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### Recognition for our work
The problem

We recognise that talent is equally distributed across society but opportunities are not. Too many people are unfairly prevented from realising their entrepreneurial potential to positively impact their own lives, the lives of others in their community and wider society. We’re working to change that.

Our vision

To create an inclusive ecosystem where everyone has access to the power of entrepreneurship to create a fair economy, strong communities, and a better world.

Our mission

We support underrepresented entrepreneurs to imagine, launch and grow sustainable and impactful businesses through tailored support, community and partnerships.

What we do

We’re committed to building a fairer society by helping develop entrepreneurs’ skills, knowledge and confidence through our unique programmes designed by entrepreneurs for entrepreneurs. We’re not typical of the third sector. Although we’re a charity, we think and act like a business. Since 2014, we’ve supported more than 6,000 UK entrepreneurs to flourish, building a vibrant network of partners, funders and investors who share our vision in the process.

Welcome

For us, 2020–21 was the year where founders and businesses had to show how they could adapt to the challenges brought on by the pandemic, and Hatch was no different.

Alongside our peers and corporate partners, we worked tirelessly to make sure all of us in the enterprise ecosystem were doing all we could to support underrepresented founders during this time of hardship, providing nearly 1,300 enterprise support opportunities to more than 940 founders.

We listened to what founders needed, developing and launching our first ever national programme in the form of the Rapid Response and Recovery Programme. We ran more events, created new online resources and delivered a mentoring and coaching programme that matched nearly 330 founders with experts to address their most pressing business challenges.

Shifting our in-depth programmes online in the space of two weeks further opened up support to anyone in the UK, fulfilling our ambitions of becoming a national charity within the short space of a few months.

Looking ahead, our new five year strategy embraces national delivery alongside our hyper-local work, marking a clear challenge for Hatch to deliver even more enterprise support opportunities to underrepresented founders in the coming years.

A big thank you to our funders and partners, including JPMorgan Chase, Postcode Innovation Trust, eBay and NatWest, and the hundreds of volunteers from these partners who gave up their time to help founders from underrepresented communities get back on their feet. Similarly, my thanks goes to the Hatch team whose drive and commitment meant we continue to have a tangible impact, which we’re delighted to share with you in this report.

Onwards and upwards,

Dirk Bischof
CEO/ Founder
## The Hatch year at a glance

**5,441**

The total number of **hours of support** to entrepreneurs through Hatch’s events, programmes, mentoring, skilled volunteers and clinics.

**1,354**

The number of **support opportunities** across our portfolios of support.

**947**

The number of **founders** we were able to **support** over the year, from **London** to **Manchester**, and **North Devon** to **Northern Ireland**.

**149**

The number of **entrepreneurs supported** through Hatch’s in-depth portfolios (Female Founders and Impact portfolios) up from 56 in 2019–20.

**84%**

of founders supported who recognise as **women** or other **marginalised gender**.

**47%**

of founders supported by Hatch were from an **ethnic minority**.

**328**

The number of **volunteer opportunities** across all portfolios.

**2x**

We ran double the total number of **hackathons, launchpads, incubators and accelerators** for UK founders as we did in 2019-20.

**£875,970**

Hatch’s income for the year, which was a **67% increase on the previous financial year**, helping us to reach even more founders and provide even more support.

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**Since Hatch started in 2014, we’ve delivered more than 125,000 support hours to founders, and we’ve been able to:**

- **Support 849 founders** through our cohort based programmes like our launchpad, incubator and accelerator.
- **Support more than 6,000 founders** through our community support events, workshops and talks.
Hatch Enterprise’s Theory of Change

To create an inclusive ecosystem where everyone has access to the power of entrepreneurship to create a fair economy, strong communities, and a better world.

**Our vision**
Empower underrepresented entrepreneurs to imagine, launch and grow sustainable and impactful businesses through tailored support, community and partnerships.

**Our mission**
Empower underrepresented entrepreneurs to imagine, launch and grow sustainable and impactful businesses through tailored support, community and partnerships.

