



Social
Enterprise UK

2017-2018

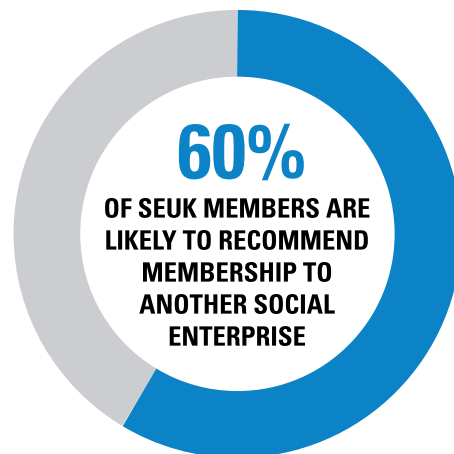
IMPACT REPORT

AT A GLANCE

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



TOTAL MEMBERSHIP INCREASE

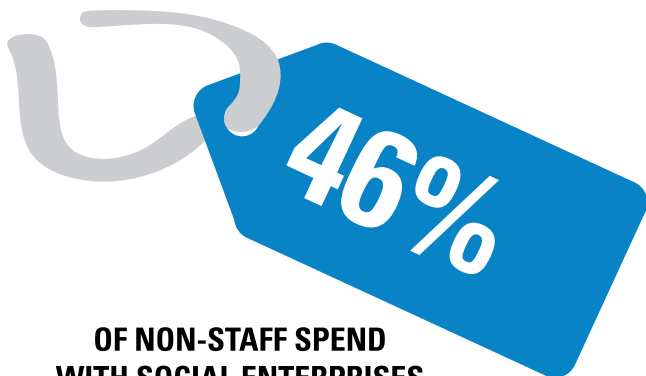


NUMBER OF MEDIA ARTICLES
INCREASED 30% FROM



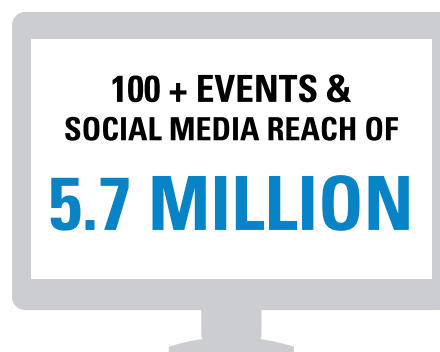
11 OF THE UK'S BIGGEST
COMPANIES BUYING
FROM SOCIAL
ENTERPRISES
THROUGH THE BUY
SOCIAL CORPORATE
CHALLENGE

BUYING SOCIAL



OF NON-STAFF SPEND
WITH SOCIAL ENTERPRISES

SOCIAL SATURDAY



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A NOTE FROM OUR CHIEF EXECUTIVE



At SEUK we believe that social enterprises are the future of business. They are outperforming traditional businesses not only in regard to diversity and inclusiveness but also when it comes to growth and innovation. We are proud to be the membership body for the sector and our members consistently inspire us to do all we can to support, and advocate on behalf of, the social enterprise movement.

Social enterprises are making a real difference to individuals and communities in the UK and around the world, tackling the most pressing and important issues we face from wealth inequality to climate change. Creating meaningful social or environmental impact is in their DNA but how this is measured can often be challenging. As a social enterprise ourselves, SEUK need to not only report our impact against our social purpose but also to determine whether we, as an organisation, are doing all we can to ensure we are part of the solution to building a fairer, more sustainable world.

This is why I'm proud that in this year's impact report we are considering more how we look at our own impact and whether we are living the values we work hard to advocate for. We have a whole new section on our wider social and environmental impact which complements our usual look back at the last financial year – more of why we did this on the next page.

There's certainly been a lot of activity in the past year: we've released some ground-breaking research to make the case for social enterprise, including our flagship State of Social Enterprise Survey. We've grown the Buy Social campaign, reaching more consumers through Social Saturday and more businesses through the Buy Social Corporate Challenge. We're reaching more people through our communications work with press hits up 30%. We have completed our re-brand with our new website going live

at the start of the year and our flagship events are establishing us as an authority in our field, featuring high-profile speakers such as renowned economist Professor Marianna Mazzucato who delivered the key-note at this year's Social Value Summit.

I'm most proud that the end of the year also saw us launch our membership revolution – opening the doors of SEUK membership to smaller social enterprises for free and revamping our offer to larger members. Initial pick-up has been outstanding, and we are certain this will be reflected in a much larger membership base next year. As ever, our members sit at the heart of everything we do and whilst member satisfaction is high we acknowledge that there is still more work we need to do to be more devolved, responsive and tailored to the needs of our members, large and small – steps we're working hard to address.

Of course, as a social enterprise, there remains a financial bottom line to be maintained and I'm pleased to say that 2017/18 saw a return to profit after a challenging year in 2016/17. This means we have returned a profit in five of the past six years in spite of significant changes to our business model – an endorsement of the quality of work we've been doing and support we've received from our membership which has grown considerably year on year.

We hope this report gives an indication of the breadth and impact of SEUK's work and what we have achieved together with our members over the last year. It is our membership that gives us the hope and inspiration to do what we do and do it well. You are showing the world that another way of doing business is possible and we look forward to working with you in the years ahead to prove that social enterprise is truly the future of business.

Peter Holbrook

WHY MEASURING IMPACT IS IMPORTANT

At Social Enterprise UK, we are keen to understand and improve the impact of our work on the world around us – and to help other social enterprises to do the same. We want to do more to help our members and the movement to shape the future of business.

Of course, all businesses, charities, public bodies and social enterprises have an influence on the world around them, both positive and negative. But impact is a tricky thing to pin down - the world is complex.

Some of the value created by social enterprises is recognised in the price we receive for our products or services in our market economy. Businesses are paid for feeding and clothing people and for delivering public services. Social Enterprise UK collects membership fees which we hope reflects the value we deliver for our members.

But the market doesn't always recognise all the value we create – additional social or environmental value is sometimes forgotten. This is where impact measurement and impact management might come in and there is a whole industry developing to help assess these impacts. Some are contested, while some are complex or costly. This an emerging and evolving field. We do not yet have a common, practical, systematic approach to assessing, reporting and improving our relationship with the world around us. Perhaps one day.

Yet, while many social enterprises may be very committed to a specific social cause – and adopt best practice when it comes to assessing the impact of their programmes – they may not always consider broader issues such as the environment or fair pay. Just because an

organisation is a social enterprise, it may still be having a negative impact on the planet, may be paying inequitable wages and making the world a more unequal place.

As well as assessing the impact of our products or services, programmes, interventions or projects, we believe that all businesses need to consider their wider contribution to economic inequality, social justice and environmental sustainability – the “triple bottom line” of people, planet and profit. The good news is that this stuff is sometimes a lot easier to measure! These metrics can sometimes be more easily quantifiable, verifiable, less contested and often already in the public domain. And some tools and frameworks and metrics already exist to increase understanding of how businesses contribute to economic inequality, social justice or environmental sustainability.

