

arc Impact Report

December 2015



**BUSINESS
IN THE
COMMUNITY**



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Front cover image: Fantasy High Streets community cinema event East London.

Photograph by @electric-pedals

This page, top: CLARITY

bottom: Oxford House Dance Studio



Record year for arc

Foreword by Paul Cuttill

In this just the second Impact Report from Business in the Community's arc programme, we are delighted to announce that arc has exceeded its first target and supported social enterprises to create 1,028 jobs in East London. What's more we are now a long way towards achieving our goals for West London too with 638 jobs created.

The arc programme was created originally as an Olympic legacy programme, and whatever is said about the lasting legacy from the London 2012 Olympic and Paralympic Games, we know that over 1,000 people in the Olympic Boroughs and a further 1,889 beyond have found a job that otherwise might not have been created were it not for London 2012 and the opportunities for innovation and enterprise it stimulated and created as a back up to this amazing sporting achievement.

Often we talk about social enterprises and the 'feel good factor'. Here, the monitoring and independent evaluation, by CAN Invest, also provides strong business case evidence for working with and supporting social enterprises. In addition, the job opportunities being created are by social enterprises, who have a strong ethos of and commitment to local community re-investment and enrichment, making the support not only highly commendable but hugely rewarding.

83% of arc-supported social enterprises, who provided financial information, have not only grown their income, they've also created jobs, representing a

saving of more than £11.2 million to the State. Meanwhile, 100% of volunteers from the corporate partners reported an improvement in their management, leadership and communication skills – so the benefits are not just one-sided.

These impressive results would have been unachievable without the wholehearted backing of BP, Freshfields Bruckhaus Deringer, Exterior Media, Deloitte, Visa Europe, InterContinental Hotels Group and Lead Strategic Partner Social Enterprise UK. My thanks go also to the arc team without whose diligent and professional efforts none of this success would have been achievable.

In addition to continuing its work in London, Business in the Community is also now working with Interserve plc and Asda in Yorkshire to expand the programme. Support on this scale means that the bar has been set still higher for 2016.



*Paul Cuttill OBE
Deputy Chairman DREN Ltd
Chairman arc Steering Committee*

Executive Summary



Southbank Mosaics

Business in the Community launched the arc programme in September 2011 as its flagship social enterprise programme, to enable social enterprise to grow and place 1,000 Olympic borough residents into jobs by 2015. The programme expanded to West London the following year, aiming to place a further 1,000 West London borough residents into jobs by 2016. Some 117 social enterprises have been supported through the programme so far.

arc is a needs-led, skills-based business volunteering programme. As well as providing social enterprises with the business expertise of its Corporate Partners, it offers a bespoke support package to social enterprises, including: access to subsidised training, social impact consultancy and discounted premises, supply chain introductions and profiling opportunities.

Creating an impact

Business in the Community is delighted that arc has exceeded its first target and supported the creation of over **1,028** jobs in East London and **2,917** jobs in total. **73%** of these were full-time positions lasting at least six months, with **67%** being jobs for disadvantaged individuals. This represents an estimated saving of more than **£11.2 million** to the State through reduced unemployment claims, improved health outcomes and increased taxation, and contributed **£89.8 million** Gross Value Added (GVA) to the UK economy.

1,028
jobs created in East
London

2,917
jobs created
in total

£11.2m
savings to
the State

£89.8m
GVA contributed to
the economy





Social impact

By supporting social enterprises to create jobs arc changes people's lives for the better, helping individuals gain self-confidence, improve their self-esteem, health, wellbeing and social mobility. Ultimately it supports the creation of cohesive and prosperous communities.

In addition to job creation we estimate that between 710,000 and 854,000 people have benefited from the support of the social enterprises on the arc programme. This ranges from high touch 1:1 support through to low touch interaction through telephone,

email or web-based support. 83% of arc social enterprises grew their income compared to 52% of social enterprises across the UK.

Business benefits

Business volunteers involved in arc have also seen professional development benefits, with 100% reporting an improvement in their management, leadership or communication skills. In addition, 81% of business volunteers feel prouder of their employer, and 100% would recommend the programme to a colleague.

Methodology

This is the second impact report for Business in the Community's arc programme. Working with CAN Invest (CAN), the methodology this year has been expanded to give a broader view of the social benefits that arc social enterprises provide their beneficiaries, and how they have touched people's lives. The report covers arc's impact from the start of the programme to early September 2015. Surveys of business volunteers and arc social enterprises cover those involved over the past year.





Introduction to Business in the Community and arc

Business in the Community

is The Prince's Responsible Business Network. Our members work together to tackle a wide range of issues that are essential to creating a fairer society and a more sustainable future.

