



Focusing Impact

A report on the Deloitte Super Pioneers Programme 2015-2016

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**Social
Enterprise UK**

Introduction

Following three years of delivering the Deloitte Social Innovation Pioneers programme, 2015/16 saw Deloitte launch the Super Pioneers programme. Building on the success of the Pioneers programme, and in an effort to grow their impact and become more targeted, Deloitte selected social business around the theme of employability. The theme was identified using the Social Progress Index (SPI) with employability being one of the themes with the highest opportunity for social impact and the best alignment to Deloitte's strategy.

Having produced impact reports for all three years of the Pioneers programme, Social Enterprise UK (SEUK) have once more been asked to evaluate the success of the programme. Our evaluation looks at the impact of Deloitte's interventions over the course of the year on each of the Super Pioneer businesses, with reference to how this compares to the prior three years of Pioneers where relevant. The increased focus on employability also means that, for the first time, SEUK will be able to look at the wider social impact of the programme.

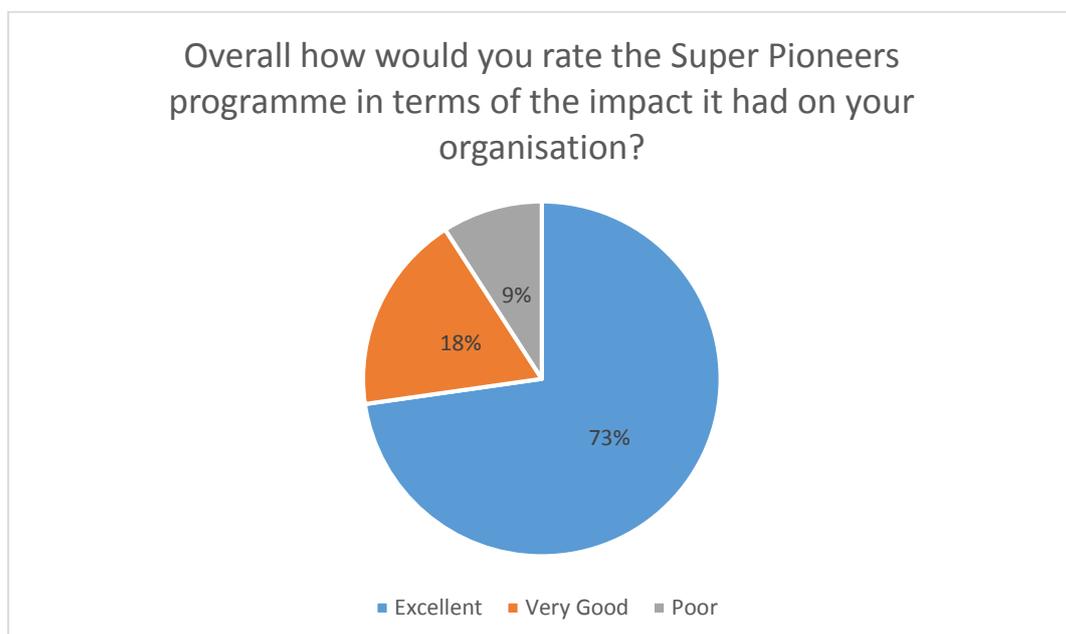
This report will therefore look at the impact of the programme in three sections:

1. Overall impact - looking at the overall impact of the programme
2. Business impact - the impact on the Super Pioneer businesses through the support of Deloitte
3. Wider impact - the impact the businesses have therefore had on improving employability in the areas in which they operate.

These areas are explored in further detail below.

1. Overall Impact

When asked to rate the overall impact of the programme on the Super Pioneers, the following results were found:



This compares very favourably with previous years of Pioneers, with the 73% rating the programme as excellent significantly higher than any year of Pioneers programme, where there was an average 43% excellent rating over the three years.