But the field is incomplete and there is nothing which adequately brings together all three dimensions. For instance, the financial bottom line of a company tells us about how much financial value it creates but not how it is distributed. Some metrics also exist around pay ratios and tax paid, for instance, but these are often used in isolation.

If social enterprises are to deliver on their promise, and make the positive contribution we believe they can, then we all need to more fully understand the full scope of our own impact. We must take a leading role in shaping how businesses report and communicate their value. At SEUK we are committed to working together to build a more comprehensive understanding of our contribution to a fairer and more sustainable world. We hope this is a start.

OUR MEMBERS

Social Enterprise UK is primarily a membership body and our members are at the heart of everything we do – informing our policy and research work, taking part in our campaigns and giving us the credibility to act as the voice of the sector.

The clearest indicator of the value we create is the extent to which social enterprises are signing up as members of SEUK.

Membership has increased in the course of this financial year from 1101 to 1223.

On 7th March 2018 we launched our new membership strategy designed to bring in more social enterprises into our membership and increase our mandate representing the sector. Social enterprises with a turnover of under £100,000 can now join SEUK for free, allowing smaller organisations to join our movement and benefit from being part of our network. We









also refined our membership offer for our larger members with more tailored support.

In the build up to the launch of our new strategy, and subsequently, we have been carrying out lots of behind the scenes work to ensure that we have in place Memorandums of Understanding not only with all new members but with current members too. This has resulted in us losing some members along the way, meaning our end of year total is not quite as impressive as it might otherwise have been. What it does mean is that SEUK membership is now simultaneously more robust and open to more social enterprises.

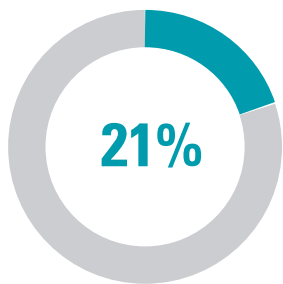
What we would like to share and celebrate is the successful pick-up of our new membership offer with the number of new members joining between launch day on 7th March 2018 and the three weeks to the end of the financial year being 252, which is nearly as many members as joined us in the rest of the year put together.

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

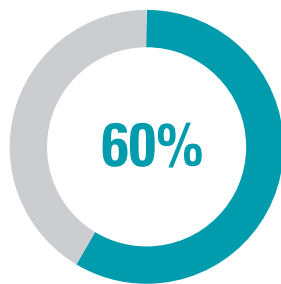


Why did you join Social Enterprise UK?	How well has Social Enterprise UK membership met these expectations overall? (On a scale of 1-5)
To be a part of the social enterprise community 79.35%	 3.44 (Previous year 3.5)
Supporting the social enterprise movement 76.09%	 3.65 (Previous year 3.29)
Networking opportunities 56.52%	 2.86 (Previous year 3.39)
Business opportunities (information, connections, referrals) 53.26%	 2.61 (Previous year 3.17)
Marketing opportunities for your business 36.96%	 2.51 (Previous year 3.23)
Influence government policy 33.70%	 3.13 (Previous year 3.29)
Media coverage 22.83%	 2.59 (Previous year 3.34)
Member discounts and offers 16.30%	 2.51 (Previous year 2.99)

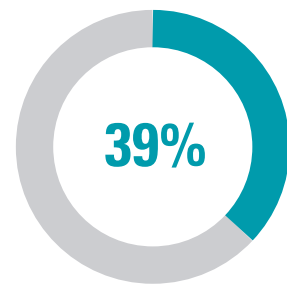
We asked our members a net promoter question *“How likely is it that you would recommend Social Enterprise UK membership to an organisation similar to yourself”*



Rated 0-5
(previous year – 16%)



Rated 6-10
(previous year – 71%)



Rated 8-10
(previous year – 45%)

OUR MEMBERS

	How would you rate overall performance in the following areas? (Scale 1-5)	
Raising awareness of social enterprise (Social Saturday, WhoKnew Campaign)		3.68 (Previous year 3.65)
Influencing government policy (Social Value Act, social investment)		3.53 (Previous year 3.60)
Working with big business to buy from social enterprises (Buy Social Corporate Challenge)		3.24 (Previous year 3.28)
As a membership body (member benefits, responding to member needs)		3.08 (Previous year 3.20)
Operating locally as well as nationally (Social Enterprise Places, local support/presence)		2.96 (Previous year 3.05)

In Summary

Feedback from our members is pretty consistent with previous years with the majority of our members joining to feel part of the broader social enterprise movement and keep up to date with developments in the sector. There has been a shift in what SEUK members are finding most valuable with 41% of our members finding most value in our policy work, perhaps indicative of what has been a very busy year for us both in terms of research and political engagement. There has also been a rise in those joining specifically for member offers. Members continue to value our work raising awareness about the sector, our public facing campaigns and our work pushing other businesses to buy from social enterprises.

There is however more that needs to be done to ensure we are representing our members better. There has been a drop in the rating for our work operating locally as well as nationally and this is something we are already looking to improve with a renewed focus on our Places Programme.

Networks

One of our key objectives is to build markets for our members and facilitate introductions with prospective supporters from both within the social enterprise sector and beyond. In the last year we held six-member networking event across the country as well as hosting our members at our AGM. Through programmes such as the Corporate Challenge we introduce relevant social enterprises to our corporate partners, working with them to embed social enterprises into supply chains. Last year we also held a meet the buyer event for social enterprises working in the creative industries where they were able to meet representatives from the PR industry.

SEUK already runs a dedicated network for our members working in health and social care who meet quarterly to discuss pressing issues and share learning. We are looking to do more of this focused work with segments of our membership this year.

Webinars

SEUK runs a series of webinars each year which are free to our members. Topics covered in the last financial year included how to innovate to reach new markets, a guide to GDPR, the ins and outs of social investment, a guide to maximising social value and a policy focused webinar following the snap General Election. Contributing speakers included Director of Procurement at PwC, Jeremy Willis; award winning social entrepreneurs Cemal Ezel from Change Please and Cecilia Crossley of From Babies with Love; and Philippa Doyle from Hempsons Solicitors. In total 704 people subscribed to our webinars.

Reporting Back

Last year's goal: Hold six new nationwide members' networking events

Actual activity: We were out and about all year meeting our amazing members. We held the six meetings we had planned right across the country and plan to hold more next year.

Last year's goal: Improve the free and discounted services available to our members, in the member area on the website, and in particular the legal services provision

Actual activity: We launched our Member Revolution in early March and as a community we can now welcome our Start members - all new and small social enterprises – into membership without charge, a long-held ambition for us. We have improved our membership services for all our members, and we now have three excellent providers for our legal provision.

Last year's goal: Increase the number of visits we make to our members around the country so we have a deeper understanding of the incredible array of work that goes on every day

Actual activity: We visited members all over the country all throughout the year with some of our Social Enterprise Places hosting visits as well as safaris of local social enterprises. Everyone at SEUK was set the target of visiting at least three members, two of which needed to be outside the M25 and most of them managed to hit the target.

