

school for
social
entrepreneurs



Annual report &
accounts 2019-20
for the year ended 31st March 2020

About the School for Social Entrepreneurs (SSE)


We can't fix issues like poverty, climate change and ill-health alone. That's why the School for Social Entrepreneurs exists. We help 1,000 people a year develop the skills, strengths and networks they need to tackle society's biggest problems.

We run courses that equip people to start, scale and strengthen organisations that make a positive difference. But we're not a traditional school. Learning with SSE is inspiring, action-based and accessible. We support people in other ways too, such as funding and mentoring.

SSE was founded by Lord Michael Young in 1997 in London. Today, SSE teams work across the UK, Canada and India.

Together, we're changing lives and transforming communities.

www.the-sse.org | @SchSocEnt

- 
- 2020 ● Today we support 1,000+ leaders of social change a year
 - 2017 ● We launch Match Trading® grants
 - 2016 ● SSE India launches
 - 2012 ● SSE Ontario opens and runs its first programme in Canada
 - 2011 ● The SSE network supports more than 250 social entrepreneurs in a single year for the first time
 - 2009 ● We start supporting social entrepreneurs in Australia, continuing for eight years
 - 2008 ● We run three programmes in the UK, supporting more than 50 students in one year
 - 2002 ● We expand beyond London for the first time, running our first Scotland programme - the beginning of the SSE network
 - 1998 ● We run our first cohort, and among the students are Alastair Wilson, now CEO
 - 1997 ● Our founder Michael Young launches SSE in East London

Our year at a glance



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Welcome to our annual report

Chair of trustees' introduction

Richard Collier-Keywood



It's been another year of impact, innovation and inspiration at SSE. The 518 people on our long programmes (our "students") have collectively benefitted the lives of 3.4 million people, while generating more than £41m in revenue. Our learning focuses on supporting them to become better leaders of social change. So it is enormously encouraging that we increased our students'

business skills and emotional resourcefulness in all 28 areas we assess.

We're proud that our student body represents more diverse leadership than the traditional charity and mainstream business sectors - in terms of ethnicity and race, gender and disability. But we still have work to do in this area, and we are keen to reach more people from minority and marginalised backgrounds.

To that end, we've explored new approaches to outreach in 2019-20. We've worked with experts to improve the accessibility and inclusivity of our recruitment processes, programmes and communications.

Our reach is dependent on the strength of our community. SSE fellows - people who complete our programmes - are an essential part of SSE. We have strengthened support for them this past year through grants, learning, events and digital engagement - with thanks to donations from our Social Partners. (Learn more about this on pages 31 - 33.)

Events for SSE fellows have been hosted across the UK, as we've explored new ways to collaborate and connect across geographies. We have worked with different SSE

teams to develop cross-regional and international programmes. We are capitalising on our geographical reach, to open up opportunities for change for more people. During the year, and going forwards, one of our main priorities is to strengthen our network. We aim to work more closely together to increase our effective reach across the whole of the UK. (Learn more on page 35.)

Collaboration is instrumental to our culture at SSE, both internally and externally. We're proud to work in partnership with others in the third, private and public sectors, because we believe by working closely together we will be more effective in building a fairer society.

The private sector is becoming more cognisant of its impact. Companies are increasingly understanding their purpose in the context of their overall role in society, and are looking at social enterprises for models of how this can work. Opportunities are bubbling up for social enterprises to become suppliers, partners and recipients of corporate support. Corporate employees can develop their skills and find inspiration by working with social entrepreneurs.

Social entrepreneurship can act as a bridge between the world of enterprise and the traditional charity sector. Social entrepreneurs devise innovative revenue streams to create sustainable impact. As charities face an increasingly challenging funding landscape, they are looking to social enterprise to understand how they too can move away from dependence on grants and donations. We have been proud to support many charities looking to develop income from trading: through programmes for established charity leaders, as well as our pioneering Funder Plus work (page 34).

Change can't be brought about by the social and private sectors alone. SSE is increasingly working with local and national government to support social entrepreneurship. We are pleased to have continued our relationship with the Scottish government to further the use of Match

Trading grants in Scotland, and we are working closely with the Office for Civil Society, who sit on our Match Trading Task Force. Across the UK, our regional teams work in partnership with local government, supporting social entrepreneurs to create change from within communities.

Social entrepreneurship is uniquely well-positioned to revitalise communities that have been left behind around the UK. Social entrepreneurs create jobs in their local areas, often for those most disadvantaged in the labour market, while providing support and tackling social problems.

In the past financial year, our students have helped almost 2.5 million people by focusing on geographical communities. One in seven students focus on community cohesion as an impact theme. This is especially relevant as the government seeks to "level up" prosperity across the UK. Social entrepreneurs are engines of inclusive economic growth in their local areas.

At SSE, we have always believed that change in geographical areas should be led by the people who live there. It's why our teams are deeply rooted in their communities. As we look to the future, we will strengthen these local relationships. We will facilitate stronger local networks for change, while harnessing our international reach to continue developing world-leading support and best practice.

As we enter a new financial year, we are exploring how to equip ourselves and the people we support for the future. The world is changing dramatically in the wake of the Covid-19 pandemic. We are wholeheartedly committed to supporting social entrepreneurs and social-sector leaders through the crisis and to build back better. We will need to draw on expertise refined over 23 years, as well as our forward-looking entrepreneurial culture, to evolve. We have never felt readier for the challenge.

CEO's introduction

Alastair Wilson

In 2019, I took a four-month break (to explore Europe in a campervan, since you asked - and yes, it was fab!). This was only possible due to the strength of the team we have, with thanks to the team and our trustees for the opportunity.

My break from work afforded me the headspace to consider the scale and complexity of social problems. The continent's coastlines host the jarring juxtaposition of extreme poverty bumping up against superyachts and fine dining. The plight of refugees was impossible to ignore. I witnessed examples of brilliant social and environmental innovation, but was shocked at the issues many communities are still facing.

I came back convinced that social entrepreneurship is more relevant than ever. For us, this often means supporting people with experience of the issue they seek to address. Two-thirds of the people we support on our long programmes have such "lived experience", and a quarter have lived experience through a friend or family member or in another way.

We believe in communities solving their own problems, led by social entrepreneurs from those communities. The benefits of this are two-fold. Firstly, solutions are uniquely fit-for-purpose, because the person developing them has deep understanding of what their community needs. To some outside observers, their solutions may look quirky, quaint or quite unexpected. But the social entrepreneur knows the nuances of their community. They can see why larger organisations and institutions, despite all their funding and research, have failed to connect with their neighbours or allies or friends. Social entrepreneurs can author solutions because they have often lived the problems themselves.

Secondly, there is a dignity in social entrepreneurship that is not always afforded by traditional philanthropic approaches to change. In simplest terms, traditional philanthropy is about giving money and resources to

people in need. But this can reinforce existing power imbalances. Social entrepreneurship does not trap people into reliance on hand-outs. Instead, it enables them to become leaders. We support people to bring change and resilience to their communities from within.

In this past year, we have gathered more robust data than we've ever had, allowing us to interrogate the evidence behind our theory of change. We enter 2020-21 with renewed confidence in the SSE approach. We're proud that, in the past year, our work has benefitted more than three million people.

I have also been able to reflect on the limitations of social enterprise. I have come to believe that it will always be difficult - in some cases impossible - for social enterprises to compete with traditional businesses. Social enterprises tend to operate in broken markets: the poorest communities; employing people who have rarely worked and cannot find employment elsewhere; serving customers who have no means to pay, so need subsidies or free support.

These social enterprises typically need some financial support, to indemnify the cost of creating social impact. But they do not want to become donation-dependent charities. They want to continue trading and being entrepreneurial. This is why we created Match Trading grants three years ago: to incentivise trading, with the support of grants. (Learn more on page 27.)

We now have a rich data set about the degree of support needed to unlock change and develop sustainability in specific circumstances. We understand the levers needed to strengthen marginalised communities through social entrepreneurship.

We're also listening to the leaders of organisations on the frontline. We're co-designing new approaches with the people traditionally seen as "beneficiaries". We're



“Social entrepreneurs bring change and resilience to their communities.”

innovating hand-in-hand with the people we support (page 29). And we are learning more about the value of our approach in wider contexts in the social sector, through our Funder Plus work (page 34) and our short courses for social-sector leaders (page 26).

As I write this today, my pan-European road-trip seems all the more timely. The Covid-19 pandemic struck shortly afterwards, at the tail-end of our financial year. (Read about our response on page 39.) As the world tries to plot a roadmap for the future, social entrepreneurship can accelerate a more equitable society and an economy that works for all.

I hope that in this report, you might find some new ideas and evidence to aid your own thinking about rebuilding from the crisis. I welcome conversations within our sector and far beyond it about how, together, we can unlock enterprising solutions to society's greatest challenges.

What we do & why we do it

Our vision:

A fair and equal society where the potential of all people is fully realised.

Our mission:

To mobilise the experience of people from all backgrounds, and support them to use entrepreneurial approaches to create lasting social and environmental change.

Our strategy (2015-20):

This report is structured around the three key priorities outlined in our strategy - see right.

The context in which we operate has changed significantly since we developed our strategy in 2015. We use our theory of change (see page 8) to anchor our work and to stay true to our vision and mission.

Discover our charitable objects and more about us on [the Charity Commission website](#).

Doing learning differently

We have refined our learning approach over more than two decades, supporting the leaders of social change to create greater impact.

Learn more: pages 17 - 26

Mobilising the experience of enterprising people

Social change should be led by people from all backgrounds and with lived experience. We strive to be inclusive and champion diverse leadership.

Learn more: pages 29 - 33

Building a vibrant SSE network

We work with our teams in the UK, India & Canada to strengthen our work and share best practice.

Learn more: pages 34 - 36

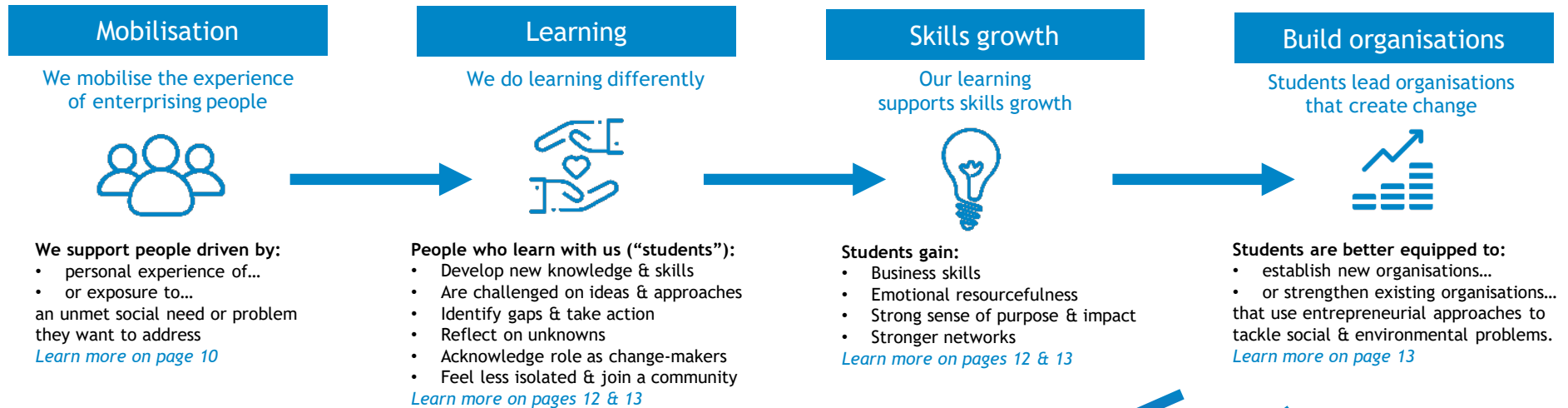


Our impact

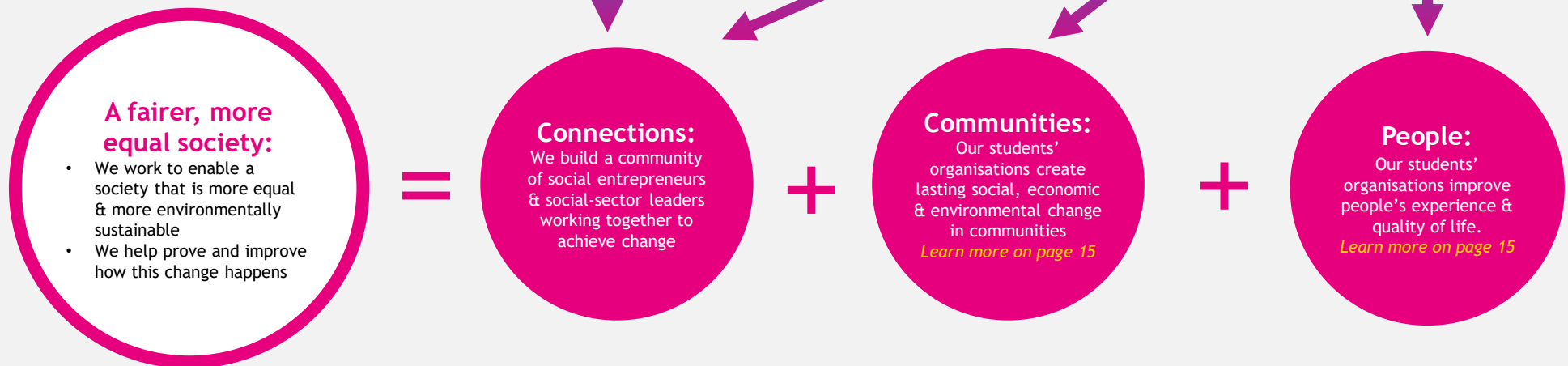


Theory of change (how we create impact)

What we do



What we enable



“Networking is fundamental to driving social change.”

Claire Prosho, Claire’s Transgender Talks

We supported Claire through our **Thurrock Social Entrepreneurship Programme**, helping social entrepreneurs in Thurrock turn their idea into a reality.

Claire set up Claire’s Transgender Talks, a training and awareness organisation offering workshops to businesses and individuals exploring transgender and nonbinary identities, issues and discrimination. Its aim is to debunk common misconceptions and help people become more confident in interacting with the community.



Mobilising people from all backgrounds

Embracing diversity

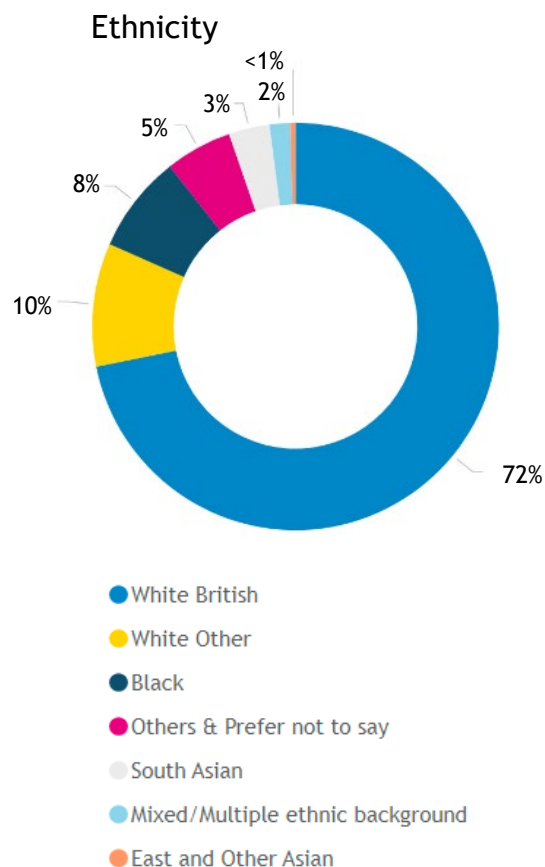
We mobilise the experience of enterprising people from all backgrounds, supporting diverse leadership.

We're on a learning journey to ensure our programmes and recruitment processes are inclusive. We're proud that the SSE student community boasts significantly more diverse leadership than the traditional business or traditional charity sectors.

