Pivot and Resilience

IMPACT HUB King's Cross

IMPACT REPORT

2020

2020,

A year we'll never forget, that's for sure.

At Impact Hub King's Cross, we cannot ignore that we had our fair share of challenges, but we were committed to not let these waves push us under water. With an all hands on deck approach, we quickly pivoted to keep our community afloat and resilient.

Our Managing Director, Devi Clark, shares her thoughts on the year:

> 'In the midst of an unimaginable crisis, the social enterprise sector has shown its characteristic determination, creating innovative ways to meet the increased need in our society. From food delivery to online training, carbon reduction to mental health provision, we have held tight to our core values as we pivoted the way we deliver. I couldn't be prouder to be part of this inspiring group of changemakers.'

SO HOW DID WE EMBRACE THE CHALLENGE AND PIVOT?

While it was no easy decision, we felt the safest thing to do in March was to shut our doors for the three months of lockdown to ensure the safety of our community.

Staying fair to our community was a high priority for us. We respected the difficult circumstances of our members by moving them all down to our lowest-priced membership. We are proud to say we did not make any redundancies. In fact, we even created two new roles to help us to pivot to meet new needs.

We were quickly able to shift our members and programmes online. Thanks to our Community App, members could stay virtually connected to the King's Cross Impact Hub, as well as our global community of 16,000+ changemakers. The SDG groups featured on the online platform helped people to find like-minded individuals, stay inspired and share relevant opportunities.

To help tackle isolation and working from home, we ran a range of events on Zoom, reaching up to 250 attendees at FoodTalks. Fun socials and meditation sessions stimulated positive engagement and wellbeing. In an unstable economy, we enhanced our business support offering with the addition of a new Resilience programme, specifically focusing on survival during the pandemic. Finally, we listened to our members when adapting our reopening times.

Looking back at the last 12 months, it's been inspiring to see the strength and resilience of our community, new opportunities emerging, and the continued commitment towards making our world a better place.

> IHKX facilitated other virtual events which provided many members with both practical support and an escape. These were important and highly valued initiatives during an unprecedented lockdown and subsequent "evolving new normal". My thanks to the Impact Hub team."

ADRIAN SMITH
// Architech

WHAT HAVE WE BEEN UP TO THIS YEAR? TIMELINE

JANUARY

- Feeding the City: Start Up Programme ⟶ November
- New Roots Programme ⟶ April 2021
- Stream Programme ⟶ September
- Czech Invest Programme ⟶ April

FEBRUARY

- Feeding the City: Start-Up Ideation workshop
- 'Redefining Charitable Giving' Hackathon with the British Heart Foundation

MARCH

- Feeding the City Accelerate ⟶ August
- New Roots Cohort 1 end
- Hub Closed due to Covid-19 ⟶ June
- #FoodTalks

APRIL

- London and Partners Business Growth Programme ⟶ June
- New Roots Cohort 2 launch ⟶ March 2021
- #FoodTalks

MAY

- Feeding the City: Start-Up launch in Berlin

JUNE

- Resilience Programme ⟶ October
- Reopening of Hub
- #FoodTalks

JULY

AUGUST

SEPTEMBER

- Build Back Better Hackathon
- Resilience in Entrepreneurship webinar

OCTOBER

- Next Steps Programme ⟶ September 2021
- Peer Networks Programme ⟶ December
- #FoodTalks
- Small Business Resilience Series ⟶ November
- Environment Talks

NOVEMBER

- IH Moscow Programme ⟶ March 2021
- Closed due to Covid-19 lockdown
- London Climathon 2020
- Environment Talks
- #FoodTalks

DECEMBER

- Reopening of Hub

"It felt good to be back at the Impact Hub King's Cross two weeks ago for the first time in all these months! The Hub team has done a fantastic job in making sure members can safely work and connect with innovative and passionate changemakers while enjoying the energy of a shared workspace."

LANDYSH YANBORISOVA
// Ryedale

"Returning to the Hub has been a huge relief after months of blurred lines in my tiny flat, and it's proven to be a long-awaited boost to my productivity. It really feels as though the measures in place are ensuring that the Hub is a safe place to work. Thanks to the whole team for all their efforts to get us back to coworking!"

