

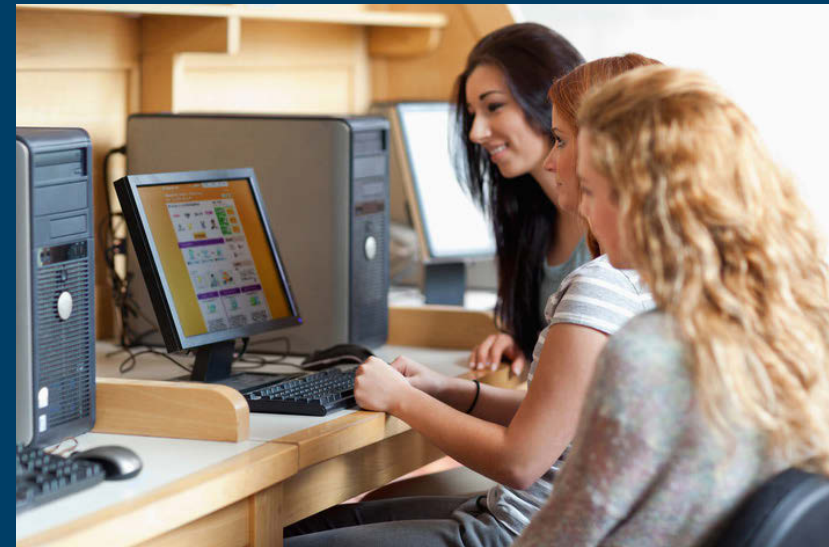
# arc Impact Report

Autumn 2014



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## Executive Summary

Business in the Community launched arc in 2011 as its flagship social enterprise programme. The main aim of the programme is to support social enterprises in placing 1,000 London Olympic host borough residents into jobs by 2015. Led by Founding Partners, BP, Visa Europe and Deloitte and supported by a range of other corporate partners, arc has been expanded to include West London boroughs with the aim of helping a further 1,000 residents into work by 2016.

### Three years on...

The arc programme has supported over 100 social enterprises to help close to 1,800 people into employment. Many of these jobs (72%) have been full-time positions lasting over six-months. These jobs are estimated to contribute £46.1 million in Gross Value Added (GVA) to the UK economy. The total value of savings to the state is estimated to be £10.8 million through reduced unemployment claims, improved health outcomes and increased taxation.

### arc support

Over 165 volunteers from corporate partners have contributed over 3,000 hours of volunteer time to help support arc social enterprises.

In addition to providing business expertise, arc also offers other forms of support, including training, social impact consultancy, discounted premises, supply-chain introductions and profiling opportunities.

### Positive impact

Business in the Community (BITC) has worked with CAN Invest, a leading social impact advisor, to analyse the evidence and report on the benefits that arc has achieved over the past three years. The current evidence demonstrates that arc is producing powerful results and is having a positive impact on peoples lives and the targeted communities.

This impact report highlights the excellence of the volunteers and the high-quality, comprehensive support provided to the social enterprises, enabling them to grow and help people into employment.

## Headline Statistics

### 1. Growth



### 2. Helping People Into Work



### 3. Expert Support



### 4. Volunteer Feedback



### 5. Job Value Support





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### 1. Growth



**83% of arc social enterprises have experienced growth, compared to 38% of social enterprises and 29% small and medium enterprises in the UK.**

[View more Key Statistics](#)

**CLOSE**



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## 2. Helping People Into Work



From the 1,782 people arc social enterprises have helped into employment, 65% are from disadvantaged backgrounds

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Key Statistics



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### 3. Expert Support



arc social enterprises have received over 434 days of high value, skills-based support from arc corporate partners

[View more Key Statistics](#)

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## 4. Volunteer Feedback



- 89% of volunteers from arc corporate partners have improved their problem solving skills
- 74% improved leadership skills
- 100% of volunteers would recommend the programme to a colleague
- 95% felt more proud of their involvement with their employer

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Key Statistics



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## 5. Job Value Support



With support from BITC, the jobs created directly by arc social enterprises are estimated to have contributed £46.1 million to the economy to date (measured as GVA). A further £10.8 million savings to the State have also been calculated.

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Key Statistics



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## Introduction to Business in the Community & arc

### Business in the Community

Building on 30 years of action, BITC is working to shape a new contract between business and society, in order to secure a fairer society and a more sustainable future.

Working locally, nationally and internationally, members of BITC strive to transform business and communities through responsible leadership.

### arc programme launch

arc was launched by BITC in September 2011 as an Olympic legacy initiative. Designed initially to support social enterprises help place 1,000 Olympic borough residents into work by 2015, the programme quickly expanded to nine West London boroughs. The aim is to help a further 1,000 residents into work by 2016. The arc programme is currently supported by Founding Partners: BP and Visa Europe along with Exterion Media, Freshfields Bruckhaus Deringer and Schawk.

### Enterprise strategy

arc is one of the flagship programmes of BITC's enterprise strategy.

