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IMPACT REPORT

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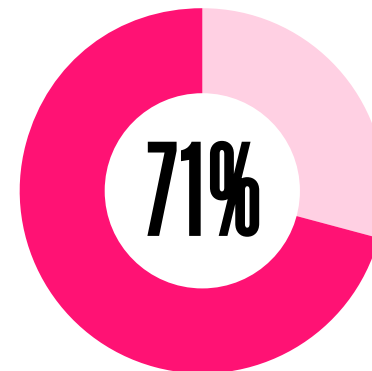
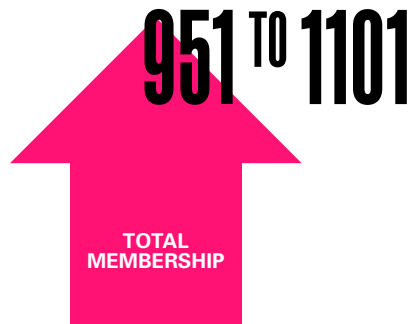
2016–2017

CONTENTS



AT A GLANCE

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



71% of SEUK members are likely to recommend membership to another social enterprise: Net promoter score is 7

A NOTE FROM OUR CHIEF EXECUTIVE



Peter Holbrook | **CEO**

Social Enterprise UK (SEUK) is a social enterprise itself, and that means we take our responsibility in operating transparently and reporting our social impact seriously. We are therefore proud to present this 4th social impact report to you and welcome your thoughts and responses on how we can continue to improve on our impact reporting.

As in previous years, the centrepiece of the report is the responses from members, our most important stakeholders - at the heart of all that we do. We hugely value the time that members take to respond to the survey and the feedback is already being used in planning our future work and in making internal improvements: the findings and comments in the survey are circulated to the entire staff team as

soon as the responses are in. As ever, the most direct feedback from members is whether they join and whether they renew, and it is excellent to see total membership numbers increase for the fifth consecutive year: including members joining from Social Enterprise West Midlands, we now number over 1100. Over 70% of those members would recommend membership to other social enterprises, and we will continue to seek to grow the membership year-on-year.

This report also details the sheer range of activity that SEUK undertook between April 2016 and March 2017. Whilst this was a year of political uncertainty and upheaval, SEUK's strategy has remained consistent, yet responsive. Alongside our core work of informing and advocating for social enterprise, we have continued to work to build more fertile markets for our members, so they can win more customers and create more impact.

This activity continues to grow: from the ambitious Buy Social Corporate Challenge to sector-leading research on social value; from the expanding reach of campaigns like Social Saturday and #WhoKnew to the partner network of Social Enterprise Places; from individual meetings in local areas to events attracting more people than ever.

We were also delighted to welcome Lord Victor Adebowale as the new chair of our board, Victor has built ambitious expectations for both the board and the staff and we are determined to deliver on those ambitions. We also recognise the huge contribution our former chair, Claire Dove OBE DL created over the 8 years of her tenure and welcome her new role as a patron of SEUK.




Commercially, we are happy to report that after a loss in 2015-16, the organisation returned to profit in the year to April 2017 – the fifth year of profit in six years, delivered against the same challenging economic climate that our members are also facing.

That uncertain climate and landscape remains, and we remain convinced that social enterprises are a key part of the answer to the many problems we face locally, nationally and beyond. With our members we are more ambitious than ever to grow the recognition of social enterprise and what it can achieve. We look forward to working with all of you on realising the potential of social enterprise in the months and years to come.






MEMBERS

Our Members

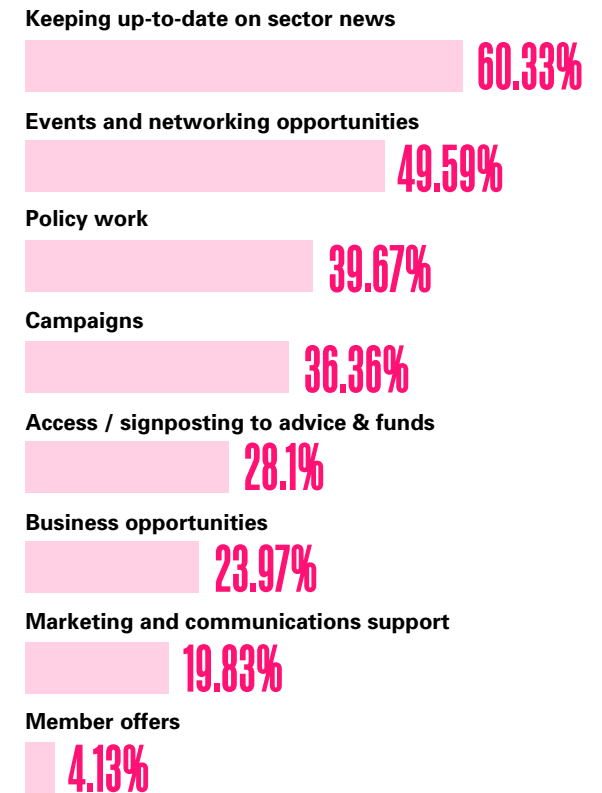
Our members are at the heart of SEUK and we are incredibly proud of the crucial work they do every single day. We are delighted to report that membership has again increased - from 895 to 951. When we include all Social Enterprise West Midlands members, which total 150, all of whom become SEUK members at the end of this financial year, our total membership now stands at 1101 as at the end of March 2017. Despite another year of extremely challenging economic conditions we are delighted that SEUK's membership has continued to grow, allowing our voice to be stronger and louder.