We are a business-led charity with more than 30 years' experience of mobilising business. We engage thousands of businesses through our programmes, driven by a core membership of over 800 organisations. These range

from small enterprises to global corporations.

arc is a core part of Business in the Community's Enterprise strategy. It is a needs-led, skills-based volunteering programme which supports social enterprises. It enables them to become more sustainable, grow and ultimately create jobs. Launched by Business in the Community in September 2011 as an Olympic Legacy initiative, it was designed to support social enterprises help place 1,000 Olympic Borough residents into employment by

2015. The programme expanded to nine West London boroughs in 2012 with the aim of creating an additional 1,000 jobs by 2016. Over the past year the programme has been supported by BP, Freshfields Bruckhaus Deringer, Exterior Media, Schawk and our strategic partner, Social Enterprise UK.

Business in the Community is working with Interserve plc and Asda to extend the programme to Yorkshire, creating a further 1000 jobs for local people.

“ BP is proud to have supported the creation of over 1,000 jobs in East London through the arc programme. Social enterprises work with and benefit some of the most vulnerable people in society. We believe in creating mutual benefit in all we do, benefiting the individual, the community and the business. Enabling our employees to help social enterprises through sharing their business expertise not only demonstrates commitment to our local communities but also supports their own development. ”

Peter Mather,
Group Regional Vice President, Europe
and Head of Country, UK, BP



About arc

arc identifies those skills our Corporate Partners possess that will best match the needs of individual social enterprises. All arc social enterprise applications will go through a rigorous selection process, which includes review by an independent steering group. The three main selection criteria are that the enterprise must:

- have a social or environmental purpose as part of its core business strategy.
- be, or have, the ambition to be financially sustainable.
- have growth potential and the ability to create employment opportunities.

Following a 1:1 needs assessment, the social enterprise is matched to a senior business expert from our Corporate Partners to deliver project-based or advisory support. Business volunteers come from a wide variety of backgrounds including business strategy, finance, IT, project management, HR, health and safety, communications and marketing.

Overall, arc has engaged over **232** business volunteers during the course of the programme, contributing over **758 days** of skills-based advice and project delivery to **117** social enterprises.

Additional support includes: access to subsidised training and social impact consultancy, discounted premises, supply chain introductions through Business in the Community's Access the Buyer programme and Seeing is Believing visits. Business in the Community has also raised arc social enterprises' profiles through its Gala Awards, social media activity, Buy Social Christmas Gift Guide in collaboration with Social Enterprise UK and advertising campaigns on the Transport for London (TfL) network.

The advertising campaigns have been run for three months over the Christmas period for the past two years. The adverts have generated a total of 145 million 'opportunities to see' on the London Underground, DLR and London buses. Companies featured include: *Two Fingers Brewing Co*, *SMaRT Garages*, *Rubies in the Rubble*, *From Babies with Love*, *Petit Miracle Interiors*, *Student@Home*, *CLARITY*, *Belu*, *Bikeworks* and *Circle Sports*.

“ Making it affordable to pay for impact consultants has kick-started a raft of improvements and ways in which we measure our impact and improve our projects. We are now able to report a triple bottom line and a Social Return on Investment (SROI). This will play a large part in our ability to grow our income in the future. ”

Kate Pierpoint, Deputy CEO
Manor House Development Trust



DotDotDot Property Guardians

arc advertising campaign 2014-2015

Buy Social - arc advertising campaign

In June 2014, *Two Fingers Brewing Co* and *SMaRT Garages* won an arc selection competition to promote their products and services across London, over a three-month period.

About the winners

Two Fingers Brewing Co is a beer brand that donates all its profits to Prostate Cancer UK. *Two Fingers Brewing Co* had posters promoting its Aurelio beer across 55 stations on the TfL network. Sales of Aurelio beer in Morrisons increased by 33% over the course of the campaign compared to the previous eight weeks.