**Inputs**
- Funding and Partnerships
- Expertise
- Community and Networks

**Activities**
- Cohort programmes
- Community Support
- Entrepreneur
  - Strengthened business and management skills
  - Confidence in the future, resilience and self-care
  - Improved connections and access to resources and support
- Enterprise
  - Business growth and sustainability (ie. income, turnover)
  - Increase in impactful businesses
  - Improved employment opportunities
  - Increase in representation, diversity and inclusion
- Eco-system
  - Increased understanding of community needs
  - Increase in accessible and effective enterprise support
  - Change in policies, attitudes and behaviours across wider network

**Outcomes**
- Cohort programmes
  - Launchpads
  - Incubators
  - Accelerators
- Community Support
  - Mentoring and expert consulting
  - Peer networking
  - Events
  - Hackathons
  - 1:2:1 Skilled volunteering
  - Clinics
  - Creation and sharing of resources

Hatch’s small and dynamic team was able to quickly adapt our programmes and events to be delivered online, maintaining the key elements and sense of community that our founders value so much, while flexibly fitting around their needs. With this new approach came new opportunity: reaching founders from not just London, but across the whole of the UK! Through online delivery, we were able to bring our offering to a whole new audience and make engaging with our services more accessible than ever.

Hatch Enterprise’s Theory of Change

At Hatch our mission remains the same: creating a better world through entrepreneurship.

With the shifting landscape over the past year we have developed a new Theory of Change to reflect how we are achieving this better world through our various programmes of support and strategic partnerships across the sector and beyond.

I have had such a great experience with Hatch from start to finish. I cannot thank them enough for all the advice, tips and help I have received throughout and would 100% recommend Hatch to anyone who is starting a business or has already formed and running one.

Michelle Adams, founder of Chatty Cats Care and participant in Hatch’s Female Founder programme

Responding to our Community’s Needs

National lockdown in March 2020 put an abrupt end to both physical meetings and Hatch’s historical focus on delivering our support to founders in London in-person. More so than ever, time became precious, with founders having to take on more work, home schooling and childcare responsibilities. Hatch’s support programmes needed to be even more flexible.
Hatch Enterprise’s Portfolio of Support 2020–21

The Community Portfolio
A broad range of support for founders alongside public events that are open to everyone. This includes our 1-2-1 Skilled Volunteering programme, where entrepreneurs share a business challenge and receive expert advice and support from a specialist volunteer, masterclasses, networking events, pitch practice days and a successful peer mentoring programme, where early-stage impact founders are paired with more experienced entrepreneurs for tailored advice for their businesses.

The Impact Portfolio
Hackathon, Launchpad, Incubator and Accelerator programmes for entrepreneurs whose businesses have a social or environmental purpose and mission. Every programme is co-designed with founders, meaning every cohort is tailored to allow them to tackle their most pressing business challenges.

The Female Founders Portfolio
Hackathon, Launchpad, Incubator and Accelerator programmes for entrepreneurs from under-represented backgrounds, such as women and other marginalised genders, disabled entrepreneurs or founders who are Black, Asian or from an ethnic minority.

Our Portfolio of Support to Entrepreneurs
The support provided by Hatch in this year can be separated out into three key strands: community light touch support, the Impact portfolio, and the Female Founder portfolio. The latter two strands both contain our Hackathon, Launchpad, Incubator, and Accelerator programmes which provide tailored support for founders throughout their entrepreneurship journey, from the idea stage, to start-up stage, through to growing and scaling a business.

Delivering these portfolios of support to founders digitally brought new challenges but also a wealth of benefits, greatly increasing the number of entrepreneurs we were able to reach and support over the course of the year. We are proud to have provided support that improved our founders skills, confidence and capabilities to grow in business.

By the summer of 2020, Hatch was operating as a national organisation. By their nature, not only were our programmes now more inclusive, especially to those with a disability, but removing the barriers to travel meant they were more accessible in terms of time and travel cost to anyone living outside of London. Hatch’s volunteering opportunities also became easier to access from anywhere in the country.

For many of our founders at the start of the pandemic, it was a question of survival. We piloted as many different types of support as we could think of, from matching entrepreneurs 1-on-1 with volunteers to go through new financial models (which has grown into what is now our 121 Skilled Volunteering programme) to hosting open drop-in office hours to listen to concerns and signpost to our experts, mentors and support. Seeing so many of those entrepreneurs find their way through such a challenge, increase their self-knowledge and resilience, and continue to build their businesses and their communities has been amazing.