The concept is simple: build sustainable communities by helping small and medium enterprises (SMEs) and social enterprises create long-term employment opportunities across the United Kingdom.

### The arc impact report

BITC commissioned CAN Invest to review the impact of the arc programme and report the findings.

CAN Invest is a leading social impact advisor which helps organisations measure and evidence the social value they create. CAN Invest is part of CAN, a registered charity and social enterprise with over 15 years experience of helping charities and social ventures thrive, grow and maximise their impact.

This impact report summarises work undertaken by CAN and BITC to assess the social impact of arc against its intended outcomes. This includes: helping to define the methodology and indicators for evaluating the inputs, outcomes and contributions arc and its partners have made to support social enterprises, and exploring qualitative case studies.

The methodology employed in preparing this report included focus groups, surveys, case study interviews and desk-based research.



## arc - how it works...

The arc programme harnesses the power and reputation of its corporate partners, members of the public and the public sector. It gets them working together to support social enterprises thereby enabling them to grow.

### Joining arc

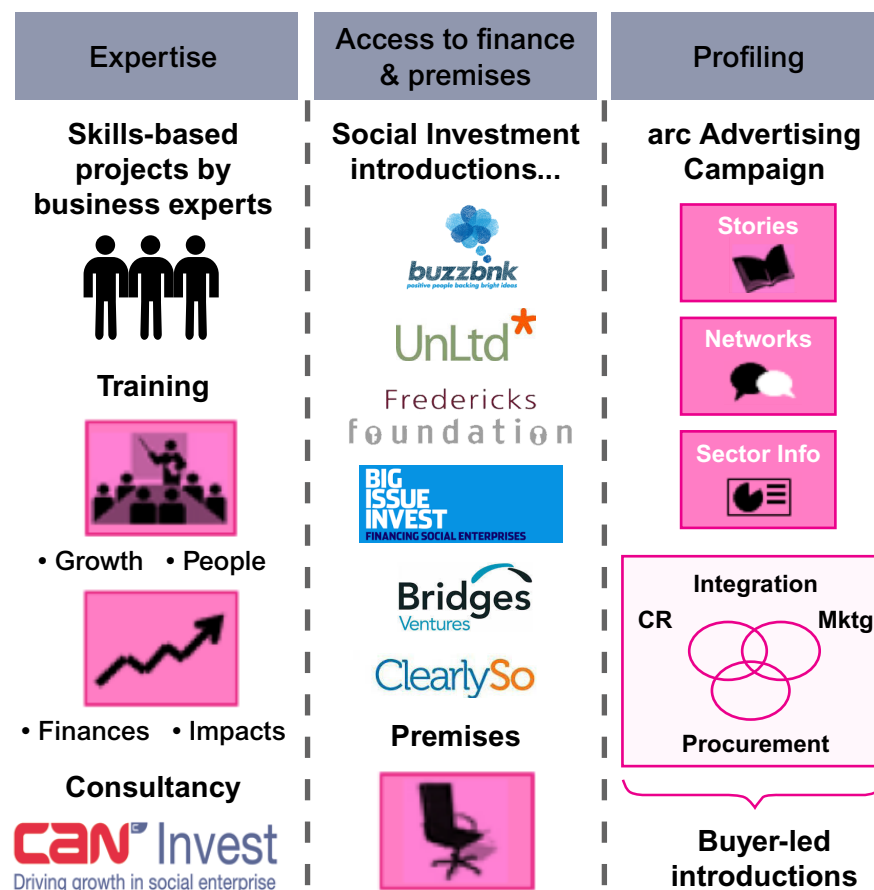
To join arc, social enterprises go through an application process. This includes completion of an application and interviews. This is to ensure that all applicants comply with the three main arc criteria:

- The business must have a social or environmental purpose as part of its core business strategy
- The business must be financially self-sustaining
- The business must have the potential for growth and the ability to create relevant employment opportunities.

The arc programme has a steering group of senior business leaders which makes the final decision on applications.

Once a social enterprise is accepted on the programme arc carries out a needs analysis with each enterprise and develops a bespoke programme of support. The support is designed to be flexible and responsive to the needs of the social enterprises on the programme. Figure 1 details the type of support social enterprises can access through arc.

Figure 1 – arc support to social enterprises



### Corporate Support for the arc programme

“ At BP, we believe it is vital to support local communities. Enabling our employees to help the growth of social enterprises is a great way to achieve this goal. Supporting arc as a Founder Partner demonstrates our commitment to the sector and helps encourage other businesses to engage with this agenda.”

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

## Key Statistics - Outcomes & Activities

### Impact on Social Enterprises

# Statistics

#### Jobs

Employment is the main objective of the arc programme. The target is to support social enterprises in placing 1,000 Olympic borough residents into jobs by 2015 and a further 1,000 West London borough residents into jobs by 2016.

With support from BITC, arc social enterprises have to date, helped a total of 1,782 people into work, of which 1,283 (72%) were in full-time positions for at least six months.

