

TRANSFORM AGEING FINAL EVALUATION.

Abridged report



NATIONAL
LOTTERY FUNDED

Transform Ageing is delivered by:



South West
Academic Health
Science Network



Introduction

Transform Ageing – launched in 2016 - was a pioneering programme that aimed to improve people's experience of ageing. It combined co-design and social entrepreneurship to create person-centered solutions that put people in later life at the heart of the work.

The programme was funded by the National Community Lottery Fund and was delivered through a partnership led by the Design Council, alongside UnLtd, the South West Academic Health Science Network (SW AHSN) and the Centre for Ageing Better.

Over three years, the programme brought people in later life, social entrepreneurs, and public sector leaders together to explore the challenges faced by ageing communities in the South West of England.

As a result of the programme, social entrepreneurs¹:



Reached 89,500 people in later life in the South West



Generated £3.74 million in income each year



Created 197 new jobs in the South West – 34 full time and 163 part time



Engaged 818 volunteers in the delivery of their work



Furthermore, by using a design process which engaged people in later life, 46% of the social entrepreneurs we supported were people aged over 50.

¹ Figures are estimates based on responses to an End of Award Survey, averaged by award level. For more information on reported and estimated figures, see Appendix 2.

Final evaluation

In 2019 we commissioned the University of Northampton's Institute for Social Innovation and Impact (ISII) to undertake an evaluation of Transform Ageing, to complement existing learning and evaluation work undertaken during the lifetime of the programme. It focuses on the value and complexity of the whole programme. Their report drew on reports published by the partners as well as fresh data they collected. It gave us a wealth of detail to learn about what worked and what we could do differently in the future.

This abridged report summarises:

- Key findings from the final evaluation
- Where to find further learning from Transform Ageing
- How the programme affected people in later life, social entrepreneurs and public sector leaders.
- Recommendations from Transform Ageing's evaluation

It is the last in a series of evaluation reports delivered across the life of the programme, which can be found [online](#).

We are publishing this final evaluation during the COVID-19 pandemic. Transform Ageing formally ended in January 2020, before the pandemic forced the country into lockdown and unleashed major health and social care upheaval. The evaluation does not therefore directly discuss the impact of COVID-19, however the pandemic has brought into sharper focus the appetite of people in later life to be included in developing solutions, the need to tackle social isolation and loneliness, and the role social entrepreneurs can play in both of these. This makes the learnings from Transform Ageing's final evaluation even more relevant now.