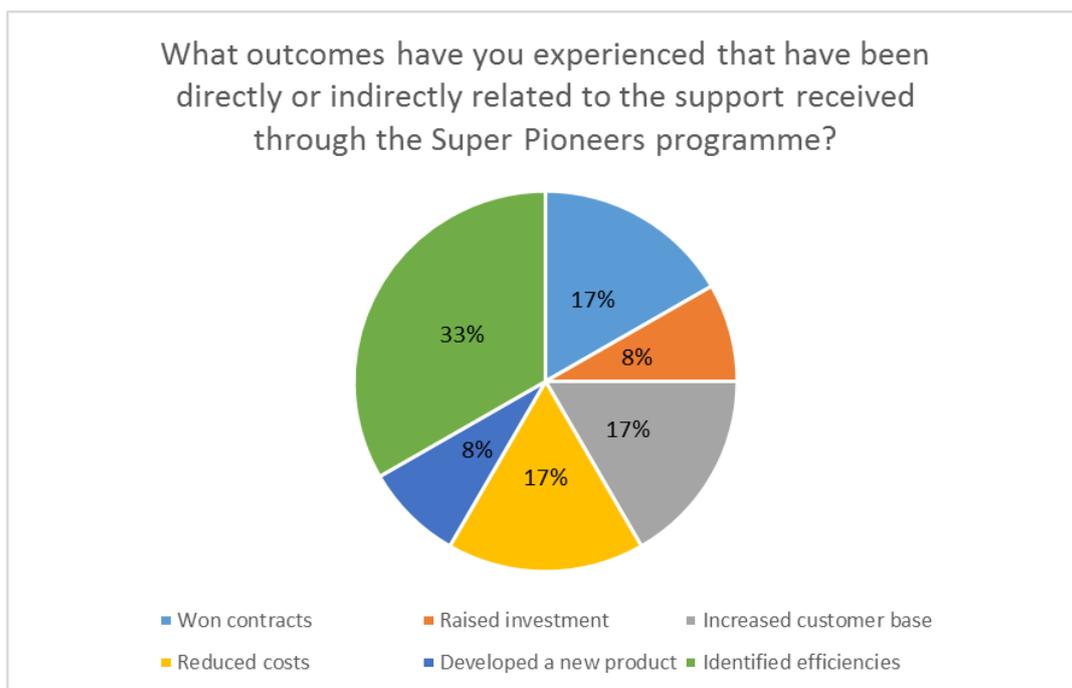
There are a number of very strong comments about the overall impact of the programme, including:

Our Deloitte Super Pioneer team feel like an extension of our core team. They have an intuitive understanding of our culture and vision as well as the power of our brand.

The support we have had from the Deloitte team has been exceptional in driving our organisation forward through problems we would have otherwise been ill-equipped to deal with.

Invaluable. Great strategic thinking, and a genuine passion to see us succeed.

The programme also looked at the outcomes of the programme for the business in terms of support, with the following responses.



There is an excellent variety of responses across this, with Super Pioneers reporting strong impacts across all aspects of their business.

In terms of suggesting participation in the Super Pioneers programme to other social enterprises, 100% responded that they would. This has been consistent throughout all four years of the programme which, given the diversity of organisations engaged and variety of projects undertaken is truly remarkable.



Case Study – Kelly Davies, founder and CEO of Vi-Ability

Context: I was a female footballer and wanted to look at an alternative career, so I did an MBA and realised I wanted to work around 2 big challenges in the football industry: an increasing number of young people and NEETS in need of an alternative employability programme through sport, and the lack of professionalism of many clubs.

Entering the programme: I wanted to create systematic change, by using sport to address unemployment whilst ensuring clubs were making a profit. In our 3rd year we arrived at a stage where we wanted to scale up and decided to apply to the Deloitte Pioneer programme. We were lucky to be accepted first as part of the year 2 cohort (2013/2014) and then again when we applied for the Super Pioneer Programme, and particularly to have Richard as our Relationship Manager through both of these. Everyone at Vi-Ability has been involved with the programme at some point.

What's been achieved: Over the two years of support we carried out 6 pieces of work with Deloitte around business strategy, CSR, sponsorship proposals, desktop research, etc. The most useful project was definitely the last one around developing an app called Football CEO, for which we actually became a client of Deloitte Social Impact, their new initiative offering services at accessible rates to organisations addressing societal issues. We launched the app in April 2016 through Google Play and the App Store, and Deloitte have helped considerably as we wouldn't have had the app allowed on there if it had not been developed by them. We've had 6,000 downloads already – it would have taken us 5 years to engage so many people! There's a free version and a pro version which we charge for. It's helpful for us as it generates revenue on the one hand, and could be a recruitment tool on the other hand.