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	87.6%	 3.5 (previous year 3.86)
Supporting the social enterprise movement	76.86%	 3.29 (previous year 4.07)
Network opportunities	62.81%	 3.39 (previous year 3.19)
Business opportunities (information, connections, referrals)	59.5%	 3.17 (previous year 2.83)
Marketing opportunities for your business	42.98%	 3.23 (previous year 2.27)
Influence government policy	42.98%	 3.29 (previous year 3.31)
Media coverage	20.66%	 3.34 (previous year 2.8)
Member discounts and offers	15.7%	 2.99 (previous year 2.4)

MEMBERS

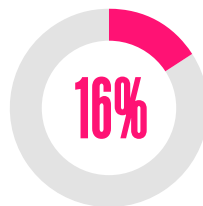
	How well has Social Enterprise UK membership met these expectations overall? (On scale 1-5)	
Raising awareness of social enterprise (i.e Social Saturday, #WhoKnew Campaign)		3.65
Influencing government policy (i.e. Social Value Act, social investment)		3.60
Working with big business to buy from social enterprises (Buy Social Corporate Challenge)		3.28
As a membership body (member benefits, responding to member needs)		3.20
Operating locally as well as nationally (Social Enterprise Places, local support/presence)		3.05

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

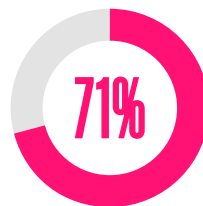


MEMBERS

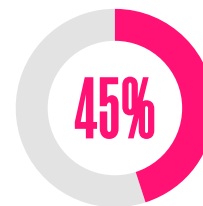
Also in the survey, we asked our members a net promoter question: “How likely is it that you would recommend Social Enterprise UK membership to an organisation similar to yours?”



Rated it between 8 and 10



Rated between 6 and 10



Rated below 5

In Summary

Overall, the survey’s picture is consistent with previous reports, with our communication, campaigns, information, policy work and events valued highly. Most social enterprises join to keep up to date, connected and to support the wider movement. Encouragingly, we have seen a slight rise in those finding business opportunities (up from 18% to 24%), marketing/comms support (up from 11% to 20%) and member offers (2% to 4%) valuable about membership – a hopeful sign that investment in these areas of need for some social enterprises is beginning to provide value.

Individual comments in feedback for improvement tend to be unique or specific to individual organisations, but there remains a call for SEUK to continue to do more locally, regionally and outside of London (we report back on this below, and on plans for this coming year to do more).

MEMBERS

Goals for the year ahead

SEUK will act to improve in the following ways in 2017–18:

- Hold six new nationwide members' networking events
- Improve the free and discounted services available to our members, in the member area on the website, and in particular the legal services provision
- 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

SEUK West Midlands

During the year, there was a significant amount of work behind the scenes to transfer Social Enterprise West Midlands (SEWM) membership into the SEUK database and systems (SEUK is SEWM's parent organisation), and transferring of communications and credit control functions to achieve greater efficiencies. This was completed by the end of the financial year, and all members were informed at that point that SEWM's functions were folding into SEUK - but that SEWM was committed to maintaining a similar level of regional events, information, networking services and advocacy. We are delighted that that has been achieved, and that dedicated activity in the region has actually increased.

West Midlands highlights include:

- Bringing the UK's premier social investment conference, Good Deals, to Birmingham in partnership with Matter & Co; the first time it has been held in the West Midlands
- Holding the leading social enterprise health and care conference in Birmingham, in collaboration with SEUK
- Promoting member activities and information in regular newsletters and on social media
- Securing Andy Street, the Conservative candidate for the West Midlands mayoralty, to speak to members at a Christmas networking event at Antony Collins solicitors
- Direct contact on phone, email or in person being made with every single SEWM member to invest in member relationships and understanding

These have all been well-received by members and key stakeholders, and relationships with key agencies and leaders across the West Midlands are strong.

MEMBERS

REPORTING BACK

Last year's goal: To hit at minimum the 15% member response rate for the next member survey.

Actual activity: We achieved 12% response rate against our target this year. It is slightly better than last year but we need to aim again for a higher response rate to get a fuller picture of our work.

Last year's goal: 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.

Actual activity: We have continued to geographically diversify our member meetings holding flagship events in Manchester and Birmingham –the Social Value Academy and our major health conference, Fit for the Future.

We have invested in a Regional Director based in the West Midlands who works across the country and this has meant greater partnerships and collaborations with local networks and social enterprises, and that we have greatly expanded our regional events from Falmouth to Hereford to Lincoln.

We raised the awareness of Big Potential, the investment readiness support programme which is funded by Big Lottery fund, to more than 200 VCSE organisations in Plymouth, Ipswich, Kent and Coventry.

We ran events in Birmingham, Plymouth and Ipswich to promote The Impact Management Programme – which aims to build the capacity of charities and social

enterprises to manage their impact. This programme is funded by Access Foundation and Power to Change.