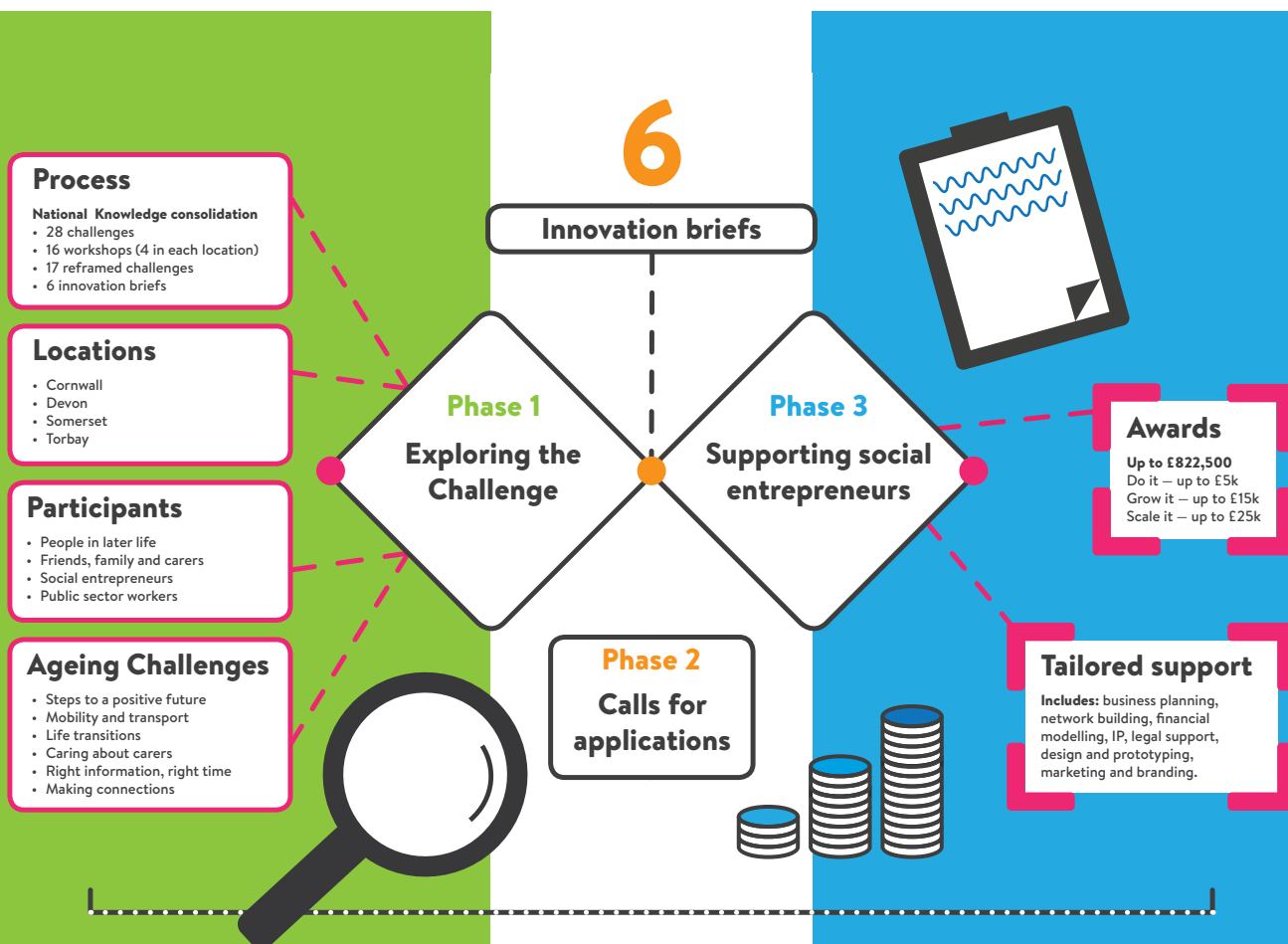
Let's
Transform
Ageing.
Together.

About Transform Ageing

The backdrop to Transform Ageing was a significant demographic shift with the UK’s ageing population impacting on society, the economy and public services. The programme focused on challenges faced by ageing communities in the South West of England, which has a high population of people in later life living in urban and rural areas.

Over the programme’s three-year period, Transform Ageing has:

- Designed and run a series of “Exploring the Challenge” workshops to co-design innovation briefs
- Supported social entrepreneurs with one-to-one support, a series of workshops, training, coaching and mentoring
- Delivered a ‘challenge fund’ approach to funding social entrepreneurs
- Engaged multiple stakeholders, from people in later life to public sector leaders in a co-design process and ongoing networks
- Engaged delivery organisations in building capacity and capability around systems thinking and design thinking (human centered design)
- Developed toolkits for design processes and impact measurement
- Engaged in discussions around healthy ageing within the health and social care sector in the South West and nationally.



Recognising that those with first-hand experience provide understanding and insight was central to Transform Ageing.

During **Phase One (Explore the Challenge)**, in 2017, the Transform Ageing team collaborated with people in later life, their friends, families and carers, social entrepreneurs and public-sector leaders to co-design six design briefs to guide potential solutions proposed by social entrepreneurs. Transform Ageing worked with four delivery partners: Volunteer Cornwall, Devon Communities Together, Community Council for Somerset and Torbay Community Development Trust. With their support, by the end of Phase One, Transform Ageing had engaged with 120 people in four different locations in South-West England (Cornwall, North Devon, Somerset and Torbay).

In **Phase Two (Calls for Applications)**, Transform Ageing and the delivery partners found 62 social entrepreneurs with the offer of cash awards and non-financial support² to develop and deliver solutions to the innovation briefs. We wanted innovative ideas that would transform the experience of ageing. Whether new concepts or an expansion to an existing successful idea, they had to enhance the lives of people in later life and be able to reach them quickly.