#### What does arc count as a job?

- Both part time (min 16 hours a week) and full time (35 hours a week) roles are counted as jobs. If a person leaves employment before six months they are not included
- Jobs can be either 'direct' where the employee is employed by the social enterprise itself or 'enabled' where the employee is supported into employment by the social enterprise.

#### Direct, enabled and cumulative jobs through the arc programme

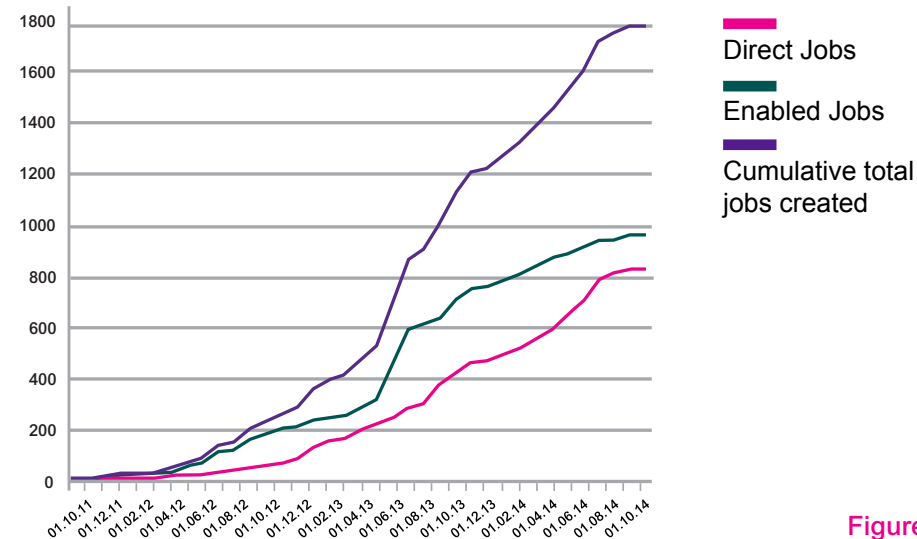


Figure 2

#### Table 1: Full time and part time jobs split by location

	East London	West London	Other	Total
Part-time	308	53	138	499
Full-time	434	288	561	1,283
Total	742	341	699	1,782

#### Table 2: Direct and enabled jobs split by location

	East London	West London	Other	Total
Direct	309	146	368	823
Enabled	433	195	331	959
Total	742	341	699	1,782

arc areas are East London and West London. East London includes: Barking & Dagenham, Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest. West London includes: Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon, Hounslow, Kensington & Chelsea, Spelthorne and Westminster. Other refers to locations outside the arc boroughs.

