



Impact that Matters - the Deloitte Social Innovation Pioneers Programme 2012-2015

"Singularly the best support programme I have ever come across in B2C terms in over 15 years of working in the sector." Louise Wolsey, Westway Trust

Background

In the past three years, The Deloitte Pioneers programme has worked with 58 of the UK's leading social enterprises, engaging more than 2,000 Deloitte employees and providing over 15,000 hours of professional services support. Throughout the programme, Social Enterprise UK (SEUK) have undertaken a social impact analysis to understand the effect the programme has had on the Pioneers and on the Deloitte employees involved.

With the Super Pioneers programme starting in June 2015, Deloitte commissioned SEUK to look back over the last three years of the programme and to identify key themes, impacts, and areas of learning.

The Numbers

- **58 Social Businesses** supported from across the UK since 2012
- **100% of Pioneers** said they would recommend participating in the Pioneers programme to another social enterprise
- **15,000 hours of employee time** and more than **2,000 people engaged**
- Direct investment of **more than £1m** in the social enterprise sector through Deloitte's supply chain
- The running of **20 bespoke workshops** and delivery of just less than **10,000 hours of pro bono** support valued at almost £2m.
- **35% average growth** in Pioneer turnover – with a total amount of **value added of more than £1.5m** each year
- More than **200 additional jobs** created within the organisations supported

What is the Pioneers programme?

The Deloitte Social Innovation Pioneers programme recruits high performing social enterprises through a two-stage application and assessment process. In each year, this process has involved internal experts in Deloitte and social enterprise experts from partner organisations.

Each successful Pioneer is then assigned a designated relationship team, led by a relationship director, to support their interaction with Deloitte over the 12 months of the programme, and to ensure they are treated exactly like a normal Deloitte client would be.

The support package on offer is tailored to each organisation. Focused on the strategic priorities to enable growth and reach investment readiness. Through a combination of pro-bono services and voluntary activity each organisation is given access to the breadth and scale of Deloitte's professional services capability.

"Being a Deloitte Pioneer has propelled us forward. As a result not only have we increased our social impact now, but increased our future growth and social impact targets." - Cecilia Crossley, From Babies with Love

Success: key factors and learning

Through their experience evaluating the Pioneers programme each year, and working with numerous other social enterprise support programmes, SEUK were able to identify **four key reasons** for the success of the Pioneer's programme.

1. Quality of Deloitte employees

Over the course of the three years, the quality of support from relationship teams rated 9 out of 10 by the Pioneers. 84% of respondents also rated the Central Programme Team as very good or excellent.

Deloitte employees were praised for their understanding of the social enterprise sector, and were also critical in helping Pioneers navigate and access Deloitte's services: *Our relationship manager was an invaluable 'interpreter' for us in terms of helping us understand what Deloitte has to offer*

Greenstream Flooring (Year 3 Pioneer)

Employees are increasingly also taking more permanent roles with Pioneer organisations as well: *One of our Relationship Team is now on our Board. It's great to have her skills and expertise.*

Social Business Brokers (Year 2 Pioneer)

2. Networks/connections

The networks and connections the programme facilitated were rated the most valuable aspect of the programme by 55% of Alumni. This was on several different levels, highlighting the multi-faceted nature of the programme. Firstly, in terms of the network of Deloitte itself: *Relationships are still bearing fruit. Connections are still being offered to us and this ongoing support and understanding of our model is great.* House of St Barnabas (Year 2 Pioneer)

Secondly, the networks of Pioneers/Alumni: *The most valuable thing for us was meeting past and present Pioneers.* The Giving Machine (Year 3 Pioneer)

And finally the personal networks of individual Relationship Directors: *The most significant impact has been the quality and quantity of introductions from Deloitte senior management to senior management at major corporates in our sector. We have already converted around £300k of business off the back of these introductions with another £200k of contracts lined up.* Oomph! Wellness (Year 3 Pioneer)

3. Winning business

Deloitte were very clear from the start that the programme intended to help Pioneers directly grow: this has certainly been the case, with a remarkable 45% of Alumni stating they have won contracts as a direct result of the programme. These wins have not least been with Deloitte's own supply chain, examples include:

- **Wildhearts** – the Micro-Tyco programme has been rolled out as part of Deloitte's graduate recruitment programme and Deloitte has awarded Wildhearts its UK firm-wide stationary contract
- **Blue Sky** – a number of Blue Sky employees have been placed in Deloitte's restaurant on a Blue Sky trial and have now been offered fully contracted jobs with Restaurant Associates one of Deloitte's major suppliers
- **From Babies with Love** – Deloitte now offers a gift service of From Babies with Love baby clothes to all employees going on parental leave
- **Belu** – Belu water is now sold in Deloitte restaurants in its office space in London
- **Autism Works** – Deloitte has sub-contracted a range of testing services to Autism Works on a major client engagement
- **On Purpose** – Associates have joined Deloitte on secondment as part of the On Purpose programme to build their experience and understanding of the business world
- **House of St Barnabas** – the venue has been used on numerous occasions for events including the Deloitte Leaders in Society Awards and other high profile Deloitte events
- **Debate Mate** – have contracted with Deloitte to provide training to the Deloitte Audit Summer Academy
- **The Westway Trust** – have contracted with Deloitte on the delivery of community volunteering days alongside the existing Deloitte Community Day programme

The kudos of working with Deloitte has also created considerable leverage for Pioneers to work with others: *Micro-Tyco is now in partnership with six major UK corporates after being piloted by Deloitte. Deloitte's endorsement was instrumental in paving the way to this deal.* Wildhearts (Year 1 Pioneer)

4. Business fundamentals

The improvement in Pioneer businesses through pro bono projects was rated as the most valuable by 63% of Year 3 Pioneers and 73% Alumni. These projects covered a wide variety of outputs including Strategy, Business planning, Tax and Branding.

Such work created some exceptional outputs: *The Deloitte review will inform our future operational model for the two trading elements of our business, Sport and Property. This is one of the biggest changes the Trust will ever undertake.* Westway Trust (Year 3 Pioneer)

Which further down the line led to longer term outcomes - 27% of Alumni have developed a new product as a result of the programme: *We have evolved from being a single product organisation to one offering bundled services and this is making us more relevant to clients. We are picking up retainer arrangements as a result.* K10 (Year 2 Pioneer)

Key Contacts



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This report was written by Charlie Wigglesworth at Social Enterprise UK, with support from Nick Temple and Charlotte De Ruyver. Social Enterprise UK are the national body for social enterprise. Find out more at www.socialenterprise.org.uk.

