

school for
social
entrepreneurs

2018-19

Annual Report and Accounts
for the year ended 31 March 2019



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Year in numbers

In 2018-19, we supported:

945

people through nationally coordinated and London programmes

76

leaders of social organisations to develop their leadership skills

211

social entrepreneurs to get a new idea off the ground

184

social entrepreneurs and community businesses to grow their impact

474

people to develop their skills, through 42 short courses and workshops in London

We championed diverse leadership:

72%

of our students were women

19%

of students were from a BAME background

We developed organisations' income & access to finance:

x2

Organisations supported by a Match Trading grant and an SSE learning programme typically doubled their income from trading in one year - from £24,000 to £48,000 (calculated by median)

£1,019,288

granted to 315 individuals and organisations

£738,007

granted to partner organisations and members of the SSE global schools network to support regional delivery of programmes in the UK

Introduction

Message from chair – Richard Collier-Keywood



Too many communities are being left behind in the UK. Too many people face daily hardship. We learnt from government statistics in 2018 that more than four million children are living in relative poverty – that's almost one in three children.

Complex social issues like poverty and inequality can seem intractable. But at the School for Social Entrepreneurs (SSE), we learn more every year about how enterprise is being used to create positive change in communities across the UK. The people we support are taking action against the greatest challenges our society faces. They tackle social and environmental problems, while supporting people in need and creating meaningful jobs. In a climate where feelings of division and despair are often running high, social entrepreneurship offers real hope for the future.

But social entrepreneurs cannot be expected to succeed alone. All leaders need support to thrive. This is especially the case in markets that are broken and in low-income areas, where there are no clear models for generating sustainable income to address social need. SSE's innovation in grant-funding, Match Trading™, is of particular value in these cases. It incentivises social organisations to build sustainable futures, by offering a pound-for-pound match in increases in income from trading. The leaders of the organisations are able to pursue

enterprising activity, supported by the necessary medicine of grant. This new way of administering grant allows us to support organisations working in the most challenging circumstances to become more enterprising, reducing their dependency on traditional grant-funding.

One in three of the social entrepreneurs we support at SSE operates in the most deprived areas in the UK (as we learnt this year from the external evaluation of our Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme, run in partnership with SSE and jointly funded by The National Lottery Community Fund). We must help these social entrepreneurs to build the capacity of their organisations, so they can help lift people out of poverty. We need new ways of administering grant, alongside learning programmes for leaders, to unlock change in the most in-need communities. SSE has the experience and expertise to support the people leading this change. We strive to give people from the poorest areas the power to transform their communities.

SSE has deep reach into communities across the country. Our network gives us on-the-ground insights into how to inspire and equip people to lead change in their neighbourhoods. We believe in a place-based approach to change, led by the people that live in that place. We back people with ideas for improving their local communities, because they have the understanding and commitment to make change stick.

We promote collaboration, convening people with different perspectives to learn from one another. We bring social entrepreneurs and social-sector leaders together to share experiences and expertise. Through our facilitation, they build the networks needed to develop personally, to build resilience and to deepen their understanding of social change. We encourage the replication of successful models, to scale positive change without constantly and inefficiently reinventing the wheel.

As an organisation, we practice what we preach. We work in collaboration with others to develop and embed ways of creating change – for example, through our Match Trading Task Force. We believe in the public, private and third sectors working together. Because we know that this is a more effective model to transform and create a fairer society.

I would like to thank all the people and organisations that have supported SSE and worked with us over the past year. I would also like to thank my fellow trustees, all our staff and our chief executive Alastair, for their hard work and achievements over this year. And I look forward to a future of partnering, convening and collaborating, to develop more ways of building a fairer future for all, together.

Message from chief executive – Alastair Wilson



The social sector is facing significant challenges: public trust in charities is precarious; funding feels hard to come by; and the spectre of Brexit makes planning fraught with difficulty.

There is a hunger for alternatives to traditional institutions, ideas and ideologies. People are exploring new solutions to the problems in their communities. Leaders seek better ways to secure the sustainability of their organisations. And the public seem to have a renewed desire for more ethical and environmentally-friendly lifestyles and products. Social entrepreneurship is not a golden goose, but it has a role to play in all these areas.

Social entrepreneurship is not just for social entrepreneurs. All leaders in the social sector can learn how to build sustainable organisations that are not overly dependent on grants and donations. Anyone running an organisation has a better chance to make it more robust, by investing in their leadership skills and developing entrepreneurial mind-sets. And many sectors will make positive progress by trying more innovative and ethical solutions to long-standing social challenges.

Our focus this year has been to understand how we can share our approach more widely, embedding the mind-sets of social entrepreneurship to benefit more of the social sector. We have strengthened our Funder Plus work and built new partnerships to benefit grantees of other organisations, such as those supported by the Lloyds Bank Foundation, Arts Council England and Paul Hamlyn Foundation. We are continuing our work with community businesses, having renewed our partnership with Power to Change. We are being more intentional in supporting systemic change, and strengthening specific sectors by supporting well-established charities and social enterprises to develop their enterprise activity. We have developed theme-based cohorts, tackling areas such as health & wellbeing, homelessness, childhood obesity, environment & conservation, training & employment, and youth. This work is supported - and informed by - partnerships with Guy's and St Thomas' Charity, Postcode Innovation Trust and Access – the Foundation for Social Investment.

We have also taken our approach to the UAE, in partnership with NAMA, to support female entrepreneurs to put purpose at the heart of their businesses.

We are energised by new evidence that our approach works. This year, the Centre for Local Economic Strategies completed SSE's biggest-ever evaluation, looking at the first five years of the Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme, run in partnership with SSE and jointly funded by The National Lottery Community Fund. The evaluations proved the incredible multiplier effect of supporting leaders of social change with learning from SSE, grants and mentoring. The 1,350 social entrepreneurs we supported have helped 328,000 beneficiaries, while creating 4,000 meaningful full-time jobs - often for those most in need. We indexed their development before and after the programme in 22 personal and business skills - they improved in every single one.

We know that learning alone is sometimes not enough, which is why we have expanded into grant-giving and financial support in recent years. Match Trading, our innovation in grant-funding, is now being used by hundreds of social-sector organisations to help them increase their income from trading. Thank you to all on our Match Trading Task Force who have championed,

critiqued and improved Match Trading grants over the year. We have brought Match Trading grants to new contexts with their support, trialling it as a tool to create place-based and systemic change. We also convened roundtables across the UK to explore Match Trading grants with councils, LEPs, local trusts and communities, whose constant refrain was that funding was going down, but the need was rising. We are hopeful about how our approach can help.

Many leaders within the ecosystem of social change need support in times like this: to equip themselves and their organisations for a climate that is changing rapidly. We are proud of the role we play in mobilising people to create change in enterprising ways. We are raising our voice, being bolder about the impact of social entrepreneurship, and sharing our approach with new audiences.

The SSE network across the UK, Canada and India multiplies our reach. Without their learning and sharing, SSE would not have the impact that it does, and I would like to thank all in our network. Finally, I would like to thank all our staff and trustees who have made 2018-19 such a success. A lot of hard work goes into refining and developing our programmes and workshops. I hope it is as rewarding for them as it is for me to realise the impact of their efforts.

The focus of this report

While this report is focused primarily on the activities we ourselves deliver and the direct outcomes they achieve for our students ('what we do'), it also touches on the outcomes achieved by our students and their organisations ('what we enable').

SSE is a social membership organisation with a global network of independent, locally governed schools operating across the UK, Canada and India. This report focuses on the work of SSE in London. It includes programmes delivered in London as well as national programmes that are coordinated centrally but delivered locally. We also report on activities we undertake from London to support the whole SSE network to thrive.





“The programme really changed my life and is helping me make a difference. I’m proud of what I achieved on it. There were some big hurdles for me to overcome.”

Lisa Lea-Weston, Talking Heads

“I’m not sure I would have even launched my enterprise without the support of the programme. It sounds crazy but I didn’t know where to start and I found out about SSE at the perfect time! It’s an amazing opportunity and a great organisation. They don’t do the work for you but they’ll steer you into the right direction, support you and you get back what you put in.”

Blue O’Connor, Kings

Who we are and what we do

Welcome to the School for Social Entrepreneurs' Annual Report and Accounts for the year ended 31 March 2019.

As pioneers in the development of social enterprise, the School for Social Entrepreneurs (SSE) is uniquely well-positioned to support today's social entrepreneurs worldwide. We understand the sector from the inside and we know our approach works.