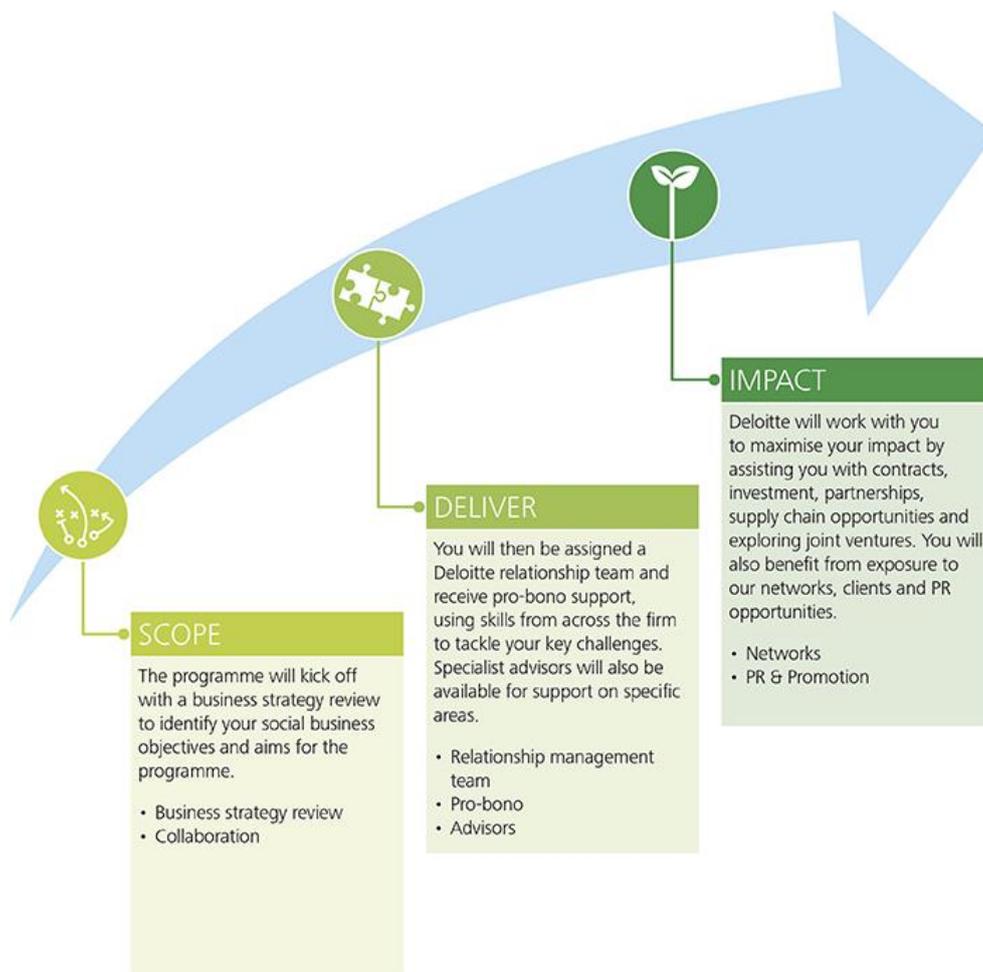
Have a look at www.footballceo.org if you're keen know more 😊

The evolution for us: In terms of the business itself, we went from 11 to 16 staff members over the course of the programme (last 3 years), and from a £200k to a multi-million pound turnover. We also expanded to India within the reflection on how to scale up, and have set an ambitious target of changing 10,000 lives in 8 different countries in the next 5 years. Finally we are looking at taking a social investment for £1 million, which will be the next step for us. As for our measurement of social impact, we had a set of KPIs but getting involved in the programme made us want to improve our indicators so we took the chance to explore this with Nesta while we were in London for the Deloitte scheme. More generally, we became more robust and more commercially minded.

Deloitte and the programme: We now have a strong working relationship with Deloitte, which we're hoping to continue. As for the programme, we had taken part in many others before but the Super Pioneers one is much more practical and concrete, and about getting things done. I'll openly say that the Pioneers programme has been instrumental in where we are today. I cannot praise it enough!

2. **Business Impact**

The Deloitte Super Pioneers programme set out to have an impact upon the Super Pioneers through a structured programme which builds on the success of prior years. The programme is tailored to each organisation through a three-stage approach: Scope, Deliver and Impact, as shown below:



To consider the impact of the programme, the report will now look into each of these interventions in turn to see what impact they had on the Super Pioneers. In each case, the

“Delivery” paragraph outlines what Deloitte set out to achieve at the beginning of the year, with the “Outcomes” section then reporting on actual outcomes through the year.

i. **Scope**

- **Business strategy review**

Delivery

A team of Deloitte professionals will visit the Super Pioneer to find out more about the business, its ambitions and how we can support. This initial review will frame our support package and ensure a successful partnership between Deloitte and the Super Pioneer.

Outcomes

The business strategy review was clearly very highly valued by Super Pioneers. At the mid-year evaluation, the review was rated as the most useful piece of work by 60% of participants. When asked what they’d valued most from the programme, qualitative feedback included:

It's been a slow start, but a great deal of activity now. Best Bit by far Strategic Choice Cascade with Danielle Sweeney 10/10.

Business Plan Review held at the Employability Trust it allowed us to see the business in a different light (strength/weakness)

More widely, the business strategy review has become a key and important part of shaping the interventions that will be of value to the Super Pioneers through the whole programme. Since the strategy review became part of the Pioneers programme there has been an increase in the quality and, critically the variety of projects engaged in by Deloitte, which in turn has increased the impact and satisfaction of participants.

- **Collaboration**

Delivery

For the first time, we are introducing a more collaborative aspect to the programme. With a focus on employability, we will set a group target which the Super Pioneers and Deloitte teams will support each other to achieve. We will also utilise the strength in the cohort, to identify opportunities for partnership and sharing.

Outcomes

There has been some good evidence of collaboration between Super Pioneers through the programme, and the events have been praised for the quality of networking they’ve offered. However, the aspiration to have a group target for Super Pioneers and Deloitte hasn’t materialised. This is largely due to the greater emphasis and focus placed (quite rightly) on the delivery of work for individual organisations rather than the collective.

ii. Deliver

- **Relationship Management Team**

Delivery

Based on the outcome of the strategy review, each Super Pioneer will be matched with a Deloitte relationship management team to support their interaction with Deloitte. The team will work with the Super Pioneer to identify opportunities that enable them to reach their targets.

