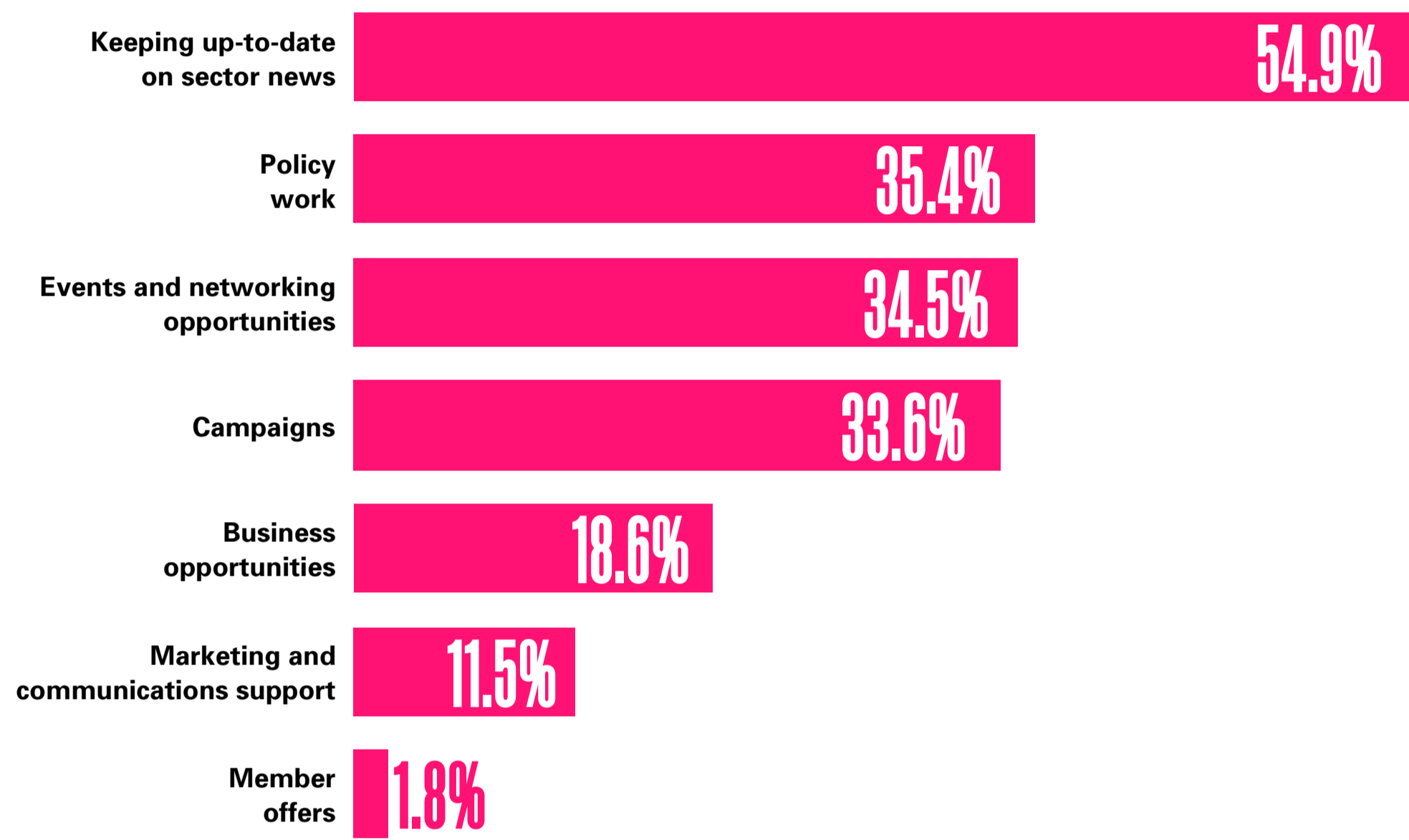
Members are our main stakeholders, and at the centre of all of our work. **In this financial year, overall membership numbers increased from 829 to 895.** With the incorporation of Social Enterprise West Midlands and its membership of 150, this raises total membership numbers at the end of March 2016 to 1045. Despite the challenging economic background for all businesses

and the wider social sector, this means that SEUK has effectively tripled its membership in the last four years.

We undertake a membership survey each year to get direct feedback from our members; the results of our 2015/16 survey responses are summarised on the following pages.

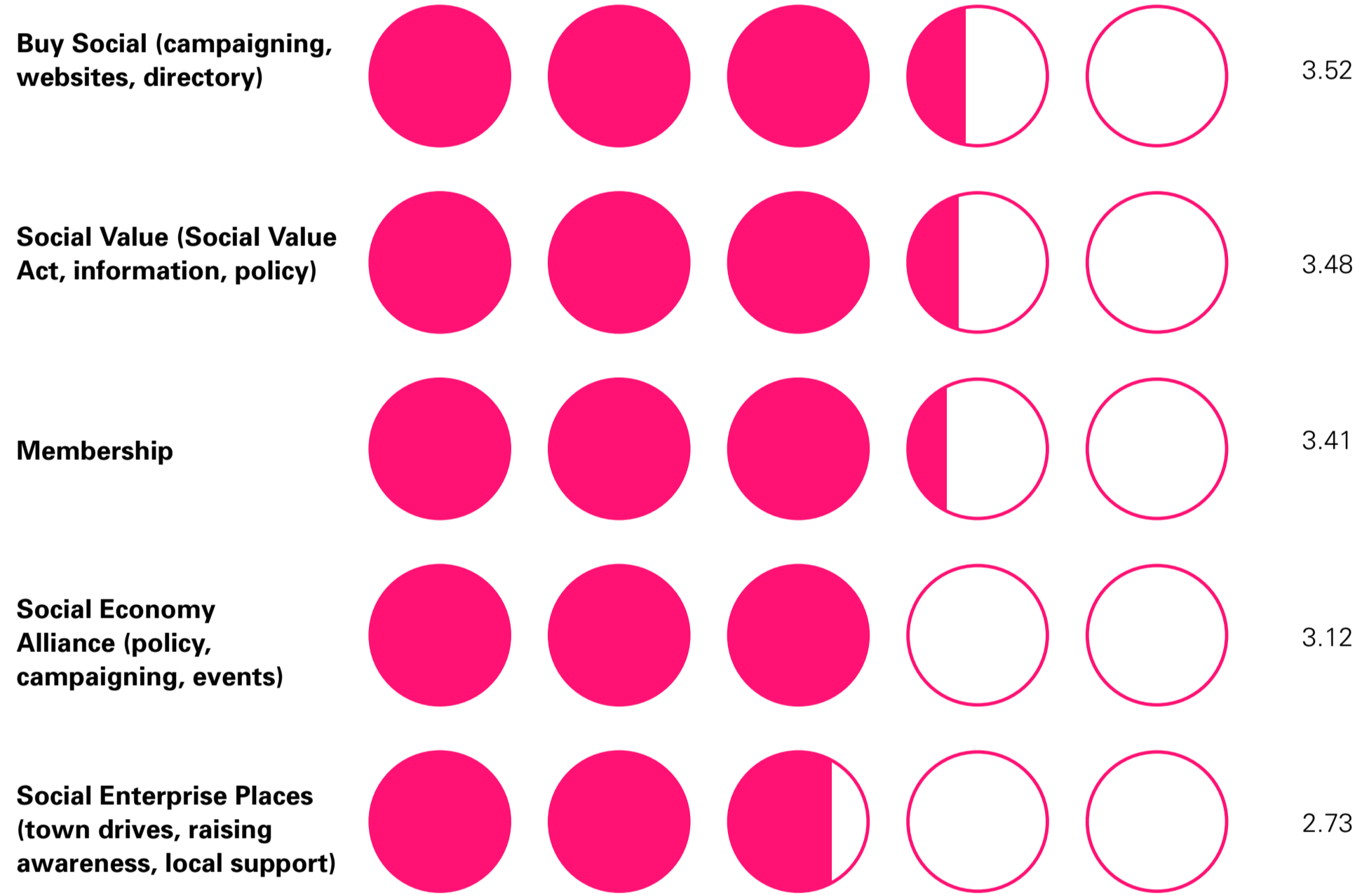
Why did you join Social Enterprise UK?	How well has Social Enterprise UK membership met these expectations overall? (On scale 1-5)
To be a part of the social enterprise community 82.3%	3.86
Supporting the social enterprise movement 73.5%	4.07
Business opportunities (information, connections, referrals) 51.3%	2.83
Networking opportunities 45%	3.19
Marketing opportunities for your business 38%	2.27
Influence government policy 34.5%	3.31
Media coverage 11.5%	2.8
Member discounts and offers 10.6%	2.4

What do you find most valuable about Social Enterprise UK membership?

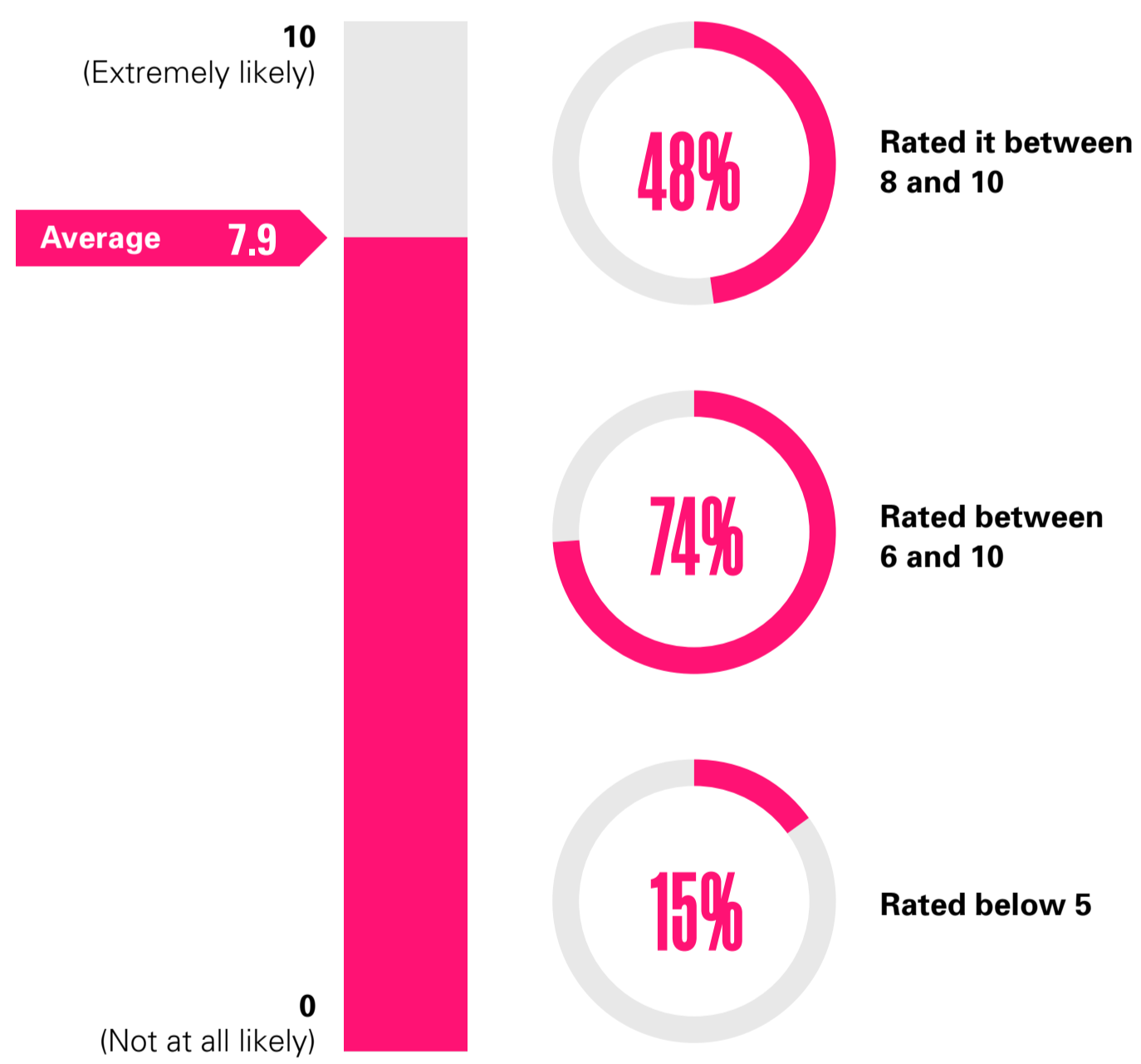


How would you rate our overall performance in the following areas?