In **Phase Three (Supporting social entrepreneurs)** UnLtd worked with the other Transform Ageing Partners to support the 62 social entrepreneurs with cash awards (see table 1 below) and non-financial support to grow and sustain their social ventures. This included one to one support from a dedicated Social Entrepreneur Support Manager, a series of workshops built around the needs of the cohort and bespoke pro bono consultancy from experts in law, marketing, finance, and impact measurement.

Table 1: Overview of awards made

	Total	Try it	Do it	Grow it	Scale it ³
Awards made	64	14	27	9	13
Value of awards made	£819,441	£7,464	£121,477	£129,500	£561,000
Average award size	£12,803.77	£497.60	£4,499.15	£14,388.89	£43,153.85

If you would like to learn more about Transform Ageing, please see the programme's Executive Report.

² Non-financial support included one to one support from a dedicated Social Entrepreneur Support Manager, a series of workshops built around the needs of the whole cohort, and bespoke pro bono consultancy from experts in law, marketing, and finance.

³ UnLtd Award Categories: Try It = up to £500, Do It = up to £5000, Grow It = up to £15,000, Scale It = up to £50,000

Findings

Overall, Transform Ageing has positively impacted the social entrepreneurs that it has engaged. There are several indications of increased social impact as a result. These include:

- More sustainable and growing businesses
- Increased knowledge and capacity of social entrepreneurs
- More jobs and beneficiaries

In addition, public-sector leaders, commissioners, and other stakeholders also identified the benefits of Transform Ageing in reducing social isolation and improving health through engaging people in later life and the social impacts of the ventures.

Case studies featured in our final evaluation also illustrate that social enterprises can offer additional social impact value when compared with traditional methods of support: for example one venture, Atlas Respite and Therapy, provides a saving of 31p for every £1 spend compared to the traditional social care service⁴.

Whilst there is room for improvement (as there is with any programme – see the Recommendations section below), the general impact of Transform Ageing on the social entrepreneurs and their beneficiaries has been markedly positive.

In agreement with the National Lottery Community Fund, key evaluation questions were established to understand the impact and effectiveness of the implementation of Transform Ageing. We have included a summary of the evidence we have found⁵ about the impact of the programme against these key evaluation questions, focusing on people in later life, social entrepreneurs and public sector leaders.

We found that:

- **People in later life want to be involved**, whether as social entrepreneurs, or as part of the system that supports them. As the programme progressed we learnt more about what meaningful involvement looks like and created new awards (Inspire Awards) and opportunities in the work for people over 60. To read more about this, see page 10.
- **Social Entrepreneurs can be effective allies in campaigns to improve the quality of life** for people over 60, particularly addressing isolation and improving health and wellbeing. Alongside delivering this impact they can, with the right support, leverage finance and create jobs. For more information on what they achieved and what effective support looks like, see page 12.
- **Public sector leaders value being connected to people in later life** and social entrepreneurs and workshops can be an effective way of building a better understanding of the needs of people in later life. However, this doesn't automatically lead to more social entrepreneur solutions scaling in the health and social care sector, with tight timelines, high impact measurement expectations and reporting requirements creating barriers. See page 17 to hear more about how Transform Ageing adapted to reflect this.

⁴ Further information about Atlas Respite and Therapy, and the social impact of other ventures can be found in the final evaluation.

⁵ In some cases we have presented the relevant data, in others we have flagged where we don't have data as the priorities of the programme changed.



In focus: People in later life

Transform Ageing set out to improve the quality of life for people over 60 by using a co-design approach to bring them together with public sector leaders and social entrepreneurs. We thought this would not only improve public sector leaders' understanding of their needs but also ensure that, as the users of products and services, they were central to developing these solutions.

As a result of Transform Ageing, a range of new products and services were created which involved people in later life in their design and delivery. Public sector leaders, commissioners, and delivery organisations also identified the benefits of Transform Ageing in reducing social isolation and improving health for people in later life who participated in the programme.

People in later life told us that they valued the opportunities to engage, whether through the workshops or as social entrepreneurs. Whilst there were some success involving people in later life in the design and delivery of products and services, it was much harder to put them at the heart of commissioning decisions as we found it difficult to engage public sector leaders in co-creation through the workshops and in later stages of the programme.

