



A high-impact programme to help transform
and scale up UK social enterprises

www.breakthroughfund.org.uk



Transforming social enterprises into world-class businesses

- Social enterprises face unprecedented opportunity and demand for their services / products
- Social enterprises value 'growth' as a major achievement of their social impact
- Hundreds of social enterprises are on the brink of significant growth but struggle with lack of resources
- **Breakthrough** helps transform high-potential social enterprises into scalable businesses
- With **Breakthrough's** powerful combination of business support and funding, social enterprises can accelerate their growth / impact



BREAKTHROUGH supports high-potential social enterprises

Case Study

- Merger feasibility study
- 100-day plan post merger
- Re-investment in new strategy to drive performance
- Social impact reporting
- Recruitment support of new senior team
- Mobilised strategic public sector and communications support
- Chief Exec/Senior Management mentoring
- Supporting future business acquisition



UK-wide advocacy services for vulnerable people

Turnover: **£7.1m**

Staff: **120**

Grant: **£210k**

BREAKTHROUGH uncovers the barriers to growth

Case Study

- Capital towards hiring key posts to manage scale – e.g. director of operations, financial controller
- Implemented operations strategy with senior management team
- Breakthrough Operations and Strategic Committee (BOSC), mobilising a range of operational experts to support scale up infrastructure
- Social impact reporting



Transforms exceptional graduates into effective teachers to work in 'challenging' schools.

UK-wide operations

Turnover: **£14.5m**

Staff: **150**

Grant: **£230k**

The Power of Engaged Giving

- Breakthrough is a rewarding opportunity for executives to deploy skills into different business environment
- Powerful chance to give back to society
- Assists staff satisfaction, enhance recruitment differentiation and improve corporate pride
- Corporate-wide opportunity to maximise both community engagement and people development
- Proven track record of impact



Social Enterprise: an emerging business sector

- In the UK alone:
- £24bn turnover
- 62,000 enterprises
- 100s on the brink of scaling-up
- Operating across diverse industries
- Opportunity for major growth and scale as public service delivery is decentralised

“A social enterprise is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business and in the community, rather than being driven by the need to maximise profit for shareholders and owners” (Department for Business, Innovation and Skills definition)



BREAKTHROUGH to date

- £2.5 million raised in grant donations
- A further £1.7 million of in-kind time given
- Average grant £198k

Our Ambitions for BREAKTHROUGH

- Target is £3 million cash (plus in-kind support) over five years
- Support up to 10 high-potential UK social enterprises over five years
- Partner with a small number of world-class companies and philanthropic individuals to donate capital and skill

From 2005 – 2009, the income of the Breakthrough organisations grew at an average annual rate of 22% (v's 8% average for UK charities). Their social impact grew by an even higher average rate of 29% per annum.



Major Corporate Supporter

- Breakthrough is looking for a significant financial and in-kind skills-based commitment
- Opportunity to lead an exclusive group of world-class companies deploying skills into social enterprise
- Grant plus in-kind donation of time from executives
- Seat on Breakthrough Advisory Panel to lead strategic growth and direction of Breakthrough, selecting the social enterprises and driving long-term social impact



Corporate Supporter Opportunity

- Opportunity to join a small group of world-class companies providing complementary skills into high-potential social enterprises
- £150k annual grant plus in-kind donation of time from executives
- Chance to deploy executives' time and skills across portfolio or specific organisations
- Offering corporate-wide commitment and providing executives with a rewarding experience in an emerging business sector



Philanthropic Individuals

- Maximise philanthropic donations through existing programme with track record
- 100% of donations go to beneficiary organisations
- Diversify donations across Breakthrough portfolio
- Opportunity to join Breakthrough Advisory Panel
- Deploy entrepreneurial skills into specific social enterprise or across portfolio
- Site visits and annual events to engage with portfolio social enterprises



Management structure

PROGRAMME MANAGEMENT

Deputy Chief Executive, CAN

Head of Social Investment, CAN

Programme Co-ordinator, CAN



- Identify and build pipeline
- Conduct due diligence and prepare investment proposals
- Maintain ongoing dialogue with portfolio enterprises in order to:
 - monitor /evaluate performance
 - analyse and report results
 - coordinate mentoring
 - mobilise private, public and S.E support
- Work with mentor, mgm't and AP to provide business and financing advice, as and when appropriate

ADVISORY PANEL

Chair: **Robin Pauley**, Trustee, CAN

Andrew Croft, Chief Executive, CAN

Cornerstone Investor

Small group of other world-class corporate partners
and HNWIs



- Advise on overall fund strategy and operations
- Approve investment proposals
- Advise on business strategy and operational issues for individual portfolio enterprises

CAN: Expert Window on Social Enterprise Sector

Established in 1998

Has a strong network of social enterprises in England and Wales

Is a Strategic partner of Cabinet Office (Office for Civil Society) to promote social enterprise sector

Co-founded and board member of Social Enterprise Coalition (SEC) and Unltd Millennium Fund

Has an in-depth understanding of the growth challenges and business needs of social enterprise

Brings more than a decade of engaging leading corporate organisations in the social sector