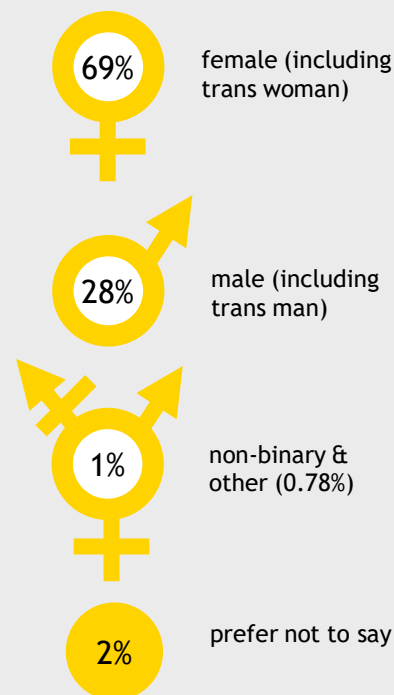
We still have more work to do to reach people from marginalised and minoritised communities.

Learn more about our student outreach on page 29

Learn how we are diversifying our staff team on page 45



Gender



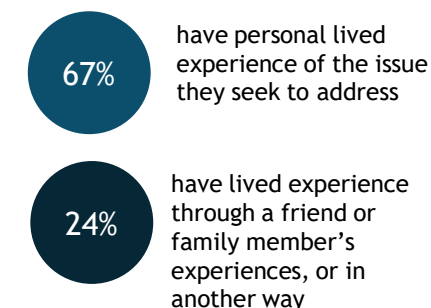
Disability



Caring responsibilities



Lived experience



Data note: For each metric on this page, the number of students who submitted data is shown below (excluding those who withdrew): ethnicity = 245; gender = 255; disability = 253; caring responsibilities = 248; lived experience = 315. These are not necessarily the number who enrolled.



42%

average increase in
business skills
among Fellowship
students

39%

average increase across
all skills areas
among Fellowship
students

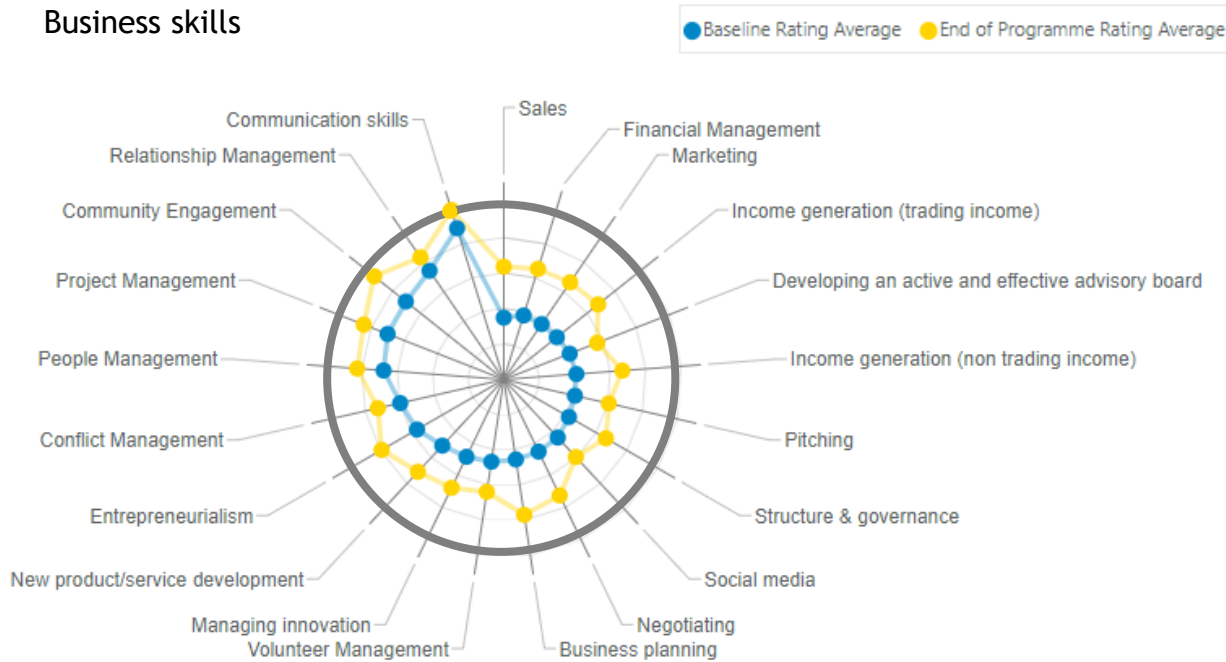
Spotlight on: The Fellowship Programme

The Fellowship Programme supports people to turn their idea into a real-life project. In 2019-20, it achieved the highest skills growth of any programme. Fellowship pioneers new approaches at SSE:

- Creative thinking and the latest entrepreneurial, learning and development approaches
- An inclusive recruitment process: people take part in interactive workshops, rather than fill out an application form
- A bespoke framework of activities to support successful social enterprise business model development
- A new learning methodology called learning arches (developed by Kaos Pilots in Denmark)

Learning & skills growth

Business skills



What these charts tell us

These charts show the average change in skills areas for students across all our programmes.

We can see how much progress they have made from the difference between the blue dot (when they start a programme) and the yellow dot (when they finish).

We can see that:

- We increase our students' business skills in every one of the 21 business skills areas we assess.
- We increase our students' emotional resourcefulness in all seven of the areas we assess.
- Our programmes tend to make most difference in the areas students have least skills in to begin with.

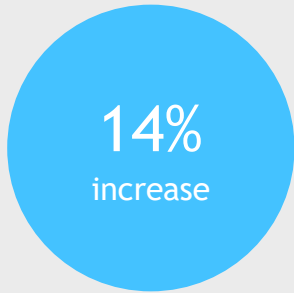
Emotional resourcefulness



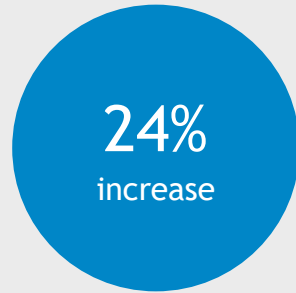
Data note: Data is sourced from surveys completed by students at the start of the programme (baseline) and the end of the programme. Data is only included if the

Learning & skills growth: an overview

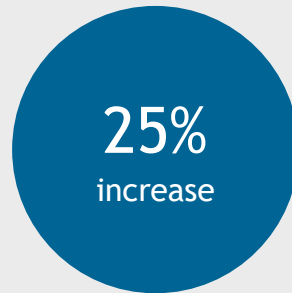
Emotional resourcefulness



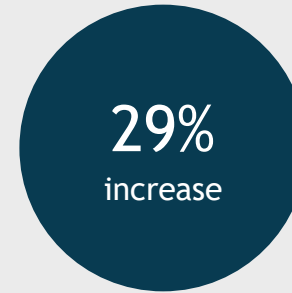
Networks



Sense of purpose
& social impact



Business skills

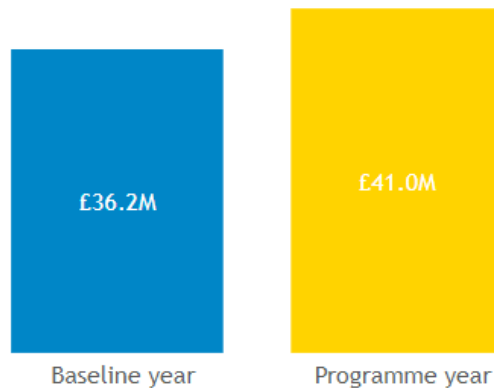


In one year or less,
we significantly
improve people's
skills

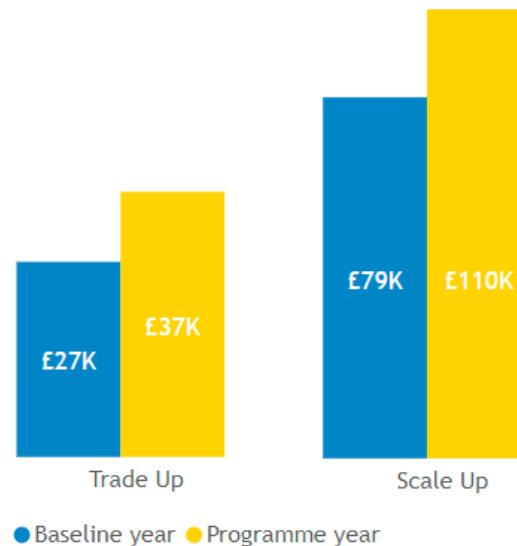
Building organisations

Growing our students' skills enables them to start, scale and strengthen their organisations.

Total income growth of our students' organisations before & after our programmes*



Typical growth in income from trading** (median) as a result of our Trade & Scale programmes



"I feel far more secure in my business knowing that I can grow in a way that is sustainable."
- Lesley Anne Martin,
The Yoga Tree Stirling

* Based on 235 student records. Data is only included where the student has provided sufficient comparable data. This is less than half the total number of enrolled students.

** Income from trading is income generated by trading and business activity, as opposed to from grants, donations, gifts and other sources.

"Coaching as a leader brings out the best in your colleagues."

Eamonn Madden,
Inspirational Youth

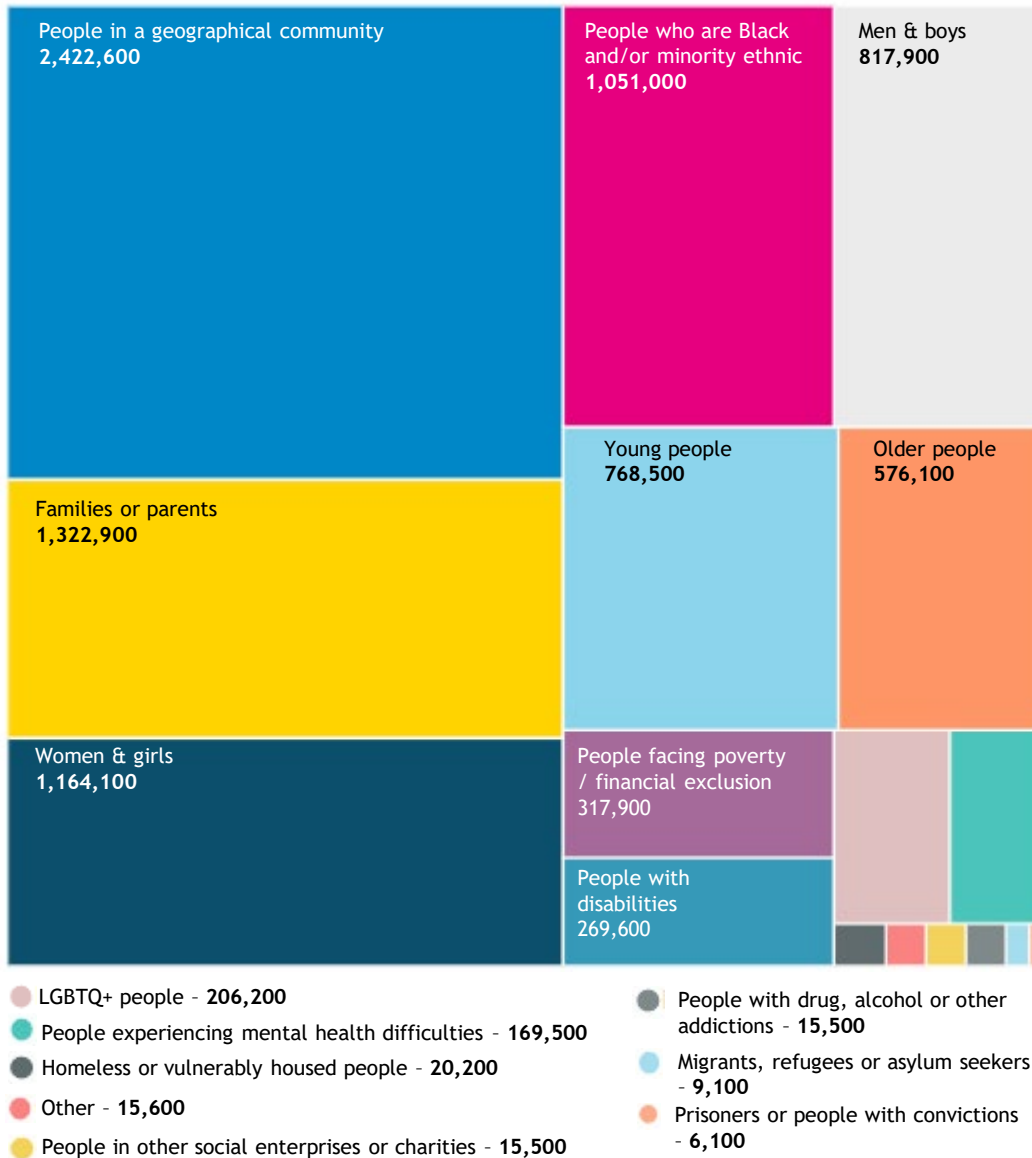
We supported Eamonn through our **Lloyds Bank Social Entrepreneurs Scale Up Programme**, jointly funded by The National Lottery Community Fund, where he learnt key skills to help scale his organisation.

Using game-based learning and coaching, Inspirational Youth's programmes develop the growth mindset, resilience and self-awareness young people require to fulfil their educational potential. Its aim is to support them to make intelligent choices and develop powerful aspirations for their futures.

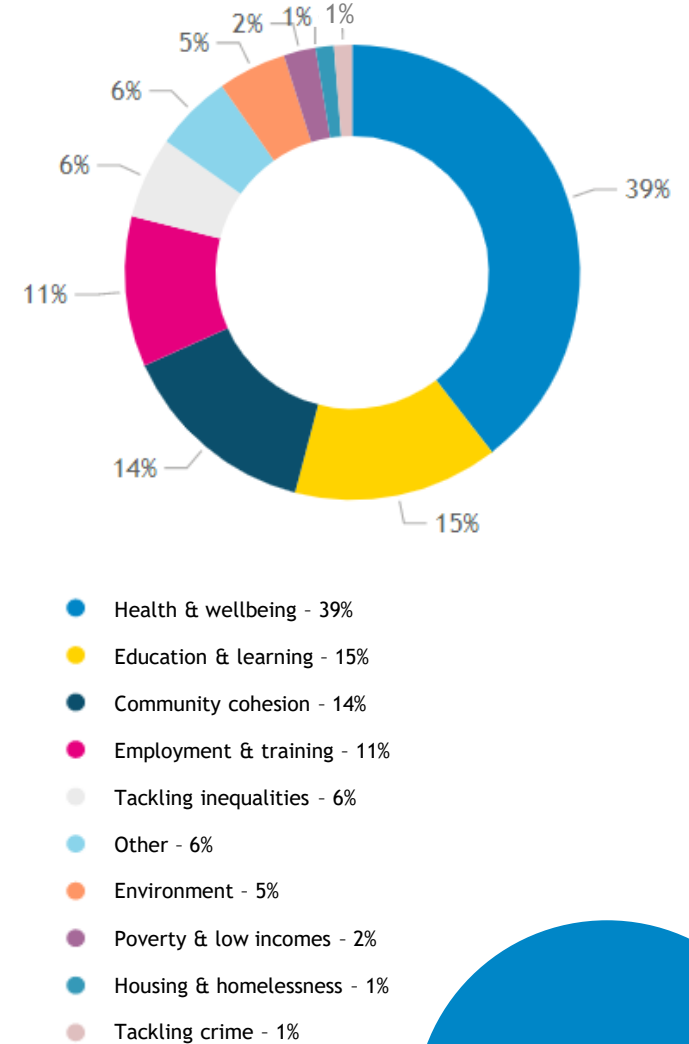


Communities & people

Beneficiary groups: the people our students supported this year*



Impact theme of students' organisations



*Figures rounded to the nearest hundred. Some beneficiary groups intersect, so a person may be counted in two groups in the diagram on the left. The total number on the right counts beneficiaries only once.

3,374,000
total beneficiaries supported by our students in 2019-20

How we achieved impact



Doing learning differently

How we support people

Programmes

Our programmes offer six to 12 months of support. We bring people together in groups (“cohorts”) for a day or two of learning each month, including:

- **Witness sessions:** Entrepreneurs share their experiences: the good, the bad and the ugly. Students listen, learn and question them, to find meaning for their own projects.
- **Expert sessions:** Experts help students to improve their abilities in financial management, income generation, business planning, sales and marketing, managing people, partnering and other essential skills.
- **Action Learning Sets:** Students work in a small group with a trained facilitator. They find ways of overcoming the stumbling blocks, dilemmas and other problems they face.
- **Mentoring:** Students are sometimes matched with a mentor, who helps them build their confidence and develop their project.
- **Peer support:** Students bring their skills and experience to the cohort, and learn from others. This network of likeminded people means students can support each other during the programme, and often for years beyond it.