To what extent and how has the programme enabled people in later life to contribute to the design and commissioning of services?

People in later life who had the opportunity to present their work and ideas through Transform Ageing, felt that they were listened to by professionals, which motivated and encouraged them (p.43, full evaluation report). One of the participants talked about how one of the things they found out through Transform Ageing was the importance of "listening to people".

There were opportunities through the programme for people in later life to shape products and services designed to meet their needs. Some were offered directly by the social entrepreneurs. In fact, two-thirds of social entrepreneurs supported through the programme involved people in later life in designing their product or service. In these cases, delivery partners played an essential part in connecting social entrepreneurs with local people in later life.



Involving people in later life was critical to the success of Personal Alarm Watch, which was developed iteratively by testing an initial product directly with users. You can find out more about Personal Alarm watch in this short film.

This is explored in more depth in Section 5 of the full final evaluation report. The programme responded to this challenge by introducing Inspire Awards - cash awards and support for people in later life who had attended the Explore the Challenge workshops and had ideas they wanted to test and introduce. Transform Ageing was designed with social entrepreneurs as a key pillar, developing the products and services that people in later life want and need. More could have been done to ensure from the outset that all the people engaged (including people in later life) felt valued for the contribution they were making and had the chance to develop their ideas.

What impact has the programme had on people in later life using the products and services of the social entrepreneurs supported through the programme?

The final evaluation [specifically Section 5.3] highlighted that specific ventures can help people in later life with physical health, loneliness and wellbeing. You can read more about this in the case studies for Atlas Cares and Moment Memory Café in the final evaluation. In Section 4, social entrepreneurs highlight the areas they feel they have the most impact which includes wellbeing, engagement, independent living etc. [Figure 4.13].

Public sector leaders, commissioners and other stakeholders also identified the benefits of Transform Ageing relating to reducing social isolation and improving health. Public sector leaders argued that Transform Ageing helped bring people together and combat loneliness. More importantly, it was also argued by these participants that Transform Ageing helped the ventures understand older people's needs better and provide better services as a result [see Section 5 for further analysis].



In focus: Social entrepreneurs

Social entrepreneurs are enterprising people with solutions that change our society for the better. The support we provided to social entrepreneurs in Phase Three was designed to maximize their impact by:

- Building their skills, knowledge, and networks
- Enabling them to develop as social leaders
- To feel more confident to act for social change
- To grow their venture

Despite some of the challenges we found in other areas of the work, Transform Ageing successfully supported social entrepreneurs to deliver lasting impact for people in later life and wider society in the South West. In this section we share some of the feedback as well as the impact that was achieved.

To what extent has the programme built the capacity of social entrepreneurs to:

Develop as social leaders

As a result of support, 83% of social entrepreneurs reported feeling more confident to act for social change. Support aimed to improve hard and soft skills to achieve this result:

Hard skills: Most social entrepreneurs (80%) reported that support had a positive impact on business skills development. In particular, 83% said it improved problem solving, and 67% said it improved self-management, leadership, and communication.



Soft skills (including networks): Social entrepreneurs reported that as a result of peer support events, 100% learnt something new about how to develop social ventures. In addition,

- 94% connected with a wider network of people to support their social venture,
- 88% learnt something new that helped to develop their social venture,
- 88% shared experiences with other social entrepreneurs,
- and 94% learnt from other social entrepreneurs.

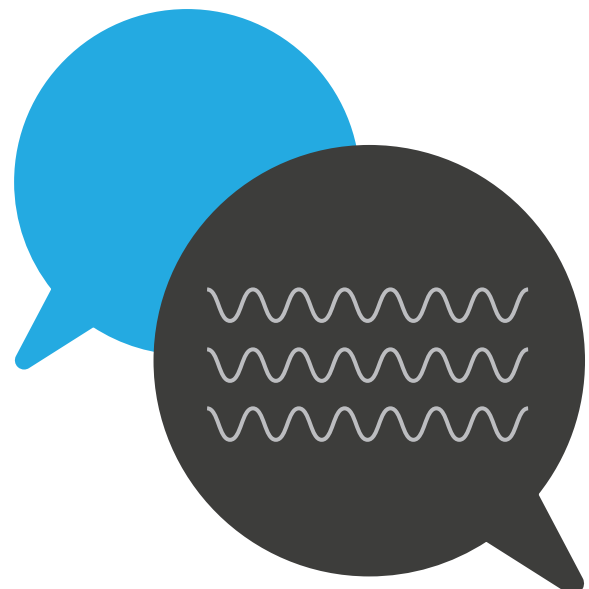
The effectiveness and popularity of this support in developing social entrepreneurs' skills is supported by the fact that when asked what one thing would improve their experience, 36% requested more networking and training events.

