

IGNITING THE SOCIAL ECONOMY

Strategy 2022-25



INEQUITY & EXCLUSION
PHYSICAL & MENTAL
UNEQUAL ACCESS
CLIMATE CHANGE
ILL HEALTH
TO EDUCATION
HOMELESSNESS
POVERTY
SOCIAL ISOLATION
UNEMPLOYMENT
PHYSICAL & MENTAL
UNEQUAL ACCESS
FINANCIAL INSECURITY
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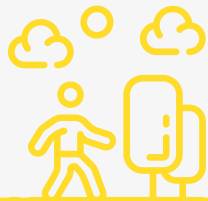
It's time to

IGNITE PROGRESS

on our biggest issues, together.

We want to create a better world. Are you in?

Our vision is a socially and environmentally just society, where the potential of all people is fully realised.



We believe in a world that is fair and sustainable.

With an economy that serves people and planet.

Where people, enterprises, public institutions and governments work together to build thriving communities.

Where everyone makes a meaningful contribution through their work.



And all who work feel proud of their impact on people and the environment.

Where complex challenges are overcome through innovation and collaboration.

And everyone can access the opportunities they need to flourish.

In this world, “business as usual” means businesses driven by purpose.

2.8m

social-economy organisations in Europe¹



social enterprises in India led by women²

£60bn

value of social enterprise to UK GDP³

2m

social enterprises in India⁴

5%

of UK jobs are within social enterprises⁵

42%

of UK social enterprises employ people facing disadvantages⁶

\$55bn

economic value-add from co-operatives in Canada⁷

Let's ignite change, together

The evolution is already happening.

It's called the social economy.

The social economy is a movement of organisations and enterprises that prioritise people and planet. It includes social enterprises, community businesses, co-operatives, mutuals, foundations and associations.

Some are large and multinational. Many are small and local. They include non-profits, though many make profit (typically reinvesting profits for social or environmental impact). They are often run democratically. They strive to be inclusive, equitable and sustainable.

Together, they are committed to tackling the greatest social and environmental challenges of our time.

Our mission is to empower and equip people with entrepreneurial ideas and solutions to grow the social economy.

“The demand for the social economy has never been greater.”

– OECD

1 OECD

2 British Council

3 Social Enterprise UK

4 British Council

5 Social Enterprise UK

6 Social Enterprise UK

7 TIESS/Measuring the Co-operative Difference

Why us & why now?

Since 1997, SSE has supported thousands of social entrepreneurs across four continents. Our teams are focused locally and regionally, working within their communities. **We are experts in igniting change at a local level.**

Two-thirds of our students have first-hand “lived” experience of the issue their project addresses. They are especially well-equipped to tackle injustices, inequities and systemic problems. We enable them through our partnerships with businesses, foundations, public institutions and governments. **We unlock the potential of social innovation, together.**

We are a world-leading support organisation for social entrepreneurship. Our approach is robustly evidenced: social entrepreneurs become better leaders of change because of SSE. **We grow the social economy by equipping social entrepreneurs to achieve sustainable impact.**



How we'll ignite the social economy: Our strategy 2022 – 2025

Our three priorities describe the impact we want to create by 2025.

Underpinning these priorities are seven pillars of development (page 12), guiding how we will work to achieve our priorities.

1

**Ignite
entrepreneurship
in communities**

2

**Accelerate
social
innovation**

3

**Harness
our network
and insights**

1. Ignite entrepreneurship in communities

 78%

of SSE fellows and students are working within a specific geographical community, at a local level



Why? To achieve social & economic renewal.

We believe people who live in a place know best how to improve it. We have +25 years' expertise in equipping people to create positive change within their communities. We know this approach works.

What we'll do

We will equip enterprising people to strengthen the places in which they live. They will create economic opportunities, such as providing jobs and training. They will also build social capital, like improving shared resources and community networks. We will collaborate with local, expert and inclusion partners to deepen impact and share learning.

Outcomes we're aiming for:

- Entrepreneurs in low-income areas become better leaders of change, creating stronger communities.
- Stronger networks of practitioners, advocating for entrepreneurship to address local and regional challenges.