Our programmes are split into three levels:

- **Start & Pre-Start:** For those in the earliest stages of starting up their enterprise, from idea stage onwards, and usually for projects that are less than two years old.
- **Trade:** For projects that are up-and-running and looking to grow their impact. Trade programmes help leaders to diversify income streams and become more sustainable, with an emphasis on income from trading.
- **Scale:** For well-established social enterprises and charities, with a robust business and impact model. Scale programmes help leaders make a step-change in their organisation’s growth and impact - for example, through regional expansion or social franchising.

In addition, we run a number of bespoke programmes and Funder Plus programmes. Bespoke programmes are tailored to support grantees of funders, or to make impact in a particular industry or community.
[Learn more about our Funder Plus work on page 33.](#)

Short courses

We also run a wide variety of short courses (between a day and six days in length) to support learning on particular topics, aimed at people working in the social sector.
[Learn more on page 26.](#)

Grants

Some of our programmes include a traditional grant, while others include a Match Trading grant.
[Learn more about Match Trading on page 27.](#)

“The Trade Up Programme really helped to guide us on what and where to concentrate our time and resources.”

- Tommy McGlynn, Lingo Flamingo

Our learning principles

Our learning principles define the SSE learning approach, and create a learning environment that encompasses this approach.

The learning team developed this set of learning principles in 2019-20, to use for the design and delivery of SSE programmes. The principles were developed through a series of in-depth activities. They build on more than two decades of experience and expertise at SSE.

"I have learnt so much from the other people in the group, gaining tips and ideas, relatable experiences and knowing there is support around me."

- Jenna Peel, Outside the Box

Intrinsic inclusivity

We challenge ourselves to drive inclusion into every area of our work. This includes the design, planning and delivery of our programmes. It also means we model inclusive practices and behaviours. We are vigilant about respecting diverse needs and experiences.

Why this matters: Inclusion is key to social change. If we are not actively inclusive, we will not be effecting social change.

Bold creativity

We challenge ourselves to risk mistakes. We model being bold, creative and flexible.

Why this matters: We desperately need new approaches to solve today's problems.

Power of the group

We design activities and programmes that encourage collaboration, peer-support and learning from each other. As facilitators, we model openness, authenticity, listening and challenge.

Why this matters: Enduring connections are essential for making change happen. Our students develop long-term support networks through our programmes, which better equips them to tackle challenges for many years to come.

Harnessing lived experience

We value, respect and create space for leaders with lived experience (in other words, change-makers, innovators and leaders who have activated their lived expertise to inform, shape and lead their social-purpose work).

Why this matters: Leaders with direct, first-hand experience of a social issue have the knowledge, perspectives, insights and understanding to make social change happen.

Active reflection

We build our students' capacity for learning using a cycle of: experiencing; reflecting; ideating; taking action.

Why this matters: This style of learning is more effective for complex activities like social entrepreneurship, where clear-cut "right answers" often don't exist. By taking action and reflecting, our students develop the emotional resourcefulness and skills they need to tackle society's biggest problems.

“Follow your passion - it may not turn out the way you thought, but it’ll be better than if you did nothing.”

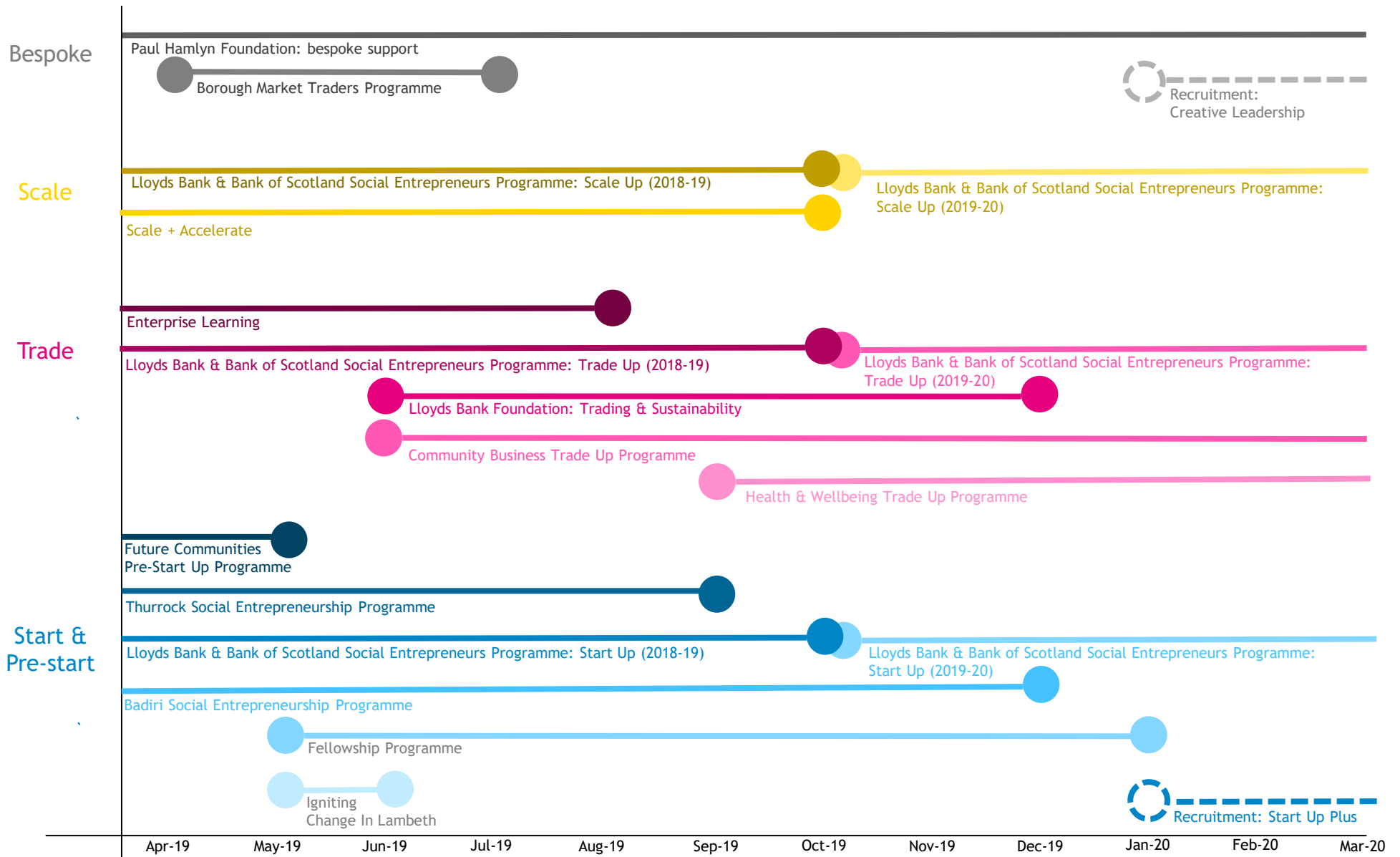


**Navedia Young,
Neurodiversity Learning**








We supported Navedia through our **Igniting Change in Lambeth** programme, helping budding social entrepreneurs turn their idea into a reality.

She set up Neurodiversity Learning, a workshop-based programme with neurodiverse students in mainstream London schools. It aims to reduce levels of anxiety and further develop social skills, improving wellbeing and access to future opportunities in education or employment.

Programmes



Start & Pre-Start programmes

	Programme	Programme partner	Who we supported	Why
	Future Communities Pre-Start Up Programme	Linklaters	Residents of Haringey who have an idea of a project to create positive change	To tackle community, social and environmental issues in Haringey
	Thurrock Social Entrepreneurship Programme	Thurrock Council & Friends of Hardie Park	Residents of Thurrock who have an idea of a project to create positive change	To create positive social and environmental change in Thurrock
	The Lloyds Bank Social Entrepreneurs Start Up Programme	Lloyds Banking Group & The National Lottery Community Fund	People in the early stages of setting up a new social enterprise, charity or impact project	To make social and environmental impact across the UK, especially in a disadvantaged area or with people in need
	Badiri Social Entrepreneurship Programme	NAMA Women Advancement Establishment	UAE-based female entrepreneurs	To educate and inspire UAE-based female entrepreneurs to run a profitable business that can generate a positive social impact
	The Fellowship Programme	Linklaters, PwC, RSA Group & private donors	People who have an idea for a project to create positive change	To equip people to build and test projects that will create positive social change
	Igniting Change in Lambeth	Capita & Lambeth Council	Residents of Lambeth who have an idea of a project to create positive change	To improve community and social problems in Lambeth
	Start Up Plus (recruitment only)	Brewin Dolphin	Leaders of social enterprises across the UK looking to secure a stronger personal income	To build stronger trading skills among start-up social enterprises across the UK, so they can achieve lasting impact

Trade programmes

	Programme	Programme partner	Who we supported	Why
●	Enterprise Learning	Access - The Foundation for Social Investment	Leaders of established charities and social enterprises, working in the youth or homelessness sectors	To create more sustainable charities and social enterprises in the homelessness and youth sectors, which generate more income from trading
●	The Lloyds Bank Social Entrepreneurs Trade Up Programme	Lloyds Banking Group & The National Lottery Community Fund	People who have set up a social enterprise in the UK and plan to increase income and impact. The project must be at least one year old, with income of more than £15,000 in the last or current financial year	To improve the sustainability of social enterprises across the UK by developing their income from trading, so they can create greater impact in the long term
●	Lloyds Bank Foundation Trading & Sustainability Programme	Lloyds Bank Foundation	CEOs and directors of small to medium-sized charities	To develop trading and grow the impact of the UK charity sector
●	The Community Business Trade Up Programme	Power to Change	Locally-rooted community businesses in England that want to grow by increasing sales and trading	To develop a stronger community business sector, benefitting communities across England
●	Health and Wellbeing Trade Up Programme	Guy's and St Thomas' Charity	Organisations and projects based in Lambeth or Southwark that are addressing childhood obesity or are helping to slow the progression from one long-term condition to many, in working age adults	To reduce childhood obesity and slow the progression of health conditions in Southwark and Lambeth

“Working in the youth sector is about resilience and coping with everything else you face while running a charity.”



Richard Marsh, Manchester Youth Zone

Richard, chief executive of Manchester Youth Zone, joined our **Enterprise Learning** programme. The programme supports leaders of established charities and social enterprises working in the youth or homelessness sectors.




Manchester Youth Zone runs universal and targeted programmes to help young people living in one of the most disadvantaged parts of the UK: North Manchester. The centre works to raise their aspirations, and gives them the tools to increase their confidence, build positive relationships and strengthen their own community.



Scale programmes

Programme	Programme partner	Who we supported	Why
 The Lloyds Bank Social Entrepreneurs Scale Up Programme	Lloyds Banking Group & The National Lottery Community Fund	People who have set up a social enterprise with significant impact. Their organisation must be at least two years old, with income of more than £75,000 in the last or current financial year	To help well-established social enterprises scale and so create even more impact across the UK
 Scale+Accelerate	The Postcode Innovation Trust, a grant-giving body funded entirely by players of People's Postcode Lottery	Leaders of well-established charities and social enterprises, in themed cohorts: <ul style="list-style-type: none"> •Employability & training •Health & wellbeing •Environment & conservation 	To develop their income from trading and reach the next stage of their growth, to create significant impact in all three sectors

Bespoke programmes

Programme	Programme partner	Who we supported	Why
 Paul Hamlyn Foundation: bespoke support	Paul Hamlyn Foundation	Grantees of Paul Hamlyn Foundation's Ideas and Pioneers Fund	As part of our Funder Plus work, we provide bespoke support to grantees of foundations. This equips them to make best use of their grant by developing their leadership skills
 Borough Market Traders Programme	Borough Market	Market traders and leading business people (from within and outside of the market)	To learn and develop key skills needed by traders to compete in the retail environment
 Creative Leadership (recruitment only)	Arts Council England's Transforming Leadership programme	People working in the arts and cultural sector who want to strengthen their leadership skills, and are driven by social impact in their work. Particular focus on supporting people who are: from BAME backgrounds; LGBTQ+; disabled people; from economically disadvantaged backgrounds; have caring responsibilities	To develop the leadership skills and impact of people who are typically underrepresented at leadership level in the arts and cultural sectors in England

It's been an impactful year. We're proud to have secured and delivered 17 programmes to a high standard.

“There’s no single magic recipe to scale. We’ll each forge our own perfectly imperfect path.”



**Sarah Rafique,
Generation Medics**

Sarah, COO of Generation Medics, joined our **Lloyds Bank Social Entrepreneurs Scale Up Programme**, jointly funded by The National Lottery Community Fund, which helps leaders scale their organisations and create a step-change in their impact.

Generation Medics supports young people to consider, strive and succeed in healthcare or scientific careers. The organisation’s online and in-person programmes empower individuals by raising aspirations, developing transferable skills and creating action plans for the future.

Short courses

We supported social-sector leaders through the following short courses in 2019-20:

- Action Learning Facilitator Training
- Crowdfunding
- Developing a Fundraising Strategy
- Finding New Customers and Making More Sales
- Fundraising from Trusts and Foundations
- Handling Difficult Conversations
- How to Create an Authentic Mission-Led Brand
- How to Network Successfully
- Measuring Social Impact
- Negotiation Skills Training
- Sources of Funding for Charities and Social Enterprises
- Unlocking Social Investment
- Working with Corporates
- Writing Successful Bids



41

short courses
delivered in total

495

people attended
our short courses
in 2019-20

“A very useful and informative session that relates to my daily role. Felt the course was extremely good value for money. Thank you!”

- Claire, attended Fundraising from Trusts & Foundations

Match Trading® grants

SSE has always been a hotbed of talent and fresh thinking. Match Trading®, our innovation in grant funding, attracted even more interest across the social sector and within the corridors of government.

Match Trading is grant-funding that pound-for-pound matches an increase in income from trading. By rewarding sales growth, Match Trading grants incentivise social organisations to develop their trading base, so they can build stronger futures.

A Task Force of 20+ leading funders and social-sector organisations oversee the development. Since launching in 2017, Match Trading grants have been awarded to 500+ voluntary, community and social enterprise organisations as part of SSE learning programmes.

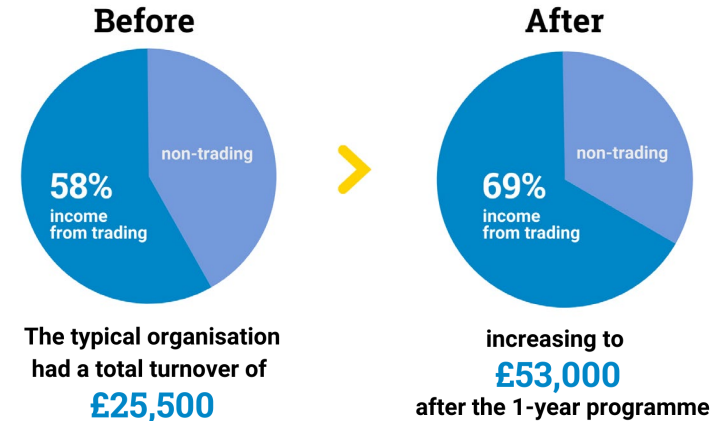
- Our new impact data was widely publicised across the media with articles featured in Third Sector, Civil Society News, Pioneers Post, Fundraising. Read these thought leadership articles:

- [Richard Collier-Keywood, SSE chair of trustees, New Start magazine](#)
- [Richard Harries, Power to Change, Trust and Foundations News](#)
- [Seb Elsworth, Access - The Foundation for Social Investment, Third Sector](#)

- We'll continue to collate data from Match Trading programmes to give insights into the incentive it provides to social economy organisations at different stages, locations and business models.
- Our vision is for Match Trading grants to be part of the mainstream social financing arena. We're keen to capitalise on the increased profile, working closely with the Task Force to make this a reality.