Goals For The Year Ahead

SEUK will act to improve in the following ways in 2018–19:

- Use our increased membership to ensure that our voice, as the national voice for social enterprise, is heard louder and more often in all the areas where change is needed
- Hold more networking events around our Social Enterprise Places both across the UK, and if at all possible, in one of our International Places
- Work more effectively with some of our specific membership groups from universities to housing associations to ensure more and more organisations are using social enterprise as the key term by which they define themselves, and coalescing to constantly strengthen the power we have as a movement to make the changes we need.

PROJECTS AND PROGRAMMES

Why we do this

Beyond our membership, Social Enterprise UK also delivers a range of projects and programmes across the key markets in which our members operate. By working closely with the public and private sectors, engaging at a local level and engaging with social investment we hope to be able to broker value and opportunity for our members as well as generate revenue to SEUK.

Corporate Engagement

BUY SOCIAL CORPORATE CHALLENGE

With more and more social enterprises (52% in the most recent State of Social Enterprise survey) after 'now supplying to the private sector' this is now a key market for many social enterprises. SEUK have been growing our work in this area over the past six years, recognising the increased demand from social enterprises, the increased interest from big business and the opportunity for SEUK to broker and grow opportunity.



It has been two years since we launched the Buy Social Corporate Challenge at No.11 Downing Street supported by the Department for Digital, Culture, Media and Sports (DCMS) and Business in the Community. The Challenge is a commitment by some of the UK's biggest businesses to collectively spend £1 billion on social enterprises by bringing them into their supply chain. The initiative started with 7 founding partners and had grown to 11 companies by the end of the financial year.

The message behind the Challenge is simple - businesses can go beyond traditional concepts of CSR by embedding positive social and environmental impact into their everyday spend. The Challenge is a perfect example of both national and local leverage – offering participation in a national, high profile campaign but also allowing local delivery to demonstrate how using social enterprises can improve local bids and opportunities.

To date, the Challenge has delivered £45.3 million spend with social enterprises. It has created 329 direct or indirect jobs, which has led to nearly £3m invested into good causes. The social value achieved through the Challenge ranges from creating opportunities for marginalised groups such as those with disabilities and the homeless, to increasing equality, job creation, reducing poverty and many more – all achieved through working with social enterprises.

Challenge partners are spread across sectors from law firms to construction companies. In the last year BP, Linklaters, LV = and Mace joined existing partners Amey, Johnson & Johnson, PwC, Robertson Group, Santander, Wates and Zurich. Together these businesses have a collective spend of £27 billion and we are working with them to unlock more of this for use with our members. We have more corporate partners in the pipeline and are continuing to meet and engage with more companies on the benefits of buying social.

SUPPORT

A key area of focus is on how we capacity build for our members and the sector. As part of SEUK's (funded) national business support programmes, we have successfully completed more than 100 (pre-application stage) 1-2-1 business diagnostics with Voluntary, Community and Social Enterprise organisations (VCSEs) under the Big Potential Investment Support Programme, supported by the Big Lottery Fund. We have also supported over 50 VCSEs through the 'Impact Management Programme' funded by the Access Foundation, a programme which aims to help build and enhance the impact measurement and management culture, planning and data collection processes of VCSEs.

SEUK has also started a new Programme - 'Financial Skills for Small Social Enterprises' funded by Santander UK Plc to support smaller social enterprises with a turnover of under £1 million to enhance their financial skills and knowledge to help enable their businesses to grow in a sustainable manner.

CONSULTANCY

SEUK, in partnership with our member Renaisi, won and began delivering a three year piece of work to evaluate Deloitte's One Million Futures programme. This groundbreaking programme is working with 40 "Society Partners" including a number of SEUK members to support their growth and development. SEUK and Renaisi's work is focusing on the impact this is having as well as making recommendations on how to maximise the impact of the programme. In a similar vein, SEUK in conjunction with our member CAN Invest evaluated Landmarc's social impact for the second time and the report was successfully launched in June 2018.

SOCIAL INVESTMENT

We continue to have a close relationship with the social investment community, working with them to make social investment works better for social enterprises and ensuring that our members know what opportunities are out there for them when it comes to repayable finance.

– SOCIAL INVESTMENT FORUM (SIF)

SEUK act as the independent chair of the Social Investment Forum, a trade body attended by all of the current social investment intermediaries. This looks at many of the key issues faced by the social investment sector and investigates how these can be overcome. One such project was to look into the data requirements for social investors and how this data could be opened up to create better transparency for investors and social enterprises alike.

– GOOD FINANCE

SEUK sits on the steering group of the Good Finance project, a website created to make social investment easier to understand for social enterprises and charities. It contains details on different types of investment options, what social investors are out there, case studies and a diagnostic tool so social enterprises can see whether social investment is the best option for them. SEUK primarily helps set the strategic direction for the project and promotes Good Finance through its marketing channels.

PROJECTS AND PROGRAMMES

SOCIAL ENTERPRISE PLACES

Our Social Enterprise Places Programme recognises those areas where social enterprises are creating real change in their communities – reducing inequalities and driving regional growth. A core part of our regional activity, the Places Programme includes towns, cities and counties covering the rural as well as the urban. At the end of the year there were 24 Social Enterprise Places in the UK with new Places for 2017-18 being Shropshire Telford and Wrekin, Sheffield and the London Borough of Hackney. Each SE Place has its own unique challenges both social and geographic but what they all have in common is a strong social enterprise sector serving the community and set up to address local issues.

The Programme is going from strength to strength and we regularly receive new applications from areas which are judged at quarterly panel meetings. Each Place has its own action plan and strategy regarding how it supports and grows local social enterprises with the Places coming together at quarterly meetings to share learning. This year we have also hosted networking events in Bristol and Oxford for our social enterprises in these areas.

As well as driving social enterprise activity at a local level the Places are a key constituency for SEUK's broader campaigns such as Social Saturday and #WhoKnew.

Social Enterprise Places are not restricted to the UK, with both the Veneto Region in Italy and Auckland in New Zealand both being accredited Social Enterprise Places.



HEALTH PROGRAMMES

Building Health Partnerships: Self-care programme

The programme provided support to enable Sustainability and Transformation Partnerships (STP) to engage with the Voluntary, Community and Social Enterprise (VCSE) sector and citizens on wellbeing and self-care priorities. This year the programme worked with eight STPs; Humber, Coast and Vale, Greater Manchester, North East (covering two STPs), Mid and South Essex, Herefordshire and Worcestershire, North Central London, Bristol, North Somerset and South Gloucestershire; and Hampshire and the Isle of Wight. Priorities for these areas included; social prescribing, supporting carers and preventative care for chronic obstructive pulmonary disease (COPD).

BHP has supported the STPs involved in the programme to:

- Improve access to existing community-centred approaches
- Test new approaches to workforce development
- Define outcomes and the 'difference made' by community approaches to health
- Co-design, co-direct and co-produce services to deliver a health and care system that works for local people
- Begin to address financial and contractual barriers to effective and sustainable community-centred approaches and social prescribing
- Empower communities to set up new initiatives
- Create a shared vision of social prescribing and the 'infrastructure' needed to support community-centred approaches
- Build partnerships and foundations for more cross-sector working.