Scale 1-5



Also in the survey, we asked our members a net promoter question: "How likely is it that you would recommend Social Enterprise UK membership to an organisation similar to yours?"



Overall, the survey reveals a picture which is very consistent with last year's report; however, there remains much to improve on. In the scoring and, as importantly, the individual feedback from members, there are a few consistent themes to strive to address:

- organising local non-London networking events and more direct interaction
- promoting as wide a diversity of members as possible, especially smaller social enterprises
- brokering business opportunities and introductions

On the former of these, we committed last year to report back on developing more networks and activity outside London. This is below in the 'Reporting Back' section.

Goals for the year ahead

SEUK will act to improve in the following ways in 2016-17:

- To hit at minimum the 15% member response rate for the next member survey.
- To continue to deliver more geographical, sector and function member networks and increase our online networks through webinars; smaller, non-London networks to take priority.
- To improve our average overall net promoter score for membership from 7.9 to 8.5.

REPORTING BACK

Last year's goal: Increase development of geographical, sector and function member networks.

Actual activity: SEUK ran two major new networking events (Northern Soul / Southern Social) to bring together members. We also ran a number of town drive dinners and networking events as part of our Social Enterprise Places programme. In this year we launched a work integration social enterprise network (supported by Deloitte), strengthened our existing marketing group, and continued our quarterly spin-out network.

Last year's goal: Track non-London work and report against this next year.

Actual activity: In addition to working with the now 17 Social Enterprise Places across the UK and the networking events mentioned above, SEUK did the following:

- held its major health conference in Birmingham.
- completed its health & social value programme (co-ordinated work in 12 locations across the UK; in this year, these included Brighton, Oldham and Shropshire).
- ran several events as part of the Big Potential programme, aimed at helping charities and social enterprises understand social investment; in this year, these were in Ipswich, Salford, Swindon and Chelmsford (along with events with our partner Charity Bank in Gateshead, Darlington and Lincoln).
- started member webinar series to improve accessibility to knowledge and information.
- brought Social Enterprise West Midlands into the organisation and supported delivery of dozens of events across that region, including the Social Finance Fair.
- worked on a Power to Change pilot in two areas Plymouth with Plymouth Social Enterprise Network and Real Ideas Organisation to test out place-based approaches to investment and support.
- spoke at numerous events in every region of the country.

Last year's goal: To improve member survey response rate to 15% or over.

Actual activity: We had 113 responses which amounted to around 13% of members: an improvement on last year, but below what we had aimed for.

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PROJECTS & PROGRAMMES

Buy Social

In terms of opening up corporate supply chains, SEUK continues to support Wates Group's Social Enterprise Brokerage programme. In the financial year Wates traded £951,153 with 42 social enterprises across 183 construction sites. SEUK have also run a number of "Seeing is Believing" tours for Wates and their clients in London, Birmingham and Manchester introducing them to members operating in the housing sector.

2015/16 saw the first full year of SEUK's work with Johnson & Johnson (J&J) on their "Social Impact through Procurement" programme, aiming to spend £15m with social enterprises by 2020. In the first full year of trading (2015) J&J spent over £500,000 with 15 social enterprises working with a number of members put forward by SEUK including Blue Sky, See Detail and Wildhearts.

Every quarter from April 2015 SEUK have also convened a group of our corporate partners to develop group ideas around buying social. From September 2015 this also involved the Cabinet Office and we started to gain initial commitment for the Buy Social Corporate Challenge, due for launch in April 2016. Many thanks to all the participants including procurement leads from J&J, Wates, RBS, Santander, PwC, Interserve and Zurich.



Buy Social Corporate Challenge launch at Downing Street



Conwy, Social Enterprise County

Social Enterprise Places

The Social Enterprise Places programme has continued to grow in the past year, with 16 places now having joined the movement by the end of this financial year – Alston Moor, Bristol, Conwy, Cornwall, Croydon, Digbeth, Gateshead, Great Yarmouth, Gwynedd, Oxfordshire, Plymouth, Salford, Solent, Sunderland, Sutton, and Wrexham. Supported by Santander, the programme has allowed the participant local networks to:

- **Network and build working relationships**
- **Work collaboratively with SEUK on membership and support work**
- **Raise their profile and that of the social enterprises they work with**
- **Providing access to key local influencers and stakeholders**
- **Identify opportunities for intertrading and joint working**

We have continued to support places with 'town drives': these are additional support from SEUK to help raise the profile in the area and typically involve a launch event, a social enterprise safari, and a stakeholder dinner with accompanying press and publicity. SEUK also holds two networking events a year with all the participants, and is increasingly working with the Places on growing membership, consulting on advocacy work, testing out new approaches to place-based working, and on joint campaigns and communications work. The programme is also enabling SEUK to gain an insight into the critical factors that help create a thriving local social enterprise ecosystem.

Business support

SEUK has also continued to work with Deloitte on the third and final year of the Social Innovation Pioneers programme. This worked with 11 high performing social enterprises in the past year, with SEUK providing the evaluation of the programme. SEUK also supported the launch in July 2015 of the Super Pioneers programme working with social enterprises focused on employability.

SEUK has continued as a strategic partner to Business in the Community's Arc programme, which celebrated supporting 1000 jobs through social enterprise in the Olympic boroughs in December 2015 and launched in Yorkshire in January 2016.

SEUK has also worked with Power to Change and partners from Plymouth (one of the Social Enterprise Places) to test out place-based approaches to community engagement and supporting community business in Devonport and Stonehouse in the city.

SEUK held its flagship health conference, Fit for the Future, in Birmingham in March 2016 with keynote speeches from Norman Lamb MP, the Chief Economist of the King's Fund and the head of New Models of Care at NHS England. The event sold out and many members participated and attended.

Phase two of our Building Health Partnerships programme ended in Autumn 2015 having supported six areas (Bexley, Birmingham, Bolton, Hull, Nottingham, and South Gloucestershire) to respond to local healthcare challenges with a cross-sector approach. Tangible outcomes include fit for purpose child and adolescent mental health services in Bolton, co-designed by service users, and an established pathway for the integration of elderly care in South Gloucestershire.

Social Value

SEUK has once again worked with a growing number of organisations across sectors to turn the Social Value Act into action, and encourage stronger and better implementation. In partnership with Interserve we ran our Social Value Summit again in February 2016, with 300 attendees. The Summit continues to push the social value agenda further with a bigger and more diverse audience than ever before, this year incorporating the Cabinet Office-backed Social Value Awards.

In June 2015 in partnership with Wates, PwC, CIH and Orbit Group, SEUK launched a follow-up to our Communities Count report, the Communities Count toolkit helping provide more practical information for commissioners and practitioners.

SEUK have also completed a number of pieces of work advising commissioners on their social value policies. This has included working with the British Council on their global social value policy and advising HS2 on the social value elements of their £12bn main contract.

SEUK also delivered the second year of its Delivering Social Value in Health programme, supported by the Department of Health, which works with charities, social enterprises, local authorities and healthcare commissioners across the country to work collectively on translating social value aims into action. This year SEUK has worked with another four areas, Brighton & Hove, Lambeth, Oldham and Shropshire to support them to embed social value in health and care commissioning. This programme has supported areas to keep local spend local, create new job opportunities and reduce health inequalities.



Norman Lamb MP at Fit for the Future

Access to finance

To date, SEUK has directly assisted more than 70 charities and social enterprises with 1:1 diagnostics as part of the Big Potential Programme, funded by the Big Lottery Fund. As part of this multi-year programme supporting frontline organisations to understand social investment and become investment-ready, SEUK has also delivered practitioner-led events in every region of England in combination with Charity Bank.



Social Enterprise UK member, Change Please

REPORTING BACK

Last year's goal: Establish a webinar series for members to provide more access and reach to SEUK support and advice.

Actual activity: This has been established and the series is now scheduled and underway, covering main topics as identified by members.

Last year's goal: Improve the visibility and clarity of SEUK start-up advice and referrals.

Actual activity: We have created an internal script for all members of the SEUK team for start-up enquiries, involving pointing to our start-up guide, existing legal structures advice, and to relevant partner organisations (Inspire 2 Enterprise, School for Social Entrepreneurs, UnLtd etc).

Last year's goal: Add further Buy Social procurement exemplars in new sectors of business and the social sector to increase opportunities for social enterprise.

Actual activity: This goal has been achieved somewhat in the private sector, with further examples being added to Wates and Johnson & Johnson. Less progress has been made with universities, housing associations and large charities, which will remain a target in 2016-17.

Last year's goal: Expand Social Enterprise Places to have one in every region and nation of the UK.

Actual activity: Though more places have been added in the year, there are still none in East Midlands, Yorkshire, Northern Ireland or Scotland.

Goals for the year ahead

SEUK will act to improve in the following ways in 2016-17:

- **expand** its Buy Social work to more corporate partners and across other sectors, including housing and charities and social enterprises.
- **develop** products and services that directly help local implementation of social value to help create a more favourable local playing field for social enterprise.
- **grow** the number of Social Enterprise Places to 24 and have representation from all English regions and home nations.

POLICY & RESEARCH

SEUK works to create as favourable environment as possible for social enterprises, and undertakes focused policy work and research to achieve this. Our aim is to influence and inform decision-makers locally and nationally, based on rigorous evidence and research.

Policy

A key focus remains the Social Value Act and using it as a lever to create a more favourable commissioning and procurement landscape for social enterprises.

This has included:

- Chairing a social value panel which had submissions and interviews with major central government departments on their plans and approaches.
- Holding the Social Value Summit and organising the associated Social Value Awards with Cabinet Office to raise awareness and recognise good practice.
- Delivering bespoke consultancy to local authorities and housing associations to help them develop their social value policies.
- Submitting freedom of interest requests to every local authority on how they are implementing the Social Value Act.