Outcomes

When asked to rate the quality of the relationship management team (with 10 high and 1 low), there were the following responses:



The average score of 8.72 is once again higher than any of the three years of the Pioneers programme, with the previous strongest score being the year 1 Pioneers (8.2).

There were also a wide variety of strong quotes around the quality of the relationship team, including:

Our relationship lead was a significant champion for Blue Sky internally at Deloitte. He maintained pace, commitment and advocacy on our behalf throughout. He understood our business model immediately

Dedicated, enthusiastic and thorough.

His advice, insight and ability to make things happen

A level of experience and insight that we needed and ability to bring in the talent and resources to execute.

As with previous years, the knowledge and commitment of the relationship teams to the Super Pioneers is absolutely key to its success and helps differentiate the programme. This has been seen in each of the four years SEUK have reviewed the programme, with poor experiences almost always as a result of problems in that relationship.



Case Study – Steven Jackson OBE, Founder & Chief Executive of Recycling Lives

Context: Recycling Lives offer socially responsible 'Green Solutions' in recycling, waste management, manufacturing and local business development. Our business model is built on two legal components, one is a registered charity and the other is a business aimed at supporting the charity by helping vulnerable people to work their way back to independent living.

Entering the programme: We had been working with Deloitte around capital investment (Project Rock) with Claire and Dan from the Manchester office. They suggested that we apply to the programme.

What's been achieved: We've worked on 2 main pieces of work with Deloitte: the first one was to measure and evaluate the Social Return on Investment in connection to the prison academy, while the second focused on the overall governance as we have quite a complicated model and we needed to make sure that our governance was appropriate. They also supported us to identify which aspects of the structure are profitable, so we can concentrate on the better-performing departments.

The relationship with Deloitte has opened some commercial doors, and also helped with opportunities to open doors in the future. An example is with the prisons themselves, who were interested to get a third party piece and having us work with Deloitte reassured them. We also entered the Growth 365 programme (a growth programme) as a result of the Pioneer one.

The evolution for us: We started with 1 prison academy and now have 7 of them, meaning we went from employing 15 people to employing 110. The business has grown by £7 million over the programme. The plans are to open 3 new academies and employ 200 people in total by the end of the year. We also worked around our KPIs, both commercial and social, and we're hoping to use this to attract capital funding. Beyond this, it helped us shape the internal processes: accounts team is performing much better with better KPI's.

Deloitte and the programme: We have realised how passionate Deloitte teams were to help us in that programme, and our view of the firm has improved considerably. The evolution has been very strong for us, and we're event trading directly with Deloitte thanks to the confidence built in the programme. We're planning to keep the relationship with the team and to send regular updates to Danielle.

As we're based in Preston, it was sometimes hard to get enough engagement by directors so they would go in London. But actually my only little comment would be that it's not long enough! If I look at what has been achieved throughout the programme, if that could continue for the next 24 months it would be fantastic as this was so effective!

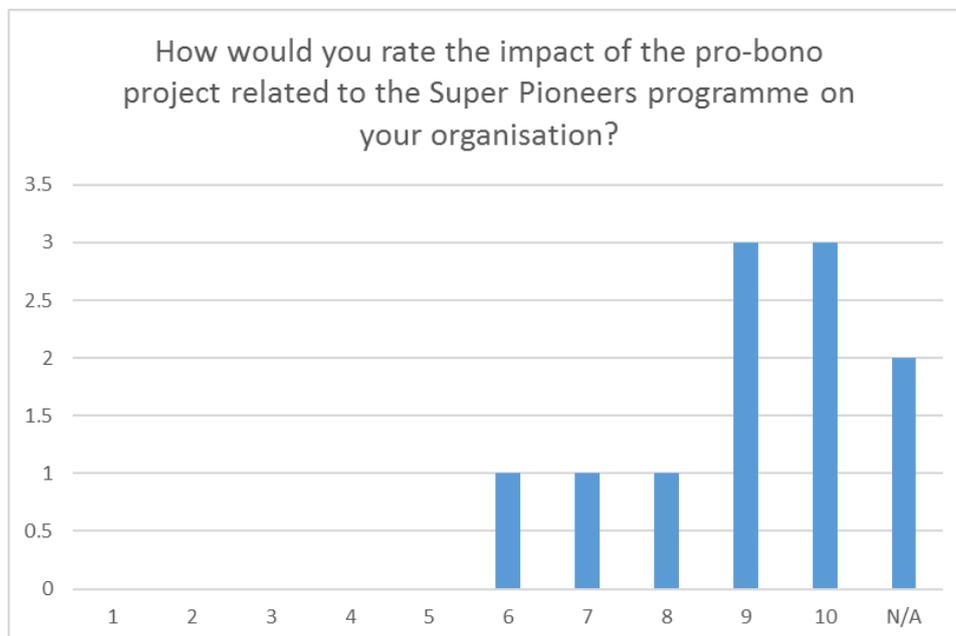
- **Pro Bono**

Delivery

An important part of the programme will be the delivery of bespoke pro-bono project, designed specifically to meet the Super Pioneer's needs. Projects can be related to any of Deloitte's core services ranging from operational reviews; financial modelling; customer analysis; acquisition support; to branding, website development and growth strategy support.