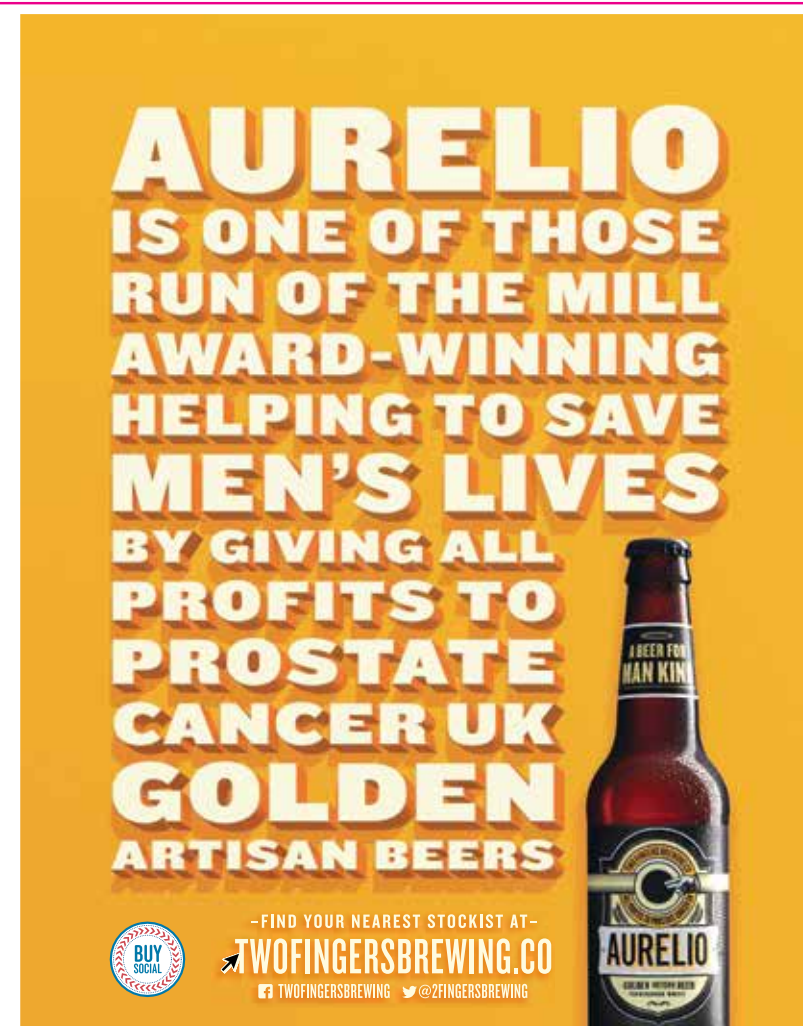
Not only has the campaign helped with new business pitches and to solidify its ongoing relationship with Tesco, it has also played an important role in raising awareness of prostate cancer, which currently kills one man every hour: that's 10,000 men a year in the UK.

“ We experienced the busiest January ever and we expect that to continue through the year as a result of the profile from the arc advertising campaign. ”

Ronnie Wilson, CEO
SMaRT Garages

SMaRT Garages provides high quality MOT testing, vehicle repair and servicing to customers in Woolwich, Bexley and Lambeth. It provides work and training opportunities for people excluded from work because of mental health issues or other disadvantages, including drug and alcohol recovery problems and a history of offending, supporting them back into work.

SMaRT Garages had posters placed on buses covering 29 routes and three bus depots in South London. As a result, they experienced a 91% increase in customer numbers compared to the previous year. The advertising campaign has also helped enable the enterprise to move three people into work as mechanics at London Hire, Mercedes and within its own garage at Crayford. Furthermore, two people undertook a work trial at its Norwood garage due to the increased business.



Prostate Cancer UK is a charity registered in England and Wales (1023141), and in Scotland SC010702, and a company registered in England and Wales with company number 5633862. At least 10p per bottle will be donated to Prostate Cancer UK. BE MAN KIND - DRINK RESPONSIBLY - WWW.DRINKAWARE.CO.UK

BUSINESS
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COMMUNITY
arc building better business

Founding Partners



Associate Partners



Strategic Partner



Two Fingers Brewing advertising campaign poster



How the arc programme works

arc is supporting social enterprises to grow and create jobs helping to change people's lives

We offer social enterprises:

Skills based
volunteering by
business experts

Subsidised services,
including training and
social impact consultancy

Sales and
profiling
opportunities

Social enterprises benefit with:

- Improved business operations and processes
- Enhanced business skills
- Increased profile and credibility
- More sales and contracts

Corporate partners also benefit:

- Improved skills within volunteers
- Increased personal satisfaction and motivation in employees
- Enhanced company reputation

This supports social enterprises to grow and create jobs...

Helping to change
people's lives

...and...

contribute to the
UK economy by...