The programme is funded by NHS England and the Big Lottery Fund and delivered in partnership with the Institute for Voluntary Action Research. The funders have agreed to extend the programme for two more years to enable BHP to work with a further 10 STPs.

Health and social care network

We have held quarterly meetings to support our members working in health and social care, addressing the key issues they face. In March 2018 Prof Jo Pritchard (former founder and CEO of Central Surrey Health) was appointed to lead on our health and social care work and will be developing and leading the network forward in the new year.

PROJECTS AND PROGRAMMES

SOCIAL VALUE

This year's Social Value Summit saw us return to the IET in London and featured ground-breaking economist and author Professor Mariana Mazzucato as our keynote speaker. The Summit, sponsored by Engie, Wates Group and Anthony Collins Solicitors with the support of Business in the Community and Social Value UK, is the leading event on social value in the country. 339 delegates attended from across the private, public and social sector. As well as covering practical issues around measuring social value and the ins and outs of procurement, the Summit also covered broader themes such as whether Brexit provides an opportunity for a greater focus on social value; how devolved areas are using social value and how it can be best used to create meaningful employment.

To continually help to embed social value in practice, we also undertook a commission with the London Borough of Tower Hamlets to make recommendations on how they could enhance their social value proposition based on national best practice.



Reporting Back

Last year's goal: To continue to grow the number of partners on the Corporate Challenge from 7 to 12

Actual activity: We have managed to expand our partners from 7 to 11 this year and continue to grow in the current financial year with 3 more partners already invested into the Challenge in the current financial year.

Last year's goal: To hold more local and national Social Value Academies to improve the quality of commissioning and procurement for social enterprises

Actual activity: We only ran one Academy in the financial year in Manchester. Subsequent attempts to run sessions failed to attract sufficient numbers, so the team shifted focus to look at direct support locally (delivered in Tower Hamlets, Doncaster, and in the pipeline in Brighton).

Last year's goal: To grow the number of Social Enterprise Places to at least 25 in the UK

Actual activity: At the end of the financial year we had 24 Places. Following the departure of our former Regional Director there was a pause in activity around the programme but demand to be a Social Enterprise Place has remained high and following the appointment of Karl Belizaire as the lead for the Programme we have seen more Places join and a renewed focus on the importance of the Programme in pushing social enterprise solutions at a local level.

Goals For The Year Ahead

SEUK will act to improve in the following ways in 2018–19:

- To continue to grow the Corporate Challenge to reach 16 partners in total from across different sectors
- To re-engage and grow our Social Enterprise Places work, bringing on a minimum of 4 new places this year (28 in total)
- To develop our work in the area of talent, to support our members to attract and retain high quality staff

POLICY AND RESEARCH

Why we do this

We are an evidence-based organisation and our research informs our policy and public affairs programme. Through making the case for social enterprises as the future of business we can demonstrate the importance of the sector to tackling deep-seated social and environmental challenge and provide decision makers with the necessary information to support our sector. Our members are central to our policy and research work – informing content, providing case studies and speaking to decision makers directly through roundtables, meetings and the APPG on Social Enterprise.

Key achievement for the year include:

- Publishing our biennial State of Social Enterprise Survey titled *The Future of Business*. This report is the largest, most representative survey of social enterprises in the UK. It shows a commercially resilient sector outperforming mainstream SMEs when it comes to turnover growth, innovation, business optimism, start-up rates, diversity in leadership and more.
- Publishing new research showing the value of public sector mutuals through the support of the Department for Digital, Culture, Media and Sport.
- Publishing the *Our Money, Our Future* report by author of the Social Value Act, Chris White, documenting the government's progress on social value and recommendations for the future.
- Researching the state of social value in the health sector with our report *Healthy Commissioning* in collaboration with National Voices.
- Successfully convening the Social Economy Alliance for the General Election 2017 and drafting a manifesto which called for the strengthening of the Social Value Act, more support for mutuals and improving standards in corporate governance.
- Responding to the Civil Society Strategy – calling for government to recognise the unique contribution of social enterprise and how it is different from traditional forms of charity and business.
- We hosted sessions at both Conservative Party Conference and Labour Party Conference



Ongoing policy and research work streams

We are regularly engaging with officials, MPs and Ministers and local government members and officers, to discuss how social enterprises can be best supported by the government. We reach out to all political parties and our ambition is to see social enterprise at the heart of every party's manifesto and plan for government.

We produce research reports for social enterprises, the public and private sector that help make the case for social enterprises as the future of business.

Key strands of work in 2017/18 included:

- Building better relations with No.10 and the Department for Business, Energy and Industrial Strategy on how they can do more to embed social enterprise within their agendas.
- Building better relations with specific sectors within which social enterprises work e.g. arts, environmental, health and social care
- Reaching out to the Labour Party, including Shadow Chancellor John McDonnell and Deputy Leader Tom Watson, to inform its policy development and encouraging Shadow Ministers to understand the transformative potential of social enterprise.
- Responding to the UK's Industrial Strategy and championing a bigger role for social enterprise within this strategy.
- Strengthening our Health and Social Care network and building stronger relationships through our new Senior Health and Social Care Consultant, Jo Pritchard.

International policy and research

The UK is a world leader on social enterprise, but it is important that we share our knowledge around the world as well as listen to the experiences of other countries. We believe that social enterprise is central to the achievement of the UN's Sustainable Development Goals. We are proud of our status as a global hub of expertise for social enterprises and policy makers.

Highlights for 2017/18 include:

Working with the British Council and other partners to map social enterprises in six countries around the world including Greece, Sri Lanka and Morocco, developing the evidence base of the value of the movement.

Supporting the development of Social Enterprise UK equivalents in Sri Lanka and Kenya.

Helping shape emerging versions of the Social Value Act in India.

Sharing lessons from UK policy experience with social enterprise representatives and policy makers in China, Poland, Greece and beyond, helping build a more effective enabling environment for social enterprise around the world.

SEUK is also delivering the EU Commission funded 'Right to Grow' programme in partnership with VCSEs in Belgium, France and Italy.

Reporting Back

Last year's goal: Continue to gather evidence to support a stronger Social Value Act

Actual activity: We published several reports on social value including the Our Money, Our Future and Healthy Commissioning which have strengthened the evidence base on social value. These have put further pressure on the government to do more to support the implementation of social value and keep the Social Value Act on the political agenda. We also held a Social Value Academy session in Manchester delivered in partnership with Social Value UK

Last year's goal: Strengthen our links with Devolved Mayors and those leading city-regions

Actual activity: We have also had positive engagement in the West Midlands about being part of a mayoral-led social economy taskforce for the region.

Goals For The Year Ahead

SEUK will act to improve in the following ways in 2018–19:

- Evidence the size, impact and contribution of the social economy to the UK national economy
- Continue to gather evidence on social value and push for greater implementation by the public sector.
- Evidence the size of the health and social care social enterprise sector and the impact that this has on the wider health and social care sector. We will feed this into the NHS Long Term Plan and ensure that social enterprise is actively considered.
- Strengthen our economic credibility through engagement with policy makers, economists and key opinion formers.