PETER CALYBURN
// The Proofreading Company

"After the lockdown and also a period where we reorganised our business, it's been really great to connect with like-minded leaders and entrepreneurs, and we've also had the pleasure of sharing some of our courses, workshops and team energisers with the community."

VEGARD OLSEN
// Coaching Partners

PROGRAMME STATS

600

enterprises have been supported on Impact Hub King's Cross programmes over the last 5 years

100

participants took part in our programmes this year

82%

of programme participants felt they had been connected to relevant experts and advisors

92%

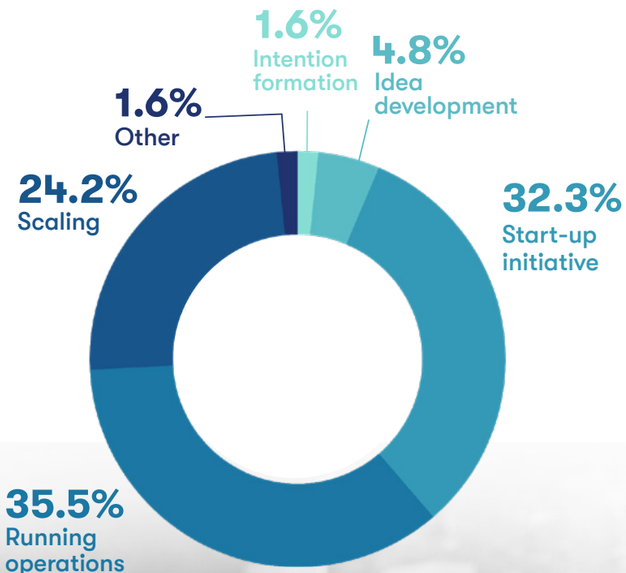
of programme participants said Impact Hub King's Cross has developed their skills

MEMBER STATS

who are our members?

400+ members

Current stage of our community



86%

The work I do is meaningful for me and I identify with it

82%

Much of what I do is for a cause bigger than myself

75%

of members are willing to stand up for their social mission, even if it is at the expense of their own interest

SDGs

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by all United Nations Member States in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030.

By identifying and measuring drivers of positive change towards this mission, we are mapping the impact we are having as a network. We recognize that action in one area will affect outcomes in others - balancing social, economic and environmental sustainability.

The size of the circle segments indicate which SDGs our members focus on the most:

Who are our members?

79%
of businesses measure their results across both financial and impact returns

123
jobs created across 20% of the businesses

56%
increased their revenue and 27.8% more than doubled

84%
of members are satisfied with their job

52%
of members spend more than 40 hours in the hub per month

35%
of our members have been in our community for more than 2 years

How members rate Impact Hub King's Cross

89%
Atmosphere

87%
Hosting

86%
Events

81%
of members feel we strengthened their motivation

76%
of members feel part of a larger community and network

31%
of members attributed their professional success to Impact Hub

48%
of members received jobs, investments or customers by networking in our community

75%
have partnered or collaborated with other members

69%
were supported in connecting to advisors and experts

74%
had access to better working infrastructure

73%
of members give us a recommendation value above 8 out of 10

#FoodTalks is a series that creates discussions around sustainable food systems and is brought by a partnership of the Food Ethics Council, Impact Hub Kings Cross, Organico, and London Food Link, part of Sustain: the alliance for better food and farming.

2020 THEME: 'WE ARE ALL EMERGENCY RESPONDENTS NOW'

We explored how our food systems need to be transformed to tackle the intersecting climate, biodiversity, obesity and democracy emergencies. The Covid-19 pandemic proved to be another challenge to tackle.

We carved out space to discuss the issues we face, share thoughts, experience and expertise, and work out ways to collectively move forward. We were lucky to be joined by an inspiring list of speakers, such as the architect Carolyn Steel, Wahaca founder Thomasina Miers, and Geetie Singh-Watson OBE, founder of the first official organic pub.

By moving our talks online, we missed the in-person connections over a delicious plate of food. We did however discover some unexpected benefits!

250 people online

60 people in coworking space

It allowed us to reach a wider audience and create a more inclusive environment. Participants joined from all over the UK and world, including Scotland, Ghana, Canada, Pakistan and Mexico.