NEXT

Percentage of people from disadvantaged backgrounds in full time positions

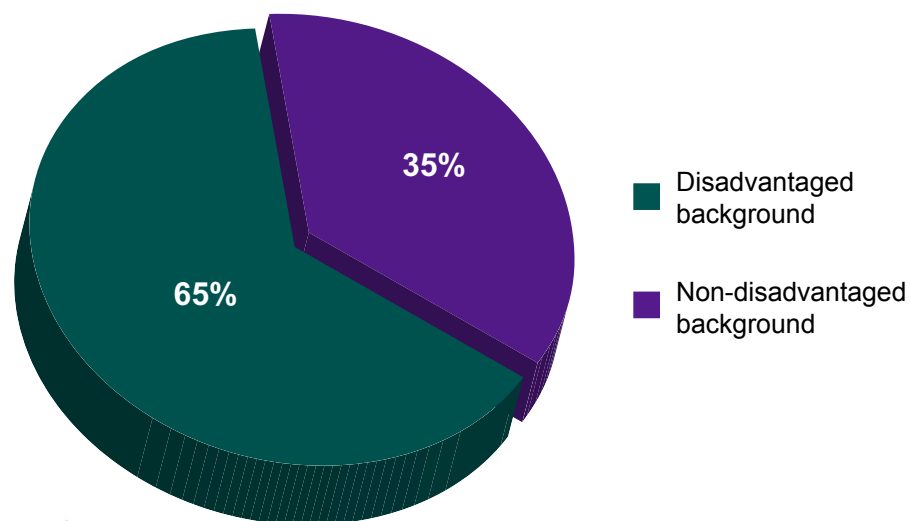


Figure 3

Percentage of arc social enterprises who experienced growth

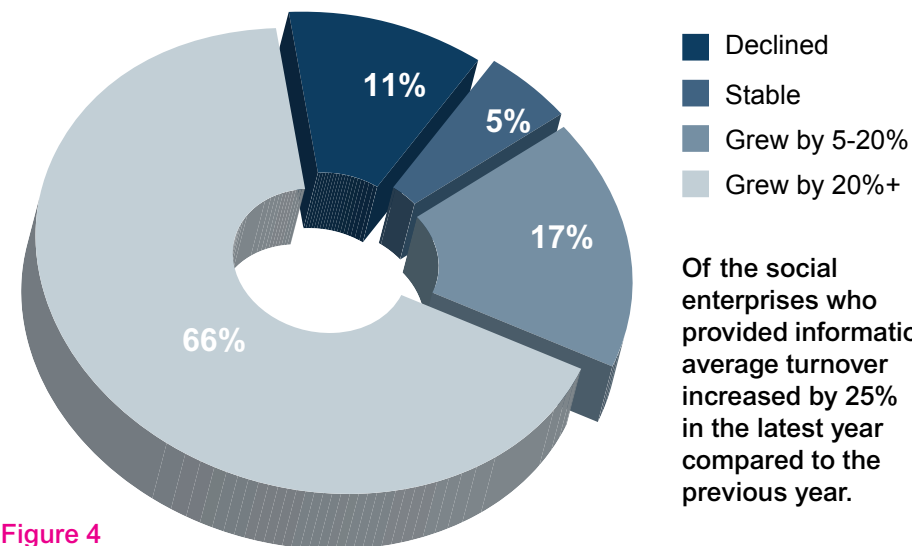


Figure 4

# 1157

of the people placed into employment are from a disadvantaged background, including:

- **262** ex-offenders
- **146** people who have previously been homeless
- **96** people with a physical or mental disability

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

arc social enterprise growth rates are substantially higher than the growth rates reported by UK social enterprises and small and medium enterprises as outlined in Table 3.

Table 3: Comparison of growth by type of organisation

	Percentage of organisation that grew
arc Social Enterprises	83% <sup>1</sup>
UK Small and Medium Enterprises	29% <sup>2</sup>
UK Social Enterprises	38% <sup>3</sup>

<sup>1</sup> 18 social enterprises provided turnover information, latest year figures have been used, for some social enterprises this is 2014 for others 2013 depending on their accounting year end.

<sup>2</sup> BMG Research, Small Business Survey 2012: SME Employers – Data Tables, Department for Business, Innovation & Skills, (March 2013).

<sup>3</sup> Social Enterprise UK. (2013). The People's Business; The state of social enterprise survey 2013. London: SEUK

## Support received from business volunteers

165 individuals volunteered over 434 days of high-value, skills-based expertise to arc social enterprises.

### Areas of support

The percentage of social enterprises reporting 'some' or 'very' positive effects due to participation with arc business volunteers is shown in Figure 5.

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

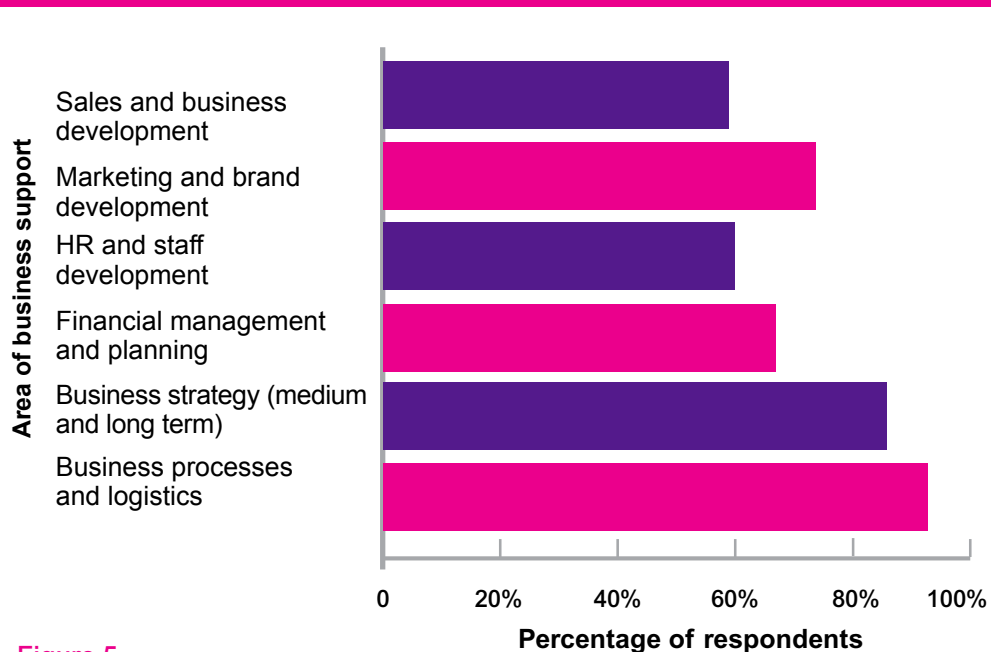


Figure 5

arc also provides a subsidised rate for impact consultancy services with CAN Invest. This is designed to enable organisations to improve their impact reporting capabilities. arc has subsidised 12 social enterprises to receive impact consultancy.

**81%** of social enterprises found the one day training sessions subsidised by arc either *of some use* or *very useful*

### arc Masterclass Events

arc hosted its first Masterclass event on 23 September 2013, focused on Marketing.

The Masterclasses are designed to tap into the expertise of senior business people within the corporate partners and share their knowledge with arc social enterprises on specific business areas.