About the School for Social Entrepreneurs

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 others ways too, such as funding and mentoring. Lord Michael Young founded SSE in 1997, and we've grown to a network of schools across the UK, Canada and India. Together, we're changing lives and transforming communities.

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 values

Integrity, inclusivity, empowerment.

Who we support

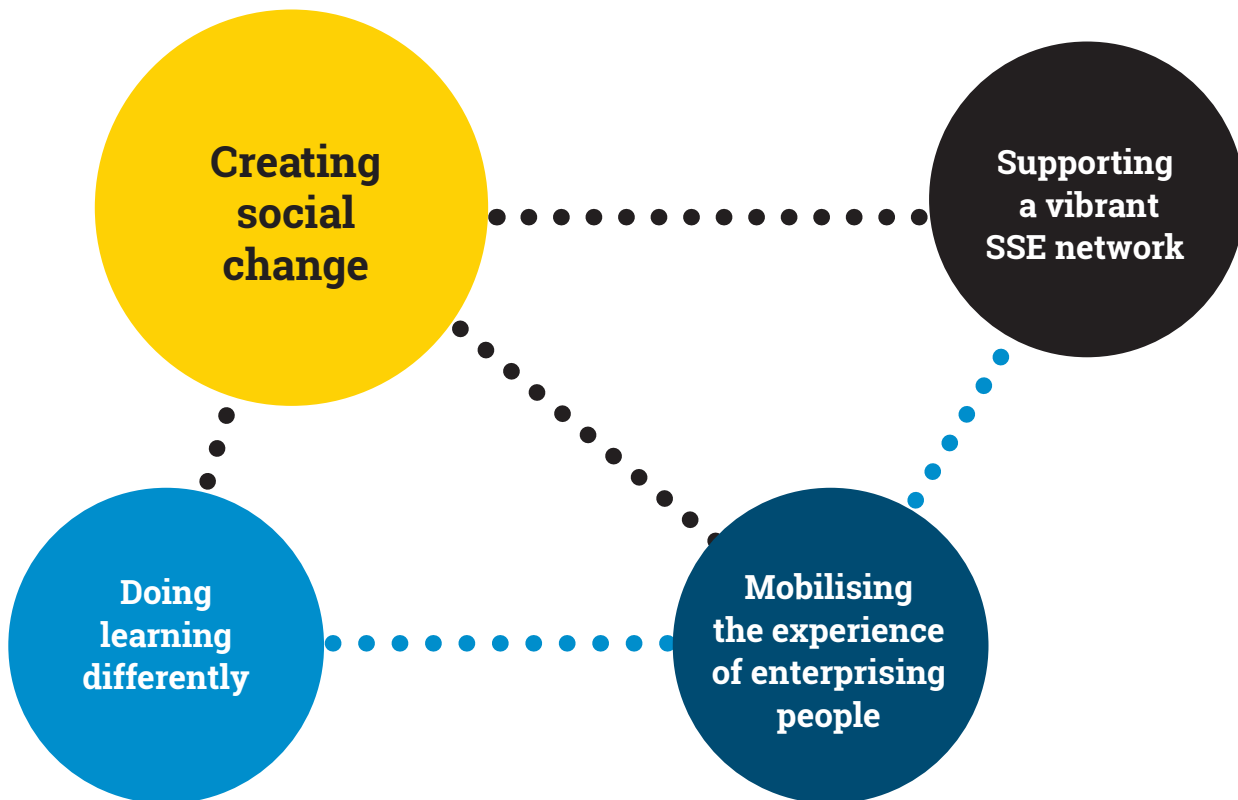
- We support the leaders of social change: people who start, scale and strengthen organisations that tackle social and environmental problems
- SSE students are people on our learning programmes
- SSE fellows are people who have completed our long-duration programmes

Match Trading™ grants

Many of our learning programmes also include a grant, to help students put their learning into practice and become more sustainable. Our Match Trading grants, for more established organisations, are designed to incentivise trading and reduce dependency on traditional grants.

How we create change

People supported by SSE create lasting social, economic and environmental change within communities. The following sections of this report lay out the core components of how we create change.



Through our unique learning approach, we equip people to become better leaders of social change. Our approach focuses on developing four key areas...



Business skills: enhanced business and entrepreneurial skills and stronger capability for trading to achieve a lasting impact



Emotional resourcefulness: more self-aware and more confident leaders of social change, who feel legitimate and able to make change happen



Social impact: strong sense of purpose and clarity of desired social / environmental impact, and an ability to demonstrate change



Networks: stronger networks and a community of support around the individual

What we've achieved

Mobilising the experience of enterprising people

We believe social change should be led by people from all backgrounds – especially those with direct experience of the issue they seek to address. But some of these people might not think of themselves as 'social entrepreneurs', especially not in the early stages of setting up their projects.

We aim to make people from all backgrounds feel welcome and included. Our social impact depends on us being able to attract diverse applicants to our programmes and meet the different learning needs and styles of all of our students.

Reach, diversity and inclusion

SSE has always been a champion of diversity and inclusion, but we have intensively focused on these issues in the last 12 months. We signed up to the Equality Works Inclusive Cultures Pledge 2018, supporting us to improve the inclusivity of our practices, while strengthening aspects we know work well.

Creating an inclusive culture

We are committed to creating an inclusive culture. This year we have: trained frontline staff; refreshed our practices to ensure our programmes are accessible; and ensured we are equipped to provide appropriate support to those who experience poor mental health.

Making our programmes accessible

Many of our programmes are either no cost or low cost to the learner, to ensure no one is excluded based on their ability to pay. We have a focus on supporting people with lived experience of the problem they wish to tackle. This means that we must work hard to find people who might not otherwise find us, alongside those who have already identified SSE as a potential supporter. For our early-stage programmes in particular, we strive to ensure our outreach and recruitment are as inclusive and wide-reaching as possible.

Over the past year we continued our established practice of running 'taster sessions' hosted in community locations across the UK. These sessions are a cornerstone of our early-stage recruitment process on many programmes. They help people decide if our programmes are

right for them, and also provide an opportunity for us to guide prospective students through the application process. In 2018-19 we also offered more virtual taster sessions (online), so people who could not access an in-person session would not miss out on the opportunity to learn about our support.

We have been experimenting with how to attract an even broader range of applicants to our programmes. We previously trialled a form-free application process for our flagship London Fellowship Programme, and in the past year we developed this process, to reduce the barriers created by written applications. The assessment process was focused on group activities rather than a traditional interview or pitch, and we assessed for attitudes, behaviours and potential. This allowed us to be more inclusive for people who may have great ideas, but not be practiced in writing applications or making pitches. Each candidate was assessed by three people to help eliminate unconscious bias in the assessment process.

We have retained an online application process for large national programmes, but we streamlined the application form and made it more user-friendly, following feedback from previous applicants. Our programmes continue to be in high demand, especially among early-stage entrepreneurs. In London, we received eight applications for every place on our Lloyds Bank Social Entrepreneurs Start Up Programme.

Reaching into communities

During the year we launched a new pre-start-up programme: Future Communities in Haringey.

During the design phase we worked closely with people we would potentially support, and local partners including Bridge Renewal Trust, The Selby Centre, Haringey Giving and Haringey Council. This enabled us to respond to the needs of the local community in the design of the recruitment approach, the programme structure and content. We recruited through local partners - including those named above, and with support from Migrants Resource Centre, Godwin Lawson Foundation and Shine. The recruitment process used interactive sessions based on those piloted on the Fellowship Programme. It was designed to help applicants themselves assess whether the programme would be right for them. The programme was delivered one evening a week over 10 weeks, in a local venue in Haringey, so participants could participate around other commitments.

Improving inclusivity in communications

We refreshed our brand guidelines in 2018-19, including new guidance on making communications accessible and inclusive – such as formatting text in accessible ways and being mindful of diversity when selecting imagery. We also developed a house style guide to improve the inclusivity of the language we use as an organisation. We recognised that many people we want to support might not self-identify as a “social entrepreneur”. So we gathered feedback to help us develop more inclusive and relevant language in recruitment for programmes, and in our “about us” wording.

We continued to use social media to reach new audiences, using paid promotions to target people beyond our existing following, and engaging partners from the social sector and beyond to widen our reach. We also now celebrate a wide range of religious and cultural events on Twitter, based on a calendar created by Happy, to demonstrate that all are welcome at SSE and we respect a diverse range of beliefs.