Outcomes

When asked to rate the quality of the pro bono work undertaken by Deloitte, the Super Pioneers gave the following responses:



An average score of 8.67, which is again higher than any of the three years of Pioneers (three year average 7.73). Pro bono work was rated very highly by a number of participants in their overall reflections of the programme, such as:

Without doubt the pro bono project work has been of the most value to us, as this has enabled us to draw upon experience and expertise which we simply do not have within our business.

Two participants also rated the pro bono projects as the single most valuable part of the overall experience.

Alongside the relationship management approach, the quality and variety of pro bono projects undertaken is a major differentiator. Driven by both the strategic reviews and input from relationship teams, work this year included web development, business planning, SROI analysis, Theory of Change and KPI development, high level operating model review and data security assessments.

As with the relationship piece, where there was lower feedback this was largely as a result of work not being completed (at the time of the survey), or a lack of clear scope as to what participants were looking to achieve.

- **Advisors**

Delivery

In addition to the pro-bono project, meetings can be set up with specialists advisors from across Deloitte to provide targeted guidance to overcome specific business challenges.

Outcomes

There are a number of positive responses to this across the feedback, for example:

(Most valuable thing was) access to subject matter experts in specific areas of business

In terms of the value which we have gained from being a Deloitte Super Pioneer, we have been able to draw upon the core expertise of Deloitte's employees. This was expertise that we did not have in house, so its value is almost priceless. We have started to implement all of the recommendations made by Deloitte's team of experts.

There was a note of caution regarding this from one respondent however:

most of the ad hoc support we have had has been great. However I think there is a risk with this that the cost of educating the Deloitte staff member so they can add value to the work is larger than the benefit they can add in the time they have available. Overall I think it is really important for the social organisation and the relationship leads to be clear on the amount of time that can be dedicated by Deloitte staff to each of the requests and therefore for all involved to set realistic outcomes for the time available, and say no when necessary.

This is a piece of feedback we have had in previous years as well and is important for Deloitte to note – given the time poverty of many social businesses it is important that anyone they're engaging with is clear on the amount of time they can devote to it – this isn't a problem with relationship directors but is with more peripheral involvement. Care should be taken to ensure there is transparency on the amount of time individuals have to give and that it is left to the Super Pioneer to decide if there is value in pursuing it.

iii. Impact

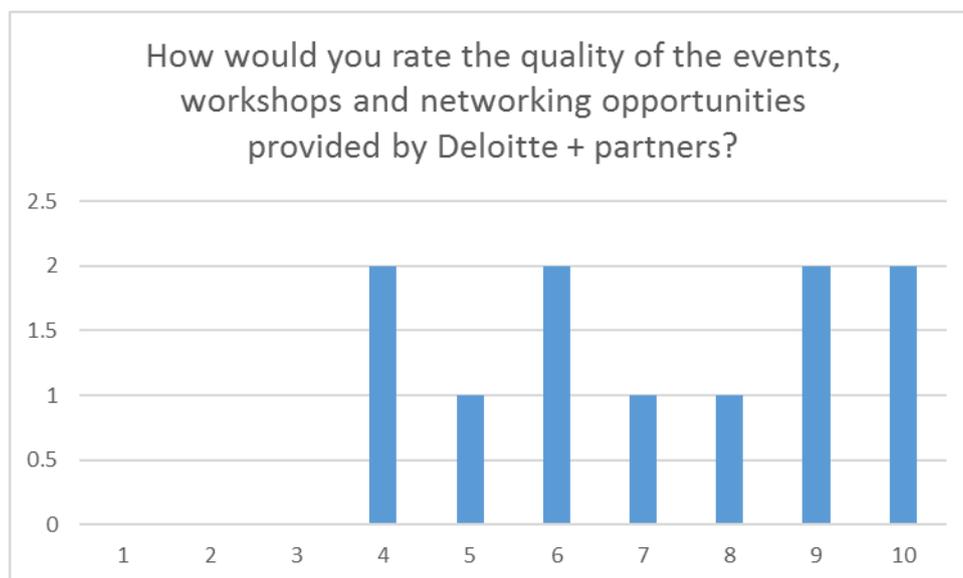
- **Networks**

Delivery

The Deloitte Relationship Team will continue to identify useful networking opportunities for the Super Pioneers, with the aim of creating opportunities for partnerships, contracts or investment. Each Super Pioneer will have the opportunity to host an event at Deloitte or speak at an industry event to build their profile within their industry.