Employees and beneficiaries feel:

- More self confident and motivated
- Healthier and happier
- A sense of belonging in their community

reducing cost of benefits
and increased tax receipts

...helping to create a fairer
society and more sustainable future

arc Theory of Change



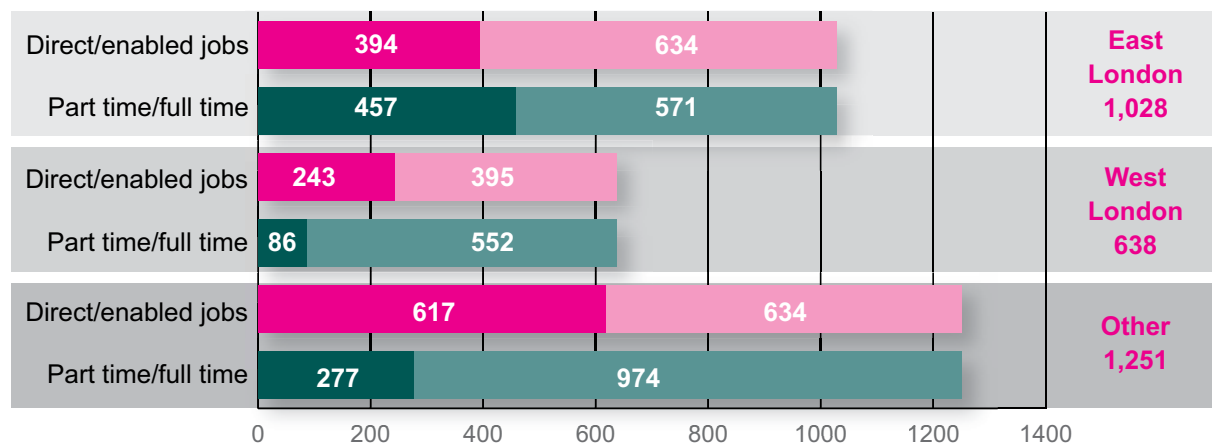
2,917 jobs created

Business in the Community is delighted that arc has reached its East London 1,000 jobs target and supported social enterprises to place 1,028 East London residents into employment, with a total of 2,917 jobs altogether created by social enterprises. 73% (1,829) of these were full-time positions lasting for at least six months, with the remaining ones being part-time roles of at least six months.

1,254 are direct jobs, where an individual is employed by the social enterprise itself, while 1,663 are enabled, where the employee is supported into employment by the social enterprise. The split by arc location is shown right.

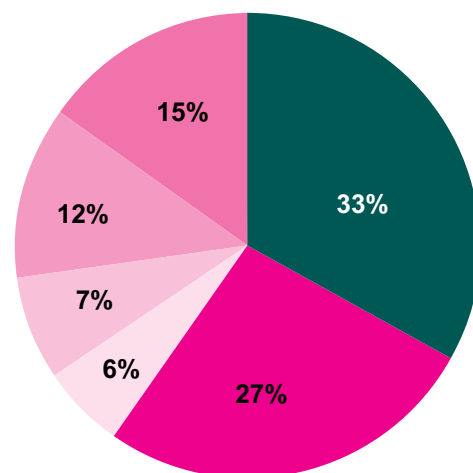


Jobs created through the arc programme



1,948 (67%) of the people placed into employment are from a disadvantaged background

Breakdown of jobs by background of employee



- 33% Non-disadvantaged backgrounds
- 27% Other disadvantaged backgrounds
- 15% Unemployed for 6 months+
- 12% Ex-offenders
- 7% Ex-homeless
- 6% Physical or mental disability

Disadvantaged: those who are furthest from the labour market, including ex-offenders, homeless people, care leavers, those not in education, employment or training, unemployed for over 6 months and people who are vulnerable in the community (e.g. refugees)



arc impact

Business skills development

The support provided by the business volunteers is based on the individual needs of each arc social enterprise which, as they have neither the in-house capability nor the resources to deliver, varies from advice to delivery of specific pieces of work.

The arc support most valued by social enterprises this year was the project work provided by the Project Volunteers (68%), followed closely by the Business Advisor support (66%), the training and workshops (65%) and subsidised impact consultancy provided through CAN Invest (62%).

88% of arc social enterprise survey respondents were happy or very happy with the arc programme.

We asked social enterprises what business skills they have learnt during the programme.

Risk Management was reported as the main skill they developed through interaction with business volunteers. This was followed by business strategy, and then marketing and brand development.