Sharing our learning

In the spirit of self-reflection and continuous improvement, SSE staff wrote a series of blogs about how we are trying to embed SSE’s core value of inclusion: sharing our successes and ongoing challenges with others in the sector. The purpose of these blogs was to be transparent, to share our learning and to welcome further feedback and ideas.

We published new online guides for people starting up an organisation, such as advice on building a brand, finding a mentor and accounting. This helps attract people who might go on to apply for our programmes, but also supports those who cannot access programmes.

Catalysing action through financial support

We support people with good ideas and great organisations. They benefit from our learning and development opportunities.

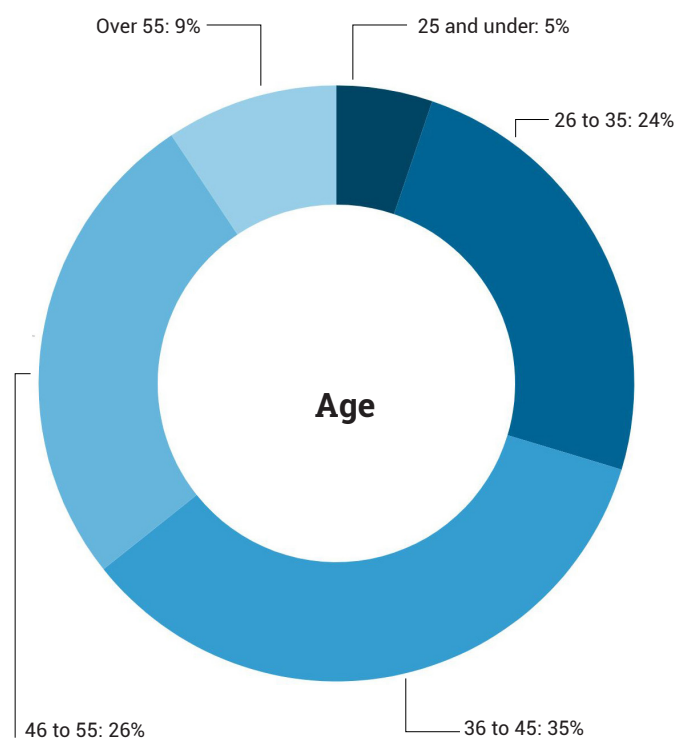
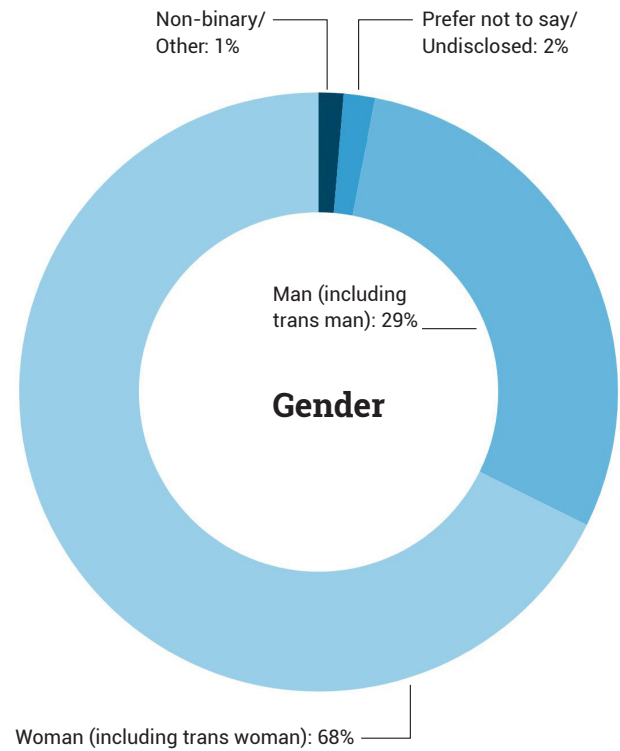
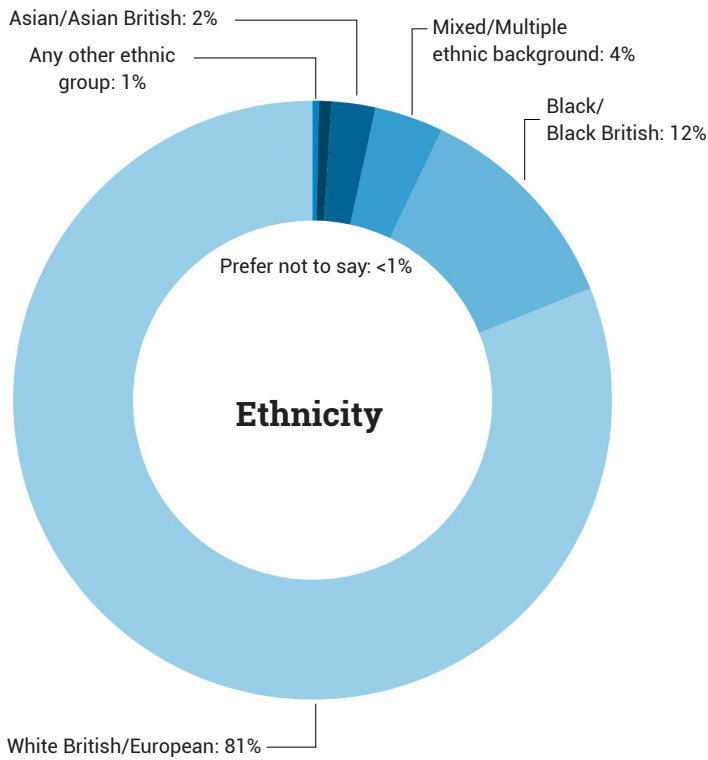
But we know it can be difficult to implement new ideas, products or activities to support social change without adequate funds in place. That is why we couple some of our learning programmes with financial support, giving people the financial backing to put their learning into action.

In total we granted £1,019,288 to 315 individuals and organisations, supporting them to achieve positive change for the people and communities they serve. Of that figure, £225,632 was made in traditional grants to 176 early-stage organisations. A further £793,656 was Match Trading grants, for 139 organisations looking to grow their enterprises and their impact.

In addition, SSE distributed grants to partner organisations and members of the SSE global schools network, amounting to £738,007 to support the regional delivery of programmes throughout the UK.

About SSE students

Ethnicity, gender and age profile of students enrolled in SSE programmes commencing during 2018-19.



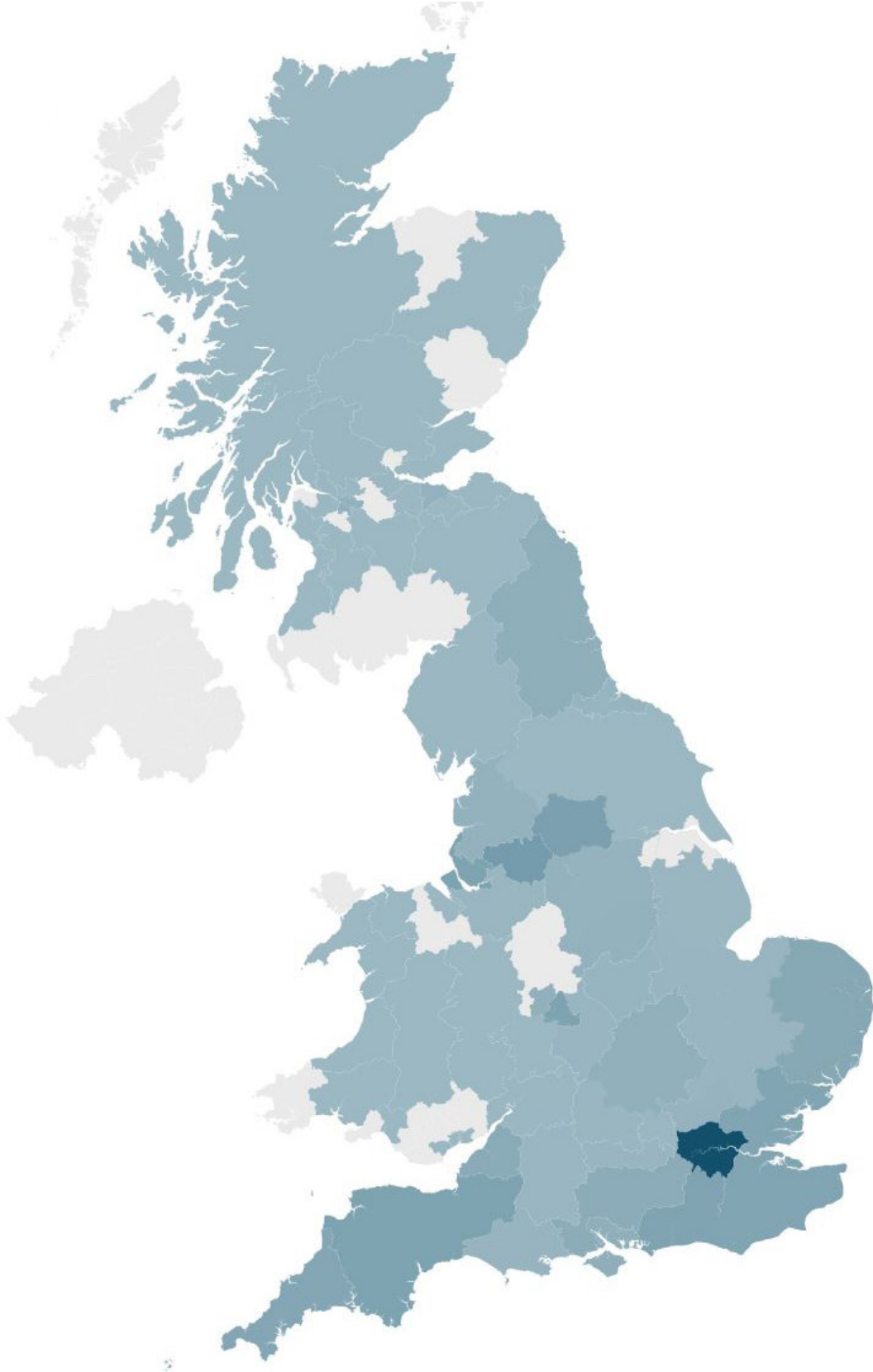
“The most helpful part of the programme was meeting people from other social enterprises, sharing ideas and supporting one another.”