The provision of one-to-one support from a Social Entrepreneur Support Manager ensured a high level of support for social entrepreneurs on the programme. Social entrepreneurs reported that this support was particularly helpful for generalist business knowledge, sector knowledge, and for growing networks⁶.

One of the entrepreneurs said: "It is the level of individualisation and care is really – it has been outstanding" [See section 5.1.1 for further information]. Overall, social entrepreneurs viewed the tools, support and funding positively Transform Ageing has positively, helping them to achieve venture sustainability, growth, greater knowledge.

Although our findings show that the support to social entrepreneurs was positively received, working in small and dispersed communities presented challenges for the delivery of support. To address this, Transform Ageing organised a range of workshops across the South West for general business support and bespoke training. Some social entrepreneurs mentioned that they still found it difficult to access the content. In some cases, this was because it is difficult to take time away from running a venture to travel within the South West

For more information, see Section 4.3 of the final evaluation.



⁶ For more information, see Page X of the final evaluation.

Grow social ventures

The evaluation highlights the positive impact of Transform Ageing support on growing social ventures, with ventures stating that *“Transform Ageing, in terms of the award, and the support, and obviously the finances has all been on the positive”* and *“Transform Ageing changed the way that we do everything because it has lifted me out of running around like a headless chicken. It has increased our revenue streams massively, because our license project has now taken off”* (p.45).

As a result of support, by the end of Transform Ageing, social entrepreneurs supported by the programme had an income of around £3.74 million, with over £2.56million coming from sales, helping to grow sustainable businesses. Between them, they also raised £576,000 in investment to further grow their businesses (see Appendix 2 for further information and estimates).

Grow their social impact

Social entrepreneurs used the support they received to increase their impact on wider society. As a result of the support received from Transform Ageing, social entrepreneurs (see Appendix 2 for information and estimates):

- Reached 89,500 beneficiaries
- Created 197 new jobs in the South West
- Engaged 818 volunteers

Public-sector leaders, commissioners, and other stakeholders also identified the benefits of Transform Ageing relating to reducing social isolation and improving health. Public sector leaders argued that Transform Ageing helped bring people together and combat loneliness. More importantly, it was also argued by these participants that Transform Ageing helped the ventures understand older people’s needs better and provide better services as a result [see Section 5 for further analysis and the case studies featured in the final evaluation].





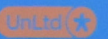


Simon Shebersky
Simon Community Development Trust

TRANSFO AGEING



Transform Ageing is delivered by:



Transform Ageing is supported by:



In focus: Public sector leaders

In Transform Ageing, ‘public sector leaders’ refers to a broad range of roles including commissioners, GPs, hospital administrators, and social care leaders.

Through the Explore the Challenge workshops, Transform Ageing sought to improve the range and quality of services by improving public sector leaders’ understanding of the needs of people in later life and their awareness of social entrepreneurs as providers of effective, scale-able solutions. In the later stages of the programme, social entrepreneurs were provided support to better understand and meet the requirements of commissioning. As a result, we expected to see a greater range of social entrepreneurial solutions being commissioned and an improved understanding of the needs of people in later life among public sector leaders.

Public sector leaders involved in the initial workshops reported a much higher level of understanding about the needs and aspirations of people in later life, as well as better understanding of what a social enterprise is.⁷

However, since the Explore the Challenge phase, Transform Ageing found it challenging to consistently engage commissioners in the programme. This experience is supported by the final evaluation, with only two commissioners agreeing to participate in the research interviews.