COMMUNICATIONS

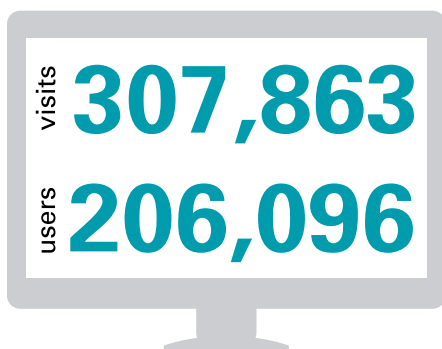
Why we do this

Our communications work is crucial to spreading the message about social enterprise. Our website is the first port of call for organisations and individuals wanting to find out more about SEUK and the wider sector and our strong social media presence enables us to share news, opportunities and member updates as well as raise the profile of the social enterprise movement to a global audience. We run ground-breaking public facing campaigns, such as Social Saturday, and work to push the social enterprise message through the media. Our members sit at the heart of all the communications work that we do, through taking part in campaigns, providing media case studies and giving us the stories which prove that the future of business is social enterprise.

Website

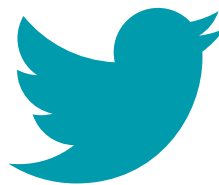
We started the financial year launching our new website designed to be easy to navigate and clearly set out our different work streams. The new site is a huge improvement on its predecessor and was designed with the user journey firmly in mind. SEUK members also had a key role to play in testing the website and influencing the final design.

Moving onto a new site hosted on a different platform resulted in the anticipated reduction in web traffic, with the number of overall visits falling from 365,977 to 307,863. Users were also down falling from 261,508 to 206,096. This is to be expected when moving to a new site and monthly figures are now moving up, closing the gap between numbers of visitors between our new and old websites.



Social Media

Social media is one of the main ways we promote our campaigns, events and news as well as updates from our members. Whilst we have always had a strong social media presence, this last year we have put more effort into using more platforms to increase our reach and target a wider audience, developing a co-ordinated social media plan to schedule content in advance and share across platforms. In April we also hired a new Communications Assistant who has been instrumental in organising and increasing our digital presence, tying it in with our new brand.



Twitter remains, as in previous years, our primary social media channel. At the end of March 2018, we had 53,140 Twitter followers up 5,895 on the previous year (47,245).

We have increased our following on Facebook by 1,133 over the last year and are increasingly using the platform to share news and content about our members and the wider social enterprise sector as well as promote events

We are also using Instagram to reach new audiences, particularly for our consumer facing campaigns such as Social Saturday and Christmas.

Press

Press coverage increased significantly in the last financial year going up from 375 press hits to 493. We actively sought to go beyond our usual press channels, building new contacts with journalists at national outlets and also working with a PR company for this year's Social Saturday campaign to help us target publications that have traditionally been hard to reach for the social enterprise movement.

We have been swifter to react to breaking stories and also more pro-active in targeting journalists. When the outsourcing company Carillion collapsed at the start of 2018 we were quick to respond with a letter in the Guardian, which made the website's homepage, and a piece in the Independent by Hazel Sheffield on how better use of the Social Value Act could have prevented the crisis.

As in previous years, Social Saturday saw our highest degree of coverage with 35 online hits and 38 print pieces. Working with the PR agency, Zest, we secured coverage in the Sun, the Daily Express and the Mail Online (through Thomson Reuters). Our Deputy Chief Executive, Nick Temple, was also interviewed by the Brexit Podcast run by leading journalists from News UK. Josh Turner from SEUK member Stand 4 Socks was interviewed by ITV News London and we had other broadcast hits on BBC Radio London and ITV News Wales.

In 2017-18 we built on our already strong relationship with the Big Issue who ran features on Social Saturday across their regional publications. The Consumer Facing Social Enterprise of the Year Award was, for the first time, carried out as a readers vote by the magazine resulting in regular coverage of shortlisted social enterprises.



CAMPAIGNS

Buy Social



The Buy Social Campaign sits across all SEUK's workstreams from our work with our corporate partners to our public facing campaigns. Buying social is about using your spending power to make a real difference to people and communities – whether it is through bringing them into your supply chains or as a consumer, when you buy from a social enterprise you are making your money go further. The campaigns objective is to build the markets for social enterprises across different sectors with the key message being that the best way to grow the sector is to give it more business.

Social Saturday

SEUK's largest campaign, Social Saturday 2017 took place on 14 October. Social Saturday is designed to shine a spotlight on the outstanding work carried out by social enterprises across the country and encourages consumers to buy from them. Social Saturday 2017 was supported by the Department for Digital, Culture, Media and Sport (DCMS) and the Co-op, who joined the campaign as an official partner. This partnership with a well-known consumer brand whose values aligned with our own led to increased reach across all channels.



Through events, press coverage, political engagement and a social media campaign, Social Saturday is designed to raise the profile of the sector showing both the scale and impact of the social enterprise movement.

The theme of Social Saturday 2017 was 'One small change, one BIG impact' encouraging the public to switch one product for a social enterprise alternative, using their spending power to bring about positive change.

The campaign was launched with a short film featuring SEUK patron and Hollywood star, Michael Sheen which demonstrated how easy it is to buy social and which featured leading consumer facing SEUK members. The campaign video was also filmed by social enterprise and SEUK member, Catch Creative.

COMMUNICATIONS

CAMPAIGNS

Events

Social Saturday 2017 saw more events taking place across the country than any previous year with over 100 taking place at social enterprises, in Co-op stores, in communities and in workforces.

Highlights included a day long social enterprise showcase in Coventry featuring a social enterprise marketplace and pop-up markets and fairs in Loughborough, Scarborough, and at the Trampery in North London. There was even a social enterprise bus tour around Brighton run by the Big Lemon – a social enterprise solar powered bus provider and a series of children’s ‘dog reads’ hosted by social enterprise leisure and library provider GLL, which used the calming presence of dogs to help children build their confidence and develop literary skills.

SEUK organised its own pop-up stall at London’s iconic Borough Market which also featured a cookery demonstration from social enterprise restaurant Brigade and a chocolate tasting workshop hosted by Divine Chocolate featuring SEUK patron, Chris Addison.

Events didn’t just take place on the Saturday itself with many taking place in the week leading up to the day with the campaign being launched at the Co-op’s Manchester HQ in an event designed to raise the profile of social enterprises with the organisations’ staff. On Tuesday 10 October SEUK held a meet the buyer event for social enterprises working in the creative industries. This event was delivered in partnership with the PRCA, the trade body for PR professionals, and the Company of Public Relations Practitioners and was designed to engage PR agencies with social enterprises they can work with using a speed dating format to allow social enterprises to pitch to potential buyers face to face.



Twitter reach of

5.7 MILLION

Online presence

Social Saturday came to life on social media with a Twitter reach of 5.7 million (up on last year’s 5.5 million) and 8,100 mentions. #SocialSaturday2017 was trending throughout the day and was tweeted by our celebrity patrons, councils, leading businesses and DCMS. We also made bigger use of Facebook this year with the campaign reaching 14,904 people. Michael Sheen’s video was viewed 25,298 times on Facebook and had 87,824 impressions on Twitter (the amount of times it was viewed). We also increased our use of Instagram to take the Social Saturday content to new audiences.