Karen Dobson,
Scotswood Natural
Community Garden

Where our UK students are based

This map shows the location of SSE students enrolled in London-based and national programmes commencing during the 2018-19 year. The darker the colour, the more students are from this area.

Please refer to Appendix 2, technical note 1 for further information.



Match Trading™ grants

Match Trading is grant-funding that pound-for-pound matches an increase in income from trading. By rewarding sales growth, Match Trading incentivises social organisations to develop their trading base, so they can build stronger futures. Match Trading was created by the School for Social Entrepreneurs. For more information, visit www.matchtrading.com.

The Match Trading Task Force

The Match Trading Task Force brings together 20+ social-sector organisations, funders and government representatives to shape Match Trading's development, impact and wider adoption. The Task Force met four times in 2018-19 to discuss issues such as the relationship with social investment and using a place-based approach. Members remain enthusiastic about the potential impacts of Match Trading, and have been influential in evolving strategy.

Further adoption of Match Trading

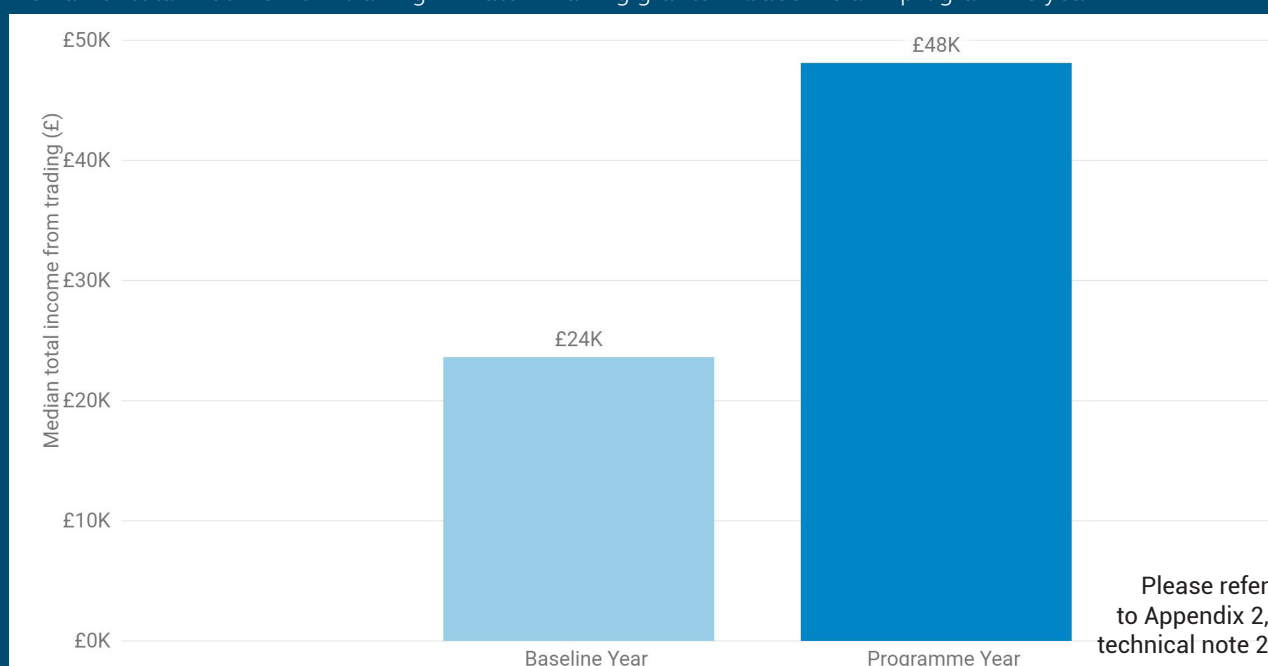
- In 2018-19: SSE supported **139 organisations** with a Match Trading grant.
- By 2021: SSE will have supported **750 organisations** through secured partnerships

We are delighted that the Rank Foundation is distributing Match Trading grants in-house within their own place-based initiative in Plymouth, with training and support from SSE. Together we're analysing impact, and identifying tools for grant administration. Access - the Foundation for Social Investment launched a programme including Match Trading grants as part of their Enterprise Development Programme, aimed at charities and social enterprises in the youth and homelessness sectors. Partnerships like this will help Match Trading to scale.

Research programme

In December 2018, we selected WPI Economics to carry out research to better understand how Match Trading fits within the funding landscape, and how it can be used to increase sustainability. Our aim is to help SSE and funders better assess Match Trading's impact.

Median of total income from trading in Match Trading grants in baseline and programme year



Future plans

- We plan to evolve the inclusive recruitment and selection processes piloted on the Fellowship Programme and Future Communities Programme in 2018-19. We will roll out the group-assessment approach onto a new pre-start-up programme: Inspiring Change in Lambeth.
- 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. This programme is designed to address complex health issues using a place-based and systemic approach. This will involve working with anchor organisations, each with robust reach into the programme's target communities, to proactively help us to recruit applicants who will most benefit from this support.
- 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 that all digital interactions with SSE are as seamless as possible for students.
- 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.



Case study



Eric Owusu, ReapShares

ReapShares is a social enterprise that empowers the women of northern Ghana to become experts in shea-butter production. Profits from shea-butter products are put back into the community, helping the area to become more financially self-sufficient and less reliant on aid. Its founder, Eric Owusu, took part in our Fellowship Programme at SSE London.

The beginning

A research opportunity took medical student Eric Owusu to northern Ghana, “where there is more poverty” compared to the rest of the country, Eric explains. His data surrounding poor maternal health and high child-mortality rates showed “it’s not just about a lack of services – the underlying factor here is poverty”. His time in the hospital and villages of northern Ghana gave him a broader sense of the situation. In order to help the community, he had to tackle the root of the problem: poverty.

“Our women are at the heart of the community,” Eric says, which is why he opened the Shea Business School for women. The school has

evolved since its pilot days. It has given over 800 women the skills to produce high-quality, locally sourced shea butter. The women also learn about Fairtrade, first aid, and gain valuable leadership skills.

From the success of the Shea Business School, Eric decided to create a social enterprise: ReapShares. This would allow the women to take ownership of the shea butter and turn it into profitable products. ReapShares puts 70% of its profits back into the company’s communities. Eric explains: “The power is in creating local economic ventures that feed into the international development framework ethically and reduce dependence of recipients of aid and support.”