Our Social Enterprise Places now number 23:21 within the UK, and 2 International members. We continue to support and facilitate member networks across all our Places with a wide-ranging array of events, communications support and other activity throughout the year.

Webinars - in 2016/2017 we hosted 13 webinars, both supporting new members and covering a range of topics to support social enterprises at each stage of their journey.

Six of the webinars were delivered by members, the remaining webinars were delivered by people within the SEUK team specialising in that particular area.

The topic based webinars were well attended with an average of around 60 registrations per webinar. The most popular webinar was Working with Corporates delivered by SEUK Director of Business and Enterprise, Charlie Wigglesworth.

Last year's goal: To improve our average overall net promoter score for membership from 7.9 to 8.5

Actual activity: We achieved an overall score of 7 this year- which is lower than hoped for, although the overall feedback is still strong. We will be striving to increase this to at least 7.5 in the coming year.

PROJECTS & PROGRAMMES

Buy Social

In April 2016, the Buy Social Corporate Challenge was launched with seven founding partners at a reception at 11 Downing Street – with an overall aim of £1 billion cumulative spend with social enterprises by the end of 2020. The founding partners were Interserve, Johnson & Johnson, PwC, RBS, Santander, Wates and Zurich. Together these businesses spend £7.5 billion a year on goods and services in the UK and employ 215,000 people.

Through the course of the first year, SEUK carried out a range of activities to encourage spend including training 35 procurement professionals from across the 7 organisations, and making 125 introductions to social enterprise suppliers. We also used our Social Saturday campaign as a way to engage employees across the businesses – Johnson & Johnson for example ran a “Social October” campaign across their sites working with SEUK members including Divine Chocolate, WildHearts and Belu Water. The partners spent an impressive £19.8 million with social enterprises in the first year. This is an excellent start and gives us a significant platform on which to grow. Moving forward, the plan is to work with more businesses (we estimate we’ll need 25-30 to hit the £1 billion mark) and also grow the scale and scope of existing relationships with the sector.



Alongside the Corporate Challenge work, SEUK have continued to support Wates with their Social Enterprise Brokerage and Johnson & Johnson with their Social Impact through Procurement programme which continue to go from strength to strength. We’re also delighted to see a number of our members, including GLL and HCT Group, push their own Buy Social initiatives as they themselves look to spend more with social enterprises.



PROJECTS & PROGRAMMES



Social Value

The second Social Value Awards were presented at the Social Value Summit, the largest national conference for social value, co-produced with Interserve and supported by Business in the Community. They recognise excellence in promoting and the use of social value in practice and it was great to see the growing maturity of applications and the scope with which social value is now being applied and delivered. The conference attracted more than 350 attendees, and included speeches from Mike Barry (head of Plan A at Marks & Spencer) and Rob Wilson MP, then Minister for Civil Society, who announced a review of the Act to be held in 2017.

Social Value Award Winners

Driving Value for Money Award

– Halton Borough Council

Promoting and Mainstreaming the Social Value Act

– Orbis: a partnership between Surrey and East Sussex County Councils

Social Value Leadership for an Individual

– Tom Wilde, Trafford Housing Trust

Social Value Leadership Award for an Organisation

– Croydon Council

This year also saw the launch of the Social Value Academy, a one-day masterclass in social value, delivered in partnership with Social Value UK (SVUK). SEUK and SVUK hosted sell out Social Value Academies in London and Birmingham, attracting procurement and commissioning professionals and providers of services from across the public, private and social sectors: building a shared understanding of how to make the most of social value in commissioning.

Our Delivering Social Value in Health programme worked with four further areas; Brighton + Hove, Lambeth, Oldham and Shropshire supporting them to embed social value in health and social care commissioning. This was the last year of funding and a [final report](#) detailing learning from the programme and a helpful [12-step guide](#) were produced and published showcasing the three year programme and how other areas can keep spend local and tackle health inequalities by using the Social Value Act.

PROJECTS & PROGRAMMES



Social Enterprise Places

The Places Programme continues to expand and be ever more relevant as a vehicle for raising the profile of our members, raising awareness of social enterprise and sharing best practice. The programme has also started to attract international interest. The Veneto Region in Italy became the first international place, followed by Auckland in New Zealand. The ambition for 2017 is to continue to grow the number of UK social enterprise places to 25 and to continue to attract interest from an additional 1 or 2 international places.

Business Support

SEUK does not undertake much direct business support, as there are many other local and national organisations who do so, but we do support the delivery of national programmes which are relevant to members. Last year, for example, we delivered events as part of the Big Potential investment readiness support programme (supported by the Big Lottery Fund) to more than 200 VCSE organisations in Plymouth, Ipswich, Kent and Coventry and provided 1-to-1 support (pre-application diagnostics) to more than 50 charities and social enterprises. We also ran events in Birmingham, Plymouth and Ipswich to promote and raise awareness of The Impact Management Programme – which aims to build the capacity of charities and social enterprises to measure and manage their impact. This programme is funded by the Access Foundation.

PROJECTS & PROGRAMMES



Fit for the Future: Health and Social Care Conference

Over 120 people attended our annual health and social care conference in Birmingham. With a host of excellent high calibre speakers including Victor Adebawale, Stephen Dorrell Chair of the NHS Confederation and Anita Charlesworth of The Health Foundation. This year had an international feel picking up on developing policy within health and care, we had a representative from Ribera Salud presenting their Accountable Care Model. While Kibret from Ethiopia provided a dose of inspiration and perspective with his story of how he set up the first social enterprise ambulance service in Ethiopia.