Identifying these challenges early on, led to Transform Ageing to alter our approach to include support for a more diverse range of routes to market, including directly to consumers.⁸

As a result only 23% of social entrepreneurs reported selling to the government (including commissioners) as a way of funding their business, whilst 76% used a business-to-business (B2B) or business-to-customer model (B2C). Although this was not an intended outcome of Transform Ageing, it demonstrates the importance of an evaluation system that captures and shares evidence as the programme develops, with project management structures that are able to respond accordingly.⁹

As a result of Transform Ageing, social entrepreneurs were able to reach new customers (74%) and new markets (44%), ensuring a greater range of products and services for people in later life. Whilst there is some evidence on public sector leaders having a greater understanding of the needs of people in later life, it is unclear whether this translated into more social entrepreneur products and services being commissioned.

Whilst we did not collect data feedback on individual ventures’ quality, 66% of social entrepreneurs reported that they involved people in later life in designing the products or services they offered. This suggests that these products and services were more targeted to users’ needs and therefore higher quality.



⁷ Feedback from public sector leaders, before and after the exploring the challenge workshops. ‘I understand what a social enterprise is’: B = 84%, A = 94%; ‘I understand the needs and aspirations of people in later life’: B = 47%, A = 83%.

⁸ This is consistent with findings from UnLtd’s wider work in ageing which suggests that selective route to market support does not best serve the needs of social entrepreneurs: Thrive and Liverpool Learning paper.

⁹ For more information, see What we have Learnt about Learning Report.

Recommendations

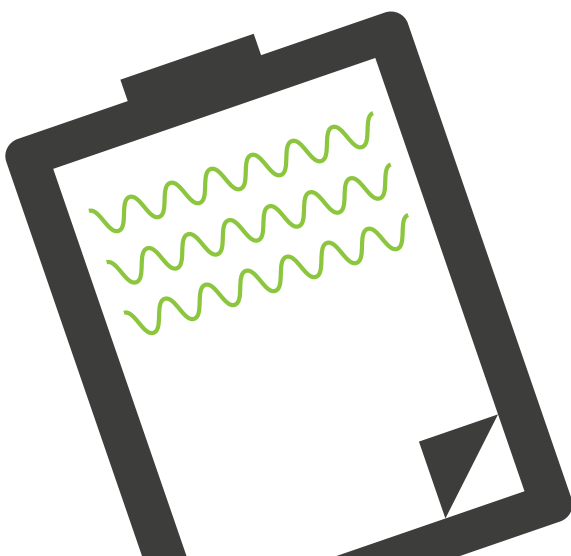
Bringing together theory-based and developmental evaluation meant that the Transform Ageing Collective Impact Framework team produced several reports throughout the life of the programme (see methodology below). The learning and insights from these can be found in the Executive Summary for the programme. In the process, we created recommendations for fostering and supporting innovation, managing and evaluating complex programmes, and working with locally rooted partners. As some of these are relevant to the findings of the final evaluation, we have brought them together with those developed specifically at this stage.

Using design thinking...

- People in later life want to be involved. As well as helping social entrepreneurs assess applications, sit on panels, and prototype products and services, they also provided local intelligence about a geographic area or community.
- Localisation & co-design: There is a need for an increased focus on localisation to ensure that solutions for people in later life and ageing are truly bottom-up and co-designed. Further, there is a need to expand the number of and location of events so as to deal with the rurality/transport issues discussed by various stakeholders (e.g. local events).
- Design thinking works best as an ongoing process. The innovation briefs were not used by social entrepreneurs in the way we anticipated with social entrepreneurs using the briefs often as a framework rather than prescriptively following. That suggests design thinking is most effective as an ongoing process of discovery and iteration, involving people in later life throughout, rather than one-off workshops. However, the design thinking tools used in the workshops and a design toolkit proved popular with a wide range of stakeholders
- Synthesising data can affect the local nature of the project. When you synthesise very rich and nuanced data, you do lose some of the local flavour. In the later stages of the programme, this made it even more important to make sure that people in later life who were involved in the workshops could play a meaningful role.

...to change the system around ageing...

- Support systemic design approaches. Support local organisations to develop an ecosystem of innovation and create connections and build relationships between them and other stakeholders
- Develop products and services for a consumer as well as commissioner market: Social entrepreneurs need support to diversify their funding.
- Consider rural counties test beds for innovation. They are places for testing and spreading ideas away from London and big city bias.