Joanna Hamer,
Head of Programmes at Hatch
The Community Portfolio (Rapid Response and Recovery)

In those early stages of the first national lockdown, it quickly became clear that the pandemic would have a huge impact on businesses and the wider UK economy. Businesses both large and small were forced to stop trading, and we needed to do something to help founders deal with this growing uncertainty.

With Hatch’s positioning in the sector we were ideally placed to offer support to fledgling UK businesses in this critical period. Youth Business International (YBI) recognised the value of Hatch’s long standing relationship with entrepreneurs as well as the breadth of the audience we are able to reach, trusting us to develop a new range of support opportunities responding to the new challenges arising from the pandemic: how to adapt to trading online? What are the legal implications and responsibilities to staff? How to pivot a business to meet new needs? This was the kind of support that entrepreneurs were calling for, and that Hatch had the expertise to deliver, thus with funding from YBI and Google.org, the Rapid Response and Recovery Programme was born in June 2020.

What is included?
The programme offered an expanded range of webinars, masterclasses, networking events and pitch practice days which saw entrepreneurs pitch their businesses to a panel of friendly dragons for feedback. We held nearly 50 public online events over the course of the year and supported more than 720 people. We also launched our 1-2-1 Skilled Volunteering scheme where entrepreneurs are matched with a specialist in the sector to tackle a specific challenge their business is facing.

Events
Working alongside our corporate partners and peers within the enterprise support community also brought about additional events for founders, including a series of legal events with international law firm Sidley, two Adobe Creative Business Jams and a LinkedIn workshop in partnership with refugee entrepreneurship organisation, TERN. We also ran events in partnership with other enterprise support organisations, including Jamii, Lendoe, Foundervine, Thrive, Expert Impact, Blooming Founders and Impact Hub King’s Cross.

Mentoring and 1-2-1 Skilled Volunteering
As part of the Rapid Response and Recovery Programme, we also successfully piloted a peer mentoring programme. 42 early-stage founders running mission driven businesses were paired with more experienced entrepreneurs for tailored advice for their businesses. In all, the Rapid Response and Recovery Programme was able to support more than 370 founders to access 1-2-1 support, whether through peer mentoring or 1-2-1 skilled volunteering, with nine in 10 stating the support they received increased their skills, knowledge or confidence.

Moving our programmes online also made our volunteering opportunities easier and more accessible for volunteers to step forward and fill, with more than 200 volunteers from Hatch’s corporate partners being friendly dragons on pitch and demo days, providing 1-2-1 skilled volunteering coaching or taking part in finance and marketing hackathons for founders.

9 in 10 entrepreneurs said the support they received from mentors or skilled volunteers increased their skills, knowledge or confidence.
Entrepreneurs who go on an impact programme at Hatch are either starting or growing a business that has some kind of social purpose or environmental mission. Over the course of the year, we met and supported entrepreneurs whose businesses ranged from a Community Interest Company (CIC) that offers training and development to help break the cycle of knife crime in young black men, to a peer support group for parents of children who have special educational needs and disabilities (SEND).

This year 39 founders successfully completed a Hatch Impact programme, a 225% increase on the 12 impact founders we supported last year, demonstrating the growing appetite for this specialised support for businesses with a social conscience. All of the businesses supported through this programme are focused on addressing at least one of the United Nations’ Sustainable Development Goals, a set of 17 values which together form a blueprint for a better world. Three quarters (75%) of those on the impact programme identified as female, more than half (53%) came from an ethnic minority, and a quarter came from outside London.

What difference was Hatch’s support making to entrepreneurs who run an impact business?

To gauge what difference we were making to founders, we asked them to mark themselves out of ten across a set of business skills areas, covering levels of access to financial support, networks, leadership skills, confidence levels and mindset. This was done pre- and post programme.