Watch: In April 2019, EVPA made this video about how Match Trading supported Artbox London

26
media mentions
of Match Trading
in 2019-20



Impact

In January 2020, we released our biggest set of Match Trading impact data* to date:

- Social impact organisations typically increased their income from trading by £17,000 in one year when supported by a Match Trading grant and a learning programme - an uplift of 64% - or 2.5 times the pace of those supported by a traditional grant.
- They outperformed a control group of 30 community businesses. The control group typically increased their trading income by £6,453 - or only 21% - compared to the previous year.
- A typical Match Trading grant recipient increased the ratio of income from trading vs grant funding from 58% to 69% in just a year.

Discover more and access the latest data at www.matchtrading.com

*Based on data between 2017-19 from 143 voluntary, community and social enterprise organisations that took part in either of our two national learning programmes: the Community Business Trade Up Programme, run in partnership with Power to Change; or the Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme, jointly funded by The National Lottery Community Fund.



“The Match Trading grant helped us smash targets compared to last year.”

Steven Platts, Groundswell

Groundswell enables people experiencing homelessness to take more control of their lives, have a greater influence on services and have a full role in our community. They operate in London, Manchester, Birmingham, and Newcastle.

CEO Steven joined **Enterprise Learning**, which offers a Match Trading grant of up to £10,000 alongside learning. Groundswell’s income historically came from contracts with the NHS and local authorities. Steven wanted to develop a research consultancy to diversify income. “We wanted the learning as well as the grant, to focus on making sure we’d have capacity,” Steven explains.

He says of the Match Trading grant: “It’s brought us an understanding of the difference between income from trading, grant income and donations; and a bit more of a target culture.”



Mobilising the experience of enterprising people

Diversity & reach

Supporting people from all backgrounds begins with our student recruitment processes. We're on a learning journey to find out how we can reach more people from marginalised and minoritised communities.

In the past year, we've tried to make our recruitment processes more inclusive and accessible. We're especially proud of trying new approaches on the following programmes:

[Igniting Change in Lambeth](#)

This was a new place-based programme at SSE. We felt it would be most effective to meet people in person to explain the work of SSE, to help them decide whether our learning could be right for them.

- We hit the streets to talk to local residents in person, armed with flyers and smiles. We also ran geo-targeted Facebook ads.
- All learning sessions took place in Brixton, so students didn't have to travel far.
- More than a third of the cohort were from a Black, Asian or minoritised ethnic background.
- The project gave students an opportunity to try new skills, such as pitching. At the graduation event, students publicly shared their ideas for change for the first time.

Watch the [video about this programme](#) made by our partner, Capita (in the section titled: 'Delivering social value with our clients'.)

[The Fellowship Programme](#)

Funding from eBay Foundation allowed us to trial some new approaches to outreach. We worked with two outreach specialists who are deeply embedded in different areas of London. They helped us get the word out to their networks.

- Online promotion and recruitment can exclude people who don't have regular internet access. So we trialled an entirely non-digital approach to outreach in South London, using posters and flyers. We tested how effective these were by directing people to in-person sessions. These weren't well-attended, but it was a great learning experience.
- We know SSE fellows are among our best referrers, but they're often busy running their organisations. We offered a small fee for SSE fellows to identify and encourage people for the programme, who were from marginalised or minoritised communities.

[Health and Wellbeing Trade Up Programme](#)

- We worked with an outreach specialist who is deeply embedded in Southwark & Lambeth community initiatives. She helped us reach more than 100 locally rooted organisations. We also left flyers in almost 50 local community hubs.
- We worked with three "anchor" organisations to improve our reach in these communities.
- We recruited one of our most ethnically diverse cohorts to this programme.

Reflection: Why are some of our programme cohorts less diverse than others?

We're always trying to make our programmes and recruitment processes more inclusive and accessible. But some cohorts are less diverse than others, and we want to learn why.

We conducted 360-degree reflections on our programmes and recruitment processes to help us understand what could have gone better.

We realised we need and want to go further. We resolved to take the following actions in the year ahead (2020-21):

- We will conduct a review of student diversity across our schools and programmes. We will use this as a springboard for corrective action to ensure our cohorts are diverse and our learning programmes inclusive.
- We will introduce equality and diversity monitoring for all speakers, experts and witnesses who deliver across our programmes. We will ensure that those who deliver are reflective of the diversity of our student cohorts.
- We will integrate induction sessions with each student before a programme begins, to understand their learning needs in more depth and discuss their wellbeing needs.

[Read more about our future plans: page 42](#)



Spotlight on: Creative Leadership

Championing inclusive and accessible recruitment

This new programme is for people working in the arts and cultural sector who want to strengthen their leadership skills, and who are driven by social impact in their work. It is funded by Arts Council England's Transforming Leadership programme.

We wanted to bring together two truly diverse cohorts, made up of people who are underrepresented in arts and culture leadership, including:

- people of colour and people from minoritised ethnic backgrounds;
- D/deaf and disabled people, including those with learning disabilities and non-visible disabilities;
- people with caring responsibilities;
- LGBTQ+ people;
- people from economically disadvantaged backgrounds.

To achieve this, we knew we'd have to think differently about our reach and recruitment. So we:

- Worked in partnership with Diverse City and their artists: a social enterprise and collective improving diversity and equality in the arts. Together, we co-designed the recruitment process to make it more inclusive and accessible.
- Reviewed all our communications for inclusivity and accessibility, and created a translation of recruitment materials in British Sign Language for the first time ([watch the translation video](#)).
- Offered alternative methods of applying - a short written, video or audio application, and a follow-up conversation.
- Actively encouraged applications from diverse backgrounds, and kept this at the forefront throughout the recruitment process.

And it worked! We recruited the most diverse cohort we've ever had. We'll let you know how they're getting on in next year's report.



Co-design in action: working in-hand with the people we want to support

Reaching & supporting SSE fellows

Students who complete our programmes become SSE fellows. We wanted to do more to support this community in 2019-20.

- We created a new SSE fellows section on our website to collate and signpost all the available support for the community ([view it here](#)).
- We continued to engage SSE fellows via bespoke emails about support.
- We continued our series of events for SSE fellows, including events in Liverpool (on communications, comms & collaborating - [read about this event](#)) and London (on wellbeing & resilience).
- The Fellows Future Fund was introduced in the summer of 2019, with the support of SSE Social Partners (below). We awarded six grants totalling £30,000 through the first two rounds. The grants have supported SSE fellows to deepen or expand their social impact through innovative initiatives.

How SSE Social Partners support the SSE fellows community

SSE Social Partners are individuals with extensive business expertise, who donate both time and money to support SSE fellows. They help the SSE fellows community to become a movement for change. The past year has seen numerous milestones in the development of SSE Social Partners. We have:

- Achieved proof of concept for the Social Partners initiative, having demonstrated both significant demand for support from SSE fellows, and interest in participating from donors.
- Developed a well-structured and successfully delivered programme of activities for SSE fellows (including virtual Action Learning Sets, mentoring and networking events), as well as the Fellows Future Fund grants.
- Welcomed three new SSE Social Partners.

With thanks to all our SSE Social Partners: Mark Batten, Richard Collier-Keywood, Pam Jackson, Barry Marshall, Barry Murphy, Jonathan Turner, Charlotte Young.

"The mentoring support of Barry Marshall [SSE Social Partner] has been a great sounding board, providing invaluable support."

- David Parks, The Skill Mill Fellows Future Fund grantee



"I loved the event and having the opportunity to mingle and connect with other social entrepreneurs. I'm really impressed with the attention given to self-care - it's evident throughout SSE."

- SSE fellow





Spotlight on: SSE fellow Josh Turner

Founder, **Stand4Socks** and **STRIDIES**

Both Josh's brands seek to answer the question of 'what if socks could change the world?' through re-engineering the supply chain of fashion to put ethics top, and combining expression and impact through an item most of us wear everyday.

Josh has completed all three levels of the Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme at SSE: Start Up, Trade Up and Scale Up.

"Being on the programmes helped me to not only establish my social enterprise, but to go on and scale it with the support of a strong socially-minded network and support."

Josh has partnered with Facebook, Vodafone and Accenture on global campaigns, and during Covid-19 he's partnered with the NHS to deliver socks to key workers.

He has been named High Street Entrepreneur of the Year, and won Social Entrepreneur of the Year at The Great British Entrepreneur Awards. He featured on the BBC show Dragons' Den in 2019.

So far, he has donated over 80,000 pairs of socks to people experiencing homelessness, and started thousands of conversations about causes that matter. Sock on!



Spotlight on: SSE fellow Fiona Small

Founder, [Young Mum's Support Network \(YMSN\)](#) and [FS Female Founders Club](#)

YMSN supports low-income families, in particular lone parents, helping them cope with the pressure of trying to live on a tight budget. Fiona has gone through single motherhood and understands first-hand the stigma and isolation that come with society's stereotypes. She's represented the voices of women and communities on the BBC, national radio and at 10 Downing Street.

Since graduating from SSE, Fiona has secured contracts and partnerships for YMSN with MOPAC, Advance Charity, as well as L&Q, Optivo, Guinness Trust Housing Association, and recently secured a second round of an Awards for all grants to help provide digital support online for mothers during Covid-19.

She's been awarded a 'Mother of Magnificence' award and was recently named one of [Pride Magazine's Women of Influence](#).



"I am proud to say that I am a fellow of SSE and will always credit them for the success of Young Mums Support Network."

Building a vibrant SSE network

Sustainability & development

SSE is a network of social membership organisations across the UK, Canada and India. They are all deeply rooted in their communities.

SSE works closely with our network to pursue development opportunities. For example, in 2019-20 we worked in partnership with our network teams to:

- **Develop our new Start Up Plus programme**, supported by Brewin Dolphin, recruiting in different UK regions (see page 21 for full info).
- **Continue delivering the Badiri Social Entrepreneurship Programme**, a programme for UAE-based female social entrepreneurs, delivered internationally by our network and supported by NAMA Women Advancement Establishment (see page 21 for full info).

Our development team also supported the network to secure collaborative projects, which they delivered. These included:

- **Environmental Entrepreneurs Programme** - funded by the Co-Op Foundation and delivered by SSE North West, SSE Midlands and SSE Yorkshire & North East.
- **M&S Community Business Challenge** - run in partnership with Power to Change and delivered by SSE Yorkshire & North East and SSE Dartington, supporting community businesses in Bradford and Bristol.
- **RISE Trade Up: Trading Development Programme**, delivered by SSE Dartington, in partnership with Rank Inclusive (Growth) Social Enterprise and Plymouth City Council Social Enterprise Investment Fund.

We have also been working with our network to shape how we will collaborate in the future, and reviewing our ways of working as a network.



SSE also continued developing our capacity-building support offer for funders, as part of our Funder Plus work, including:

- Renewing successful partnerships with **Paul Hamlyn Foundation** and the **Lloyds Bank Foundation**.
- Developing new partnerships outside of London, in **Yorkshire** and **Scotland** in particular, with a view to running regionally based programmes.
- Adapting **Funder Plus** programmes in the latter part of the financial year, to focus on resilience and recovery during the Covid-19 pandemic.

Discover our [Funder Plus work](#).

Developing SSE for our long-term future

Thursday 1st October 2020 marked a milestone in SSE's development.

It was all the more significant, given what an unprecedented year 2020 has been.

After a couple of years of consultation with our UK teams and rigorous analysis, we took a major step towards strengthening our long-term future.

We evolved to become a more responsive and collaborative structure. We are proud to have merged SSE with our three independent teams in England (SSE Midlands, SSE Yorkshire & North East and SSE Cornwall). SSE Scotland became a wholly owned subsidiary of SSE.

We continue to work in partnership with our other teams across the UK, India and Canada.

Why?

We have invested 23 years in becoming a world-leader in support for social entrepreneurs and social-sector leaders. As we approach the beginning of a new strategy cycle, we wanted to build on SSE's key strengths.

Together, we committed to becoming more:

- **Rooted:** deepening local and regional presence.
- **Robust:** a stronger, more resilient organisation.
- **Responsive:** agile and ready to seize new opportunities.

SSE has historically operated as a network of social franchise and social membership organisations,

each with a slightly different form. But the external environment in which SSE is operating now is different to the late 1990s when we were first established.

We believe we will have greater collective impact by working differently. We want to share skills, assets and resources across geographies more effectively. We want to bring greater focus and impact to local communities.

What this means for SSE

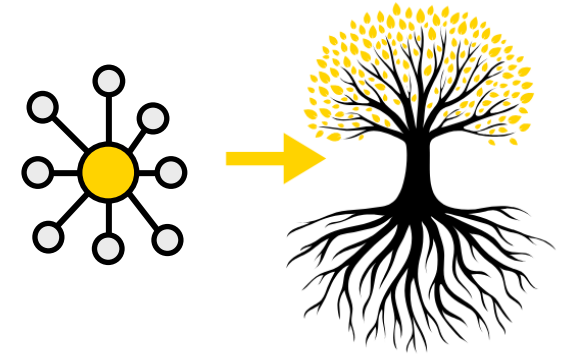
In practice, the changes won't mean much to the outside world (unless you happen to be especially interested in legal structures!). But we're excited about the opportunities it opens up for our ways of working.

Our team is growing, taking on new members from across the UK. By sharing our operations, finances and back-end office functions, we're freeing up our team's time. Staff will be able to do more of what they love: supporting students, mobilising our SSE fellows community, meeting new partners who share our values, and making sure we create the impact we set out to achieve.

We will continue to deliver world-leading support: for people transforming their communities and helping those who need it most.

It might not seem like a big change outside SSE. But all of us here are excited about building a more robust, locally rooted and responsive SSE.

[Read more on the SSE blog](#)



Network of SSEs:
traditional hub-and-spoke model, with SSE at centre of franchise model.

One SSE: Regional teams collaborate with local partners & communities, responding to external environment, sharing a strong core.

Quality & learning

We share best practice in learning across our international network, and ensure the quality of our programmes is consistent in all geographies. Highlights in 2019-20 include:

Good Practice Resource Centre

The Good Practice Resource Centre is where we share examples of good practice from learning and programme staff across our network. It contains examples of programme outlines, session plans, activities, toolkits, handbooks and templates. Learning staff regularly upload files and update others through our fortnightly network bulletin.

Network Away Days

The 2019 Network Away Days took place at Dartington Hall in Devon, home of SSE Dartington. They allowed staff to:

- Reconnect and collaborate with colleagues from the UK, India and Canada.
- Raise awareness of some of the root causes of inequalities and exclusion, linking to SSE's vision.
- Reflect on what we've learned over the last year.
- Start to create a compelling vision for SSE's next 20 years of impact.
- Harvest a bank of ideas to inform our next three-year strategy.

What did network staff take away from this experience?

- 20 (of 24 respondents) rated the Network Away Days as good or extremely good.
- 21 people agreed or strongly agreed they have increased their feeling of connection with SSE network colleagues.
- 17 people agreed or strongly agreed they felt more confident in their understanding of the term 'inclusion' and the root causes of inequalities and exclusion.



"The Good Practice Resource Centre is useful for new ideas when designing and managing a programme, and can be very time-effective."
- staff member

"I was really struck by how incredible SSE is. It's not perfect, but we laid ourselves bare and honestly try to be driven by integrity and inclusion as values... Makes me proud to be a part of SSE."
- staff member, on Network Away Days

Quality & Audit reflection & learning review

In 2019 we delivered a peer-to-peer reflection and learning review, alongside our annual quality audit. SSE staff shared good practice, analysed learning and identified themes to improve the quality of our programmes. The process drew out themes including:

- capacity
- communication and transparency
- how we can improve as a learning organisation

These themes were discussed at the 2019 Network Away Days and activity is underway through smaller working groups to address them.