...by supporting social entrepreneurs

- **Support Social Entrepreneurs:** With the right support, social entrepreneurs can be affective allies in the campaigns to improve quality of life for people in later life, particularly addressing isolation and improving health and wellbeing
- **Application streamlining:** the application process should be streamlined, avoiding repetition wherever possible, whilst ensuring accurate and detailed information is still gathered. This would address some of the complaints that the process was complicated or required too much time.
- **Improved knowledge capacity:** Whilst in general the sector and business knowledge of Award Managers/Venture Managers (AM/VM) was praised, there was a recognised need for more specialist knowledge, particularly around legal and financial issues. This could either be developed in-house, or through external support and partnerships.
- **Embedded signposting:** Whilst the social entrepreneurs appreciated the signposting provided, there was often a lack of engagement from the external organisations signposted to. Mechanisms to ensure better follow-up/support from these organisations (such as AM/VM regularly checking to ensure that external engagement occurred) may alleviate this.
- **Social impact measurement support:** Whilst most ventures were beginning to capture data and understanding how to develop outputs into outcomes, only 5% of the ventures surveyed had produced a social impact SI report, whilst only 18% had used external organisations to audit and validate their research. Further support within the programme to embed SIM skills within ventures and encourage them to produce externally facing reports would benefit the sector and provide evidence for the impact that Transform Ageing social enterprises deliver. This can help Transform Ageing to build on the impact it had on supporting ventures to use SIM data to drive their business growth.



Appendix 1: Methodology

The University of Northampton's Institute for Social Innovation and Impact (ISII) has been undertaking an evaluation of the Transform Ageing programme funded by the National Lottery Community Fund. This abridged report presents the outcome evaluation of the Transform Ageing Programme.

The aim of this research is to provide a comprehensive evaluation framework capable of assessing the social impact of Transform Ageing on people in later life and social entrepreneurs. By utilising a sequential mixed-methods approach ISII have analysed the quantitative and qualitative data to gain an in-depth understanding of the impact of the Transform Ageing programme. Considering the length of the programme (three years) and recent funding received by ventures, the research focused on exploring examples of social impact and indicators of future and/or sustained impact.

The results presented in the evaluation are based on the analysis of questionnaire data gathered from 26 participants and interviews conducted with people in later life (N = 6), award winners (N = 2), social entrepreneurs (N= 12), public sector leaders (N = 2), commissioners (N = 2) and other stakeholders (N=2). The interviews also included a further 9 participants interviewed by the Design Council, to give an overall qualitative sample of 35 participants. The questionnaire data was collected from award winners by UnLtd and the interview data was collected through semi-structured, face-to-face interviews, conducted by ISII. Interview participants volunteered to participate in the interviews with guaranteed anonymity and confidentiality, therefore the results presented in this report are anonymized. Case study data was collected from award winners by the Design Council through answer to specific questions about their social enterprise and the needs of people in later life.

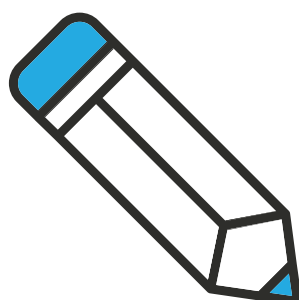


In addition to this outcome evaluation, over the course of the programme evaluation and learning activities were designed and led by a cross-partnership Collective Impact Framework (CIF) team, with evaluation leads from Design Council, UnLtd and SW AHSN working together to deliver both evaluation support to the social entrepreneurs as well as evaluating different components of the programme. The evaluation brought together consideration of:

- Social entrepreneur activity and outcomes
- Partnership working
- Implementation mechanisms
- The impact of the programme support on social entrepreneurs
- Programmatic impact on people in later life, public sector leaders and other stakeholders
- The impact of the design approach used

The overall approach taken combined a theory-based and developmental evaluation approach. Bringing these two approaches together has enabled programme staff to use real-time learning to understand the complexity Transform Ageing operates in, managing change and identifying strategic priorities, whilst gathering data to demonstrate how the programme has contributed to making a difference to people in later life:

- A Theory of Change was developed and refined over the course of the programme.
- An evaluation framework linked to the Theory of Change was developed that sets out indicators, data collection methods, timelines and responsibility managed across the partnership.
- Several learning papers were produced to feed evaluation learning back into programme development internally, and to share learning with wider audiences. These are available online.