The programme

To learn more about running a social enterprise, Eric joined our Fellowship Programme. He wanted to “become more knowledgeable of what’s out there” in the world of social-impact businesses. Participating in our programme allowed Eric to work alongside like-minded people and gain valuable peer support through Action Learning Sets. “What I found most enjoyable was the interaction between the students and how each person was willing to reach out to help one another,” he explains.

The future

The Fellowship Programme has given Eric the tools, knowledge and support network to start planning the future for his social enterprise. “The programme has given me the opportunity to source new talent to help our work,” says Eric. He is currently working with a product designer/collaborator on a product line that will be available by September 2019. His next goal is to gain CIC registration for ReapShares, which would be a huge step in the social enterprise’s development.

“The network available to me through the Fellowship programme is phenomenal and will undoubtedly help to shape my project every step of the way.”

Doing learning differently

SSE supports social entrepreneurs at all stages of their journey: from pre-start-up (ideas) stage, through to delivering a successful social enterprise at scale.

Learning at SSE is action-based. We support people to apply learning directly to developing their project. The fundamental premise of our programmes is to bring cohorts of learners together so that they can learn from each other, as well as us.

We have stayed true to the core principles of our approach for more than 20 years, but as a learning organisation, we always strive to improve. Each year, we refresh our programme structure and content, as well as designing new bespoke programmes. In 2018-19, we developed new programmes as well as using more co-design.

How our programmes and courses work

Long-duration programmes

Our long-duration programmes last at least six months. They are typically structured around the following elements:

Witness sessions

Entrepreneurs share their experiences and discuss the secrets of their success. Students listen, learn and question them, to examine and find meaning for their own projects.

Expert sessions

Through questioning, observing and listening to experts, students 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, to find ways of overcoming the stumbling blocks, dilemmas and other problems that their projects face.

Mentoring

Students are matched with a mentor, who helps them build their confidence and understanding, and develop themselves and their project.

Peer support

Students bring their skills and experience to the group and learn from the skills and experience of the other members. This network of like-minded people provides vital support to enable them to develop their enterprise.

Short courses

We also run a wide variety of short courses (between a day and six days in length) to support learning on discrete topics of interest to the social sector as a whole. For example: developing a fundraising strategy; negotiation skills; digital skills; measuring social impact.



Developing programmes and championing co-design

Programme design is always based on feedback and reflection, but in 2018-19 we piloted a more intensive co-design process. This involved a wide group of stakeholders: former and future students; members of our learning team; and our partners. By co-designing with these stakeholders, we can reflect a fuller range of perspectives and expertise in our programme content. We brought together stakeholders from across our UK network to review and refresh some of our core programmes. Some examples of how we used co-design are included below, in the overview of our 2018-19 programmes.

Our social entrepreneurship and community business programmes in 2018-19

Getting new ideas off the ground

In 2018-19, we supported 11 cohorts of early-stage social entrepreneurs across three programmes to get a new idea off the ground. We launched three further early-stage programmes, each with a bespoke place-based focus.

Supporting start-up entrepreneurs nationwide: Lloyds Bank and Bank of Scotland Social Entrepreneurs Start Up Programme

The majority of our early-stage entrepreneurs are supported through the Start Up level of our biggest programme: the Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme, run in partnership with SSE and jointly funded by The National Lottery Community Fund. In November 2018, we celebrated the graduations of 165 early-stage social entrepreneurs from the Year 6 cohorts. The Year 7 cohorts began in October 2018, with 166 early-stage social entrepreneurs learning in cohorts supported by eight of our UK schools: SSE Yorkshire & North East, SSE East, SSE Midlands, SSE Hampshire, SSE Dartington, SSE North West, SSE Cornwall and SSE London.

Experiential learning: the Fellowship Programme

Flowing from the redesigned recruitment process described earlier, we refocused our Fellowship Programme on experiential learning. This programme provides an environment that allows participants to explore and develop the knowledge, skills and attitudes associated with successful social entrepreneurship. In May 2018, 14 early-stage social entrepreneurs began their nine-month journey, supported by PwC, RSA Insurance Group, Linklaters LLP, ARM Foundation, Barry Marshall and CHK Charities, and all successfully completed.

Place-based change: Future Communities Programme

We worked with Linklaters, one of our longstanding partners, to develop our new Future Communities Programme in 2018-19. This is a place-based programme for 15 pre-start social entrepreneurs in Haringey, which we rolled out in Spring 2019.

We designed the Future Communities Programme in collaboration with community partners in Haringey, using the principles of lean methodology: understanding the social/environmental issue, building a test for the solution, measuring the result and then learning from it. Students had the opportunity to discuss their business models with experienced social entrepreneurs, in order to explore and refine them. They were each matched with a mentor to help them to reflect on their experiences and navigate any challenges. Participants also had access to an 'action lead' from Linklaters, who used their experience in setting targets to ensure each enterprise progressed. A small grant was awarded at the outset of the programme, to allow each student to research and refine their project idea.



Supporting social entrepreneurship beyond London: our Thurrock programme

The Thurrock Social Entrepreneurship Programme, with funding from Thurrock Council, enabled us to take our place-based approach outside of London. The programme supported 16 people to start a social enterprise within their community. It covered topics including: legal structures, measuring social impact, marketing and lean business model canvas. It also connected participants to mentors with experience of social enterprise. Thurrock Council, the Thurrock Social Enterprise Steering Group and local SSE fellows helped us find people truly embedded in the community to support the participants. These partners also helped us link with local events, offers and networks – such as Thurrock Soup and the Essex Social Enterprise Network. SSE students could access this additional support during the programme and after it ended.

Supporting enterprising women in the UAE: the Badiri Social Entrepreneurship Programme

Last year we announced our partnership with NAMA Women Advancement Establishment to run the Badiri Social Entrepreneurship Programme. This programme supports female entrepreneurs in the UAE to develop profitable businesses with a positive social purpose. During the 10-month programme, the 13 participants took part in hands-on learning, hearing from business experts and change-makers at SSE Cornwall and at our London office, at SSE India in Delhi, and in the UAE. The programme was designed to take them on a journey - from having an idea to confidently pitching their social enterprise during their graduation ceremony. They learnt how to establish a vision and mission, understand finance and social impact, and formulate their business model. Now in its second year, the 2019 programme has been co-designed with SSE North West, SSE India, the NAMA team and a selection of participants from the 2018 cohort.

Supporting growth and scaling

Alongside our support for early-stage entrepreneurs, SSE fosters the sustainability of established organisations tackling society's biggest problems. We run programmes to support social entrepreneurs and community businesses to develop their impact and income from trading (Trade Up level), and to help well-established organisations create a step-change in their impact through scaling (Scale Up level).

Overall we supported 162 students at Trade Up level and 22 students at Scale Up level in three programmes in 2018-19. We also rolled out Match Trading grants to these organisations.

Supporting community businesses: the Community Business Trade Up Programme

The Community Business Trade Up Programme, in partnership with Power to Change, supports the growth of community businesses in England. We are delighted that, after the success of the pilot year in 2017-18, we renewed the programme in September 2018. We went on to recruit 99 leaders from community businesses across England to the next cohorts of the programme. They learnt in eight locations across England, between January and July 2018. The learning programme focused on increasing impact and income from trading, and included a Match Trading grant of up to £10,000.

Experience has taught us that digital communications are not the most effective way to reach community leaders, so we reached out to over 30 sector partners to help us publicise the programme. In future we will build on these relationships and partnerships – for example, co-hosting more taster sessions with community businesses, as well as hosting taster sessions for Power to Change staff and others who can help to promote the programme. For the 2019 programme, we have extended the learning programme over a nine-month period (previously six months), to allow students more time to implement learning and actions. We are also offering additional financial management advice for these students in 2019.

Supporting social enterprises across the UK to grow and scale: the Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme, Trade Up and Scale Up levels

Recruitment for the eighth year of the Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme opened in February 2018.

In 2018-19, SSE Scotland brought the Trade Up programme and Match Trading grants to Scotland for the first time, supported by the Scottish Government and The National Lottery Community Fund in Scotland. Trade Up was also delivered for the first time in Bristol (SSE Dartington) and York (SSE Yorkshire & North East). These cohorts were fully subscribed, reaching 82 growing social enterprises and demonstrating continuing demand outside London for social-enterprise support beyond start-up stage. The programme is also supporting 22 established social entrepreneurs through one Scale Up cohort delivered in London.

“The course made me slow down and really look at my choices, so I knew I was making them for the right reasons.”