Building Health Partnerships: Self-care programme

Our new Building Health Partnerships: Self-care programme was launched at our Fit For the Future Conference in March. The programme will provide support to enable Sustainability and Transformation Plan (STP) footprints to engage with the Voluntary, Community and Social Enterprise (VCSE) sector and citizens on wellbeing and self-care priorities. Funded by NHS England and the Big Lottery Fund and delivered in partnership with the Institute for Voluntary Action Research it will work with 8 STP footprints over the next year.

PROJECTS & PROGRAMMES

REPORTING BACK

Last year's goal: Expand Buy Social work to more corporate partners and across other sectors, including housing and charities and social enterprises.

Actual activity: Through the Buy Social Corporate Challenge, we have significantly expanded the number of corporates we work with (from 2 to 7). We have continued to focus on this area due to a lack of progress with other big purchasers such as large charities and housing associations.

Last year's goal: Develop products and services that directly help local implementation of social value to help create a more favourable local playing field for social enterprises.

Actual activity: The Social Value Academy, direct work with local authorities, and the continuing work in health continue to focus on the local implementation of the Social Value Act in a way that best creates opportunities and supports the work of social enterprises.

Last year's goal: Grow the number of Social Enterprise Places to 24 and have representation from all English regions and home nations

Actual activity: We reached a total of 22 Social Enterprise Places (including two international places). Coventry and Cambridge became the most recent participants of the programme in late 2016, and there is a pipeline of further applications.

Goals for the year ahead

SEUK will act to improve in the following ways in 2017–18:

- To continue to grow the number of partners on the Corporate Challenge from 7 to 12
- To hold more local and national Social Value Academies to improve the quality of commissioning and procurement for social enterprises
- To grow the number of Social Enterprise Places to at least 25 in the UK on every day

POLICY & RESEARCH

Policy

One key focus has remained 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:

Publishing [Procuring for Good](#) in May 2016, the most comprehensive study of the way that the Public Services (Social Value) Act 2012 is used by local authorities in England. Underpinning the research and analysis was a desire to improve our evidence base which would support a second review of the Social Value Act and to encourage and inspire greater take up of the Act by councils. The product of over 300 Freedom of Information requests, the research segmented councils into four categories (embracer, adopter, compliers and bystanders) and has been extensively cited.

Launching our Social Value Academy, as detailed above.

Starting work in partnership with National Voices, looking at use of the Social Value Act in the NHS, issuing 209 Freedom of Information requests to Clinical Commissioning Groups in England.

Lobbying Government for a further review of the Public Services (Social Value) Act 2012, which was subsequently announced by Civil Society Minister Rob Wilson at the Social Value Summit.

Core policy activity

the SEUK team have worked:

Extensively to develop the best relations we have had with ministers and the civil service across Government. We have held senior-level meetings with Number 10, with ministers at BEIS, and with the Department of Health

Closely with the Department for Culture, Media and Sport and have helped shape their thinking on a right to mutualise in the public sector.

To communicate that the inclusive economy needs to be the golden thread which runs through and ties together the pillars in the Industrial Strategy, and that responsibility for social enterprise should therefore sit within BEIS.

With DFID to explore the possibility of shaping the Department's spend to support social enterprise to deliver aid and as a vehicle of sustainable growth.

To convene the Social Economy Alliance, ready to respond to developments in the political landscape (such as the snap election).

To chair and convene the Social Investment Forum and ensure the voice of social enterprise is represented to investors and trying to influence it to be more useful and useable by social enterprises

To support the growing international social enterprise movement, working with partners to undertake policy analysis and policy dialogues: including several international social enterprise mappings, supporting a Ghana strategy for social enterprise, versions of the Social Value Act in Indian provinces, creation of SEUK equivalents in Sri Lanka and Kenya.

POLICY & RESEARCH

International Work:

We finished and launched our state of the sector mapping research with UnLtd and British Council and various expert country partners in Ghana, India, Pakistan and Bangladesh. This included making presentations and webinars on our findings to hundreds of stakeholders.

We undertook further state of the sector mapping in Ethiopia and Kenya, Philippines, Sri Lanka, Morocco and Greece which all include engaging and working with local partners and stakeholders in each country, and also working closely with government officials, international institutions, NGOs, investors and aid agencies.

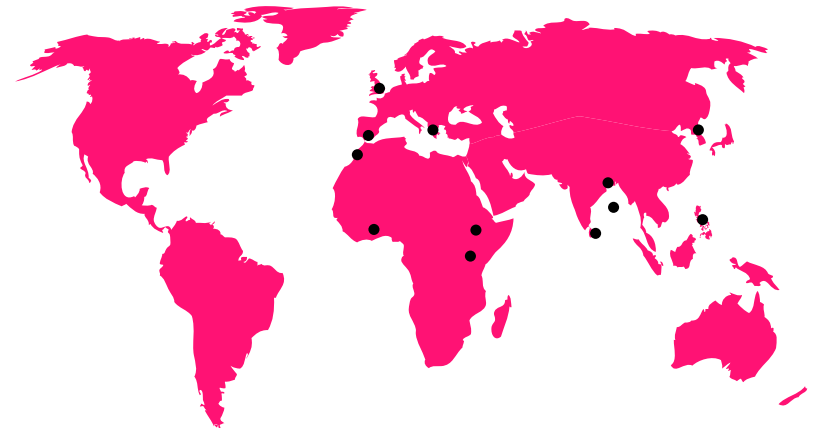
We ran a policymakers social enterprise masterclass for 75 central government officials in Ethiopia and Kenya.