Outcomes

Networks and events have continued to play an important role in the programme. When asked to rate the quality of the events throughout the year. Super Pioneers gave the following responses:



The average score of 7.09 here is slightly down on the three year average from the Pioneers programme (7.28) but only marginally so. This is perhaps reflective of the differing levels of Super Pioneers and the consequent challenge in ensuring events and networking opportunities are suitable for a wide variety of participants. There was still some very strong feedback however, including:

Excellent on all fronts. Time is always difficult for us to manage so personally half-day sessions are preferable to full-day sessions.

In addition to this, there were a number of positive references to the wider networks and relationships that Deloitte were able to unlock for Super Pioneers:

The network that I've made contact with over the last 12mths will I'm sure prove to be invaluable when moving forward with the project

As in previous years, the lack of networking between Pioneers was identified as a missed opportunity:

If there was one opportunity to make the support better, facilitating dialogue between the Pioneers on the programme would've been really useful.

There is clearly significant value to be gained from the workshops and networking that Deloitte can provide. Whilst scores in this area are always mixed (as organisations are inevitably at different stages) there is much to be gained for those for whom it does work and this work should continue to form an important part of Deloitte's offering.

- **PR & Promotion**

Delivery

Pioneers receive numerous PR opportunities through their engagement in the programme. This usually includes the promotion of their organisation and service or product through various press releases, insight pieces and social media.

Outcomes

The programme has attracted strong media interest in the past year, with 8 trade pieces about the Super Pioneers.

The work to support Super Pioneers to improve their own PR & Promotion has also been well received, with one respondent noting:

Great Media training, made to feel very special and has helped tremendously, well recommended.

Whilst not the core focus of the programme, PR is vital to any growing business and has been traditionally been a weakness for many social businesses, making the work in this area particularly welcome.



RECRUIT
for
SPOUSES
Returning talent to the workplace

Case Study – Heledd Kendrick, founder and CEO of Recruit for Spouses

Context: I founded Recruit for Spouses in order to help military spouses by bridging the military and business communities.

Entering the programme: We applied for the programme in 2015; we didn't have a precise idea of what was involved at the time but one of my ambassadors suggested it to me.

What's been achieved: Thanks to the programme, we managed to engage with the Ministry of Defense (MOD), which had only been working with charities before. The relationship with Deloitte opened a lot of doors and made us more focused; we worked on how to reach MOD and on making sure that our offering was clear. We also installed a new CRM software and had leadership and developing impact courses, which were really beneficial to us.

The evolution for us: Being part of the Super Pioneers programme enabled us to have a bigger impact but also a clear vision of our objectives and what's needed for things to happen. The business growth over the course of the programme has been exponential, we have had more companies coming on board, more links with charities in the sector. We are now hoping to continue building on the lessons we've learnt with Deloitte.

Deloitte and the programme: This is the first programme we've been part of, and I hope we can keep the relationship going. The way Deloitte teams deal with their Super Pioneers is exceptional, they never told us what to do but they do give you homework and it's important to do it. It's one thing speaking of CSR but it's another to make things happen. The network of other Pioneers also is an important highlight of the programme. What they do is amazing: they invest time and they invest money on organisations like ours, so we're able to maximise our impact.

3. Societal Impact

As the Super Pioneers, for the first time, saw Deloitte focus on a particular social outcome (employability) rather than a wide variety, there is the opportunity in this report to look more deeply at what impact the programme has had on the wider world.

When asked to rate the impact that Super Pioneers felt the programme had had on their social impact, we received the following responses:

The benefit of being a Deloitte Super Pioneer has been more about being able to demonstrate and tell the story about our social impact, rather than increasing it directly.

One of our biggest challenges has been capturing impact -the support from Pioneers has helped us focus on this area and we are in the process of executing recommendations

We are in a better place to identify economic value. We also leveraged Cabinet Office Impact-Readiness Fund grant on the back to the Deloitte work.

Increased efficiency = more social impact

We are now able to employ staff and have already had an increase in registrations and having Deloitte behind us has given us more impact from employers and businesses.

Really significant one it has filtered through.

Of the 11 Super Pioneers, 10 responded positively. As can be seen above, those positive comments come in a variety of forms, with some seeing the value as how Deloitte have helped them articulate the social value they create, with others seeing it in how Deloitte's support to grow the business has helped grow impact.

Beyond the Super Pioneers own feedback, the next section will look at the wider impact of the programme.

Collective impact

The following section looks at the impact the Super Pioneers have achieved collectively over the last 12 months in the following three areas:

1. Supporting people into employment
2. Increasing employability skills of disadvantaged people
3. Inspiring young people to realise their career potential

This section examines the scale of the reach of the Super Pioneers as a cohort, their social impact achievements over the past year and takes a closer look at impact thematically.

The Super Pioneers were selected because of their leading contribution to the three outcome measures above. An astonishing number of people have benefitted from the work of these 10 social enterprises (note Modern Muse was excluded for this analysis as they are pre-operational) the reach of the work.) within the last 12 months, showing that these are all highly impactful, well-performing social enterprises.