Communications & branding

We oversee communications strategy for our network, as well as supporting network schools with comms and developing our shared brand. We raise the profile of SSE with key audiences to benefit our whole network, while using communications to improve our reach. Highlights in 2019-20 include:

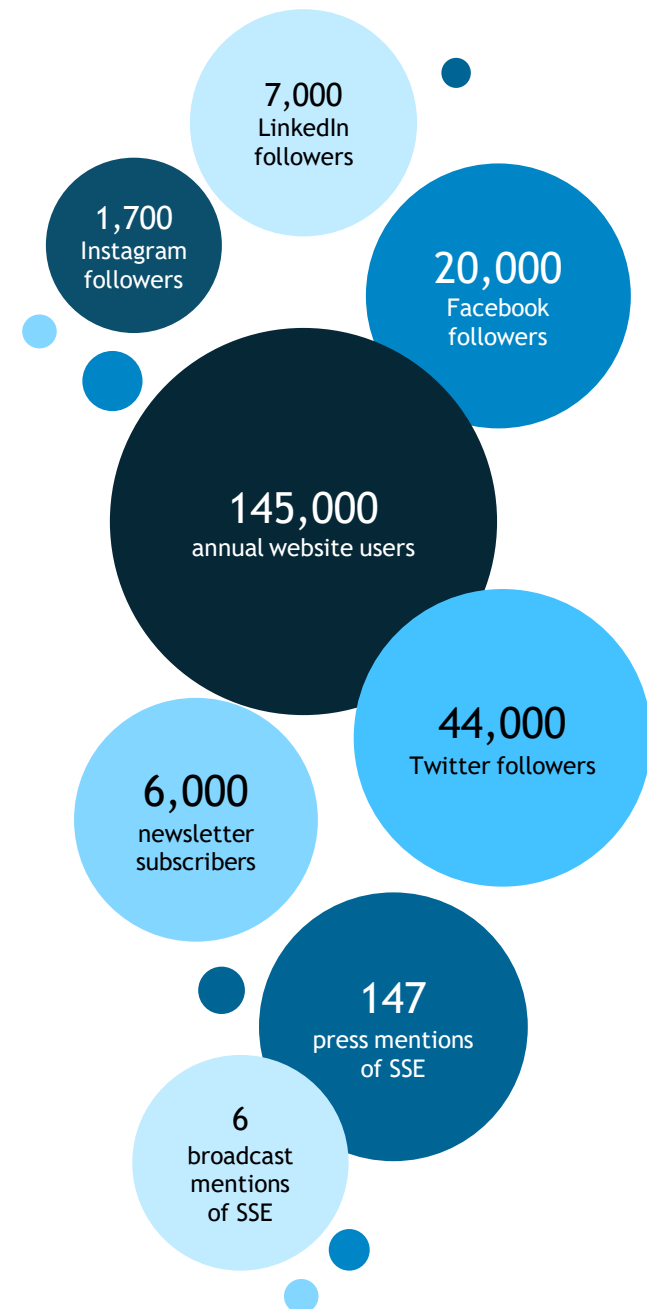
- **Improving inclusivity and accessibility:** as well as our work on programmes and recruitment (see pages 10, 29 & 30), we ensured we were representative of people from marginalised and minoritised communities in communications assets.
- **Amplifying voices across our network:** We blogged once a week on average, with one blog a month championing diversity and inclusion. We started a series of “[regional spotlight](#)” blogs and welcomed more staff from the SSE network to write blogs. Blogs attracted 18,500 views in the year.
- **Communicating impact:** We created a suite of new digital and print assets for our network’s use, including a resource pack of impact information and graphics to support development efforts.
- **Harnessing our community:** We developed media kits and press release templates to help students promote their involvement with SSE, and continued to work with colleagues across the social sector to cross-promote each other’s initiatives. We’re proud to have renewed our marketing partnership with Good Finance, and we developed a relationship with London

College of Communication, whose students made videos about SSE.

- **Public affairs:** Our CEO met with the minister for Civil Society, and we have raised our profile with government thanks to pro bono support from Lexington Communications.
- **Building capacity in the team:** We created two new roles to support marketing and communications.
- **Thought leadership:** We share learning at a range of events, including Good Stories, Rotary Club, Women In Social Enterprise 100, Stir To Action Festival and the EVPA annual conference. We shared our opinions in columns and expert comment for publications such as Pioneers Post, Third Sector, Thomson Reuters Foundation, Trusts & Foundation News, New Start Magazine, Monocle magazine, Guardian Labs and Third Sector.

Read more:

- [Do social enterprises hold the answer to the charity sector’s diversity problem?](#)
- [Why women succeed at social entrepreneurship](#)
- [Social enterprise can play a key role in reshaping our high streets](#)



What else we did, to do all that

Strengthening our core, supporting our team

- We overhauled our use of Salesforce, introduced Power BI and contracted consultants to radically improve our data management. This investment has **transformed our impact measurement**.
- We adopted Breathe, a cloud-based HR system, to **support all aspects of HR** and employee data management. This allows employees easy access to their information and streamlines HR for line managers.
- **Our staff away days** are always intended to connect us directly with our social entrepreneurs, and to give staff time away from day jobs to collaborate and socialise in fun and creative ways. In October 2019, the SSE London team visited Global Generation's Skip Garden to forage ingredients, then make pizzas together. We went on to an art workshop run by artists with learning disabilities and autism. They are part of Artbox London, a social enterprise run by SSE fellow Madeline Alterman.
- To ensure we are **looking after our team with best practice**, we reviewed seven of our policies - including Volunteering, Flexible Working and Safeguarding.
- We successfully on-boarded **18 new members of staff**, and we're delighted to welcome them all to the team. We have invested in roles to develop our infrastructure, such as in IT and resources.
- Our newly formed **Finance & Resources team** absorbed a huge number of projects to strengthen SSE, and still met deadlines with good cheer. Thanks team! You underpin all our great work.

Clockwise from right: The Skip Garden; the team get creative with Artbox London; on Mental Health Day we talked about our wellbeing over home-made cakes.



Our response to Covid-19

The Covid-19 crisis hit just before the end of our financial year. As for many charities, it presented a huge challenge for us as an organisation and as individuals, virtually overnight. We are proud to say that we rose to those challenges. We maintained support for social enterprises, community projects and small charities when they needed us most. And we did so without needing to furlough any staff.

We report here on our activities up to December 2020.

Taking learning online

- We negotiated with funders to continue all our existing programmes, moving learning online.
- The programmes and learning team responded with enthusiasm, tenacity and true entrepreneurial spirit to the challenge of pivoting to online delivery overnight.
- We adapted our learning programmes for online, both in terms of content and delivery. We are ensuring that we utilise this experience of online delivery to inform our overall approach to learning delivery moving forward.
- We moved all of our short courses online and adapted content to the new environment, to an overwhelmingly positive response. Revenue and participant numbers both increased. We launched a new '[Navigating the New Normal' course](#), helping charities and social enterprises respond to and recover from the pandemic.

New funding and projects

- We distributed £2.8m through [the Social](#)

[Enterprise Support Fund](#) - a partnership between Big Issue Invest, The Key Fund, Resonance, SSE and UnLtd, made possible by The National Lottery Community Fund (distributing a total of £18.7m). This funding will provide essential financial support to help social enterprises in England during COVID-19, to meet additional demands, change the way they work, make their spaces COVID-secure, and manage liquidity during the next six months. We know that Covid has hit particular communities harder than others, and we set ourselves a number of inclusion targets to ensure that this funding was reaching those who need it most, we exceeded all the targets that we set.

- We launched and rolled out [Trade Back grants](#), a new type of business support grant that incentivises social impact organisations to trade, while supporting them to recover and rebuild.
- We launched [Virtual Volunteers](#), a new platform connecting social enterprises with skilled professional volunteers.

Caring for our community

- We have collated and signposted support resources for our community throughout. Our online [directory of support resources](#), for example, has been viewed more than 7,000 times. We continue to create and publish content to help the sector navigate the pandemic and come out of it stronger.
- We created a series of [free Recover & Rebuild webinars](#) to help social entrepreneurs develop

new Covid-related skills and build resilience (800+ views so far).

- We created [#SocEntSolidarity](#) - a hashtag-led campaign to bring the sector together. It rapidly exceeded one million impressions.
- We worked in partnership with other sector support organisations to develop the [successful #SaveOurSocEnts campaign](#), which led to [government releasing £89m to the sector in May](#). We continue to collaborate, developing policy proposals to safeguard our sector.

Looking after our team & wellbeing

- We prioritised staff wellbeing in light of the Covid-19 crisis, encouraging staff to be kind to themselves on days which are harder than others and to speak to their managers if they are struggling.
- We scheduled frequent check-in meetings and opportunities to connect socially online.
- We offered staff with caring responsibilities additional leave and enabled them to flex their working hours/days where necessary.
- We have provided staff with laptops and purchased additional equipment where it has been necessary to enable a safe and comfortable home working environment, and conducted home set-up health assessments.
- We re-opened our London office to team members when it was possible to do so, in line with social distancing and enhanced hygiene measures.

Reflections & plans



Did we do what we said we'd do?

Holding ourselves to account

We believe it's important to hold ourselves accountable as a charity to what we say we'll do in our annual reports. This table shows how we're reporting back.

What we said we'd do in our 2018-19 trustees' annual report	Did we do it?	Find out more
We will continue to roll out and learn from Match Trading grants, including working with the Match Trading Task Force to administer Match Trading grants and undertake research.	Yes!	See page 27
We will trial a new in-depth style of outreach and recruitment on our upcoming Health and Wellbeing Trade Up Programme, in partnership with Guy's and St Thomas' Charity. We will use Match Trading grants [on this programme] to support social enterprises in Lambeth and Southwark addressing childhood obesity, or slowing the progression of long-term health conditions.	Yes!	See pages 22 & 29
We will continue to work collaboratively with our network, ensuring the best structural and other arrangements are in place to continue our impact throughout the UK and internationally.	Yes!	See pages 33-36
We plan to evolve inclusive recruitment and selection processes.	Yes!	See pages 29 & 30
We will further develop the use of webinars on some of our programmes.	Yes!	Webinars used on three programmes
We will continue to evolve the quality audit and development process to allow more opportunities for peer learning and the sharing of ideas and resources.	Yes!	See page 34
We will develop our new online Good Practice Resource Centre.	Yes!	See page 34
We will embed a 360 review process across all programmes as part of a commitment to organisational learning and improvement.	Yes!	See page 29
We will build on our work with the Paul Hamlyn Foundation to develop and embed one-to-one support. This will be provided as stand-alone offering, and alongside cohort programmes.	In part: we offered this within our Community Business Trade Up Programme, but not stand-alone. We continue to support Paul Hamlyn Foundation grantees.	
We will continue to run and develop workshops and short courses that respond to the learning and development needs of our social entrepreneurs, as well as charities and social-sector organisations.	Yes!	See page 26
We will launch the Fellows Future Fund - a grant fund available exclusively to support SSE fellows.	Yes!	See page 31
We will continue to streamline and improve our online application process, grant-reporting mechanism and impact surveys. We will do this through the launch of a new Salesforce system and integrated tools, to ensure all digital interactions with SSE are as seamless as possible for students.	Yes!	See page 38

What we hope to achieve next year

Our big three goals for 2020-21:

- 1. We will shape our vision for the impact we want SSE to have and develop a new three-year strategy to guide our activities towards it.**
- 2. We will finalise the outcomes of collaborative work with our network to lay the foundations for our future impact, ensuring the best structural and operational arrangements are in place.**
- 3. We will remain responsive to the needs arising from the Covid-19 crisis, adapting our learning, grant making and other activities to support those in our sector where we can.**

Keep reading to see how each of our teams will support these goals.

Programmes & Learning (P&L)

- The P&L team's priorities will centre on reviewing our processes and procedures to ensure we strive for greater efficiency, innovation, and impact.
- Our goal will be: deliver high-quality programmes within budget, and achieve at least an 80% satisfaction rating.
- We will integrate our core learning principles - intrinsic inclusivity, bold creativity, the power of the group, harnessing lived experience and active reflection - into our programme design and delivery.
- We'll integrate wellbeing and emotional resilience into our learning offer, and train all frontline delivery teams in Mental Health First Aid.
- The forthcoming appointment of the new head of learning and innovation will present the P&L team with a significant opportunity to undertake research, to further our understanding of the needs of social entrepreneurs. This will involve the identification, development, and testing of different approaches to programme design and delivery.

Development & external affairs

- We will ensure existing programmes and courses continue to thrive through effective comms, partnership management, renewal and sales.
- We aim to generate new funding to meet the needs of emerging and established social entrepreneurs.
- We will develop and market sustainability products to diversify our income and offering.
- We'll support a strong, thriving presence throughout the UK and internationally.

Finance & resources

- We plan a number of technology developments during the year including a move to a cloud-based file sharing system and greater use of collaboration tools to facilitate virtual learning sessions and team meetings.
- We will put renewed emphasis on regular cash-flow forecasting and support a review of business model needs for reserves in light of the Covid-19 crisis and our strategic and business planning.
- We will refresh and roll-out an updated training programme as part of our ongoing Human Resource management.

With thanks to...

None of this would have been possible without the generosity and support of our funders. With thanks to...

Access - The Foundation For Social Investment
Arts Council England
Borough Market
Brewin Dolphin
Capita
Childhood Trust
CHK Charities
Esmée Fairbairn Foundation
Guy's and St Thomas' Charity
Homeless Link
Linklaters
Lloyds Bank Foundation
Lloyds Banking Group
Nama Women Advancement Establishment
Paul Hamlyn Foundation
Postcode Innovation Trust
Power to Change
PwC
Rank Foundation
Scottish Government
SEIDs
Silicon Valley Community Foundation
SSE Social Partners
The Mercers' Company
The National Lottery Community Fund
Thurrock Council

“I applied as I wanted to be part of a well-known group which has a proven record for supporting individuals like me to develop our business ideas.

I wanted to meet other social enterprise leaders who would be 'good enough' to come onto the programme - to learn from them and their experiences. The peer-to-peer support has been the best part. I have been able to meet so many other people who have made me reflect about my journey and my future running the business.”

- Callum MacKinnon, bOuncT

Finances & statutory information



Employees, supporters & volunteers

Employees

The average number of employees during the year was 34.6 (head count based on number of staff employed). Full-time equivalent (FTE) staff amounted to 30.3.

Our remuneration policy is based on an open and transparent scale where pay is determined by job grade and a five-point system. Cost of living pay reviews take place annually and are agreed by the trustees as part of the budgeting process

We're proud to have increased the ethnic and racial diversity of our staff team over the year. At the year-end, one in five of our staff identified as people of colour. When recruiting for new roles, we have centred our commitment to inclusion and made explicit our keenness to diversify our team, to better reflect the community we support. But we still have lots of work to do in diversifying our team, in all areas, and making our culture truly inclusive.

We were also supported by freelancers, many of whom are SSE fellows or social entrepreneurs - as witnesses, experts and Action Learning facilitators on our programmes.



"SSE is a wonderfully supportive place to work, full of committed, courageous and entrepreneurial people. As well as feeling a part of an amazing team, SSE gives me so much freedom to explore my own ideas."

- **Hannah Corbett**,
communications manager

Supporters

To all our funders and partners, thank you. We could not do it without you - new partners, long-standing partners, government, corporates, trusts and foundations, and of course individual donors and volunteers. Without your support, we would not be able to develop programmes, award grants or back social entrepreneurs to develop their organisations.

Volunteers

SSE benefits from the support and dedication of an extensive network of volunteers. During the year they have supported us by mentoring students, speaking on our programmes and hosting site visits for our students. Our volunteers have supported us to deliver pro-bono witness sessions and pro-bono expert sessions during the year. We are hugely grateful for this support.

Fundraising practices

SSE does not engage in public fundraising and does not use professional fundraisers or commercial participators. SSE nevertheless observes and complies with the relevant fundraising regulations and codes.

During the year there was no non-compliance of these regulations and codes and SSE received no complaints relating to its fundraising practice.

Governance & management

Governance

SSE is governed by a board of trustees, who are directors of SSE.

Highlights of our year in governance include:

- Our board working committee on the SSE network, a sub-group of the SSE board, continued to meet quarterly with the Senior Management Team to shape our future support to geographically diverse communities.
- In December we held a Vision & Strategy session with staff and trustees. We used visualisation and provocation exercises to begin thinking about SSE's three-year strategy.



Trustees

Our board of trustees is:

- **Charlotte Young** (joined 06/03/2000, re-elected December 2019)
- **Gurnek Bains** (joined 14/09/2011, resigned 24/09/2020)
- **Joel Davis** (joined 03/05/2017)
- **Jill Halford** (joined 14/06/2019)
- **John Brown** (joined 08/01/2009)
- **Lulijeta Nuzi** (joined 28/05/2004, resigned 12th Dec 2019)
- **Mike Phillips** (joined 16/09/2016, re-elected December 2019)
- **Naomi Mwasambili** (joined 15/12/2015, resigned 24/09/2020)
- **Richard Collier-Keywood** (chair of trustees; joined 21/02/2011)
- **Sharon McPherson** (joined 10/12/2020)
- **Sophie Unwin** (joined 10/12/2020)
- **Steve Johnson** (joined 07/09/2007, re-elected December 2019)
- **Thom Kenrick** (joined 10/12/2020)
- **Will Churchill** (joined 10/12/2020)

We **re-elected** three trustees (details above).
Three trustees **resigned** (details above).