Participants could now immediately react to what the speakers were saying, share free resources, and engage with other participants through the chatroom.

What people said about #FoodTalks:

@saralimback 'We use more land to grow biofuels in the UK, than fruit and veg..... Extraordinary information from #FoodTalks'

@lucymorgan3003 'Fantastic webinar tonight on #FoodTalks - How Food Can Save the World. Really interesting and inspiring points from the speakers - thank you!'

@eloisamartin7 'Inspiring #FoodTalks this morning! Discussing agroecology, emergency response, ppl focused food systems, food democracy, #TransformNotTweak. Looking forward to the next one!'

Looking ahead

This global digital momentum led us to tackle a new topic: climate change. We launched Environment Talks, an educational and engaging series discussing climate-related topics. In November 2020 we co-ran the London Climathon 2020, a 48-hour Hackathon where citizens ideated solutions to London's biggest climate challenges.

Dan Crossley - Food Ethics Council: "Membership is about the connections you can make as much as the fantastic co-working space. We've been lucky to partner with the amazing Impact Hub King's Cross team on a range of sustainable food projects."

DAN CROSSLEY
// Food Ethics Council

In partnership with:

Food Ethics Council

Organico REALFOODS LTD

London Food Link

FEEDING THE CITY

AN IMPACT HUB KING'S CROSS PROGRAMME

In 2018 we launched Feeding the City: Start Up in response to our community's passion and expertise around sustainable food. This nationwide, year-long programme supports teams to tackle a problem in their community by starting a food business. Each team receives a bursary, access to advice from food experts, and training from Impact Hub consultants and partners.

As COVID-19 wreaked havoc in our kitchens, shops and further along the supply chain, many became aware of the fragilities and inequalities in our food system.

But this has also given us the chance to rebuild our food system and make them more responsible, sustainable and equitable.

Over the course of a year, we've been supporting 8 inspiring social enterprises who are motivated to do just that. Starting a business is never easy, and this year posed additional challenges. These 8 ventures have shown a phenomenal amount of resilience, hard work and adaptability in face of the obstacles.

Sara Macmillan from the Kitchen at 44 in Stirling joined the programme with the intention of setting up her community kitchen with a rooftop farm and cookery school. But when the pandemic hit and unemployment rose, Sara decided to temporarily convert her space into a food redistribution hub, collecting leftover food from supermarkets and redistributing this to those in need. Together with the volunteer team that she built up and trained, Sara distributed over 6000kg of food to over 2000 attendees.

This is a solid example of the principles with which Sara aims to build and run the Kitchen at 44 - a beautiful space that welcomes everyone from a range of backgrounds and incomes. The food distribution hub has now become a separate venture in it's own right, allowing Sara to focus once more on opening her kitchen in 2021.

This year also saw a new milestone for Feeding the City, as we expanded all the way to Germany! Led locally by the team at Impact Hub Berlin, this early-stage version of the programme launched in June to support sustainable food businesses over 6 months. We are excited to see the international impact of our food programme.

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THE MARK LEONARD TRUST

Seeds of Change

In partnership with:

sustain the alliance for better food and farming

IMPACT HUB Inverness Serving the Highlands and Islands

FEEDING THE CITY ACCELERATE

Following the success of our Feeding the City: Start Up programme, we wanted to help food enterprises that had the potential to scale. We co-created our new Feeding the City Accelerate Programme with participants, experts and funders allowing us to support 8 sustainable food businesses over 6 months to overcome the challenges that arise from rapid growth. We offered expert business analysis, workshops, 1:1 support, events, and networking.

We could not ignore the impact of Covid-19 on our programme and participants, and the importance of pivoting during this time. When social distance measures came into place, we quickly moved our whole programme online. The cohort joined with aspirations to grow and scale, but instead found themselves in crisis management mode. We acknowledged these needs by pivoting from a growth to a resilience programme.

Despite the pandemic, the cohort was able to learn from each other and other peers in the food and beverage industry through panels, 1:1 sessions and group calls. Additional collaborations emerged, with three of the participants working together to create a concept cafe.