Core policy activity

Amongst a great volume of policy work, the SEUK team have worked:

- with Department of Health and NHS England to ensure that social enterprises have a fair playing field, and are viewed as part of the solution to growing healthcare challenges.
- with Cabinet Office to promote Buy Social and Social Saturday, promote genuine mutualisation, and influence social investment developments.
- to maintain the All Party Parliamentary Group on Social Enterprise, in order to raise awareness, understanding and discuss key issues with policymakers and parliamentarians.
- worked closely on a co-designed review of the role of charities and social enterprise with health system partners to ensure social enterprise and social value were at the centre of the recommendations.
- responded to a wide range of relevant consultations, including the Charities (Protection and Social Investment) Act, the Financial Conduct Authority's call for input on barriers to social investments (and the current confusing regulatory framework), on Charity Commission guidance, and on the withdrawal of exemption for community energy under Social Investment Tax Relief.

Research

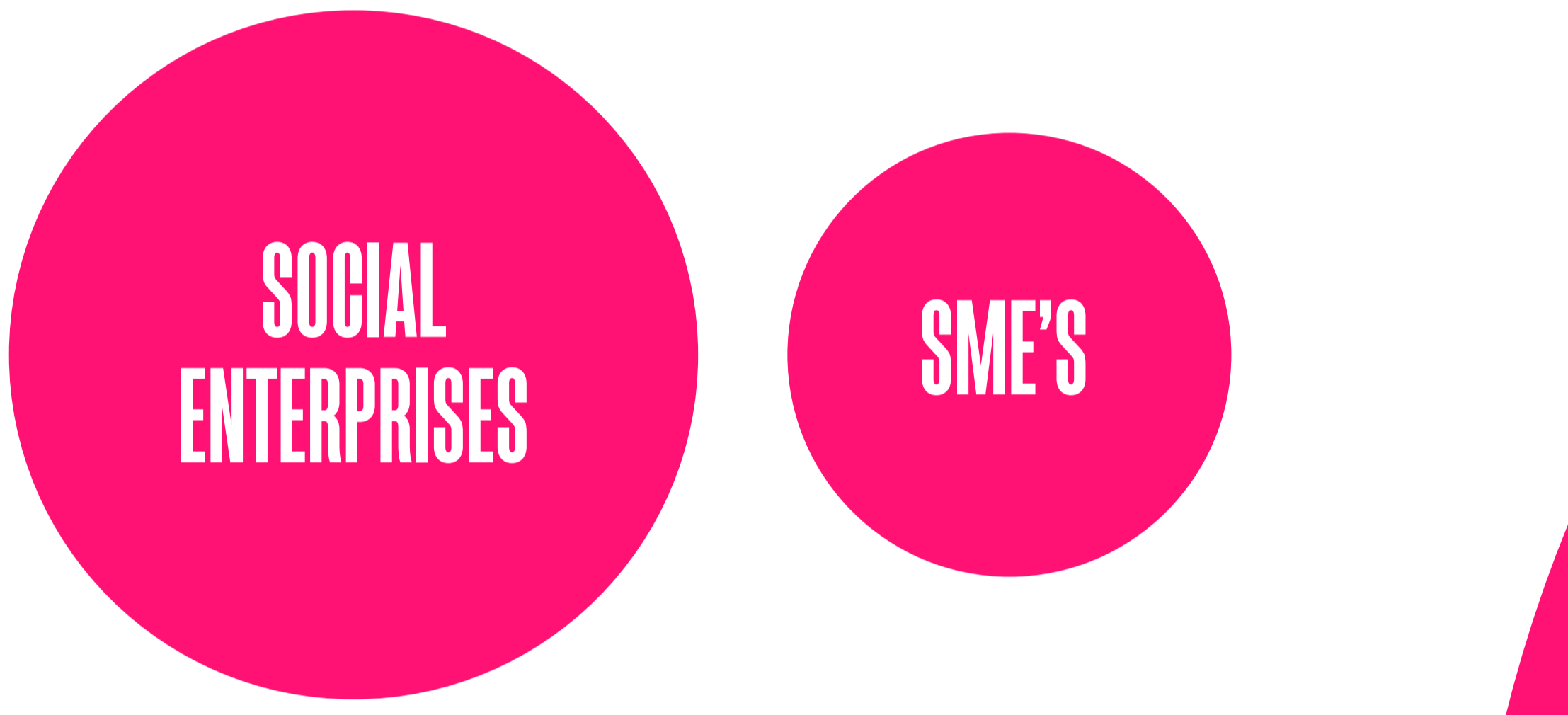
In this period, SEUK's flagship research, the **State of Social Enterprise** was published. Supported by Santander, this was the most comprehensive and rigorous research undertaken by the organisation to date, and by far the most in-depth: with a sample size of over 1159. The research has already been cited countless times by social enterprises and government departments alike, and SEUK has worked more closely than ever with relevant government agencies and other membership bodies to improve the quality and accuracy of the research.

Job creators: 41% of social enterprises created jobs in the past 12 months compared to 22% of SMEs.

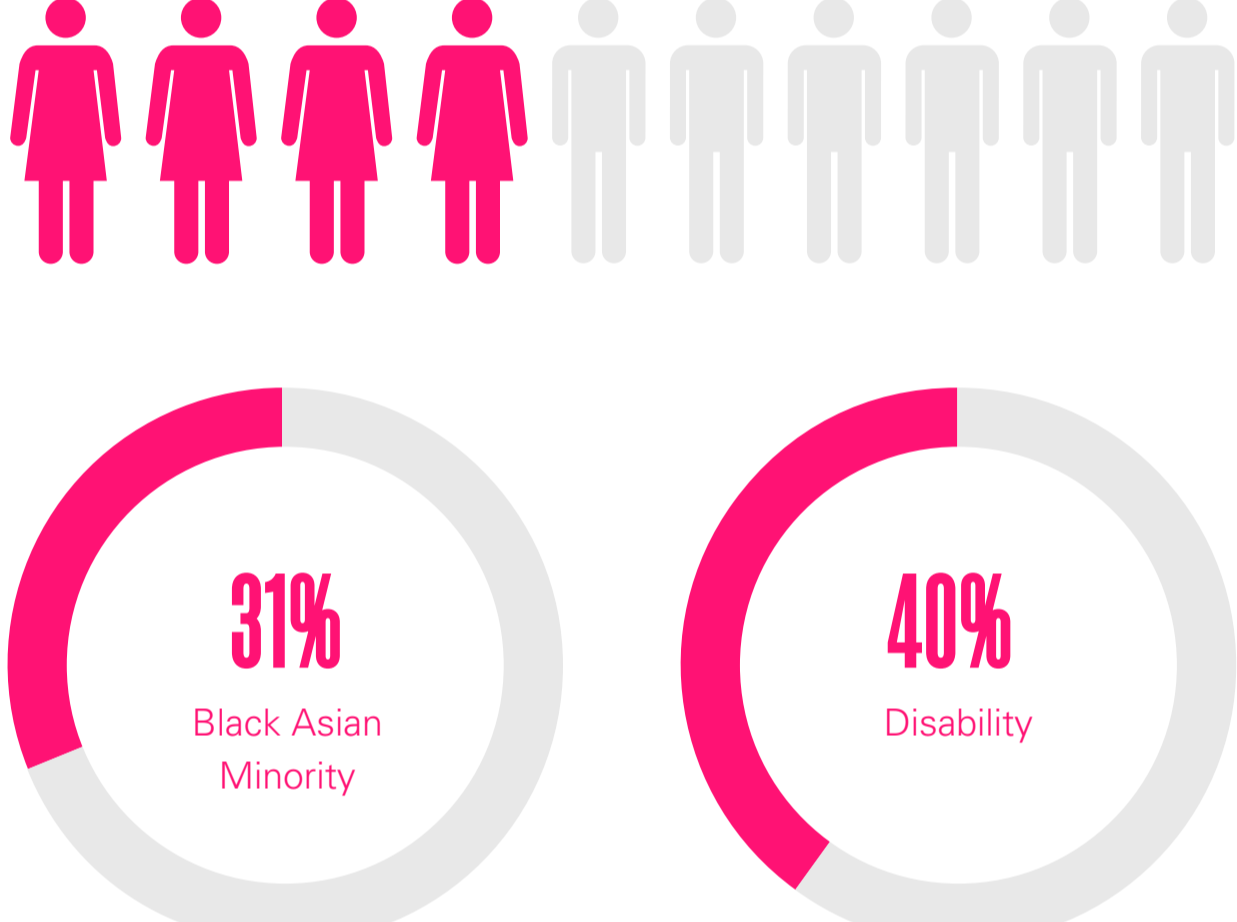
Making a profit, making a difference: 50% of social enterprises reported a profit, with 26% breaking even. 73% of social enterprises earn more than 75% of their income from trade.



Innovation pioneers: The number of social enterprises introducing a new product or service in the last 12 months has increased to 59%. Among SMEs it has fallen to 38%.

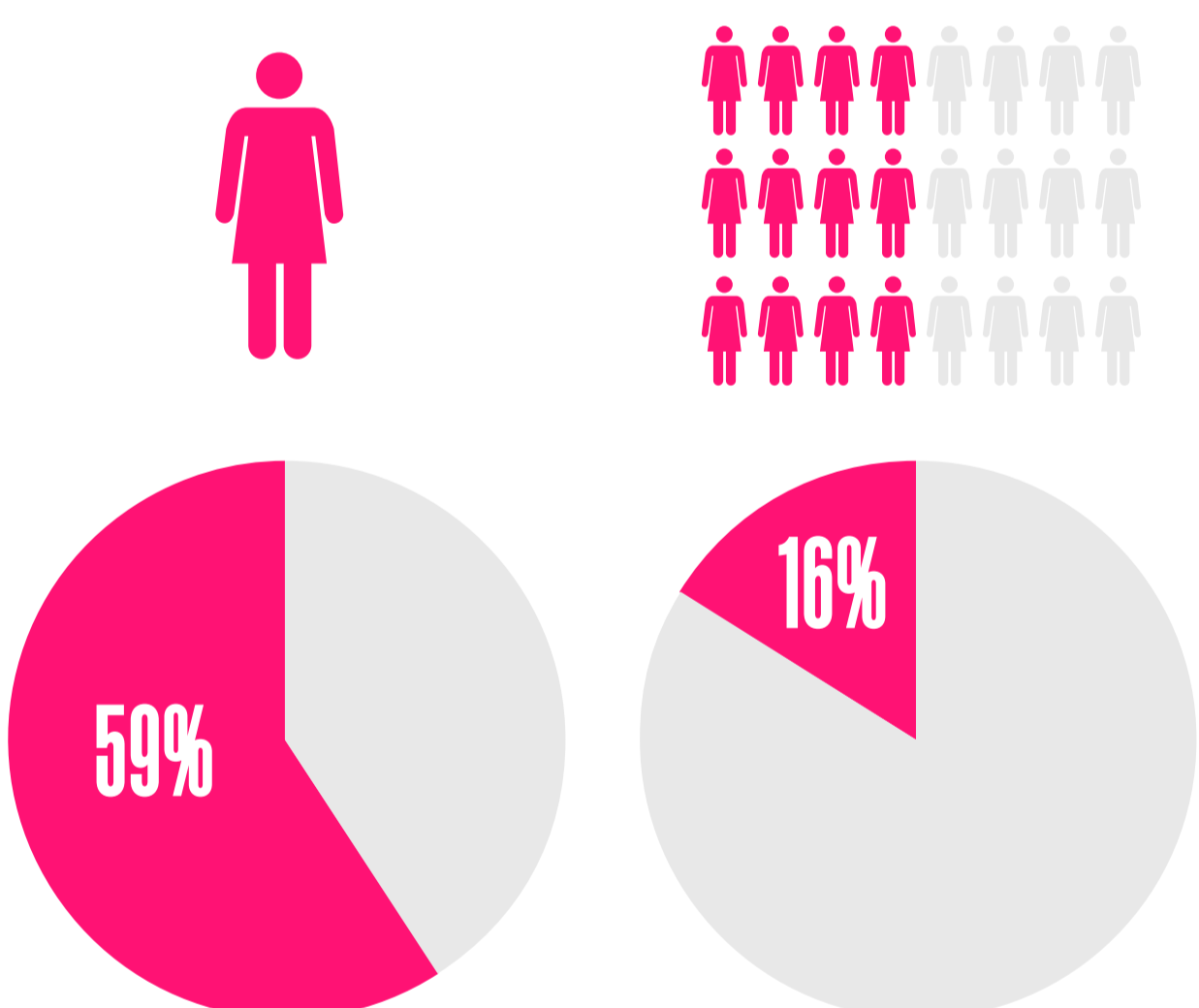


An inclusive and diverse leadership: 40% of social enterprises are led by women; 31% have Black Asian Minority Ethnic directors; 40% have a director with a disability.