At the end of the financial year, we had space on the board for new trustees. We identified skill gaps and kicked off a rigorous recruitment process to appoint them (details of who **joined** above).

Management

The board delegates day-to-day management of the organisation to the Senior Management Team (SMT), led by the chief executive. The SMT all attend board meetings. During the year the Senior Management Team comprised of:

- **Alastair Wilson** - chief executive
- **Bhavesh Kotecha** - director of finance & resources (from November 2020)
- **Janice Leeming** - director of finance & resources (from September 2019 to March 2020)
- **Kate Lee-Gleisner** - associate director & interim director of operations
- **Nicola Steuer** - managing director
- **Philippa Frankl** - director of programmes & learning (until September 2019)
- **Sacha Rose-Smith** - director of programmes & learning (joined December 2019)
- **Tom Barratt** - director of development and external affairs (joined June 2019)

Management highlight:
Our CEO Ali took a four-month sabbatical, and our MD Nicola successfully stepped up as interim CEO throughout this period.

Financial review

The year under review represents the final year of our five-year strategy, which has seen substantial investment in our network, our people, and our systems and in developing innovative approaches to supporting our social entrepreneurs. Total funds have decreased by £102,741 over the year. Unrestricted funds decreased by £281,793 primarily due to our investment in organisational development, whilst restricted funds increased by £179,052.

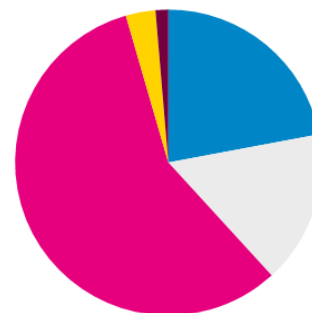
Total income increased by almost £517,899 between 2019 and 2020 and expenditure increased by £945,069. Grants committed to students were £546,047 higher in 2020 at £1,514,998 with grants of £782,968, awarded via the Power to Change Community Business Trade Up Programme, making up the largest part.

We continued to work with a range of organisations to deliver tailored programmes to social entrepreneurs. In 2019-20 we were pleased to develop new partnerships with Borough Market Traders; Brewin Dolphin; the Childhood Trust; the Silicon Valley Community Foundation; and SEIDs (Social Enterprise Ideas Development).

Staff costs have increased by £140,162 in the year. Full time-equivalent staffing increased by 1.3 and the senior team was expanded to include the new role of director of finance and resources. Significant expenditure of £198,565 on freelance support (2019: £32,741) was primarily due to the enlistment of specialist support for strategic projects.

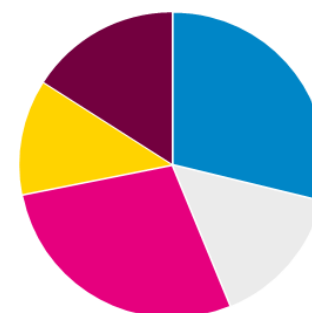
The impact of moving to remote working towards the end of the year is reflected in increases in depreciation and IT costs.

SSE Social Enterprise, our trading company, remained dormant at the end of March 2020 and there was no trading activity in the company in the course of 2019-20.



Income analysis

	£
Grants for students	1,136,711
Grants for SSE schools & partners	833,915
Other funds for SSE programmes	2,955,090
Pro-bono services	161,601
Other income	69,124
Total	5,156,441



Expenditure analysis

	£
Grants paid to students	1,514,998
Grants made to SSE schools & partners	788,344
Staff costs	1,477,091
Support costs (non-staff)	640,507
Direct project costs	839,145
Total	5,260,085

Reserves policy

The SSE board conducts an annual review of the general reserves held by the organisation in light of long-term fundraising plans, key risks identified in the risk review, and forecast operational costs. Currently, SSE aims to hold general reserves representing at least six months of forecast operational expenditure, to allow for considered responses to unplanned events and implementation of contingency plans. This aim is held in balance with investment of reserves in innovation and long-term strategic plans. In 2020 we expended £0.2m of reserves on strategic initiatives (2019: £0.1m). Based on the SSE budget for 2020-21 the target reserves figure is £1.6m (2019: £1.5m). General reserves at the year-end were almost £0.3m less than the target at £1.3m.

A review of the policy and target reserves level will be conducted as part of organisational strategy development over the coming financial year.

Investment policy

SSE trustees have adopted a three tier investment policy, dividing our assets into short, medium and long-term deposits and investments. In 2017 it was decided to invest long-term in the COIF Charities Investment Fund. At the end of 2020 the value of funds invested in the COIF Fund was valued at £402,552 (2019: £493,667).

Investment performance and new proposals are reviewed at quarterly Finance Audit and Risk Committee meetings and investment recommendations are made to the full board as required.

Public benefit

The trustees have referred to the public benefit requirement and sought to outline throughout the aforementioned sections of the annual report:

- details of the charity's purposes and objectives
- the significant activities undertaken by the charity to carry out its charitable purposes for the public benefit, and who has benefited
- details of the achievements of the charity in relation to the purposes and objectives set
- plans for how our future activities will achieve public benefit

The trustees confirm that they have referred to the Charity Commission's guidance on public benefit and that they have had due regard to the commission's guidance when exercising any powers or duties to which the guidance is relevant.

Going concern

The trustees believe the charity has sufficient resources to continue operations for the foreseeable future. SSE faces a number of fundraising challenges in the coming years, with key existing funding streams due to end in 2022. However, SSE continues to attract a steady flow of new project funding and has built a healthy development pipeline. Although Covid-19 caused some disruption to programme delivery in early 2020, the mitigating steps taken and a successful move to online delivery of courses has limited the impact of the pandemic on the organisation. Taking these factors and the level of general reserves into account, the trustees are confident the charity can meet its liabilities as they fall due.

Risk management

The trustees are responsible for ensuring effective risk management. While no system of internal control can provide absolute assurance against material misstatement or loss, SSE believes that it has appropriate controls in place to manage the risks to which it is exposed. These include operational systems and procedures, long range plans for the development and stewardship of sources of finance, appropriate staff training, insurance, targeted support for students and investment in new products and services. SSE maintains a risk register that is reviewed annually by the trustees, and on a more regular basis by the Senior Management Team and Finance Audit and Risk Committee. Risks are considered individually and collectively, and the risks are assigned to a member of the Senior Management Team. The key risks are set out below, alongside the key controls to manage them.

Failure to meet SSE's objectives due to the impact of Covid-19: In mid-March 2020 SSE implemented an emergency response plan led by the senior management team, recognising that our staff, our partners, and our students faced a range of consequences of the pandemic which continue to evolve. The SMT meets regularly to monitor developments and ensure implementation of mitigation plans across the organisation including those concerned with; meeting covid-specific management challenges; ensuring smooth and secure processes around remote working and online delivery; identifying fundraising and financial support opportunities; and tailored communications responses.

Failure to comply with SSE's operational policies and procedures that may lead to adverse publicity and reputational damage to the SSE brand. SSE promotes responsible and ethical business practices amongst all its staff and has procedures and processes in place to manage and mitigate risks to its reputation. A programme of mandatory training for all staff has been developed which includes sessions on safeguarding, mental health duty of care, and data protection. We also have agreements and contracts in place with our network of schools and conduct an annual quality audit to support compliance. SSE also has a dedicated Communications and PR Team with procedures in place to manage reputational risk.

Failure to raise and secure sufficient levels of longer term income. SSE closely monitors both long and short term sources of funding as part of the planning and budgeting process. In alignment with our strategy, SSE works to diversify our income base by developing products and courses to further meet our students' needs. There is a stewardship programme in place to support existing donors. SSE has a reserves policy, and defined delegated authorities for committing or approving expenditure.

Statement of the responsibilities of the trustees

The trustees (who are also directors of the School for Social Entrepreneurs for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and Statements of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to

presume that the charity will continue in operation

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2020 was 10 (2019:10). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

The directors' annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity. The trustees' annual report has been approved by the trustees on 10 December 2020 and signed on their behalf by

Richard Collier-Keywood, chair

Independent auditor's report to the members of School for Social Entrepreneurs

Opinion

We have audited the financial statements of School for Social Entrepreneurs (the 'charitable company') for the year ended 31 March 2020 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are

relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other

information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting

and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Joanna Pittman (Senior statutory auditor)
17 December 2020
for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

Statement of financial activities of the School for Social Entrepreneurs

(Incorporating an income and expenditure account) | For the year ended 31st March 2020

	Note	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Income from:							
Donations and legacies	2	162,270	91,000	253,270	149,486	27,500	176,986
Charitable activities	3	883,727	3,950,320	4,834,047	995,414	3,410,174	4,405,588
Other trading activities	4						
Commercial trading operations		47,789	-	47,789	47,199	-	47,199
Investments		21,335	-	21,335	8,769	-	8,769
Total income		1,115,121	4,041,320	5,156,441	1,200,868	3,437,674	4,638,542
Expenditure on:							
Raising funds	5						
Fundraising		45,528	-	45,528	37,118	-	37,118
Charitable activities							
Doing Learning Differently	5	771,829	876,729	1,648,558	545,644	783,917	1,329,561
Building a Vibrant Schools Network	5	354,637	1,027,423	1,382,060	282,889	1,032,433	1,315,322
Mobilising Enterprising People	5	226,323	1,957,616	2,183,939	168,381	1,464,634	1,633,015
Total expenditure		1,398,317	3,861,768	5,260,085	1,034,032	3,280,984	4,315,016
Net income / (expenditure) before net gains on investments		(283,196)	179,552	(103,644)	166,836	156,690	323,526
Net gains on investments		903	-	903	49,748	-	49,748
Net income/(expenditure) for the year	7	(282,293)	179,552	(102,741)	216,584	156,690	373,274
Transfers between funds		500	(500)	-	-	-	-
Net movement in funds		(281,793)	179,052	(102,741)	216,584	156,690	373,274
Reconciliation of funds:							
Total funds brought forward		1,580,735	467,357	2,048,092	1,364,151	310,667	1,674,818
Total funds carried forward		1,298,942	646,409	1,945,351	1,580,735	467,357	2,048,092

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 18 to the financial statements.

Balance sheet

As at 31st March 2020 | Company no. 3900741

	Note	£	2020 £	£	2019 £
Fixed assets:					
Tangible assets	12		33,048		18,663
Investments	13		792,907		961,588
			<u>825,955</u>	-	<u>980,251</u>
Current assets:					
Debtors	14	739,815		1,160,175	
Cash at bank and in hand	15	2,166,231		1,663,581	
		<u>2,906,046</u>	-	<u>2,823,756</u>	
Liabilities:					
Creditors: amounts falling due within one year	16	1,786,650		1,755,915	
		<u>1,786,650</u>		<u>1,755,915</u>	
Net current assets / (liabilities)			<u>1,119,396</u>		<u>1,067,841</u>
Total net assets			<u><u>1,945,351</u></u>		<u><u>2,048,092</u></u>
The funds of the charity:	18				
Restricted income funds		646,409		506,732	
Restricted income funds in deficit				(39,375)	
Total restricted funds			<u>646,409</u>		<u>467,357</u>
Unrestricted income funds:					
General funds		1,298,942		1,544,965	
Designated funds		-		35,770	
Total unrestricted funds			<u>1,298,942</u>		<u>1,580,735</u>
Total charity funds			<u><u>1,945,351</u></u>		<u><u>2,048,092</u></u>

Approved by the trustees on 10 December 2020 and signed on their behalf by

Richard Collier-Keywood
Chair

Statement of cash flows

For the year ended 31st March 2020

	2020		2019	
	£	£	£	£
Cash flows from operating activities				
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	(102,741)		373,274	
Depreciation charges	15,800		9,959	
(Gain) on investments	(903)		(49,748)	
Dividends, interest and rent from investments	(21,335)		(8,769)	
Loss on the disposal of fixed assets	429		1,706	
Decrease in debtors	420,360		43,865	
Increase (decrease) in creditors	30,736		(260,924)	
Net cash provided by / (used in) operating activities		342,346		109,363
Cash flows from investing activities:				
Dividends, interest and rents from investments	21,335		8,769	
Purchase of fixed assets	(30,615)		(10,697)	
Proceeds from sale of investments	171,200		179,496	
Purchase of investments	-		(120,000)	
Other cash movements on investments	(1,616)		(2,548)	
Net cash (used in) investing activities		160,304		55,020
Change in cash and cash equivalents in the year		502,650		164,383
Cash and cash equivalents at the beginning of the year		1,663,581		1,499,198
Cash and cash equivalents at the end of the year		2,166,231		1,663,581

Notes to the financial statements

For the year ended 31st March 2020

1 Accounting policies

a) Statutory information

The School for Social Entrepreneurs is a charitable company limited by guarantee and is incorporated in England and Wales.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity has wholly owned subsidiary, SSE Social Enterprise Ltd. The subsidiary is currently dormant and therefore consolidated financial statements have not been prepared.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

The estimated value of annual leave owed at 31 March 2020 was deemed immaterial and no accrual has been made in the accounts.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Covid-19 has had an impact on SSE's delivery methods but has not led to any appreciable reduction of funding.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

1 Accounting policies (continued)**g) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising or trading purpose.
- Expenditure on charitable activities includes the costs of delivering courses and learning programmes, and other educational activities undertaken to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Grant commitments

Grants are made to third parties in furtherance of the charity's objects. Grant awards are considered payable when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the charity.

k) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time of the amount attributable to each activity.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

1 Accounting policies (continued)**l) Operating leases**

Lease rental charges are charged on a straight line basis over the term of the lease.

m) Tangible Fixed Assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

□ Computer equipment	4 years
□ Office Furniture	4 years

n) Investments

Investments in subsidiaries are at cost. Fixed asset investments comprise: a number of bank accounts held in the form of long-term deposits; and, investments in securities. Regarding investments in securities, realised gains and losses in investments are calculated as the difference between sales proceeds and their market value in the year of disposal. Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the Statement of Financial Activities on the basis of the market value at the year end.

o) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

p) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

q) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

r) Financial instruments

With the exception of the listed investments described above, the charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

s) Pensions

Contributions payable to employees' pension plans are charged to the Statement of Financial Activities in the period to which they relate.

t) Critical accounting judgements and sources of estimation uncertainty

Significant estimates and judgements

Key judgements that the charitable company has made which have a significant effect on the accounts include estimating the liability from multi-year grant commitments.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

2 Income from donations and legacies

	2020 total			2019		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Supporter donations and gift aid	669	91,000	91,669	7,097	27,500	34,597
Pro-bono services	161,601	-	161,601	142,389	-	142,389
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	162,270	91,000	253,270	149,486	27,500	176,986
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

SSE receives a range of services on a pro-bono basis from supporters.