The Marketing Masterclass expert speakers were:

- Dan Cresta, Head of Client Strategy, Exterion Media
- Daphne Luchtenberg, Senior Marketing Planner (Growth & Emerging Markets), Visa Europe
- Claire Wood, Brand and Marketing Business Director for Platforms, Deloitte
- Mark Rose, Head of Brand, BP

“Hearing first hand from marketing professionals gave me the confidence and knowledge to immediately update our marketing strategy. An unexpected benefit...”

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The second Masterclass event focused on Social Media.

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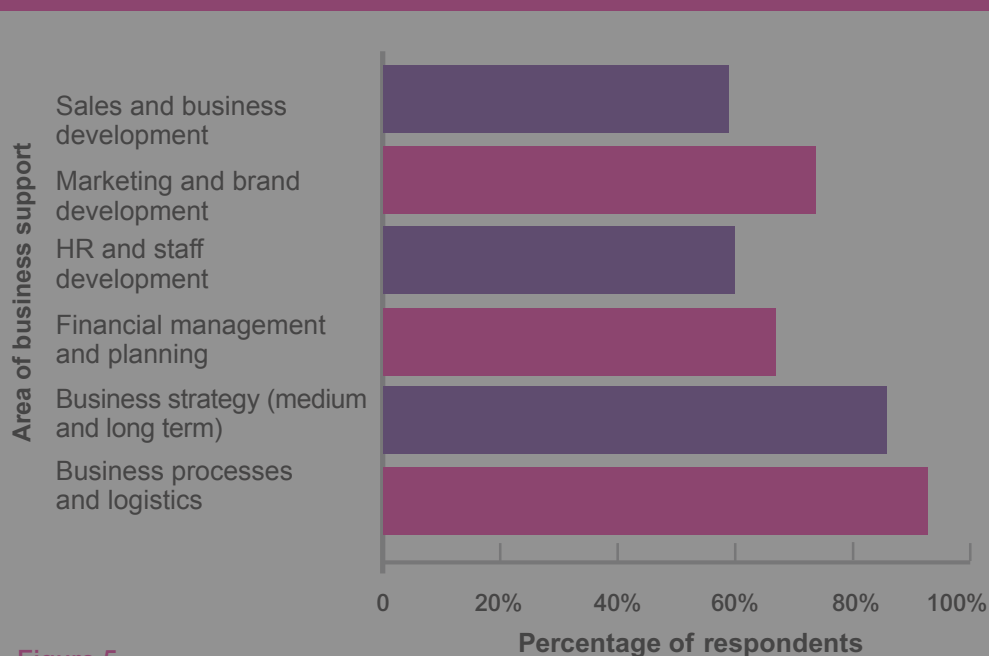


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**“Hearing first hand from marketing professionals gave me the confidence and knowledge to immediately update our marketing strategy. An unexpected benefit from attending the Masterclass was that it gave my MD new confidence and excitement in marketing and PR, which has helped increase my budget.”**

Emma O'Connor, Marketing Manager - MyKindaCrowd

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## Profiling opportunities and networking

Through regular profiling opportunities, such as articles in national and trade press, advertising (see case study 4) and BITC events, arc generates publicity for social enterprises.

The 2013 arc Advertising Campaign generated 91 million 'opportunities to see' the advertisements of the two featured social enterprises, *Rubies in the Rubble* and *From Babies with Love*.

Between September 2011 and June 2014 the arc programme generated a further 60 million 'opportunities to see' for arc social enterprises and its corporate partners. This included national press articles, online news and a range of broadcasts and features. In total arc has enabled 151 million 'opportunities to see'. This has an estimated value of £500,000.



# 55%

of social enterprises supported by arc believe that they have increased networking opportunities with corporate businesses as a result of arc

# 77%

of arc social enterprises believe their opportunities to network with other social enterprises has increased

## arc Events

arc uses its networks and support from corporate partners to run workshops, supplier days and provide access to networking events for the social enterprises. These include:

- BITC's Access the Buyer programme, supported by Santander, to help small and medium enterprises, including social enterprises, access large supply chain opportunities
- An arc Supplier Day where arc corporate partner, BP and its Tier 1 supplier ARAMARK, provided insights on the considerations and approaches to entering its supply chain and the benefits of becoming a supplier
- BITC's Gala Awards Dinner which brings together over 1,500 senior business leaders.



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## Key Statistics - Outcomes & Activities

### Impact on Corporate Partners



Statistics

### Business Volunteers Perspective

**73%** of business volunteers rate their relationship with their matched social enterprise as 'very good' or 'excellent' with the remaining 27% rating it as 'good'.

**100%** of business volunteers sampled would recommend the arc programme to their colleagues

Business volunteers have reported back on the skills they have developed through the arc projects, with improvements in the following:

**89% Problem Solving**

**89% Relationship Building**

**79% Self Confidence**

**74% Leadership Skills**

### Business Volunteers Relationship with Employer

The business volunteers reported the following positive benefits in relation to their employer as a result of involvement in the arc programme.