Looking at what entrepreneurs running an impact business told us, we found the biggest challenges they felt they faced were around finances, operational experience and the marketing and communications skills to grow an impactful business sustainably. At the other end of the scale, founders running an impact business were far more confident in their leadership skills and had a good understanding around their business’ social and environmental impact.

The founders on our Impact programmes improved across every single metric we measured. The most noticeable increases were founders’ finances (up by almost 74%), support networks (up by 71%) and understanding their product (up by 63%) as a result of the programme.

9 in 10 founders running a socially driven business felt more confident in their marketing and communications having gone through a support programme with Hatch.

96% stated they came away with an improved understanding of their impact and how to measure it.
Case Study: Jane Visram

Jane Visram is a full-time lawyer who set out to create luxury, free-from ice cream with a conscience. In 2019 she set up Mama Dolce, making ice cream free from egg, dairy, soy, nuts, wheat and gluten, after finding it difficult to find tasty free-from desserts which were not laden with chemicals.

Her business is also community-oriented and supports students from low socio-economic backgrounds to gain credible opportunities to work in the food and beverage industry.

In 2020 Jane joined Hatch’s Impact Incubator programme and Rapid Response Recovery programme to help her scale Mama Dolce. She was drawn to Hatch due to the sense of community that we provide to founders as it was important to her that she could connect, create, and collaborate with like-minded peers as part of the process. She was able to access support from peers in her cohort as well as expert advice in 1-2-1 sessions with her mentor.

During the programme she was able to work on developing a stronger brand message, make her IP protections more robust, and build a sustainable business model. She says: ‘Hatch exceeded my expectations in every respect, providing me with the knowledge to be able to run a successful social enterprise. I’ve used the tools that Hatch has provided me with to develop a stronger business model which allowed me to develop a much stronger brand message. Through the expert sessions, I have been able to set up a much stronger support network and have been able to use the help that I have received to strengthen my business proposition. My mentor helped me to pull together a social impact story, and helped me network with people from the food and beverage industry.’

Following the support she received from Hatch, Jane successfully crowdfunded more than £16,000 to help her fund Mama Dolce’s first commercial run. She says ‘The difference was noticeable. We took between 20 and 30 more orders in the following month, and we crowdfunded 15% more than our original target. Without the mentoring, I wouldn’t be as far along as I am today, and I don’t think I’d be as confident.’

9 in 10 participants told us their network was better, whether that was improved connections to people or with organisations that can support their businesses.
Female Founders Portfolio

Through our Female Founders portfolio we were privileged to work alongside some of the most inspirational entrepreneurs, supporting them to access expert-led training, develop and grow their networks and achieve a sense of belonging to a community that shares and understands their needs.

110 women and founders from marginalised genders went through our different Female Founder programmes this year, up 150% from the 44 last year. Encouragingly, more than a third (35%) of those founders were based from outside of London, a stark contrast to 2019–20, when all founders on the Female Founders portfolio were London-based.

In terms of diversity, eight in ten (81%) founders on the Female Founders programme were from an ethnic minority, with one in ten (12%) identifying as disabled. Almost half of founders were working towards a social or environmental mission.

What difference was Hatch’s support making to entrepreneurs who are women or from a marginalised gender?

To help gauge the value we were adding to founders and their businesses, we asked them to mark themselves out of ten across a set of business skills areas, covering levels of access to financial support, networks, leadership skills, confidence levels and mindset. This was done pre- and post programme.

What we found was women entrepreneurs on Female Founders programmes were less likely to have the funding and finances to grow an impactful business sustainably, but were far more likely to have a strong understanding of what their business product and purpose were.

After being on a Female Founders programme, we saw increases across all areas that were being measured. According to the founders, the three areas they felt had improved the most were their finances (+31%), support networks (+28%) and access to funding (+25%).

The experts helped me so much. If it wasn’t for them, I wouldn’t have what I have now. They were key in shaping a lot of the gaps that were missing in my business. As a solo entrepreneur, you’re constantly questioning yourself, so having that expert feedback gave me that extra energy to just keep going.