Corporate Engagement

Our corporate partners use Social Saturday as a way to increase engagement with staff through organising events and sharing messaging about the campaign internally. Johnson & Johnson organised social enterprise fairs throughout their main offices and PwC hosted a Dragon's Den style event with social enterprise Brigade where social enterprises pitched their business plans directly to key procurement staff.

Media

This year we worked with the PR Agency Zest in order to push the social enterprise message to media outlets which you would not normally associate with our sector. We worked with the team at Zest to put on a journalists launch inviting journalists from national newspapers to meet some of our members and find out more about the campaign. Through this partnership we secured coverage in the Sun and the Daily Express as well as getting our Deputy Chief Executive onto the Brexit Podcast run by journalists from News UK.

Our national focus led to a slight decrease in the number of press hits from the previous year from 43 online and 48 print hits to 35 online hits and 38 print pieces. This was primarily down to a drop in regional press coverage which has been a traditional strength of the campaign. This year we will make sure we are encouraging our members to make better use of the resources in the Social Saturday campaign pack, including the template press releases.



COMMUNICATIONS

CAMPAIGNS



#WhoKnew

#WhoKnew

The first #WhoKnew campaign was a runaway success and last year we looked to build on the momentum of the campaign to get more social enterprises involved and make the campaign go truly global. The campaign is tied to Social Enterprise Day, a global day to raise awareness about the impact social enterprises are having around the world.

#WhoKnew is a digital campaign to give social enterprises the chance to tell the story behind their social enterprise, what they are doing and the difference they are making in their communities and beyond. The campaign is about highlighting the diversity in the sector and takes the form of a simple online action which gives busy, strapped for time social enterprises a chance to take part in a public facing campaign. Participating organisations printed out a template poster and filled it in with messages about their business and its impact before posting their picture on social media.

We worked in partnership with the British Council and Sociale Entreprenører i Danmark to promote #WhoKnew to a global audience with social enterprises taking part from across the world including in Australia, Canada, Denmark, Ethiopia, Ghana, Greece, Iceland, Israel, Kenya, Latvia, Malaysia, Nepal, the Netherlands, the Philippines, Poland, Russia, Senegal, Sudan and Vietnam.

In total over 450 social enterprises took part in the campaign compared with 270 organisations participating last year. The campaign had an approximate Twitter reach of 4.3 million and was trending throughout the day, at one-point trending at number two in the UK.

#LetsBuySocial

To mark the start of the second year of the Buy Social Corporate Challenge we ran a public-facing advertising campaign designed to raise the profile of the initiative and encourage new partners to join. For two weeks in May posters were displayed in five mainline London train stations with messages highlighting how businesses can use their everyday spend to transform lives. The poster campaign was supported by newspaper ads in City AM and City Matters to raise the profile of the campaign amongst workers in the Square Mile.

We used #LetsBuySocial to start an online conversation on how businesses can buy from social enterprises, which current Corporate Partners also used to talk about the work they are doing to support the sector. The social media campaign had a Twitter reach of 1.5 million.

Christmas

As in previous years SEUK produced a Christmas gift guide featuring some of our consumer facing members. The publication of our guide coincided with a social media campaign to show how shoppers can buy gifts which give back at Christmas using the hashtag **#PresentsWithPurpose**. The gift guide was also shared by our corporate partners who distributed it online to their staff.

This water doesn't just quench your thirst, it saves lives around the world.

Join some of the UK's biggest businesses - find out how buying from social enterprises can unleash your spending power for good.

socialenterprise.org.uk/corporate-challenge
#LetsBuySocial



BUSINESS
IN THE
COMMUNITY

Department
for Culture
Media & Sport



Social
Enterprise UK

Join our Corporate Partners



Johnson & Johnson



Wates



Reporting Back

Last year's goal: To better co-ordinate our communications across digital channels, using new platforms to reach a wider audience

Actual activity: Last financial year we recruited a new Communications Assistant to lead on improving our digital communications and reach. We have created a social media strategy working across different platforms to co-ordinate content and be more strategic as to when and where we share posts. We have also tied in some of our content to our rebrand, using branded templates and infographics to make our posts more visually engaging.

Last year's goal: To work more closely with our members and corporate partners to communicate the impact of the Buy Social Corporate Challenge

Actual activity: With momentum building around the Challenge we used the second year anniversary of the initiative to run a big awareness drive, working with our corporate partners to launch the #LetsBuySocial advertising and social media campaign which targeted workers throughout London, the campaign's prominence and reach helping engage a new audience with how corporates can support social enterprises. Throughout the year we also collaborated with our corporate partners to further promote the Challenge with PwC's Director of Procurement, Jeremy Willis, delivering a webinar on the company's work bringing social enterprises into its supply chains. We also worked with partners to collect blogs and case studies related to the Challenge. Encouragingly both corporate partners and the social enterprises they work with used the Challenge in their own comms with there being a slight increase in press coverage around the scheme. In the last financial year there were 27 media articles linked to the Challenge, up seven on the previous year.

Whilst we did succeed in better communicating the Challenge more still needs to be done to get national press coverage around the initiative to encourage more partners to join the Challenge.

Last year's goal: To build on our existing press contacts to obtain more press coverage for the sector and for our members

Actual activity: Press coverage increased by over 30% in the last financial year from 375 media hits to 493. We worked hard to be more proactive in both approaching journalists and reacting quickly to breaking news. We were also more strategic in our media work, working with a PR Agency over Social Saturday to reach outlets normally hard to reach for the social enterprise sector such as the Sun and the Express. This year we will continue to build on this success and aim to get more coverage in the nationals.

Goals For The Year Ahead

SEUK will act to improve in the following ways in 2018–19:

- Increase awareness of the buy social brand through working more closely with our members, celebrity influencers and other partners.
- More pieces in the national media, building relationships with journalists and working with them to promote our research and our members
- Take Social Saturday to students and universities, involving them in the campaign as advocates for the social enterprise movement

UK Social Enterprise Awards 2017

2017's UK Social Enterprise Awards were the biggest yet, with over 450 guests attending the ceremony which was held at the Royal Horticultural Society Halls in central London. SEUK patrons Michael Sheen and Chris Addison added the star factor but the real stars of the event were the winners themselves who represented the social enterprise movement in all its strength and diversity. The Awards were hosted by superstar Irish comedian Aisling Bea and entertainment was organised by Diverse Voices, a social enterprise creating opportunities for young people in the performing arts.

The 2017 Awards featured two new categories – Tech for Good and the Transformative Community Business Award recognising both the importance of community owned businesses and social enterprises using new and innovative technology to achieve their impact. The 2017 Consumer Facing Award was for the first time run as a public vote with shortlisted social enterprises being featured in the Big Issue, who were also media partner to the Awards. In total over 30,000 votes were cast, engaging readers of the magazine further with social enterprises.