We helped craft the NESI Charter for a New Economy, although this wasn't launched until this reporting year, in Malaga.

Our report with the British Council and World Bank Think Global Trade Social was translated into Korean.

We supported the launch of Social Enterprise Lanka in Sri Lanka and held a policy dialogue in Bangladesh

We launched with our partners, the British Council, a memorandum of understanding with UNESCAP, to support social enterprise policy promotion across Asia and the Pacific.



POLICY & RESEARCH

REPORTING BACK

Last year's goal: Undertake further activity to promote and improve standards of take-up and implementation of the Social Value Act, including training and research.

Actual activity: We published Procuring for Good in May 2016, and launched our Social Value Academy for commissioners

Last year's goal: Increase the amount of work in devolved areas, working through and with local networks and members.

Actual activity: We consulted with networks and held roundtables around the country to inform our response to the Industrial Strategy Green Paper. We also have worked closely in the West Midlands with the incoming Mayor, Andy Street, and supported other networks with advocacy through our Social Enterprise Places programme.

Last year's goal: Build closer policy relationships with other central government departments, including the Department for Education, the Department for Business Energy and Industrial Strategy, and the Department for International Development

Actual activity: We met with Ministers from DCMS and BEIS to promote cross-Departmental working on social enterprise and we met officials and ministers from DFID and Number 10. We also secured commitment from BEIS ministers to include social enterprise in the Industrial Strategy..

Goals for the year ahead

SEUK will act to improve in the following ways in 2017–18:

- Continue to gather evidence to support a stronger Social Value Act
- Strengthen our links with Devolved Mayors and those leading city-regions

COMMUNICATIONS

SPREADING THE MESSAGE ABOUT SOCIAL ENTERPRISE

Web stats



The number of overall web visits (sessions) increased slightly this last financial year from 358,013 to 365,977. Users were also up 9,053 from 252,455 to 261,508.

Users were also up 9,053 from 252,455 to 261,508.

Social Media



2016

2017

Twitter remains our primary social media channel and our Twitter following continued to rise last year.

We also used other platforms more often and more strategically, tying them into our campaigns and events. Facebook was used more frequently to promote Social Saturday and our Christmas catalogue and we used LinkedIn to target professionals for events such as the Social Value Summit.

Press

Our media hits have continued to be strong though coverage fell slightly in the last financial year from 381 to 375. Coverage has remained consistent in trade press and SEUK's campaigns and opinions on relevant events get frequently covered in publications such as Civil Society News, Third Sector and Pioneers Post.

The last financial year saw us further develop relationships with industry press outside the social enterprise sector. Our Procuring for Good report, looking into local authority use of the Social Value Act, received coverage in outlets such as Public Sector Executive, the Municipal Journal and FM World. We've also developed our relationship with social enterprise weekly The Big Issue which ran features on Social Saturday and the UK Social Enterprise Awards.

As highlighted in last year's Impact Report it was one of our goals to try and get more reach in the national media and we've started to make good progress on this with pieces appearing in the Sunday Times, Guardian and the London Evening Standard. Just like last financial year there was a media spike around Social Saturday but a greater focus on media monitoring meant the campaign got 45 broadcast hits. Peter Holbrook appeared on Sky News who also ran a feature on social enterprise including SEUK member Bikeworks, and we had coverage on the BBC news website. The majority of broadcast hits were on regional radio with SEUK members appearing on stations such as BBC Radio Leicester and BBC Radio Devon

COMMUNICATIONS CAMPAIGNS



Buy Social

Buy Social is SEUK's flagship campaign that aims to build markets for social enterprises among the general public as well as the private and public sectors. Its main premise is that the best way to grow the sector is to give it more business. The Buy Social message permeates all our work through large public facing campaigns such as Social Saturday, the Buy Social Corporate Challenge and our work with the public sector.

Social Saturday

Social Saturday 2016 took place on 15 October building on the success of the last two years. Social Saturday is our biggest public facing consumer campaign and is a day all about raising the profile of social enterprises and encouraging people to buy from them. Throughout the country social enterprises put on events, got in their local press and invited their MPs to come along and find out more about their amazing work.



Events

Over 60 events took place all over the UK ranging from woodland walks and community fun fairs to screen printing workshops, social enterprise lunches and business networking events. Some of the areas taking part were Plymouth, Loughborough, Bristol, Wrexham and Conwy. Oxfordshire, an official Social Enterprise Place, even put on a whole week of events across the county building new networks, engaging local MPs and raising awareness of social enterprise. In London, there was a pop-up social enterprise market stall at London's iconic Borough Market featuring consumer facing SEUK members from across the country. They were joined by both Hollywood superstar, and now SEUK Patron, Michael Sheen and director and comedian, Chris Addison. Michael also took part in a cookery demo with Chef Simon Boyle and some of the apprentices from his social enterprise restaurant, Brigade.