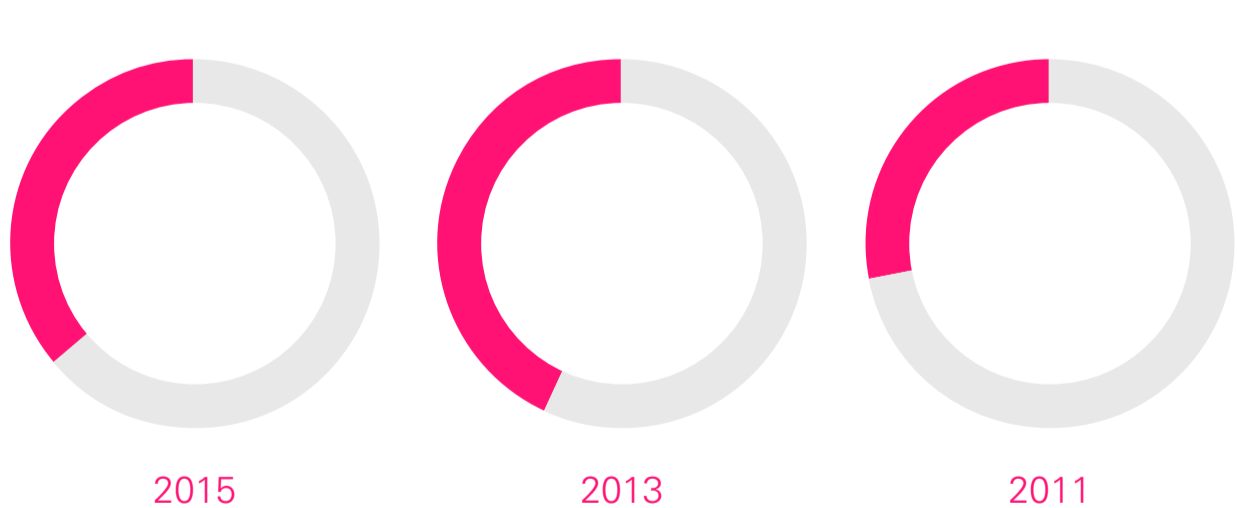
Paying fair: The average pay ratio between social enterprise CEO pay and the lowest paid is 3.6:1 – for FTSE 100 CEOs, this ratio stands at 150:1.

Not just any jobs: 59% of social enterprises employ at least one person who is disadvantaged in the labour market. For 16% of social enterprises, this group forms at least half of all employees.

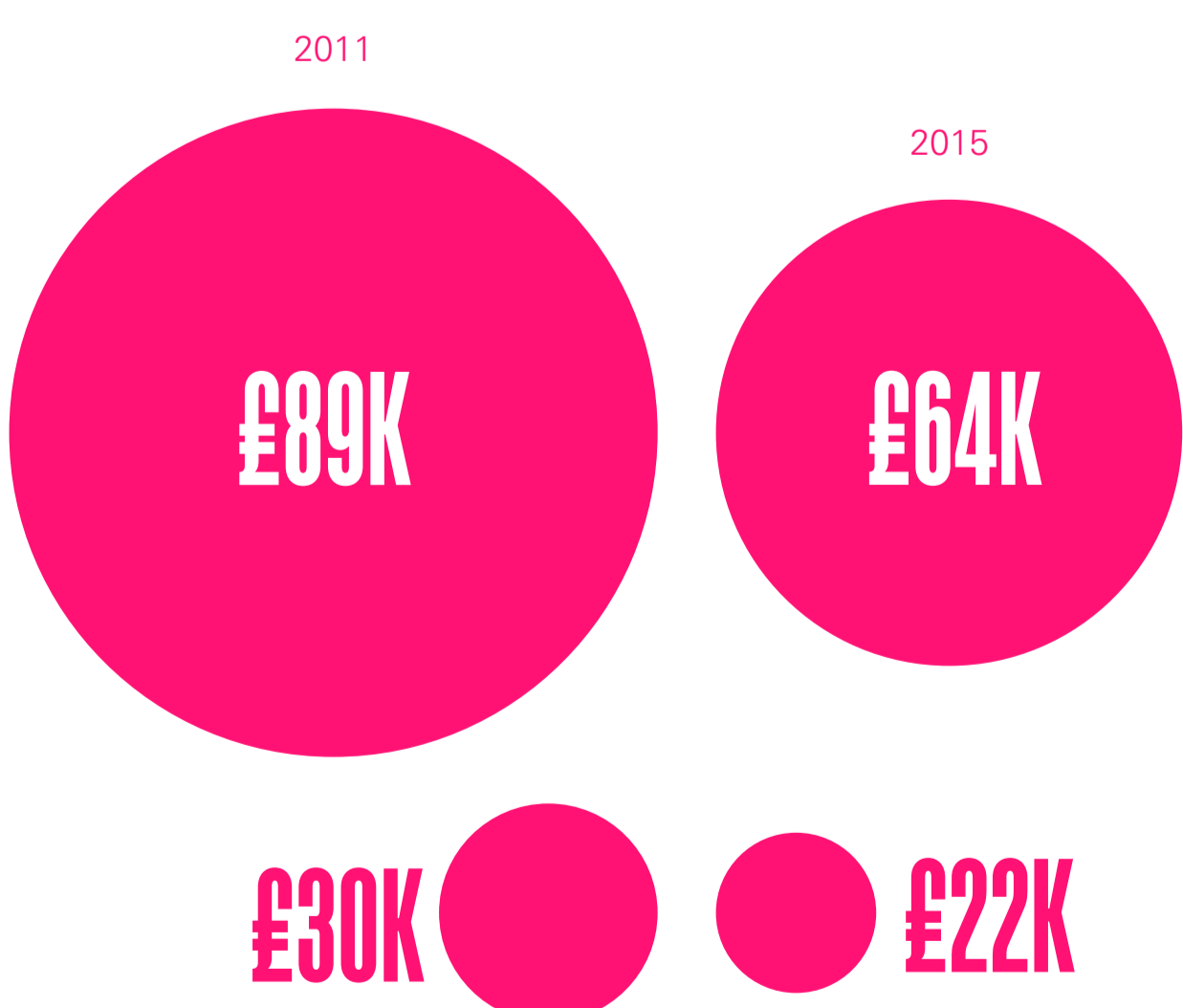


SEUK also undertook a specific piece of research for Access, the Foundation for Social Investment to provide more in-depth understanding of the financial needs and requirements of social enterprises, and how this varies by geography, legal structure, size, and product type. This research, called **Prospecting the Future** drew on the access to finance data from the last three State of Social Enterprise surveys in 2011, 2013 and 2015 and was published in early 2016.

More than a third of social enterprises have applied for some type of grant each year, even if only a small proportion of their turnover.



Over the years, an increasing number of social enterprises have sought finance for working capital – from 28% in 2011 to 35% in 2013 and 43% in 2015 (perhaps indicative of more restricted contracting arrangements and tighter margins).



Between 2011 and 2015 the amounts of finance applied for and raised were higher in the most deprived areas of Britain, and lowest in the least deprived (on average, social enterprises in the most deprived areas applied for £89K a year and raised £64K – and those in the least deprived areas applied for £30K a year and raised £22K).

SEUK remains committed to informing and influencing the social investment market so that it works as well as possible for members of all sizes and types, and this research has added considerably to the understanding of the demand side.

REPORTING BACK

Last year's goal: Improve awareness and implementation of the Social Value Act so it makes a difference on the ground to more social enterprises.

Actual activity: SEUK is working hard on this through multiple avenues as discussed above, though implementation remains patchy; we are looking at further pieces of work to push the agenda on.

Last year's goal: Push for more navigability, accessibility and transparency in the social investment market, so that it works better for all social enterprises.

Actual activity: SEUK has done this through working with Access on research, through finance-specific data in the State of Social Enterprise, through delivery of Big Potential events, and through being on the steering group of the Good Finance (online navigability project).

Last year's goal: Promote the work of social enterprises internationally to open up those markets more consistently.

Actual activity: Some progress has been made on this agenda, with SEUK helping establish social enterprise as a global theme within the British Council's strategy and undertaking a piece of research in relation to the Sustainable Development Goals. With 14% of social enterprises exporting, there is more to be done; see the 'International' section for more.

Goals for the year ahead

SEUK will act to improve in the following ways in 2016-17:

- **undertake** further activity to promote and improve standards of take-up and implementation of the Social Value Act, including training and research.
- **increase** the amount of work in devolved areas, working through and with local networks and members.
- **build** closer policy relationships with other central government departments, including Department for Education, Department for Business Energy and Industrial Strategy, and the Department for International Development.

MEDIA ARTICLES

348 → 381

We secured 381 media hits about our work, an increase of 33 on last year's 348. We have continued to establish and build new relationships with journalists and media outlets, and our work is appearing more frequently in trade publications, including those related to new sectors in which we want to influence. We have continued to feature regularly in social sector press titles, including Pioneers Post, Civil Society News and Third Sector. Regional press coverage tied to our Places Programme and to local events to celebrate Social Saturday has been strong and plentiful, reaching people across the UK.

We strive to constantly engage with the pressing political and economic issues of the day through our policy and communications work. This year we continued to engage our members to inform our press work and to hear their views on the wider issues.

In December 2015 we surveyed social enterprises on two pressing national issues – the living wage and the UK's membership of the European Union. Encouragingly, 74% of social enterprises pay the living wage as defined by the Living Wage Foundation. Equally, 74% said they would vote to remain in the EU. Both surveys resulted in media coverage and informed the debates.

Online



The number of unique visitors to our website rose by 7,448 from 245,007 to 252,455.