	Total number of individuals impacted by Super Pioneers work	Number of Super Pioneers (out of 10)
1. Supporting people into employment	1,905	8
2. Increasing employability skills of disadvantaged people	12,130	5
3. Inspiring young people realise their career potential	79,850	6

When reviewing the social impact questionnaires completed by the Deloitte Super Pioneers and their Deloitte Relationship Managers, we were impressed both by the large numbers of people who benefit from employment, employability and inspiration but also the wider, societal benefits that these organisations tackle through their work through advocacy, innovation and alternative models of support.

Focus by theme

Overlaying these three outcome areas, there are a number of “themes” or particular groups that the Super Pioneers benefit: ex-offenders, young people and military families. By looking at these groups, the societal impact can be examined in context and could, with further analysis, be quantified.

Ex-offenders: Blue Sky, K10

Two of the eleven Super Pioneers - Blue Sky and K10 - create jobs for ex-offenders. Last year, an estimated **404 ex-offenders were supported** into employment by these two leading social enterprises. Strong links between unemployment and reoffending have been made and providing jobs to people leaving prison has been shown to radically reduce the rate of re-offending, keeping people out of prison and in work. According to the National Offenders Management system, the average cost of a prisoner is £35,978 per annum and considering the re-offending rate for Blue Sky is just 15%, or a quarter of the national average, direct savings to the public purse are substantial. Wider impacts include the extremely positive impact of employment and opportunity on families and the broader community.

Young people: Vi-Ability, Employability Trust, Future First, WildHearts

Four of the Super Pioneers – Vi-Ability, Employability Trust, Future First and WildHearts – work with young people to provide job opportunities and inspire them about career opportunities. Last year we have estimated that through these four social enterprises:

- **865 young people accessed jobs** or apprenticeships;
- **1,650 disadvantaged young people gained employability skills;**
- **71,100 young people accessed information** and inspiration about their future career options.

Whereas WildHearts and Future First work at scale with 1000s of children in state schools across UK, Vi-Ability and Employability Trust provide more intensive support and employment opportunities to disadvantaged young people.

Case study

Future First work with 10% of state schools in the UK, to build and manage their alumni networks which help young people access careers advice from former students of their school. An in-depth third party impact assessment found that 82% of students left the sessions more confident about their future studies and career; 85% said that ‘meeting former students shows that people like me can be successful’; 84% left committed to working harder. This study also found that participating students were more likely to obtain or exceed their predicted grade in GCSE Maths and English compared to those not participating. This year, Future First exceeded the reach of their impact by over 300% reaching a total of 70,000 young people, whilst also exceeding the % of participants that stated positive impact on them individually.

Military: Fieri Leadership, Recruit for Spouses

Two of the eleven Super Pioneers – Fieri Leadership and Recruit for Spouses – help individuals from military backgrounds secure meaningful employment. These two organisations have **helped 500 people from military backgrounds into employment and provided employability skills to over 900 people**. They also play a strong advocacy role, raising the profile of the employment challenges facing ex-military personnel and military spouses, sharing thought leadership on the importance of supporting these groups that can become marginalised. They are able to bridge the military and business communities and bring marginalised people back into the workforce.

Conclusion

The above findings demonstrate how Deloitte's continued refinement of the Pioneers programme, and greater focus through Super Pioneers, has paid dividends in terms of both the positivity of organisations about the relationship with Deloitte and the wider impact on society at large.

The challenge now for Deloitte is how to magnify and maximise this impact at scale. Can Deloitte engage a wider group of social enterprises for example, or do more to share learnings from the Super Pioneers on the work they've done and the transformative impact it can have?

In terms of impact measurement, there are two recommendations on how greater impact could be achieved and evidenced:

1. For future social investment programmes, Deloitte could quantify the aggregate social impact of a cohort of Pioneers by integrating a social impact measurement process into the programme from the outset. Using an existing social outcome framework, would enable comparison and recognition by other funders, investors or corporate supporters.
2. Narrowing down the focus further, for example taking a particular group or theme with different approaches across the group of social enterprises. Working with social enterprises supporting similar groups of individuals in different ways would create interesting opportunity for dialogue, joining up initiatives and understanding particular issues in depth.

Overall however Deloitte should be justly proud of what has been achieved by the programme, and the impact it has had on the Super Pioneers themselves and the wider sector.

A note on methodology

SEUK used the following methods to collect quantitative and qualitative data:

- i. online questionnaire surveys at the half-way (6 months) and end points (12 months) which were sent to all Super Pioneers. Response rates were as follows:
 - half-way survey: Super Pioneers [10/11 responded / 92%],
 - programme end survey: Super Pioneers [11/11 responded / 100%]
- ii. telephone interviews at half-way and end points with a selection of Pioneers, Alumni and Deloitte staff; these were selected independently by SEUK from a full list provided by Deloitte, and used to generate case study material.
- iii. For the Social Impact section, social outcome measures were gathered against the three areas from the Deloitte Super Pioneers at the end of the programme through a questionnaire and conversations lead by the Deloitte Relationship Managers. These social outcome measures have been combined to give a view of the overall reach of the Super Pioneers' impact. Impact been explored further by looking at groups of beneficiaries and highlighting particular case studies. The actual outcomes have been compared against their original projections in their application forms to find out how well the Pioneers have performed this year against expectations.