	2020 total	2019
	Total	Total
	£	£
Analysis of pro-bono services:		
Advice on accounting matters	-	432
Consultancy	3,841	-
Legal services	27,570	7,775
Subsidy on premises rental	75,000	75,000
IT support	-	2,160
Marketing and public relations	22,085	22,065
Advice on HR matters	324	-
Support in delivery of SSE programmes and events	32,781	34,957
	<hr/>	<hr/>
	161,601	142,389
	<hr/>	<hr/>

3 Income from charitable activities

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Access	90,275	-	90,275	86,939	400,000	486,939
ARM Foundation	-	-	-	-	10,000	10,000
Arts Council England	-	92,008	92,008	-	82,770	82,770
Borough Market Traders	12,157	-	12,157	-	-	-
Brewin Dolphin	10,648	7,200	17,848	-	-	-
Capita	21,622	-	21,622	-	-	-
Childhood Trust	13,790	-	13,790	-	-	-
CHK Charities	-	8,000	8,000	-	8,000	8,000
Department for Digital, Culture, Media & Sport	-	-	-	-	92,850	92,850
Esmée Fairbairn Foundation	-	20,000	20,000	-	40,000	40,000
Guy's and St Thomas' Charity	-	133,350	133,350	-	27,971	27,971
Homeless Link	-	5,000	5,000	-	-	-
Linklaters LLP	37,139	-	37,139	91,579	7,500	99,079
Lloyds Bank Foundation	148,450	-	148,450	137,500	-	137,500
Lloyds Bank Plc	-	1,182,587	1,182,587	-	1,163,922	1,163,922
Nama Women Advancement Establishment	144,260	-	144,260	367,894	-	367,894
National Lottery Community Fund	-	504,688	504,688	-	687,288	687,288
Paul Hamlyn Foundation	119,680	143,000	262,680	48,240	79,000	127,240
Postcode Innovation Trust	-	95,914	95,914	-	95,914	95,914
Power to Change	-	1,588,350	1,588,350	-	527,959	527,959
PricewaterhouseCoopers LLP	-	54,000	54,000	-	72,000	72,000
The Rank Foundation	5,000	45,000	50,000	5,000	45,000	50,000
Reekimlane Foundation	-	-	-	-	10,000	10,000
Royal Sun Alliance	-	-	-	31,500	-	31,500
Scottish Government	-	60,000	60,000	-	60,000	60,000
SEIDS	14,100	-	14,100	-	-	-
Silicon Valley Community Foundation	12,855	11,223	24,078	-	-	-
Thurrock Council	34,232	-	34,232	18,167	-	18,167
Membership Fees	135,000	-	135,000	125,190	-	125,190
Training and Consultancy Fees	84,519	-	84,519	83,405	-	83,405
Total for charitable activities	883,727	3,950,320	4,834,047	995,414	3,410,174	4,405,588

4 Income from other trading activities

	Unrestricted	Restricted	2020 Total	Unrestricted	Restricted	2019 Total
	£	£	£	£	£	£
Sponsorship Fees	36,750	-	36,750	39,250	-	39,250
Other	11,039	-	11,039	7,949	-	7,949
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	47,789	-	47,789	47,199	-	47,199
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

“It seems easy to become isolated whilst pursuing a social enterprise, so it was brilliant to have such supportive people around me.”

- Kara Thompson, Creative Generations

5a Analysis of expenditure (current year)

	Raising Funds		Charitable activities						
	Fundraising £	Doing Learning Differently £	Building a Vibrant Schools Network £	Mobilising Enterprising People £	Governance £	Support Costs £	2020 Total £	2019	Total £
Staff costs (Note 8)	21,945	538,755	247,352	219,952	49,737	399,350	1,477,091	1,336,929	
Grant Payments	-	15,602	772,742	1,514,998	-	-	2,303,342	1,757,295	
Direct costs	-	515,223	96,147	212,615	15,160	-	839,145	841,782	
Depreciation	-	-	-	-	-	15,800	15,800	9,959	
Freelance Support	-	-	-	-	-	198,565	198,565	32,741	
Human Resources	-	-	-	-	-	85,867	85,867	39,220	
Information technology	-	-	-	-	-	50,084	50,084	33,616	
Legal and Professional	-	-	-	-	-	62,486	62,486	22,882	
Office Running Costs	-	-	-	-	-	31,254	31,254	48,553	
Premises	-	-	-	-	-	129,190	129,190	122,394	
Other	-	-	-	-	-	67,261	67,261	69,645	
	21,945	1,069,580	1,116,241	1,947,565	64,897	1,039,857	5,260,085	4,315,016	
Support costs	22,198	544,967	250,204	222,488	-	(1,039,857)	-	-	
Governance costs	1,385	34,011	15,615	13,886	(64,897)	-	-	-	
Total expenditure 2020	45,528	1,648,558	1,382,060	2,183,939		-	5,260,085	4,315,016	
Total expenditure 2019	37,118	1,329,561	1,315,322	1,633,015	-	-	4,315,016		

5b Analysis of expenditure (prior year)

	Raising Funds		Charitable activities				
	Fundraising	Doing Learning Differently	Building a Vibrant Schools Network	Mobilising Enterprising People	Governance	Support Costs	2019 Total
	£	£	£	£	£	£	£
Staff costs (Note 8)	20,963	496,456	238,309	222,791	42,685	315,725	1,336,929
Grant Payments	-	18,200	719,807	1,019,288	-	-	1,757,295
Direct costs	-	432,323	173,559	219,248	16,652	-	841,782
Depreciation	-	-	-	-	-	9,959	9,959
Freelance Support	-	-	-	-	-	32,741	32,741
Human Resources	-	-	-	-	-	39,220	39,220
Information technology	-	-	-	-	-	33,616	33,616
Legal and Professional	-	-	-	-	-	22,882	22,882
Office Running Costs	-	-	-	-	-	48,553	48,553
Premises	-	-	-	-	-	122,394	122,394
Other	-	-	-	-	-	69,645	69,645
	20,963	946,979	1,131,675	1,461,327	59,337	694,735	4,315,016
Support costs	14,883	352,477	169,196	158,179	-	(694,735)	-
Governance costs	1,271	30,105	14,451	13,510	(59,337)	-	-
Total expenditure 2019	37,117	1,329,561	1,315,322	1,633,016	-	-	4,315,016

6 Grant making

	Grants to institutions	Grants to Students	2020	Grants to institutions	Grants to Students	2019
	£	£	£	£	£	£
Doing Learning Differently	15,602	-	15,602	18,200	-	18,200
Building a Vibrant Schools Network	772,742	-	772,742	719,807	-	719,807
Mobilising Enterprising People		1,514,998	1,514,998		1,019,288	1,019,288
At the end of the year	788,344	1,514,998	2,303,342	738,007	1,019,288	1,757,295

Grants to students were made to individual entrepreneurs and community businesses accepted onto SSE programmes in the year to 31 March 2020 (2019: £1,019,288). Please see Appendix for a list of all such grantees in receipt of more than £5,000 in 2019-20. Grants to institutions comprised funds directed to partner organisations and members of the SSE Global Schools Network and were used to deliver support and training to SSE entrepreneurs across our programmes (2019: £738,007).

Institution: Partners and SSE Network Schools	2020		2019	
	Number of Grants	Value of Grants £	Number of Grants	Value of Grants £
People Make it Work	1	9,100	1	18,200
Diverse City	1	5,402	-	-
Vanessa Swann	1	1,100	-	-
SSE Cornwall	2	100,205	3	71,627
SSE Dartington	5	106,563	5	117,420
SSE East	-	-	2	36,040
SSE Hampshire	2	100,205	3	71,154
SSE India	1	148	1	13,647
SSE Midlands	3	138,107	6	84,826
SSE North West	3	138,107	5	83,228
SSE Scotland	5	84,802	3	96,000
SSE Yorkshire and Humber	4	104,605	5	145,865
	28	788,344	34	738,007

7 Net income for the year

This is stated after charging / (crediting):

	2020	2019
	£	£
Depreciation	15,800	9,959
Loss or profit on disposal of fixed assets	429	1,706
Operating lease rentals:	38,053	32,945
Auditors' remuneration (excluding VAT):	11,300	11,100
	-	-

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2020 £	2019 £
Salaries and wages	1,280,786	1,162,548
Social security costs	132,258	115,792
Employer's contribution to defined contribution pension schemes	64,047	58,589
	<hr/>	<hr/>
	1,477,091	1,336,929
	<hr/>	<hr/>

The following number of employees received employee benefits greater than £60,000 (excluding employer pension costs and employer's national insurance) during the year:

	2020 No.	2019 No.
£60,000 - £69,999	-	-
£70,000 - £79,999	1	1
£80,000 - £89,999	1	1
	<hr/>	<hr/>

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel, the members of the Senior Management Team, were £355,424 (2019: £311,700).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2019: £nil). No charity trustee received payment for professional or other services supplied to the charity (2019: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £988 (2019: £1,585) incurred by 3 (2019: 4) members relating to attendance at meetings of the trustees.

9 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 34.6 (2019: 33.3). Full time equivalent (FTE) staff amounted to 30.3 (2019: 29.0).

	2020 FTE	2019 FTE
Doing Learning Differently	12.7	11.8
Building a network of sustainable schools	4.9	5.0
Mobilising the experience of enterprising people	4.4	4.8
Support	7.3	6.5
Governance	0.7	0.6
Fundraising	0.3	0.3
	<hr/>	<hr/>
	30.3	29.0
	<hr/>	<hr/>

10 Related party transactions

Richard Collier-Keywood, the Chair of trustees is also the Director of Glydwich Consulting Ltd and Drivers for Change Trust. He donated £12,500 (2019: 12,500) towards a project supporting SSE Fellows after graduation from our programmes. In the prior year SSE received £3,965 from Drivers for Change Trust for co-facilitating one of their programmes.

Charlotte Young, a trustee of SSE, donated £10,000 (2019: £10,000) to SSE for a project supporting SSE Fellows after graduation from our programmes. In addition, she donated £2,800 (2019: £nil) towards costs of the research on social enterprise in East Anglia.

Jill Halford, a trustee of SSE is also a partner of BDO LLP. During the year BDO provided free meeting rooms for SSE's staff and trustees valued at £525 (2019: £nil).

Ros Lucas, the spouse of SSE trustee Steve Johnson, was paid £750 (2019: £600) for facilitating Action Learning Sets for SSE students.

Aggregate donations from Related Parties in the year amounted to £25,300 (2019: £22,500).

11 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

12 Tangible fixed assets

	Office furniture	Computer equipment £	Total £
Cost			
At the start of the year	904	38,932	39,836
Additions in year	-	30,615	30,615
Disposals in year	-	(859)	(859)
At the end of the year	904	68,688	69,592
Depreciation			
At the start of the year	452	20,721	21,173
Charge for the year	226	15,574	15,800
Eliminated on disposal	-	(429)	(429)
At the end of the year	678	35,866	36,544
Net book value			
At the end of the year	226	32,822	33,048
At the start of the year	452	18,211	18,663

All of the above assets are used for charitable purposes.

13 Investments

	2020	2019
	£	£
At the start of the year	961,588	968,788
Additions at cost	-	120,000
Disposals at book/carrying value	(171,200)	(179,496)
Interest retained in the year	1,616	2,548
Net gains on investments	903	49,748
	<hr/>	<hr/>
Total investments	792,907	961,588
	<hr/>	<hr/>
Historic cost at the end of the year	<u>761,127</u>	<u>855,000</u>

In 2020 £390,355 (2019: £467,921) of investments were held in UK bank accounts and interest received from these accounts is included in the statement of financial activities. At 31st March 2020 securities valued at £402,552 had been purchased in CCLA Ethical Investment funds.

14 Debtors and prepayments

	2020	2019
	£	£
Accrued income in respect of grant commitments made	620,735	842,293
Other accrued income	28,084	134,384
Prepayments	8,902	42,352
Other debtors	79,944	138,996
Long term loans to Network Schools	2,150	2,150
	<hr/>	<hr/>
	739,815	1,160,175

15 Cash at bank and on hand

	2020	2019
	£	£
Main current account	454,850	258,023
Business high interest deposit account	1,711,272	1,405,449
Cash	109	109
	<hr/>	<hr/>
	<u>2,166,231</u>	<u>1,663,581</u>

16 Creditors: amounts falling due within one year

	2020	2019
	£	£
Trade Creditors	79,322	76,017
Accruals	27,113	93,312
Tax and social security	-	-
Grants payable to SSE Network Schools	53,162	93,069
Grants and fees in advance	711,752	624,436
Grant commitments to students	915,301	869,081
	<hr/>	<hr/>
	<u>1,786,650</u>	<u>1,755,915</u>

17a Analysis of net assets between funds (current year)

	General unrestricted £	Restricted £	Total funds £
Tangible fixed assets	33,048	-	33,048
Investments	792,907	-	792,907
Net current assets	472,987	646,409	1,119,396
Net assets at 31 March 2020	1,298,942	646,409	1,945,351

17b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	18,663	-	-	18,663
Investments	961,588	-	-	961,588
Net current assets	564,714	35,770	467,357	1,067,841
Net assets at 31 March 2019	1,544,965	35,770	467,357	2,048,092

18a Movements in funds (current year)

	At 1 April 2019 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2020 £
a) Restricted funds:					
Arts Council England	(3,605)	76,406	(68,315)	-	4,486
CHK Charities	-	8,000	(8,000)	-	-
Department for Digital, Culture, Media & Sport	6,114	-	(6,114)	-	-
Esmée Fairbairn Foundation	1,037	20,000	(17,758)	-	3,279
Guy's and St Thomas' Charity	21,445	53,350	(42,252)	-	32,543
Homeless Link	-	5,000	(4,180)	-	820
Lloyds Bank Plc: Social Entrepreneurs Programme	279,477	748,271	(746,634)	-	281,114
Lloyds Bank Plc: Additional Funds	5,700	-	-	(5,700)	-
National Lottery Community Fund (Sustainability)	14,376	64,688	(64,658)	-	14,406
Postcode Innovation Trust	30,469	95,914	(97,461)	-	28,922
Power to Change: Community Business Trade Up	49,667	372,782	(365,516)	7,762	64,695
PricewaterhouseCoopers LLP	13,366	42,000	(30,064)	-	25,302
The Rank Foundation	13,021	45,000	(53,712)	-	4,309
Silicon Valley Community Foundation	-	11,223	(11,223)	-	-
Network development	-	3,500	(3,500)	-	-
Social Partners Fellowship Programme	63,750	55,542	(39,038)	-	80,254

18a Movements in funds (current year continued)

	At 1 April 2019 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2020 £
b) Grants: on behalf of SSE Students					
Access	-	-	355	-	355
Guy's and St Thomas' Charity	-	80,000	(80,000)	-	-
Linklaters LLP	500	-	-	(500)	-
Lloyds Bank Plc: Social Entrepreneurs Programme	(3,500)	111,198	(91,323)	5,700	22,075
National Lottery Community Fund	2,500	440,000	(393,592)	(2,500)	46,408
National Lottery Community Fund: Scotland	-	-	10,951	-	10,951
Paul Hamlyn Foundation	-	143,000	(132,922)	-	10,078
Power to Change: Community Business Trade Up	(31,270)	829,750	(782,968)	(7,512)	8,000
Scottish Government	-	20,000	(19,000)	-	1,000
Social Partners Fellowship Programme	-	30,000	(30,000)	-	-
SSE Grants to Students	(1,000)	-	3,500	2,500	5,000
c) Grants: on behalf of SSE Network Schools and Partners					
Arts Council England	-	15,602	(15,602)	-	-
Brewin Dolphin	-	7,200	(7,200)	-	-
Lloyds Bank Plc: Grants to Schools	-	323,118	(323,118)	-	-
National Lottery Community Fund: Scotland	2,500	-	(2,500)	-	-
Power to Change: Community Business Trade Up	250	385,818	(385,818)	(250)	-
PricewaterhouseCoopers LLP	2,560	12,000	(12,148)	-	2,412
Scottish Government	-	40,000	(40,000)	-	-
Social Partners Fellowship Programme	-	1,958	(1,958)	-	-
Total restricted funds	467,357	4,041,320	(3,861,768)	(500)	646,409
Unrestricted funds:					
General reserves	1,544,965	1,116,024	(1,362,547)	500	1,298,942
Designated funds	35,770	-	(35,770)	-	-
Total unrestricted funds	1,580,735	1,116,024	(1,398,317)	500	1,298,942
Total funds	2,048,092	5,157,344	(5,260,085)	-	1,945,351

The narrative to explain the purpose of each fund is given at the foot of the note below.

Transfers between funds represent movements between grants to students, SSE Schools and partners and SSE operations as agreed with the relevant funder. The reallocation of £500 of unused restricted funds originally earmarked as a student grant was also agreed with the funder, Linklaters LLP.