Award Winners

UK Social Enterprise of the Year
[Here \(Sponsor, NatWest\)](#)

The One to Watch Award
[Auticon \(Sponsor, GLL\)](#)

The 'Prove It' Social Impact Award
[Enabling Enterprise \(Sponsor, PwC\)](#)

'Buy Social' Market Builder Award
[PwC \(Sponsor, Here\)](#)

Social Investment Deal of the Year
[Social Investment Cymru & Gofal Enterprises \(Sponsor, Big Society Capital\)](#)

Health & Social Care Award
[Community Dental Services \(Sponsor, Cordant Group\)](#)

Consumer Facing Award
[Change Please \(Sponsor, the Co-op\)](#)

Education, Training & Jobs Award
[Brigade Bar & Bistro \(Beyond Food\) \(Sponsor, Wates Group\)](#)

Environmental Social Enterprise Award
[Belu \(Sponsor, Landmarc\)](#)

Tech for Good Award
[Cosmic \(Sponsor, Nominet Trust\)](#)

Women in Social Enterprise Award
[Rachel Wang, Chocolate Films \(Sponsor, Santander\)](#)

International Impact Award
[Shared Interest Society \(Sponsor, British Council\)](#)

Transformative Community Business Award
[Food in Community CIC \(Sponsor, Power to Change\)](#)

OUR WIDER ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPACT

As outlined on previous pages, we know that the value of our work is partly captured by the degree to which members are willing to pay for our products or services, programmes, interventions or projects.

But this is not everything. We believe that all businesses need to consider their wider contribution to economic inequality, social justice and environmental sustainability – the “triple bottom line” of people, planet and profit.

So 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 and our impact on the environment.

We know that a diverse array of tools and metrics already exist to help businesses understand this wider value. But they can be flawed and do not always capture a business’ whole contribution, to economic inequality, for instance. Learning from other available frameworks, a comprehensive yet simple framework could include our – and others’ - impact on the dimensions of:

- Economic inequality – who shares the income earned by SEUK; who gets richer and poorer as a result.
- Social justice - including balance of and regard for gender, minorities, disabilities and more among staff, customers, community, board and owners.
- Environmental sustainability - including consumption, carbon emissions, recycling rates, use of clean energy, waste and so on.

We make a very first attempt at assessing our own contribution within this emerging framework below and welcome others’ feedback and support in further developing our thinking in future.

Economic inequality

Below is a summary of SEUK’s accounts for the 2017/2018 financial year. From the income we generate, there are four principle ways in which this can be directed and thus contribute to greater or reduced economic inequality. These are:

- Profits – which can be measured by the % directed to shareholders vs. those directed towards a social mission
- Supply chain – which can be measured by the % of the supply chain which is itself a social enterprise
- Staff and salaries – measured by pay ratios and with reference to average UK salaries
- Taxation – to central and local government

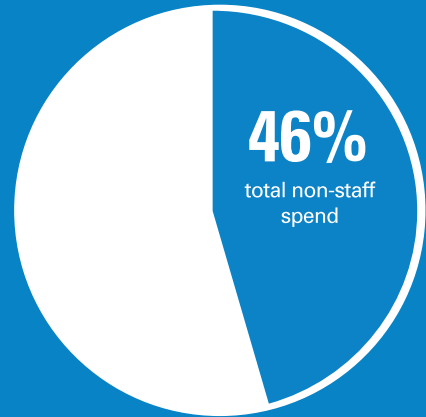
Profits

We do not pay profits to shareholders and invest **all** profits after tax in our social mission.

Supply Chain

We are committing to buying social in our own supply chain, buying from our members and the social enterprise movement wherever possible. In total, for this year, SEUK spent a total of £660,350.35 on non-staff costs; of this, £305,152.69 was with social enterprises – 46%.

£305,152.69
spent with social enterprises



Current social enterprise suppliers at SEUK include:



Insurance



HR



design and
print



event
management



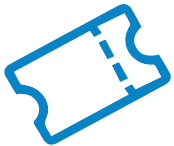
venues and
catering



coffee,
chocolate,
water

and many more

The Social Enterprise Awards again embodied this Buy Social spend with the following suppliers



Event management
Fuse Events Ltd



Catering
Brigade



Creative agency
The Champion Agency



Goody bags
Supply Shack



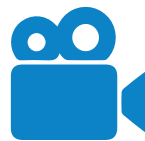
Venue
Royal Horticultural Halls



Flowers
Bread & Roses



Trophies
Designs in Mind CIC



Filming
Mediorite Limited



Printing
Disc to Print (UK) Ltd

SEUK spent **£97,896.45** on social enterprise suppliers at the 2017 Social Enterprise Awards

OUR WIDER ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPACT

Staff and salaries

As in previous years, SEUK maintains its Living Wage accreditation and fair internships policy. SEUK's pay ratio is 2.539:1, calculated on the basis of the ratio of the highest pay to the median pay, in line with PayCompare guidance. SEUK's average pay is £36,718 compared to the UK average of £27,200.

Taxation

In 2017/18, SEUK paid £175,481 in local and national taxes, 11.33% of our turnover.

Social Justice

In terms of how we go about our business, SEUK has direct relationships with four principle stakeholder groups, which are part of the way in which we contribute to greater or reduced social justice. These are:

- Staff – who may include a mix of genders, minorities, disabilities and other protected characteristics
- Leadership – as above
- Customers – as above
- Owners – as above

Staff

SEUK employed 16 staff members during the year. On March 31st 2018, there were 16 staff employed by SEUK, 12 in full times roles and 4 working part time. The total number of full-time equivalent roles being 15.

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 16 members of staff)

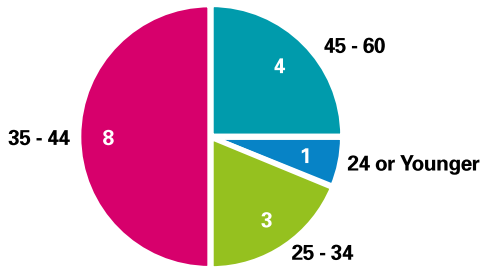
100%
of staff

- are proud to at SEUK
- believe we have an enterprising culture
- have fun at work

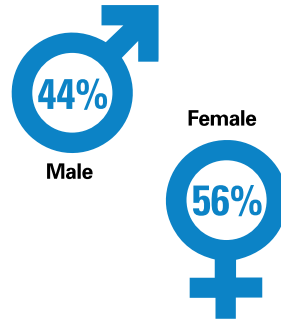
87%

of staff agree that SEUK operates in a way that is transparent

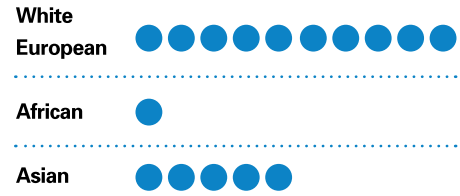
Age



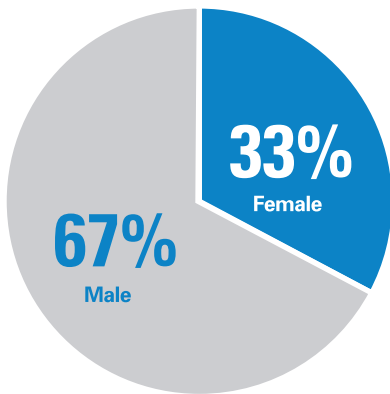
Gender



Ethnicity

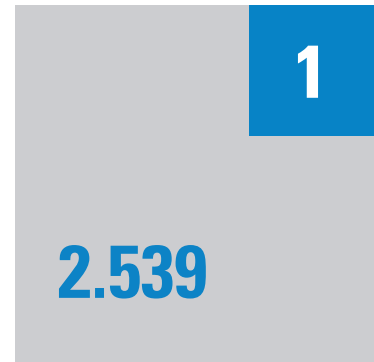


Senior leadership team members



1 Senior leadership team member is non-white

SEUK pay ratio



2.539:1*

*SEUK reports the ratio of the highest pay to the median pay, in line with PayCompare guidance