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The top five publications downloaded from our website were:

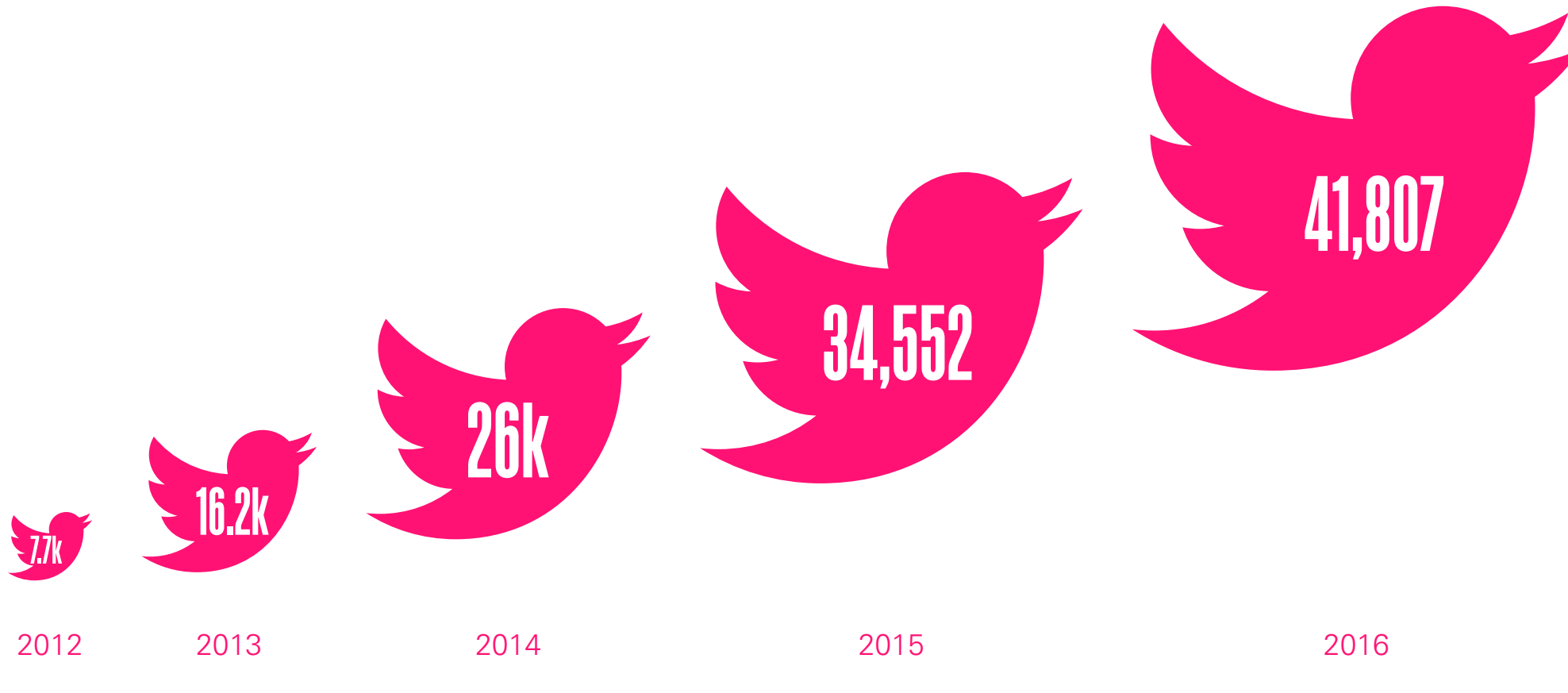
	Number of downloads
1. Start Your Social Enterprise guide	6811
2. What makes a social enterprise a social enterprise?	4067
3. State of Social Enterprise 2015 report	1573
4. Social Enterprise Explained guide	1516
5. Public Services (Social Value) Act 2012: A Brief Guide	1144

Social media

Twitter is our busiest social media channel, and the number of people and organisations following us continues to increase. Twitter drives traffic to our website and helps us to build relationships and identify new business leads. We use other social media channels such as Facebook and Linked In less frequently, but are looking at how we can use these more strategically to support our overall business plan.

New webinars

We set in process a series of webinars, delivered in partnership with our members. They started with a member introduction and will cover topics including setting up a social enterprise, social media, marketing and working with local authorities.



Social Enterprise UK

Rebrand

SEUK has got a new brand and it's very different from our old look. One of the main drivers for the rebrand was the need to bring our various brands under one roof, and stakeholder research revealed that our brand could and should be more serious and business-like to build credibility with key audiences. As we looked to the future, we realised that we were in need of a brand that appealed to our various stakeholders - members, partners and funders.

We will soon be starting work behind the scenes on the development of a new website, and are in talks with one of our members about co-producing a series of podcasts.



The Buy Social Campaign

Launched in 2012, the Buy Social campaign encourages organisations from across the private, public and social sectors, as well as individual consumers, to buy from social enterprises. In the last financial year we took some big steps to push the campaign forward, creating new relationships, engaging more with our members and working with corporate partners to bring social enterprises into their supply chains. This year we will plan to build on this, and have already begun laying the foundations to take the campaign to charities and universities.

Social Saturday 2015

The second Social Saturday took place in October 2015 and was bigger and better than 2014's inaugural event. Delivered in partnership with the Cabinet Office, the campaign is designed to target consumers to encourage them to buy social. This year's activities were much more member focused and member led. We convened a marketing network to ensure that SEUK members were involved in its design and delivery. We also grew the online social enterprise marketplace, which featured 58 consumer facing social enterprises to help them sell their products and services.

Social Saturday was launched by Rob Wilson MP, Minister for Civil Society, at GLL's Better Extreme Skate Park in Dagenham. The launch set in motion a series of events and an intense social media campaign in the run up to the day, including a football match at the community owned club, FC United, organised by social investor, Key Fund.

A key objective was to encourage activity at a local level and we are pleased to report that more than 80 events took place across the UK in cities and towns including Brighton, Plymouth and Liverpool. London-based members, led by Divine Chocolate, joined forces to host a social enterprise fair and film screening at the Lexi Cinema. Clarity even organised 'Bike Social', which saw their CEO cycle from Keswick to Manchester stopping off at social enterprises along the way.

The day was kick-started with a morning event in Manchester in which we partnered with Key Fund, bringing together social enterprises, local businesses and supporters in the North West. The day came to a close with a party at the House of St Barnabas in London.

A new addition to the campaign saw us engage 15 local authorities - those based in Croydon, Greenwich and Exeter used the day to full effect and organised social enterprise events for interested local people. We are planning to build on this engagement in 2016.

A key aim was to ensure a strong social media presence both on the day and in advance. In the month running up to 10 October, #SocialSaturday2015 was mentioned 6,300 times - an increase of 7% on 2014. On the day,

it was mentioned more than 3,100 times with 1,040 original tweets. The day trended on Twitter in the UK.

Notable participants included Jamie Oliver, Number 10, Chris Addison, Water Aid UK, UK Civil Service and the Treasury. The overall potential reach of the campaign was 10.3 million.

Social Saturday 2015 secured 74 media hits, 16 more than in 2014. Most coverage appeared in the regional press - not surprising given the grassroots nature of the campaign, while national press coverage was slightly down on 2014.

Buy Social



Christmas Web Platform

In 2015 the consumer-facing Buy Social Christmas website featured 39 social enterprise members. Web traffic was significantly higher than the previous year with 5,016 recorded sessions on the site between its launch on 19 November and the end of December. This was a 43% increase in visits to the site on 2014. Feedback from a small sample of members revealed that 78% saw an increase in traffic to their websites over the Christmas period as a result, and some had an increase in sales.

80+ EVENTS

SOCIAL MEDIA REACH

Events

The PR Buy Social Forum

A partnership was established between SEUK, the Public Relations Consultants Association (PRCA) and the PR Guild, resulting in the creation of the PR Buy Social Forum to support social enterprises into the supply chain of PR agencies and in-house teams. The Forum took place in June 2015. Potential buyers networked with social enterprises working in the creative industries such as print, design, web and film production. We are planning more of these 'meet the buyer' events, with a priority to do so outside London.

UK Social Enterprise Awards

The 2015 UK Social Enterprise Awards took place at the Underglobe, below Shakespeare's Globe Theatre, in London. A record number of guests attended (361) and social enterprises were front and centre of the ceremony, and fully incorporated into the events

supply chain: as detailed in the Operations section, this amounted to over £50,000 spent with social enterprises. With 2015 seeing the launch of the global Sustainable Development Goals it was fitting that we included a new category, the International Impact Award, recognising UK-based social enterprises that work internationally.

The Awards were hosted by Scottish comedian Susan Calman. As with previous years, the Awards were coordinated and run in partnership with colleagues in the home nations: Social Enterprise Northern Ireland, Social Enterprise Scotland and the Wales Co-operative Centre.

The media partner, The Independent on Sunday, covered both the event itself and ran features in the run up to the night. They also sponsored a new award, the Independent on Sunday Reader's Choice Award, the winner of which was voted for by the newspaper's readers.

Award winners

- UK Social Enterprise of the Year (Sponsor, NatWest)
- Vi-Ability**
- The One to Watch Award (Sponsor, The Co-operative Bank)
- Penrhys Partnership - Big Click**
- The Prove It: Social Impact Award (Sponsor, PwC)
- SolarAid/SunnyMoney**
- Buy Social Market Builder Award (Sponsor, Saxton Bampfylde)
- Merthyr Valleys Homes**
- Social Investment Deal of the Year (Sponsor, Big Society Capital)
- Resonance (investor) + FareShare (investee)**
- Health & Social Care Award (Sponsor, Bates Wells Braithwaite)
- Leading Lives**

- Consumer Facing Award (Sponsor, Johnson & Johnson)
- The Phone Co-op**
- Education, Training & Jobs Social Enterprise of the Year (Sponsor, Wates Group)
- Creative Alliance**
- Environmental Social Enterprise of the Year (Sponsor, Landmarc)
- Instant Neighbour**
- Inspiring Youth Enterprise Award (Sponsor, GLL)
- The Aim Sky High Company**
- Women in Social Enterprise Award (Sponsor, Santander)
- Julie Hawker, Cosmic IT**
- International Impact Award (Sponsor, British Council)
- Zaytoun CIC**
- Independent on Sunday Reader's Choice Award
- WildHearts in Action**

INTERNATIONAL WORK: SPREADING THE MESSAGE

Working in partnership with the British Council, members and our peers in different countries, Social Enterprise UK has been at the forefront of supporting social enterprise as an international movement and in raising awareness and building the markets across the world.



In September 2015, in partnership with the British Council, we published *Think Global, Trade Social* – a report looking at how social enterprises are well positioned to address the challenges posed by income inequality, poverty and a changing climate. The report was supported by the World Bank and includes a foreword from Nobel Laureate, Professor Muhammad Yunus and Linda McAvan MEP, Chair of the International Development Committee of the European Parliament.

Launched in Washington at the World Bank HQ prior to the publication of the UN's Sustainable Development Goals, *Think Global, Trade Social* argued that the goals must embrace the potential of social enterprise to deliver genuinely sustainable development and deliver on the reality of the goals. Influencing institutions such as the UN and the World Bank is important if we are to take social enterprise into the mainstream of economic thinking and in order that it is recognised for its role in tackling global challenges such as climate change, inequality, and sustainable development.