4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



Learn more about how we contribute to the United Nations Sustainable Development Goals (SDGs) on page 15

One Voice Blackburn



Igniting entrepreneurship in communities

One Voice Blackburn is transforming the social and economic wellbeing of marginalised and minoritised communities in Blackburn with Darwen. These communities are faced with overcrowded housing, health and gender inequality, and poverty. Inspired by local parents' huge aspirations for their children and the community, One Voice Blackburn was born.

SSE fellow Zaffer Khan draws on his experience of living in the local community to work effectively with that community, shaping the organisation's work. Zaffer took part in SSE's Community Business Trade Up Programme, in partnership with Power to Change.

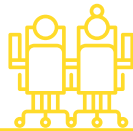
The organisation has expanded its income from trading via a membership model. It has a diverse range of services and initiatives for the whole community, including: health programmes to engage residents of all ages, particularly those with long-term conditions and mental health issues; and social cohesion and leadership activities, to engage women and young people.

2. Accelerate social innovation

Social-sector organisations incentivised by a Match Trading grant* are increasing their income from trading

 x2.5

compared to those supported by a traditional grant.



Why? To tackle systemic challenges in society.

Humanity is facing a myriad of economic, social and environmental crises. Thanks to the diverse range of people we reach, we can discover and champion the most innovative solutions to large-scale challenges. This includes social entrepreneurs tackling challenges such as homelessness, financial insecurity and climate change.

What we'll do

We will back people with innovations that address systemic challenges. We will accelerate their progress through learning experiences, collaboration opportunities, and financial support, with a focus on enterprise grants – such as our Match Trading grants*. We will capture their impact and convene the people and organisations who can help scale promising solutions.

Outcomes we're aiming for:

- Social innovations we support make tangible impacts on systemic issues.
- A compelling evidence base to drive investment and support for social innovation.

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* Match Trading® is grant-funding that pound-for-pound matches an increase in income from trading. By rewarding sales growth, Match Trading (also known as Match Trade) incentivises social organisations to develop their trading base, so they can build stronger futures. Learn more at www.matchtrading.com.

Feed Me Good



Accelerating social innovation

Feed Me Good is an innovator in the field of health and nutrition. Founder and SSE fellow Nureen Glaves recognised the health inequalities which exist for people from racialised and minoritised communities. She takes an inspiring cross-sector approach to bringing about change. She has worked with Ikea, housing associations, schools and universities to combat systemic barriers around health inequalities and food waste.

Nureen has developed income and impact through educational programmes about health, nutrition, wellbeing and sustainability. The organisation is also innovating by experimenting with artificial intelligence. All of this has been directly informed by Nureen's experience as a Black woman and public health nutritionist.

No wonder Feed Me Good has already supported thousands of people from diverse backgrounds across London and the UK. It now has its sights set on becoming a global innovator in the health and wellbeing industry.

Nureen took part in SSE's Health and Wellbeing Trade Up Programme, in partnership with Guy's and St Thomas' Foundation. The Match Trading grant, and learning about trading, incentivised Nureen to develop her consultancy and workshops. She generated £73,000 in just 10 months.

3. Harness our network and insights

SSE has supported more than

 5,000

social entrepreneurs
across four continents



Why? To influence policy and practice

The social economy needs the right conditions to grow. Alongside the support we offer entrepreneurial leaders, we will collaborate with policymakers and other practitioners to enable the social economy to thrive.

What we'll do

We will more intentionally convene our network, including our thousands-strong community of SSE fellows*. Together, we will identify needs, design packages of support, and demonstrate how social entrepreneurs create change. We will share these practical insights across our network, amplifying learning and working collaboratively across different sectors to bring about change.

Outcomes we're aiming for:

- Insights from our community are used to inform the design of new initiatives and opportunities (e.g. funding, investment, procurement).
- Stronger collaboration across different sectors to grow the social economy.

10 REDUCED INEQUALITIES



13 CLIMATE ACTION



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*SSE fellows are people who have completed one or more of our long programmes.

Our seven pillars of development

Seven pillars underpin each of our strategic priorities. We are already active across each of these pillars. We outline below our aims for the next three years.



Climate action

We will deepen our action to address climate change through our programmes and our operations, supporting SDG 13 (see page 15). Learn more in our climate action plan (being published soon).



Data & evidence

We will further invest in the development of our information systems, enabling us to enhance our impact data and remain responsive to needs. We will share learning and insights as we gather evidence.



Digital transformation

We will establish a digital transformation taskforce to enable and accelerate a digital-first future for SSE. This will include the development of our blended learning offer.