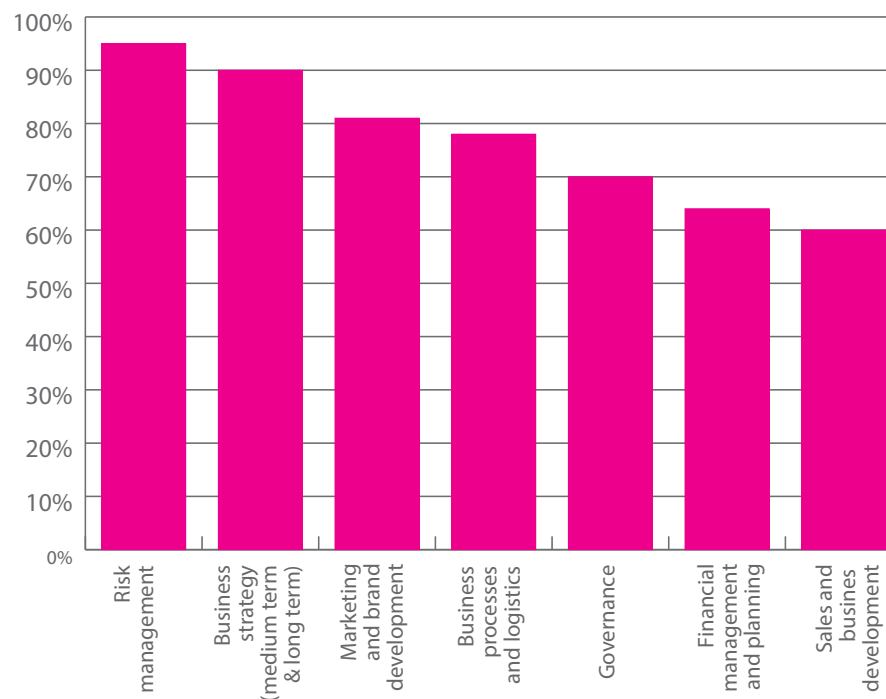
“arc and Business in the Community have, and continue to be, a major partner in our growth and future success. In addition to the external specialists, the arc team has been regularly engaged to ensure we are on the right track. This has made a significant difference as our needs have changed throughout.”

Matthew Edwards, Managing Director
Triforce



Jone da Cruz (3rd from right), K10
construction apprentice graduate

Percentage of social enterprises reporting 'some' or 'very' positive effects due to their participation on the arc programme



As a result of improvement in business skills the key outcome has been the development of a more focused and clear business plan for the businesses.



arc support's economic value

With support from Business in the Community, the contribution of people employed directly or indirectly through arc social enterprises is conservatively estimated to have added £89.8 million in GVA to the UK economy.

The savings to the State as a result of arc social enterprises supporting the unemployed into work is estimated at £11.2 million. This saving includes the fiscal benefit to the State of Jobseeker's Allowance claimants entering work, increased income taxation and increased national insurance contributions to HMRC of individuals employed directly by arc social enterprises. This excludes savings due to reduced take up of housing benefit, council tax support or other benefits.

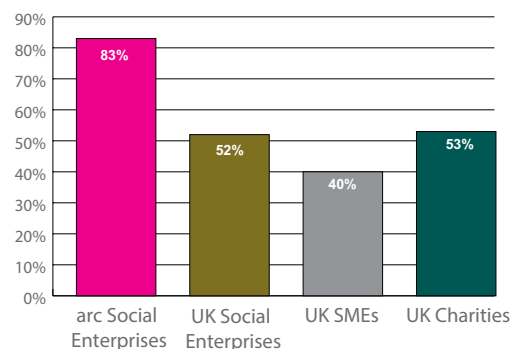
£11.2 million
savings to the
State

£89.8 million
in GVA to the UK
economy

Value creation

The growth of arc social enterprises who provided financial information indicated that 83% of them grew their turnover in the past year compared with 52%¹ of social enterprises across the UK. The arc enterprise growth also leads the growth of UK SMEs² and UK Charities³.

% of organisations that grew in the last financial year



¹ Social Enterprises UK 2015 figures

² UK Small Business Survey, BIS 2015 (2014 data)

³ UK Charity Income Spotlight, Charity Financials 2015 data





Case Study: Dramatize

Online move boosts Dramatize

Dramatize provides theatrical workshops, events and educational programmes for individuals with learning disabilities of all ages. They work directly with individuals with learning disabilities in special educational needs (SEN) and in mainstream schools and other organisations.

They provide personal development opportunities by teaching new life skills within the art of theatre, ensuring a safe and secure place for each individual to excel and grow in creativity and confidence. In the process they provide respite to parents and carers.

Simplifying systems

In the past, Dramatize's management team visited each training site after a class to collect cash payments and the attendee register to manually update the central paper-based record. This was a very time consuming, inefficient process, but they didn't have the capacity or expertise to implement a more effective system.

Peter Bamford, a business process expert from BP, was matched with Dramatize to help identify how it could simplify and improve its reporting and payment processes.

Peter introduced a new online system that consolidated student registration,

attendance and progress, plus introduced an online payment system.

Streamlining payments

The new system has been hugely successful in saving management time and streamlining and protecting payments, helping Dramatize become more financially secure as it can track payments more easily. It has also helped to improve its reporting abilities and customer relationship management, allowing it to spend more time focusing on business growth and increasing the number of disabled people and families it supports each year.