SEUK identified emerging themes from its interviews, and analysed the data from all sources including the previous two impact reports in order to develop its conclusions.

Appendix: The Super Pioneers

Blue Sky

[Blue Sky](#) employs ex-offenders on 6-month contracts to deliver commercial work in a range of industry sectors (grounds maintenance, waste management, distribution, laundry, catering). Blue Sky works with local authorities and private sector contractors, providing an alternative to agency or seasonal labour with added social value. It has created jobs within the supply chains of private companies across a range of sectors, including Deloitte, and has created in-prison jobs through 'Blue Sky Inside' workshops, producing textiles goods for companies. By employing and supporting ex-offenders Blue Sky's social impact is to reduce re-offending and to challenge negative perceptions about ex-offenders.



The Employability Trust

[The Employability Trust](#) aims to help young people not in education, employment or training to gain the skills required to secure sustainable employment. Their 15,000 sq ft factory in County Durham offers real work experience through contracts with local organisations. This work enables young people to gain experience in warehousing, manufacturing and fulfilment whilst helping the local economy to become flexible and efficient. Through the development of employability skills, The Employability Trust enhances the confidence, motivation and wellbeing of young people.



Fieri Leadership

[Fieri Leadership](#) deliver integrated performance programmes that build people capability within organisations. They are specialists in providing bespoke, high-impact and novel development options to corporate, elite sport and public sector clients; from single events through to long-term modular programmes. From developing future leaders through to improving personal communication skills, Fieri Leadership produce tangible performance results and sustainable change in talented individuals, teams and leaders. They do this using a team of inspirational and experienced former military consultants and instructors, many having experienced life-changing injuries.



Future First

[Future First](#) supports young people to fulfil their potential by connecting them with career and education role models they can relate to. The vision is that every state school and college should be supported by a thriving, engaged alumni community. Future First helps schools and colleges to harness the resources available through the alumni community by offering an alumni network building and management service.



K10

[K10](#) aims to enhance the capability of young people to find sustainable full-time employment. It does this by providing pre-employment training and a paid apprenticeship opportunity in the construction and financial sectors. Young people gain skills, knowledge and experience, and a recognised qualification that increases their employment prospects and earning potential.



Modern Muse

[Modern Muse](#) is a resource to help inspire the next generation of young women and girls about the world of work. A web app for desktop and mobile helps girls explore the diverse careers available to them and supports parents and schools to give career guidance to girls. Modern Muse seeks to give girls, specifically those from less privileged backgrounds, insight into the variety and breadth of career options available and information on job placements, internships and apprenticeships.



PopUp Business School

The [PopUp Business School](#) supports people to set up businesses and make money doing what they love. It works with Housing Associations to deliver a PopUp Business School – a two to ten day intervention with follow up for a year. The aim is to get people off long-term reliance on benefits and to help them start businesses to make their own money by doing something they enjoy.



Recycling Lives

[Recycling Lives](#) acts as a safety net for vulnerable and marginalised people. Recycling Lives offer accommodation, education, training and work experience to homeless and long-term unemployed individuals, with the aim of helping them back into full-time work and finding them a place to call their own. Their charity work is supported by the successful commercial activities of Recycling Lives Ltd, a Queen's Award-winning recycler and waste management solutions provider.



Recruit for Spouses

Founded and run by military spouses like the people it serves, [Recruit for Spouses](#) exists to effect a three-fold change in bridging the military and business communities: they alter the way military spouses live and work, enabling an increasingly important second income; they also shape the way modern businesses source and retain quality employees; changing the perception of Forces' spouses as a transient work force.



Vi-Ability

[Vi-Ability](#) is a national award winning social enterprise that was set up in December 2009, by ex-Arsenal, Liverpool and Welsh international footballer Kelly Davies. Their vision is for every community to have a thriving and financially stable sports club at its heart that can provide opportunities for people to broaden their horizons while developing employability and life skills. Vi-Ability provides opportunities for people of all ages to develop skills by offering training, work experience and qualifications in commercial sports management. In doing this they also help to sustain thriving community sports clubs, and develop stronger communities around the UK. It by bringing all three components together, Vi-Ability are really able to maximise their economic & social impact.



WildHearts

[WildHearts](#)' vision is 'Business for Good'; to that end it launches companies, such as WildHearts Office, that make a positive social impact. Its Micro-Tyco programme 'Democratises Opportunity' in the UK by providing award winning entrepreneurial and employability skills training for young people. Globally WildHearts fund microfinance across the developing world, helping people to work their way out of poverty with dignity. WildHearts' educational event portfolio includes the Global Entrepreneurial Leaders Summit, Micro-Tyco Master Classes and Future Talent Forums.



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Social Enterprise UK
The Fire Station
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