100%

of participants agreed or strongly agreed that the programme provided a supportive network of peers

Entrepreneurship can be a tough journey, and social entrepreneurs often experience additional stress and worry because of the beneficiaries who rely on them. Feeding the City Accelerate offers a wealth of workshops, events and 1:1 support focused on building resilience, responding to failure, pivoting and agility and maintaining a sense of wellbeing.

At the end of the programme

100%

of participants indicated they knew how to support their team and beneficiaries through challenging times, compared to 56% before the programme

78%

of participants indicated they knew how to support their team and beneficiaries through challenging times, compared to 56% before the programme

Discover more insights in our Impact Report:

bit.ly/FTC-Accelerate

2020 Cohort

SNACK ZILLA · NEMI · FRUITS OF THE FORAGE · SPARE SNACKS

LEMONAID+ ChariTea · better nature PROTEIN. THE BETTER WAY · Sutton Community Farm · the WELL BEAN co

> It's been great working with the cohort, be it online, but we've definitely bonded and learnt off each other. The 1-1 calls worked wonders and definitely gave us a chance to connect with each other on a personal level!"

PRANAV CHOPRA
// Nemi Teas

> Having a mentor (and such a good one!) was very useful to bring a new outside perspective to the farm. Nancy is very astute and was able to prompt useful questions and actions from our very first session. She brought new ways of thinking, new tools to use and shared useful links and resources. It was also particularly helpful and reassuring for me to have extra support during the onset of Covid-19, as Nancy helped to prioritise, and address key risks"

ALICE BROWN
// Sutton Community Farm

In partnership with:

sustain the alliance for better food and farming · SUSTAINABLE RESTAURANT ASSOCIATION · SHELFNOW

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RESILIENCE Programme

At the end of March, we had to close our coworking space in King's Cross and stop in-person activities. It was immediately apparent that like us, many other social enterprises would struggle. Cafes, schools, restaurants and community centres were closed and physical events of any kind stopped everywhere.

In response to this, we rapidly launched a Resilience Programme, with the support of People's Postcode Lottery. This aimed to provide immediate, but long-lasting support to social enterprises and other impact-driven organisations and individuals. We explored operational, financial and mental resilience as fundamental factors in surviving and growing out of the crisis. Over 4 months we supported 10 enterprises, including 4 existing members, through online business diagnostics, workshops, peer mentoring and expert advice. The businesses in the cohort were greatly diverse in terms of mission, years of operations, size and industry. This fostered great cross-learning experiences and peer mentoring sessions with compelling themes.

At the time of the programme launch, most participants had to drastically change their business model to survive and diversify their revenues. We worked closely with them to co-create the content of the programme and ensure it fitted their current needs.

Meet the participants

✓**70%** women

✓**40%** are London Living Wage Employers

✓**20%** faced economic barriers

✓**40%** BAME led organisations

✓**70%** received financial support

Based on our participants' feedback, the programme helped them in a variety of ways:

- Navigating a new business model through the pandemic
- Keeping up morale/ mental well-being
- Hiring new people
- Adding their mentor as a new Trustee in their charity
- Setting up an online shop and realising marketing goals and strategy
- Understanding legal structures and taking advantage of current funding opportunities
- Reframing their perception of sales, and creating a positive mindset moving forward

> Taking part in the programme has changed the whole business model to a resilient, sustainable one that will go on to have a bigger impact in the community."

KIEU MY
// BOM Pure Asian Food

> I was very impressed by the support and professionalism of King's Cross Impact Hub. The regular check-ins meant that everyone was connected and got in touch regularly. Also, the connections with other people and organisations that the Impact Hub has can really give that helping hand to start ups.'

JACQUELINE MILTON
// Pulse Brands and Programme Mentor

BOM Pure Asian Food · MIGRATEFUL · Kick london play for life · GROW TO SCHOOL · Collec Tin · the ware house cafe Worker Owned Food & Bar · IconicSteps

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Awarded funds from POSTCODE INNOVATION TRUST

Despite the multiple challenges the world has faced this year, we remain optimistic about the future and still believe in working towards positive change. This is why we are committed to supporting the social entrepreneurs of today and tomorrow.