“ Peter was professional and focused on developing systems that really suit our organisation. Moving online has completely changed the way we run our business. Our operational systems are simpler and safer, and we have saved time and money. ”

Karen Bradley, Director
Dramatize

“ It was a really rewarding experience and I felt I made a tangible contribution with relatively little of my time. ”

Peter Bamford
Commercial Practice Lead
BP





Case Study: Gasworks Dock Partnership

Gasworks Dock Partnership (GDP) joined the arc programme in June 2012 with an ambitious vision to regenerate Cody Dock, a 2.5 acre derelict wasteland and eyesore in East London, into an inspirational and unique space. The plans for the site range from large-scale landscape design through to establishing multiple social enterprises, educational and cultural facilities.

arc matched Marcus Mackenzie, a Partner at Freshfields, as an independent advisor to support GDP's co-founder, Simon Myers, with his

regeneration plans as it grew from being a start-up.

Highlighting shortfalls

Marcus, as well as providing project management and specialist legal support, identified skills and resource gaps working with Simon, and then helped to access senior colleagues at Freshfields to provide additional support. As a result, nine colleagues have provided specialist assistance on finance, real estate, planning, litigation, financial and human resources.

Expert support provided by Freshfields included:

- Developing HR policies to support volunteer engagement and staff recruitment.
- Development of lease and tenancy agreements, including a 999-year property lease with provision to sublet, and complementary tenancy agreements, enabling GDP to raise finance from credit providers.
- Resolution of a contentious boundary issue.

- In-depth advice and options appraisal for accounting software and project management tools.

Site transformation

GDP now employs two new members of staff and has supported volunteer engagement with over 2,000 volunteers. It has regenerated an ugly brownfield disused site into a beautiful space with new businesses starting up onsite and the local community engaging through volunteering – a space where local residents can meet and feel proud of.

It has held regular community events throughout Summer 2015, attracting more than 9,000 visitors. And it has ambitious plans to turn the dock into a vibrant working marina for London's under-served boating community and a hub for the arts and social enterprises.



Beneficiaries of arc social enterprises

This year, for the first time, Business in the Community looked more broadly at the social impacts that arc has generated through those social enterprises it has supported over the past year.

CAN has developed an innovative methodology to indicate the number of lives touched by arc social enterprises to understand the impact they have had. This is based on the type and level of support that arc social enterprises have provided to their beneficiaries.

Information provided by 52 of the 87 social enterprises supported by arc last year indicated there were around 699,080 beneficiaries. This includes:

- 8,810 beneficiaries who received individual 1:1 support or frequent group-based work (high touch support)
- 140,969 beneficiaries who received more infrequent or shorter group based support or frequent, extended telephone support (medium touch support)
- 549,301 beneficiaries who received infrequent or shorter telephone support or email, web-based support (low touch support)

Extrapolating the data from the 52 of the 87 social enterprises supported last year, CAN has estimated that arc social enterprises helped between 710,000 and 854,000 beneficiaries over the last year.



The Philosophy Foundation

Examples of how arc social enterprises have touched people's lives

High touch:

The Philosophy Foundation supported an estimated 4,320 beneficiaries through in-person 1:1 support by bringing philosophy to schools through enquiry-based learning sessions with children from nursery to A Level.

Medium touch:

Humanutopia supported an estimated 25,495 beneficiaries with in-person group support, by creating and running inspirational life-changing courses for young people and adults in schools and their wider communities.

Low touch:

Digital Explorer supported an estimated 500,000 beneficiaries with online support, by providing unique, real-world projects and inspirational lessons and resources direct from the world to classrooms across the UK.



Jone da Cruz, K10 construction apprentice graduate

Jone's story: K10

Jone da Cruz, one of the people supported into employment by K10, an arc social enterprise, tells his story.

Jone, 23, didn't set out to be a plumber. Indeed, when he left school he had no idea what he wanted to do. It was only when a gas engineer came to check the boiler in the family home that the germ of an idea was planted.

"He told me that it was a good area to get into, as was the pay," says Jone. "But he also warned me that going to college could be very expensive, and that I'd need to pay to go to a company."

His mum funded his plumbing course but one year after qualifying he was still jobless, caught in a classic Catch 22 where employers asked for experience without being willing to give him the chance to get any.

"It was frustrating and depressing, as it is for other young people," he says.

Then he saw a reference to K10 on Gumtree, applied, got an interview and was put on a waiting list. "They paid for my Construction Skills Certification Scheme card, plus £200 for tools and got me a job locally. I hadn't come across apprenticeships before, but K10 is all about helping young people without experience, and that was what made it stand out."