You can read more about this approach to evaluation [here](#)

Appendix 2: Actual/estimated outcomes for ventures by award type based on survey data

Notes: The estimates are calculated based on averages from survey respondents (excluding outliers) being extrapolated to the entire TA population including survey non-respondents. If respondents left a survey question blank, but completed the remaining questions, the response was counted as a missing value.

Area	Try it	Do it	Grow it	Scale it
How many unique individuals have directly benefited from the products, services, or interventions offered by your social venture in the last 12 months?	Actual: 1	Actual: 11,338	Actual: 66,410	Actual: 6,053
	Estimate: 15	Estimate: 12,676	Estimate: 66,974	Estimate: 9,836
In the last 12 months have you used social impact data to improve products and services or to grow your business?	No data	31%	86%	100%
Excluding your award, what was your total income (£) for the last 12 months?	No data	Actual: £209,528	Actual: £340,805	Actual: £1,372,679
		Estimate: £377,150	Estimate: £383,409	Estimate: £2,974,138
How much of this was income from Sales?	No data	Actual: £167,817	Actual: £222,828	Actual: £887,240
		Estimate: £302,071	Estimate: £334,242	Estimate: £1,922,353
How much of this was income from grants, donations or any other source?	No data	Actual: £36,042	Actual: £118,253	Actual: £485,439
		Estimate: £75,080	Estimate: £133,035	Estimate: £1,051,785
How many new paid jobs did your social enterprise create in the last 12 months? Full-time	No data	Actual: 6	3	Actual: 9
		Estimate: 12		Estimate: 19.5
How many new paid jobs did your social enterprise create in the last 12 months? Part Time	No data	Actual: 8	Actual: 38	Actual: 52.5
		Estimate: 15	Estimate: 44	Estimate: 113.75

Area	Try it	Do it	Grow it	Scale it
How many volunteers have been involved with running or supporting your social venture in the last 12 months?	No data	Actual: 29 ----- Estimate: 56	Actual: 45 ----- Estimate: 51	Actual: 613 ----- Estimate: 711
How many training opportunities did your social venture create for beneficiaries in the last 12 months? This may include unpaid work opportunities etc	No data	Actual: 18 ----- Estimate: 29	5	Actual: 98 ----- Estimate: 212
How much investment did you raise over the most recent financial year?	No data	Actual: £83,500 ----- Estimate: £173,423	Actual: £275,000 ----- Estimate: £309,375	Actual: £45,000 ----- Estimate: £93,167
Please indicate the breakdown of investment into: Loans (with a repayment term greater than 1 year)	No data	Actual: £70,000 ----- Estimate: £145,385	Actual: £150,000 ----- Estimate: £168,750	Actual: £45,000 ----- Estimate: £97,500
Please indicate the breakdown of investment into: Equity	No data	Actual: £11,000 ----- Estimate: £28,038	Actual: £50,000 ----- Estimate: £140,625	£0
Business to business (B2B) – i.e. you sell your products or services to other businesses or institutions, including schools	No data	29%	25%	Actual: 43% ----- Estimate: 50%
Business to consumer (B2C) – i.e. you sell your products or services directly to individual consumers	No data	24%	38%	Actual: 43% ----- Estimate: 50%
Business to Business and Consumer - i.e. you sell your products or services to other businesses AND directly to consumers	No data	35%	38%	Actual: 14% ----- Estimate: 17%
Business to government (B2G) - you sell your products or services to a national or local government organization, including local councils, NHS, etc.	No data	12%	25%	Actual: 43% ----- Estimate: 50%
Business to charity - you sell your products or services to other charitable or non-governmental organisations	No data	18%	0%	Actual: 29% ----- Estimate: 33%

Transform Ageing

Design Council
Eagle House
167 City Road
London EC1V 1AW

info@designcouncil.org.uk

[Designcouncil.org.uk/transformageing](https://designcouncil.org.uk/transformageing)

Transform Ageing is delivered by:



South West
Academic Health
Science Network