Diversity, equity & inclusion (DEI)

We will continue to implement our Diversity, Equity and Inclusion Plan 2022-25 (being published soon). This sees equity and inclusion embedded throughout our strategy & governance, culture, student & staff recruitment, learning offer and impact & influence.



Financial resilience

We will strengthen our long-term sustainability through developing new products and diversifying income.



Learning innovation

We will continue to develop our learning offer to meet the needs of the market and to equip social entrepreneurs to succeed. This will include learning innovation on wellbeing, achieving net zero, and commerciality of ventures.



People

Everyone in our team will contribute to achieving our strategic priorities. Together we will harness people's talent, support individual wellbeing, and embed our new values.

Who we support and how we create change

We will support people from all backgrounds who:

Tackle social and environmental problems

We support people whose ideas and projects create a more just society and/or improve the environment.

Demonstrate entrepreneurial behaviours

We back people with the ability to lead sustainable projects, so they can create impact in the long term.

Bring insights based on experience

We especially support people whose idea or project is directly informed by their experience, as we believe this strengthens their impact proposition and the potential for long-term change.*



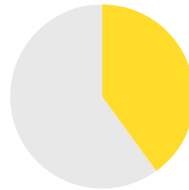
2/3

people we support are women



1/6

people we support have disabilities



2/3

people we support have first-hand "lived" experience of the issue they address

How we will equip them to succeed:



Transformational learning

Designing and curating transformational, inclusive learning experiences.



Fit-for-purpose finance

Providing enterprise grants and other financial support to transform ideas into action.



Convening & collaborating

Building relationships between people from different sectors, geographies and backgrounds, through our extensive reach.



Insights & influence

Harnessing our practical insights to advise and influence others, transforming decision-making.

* For example: a female social entrepreneur who has previously been homeless runs a café employing homeless women within its workforce; a social entrepreneur with a previous conviction is starting a project to reduce re-offending rates; a social entrepreneur from a racialised or minoritised background starts a project to reduce barriers to mental health services among racialised or minoritised communities in their area; a social entrepreneur who has experienced sexual violence runs a project to support other survivors.

KhaDigi



Supporting people with direct experience

KhaDigi supports skilled women weavers in India into dignified rural employment using traditional and modern weaving technologies.

Founder Umang Shridhar grew up in a village in Madhya Pradesh, where she saw difference and inequities based on gender and caste. She became committed to female empowerment during college in Delhi – a city in which she noticed similar injustices.

She started with a vision to support skilled women living in craft villages, where men often dominate handloom weaving industries. Umang took part in SSE India's Social Start Up Programme. This catapulted her business and reach, and she has since been named in the Forbes 30 under 30 Asia.

KhaDigi now work with over 300+ artisans, 70% of whom are women – including spinners, weavers, printers, embroiders and tailors. KhaDigi works in 13 clusters in five states, with 'khadi' organisations and many craft cooperatives.

Looking further ahead: What we can achieve together by 2030

To frame our work in the next three years, we have planned longer-term. By supporting our work in the next three years, you will help us contribute to the United Nations Sustainable Development Goals (SDGs) by 2030.

4 QUALITY EDUCATION



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

By 2030, SSE will...

- increase the number of people benefiting from entrepreneurial learning opportunities.
- equip these people with the knowledge, skills and networks they need as entrepreneurs.

Aligning with SDG target 4.4

8 DECENT WORK AND ECONOMIC GROWTH



Reduce inequality within and among countries

By 2030, SSE will...

- increase the number of new enterprises established for social or environmental benefit.
- strengthen and grow existing enterprises working towards the same ends.
- support access to finance for these enterprises and, through them, job creation.

Aligning with SDG target 8.3

10 REDUCED INEQUALITIES



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

By 2030, SSE will...

- empower and equip people from all backgrounds to engage in entrepreneurial learning opportunities and to start/grow enterprises.
- especially support people whose entrepreneurial ideas and solutions are directly informed by their experience.

Aligning with SDG target 10.2

13 CLIMATE ACTION



Take urgent action to combat climate change and its impacts

By 2030, SSE will...

- equip the people we support to contribute to net zero carbon and building climate resilience.
- develop the knowledge, tools and networks they need to do so.

Aligning with SDG target 13.3

As well as the targets above, many of the people and projects we support will contribute to additional SDGs.



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