18b Movements in funds (prior year)

	At 1 April 2018 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2019 £
a) Restricted funds:					
ARM Foundation	-	10,000	(10,000)	-	-
Arts Council England	12,997	64,570	(86,172)	5,000	(3,605)
Department for Digital, Culture, Media & Sport	-	76,050	(69,936)	-	6,114
Esmée Fairbairn Foundation	-	40,000	(38,963)	-	1,037
Garfield Weston Foundation	17,534	-	(17,534)	-	-
Guy's and St Thomas' Charity	-	27,971	(6,526)	-	21,445
Lloyds Bank Plc: Social Entrepreneurs Programme	241,173	797,539	(759,235)	-	279,477
Lloyds Bank Plc: Additional Funds	10,547	-	(4,847)	-	5,700
The Mercers' Company	10,754	-	(10,754)	-	-
National Lottery Community Fund (Sustainability)	29,997	85,576	(101,197)	-	14,376
Postcode Innovation Trust	-	95,914	(65,445)	-	30,469
Power to Change: Community Business Trade Up	35,471	251,732	(237,536)	-	49,667
PricewaterhouseCoopers LLP	17,181	42,000	(45,815)	-	13,366
The Rank Foundation	-	45,000	(31,979)	-	13,021
Fellows Online Programme	50,000	27,500	(13,750)	-	63,750
Miscellaneous Bursaries	16,000	8,000	(24,000)	-	-
b) Grants: on behalf of SSE Students					
Access	-	400,000	(400,000)	-	-
Arts Council England	5,000	-	-	(5,000)	-
Constantine, Mark and Margaret	8,000	-	-	(8,000)	-
Linklaters LLP	-	7,500	(7,000)	-	500
Lloyds Bank Plc: Frontline II	9,000	-	-	(9,000)	-
*Lloyds Bank Plc: Social Entrepreneurs Programme	(7,000)	76,000	(72,500)	-	(3,500)
National Lottery Community Fund	(75,194)	479,212	(401,518)	-	2,500
National Lottery Community Fund: Scotland	-	100,000	(100,000)	-	-
Paul Hamlyn Foundation	-	79,000	(79,000)	-	-
*Power to Change: Community Business Trade Up	(90,000)	-	58,730	-	(31,270)
*SSE Grants to Students	-	-	(18,000)	17,000	(1,000)

18b Movements in funds (continued)**c) Grants: on behalf of SSE Network Schools and Partners**

Arts Council England	-	18,200	(18,200)	-	-
Department for Digital, Culture, Media & Sport	-	16,800	(16,800)	-	-
Lloyds Bank Plc: Grants to Schools	-	290,383	(290,383)	-	-
Lloyds Bank Plc: Additional Funds	3,000	-	(3,000)	-	-
National Lottery Community Fund: Scotland	-	22,500	(20,000)	-	2,500
Power to Change: Community Business Trade Up	-	276,227	(275,977)	-	250
PricewaterhouseCoopers LLP	16,207	30,000	(43,647)	-	2,560
Reekimlane Foundation	-	10,000	(10,000)	-	-
Scottish Government	-	60,000	(60,000)	-	-
Total restricted funds	310,667	3,437,674	(3,280,984)	-	467,357
Unrestricted funds:					
General reserves	1,191,957	1,250,616	(1,034,032)	136,424	1,544,965
Designated funds	172,194	-	-	(136,424)	35,770
Total unrestricted funds	1,364,151	1,250,616	(1,034,032)	-	1,580,735
Total funds	1,674,818	4,688,290	(4,315,016)	-	2,048,092

18b Movements in funds (continued)**Purposes of restricted funds**

The ARM Foundation provided £10,000 to support a student on our one-year Fellowship Programme in 2018/19.

Arts Council England and Garfield Weston Foundation jointly funded SSE to deliver the two year Building Resilience Through Diversity and Entrepreneurship Programme. A small deficit of £3,605 at the end of the prior year was due to the timing of grant payments being slightly behind expenditure on the project.

Arts Council England Transforming Leadership Programme is an action based learning programme for 20 executive and 20 emerging level leaders across the arts and cultural sector. At least 50% of programme participants are from diverse backgrounds.

CHK Charities contributed £8,000 towards supporting students on SSE's one-year Fellowship Programme.

The Department for Digital, Culture, Media & Sport contributed £92,850 towards extending delivery of our Third Sector Digital Leadership training across England.

Esmée Fairbairn Foundation & The Rank Foundation have funded development and promotion of our Match Trading innovation in order to the maximise benefits across the social sector.

Guy's and St Thomas' Charity is working with SSE to find and support entrepreneurs in Lambeth and Southwark who address issues relating to childhood obesity and multiple long-term conditions.

Homeless Link funded a project to develop and deliver a learning programme to social enterprises in the homelessness sector.

Lloyds Bank plc provided funds to cover the costs of SSE managing grant distribution and programme delivery to students as part of the Lloyds Banking Group Social Entrepreneurs Programme.

Lloyds Bank plc requested that funds amounting to £5,700 originally earmarked for marketing the Social Entrepreneurs Programme be reallocated to student grant funding.

Funding was provided by Mercers funding towards a 3-year programme enabling leaders to sustainably develop and lead their organisations using group and peer learning techniques. The programme was completed in the prior year.

National Lottery Community Fund provided funds to assist development of SSE's monitoring, evaluation and research function.

The Postcode Innovation Trust has funded a social enterprise support programme with the themes of: Health and Wellbeing; Training and Employability (specifically with social enterprises that aim to employ hard to reach individuals); and Environment and Conservation.

Power to Change - Community Business Trade Up: SSE is working with Power to Change to deliver grants and training to enable community businesses to grow and become self-sustaining. The programme is designed to support businesses which will promote positive change in communities to address charitable needs.

PricewaterhouseCoopers LLP provided funding for training, support and mentoring of students on the SSE Fellowship Programme and for continuing support and development of the School for Social Entrepreneurs in India.

Silicon Valley Community Foundation provided £11,223 towards SSE's one-year Fellowship Programme.

Network development funds of £3,500 were devoted to researching social enterprise in East Anglia.

The Social Partners Fellowship Programme receives funding from a number of individual donors towards the provision of long-term support and network building for SSE Fellows.

18 Movements in funds (continued)**b) Grants: SSE Students**

Grants received and awards made in respect of student enterprises were:

awarded through a programme funded by Access - the Foundation for Social Investment aiming to provide peer based learning opportunities and associated support for leaders of social sector organisations in the youth and homelessness sectors.

executed under an agreement with Arts Council England provided for the purposes of building organisational resilience through increased diversity and entrepreneurship.

awarded through a programme funded by Guy's and St Thomas' Charity to support entrepreneurs in Lambeth and Southwark who address issues relating to childhood obesity and multiple long-term conditions.

awarded through the Frontline programme funded by Mark and Margaret Constantine and aimed at helping young people trying to put gang life behind them.

executed under agreements with Lloyds Banking group, The National Lottery Community Fund and the Scottish Government, provided for the purposes of providing start up, scale up and trade up grants to support the enterprises of students on the Lloyds Banking Group Social Entrepreneurs Programme. SSE also committed £18,000 of funds towards this project in 2019-20.

awarded as part of a Paul Hamlyn Foundation funded programme as part of a package of support including grants and bespoke training. SSE is working in partnership with Paul Hamlyn Foundation to deliver a learning and support programme for recipients of their Ideas and Pioneers Fund grants.

awarded through the Power to Change Community Business Trade up programme to incentivise trading and promote financial sustainability alongside a learning programme to boost students' capabilities, confidence and networks.

awarded through the Social Partners Fellowship Programme to support organisational and leadership skills development of Fellows.

c) Grants: SSE Network Schools

Grants payable to Partners and SSE Network Schools comprised:

funds from Arts Council England to support delivery of the Building Resilience Through Diversity and Entrepreneurship Programme.

funds from Arts Council England to support delivery of the Transforming Leadership Programme.

funds from Brewin Dolphin to support delivery of a 12 month action based learning programme for up to 15 start-up level for social entrepreneurs from across the UK.

funds from the Department for Digital, Culture, Media & Sport towards delivery of our Third Sector Digital Leadership training across England.

funds from Lloyds Bank plc which are paid to support operations in SSE schools in England and Wales and Scotland.

funds from National Lottery Community Fund and the Scottish Government towards SSE Scotland's operations.

grants made to members of the charity's regional network of schools on the basis of funding agreements with Power to Change.

grants made to members of the charity's regional network of schools on the basis of funding agreements with PricewaterhouseCoopers. At the year end SSE was holding £2,412 for distribution to SSE India in 2020-21.

a grant of £1,958 to SSE Dartington in support of the Social Partners Fellowship Programme.

19 Operating lease commitments

The group's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property	
	2020	2019
	£	£
Less than one year	31,929	38,053
One to five years	22,079	63,917
	<hr/>	<hr/>
	54,008	101,970
	<hr/> <hr/>	<hr/> <hr/>

20 Funds held on behalf of others

SSE received £32,307 from Peacetechn Lab on behalf of SSE India, towards the Chhattisgarh Social Start-Up Fellowship Programme. The funds were transferred in full to Peacetechn Lab during the year to 31 March 2020. The statement of financial activities does not include these transactions.

21 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Appendix

Grants given to students

Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme

Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme is a five year (2017-2022) partnership, funded by Lloyds Banking Group and The National Lottery Community Fund, co-ordinated nationally by the School for Social Entrepreneurs, and delivered locally by our network of SSE schools. From 2018, SSE Scotland was pleased to welcome National Lottery Community Fund and Scottish Government as joint funders of Match Trading grants in Scotland.

This supportive cohort learning programme aims to give social entrepreneurs the best possible chance of success, through access to support and funding.

In 2019-20 the Programme offered tailored one-year action learning programmes to 260 social entrepreneurs at three distinct levels: Start Up, Trade Up and Scale Up.

In total, the programme awarded £563,000 in new grants. Withdrawals from this and prior years amounted to £73,526 bringing the total awards figure to £489,464.

The 20 organisations with awards greater than £5,000 in the year to 31 March 2020 are as below:

Project name	Grant awarded
ABANDOFBROTHERS	£7,000
Bin Cooking Ltd	£7,000
Bounceback Food CIC	£7,000
Caring Cooks of Jersey	£7,000
City of Liverpool FC - ProjectL10	£7,000
Cracking Good Food	£7,000
Destination Emmaus Norfolk & Waveney	£7,000
Goldfinger Teaching Academy	£7,000
Highwayhope	£7,000
Imara CIO	£7,000
It's Your Life	£7,000
London Village Network	£7,000
NEFirst Growth Project	£7,000
Proper Job Resource Centre CIO	£7,000
Prospects Unwrapped	£7,000
Radiant Cleaners	£7,000
Stand4 Socks	£7,000
The Politics Project	£7,000
TLC: Talk, Listen, Change	£7,000
Trevi House Ltd	£7,000

Community Business Trade Up Programme, in partnership with Power to Change

The Community Business Trade Up Programme is run by the School for Social Entrepreneurs in partnership with Power to Change and aims to support community businesses across England to boost their capabilities and confidence and help them become viable trading businesses.

In 2019-20 the programme awarded £829,750 in new grants to 79 community businesses. All awardees received £10,000 in Match Trading grants and 53 of them also received £750 to support them with their financial systems. Withdrawals from this and prior years amounted to £46,783 bringing the total awards figure to £782,967.

Project name	Grant awarded	Project name	Grant awarded
431 Smithdown Rd t/a Naked Lunch	£10,750	Leicester CBS	£10,750
Acts of Random Caring CIC	£10,750	Linskill Trading Ltd	£10,750
All Saints Action Network Ltd	£10,750	Liskeard Arts and Media Body CIC	£10,000
Apricot Centre CIC	£10,000	Liverpool Community Launderette	£10,750
Ardagh Community Trust	£10,750	Liverpool Independent Cooperatives CIC	£10,750
AsOne Community Space and Café	£10,750	Lockleaze Neighbourhood Trust	£10,000
Basingstoke Mencap Services Ltd	£10,750	Majic Sport and H&H Family Centre CIC	£10,750
Basingstoke Multicultural Forum	£10,000	Mary Magdalene CIC	£10,000
Board in the City CIC	£10,750	Mid Beds Link-A-Ride Com. Transport Ltd	£10,750
Bradford Co-operative Assoc.	£10,750	Moseley Road Baths CIO	£10,750
Cambridgeshire CRRN Ltd	£10,750	North Doncaster Development Trust	£10,750
Candover Valley Community Store Ltd	£10,750	North East Dartmoor Care (NEDCare))	£10,750
Carrbridge Centre Ltd	£10,000	OASIS Com. Church Worksop	£10,750
Clapham Community Shop Ltd	£10,000	Our Yard	£10,750
Com. In Partnership Knowle West	£10,000	Paul Silvester (Scartho Community Hub)	£10,000
Community Farm Ltd	£10,000	Penwith Com. Radio Station CIC	£10,750
Community Stepping Stones CIC	£10,750	Pumphouse Community Brewery Ltd	£10,750
Creaton CBS Ltd	£10,000	Redcatch Community Garden Ltd	£10,750
Edventure Frome CIC	£10,750	ReFILL Shop CIC	£10,750
EMERGE 3Rs	£10,000	Regather Ltd	£10,750
Empower to Cook CIC	£10,750	Revved Up Ltd	£10,000
Fal Energy Partnership	£10,000	Settle Area Swimming Pool	£10,750
Farmborough Community Shop	£10,000	Slapton Village Community Shop Ltd	£10,750
Food & Education Enterprise CIC	£10,750	St Werburghs City Farm	£10,750
Fordhall Com. Land Initiative Ltd	£10,000	Stitched Up Co-operative Ltd	£10,750
Godolphin Cross Com. Assoc	£10,750	The Braunstone Foundation	£10,750
Gosport Borough Cricket Club	£10,000	The Bread Kitchen CIC	£10,000
Green Scene Education CIC	£10,000	The Palmers Greenery Ltd	£10,000
Hackney Herbal CIC	£10,750	The Space @ Field Lane Group	£10,750
Hale Community Centre Ltd	£10,750	The Thorold Arms CBS Ltd	£10,750
Highbury Roundhouse Association Ltd	£10,000	Together We Grow	£10,750
Holbrook Community Society	£10,000	Viabes Community Association	£10,750
Home Farm / Home Baked	£10,750	Walthamstow Toy Library & Play Centre	£10,750
Horham Dairy and Care Farm CIC	£10,750	Ware Arts Centre Ltd	£10,000
iCan Health and Fitness CIC	£10,750	Waste Not Want Not Project	£10,750
Ivy House Community Pub Ltd	£10,750	Whippet Up CIC	£10,000
Jubilee Pool Penzance Ltd	£10,750	Wickham Community Association	£10,750
Jurassic Coast Trust	£10,000	Working Woodlands Cornwall CIC	£10,750
Kensington Vision CIC	£10,750	Wye Community Farm	£10,000
Kingsclere Community Association	£10,750		

Paul Hamlyn Foundation & SSE Bespoke Programme

The Paul Hamlyn Foundation & SSE Bespoke Programme is a bespoke learning and grant programme for individuals who received external grant funding from the Paul Hamlyn Ideas and Pioneers Fund administered by the Paul Hamlyn Foundation. The bespoke support is tailored to meet the specific learning needs of the individual and their organisation. The individuals identified by the Paul Hamlyn Foundation as suitable for receiving follow-on funding and support through the SSE bespoke package are referred to SSE. Each grantee is allocated up to a maximum of £20,000 to provide a combined package of support, learning, mentoring and a grant as appropriate. The support is delivered on a rolling basis over a 12 month period to enable the individual to embed tailored learning into practice and advance public benefit. Grants amounting to £156,000 in total were awarded to 13 participants in 2019-20. Withdrawals from this and prior years amounted to £23,078 bringing the total awards figure to £132,922.

Project name	Grant awarded
Little Village	£10,000
Northern Independent Living	£15,000
Reign Collective	£13,000
Act Build Change	£13,000
Centre for Military Justice	£10,000
Connected Routes CIC	£12,000
Glow and See CIC	£12,000
HostNation	£12,000
Perky HQ	£13,000
ROAM	£12,000
The Collective Psychology Project	£12,000
The Sexual Health Circus	£10,000
Transparency, Scrutiny & Accountability in Our Family Courts	£12,000

Guy's and St Thomas' Charity Programme

The Health and Wellbeing Trade Up programme is run in partnership with the School for Social Entrepreneurs and funded by Guy's & St Thomas' Charity. There are eight students on the programme. Their projects are all based in Lambeth and/or Southwark boroughs and are addressing childhood obesity or helping to slow the progression from one long-term condition to many, in working age adults. The grant intends to support each organisation to put the learning from the programme into practice through developing trading within their organisation.

Grants amounting to £80,000 in total were awarded to eight participants in 2019-20.

Project name	Grant awarded
Aspire Wellbeing	£10,000
Bankside Open Spaces Trust	£10,000
Central Southwark Community Hub	£10,000
Community Bridges CIC	£10,000
Community Opportunity	£10,000
FMG Social CIC	£10,000
Project Dare	£10,000
Self Management UK	£10,000



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