COMMUNICATIONS CAMPAIGNS

Political Engagement

In total 17 MPs from across the main political parties visited social enterprises in their constituencies for Social Saturday. These included Ed Vaisey, Conservative MP for Didcot and Wantage, Cat Smith, Labour MP for Lancaster and Fleetwood and the leader of the Green Party, Caroline Lucas. As in 2016 local authorities also got involved in the campaign with Belfast, Oxford, Tamworth and Plymouth all taking part.

Corporate Engagement

A key part of Social Saturday is pushing out the message that anyone can buy social either at home or at work. The 2016 campaign saw some of our key corporate partners take part in the campaign - organising internal events to raise awareness of social enterprise with their staff. Johnson & Johnson ran a series of events for their own 'Social October' spread out across their main offices, PwC put on a networking event and others took part via social media.

8,100 MENTIONS
5,500,000
SOCIAL MEDIA REACH

Online

#SocialSaturday2016 was trending on the day, receiving 8,100 mentions and having a reach of 5.5 million. There were also 7000 unique visitors to the Social Saturday website. We also had an extensive online marketplace featuring 59 social enterprises. New to 2016 was a [go-pro filmed tour](#) of consumer facing social enterprises in London which was filmed by Jim Blakemore from social enterprise Bikeworks.

COMMUNICATIONS CAMPAIGNS

Media

Social Saturday received 43 online hits and 48 print hits predominantly in local media reflecting the strong regional focus of the campaign. We did however receive national coverage through the BBC news online, Sky News, the Daily Mirror and Forbes.

#WHOKNEW

We launched a new digital campaign this year linked to Social Enterprise Day on 17 November. The #WhoKnew campaign was a chance for social enterprises to shout out about the good work they're doing and the difference they're making in their communities and beyond. We invited social enterprises to tell their story using #WhoKnew and post pictures of themselves and their beneficiaries on social media. The campaign was a great chance for non-consumer facing social enterprises to get involved with a national campaign.

In total over 270 organisations shared their pictures and stories online with photos coming in from leisure centres, bakeries, ethical lenders, bike shops, health and social care organisations, restaurants and much more. The campaign even went global with social enterprises getting involved from Vietnam, Sri Lanka and the United States.



Christmas

Instead of running an independent Christmas website as we did in previous years we decided that we would instead publish a Buy Social Gift Guide featuring some of our consumer facing members. Partners to the Corporate Challenge shared the Guide amongst their staff extending the reach of the Christmas Buy Social message.

Rebrand and new website

The last few months of the financial year saw us complete our rebrand and start work on our new website which launched in April. Our new website is more user friendly, clearly sets our different workstreams and how they relate to each other and features a brand-new member area.

COMMUNICATIONS

REPORTING BACK

Last year's goal: Buy Social: To work with new partners to take the campaign to universities and charities, and to hold more meet-the-buyer events.

Actual activity: We did have plans to take the campaign more to universities and charities but despite some promising initial conversations the launch of the Corporate Challenge and the work that entailed led to a shifting of our focus onto working with corporate partners to push the buy social message both internally and externally. The private sector has been our most responsive market and we felt there were more opportunities for our members if we focused on the Challenge.

Last year's goal: 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.

Actual activity: We succeeded in broadening the scope of the event working more closely with our corporate partners to spread the word to their employees. There was also greater engagement with the Social Enterprise Places with Oxfordshire, Bristol, Plymouth all putting on events.

This year we will aim to work with more of our Social Enterprise Places to ensure larger and stronger regional events and will look to launch Social Saturday outside of London.

Last year's goal: 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.

Actual activity: Whilst we made considerable ground in reaching out far beyond our trade press we'll be working hard to increase our national press coverage especially around campaigns such as Social Saturday and the Buy Social Corporate Challenge.

Goals for the year ahead

SEUK will act to improve in the following ways in 2017–18:

- To better co-ordinate our communications across digital channels, using new platforms to reach a wider audience
- To work more closely with our members and corporate partners to communicate the impact of the Corporate Challenge
- To build on our existing press contacts to obtain more press coverage for the sector and for our members

COMMUNICATIONS

UK Social Enterprise Awards 2016

The UK Social Enterprise Awards continued to grow in scale and ambition with 350+ guests attending the gala dinner and ceremony at the Grand Connaught Rooms in central London. The Awards were hosted by comedian, Nish Kumar and entertainment was provided by a LGBTI refugee choir supported by social enterprise Micro Rainbow.

Social enterprises were involved at every level of at the event from the catering and table decorations to the trophies, goody bags and the event management itself. In total SEUK spent £57,000 with social enterprises for the 2016 Awards. A full list of suppliers for the Awards is listed in the operations section of this report.

The Big Issue, itself a social enterprise, was also media partner to the Awards.