Maris Parserelli, founder of Green Ramona and participant in Hatch’s Female Founder programme

The three areas Female Founders felt they improved in most:

- Skills and knowledge about their business finances +74%
- Building their support networks +28%
- Access to funding +25%
The turning point came when her grandfather died. She felt that the funeral they held for him was really important, but on the day it was ‘formulaic, uninspiring, and soulless.’ She realised there had to be a better way for people to both grieve and honour their loved ones, and that the funeral industry was ripe for someone like her to really think about why it existed and how it could be done better to serve the needs of the people.

Louise said, ‘I found the thing that I knew I was going to concentrate on for the rest of my life.’ She wanted to set up a funeral service that was creative, flexible, transparent and genuinely helped people to have the funeral they wanted, rather than a template of what a funeral should be.

“Since completing the programme, the biggest change has been in her attitude towards finance. She said ‘I was confused whenever I dealt with the accountants before, but now I’m feeling much more confident about how things work and asking for support when I need it. Getting to grips with the financial aspects of running the business has been a game changer.’ She’s now hoping to continue expanding the business. She says: ’I don’t think I’d have been in such a strong position to do this if it hadn’t been for Hatch.’

I was confused whenever I dealt with the accountants before, but now I’m feeling much more confident about how things work and asking for support when I need it.
Working in Partnership

Working collaboratively, whether that’s alongside our peers in the enterprise support community, with our partners and funders, or within the Hatch team itself, has always played an important role in what we do. As the pandemic and its devastating effects were realised, it highlighted how important it was to make sure we were doing the most we could for underrepresented entrepreneurs in the UK, and we couldn’t do that alone.

A Platform for Partners
In spring 2021, we launched a new membership model, a platform that offers new partners a small scale introduction to partnering with Hatch. As well as widening the pool of Hatch volunteers for funded programme work, it was an important stepping stone to building new funder relationships with the aim of developing larger, more strategic partnerships over time.

Relations Formed and Strengthened
As part of the Rapid Response and Recovery Programme, we worked alongside 14 other enterprise support organisations to fund and co-deliver close to £100,000 of support for entrepreneurs, including events, 1-2-1 support and networking opportunities. These partnerships with organisations including Foundervine, MSDUK, TERN, Impact Hub, Jamii and Lendoe, have strengthened our relationships within the sector, allowed us to share best practice across organisations, enabled us to reach new audiences, and provided vital funding to other groups during the pandemic.

At the tail end of 2020, we started a partnership with Pizza Hut, who approached Hatch, keen to support Hatch’s work and founders across the UK. Following a number of months developing the partnership, the New Founders Programme launched in May 2021, marking a significant new programme for entrepreneurs over the coming years. We also expanded our work with NatWest and brought in new partnerships with Columbia Threadneedle and Howden Group Holdings. We celebrated a successful bid with Adobe and renewed engagement with law firms including Sidley, Skadden and Weil.

The Collective Leadership group
As the effect of the pandemic gained momentum, it became increasingly clear that working together with our numerous partners, such as TERN and The Young Foundation, was the right thing to do for entrepreneurs. This was the birth of the Collective Leadership Group, a collection of nearly 40 enterprise and social sector leadership support organisations that came together to find better answers to the issues faced by founders that we were all working with. This group continues to grow from strength to strength, having attracted close to £100,000 in funding from the Paul Hamlyn Foundation and Barrow Cadbury’s Connect Fund to continue to develop collaborative joined-up approaches, share best practices and to work more collaboratively. This work will stretch across 2021–22 and beyond, with the group continuing to meet with the aim of enabling joined-up services, increasing representation and diversity, building greater resilience and wellbeing, and sharing insights and learning with a wide range of stakeholders within the social leadership support ecosystem.

“
The content and style of the session was so helpful. Keep doing the amazing work you’re doing, I was very scared going into this session [about cash flow] but now I feel so much more confident about my numbers!

Sarah Hayford
founder of Sqft Digital, attendee of the UBS cash flow event partnered with a volunteer

image
What We’ve Learned

As an enterprise support organisation that is growing, we’re always looking to see how we can do things better or differently, and make sure we learn from the best practice of others and from our own mistakes and experiments. Over the year, our conversations with founders deepened our understanding of what was really working for them:

**Talking to peers**
Being able to talk with other people going through the same issues as them brought huge value to entrepreneurs, who value peer group sessions with fellow entrepreneurs as much as the expert-led sessions. Some groups of founders continue with these meetings after the various programmes where they were together ended.