We continue to strive towards an equal society by making the entrepreneurship space more diverse and inclusive.

New Roots

Our New Roots programme, in partnership with Empower by GoDaddy, provides mentoring and peer-to-peer support to individuals from underserved communities. The programme focused on providing personalised support to meet their self-defined aspirations and encourage their entrepreneurial spirit through business skills workshops, one-to-one clinics with GoDaddy experts, peer networking, and mentorship. We were pleased to see that some of these mentors were existing members at Impact Hub Kings Cross, which reinforced the support and collaboration within our community.

Fadi, a Kurdish migrant from Syria came to the UK over 10 years ago searching for new opportunities, and worked his way up from a construction site to running a laundry business and studying for his PHD. He began to develop his HR management software through his university research, and joined the New Roots program to help him launch his business:

> New Roots came at the right time. 9 months ago, I did not have a marketing plan. When I met with Michele, my mentor, we were very systematic and agreed on a plan. We focused on creating and improving the website, followed by brochures, building my online LinkedIn profile and testing the software (...) I learnt how to simplify things - he's very straightforward - I didn't get theories from him, I got practical advice on how to improve my business."

FADI
// TEAM (Talent Engineering & Asset Management)

Powered by:
GoDaddy

2019

✓50%
of social enterprise teams were female-led

2020

✓87%
of the businesses were female-led

Next Steps

This year, we were very excited to partner with Crisis UK and launch a brand new programme, Next Steps.

Having previously experienced homelessness, these participants can access start-up funding for potential businesses, as well as educational workshops and mentoring to help them to succeed.

We look forward to seeing over the 9 months how Crisis members and their business aspirations develop through the programme.

In partnership with:
Crisis
Together we will end homelessness

Powered by:
THE MERCERS' COMPANY

WHAT NEXT

Looking Ahead

It's been a year of unexpected challenges, but we've seen that through our collective resilience and pivoting it's possible to keep going. Now, it's time to acknowledge the setbacks imposed this year, and take this opportunity to

BUILD BACK BETTER.

Running a Build Back Better Hackathon in September was a great starting point. The weekend event gathered 380 people across the world to create innovative solutions together for a better future.

- 57% First time hackers
- 55% Female
- 48% outside London

To foster collaboration, we brought together 48 organisations including Nesta, Social Enterprise UK, B Lab UK, School for Social Entrepreneurs, Junxion, SynSapien, Feeding Cities, Resonance, as well as individuals including Diana Rose, Lucie Montel, Nicky Dunlop, and Elif Ulun Asci.

While people left inspired and connected, we know it's not enough. So here's what we're focusing on to build back better:

Hard-hit sectors and groups

Towards the end of the year we launched a new Peer Networks programme for food businesses affected by Covid-19. With our second cohort starting in 2021, we'll be able to measure the outcome of this initiative.

Inclusion and Equity

We will continue to build a more inclusive community through online programmes and events, removing location and time constraints. We also want to extend our support to young people (16-25), who are facing increased barriers into employment due to Covid-19.

Climate Change

We are committed to tackling this issue and inspire others to join us. We also aim to develop carbon reduction support programmes. The London Climathon 2020 we co-ran in November had:

a. 100+ participants
b. 48% Students
c. 60% Female
d. 30% BAME

Around this time we also launched a series of Environmental Talks, gathering 50+ people around different climate topics. Building on this interest, we plan to extend these events into a long-term series.

Community Engagement

We benefit from an inspiring group of individuals in our community. We want to foster an environment where members feel increased ownership and initiate more member-led activities. In addition, we're the largest social enterprise network in the globe. We want to continue leveraging this to ensure our community can maximise the opportunities of connecting with changemakers from around the world.