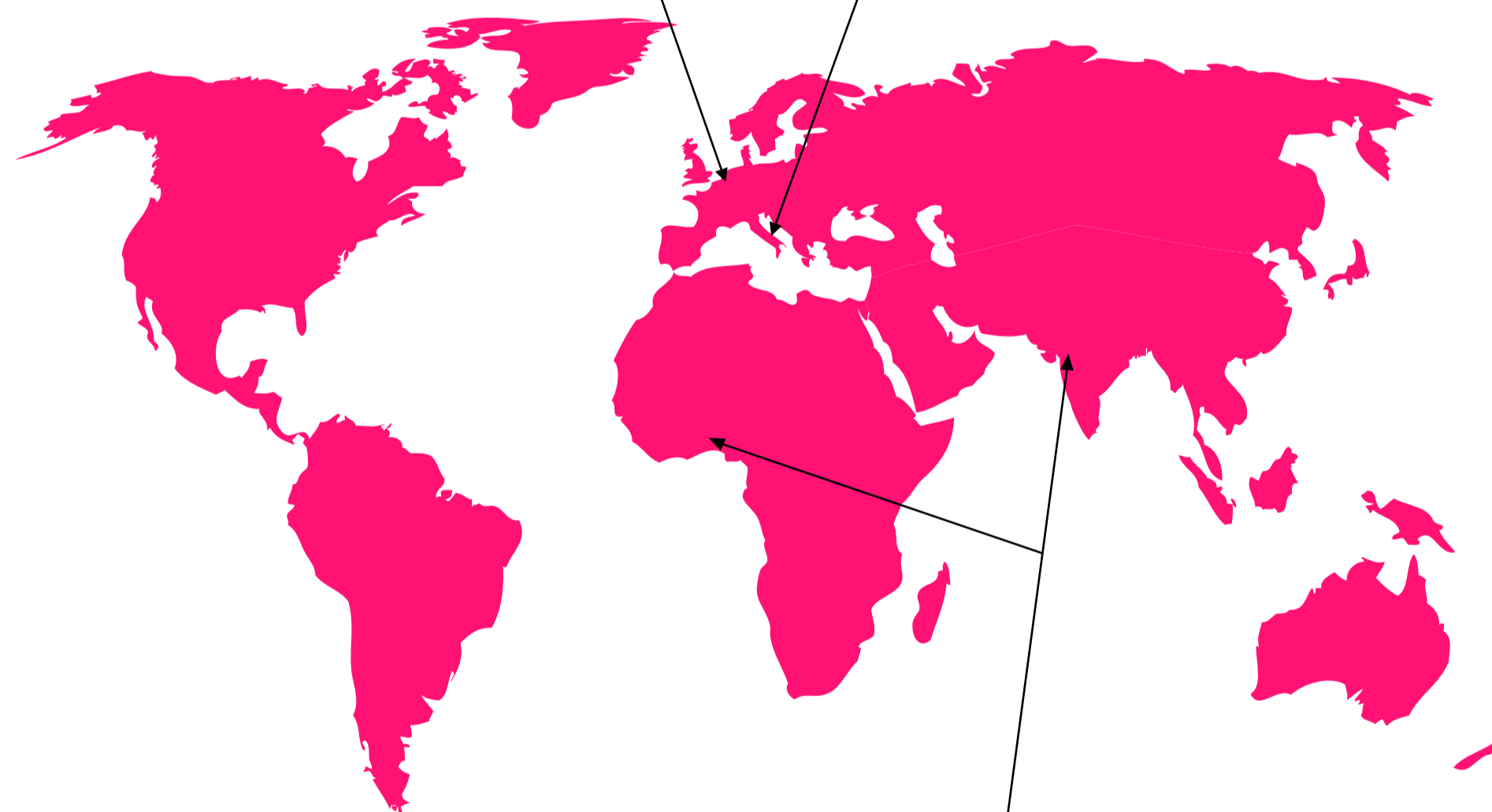
On a more practical level, we have provided technical assistance to a number of overseas policymakers: for instance, advising the Ghanaian government in the development of their social enterprise strategy, shaping the development of baseline for mapping social enterprise across India, Pakistan, Bangladesh and Ghana and more. One exciting development is that the principles behind the Social Value Act are being adopted by the Indian State of Karnataka.

Green and Blue Futures (UK, Ireland, France, Belgium)

The Green & Blue Futures project was a multi-partner initiative with partners across north-west Europe to develop a strategic framework for growing the role of the social economy in green and blue infrastructure; and ultimately to inform European Strategy & Policy. Working with SEUK member Intentionality, SEUK delivered a methodology report on how to measure outcomes and evaluate the project in 2014, and then a final report with practical and policy recommendations in September 2015.

Social Enterprise World Forum (Italy)

The Social Enterprise World Forum 2015, now in its 9th year, took place in July 2015 in Milan, Italy. This was SEUK's last year chairing the organising committee. It attracted over 1000 delegates from 46 countries who came together to discuss the successes, challenges and opportunities facing the global social enterprise movement in these particularly uncertain economic times. SEUK members and partners such as Belu Water, Growth Rings CIC, Matter and Co., CEiS, HiSBe and Acumen Trust participated across workshops and plenaries over 3 days. The Forum was closed by our friend, Nobel Laureate Professor Muhammed Yunus.



Delegations

In 2015-2016 we hosted individuals and delegations from around the world coming to learn more about social enterprise in the UK. This included groups from Thailand, Australia, China, Japan, South Korea, the Philippines, Finland, the Netherlands, Armenia.

Social Enterprise Surveys V (Bangladesh, India, Pakistan, Ghana)

As part of a social enterprise programme launched by British Council, SEUK carried out a baseline survey of the social enterprise sector in those four countries, in order to provide a summary of the current size and scale of the social enterprise sector and to be able to track how the sector develops in the coming years to evaluate the future impact of the British Council's social enterprise programme. This also helps build consistency in 'state of the sector' mapping across the world.

GOALS FOR THE YEAR AHEAD

SEUK will act to improve in the following ways in 2016-17:

- **Buy Social:** To work with new partners to take the campaign to universities and charities, and to hold more meet-the-buyer events.
- **Social Saturday:** To work more closely with the Social Enterprise Places and our corporate partners as part of our delivery on the Social Saturday campaign to broaden its reach and impact.
- **Media coverage:** To increase media coverage in national and trade press (not social sector), particularly around big campaigns such as Social Saturday, Social Value or Buy Social.

REPORTING BACK

Last year's goal: Expand the scope and reach of the Buy Social campaign, with more meet-the-supplier events and sector-by-sector relationships.

Actual activity: Buy Social has grown and expanded through members and other partners, particularly into supply chains. We have done some meet-the-buyer events, but local ones will help more, and we need to achieve more buy-in from other sectors (such as universities and big charities).

Last year's goal: Expand the reach and coverage of Social Saturday through increased working with members, Places and other partners.

Actual activity: This was achieved with more press coverage secured overall (especially local and regional press), with many more events, with a member-led marketing group and a targeting of local authorities. More could be done, however, to involve Places, local networks and other partners in 2016.

INSIDE SOCIAL ENTERPRISE UK

We continue to work hard to make Social Enterprise UK the best social enterprise it can be, and this also means looking at ourselves – as an employer, as a purchaser, and as a contributor to society. SEUK maintains its Living Wage accreditation and fair internships policy, as in previous years.

Our people

SEUK employed 19 staff members during the year (excluding Social Enterprise West Midlands staff). On March 31st 2016, there were 16 staff employed by SEUK in a total of 14.8 full-time equivalent roles (this includes new team members at Social Enterprise West Midlands).

As in previous years, we have conducted an anonymous staff survey to gather feedback to help us improve our practices, and learn as an organisation. We also want to understand the effect that SEUK has on its staff, and the effect the staff have on the world of social enterprise.

The main statistics and findings follow (based on the responses of 15 members of staff):