**95% I feel more proud in my involvement with my employer**

**79% My perception of my company has improved**

**68% I feel more committed to my employer**







With support from BITC, the additional direct jobs created by arc social enterprises are estimated to have added **£46.1 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 **£10.8 million**.

Breakdown of savings based on social enterprise job creation

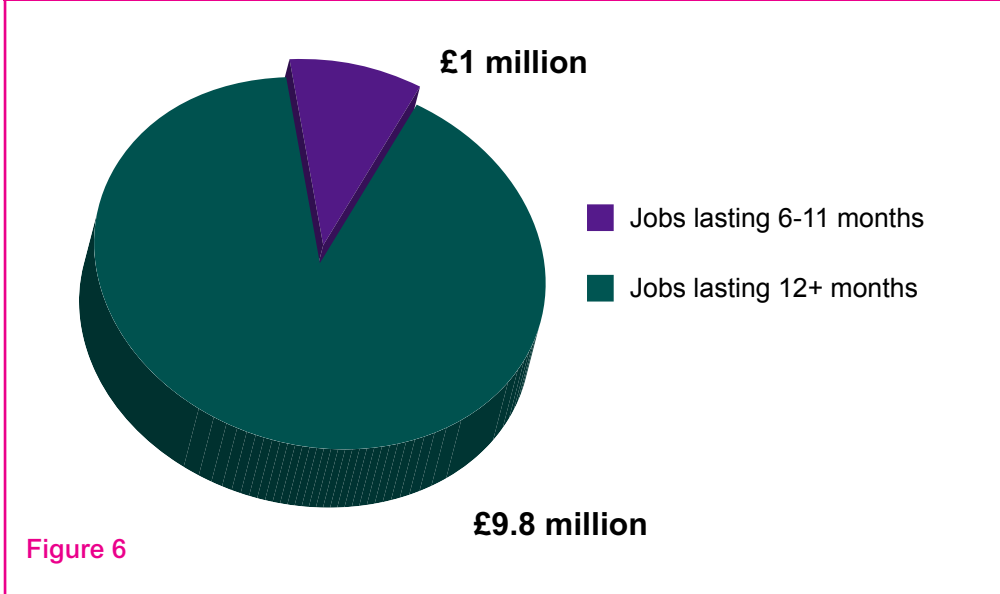


Figure 6



## Case Studies



### Bikeworks and BP

Bikeworks uses cycling to change lives by creating jobs for disadvantaged people and supporting the urban cycling community. Thanks to BP it now has a management information system to measure and report on their financial and social indicators – essential for the ongoing growth of the social enterprise.

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### Bounce Back and Visa Europe

Bounce Back train and employ ex-offenders on painting and decorating contracts. After four years of growth Visa Europe helped Bounce Back redefine its vision and mission, develop a new business structure and put medium and long term expansion plans into place.

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### Southbank Mosaics and Exterion Media

Before Southbank Mosaics joined arc, it's artwork and workshop marketing portfolio lacked focus, direction and impact. With support from Exterion Media, Southbank Mosaics has improved it's internal practices and grown it's profile, leading to significant sales increases and reduced grant dependency.

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### 2013 arc Advertising Campaign

From Babies with Love and Rubies in the Rubble were featured in the 2013 arc Advertising Campaign, with over 100 posters across the London Underground network for a three month period. The sales figures for both social enterprises doubled, and brand awareness was greatly increased with 91 million opportunities to see.

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## Case Study: Bikeworks and BP

### About Bikeworks

Bikeworks is a social enterprise working to achieve: increased participation in cycling; employability for disadvantaged groups and provides training courses in bike maintenance and engineering.

Bikeworks was set-up in 2007. Since then they have expanded into two stores and two training centres. They have grown all their programmes as well as the scale of their influence. They have also won a number of awards.

Bikeworks programmes include: all ability cycling; cycle training; cycle to work; retail and bike reuse and recycling.

### The task

Suzanne Denley, a BP Commercial Development Manager, led a team of volunteers from BP to liaise with Bikeworks senior managers to identify ways in which their expertise could have the biggest affect on the business. It was decided to focus on 'increasing the capacity of management information'.

The BP volunteers designed a central management tool to consolidate all financial and social activities. This allows Bikeworks to review cost breakdowns and understand profitability and social impact across their range of services.

### The results

The senior management team at Bikeworks now has access to accurate and relevant information to enable easier, quicker and more inclusive decision-making.

Each department in the business has new KPIs which can be tracked in terms of performance and profitability. This has led to people taking more responsibility for their specific areas.

Because of the support and flexibility that BP afforded her and the team for their work with Bikeworks. Suzanne has reported that she feels more positive in her work with BP.

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ENTERPRISE  
FACT BOX



“ This new management information pack has given some solid professional foundations to our reporting and has really brought the Bikeworks team together.”

*Jim Blakemore, MD,  
Bikeworks*

“ Working with the staff at Bikeworks was really inspiring. It was wonderful to work in such a fast paced environment and see the change my work has made.”