Jone is coming on apace, making the transition from plumbing to onsite manager

with four days onsite and one in college doing his Higher National Certificate. He praises the part K10 has played. "They take you in and care for you," he says. "When I started my apprenticeship building sites could be scary, but once a week they'd come sit down in the canteen with me and my managers to find out how I was doing. I could talk about problems – and things I found exciting.

"It makes you feel part of a bigger operation. And when another apprentice left to work for another company that offered more money, K10 persuaded me that I'd do better to stay and get fully experienced, than to chase the money." As his dreams have changed, K10 has been there to mentor him, discuss his business plan and ideas. The relationship is a constantly evolving one.

“ K10 was founded to address the declining number of apprentices working in the economy and the difficulties companies face when committed to delivering effective apprenticeship programmes. arc has connected us with fantastic advice through BP and provided us with an introduction to the NHS apprenticeship team. We have found arc's support invaluable and has had a demonstrable positive impact on the work we do to help people like Jone da Cruz into jobs ”

Tom Storey, Director
K10





Case Study: From Babies with Love

From Babies with Love has pioneered a unique baby brand selling organic cotton baby clothes and donating 100% of its profits to orphaned and abandoned babies overseas via its charity partner SOS Children. SOS Children builds and runs children's villages, in which abandoned and orphaned children can grow up in a loving family.

Founded in 2012 by Cecilia Crossley, the social enterprise joined the arc programme in early 2013. Through the programme, Cecilia was matched with Diane Scott, VP, Corporate Communications, Visa Europe, to help strengthen its marketing strategy.

From strength to strength

Being involved in the arc programme has made a huge difference to From Babies with Love.

In June 2013 they were selected to feature in arc's 2013 advertising campaign. The 60 posters, displayed across London Underground's network over three months, resulted in an average weekly sales increase of 39% compared to the previous three-month period. This was three times higher than the same period in the previous year. It raised From Babies with Love's profile, reaching an audience of around 2.7 million people.

Product tie-up with Boots

arc ensured Cecilia was invited to Business in the Community's Innovative Gifting Access the Buyer event in Nottingham in March 2014, where she was introduced to Boots' buyer of baby products. Following a successful elevator pitch, From Babies with Love has tied-up with Boots to develop a 'From Babies with Love' Teddy Bear. These are now sold online and in 40 flagship Boots stores. The Boots relationship is a huge opportunity to help spread the word about this fantastic organisation to a new audience and enable increased support for orphaned children around the world.

“ Showcasing our London Underground advert and having the opportunity to present to HRH The Prince of Wales and to the Head of Baby at Boots were invaluable in demonstrating our credibility. And, of course, the mentoring and work with the team at Visa Europe was fundamental in developing our partnership's strategy and proposition. Our tie up with Boots would not have happened without the support of arc. ”

Cecilia Crossley, Founder
From Babies with Love



Talent development

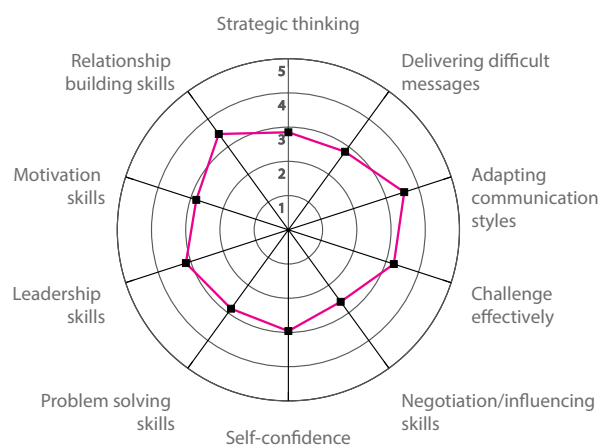
100% of volunteers would recommend arc to their colleagues

The results of this year's business volunteer survey indicates that a key benefit of working with the social enterprises is the personal

development that it brings individuals. Over 90% of business volunteers reported some improvement in a range of skills including: management, communication, relationship-building, negotiating, problem-solving, strategic thinking and leadership skills, plus an improvement in their self-confidence from being involved in the arc programme.

The average level of improvement in each area is shown below. The biggest change was in adapting their communication styles when dealing with different people and an improvement in their relationship building skills, as shown below. A score of 5 relates to a significant improvement and 1 minimal improvement.

Average skills improvement by arc business volunteers



78% of volunteers reported they had developed a 'good to excellent' relationship with the social enterprise that they were supporting.



GiveMeTap

Improved relationships with employers

As a result of working on the arc programme, business volunteers reported the following improved perceptions of their business:

78% of business volunteers felt prouder about the involvement of their employer.

59% of business volunteers reported an improved perception of their employer.