Age

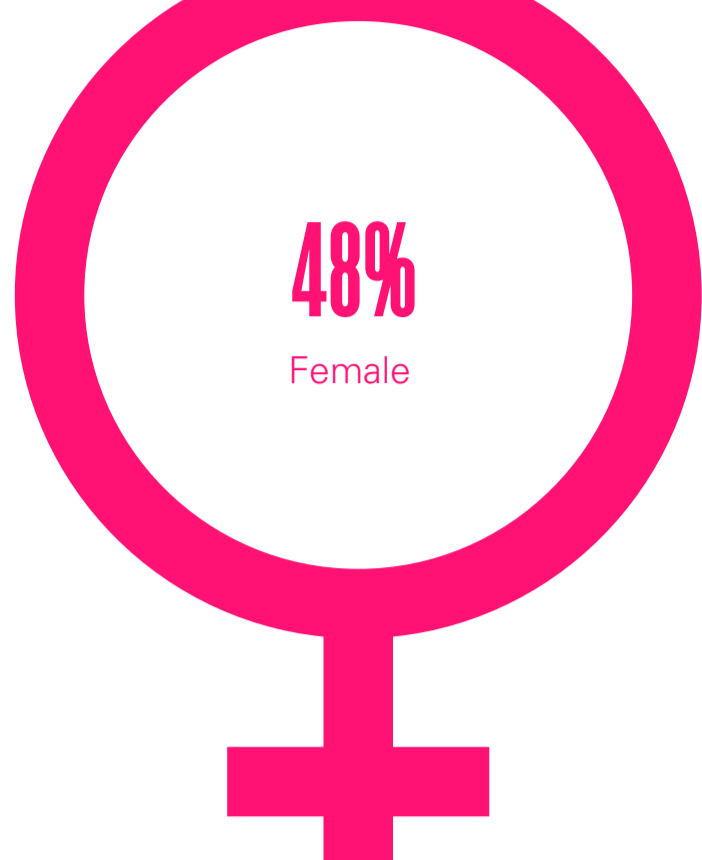
24 or Younger

25 - 34

35 - 44

45 - 60

Gender



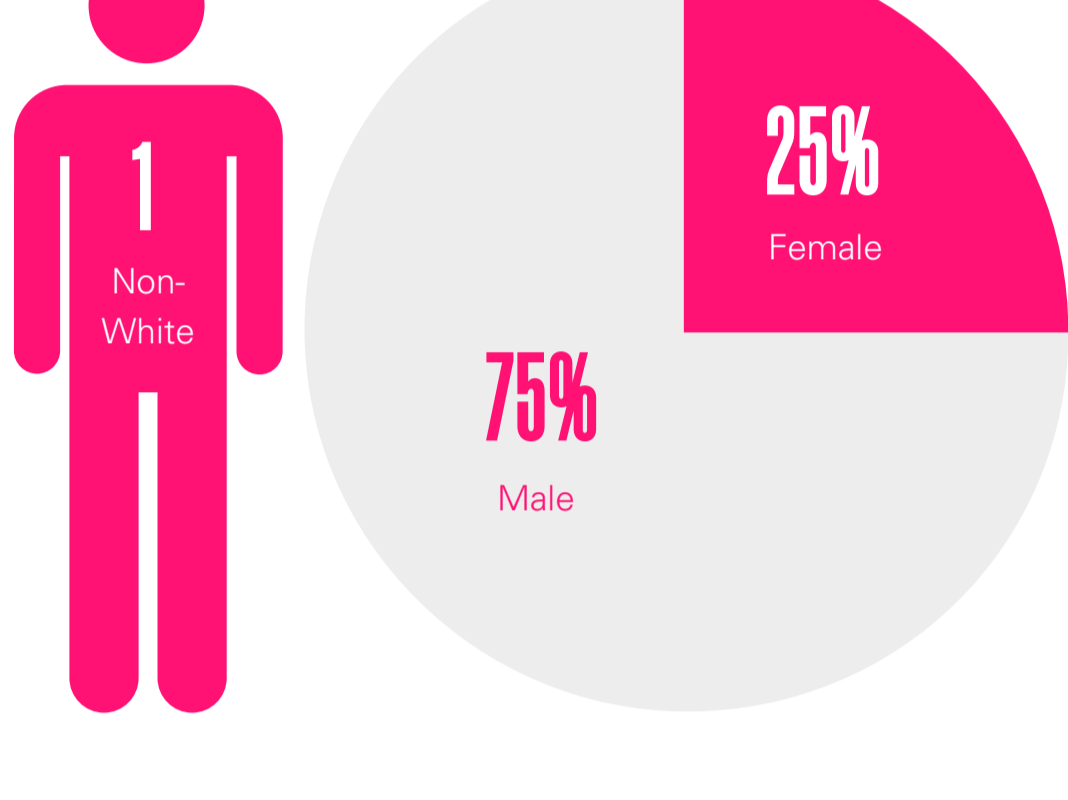
Ethnicity

13 White European

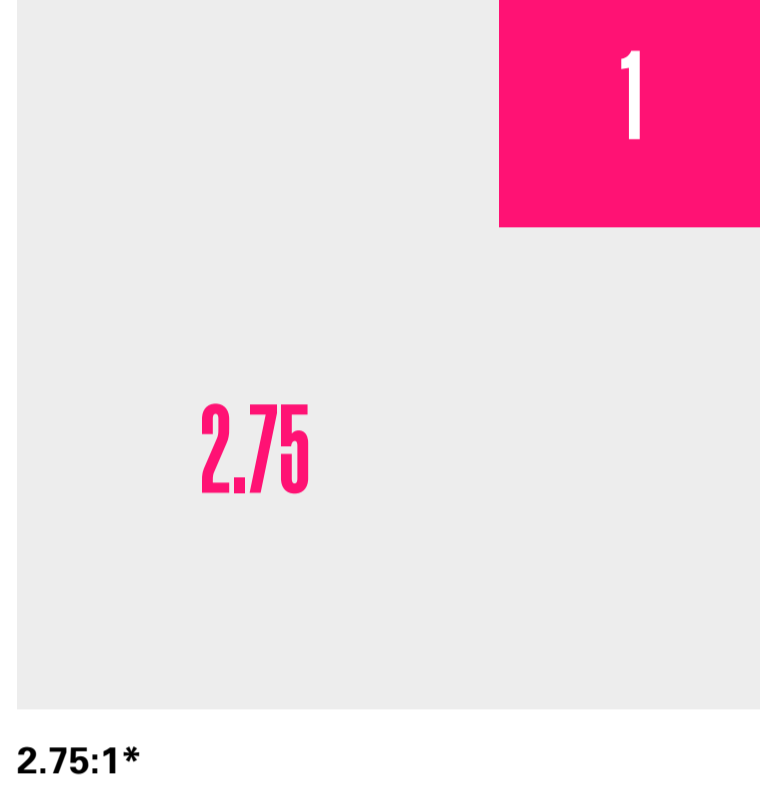
4 Asian

2 African

Senior Leadership Team



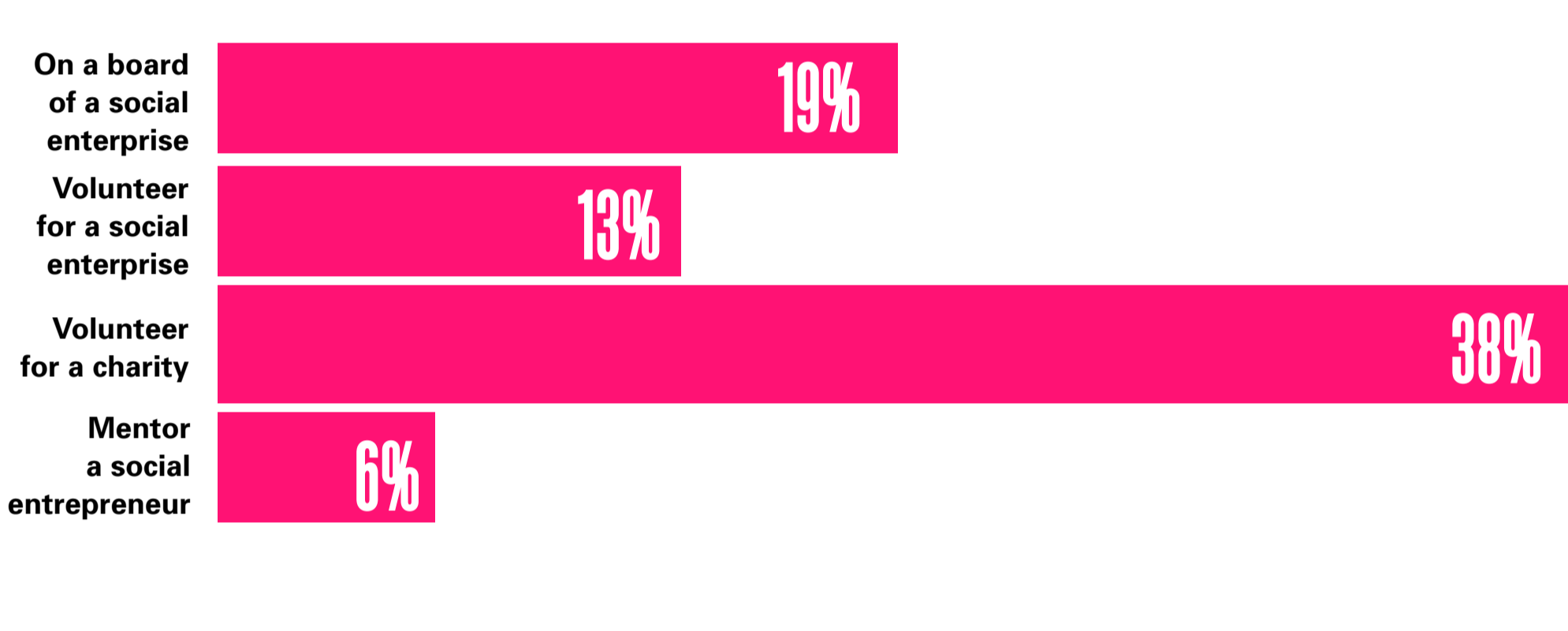
SEUK Pay Ratio



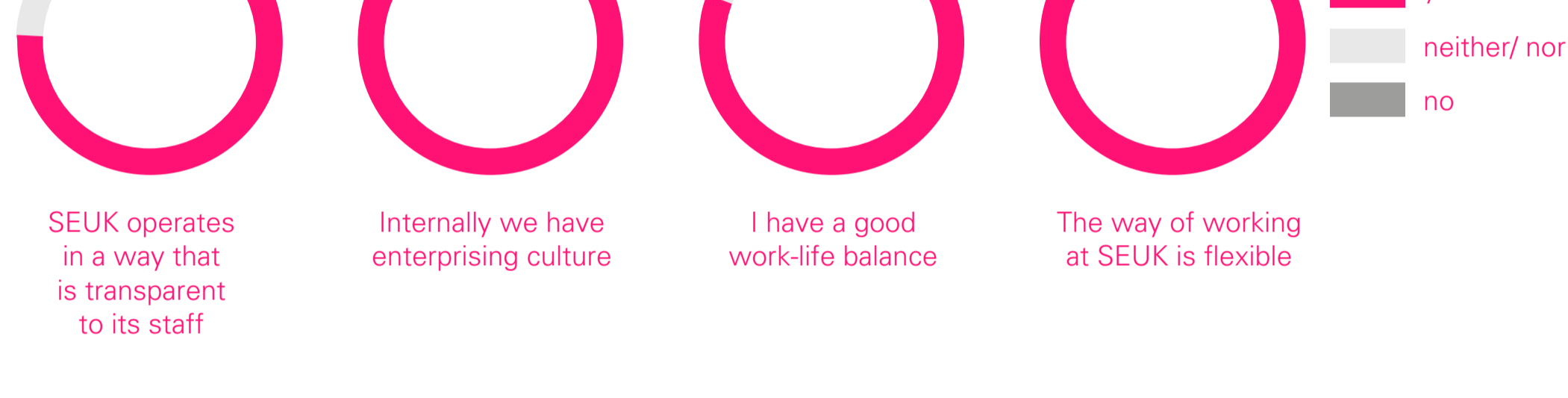
2.75:1*
*We report the ratio of the highest pay to the median pay, in line with PayCompare guidance

Staff Survey Results

Outside of work



Do you agree with these statements?



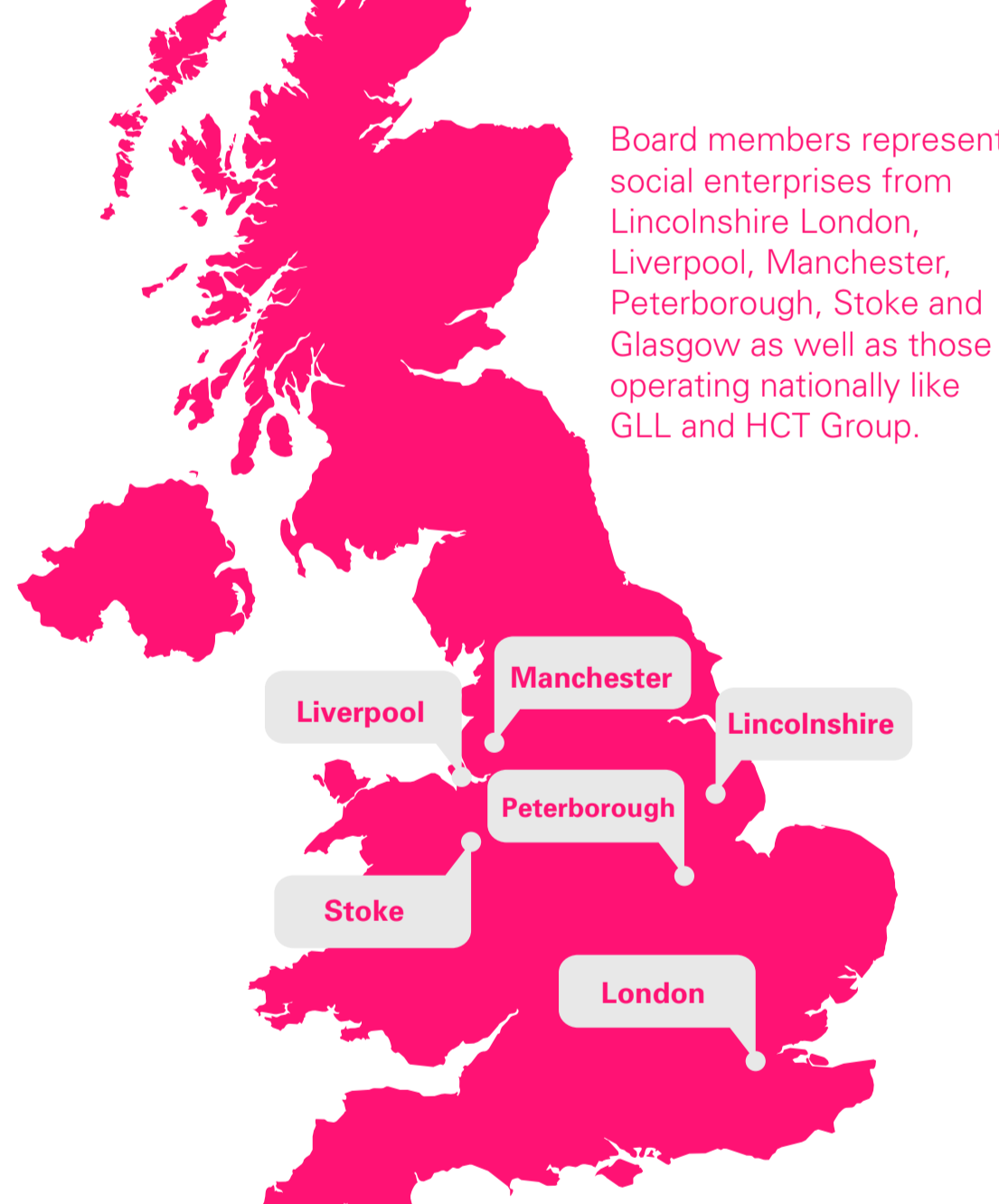
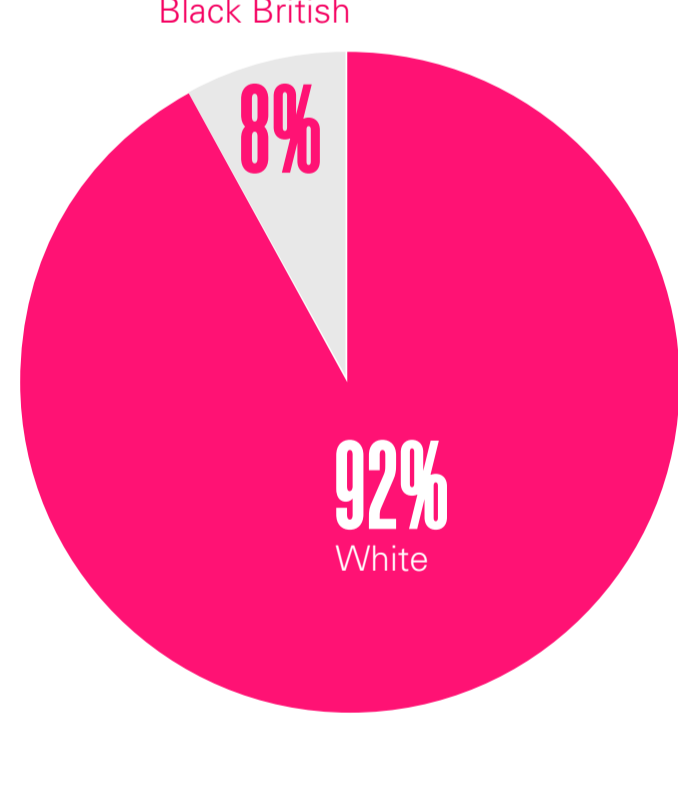
Our Board