Outside of work

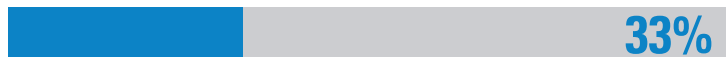
On the board of a social enterprise



Volunteer for a social enterprise



Volunteer for a charity



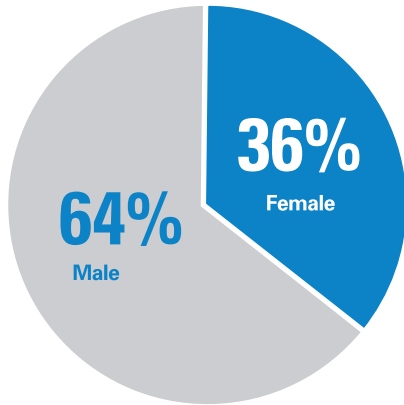
Mentor a social entrepreneur



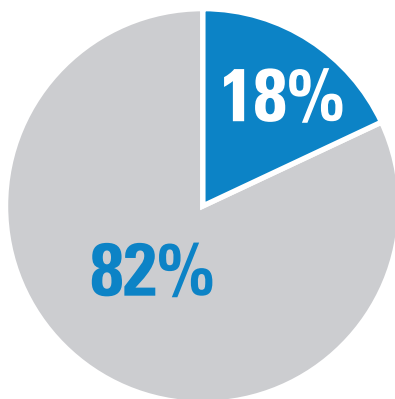
OUR WIDER ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPACT

Leadership

We have **11** members on our board



64% of our board are male, 36% female. In the FTSE 350, women make up 25.5% of board members.¹



18% of our board members are Black British and 82% are White compared with FTSE 100 companies in which ethnic minorities make up 5% of board members.²



Our board represents social enterprises across the country with board members representing social enterprises from Liverpool, Manchester, Peterborough, Stoke, Glasgow and other organisations operating at a national level.

Directors: The directors in office during the year were as follows:

Lord Victor Adebawale CBE (Chair)

Andrew Croft

Colin Downie

David Dawes

Elizabeth Allen

Josephine Louise Ransom
Resigned 01.11.2017

Gerard Higgins

June O'Sullivan MBE

Will Nixon

Peter Holbrook CBE

Karen Lynch
Appointed 15.01.2018

After the year end, Chris White was appointed on 23.04.2018

Customers

SEUK's members are diverse

Overall, social enterprises are more diverse than UK businesses more widely. **41%** are led by women and **12%** are led by individuals from a BAME background compared with **20%** and **5%** respectively at SMEs. **69%** of social enterprises support people from disadvantaged groups such as ex-offenders, the homeless, military veterans and those with learning and physical disabilities. Our membership reflects this diversity.

Environmental sustainability

SEUK is committed to environmental management and 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.

There are four ways in which SEUK's impact on environmental sustainability can be best assessed. These are:

- Non-renewable material waste – measured in tonnes
- Renewable materials wasted – measured in tonnes
- Energy consumption / carbon emissions – measured in tonnes CO₂e (taking into account % energy from renewables) from the use of carbon based energy in offices and fuel in transport.
- Water use – measured in m³

We do not currently measure the above and simply encourage staff and others to seek to minimise waste, consumption and use, wherever possible. We will explore whether we can take steps to measure the above more systematically over the coming year in order to establish a baseline for the organisation against which we can monitor progress in future.

Goals For The Year Ahead

Together with our partners and members we must build ways to better understand our own contribution to economic inequality as well as social justice and environmental sustainability, filling the gaps where they exist. These approaches must be user-friendly, credible, practical, comparable and build on others' work. They will require an appropriate business model, audit and validation, communications and marketing, working with our members, with government, NGOs and funders, investors and procurement professionals, intermediaries and policymakers, for mutual and wider benefit. We will test and develop this draft framework with a group of members and partners over the coming year.

ACCOUNTS

Below is a summary of SEUK's accounts for the 2017/2018 financial year with a summary of the previous years' accounts for readers to track our financial performance.

Income and Expenditure Account Year ended 31 March 2018 Social Enterprise Coalition CIC (Trading as Social Enterprise UK)

	Notes	2018 £	2017 £
Income			
Grants	1	396,988	345,556
Membership income		351,159	328,126
Contracts and consultancy		367,031	333,926
Sponsorship, conferences and events		205,069	179,912
Other income		212,628	82,750
Interest receivable		1	37
		1,532,876	1,270,307
Expenditure			
Staff		736,533	707,234
Contractors		482,761	296,455
Administration		87,852	55,262
Promotion		76,412	85,005
Premises		45,834	41,017
Communication		7,242	6,410
IT maintenance and small office equipment		31,617	20,064
		1,468,251	1,211,447
Surplus on ordinary activities before taxation	3	64,625	58,860
Tax on interest receivable	6	—	(7)
Surplus for the financial year	12	64,625	58,853
Retained surplus			
at 1 April 2017		259,242	200,389
Retained surplus			
at 31 March 2018		323,867	259,242

All of the company's activities derived from continuing operations during the above financial periods. All recognised gains and losses are included in the above income and expenditure account.

Balance sheet 31 March 2018 Social Enterprise Coalition CIC (Trading as Social Enterprise UK)

		2018 £	2018 £	2017 £	2017 £
Fixed assets					
Tangible assets	7		4,131		—
Intangible assets	8		24,667		32,667
			28,798		32,667
Current assets					
Debtors	9	256,581		313,775	
Cash at bank and in hand		879,081		449,246	
		1,135,662		763,021	
Creditors: amounts falling due within one year	10	(826,232)		(512,414)	
Net current assets			309,430		250,607
Total assets less current liabilities			338,228		283,274
Creditors: amount falling due in more than one year	11		(14,361)		(24,032)
Total net assets			323,867		259,242
Capital and reserves					
Income and expenditure account	12		323,867		259,242

The financial statements have been prepared in accordance with the provisions of the Companies Act 2006 applicable to companies subject to the small companies' regime and in accordance with the Financial Reporting Standard 102 Section 1A (FRS 102 Section 1A).



**Social
Enterprise UK**

Social Enterprise UK

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We welcome comments, feedback and reflections on this

report. Please email those to impact@socialenterprise.org.uk

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