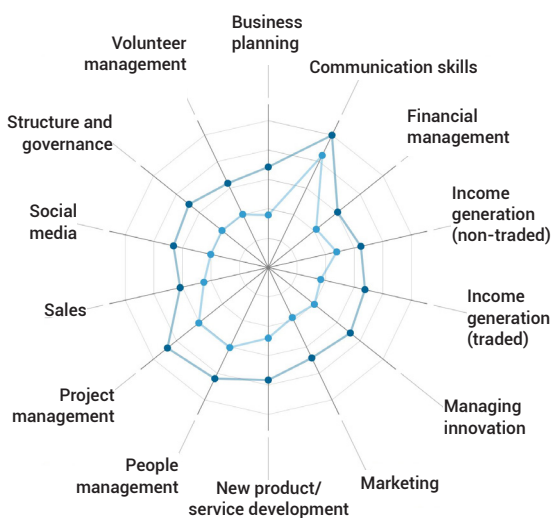
Chukumeka Maxwell,
Action to Prevent Suicide

What outcomes do SSE students achieve?

SSE has successfully supported students across the UK to improve their skills across all four of our learning outcome areas. On average, across all domains, students rated themselves 4.39 on a 7-point scale at the outset, rising to 5.02 by the end of their programme. (Please refer to Appendix 2, technical note 3, for further details.)

Business skills:

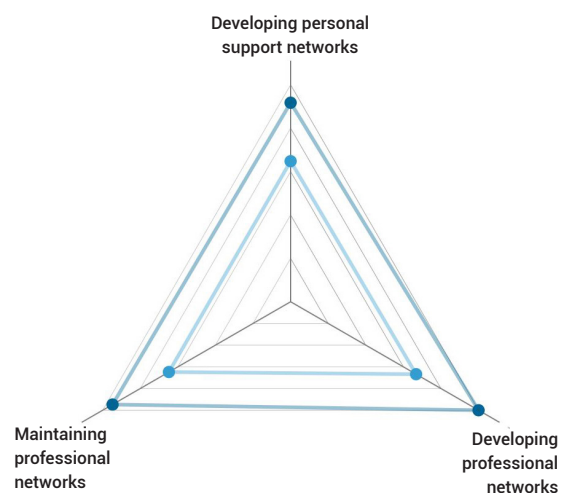
Enhanced business and entrepreneurial skills and stronger capability for trading to achieve a lasting impact



● Baseline average rating ● End of programme average rating

Networks:

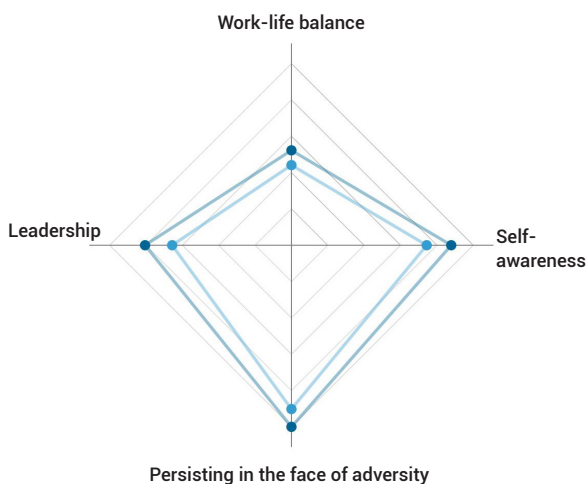
Stronger networks and a community of support around the individual



● Baseline average rating ● End of programme average rating

Emotional resourcefulness:

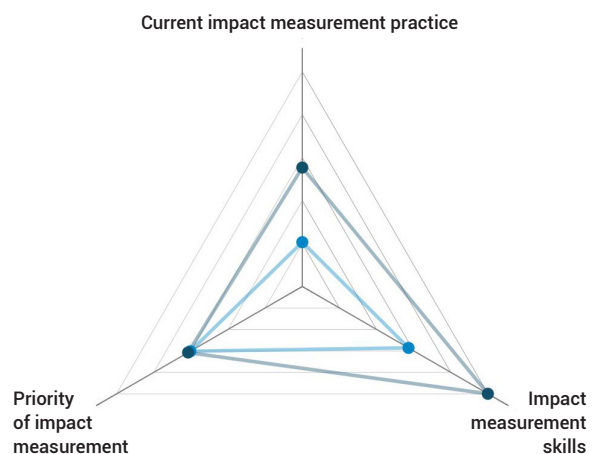
More self-aware, confident leaders of social change who feel legitimate and able to make change happen



● Baseline average rating ● End of programme average rating

Social impact:

Strong sense of purpose and clarity of desired social/environmental impact



● Baseline average rating ● End of programme average rating

Developing skills, leadership and entrepreneurship within the social sector

We know that the content of our programmes and our inclusive, action-learning approach has relevance and value beyond the social-enterprise sector. We have therefore supported charity leaders, social-sector innovators and intrapreneurs inside large organisations – more in the past year than ever before. We helped them become more enterprising, more impactful and supported them to develop skills in specialist areas.

We supported 76 social-sector leaders on our programmes, and ran 42 short courses and one-day workshops for 474 participants in 2018-19. In addition, we were delighted to work with the Department for Digital, Culture, Media & Sport, to support the delivery of our Third Sector Digital Leaders programme in five locations across the UK.

Supporting charities to diversify their income through trading

We have continued to work with the Lloyds Bank Foundation on our successful Trading and Sustainability Programme. We're now into our fifth year of the programme. We have developed this programme over time to increase its effectiveness in supporting the leaders of small charities to increase trading and diversify their income base. In 2018-19, we incorporated additional one-to-one support on financial management, a session on the venture design canvas, and focused on the needs of paying customers. This helped to foster a shift in mindset towards entrepreneurialism for charities that have traditionally been grant-dependent.

Tailored support for social innovators

SSE worked with the Paul Hamlyn Foundation to support grantees from their Ideas and Pioneers Fund, which targets people with unusual or radical ideas to improve life chances or opportunities for people in the UK. SSE's bespoke support is tailored to meet the specific learning needs of the grantee and their organisation, following an in-depth collaborative reflection and diagnostic process. Diagnostics have been undertaken with 16 individuals, and we have awarded support

packages to eight of them. The total value of each package is up to £20,000, which will be used to provide the optimal mix of learning, mentoring and grant-funding for each individual, delivered over a 12-month period. In addition, 40 Paul Hamlyn Foundation grantees have been given funded access to a variety of SSE's short courses. This will support their learning and development against specific needs, as identified by them to help with their development.

Collaborating for change: thematic support programmes

Access - the Foundation for Social Investment launched an Enterprise Development Programme in September 2018, and as part of this SSE is delivering Enterprise Learning. This is a six-month programme for leaders of well-established charities and social enterprises working in the homelessness and youth sectors. We are running two bespoke learning programmes, tailored to each sector. Each participant is eligible for a £10,000 Match Trading grant which, together with the learning programme, aims to support the transition to new enterprise models or develop existing enterprise activity.

The programme content was designed collaboratively with students, as well as sector partners: The Centre For Youth Impact, Homeless Link and UK Youth. Partner organisations attended some of the learning days, providing an opportunity for them to engage directly with programme participants. Course content is bolstered by optional webinars, which are running alongside the peer-learning sessions. Webinars are being delivered covering additional topics such as public-sector commissioning, and what charities need to know when trading.

In 2018-19 we recruited to our new Scale+Accelerate programme, in partnership with the Postcode Innovation Trust. The programme supports social-sector leaders working in three key sectors: Training & Employability, Health & Wellbeing and Environment & Conservation.

Scale+Accelerate is for leaders of well-established organisations with relatively high incomes, looking to expand. Delivered between February and October 2019, each of the three bespoke programmes consists of five learning blocks (10 days in total). Learning includes: approaches to scaling, operations and systems, and building resilience.

The response to the theme-based approach has been extremely positive, with students reporting strong benefits already from newly-formed networks.

Building resilience in arts and culture organisations

In 2018-19, SSE delivered our first arts and culture-based programme, working with Arts Council England via their Building Resilience fund. The Diversity & Entrepreneurialism Programme brought together 25 leaders of arts and cultural organisations from across the UK. The programme combined group-based peer-learning, tailored one-to-one consultancy support, and financial assistance. Participants built their understanding of how diversity (in all areas of their operations) can increase their organisation's resilience and sustainability. Action Learning Sets were a hugely successful part of the programme and many of the participants continue to meet up and learn together. The initial evaluation has indicated that participants reported feeling more confident in their ability as a leader, and increased their willingness to test and implement new ideas, including taking calculated risks.