*Suzanne Denley,  
Commercial Development  
Manager, BP*

Read the Full Case  
Study here



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STUDY LIST



## Case

## SOCIAL ENTERPRISE FACT BOX

Name of organisation:	Bikeworks
Year founded:	2007
Managing Director:	Jim Blakemore
Area of business:	Bike maintenance, sales, repairs and training
Area of impact:	Cycle participation and employment training
Date joined arc:	September 2011
Business volunteer hours:	60
Area of support provided by arc:	Management information systems

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## Case Study: Southbank Mosaics and Exterion Media

### About Southbank Mosaics

Southbank Mosaics brings together world class mosaic artists with members of the general public and helps people from disadvantaged backgrounds into employment.

Southbank Mosaics runs an Open Studio Programme, where artists, volunteers, students and members of the public are trained in mosaic design, they then help to make public realm art works. The projects are designed to add character and detail to public spaces, making a memorable mark and creating local employment. It has over 250 installations in central London.

### The task

John Skelton, Principal Engineer at Exterion Media, was appointed as a business volunteer to Southbank Mosaics in July 2012. Together with the Southbank Mosaics management team John identified a number of projects and they have been working through these together.

One of the things John looked at was the organisations' business model and service provision. So the most significant shift has been achieved at a strategic level.

### The results

Southbank Mosaics has improved their internal practices and grown their profile, leading to more mosaic artwork and workshops sales. It has also been able to build stronger links with local councils to secure more public space to exhibit work.

With support from John Skelton, Southbank Mosaics has shifted from 100% grant dependent to 10%, increased its overall income by around 26% and grown its social activities.

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ENTERPRISE  
FACT BOX



“ Big business and Social Enterprise is a good partnership. Without making a profit none of us are sustainable, but without purpose there is no point in doing business. We have much to share and contribute to each other's future.”

*David Tootill, MD,  
Southbank Mosaics*

“ Big businesses can help social enterprises generate more employment and profits.”

*John Skelton, Principal  
Engineer, Exterion Media*

Read the Full Case  
Study here



◀ BACK TO CASE  
STUDY LIST



## Case

## SOCIAL ENTERPRISE FACT BOX

Name of organisation:	Southbank Mosaics
Year founded:	2007
Managing Director:	David Tootill
Area of business:	Public installation, private commissions, training in mosaic, corporate days
Area of impact:	Employment and improved public spaces
Date joined arc:	June 2012
Business volunteer hours:	90
Area of support provided by arc:	Business strategy and marketing

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ENTERPRISE  
FACT BOX



## About So

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world class  
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Southbank  
Studio Prog  
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## Case Study: Bounce Back and Visa Europe

### About Bounce Back

Bounce Back is a painting and decorating company which offers training and employment opportunities to ex-offenders. They also run a prison-based training centre to help people gain qualifications before they leave prison.

Over 140 people have been through the training courses. They have a re-offending rate of less than 12% against the national average of 60%.

Bounce Back originally operated as two separate organisations: a training charity, and a decorating Community Interest Company /social enterprise which employed people after they had been trained.

### The task

With new contracts for major developers and a request to set up their own training centre in HMP Brixton, the distinctive split in the two organisations had become challenging and difficult to manage. It required two different boards and a complicated governance structure which was difficult to understand creating mixed messages and ill-defined job descriptions for staff.

Following four years of organic growth, their business model urgently needed simplifying and updating. Bounce Back simply didn't have the time or resource in-house to review and re-write their business strategy.

### The results

With expert support from Visa Europe volunteers, Bounce Back has redefined their vision and mission, developed a new business structure and have medium and long-term expansion plans into place.

They have developed:

- A basic staffing model showing pinch points and when scaling might be required
- A framework for how to segment and manage stakeholders
- A corporate scorecard to summarise their business and social activities to their stakeholders.

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“ The Visa Europe expertise has enabled us to focus, to think more strategically about our direction and helped us to drive the business forward in a more cohesive way.”

*Francesca Findlater,  
CEO, Bounce Back*

“ It has been great to help an organisation which is doing something really good. I've also gained more experience working with senior stakeholders and new areas outside my day job.”

*Pete Carrasco, Business Analyst, Visa Europe*

Read the Full Case Study here



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## Case

## SOCIAL ENTERPRISE FACT BOX

Name of organisation:	Bounce Back
Year founded:	2010
Managing Director:	Francesca Findlater
Area of business:	Painting and decorating
Area of impact:	Skills and employment for ex-offenders
Date joined arc:	December 2012
Business volunteer hours:	79
Area of support provided by arc:	Structure and operations

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## Case Study: 2013 arc Advertising Campaign

### 2013 arc Advertising Campaign

Consumer facing arc social enterprises were invited to apply for the opportunity to take part in the 2013 arc advertising campaign. The campaign development and delivery was supported and enabled by arc corporate partners BP, Deloitte, Visa Europe, Exterion Media and Schawk.