Award Winners

UK Social Enterprise of the Year
Dulas (Sponsor NatWest)

The One to Watch Award
Change Please CIC (Sponsor, GLL)

The Prove It (Social Impact Award)
Street League (Sponsor, PwC)

‘Buy Social’ Market Builder Award
Salford City Council (Sponsor, CAN)

Social Investment Deal of the Year
Bristol & Bath Regional Capital (Sponsor, Big Society Capital)

Health & Social Care Award
Wellbeing Enterprise (Sponsor, Mutual Ventures)

Consumer Facing Award
From Babies with Love (Sponsor, Johnson & Johnson)

Education, Training & Jobs Social Enterprise of the Year
Cycle Training Wales (Sponsor, Wates Group)

Environmental Social Enterprise of the Year Award
The Big Lemon CIC (Sponsor, Landmarc)

Inspiring Youth Enterprise Award
Real Ideas Organisation (Sponsor, P3)

Women in Social Enterprise Award
Maria Morgan, Kinera (Sponsor, Santander)

International Impact Award
Alive and Kicking (Sponsor, British Council)

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.

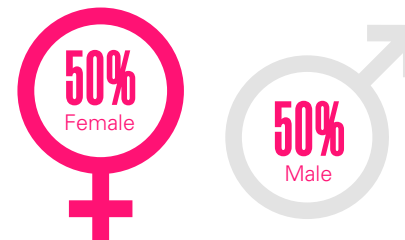
Our People

On March 31st 2017, there were 16 staff employed by SEUK (of which four are part-time) in a total of 14.6 full-time equivalent roles.

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):

Our Staff 2016 – 2017

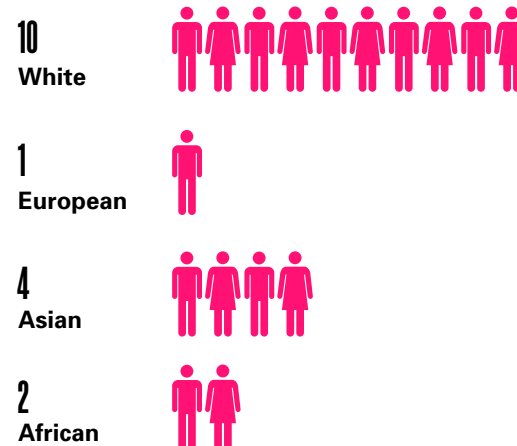
Gender



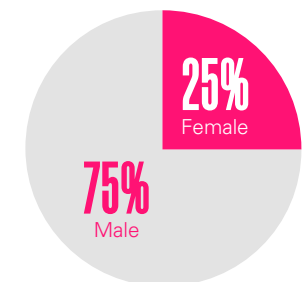
Age



Ethnicity



Senior Leadership Team

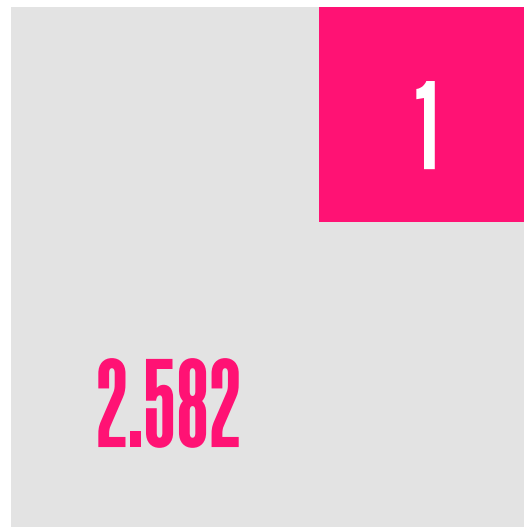


1 non-white member

INSIDE SOCIAL ENTERPRISE UK

Our Staff 2016 – 2017

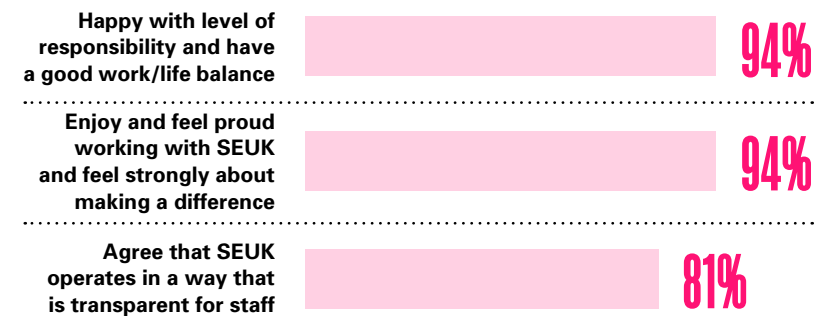
SEUK Pay Ratio



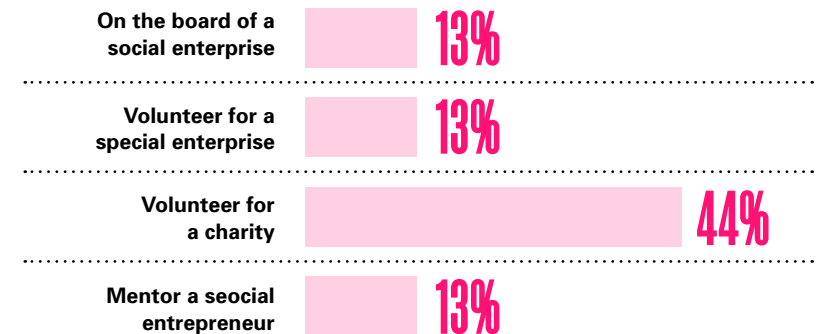
2.582:1*

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

Staff survey results



Outside of work

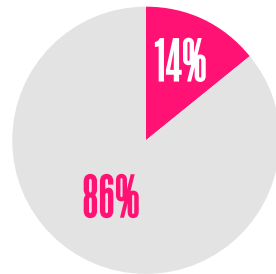


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Our Board



5 members of the board (35%) are female; 9 (65%) are male.