Digital and online learning

SSE has worked with RSA Insurance Group for over a decade, and this year we trialled three free webinars in November and December 2018. The webinars focused on risk, managing finance and communicating your vision. They were open to all of our students and SSE fellows as part of our expanding support for social entrepreneurs, beyond core programmes. When live, each webinar was attended by at least 40 viewers, with more accessing them via SSE's website at a later date.

We received funding from the Department for Digital, Culture, Media & Sport (DCMS) Digital Leadership Fund. This allowed us to collaborate with SSE network schools to deliver a fully subsidised version of our Third Sector Digital Leaders course in five locations: Bristol, Birmingham, London, Leeds and Liverpool. The course aims to help charity, social enterprise and non-profit leaders feel confident about leading digital change in their organisations. The ultimate aim is to promote the sustainability and relevance of those organisations, and nurture the third sector's digital leaders of tomorrow. Feedback on the course was overwhelmingly positive.

"Rather than overwhelmed, it's time to feel excited and utilise some of the learning from my time at these wonderful workshops. A huge thank you to SSE."

Cath Sell, Wilf Ward Family Trust
(participant on Third Sector Digital Leaders)

Short courses and workshops

SSE had another busy year of one-day workshops and short courses in 2018-19, with 42 courses attended by 474 participants. New courses in London included: Fundraising from Trusts and Foundations; How to Network Successfully; and Negotiation Skills Training. Around the network, SSE supported SSE Liverpool to deliver a Replication and Social Scaling course and helped SSE Yorkshire & North East to deliver an online Start Up Boost course for early-stage social entrepreneurs. This means that across the network, SSE supported the learning of nearly 500 students on one-day workshops and short courses.

"Very detailed and thorough – really great at making me think reflectively about negotiation."

Robert Walker, Fellwalkers
(participant on Negotiating Skills short course)

Ongoing support for long-term impact

The impact of our work does not end when the programme ends. That's why we stay in touch with our network of SSE fellows, providing ongoing opportunities for connection, learning and peer exchange.

In 2018-19, surveys of SSE fellows identified several key challenges and support needs:

Biggest challenges since graduation

1. Funding
2. Personal support
3. Growth
4. Marketing
5. Financial sustainability

Key support needs identified

- Growing their enterprise
- Finding funding
- Measuring impact
- Becoming financially sustainable
- Learning from others working in the same area

To address these needs, in early 2019 we launched a new programme of support for SSE fellows. We held a launch event in London in February 2019, on the theme of movement-building and money. Matthew Taylor, CEO of the RSA, made a keynote speech and the event was well attended.

Additional offers made available to SSE fellows this year include: access to mentors; subsidised access to Virtual Action Learning Sets (VALS); and an exclusive opportunity to apply for funding from 4Daughters Foundation. The support available to the SSE fellows' network will be extended in 2019-20 and beyond, with the

aims of:

- strengthening connections (between SSE fellows; between fellows and SSE; and between SSE fellows and a wider stakeholder network) through in-person events, an online community, VALS, SSE social partners (see below), and links to other networks
- developing personal and enterprise skills through learning programmes, events, short courses, coaching and pro-bono support
- supporting enterprise growth through access to funding, partnerships and trading opportunities
- celebrating and promoting SSE fellows' individual and collective impact, and SSE's impact overall
- movement building – attracting a wider network of stakeholders and partners to create more systemic change at a community level

To support these plans, SSE also launched in 2018-19 an ambitious new initiative: SSE social partners. Through this work, SSE is creating a community of like-minded people with similar values and interests, all with extensive business experience. They are supporting the development of SSE fellows through contributions of funding, volunteer time and expertise. Thanks to their support, we will continue to roll out and build on the support offerings described above.

The webinars supported by RSA Insurance Group and DCMS (described earlier) form part of this growing commitment to supporting SSE fellows beyond their direct engagement on an SSE programme.

We have also continued our partnership with PwC to support established social entrepreneurs. Six SSE schools delivered up to four group coaching sessions: our learning managers facilitate a discussion with up to 10 PwC employees and a member of the PwC Social Entrepreneurs Club. The social entrepreneur outlines a challenge or problem their organisation is facing in advance of the session, and they work together with the PwC employees in the room to solve it. A PwC champion takes notes during each session and feed these back to Social Entrepreneurs Club members at the end of the session.

Future plans

- We will build on our 2018-19 work with the Paul Hamlyn Foundation's Ideas and Pioneers Fund, to develop and embed one-to-one support. This type of support will be provided as a stand-alone offering, and alongside cohort programmes including the Community Business Trade Up Programme.
- In 2019-20, we will partner with Guy's and St Thomas' Charity to use Match Trading grants to support social enterprises in Lambeth and Southwark that are addressing childhood obesity, or slowing the progression of long-term health conditions.
- We will further develop the use of webinars on some of our programmes as an additional element to the learning journey.
- 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 other social-sector organisations.
- We will launch the Fellows Future Fund – a grant fund available exclusively to support SSE fellows to grow, understand and communicate their impact.



Case study



Robert Bruce, The Dorothy Parkes Centre

The Dorothy Parkes Centre is a community centre in the heart of Smethwick, West Midlands. It runs activities to tackle local issues such as physical and mental health, obesity, social isolation, and unemployment. Its CEO, Robert Bruce, was a student at SSE Midlands on the Community Business Trade Up Programme, in partnership with Power to Change, in 2018.

The beginning

The Dorothy Parkes Centre was created out of the "Old Church" parish hall by an innovative partnership between the Parish Church Council, Sandwell Area Health Authority, Harborne Parish Lands, New Opportunities Fund and the Church Urban Fund. The aim is to continue the legacy of Dorothy Parkes and provide opportunities to bring people and organisations together in a spirit of friendship and equality, enabling the local community to thrive.

The Centre was opened in 2000 and provides a place of welcome and opportunity, accessible to all, seven days a week. A fair and inclusive attitude is at the heart of The Dorothy Parkes Centre. "We try and make our groups as affordable as we can for the local community," says Robert, who welcomes all walks of life to

the centre. Its diverse range of activities cater from pre-school up to the elderly, and include Baby Ballet, Youth Club, and a Good Afternoon Club for the over-55s.

The programme

The peer-learning approach on the programme helped Robert learn from other social entrepreneurs in his cohort. "We were really able to build bonds, talk in confidence and get away from the day-to-day stress that our roles can bring. We were encountering similar issues and challenges but we were learning together the best ways to overcome them," explains Robert.

The programme incorporates Match Trading, a sector-leading innovation in grant-funding for social-purpose organisations that incentivises trading, created by SSE. Robert says: "We smashed the trading income targets for our trading year which enabled us to secure the full grant-funding provided by the programme. This acted as a great incentive and was a real bonus for the organisation."

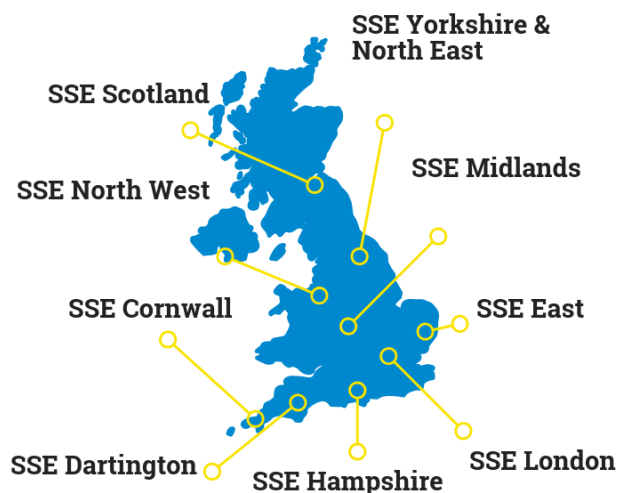
The future

Almost 20 years since opening, The Dorothy Parkes Centre is thriving, and recently won the Outstanding Community Organisation Award 2019 for Smethwick. They hope to build on this and have a number of exciting projects on the horizon. "We were successful in a funding application to take on a derelict overgrown allotment to run an outdoor classroom. We are also beginning to run a community litter pick scheme," explains Robert. He plans to continue using what he's learnt from SSE to test new income streams - such as trading in the Centre's kitchen, partnership working and corporate funding.