Two arc social enterprises were selected for the campaign. They received creative support for individual poster designs as well as poster placement support for a three month advertising campaign across the London Underground Network.

### The winners

*Rubies in the Rubble* is a social enterprise which creates chutneys from surplus stock in fruit and vegetable markets. They provide employment opportunities for people from disadvantaged backgrounds and reduce the amount of food waste. They sell the chutney through 68 suppliers nationwide as well as online.

*From Babies with Love* sell organic cotton baby clothes via their website and donate 100% of the profits to charities supporting orphaned or abandoned children.

### The results

The advertising campaign ran from November 2013 to February 2014.

*Rubies in the Rubble's* campaign included 37 posters and achieved sales that were double the same period compared to the previous year. Two tonnes of surplus fruit waste was avoided as a result.

*From Babies with Love's* received 60 posters. It's average weekly sales increased by 39% compared to the previous three month period and were three times higher than the same period the previous year.

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“ The campaign had a significant impact especially in terms of what it means for us going forward – the campaign has afforded us a huge amount of credibility.”

*Cecilia Crossley, Founder,  
From Babies with Love*

“ The campaign was invaluable to us in pitching to new customers and potential retail chains. It gave us credibility and gave them reassurance and proof of public awareness of the brand.”

*Jenny Dawson, Founder,  
Rubies in the Rubble*

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## Case

### SOCIAL ENTERPRISE FACT BOX

Name of social enterprise:	Rubies in the Rubble	From Babies with Love
Year founded:	2012	2012
CEOs:	Jenny Dawson	Cecilia Crossley
Area of business:	Retail; preserves	Retail; baby clothes
Area of impact:	Employment and food waste	Orphaned or abandoned children
Date joined arc:	January 2012	February 2013

## 2013 arc Campaign

Consumer facing social enterprises were selected for the opportunity to participate in the 2013 arc advertising campaign designed to raise awareness of social enterprises. The campaign was supported by a range of corporate partners including Arc Europe, Exterion Media and Schawk.

Two arc social enterprises were selected for the campaign. They received creative support for individual poster designs as well as poster placement support for a three month advertising campaign across the London Underground Network.

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*Jenny Dawson, Founder,  
Rubies in the Rubble*

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## Impact Statement

### CAN Invest Impact Statement

CAN Invest is a leading social impact advisor to social enterprises, charities and social-purpose businesses operating in the UK.

CAN Invest believes that arc delivers a significant range of outcomes that can create impressive positive change for the social enterprises they support. For example, Southbank Mosaics has demonstrated how transformative the business volunteer programme can be. In addition most arc social enterprises report positive benefits from the business volunteers.

*“From the data collected and reviewed the programme appears to be highly*

*popular and beneficial to all involved. The approval rating of the programme is very high: 88% of the social enterprises reported being happy or very happy with arc, 100% of volunteers would recommend arc to a colleague and 81% of social enterprises had positive benefits from the business volunteers. In addition arc has enabled over 151 million ‘opportunities to see’ for the arc social enterprises involved and its corporate partners.*

*arc social enterprises have delivered significant employment outcomes for their beneficiaries. With 65% of all people they employ or place in jobs coming from disadvantaged backgrounds, arc has delivered both economic and social outcomes. Furthermore, the additional direct*

*jobs delivered are estimated to have contributed £46.1 million GVA to the UK economy. The saving to the State is estimated at £10.8 million.*

*CAN Invest is particularly encouraged by arc’s commitment to further develop its impact measurement framework, in particular around the effectiveness of the media support and monetary value of volunteering time. This will build on existing surveys and other data demonstrating the benefits of leveraging corporate partnerships to support social enterprises, providing a more holistic picture of the strong impact that arc delivers.”*

The methodology used for the calculations in this impact report is available from the BITC arc programme.

### Access to Finance

#### Insane Logic

arc provided an introduction to the Big Issue Invest Tech4Good competition and acted as a reference for Insane Logic’s application.

*“We went on to win a £50,000 loan. This money helped us to close our angel investment round last summer and de-risk the investment from the angel’s perspective. We’ve been able to expand the team and build an Android version of our product as a result. Having our product, MyChoicePad on a cheaper device has increased the affordability and accessibility which is fantastic for social impact.”*

Zoe Peden, Chief Juggler, Insane Logic

Insane Logic is dedicated to building affordable communication tools that help and empower people and give a voice to those who struggle to be understood.

[www.insanelogic.co.uk](http://www.insanelogic.co.uk)



## Acknowledgements and Contributors

### Founding Partners





Thanks to all the individuals and organisations who have supported us since the beginning. There are far too many to list in full but here are a few that we would like to acknowledge...

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AD Little

BT

Coca-Cola

GE

Intercontinental Hotel Group

London Legacy Development Company

Procter & Gamble

Rabbit

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

### Lead Strategic Partner



### Associate Partners

Exterion Media

Freshfields Bruckhaus Deringer

Schawk!

### Contributors

Richard O'Brien,  
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Rohan Martyres,  
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Mike Freeman,  
Business in the Community