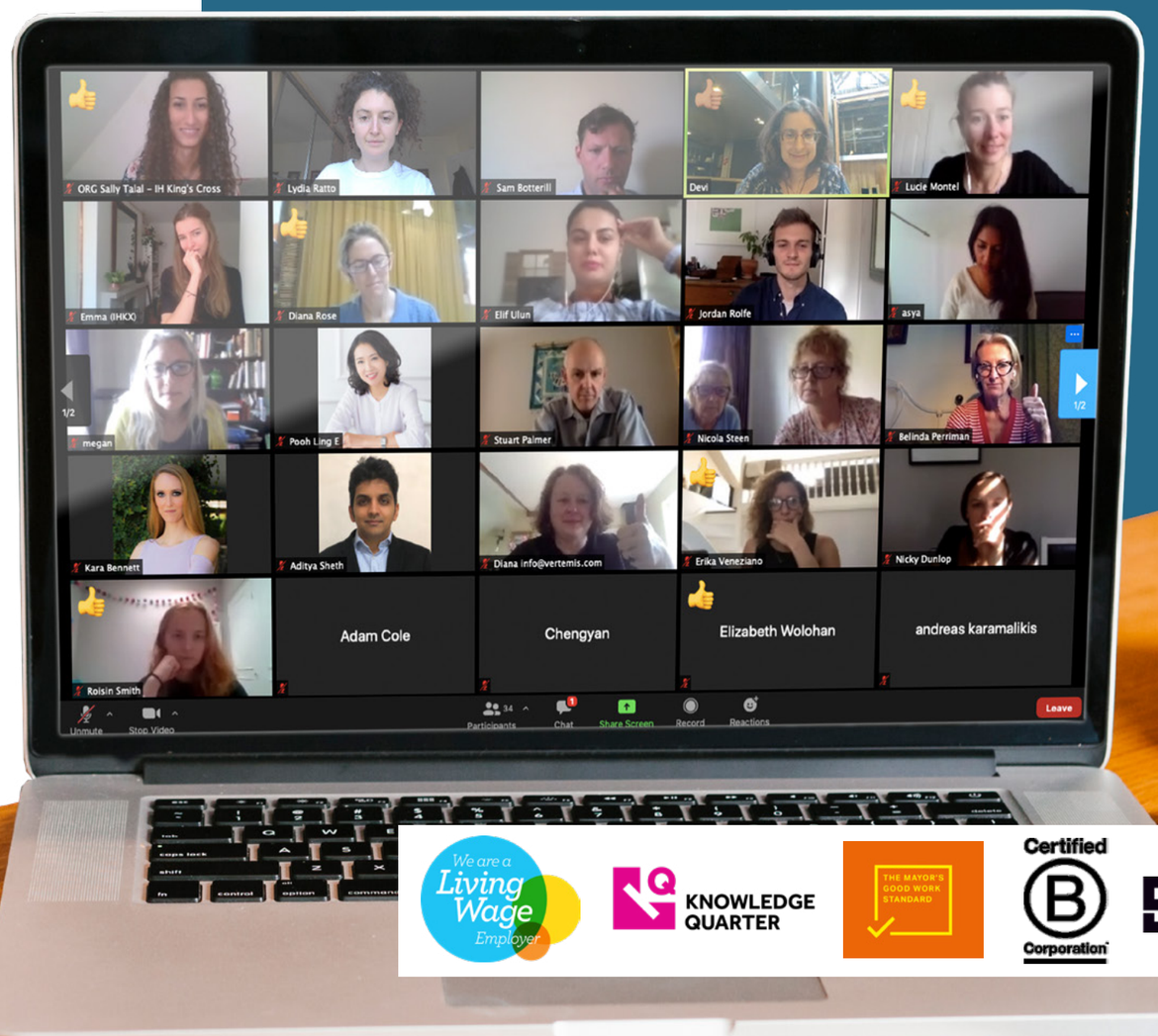
WANT TO PROVOKE CHANGE WITH US?

Talk to our team: kingscross.hosts@impacthub.net

> Being an Impact Hub King's Cross member has allowed us to use the space to engage and inspire our community of entrepreneurs, and support our members to grow and thrive through their programmes."

BELINDA PERRIMAN
// Kurdish House London

Thank you to our featured members, all our friends, partners and collaborators who have helped us build a resilient and supportive community, ready to create a better tomorrow. A special thanks also goes to Design Kind for the report design.



We are a Living Wage Employer · KNOWLEDGE QUARTER · THE MAYOR'S GOOD WORK STANDARD · Certified B Corporation · Social Enterprise UK

IMPACT HUB King's Cross

PIVOT AND RESILIENCE

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