52% of business volunteers felt more committed to their employer.



Open Cinema



Case Study: Pepping up Papi's Pickles

Jennifer Clark, a Commodity Risk Analyst at BP, talks about her experience as an arc Business Advisor working with Papi's Pickles. Jennifer has been working with Papi's Pickles since December 2014, alongside Adam Tofts, Business Manager, Global Oil Europe, BP.

Branding, planning and problematic pickles

"Papi's Pickles, a family-run social enterprise, manages a pop-up South Indian and Sri Lankan food restaurant and makes pickles for events. They work with unemployed women from these communities to provide income, opportunities and support. Helping it grow is proving a rewarding exercise, both personally and professionally."

Meeting Papi's Pickles founder, Abi Ramanan, it became clear early on that the business needed a robust business plan. Although I'd never completed an end-to-end business or product review before, my experience helped me focus on where the enterprise was being successful and how it could improve.

I introduced the idea of a banding cost for events, eliminating the need for new menus for each customer request, ensuring a profit on each meal. I used trading data to compile projections for use in grant pitches and residency applications - it was really exciting to use my numbers to win trading opportunities. Social media has also proved successful and Abi is now using positive reviews on Time Out and her healthy Instagram following on event applications, benefiting Papi's Pickles immensely.

We had a problem with the pickles themselves, though. They weren't making sufficient profit, but were integral to the brand. So, we decided to focus on wholesale retail as its more profitable.

A meeting of business models

My aim was to challenge the current business model, come up with helpful ideas, review training qualifications and look at alternative business location benefits. Communication with Abi was vital to ensure she was comfortable with targets set and translate them to her team

Perhaps the hardest decision I worked on with Abi was whether they should take on a new permanent space in Brixton. This would have meant Abi quitting her job and running Papi's Pickles full time - a step too far at this stage. In the end she plumped for an interim move to a bar and music venue in Brixton.

I've enjoyed my relationship with Papi's Pickles, and it looks set to continue. By applying the knowledge I've gained at university and BP, I've not only helped this enterprise to grow, I've also built up my confidence. It's been an immensely rewarding experience."

"I simply couldn't have grown Papi's Pickles without the help of Adam and Jen. I started with a vision of what I wanted to achieve but with next to no knowledge about financial models or business plans. They have gone far beyond what was required of them. I would say I'm going to miss them but they've agreed to keep mentoring us, which is great news. A huge thanks to arc for providing this support!"

Abi Ramanan, Founder, Papi's Pickles

Impact Statement



CAN Invest Impact Statement

The social impact of the arc programme has been evaluated by CAN Invest, a leading social impact advisor to social enterprises, charities and social-purpose businesses operating in the UK.

Through the completion of this second impact report, CAN Invest believes that arc can demonstrate it delivers a range of positive outcomes for arc social enterprises. One of the key outcomes is employment, with arc social enterprises employing a total of 1,254 directly and

enabling a further 1,663 people into employment since the programme started. Furthermore, 67% of all people they employ or placed in jobs come from a disadvantaged background, which delivers £11,220,000 in value to the State.

The report highlights that the business volunteer programme can be transformative, even in a short space of time, for example, as the social enterprises From Babies with Love and Gasworks Dock Partnership highlighted in this report. Overall, 93% of arc enterprises would recommend the programme to other social enterprise,

highlighting the positive experience and benefits the programme provides.

Overall, from the data we collected and reviewed, the programme appears to be highly popular and beneficial to all involved: 88% of responding social enterprises are happy or very happy with the arc programme, 100% of business volunteers would recommend arc to a colleague, and 73% of social enterprises had positive benefits from their business volunteer relationships.

arc has continued to invest in improving its impact measurement framework, particularly around the

deeper analysis of the enterprises' beneficiary interaction (using CAN's Touch Methodology). We look forward to seeing the benefits of this investment in terms of leveraging further partnership involvement from corporate organisations, prioritising the services available to the social enterprises and, overall, enhancing arc's impact upon its social enterprises and their beneficiaries.

Greg Woolley & Rohan Martyres
CAN Invest,
December 2015

Acknowledgements and Contributors

Corporate Partners



Freshfields



ExterionMedia
Engaging Audiences



Lead Strategic Partner



Corporate supporters

Many thanks to all the organisations who have supported us over the years:

AD Little
BT
Coca-Cola
Deloitte
GE
InterContinental Hotels Group
London Legacy Development Company
Procter & Gamble
Rabbit
Schawk
Visa Europe

And thanks to all the arc social enterprises – we love doing business with you.

A full list of arc social enterprises can be found on bitcarc.org.uk

If you would like to learn more about arc, please contact jane.pritchard@bitc.org.uk

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