The SEUK board is made up of social enterprise leaders representing the full range, diversity and scale of the social enterprise movement. They come from across the country and from across industry sectors. Any member of SEUK can stand for election to the board when positions become available.

- Claire Dove OBE DL:** Chair, SEUK and Chief Executive, Blackburne House
- Karen Lowthrop MBE:** Vice Chair, SEUK and Chief Executive, Hill Holt Wood
- Peter Holbrook CBE:** Chief Executive, Social Enterprise UK
- Andrew Croft:** Treasurer, SEUK and Chief Executive, CAN
- Caroline Mason CBE:** Chief Executive, Esmée Fairbairn Foundation
- Dai Powell OBE:** Chief Executive, HCT Group

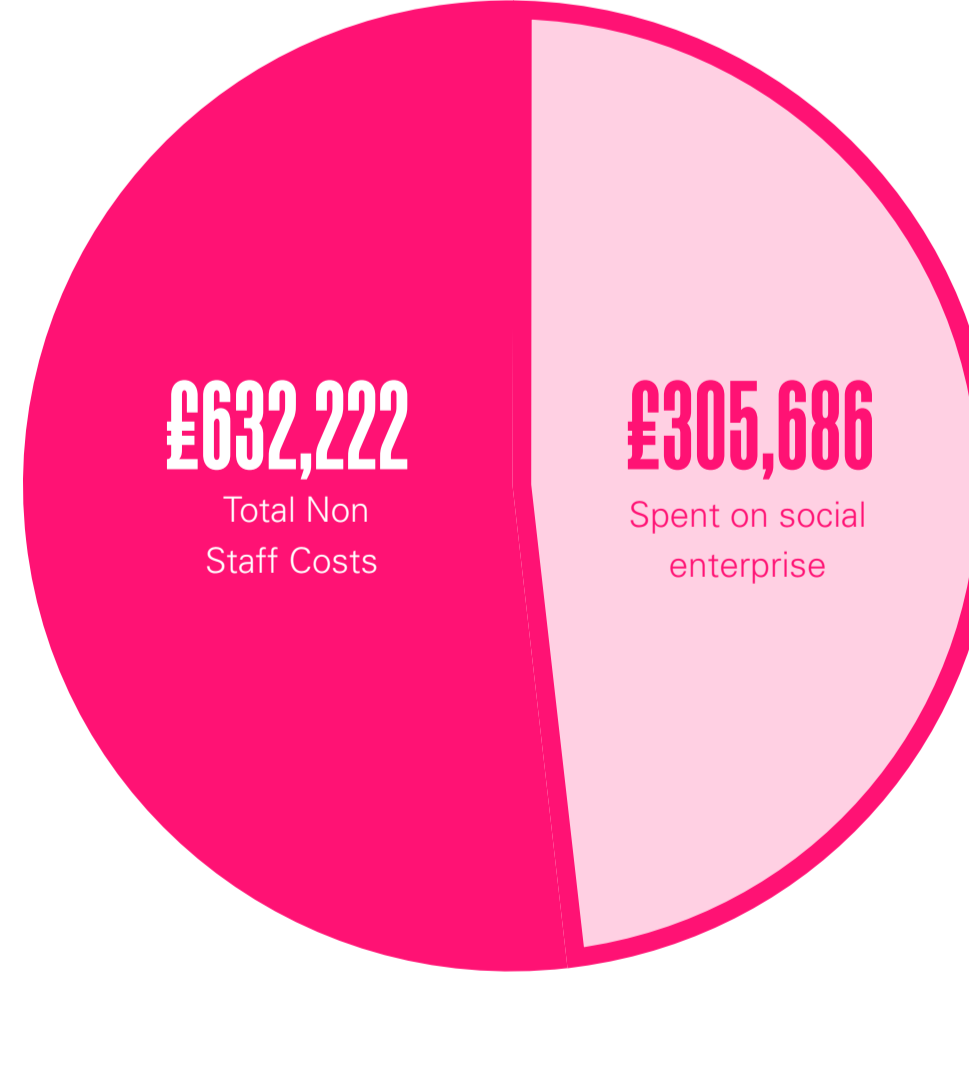
- Dave Dawes:** Managing Director, Community Health Innovation
- Gerry Higgins:** Chief Executive, CEIS
- Jo Ransom:** Founding Director, Social Enterprise East of England
- Liz Allen:** Director, The Connectives
- Mark Sesnan:** Managing Director, GLL
- Will Nixon:** Deputy Chief Executive, Aspire Group

Members of the board



Our Operations

SEUK remains committed to embodying the Buy Social campaign in our own supply chain and buying from our members and the social enterprise movement wherever possible. In total, for this year, SEUK spent a total of £632,222 on non-staff costs; of this, £305,686 [48%] was with social enterprises.



Current social enterprise suppliers at SEUK include: insurance, HR, design and print, event management, venues and catering, coffee, chocolate, water and many more.

SEUK spent £51,285.81 with the following social enterprise suppliers at the 2015 Social Enterprise Awards:

- Caterer: **Brigade**
- Creative agency: **The Champion Agency**
- Goody bags: **Divine Chocolate Ltd, Miss Macaroon, Tea People Ltd, Old Spike Roastery (sponsored by Chivas Regal)**
- Event management: **Fuse Events Ltd**
- Photobooth sponsor: **FIKAY**
- Trophies: **Henshaws (sponsored by Social Investment Scotland)**
- Filming: **Tiny Wolf**
- Printing: **DTP**
- Venue: **UnderGlobe**

Environment

SEUK is committed to environmental management and its sustainability within our organisation. Through managing the environmental impacts of our own organisational activities, we aim to inspire and encourage our members to reduce their own adverse environmental impacts.

Impacts: SEUK recognises the key environmental impacts to be:

- Emissions to atmosphere from the use of carbon based energy in offices and fuel in transport.
- Emissions to atmosphere due to consumption of resources from the use of water, energy, products and raw materials.
- Consumption of fuels (employee travel).
- Production of waste materials.
- Procurement and the environmental performance of our suppliers.

Last year, we set ourselves some areas to improve in: we have been environmentally audited to inform improvements, and we now have a detailed environment policy and action plan; all staff have been trained and are monitored by an internal Environmental Champion this action plan includes travel policies which will be introduced in the following year (2016-17) we will also be introducing environmental fact sheets and raising awareness with staff

At a glance

 A note from our
Chief Executive
& Chair

Our members

 Projects and
programmes

Policy and research

Communications

International work

 Inside Social
Enterprise UK

Accounts

ACCOUNTS

Below is a summary of SEUK's accounts for the 2015/2016 financial year with a summary of the previous years' accounts. 2016 was a tough year for many in the social sector and even more so for infrastructure organisations providing support, representation and advocacy to charities and social enterprises. SEUK's board were aware from the outset of the likelihood of a structural deficit within the accounting period. The executive and the board agreed to absorb the anticipated deficit to ensure the organisation's business development and membership capacity remained intact. From a financial perspective, this was a disappointing year. However, the board, finance subcommittee and staff team were confident that this performance was an anomaly rather than a trend, and that the future prospects for SEUK remained favourable.

Social Enterprise Coalition CIC (Trading as Social Enterprise UK)

Income and Expenditure Account

Year ended 31 March 2016

	2016 £	2015 £
Income		
Grants	131,967	368,828
Restricted grants	201,297	187,729
Membership income	302,169	293,170
Contracts and consultancy	360,835	603,097
Sponsorship, conferences and events	175,445	202,849
Products and services	—	4,676
Other income	17,810	51,069
Interest receivable	331	324
	1,189,854	1,711,742
Expenditure		
Staff	746,821	825,296
Contractors	366,066	551,231
Administration	82,674	141,805
Promotion	66,910	95,817
Premises	35,977	44,968
Communication	7,286	9,422
IT maintenance and small office equipment	19,747	15,384
	1,325,481	1,683,923
Deficit (surplus) on ordinary activities before taxation	(135,627)	27,819
Tax on interest receivable	(66)	(65)
Surplus for the financial year	(135,693)	27,754
Retained surplus		
at 1 April 2015	336,082	308,328
Retained surplus		
at 31 March 2016	200,389	336,082

Social Enterprise Coalition CIC (Trading as Social Enterprise UK)

Balance sheet as at 31 March 2016

	2016 £	2016 £	2015 £	2015 £
Fixed assets				
Tangible assets	—	—	—	1,648
Intangible assets	16,667	—	—	—
Investment	20,000	—	—	—
	36,667			1,648
Current assets				
Debtors	136,037	—	128,254	—
Cash at bank and in hand	359,420	—	337,622	—
	495,457		465,876	
Creditors: amounts falling due within one year	(331,735)		(131,442)	
Net current assets		163,722		334,434
Total net assets		200,389		336,082
Capital and reserves				
Income and expenditure account		200,389		336,082