86% of board members are white and 14% are Black British



Board members represent social enterprises from Liverpool, Manchester, Peterborough, Stoke and Glasgow, as well as organisations operating nationally.

Board members in this year: Directors

The directors in office during the year were as follows:

Appointed / Resigned:

Claire Dove Chair
Resigned 17.01.17

Karen Lowthrop Vice Chair
Resigned 17.01.17

Victor Adebowale Chair
Appointed 17.01.17

Andrew Croft

Colin Downie
Appointed 08.09.16

Dai Powell Chief Executive
Resigned 22.04.16

Dave Dawes

Elizabeth Allen

Jo Ransom

Gerard Higgins

June O'Sullivan
Appointed 08.09.16

Mark Sesnan
Resigned 17.01.17

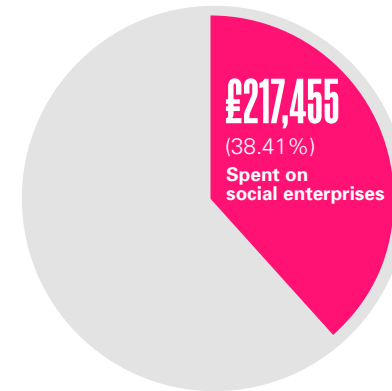
Peter Holbrook

Will Nixon
Appointed 15.05.15

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Our Operations

SEUK remains committed to embracing the message of its own 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 £566,158 on non-staff costs; of this, £217,455 [38.41%] was with social enterprises.



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

The Social Enterprise Awards also provides an opportunity to showcase social enterprises in the supply chain of the event:



Goody bags
Supply Shack Ltd



Florists
Thinking Flowers



Catering
Brigade



Photography
Mediorite Limited



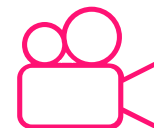
Event Management
Fuse Events Ltd



Trophies
Designs in Mind C.i.C



Printing
Disc to Print (UK) Ltd



Member Videos
Inside Job Productions



Entertainment
Micro Rainbow Int.



Programme
The Champion Agency

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Environment

Our staff survey suggests that SEUK's staff members are more aware of the key environmental impacts that SEUK recognises (reducing carbon emissions, consumption of fuels, production of waste materials and procurement of environmental friendly suppliers). SEUK had monitoring visits by the environmental auditors and achieved satisfactory results against some of the targets set in the policy and action plan. We have not been able to focus significantly on introducing environmental fact sheets with our members – which we plan to achieve in 2017–18.

SEUK
£67,927

SEUK spent £ 67,927 on social enterprise suppliers at the 2016 Social Enterprise Awards

ACCOUNTS

Below is a summary of SEUK's accounts for the 2016/2017 financial year with a summary of the previous years' accounts for readers to track our financial performance.

Income and expenditure account Year to 31 March 2017 Social Enterprise Coalition CIC (trading as Social Enterprise UK) 8

	2017	2016		2017	2016
	£	£		£	£
Income			Expenditure		
Grants	345,556	131,967	Staff	707,234	746,821
Restricted grants	-	201,297	Contractors	296,455	366,066
Membership income	328,126	302,169	Administration	55,262	82,674
Contracts and consultancy	333,926	360,835	Promotion	85,005	66,910
Sponsorship, conferences and events	179,912	175,455	Premises	41,017	35,977
Other income	82,750	17,810	Communication	6,410	7,286
Interest receivable	37	331	IT maintenance and small office equipment	20,064	19,747
	1,270,307	1,189,854		1,211,447	1,325,481
			Deficit (surplus) on ordinary activities before taxation	58,860	(135,627)
			Tax on interest receivable	(7)	(65)
			Surplus for the financial year	58,853	(135,693)
			Retained surplus at 1 April 2016	200,389	336,082
			Retained surplus at 31 March 2017	259,242	200,389

ACCOUNTS

Social Enterprise Coalition CIC (Trading
as Social Enterprise UK)
Balance sheet as at 31 March 2017

	2017	2017	2016	2016
	£	£	£	£
Fixed assets				
Tangible assets	7	—	—	—
Intangible assets	8	32,667	16,667	16,667
Investment	16	—	20,000	20,000
		32,667		36,667
Current assets				
Debtors	313,775		136,037	
Cash at bank and in hand	449,246		359,420	
	763,021		495,457	
Creditors: amounts falling due within one year	(512,414)		(331,735)	
Net current assets		250,607		163,722
Total assets less current liabilities		283,274		200,389
Total net assets		259,242		200,389
Capital and reserves				
Income and expenditure account		259,242		200,389

Social Enterprise UK

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[@SocialEnt_UK](https://twitter.com/SocialEnt_UK) | info@socialenterprise.org.uk

We welcome comments, feedback and reflections on this report. Please email those to impact@socialenterprise.org.uk

Social Enterprise UK is a Community Interest Company limited by guarantee, registered in England and Wales as the Social Enterprise Coalition. Company number 4426564. VAT number 839549672

This report has been designed by

The Champion Agency

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