**Space to learn**
Having that space on a Hatch programme to share and be vulnerable was important to founders, who appreciated the empathy and encouragement they received, but also the fact there was a dedicated space to learn that wasn’t adding to the stress of running and leading a business.

**Development**
When asked what areas founders felt had improved as a result of being on a Hatch programme, brand, leadership and networking were among the highest ranked.

**Networking**
Founders were networking more both during and after their programme, with a larger willingness and confidence to collaborate with others.

**Taking time**
Learning to take things at their own pace, test and build their ideas slowly but clearly.

Being able to talk with other people going through the same issues as them brought huge value to entrepreneurs, who value peer group sessions with fellow entrepreneurs as much as the expert-led sessions.
Looking Ahead

It’s a really exciting time for Hatch and there’s a huge amount to look forward to in 2021-22 and beyond!

Having identified the need for financial support for early stage underrepresented entrepreneurs, we’ll be launching a new founders fund in the spring of 2022. After working towards this point for a number of years, the new fund marks a major milestone for Hatch and will complement our existing programmes and events.

The topic of funding continues in the form of our work to build on our partnership with JPMorgan through the Diverse Impact Founders Fund, and be working with CAF Venturesome around social investment. Similarly, Hatch is partnering with Parallel to launch a new fund aimed solely at supporting entrepreneurs living with a disability in the UK, recognising the potential this currently overlooked sector of society can contribute to the UK economy.

We’ll see the partnership with Pizza Hut and parent company YUM! come to fruition through the launch of the New Founders Programme in May 2021, marking a significant upswing in the numbers of underrepresented founders we’ll be able to support in the next few years. We’ll continue to cast our support even wider through an exciting new partnership with a collective of outdoor brands and companies keen to support businesses who in turn help improve access to the great outdoors for people from diverse backgrounds.

Over the year we’re continuing to embed and develop Hatch’s pre-start up programmes, 1-2-1 support and peer mentoring offerings, and piloting on-demand content so that we can offer support to those who aren’t able to attend scheduled sessions.

It’s an ambitious year, so to help make these things happen, we’re investing in growing the Hatch team across all departments. We’re appointing a new Head of Community to grow the support we offer founders through events, workshops and masterclasses, as well as an Impact, Evidence and Learning Manager to make sure we’re asking, measuring and capturing the right areas of our work and impact. We’re also expanding the programme, fundraising and communications teams, with the latter developing a new communications strategy for 2021–2024 that’ll help spread the word of Hatch and make sure more underrepresented founders right across the UK know we’re here to support them, whatever their background.

Over the course of this year, we’ve been developing our 2020–25 strategic objectives, which are:

- **Increasing reach**
  Delivering more enterprise support opportunities to more founders (25,000).

- **Deepening impact**
  Delivering targeted new programmes and initiatives leveraging our partners’ support to meet our founders needs, and increase our impact.

- **Strategic partnerships**
  More engaged, strategic, multi-year funding partnerships to deliver £15m budget over five years.

- **Prove and improve**
  Invest in Hatch’s internal systems, data and knowledge building to better manage, communicate and increase the impact of Hatch’s work.

- **Prioritising people**
  An inclusive culture that supports, values and celebrates every team member’s personal and professional contribution, development and success.
Thank You

We couldn’t do half the things we do at Hatch without the generous support of time, money and resources, of the following organisations and their staff:

Find out more

Visit hatchenterprise.org or email us for further information or to find out how you can get involved.

Current funders and Partners 2019–March 2021

Previous funders and Partners 2014–2019
We’re working towards a fairer society. Join us.

We’ve got big plans over the next few years. We’re going to support and do even more for underrepresented founders across the UK, whatever their background, to launch and grow their businesses and have that lasting impact on their lives and communities.

But we can’t do it alone. We’d love to hear from you, whether that’s around a partnership, working collaboratively or funding our work so we can continue to have an impact for years to come.

Contact hello@hatchenterprise.org, call 020 7993 0074 or visit hatchenterprise.org to find out more.

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