"It's a fabulous learning and networking opportunity and you can get £10,000 for doing it! It's a win-win and I would encourage anybody in a similar position to apply."

Supporting a vibrant SSE network

The School for Social Entrepreneurs is a network of social membership organisations, working together to support social entrepreneurs, social intrapreneurs and social-sector leaders - across the UK, Canada and India. Some of our schools are hosted by larger organisations, while others are small independent organisations. They are all deeply rooted in their local communities and the challenges those communities face. We support the network in three key areas: sustainability & development; quality & learning; and branding & communications.



Sustainability & development

SSE works in partnership with locally embedded schools to deliver its mission across an international network. They are small organisations working in an uncertain economic climate - so ongoing review and attention to the sustainability and impact of each network school is a strategic focus for us.

We were saddened to hear of the closure of the Eastern Enterprise Hub, the host organisation for SSE East during 2018-19. We have nonetheless continued to support students in the East of England throughout the year and we are working with a range of local organisations and SSE fellows to explore how we can best enable the social-enterprise sector to thrive in this region.

With our wider network, we commenced a 'future proofing' strategic review to ensure SSE's long-term regional presence and local impact. This has included externally conducted research into the demographic, political, economic and social-sector landscape in each region where we operate in the UK, as well as workshops to establish a shared vision and development plan for the future, including consideration of

structural arrangements. We have continued to invest in support and opportunities for collaboration. We recruited a new development manager with a focus on supporting activities outside of London, who is based in the SSE North West office. Heads of schools and boards from across our network have convened for workshops and strategic discussions. We have been steadily streamlining our IT infrastructure and improving access to information and shared resources to continue to improve our ability to work effectively regionally, nationally and internationally.

Quality & learning

Each year, our quality audit and Network Away Day feed into our organisational learning and support a process of continual improvement. Based on the findings from our 2017 quality audit process, we focused on the following themes in 2018:

- Inclusion, with a focus on mental health
- Further developing relationships and collaboration across the network
- Sustainability of schools

Inclusion has been a key area for development at SSE and within the schools this year. The 2018 Network Away Day incorporated a session on peer coaching for resilience and well-being. We have also been working in partnership with Mental Health UK to deliver mental-health awareness-training, and a one-to-one consultancy service available to all schools. Signing up to the Equality Works Inclusive Cultures Pledge has given staff access to a series of webinars and roundtable discussions on inclusive leadership, data gathering, branding and people (HR).

The centrepiece of the 2018 Network Away Day was a hackathon facilitated by our trustee and SSE fellow Naomi Mwasambili. The collaborative process of the hackathon tackled three areas: how we better support our fellows; innovation within programmes; and reaching into communities. Following on from this activity we launched a series of events for fellows, and developed the programme co-design process that has since been used to great effect (see earlier).

In 2018-19 we updated our approach to the quality audit. We refreshed our Good Practice Guide and launched a shared online resources centre: one place to store documents, examples of good practice and toolkits. This will transform our knowledge-sharing capability, and allow us to continuously add resources. We also introduced a peer-to-peer quality audit and development process, to enable cross-pollination of ideas and innovations. A group of four peer consultants from the network carried out the development process, visiting two schools and producing feedback reports for each. In addition, 2018 saw the launch of an admin and programme management virtual group to share programme management practices and ensure we are working efficiently and collaboratively across our network.

Branding & communications

Our ambition was to develop a bolder voice in 2018-19. To achieve this, we needed our whole network to feel more confident in our brand and in sharing our story. We worked with our network of schools to understand how we could enable everyone at SSE to better explain our work and impact. In December 2018, we launched refreshed brand guidelines, supported by social-enterprise branding agency Champion. We also created a

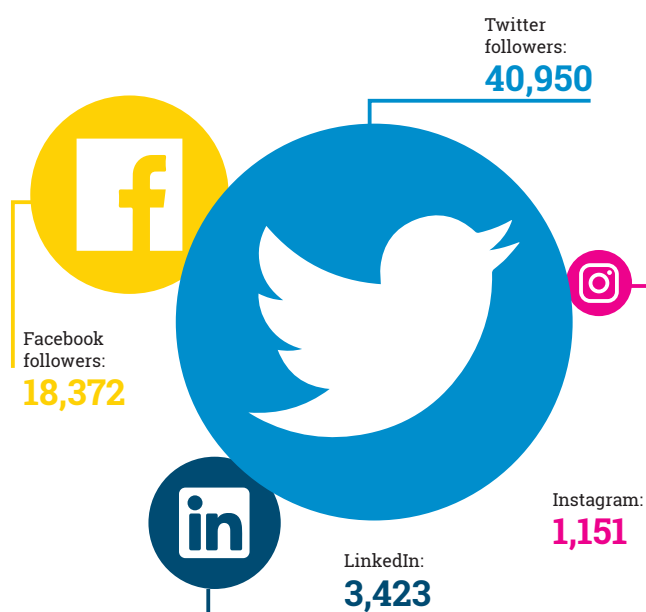
new shared Communications + Branding Centre, full of resources and templates to simplify communications. We also moved to a new shared design-software system, making it easier for all schools to create on-brand assets.

In line with these changes, we developed our new strapline: "Together we change lives." This speaks to the real-world impact we have by working together: as a network, with our students and SSE fellows, and with our partners. We developed updated messaging to describe SSE, as well as a new house style guide, to improve consistency of language.

We have created and implemented a new Instagram and LinkedIn strategy, so we're now active across four social media channels: Twitter, Facebook, LinkedIn and Instagram. We have continued to create social-media templates, graphics and draft posts to save time for network teams. As a network, we have now surpassed 80,000 followers between all schools' Twitter and Facebook accounts. We've developed new case-study templates, as well as guidelines for writing case studies.

We continued our practice of equipping our students to promote themselves by publicising their involvement in our programmes – amplifying each other's work for mutual benefit. We did this by: sharing publicity guidelines, template press releases, key messaging; and explaining how we can promote their work through our channels.

Social media stats for SSE Central



Future plans

- 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.
- 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.
- We will develop our new online Good Practice Resource Centre, and embed a 360 review process across all programmes as part of a commitment to organisational learning and improvement. These initiatives are specifically designed to ensure our practice is constantly improving as a result of our own learning, and that new programmes and course content is built on thoughtful reflection of our past experience.



Case study



Marnie Rose, The Garden Classroom

The Garden Classroom provides urban children and adults with outdoor experiences that stimulate respect for nature and promote active lifestyles and self-discovery. Its co-founder Marnie Rose participated in our Scale+Accelerate Programme, run in partnership with the Postcode Innovation Trust, a grant-giving body funded entirely by players of People's Postcode Lottery. She was part of the Environment & Conservation cohort.

The beginning

Marnie was frustrated by juggling a young family with a meaningful work life. Her career had ranged from television production to entertainment agent. But it was Marnie's work as a volunteer for King Henry's Walk Garden in Islington, London that led her to her next step: becoming a social entrepreneur.

Inspired by childhood visits to her nan's allotment and regular trips to Epping Forest, Marnie decided to address the lack of opportunities for Londoners to connect to nature.

Marnie created The Garden Classroom as a new social enterprise in 2008, with founder-trustee Rosey Lyall. Since then, The Garden Classroom has become a multi-award-winning charity.

It plays a key part in the movement to encourage city children and young people to spend more time immersing themselves in nature. HRH the Duchess of Cambridge visited in 2019, and its patron is Joe Swift from BBC Gardeners' World.

The programme

Throughout our programme, Marnie joined like-minded people who shared a passion for helping the environment and people's attitudes towards it. Marnie says, "Everything we are discussing is relevant to everyone else as we fall under an overarching type of work." About SSE's peer-learning approach, Marnie says, "It makes the experience more valuable and impactful."

The future

With a new intake of inspiring trustees in 2019, The Garden Classroom has embarked on an ambitious programme of nature-inspired activities across a wide range of programmes. Its residential camping programme will see disadvantaged children and young people take to the countryside and the coast over a 10-week period. The charity's Little Explorers programme, for children under five, has also expanded this year to a second site. Marnie says, "This drop-in for toddlers and their parents and carers has been very popular and we have plans to expand this further afield in future years." Other exciting new endeavours for The Garden Classroom include a programme called Urban Forest Schools, which benefits a range of inner-city children, and a programme to help London teachers instil a love for the natural world in the young children they teach.

"Everything we are discussing is relevant to everyone else as we fall under an overarching type of work... It makes the experience more valuable and impactful."

The impact of our work

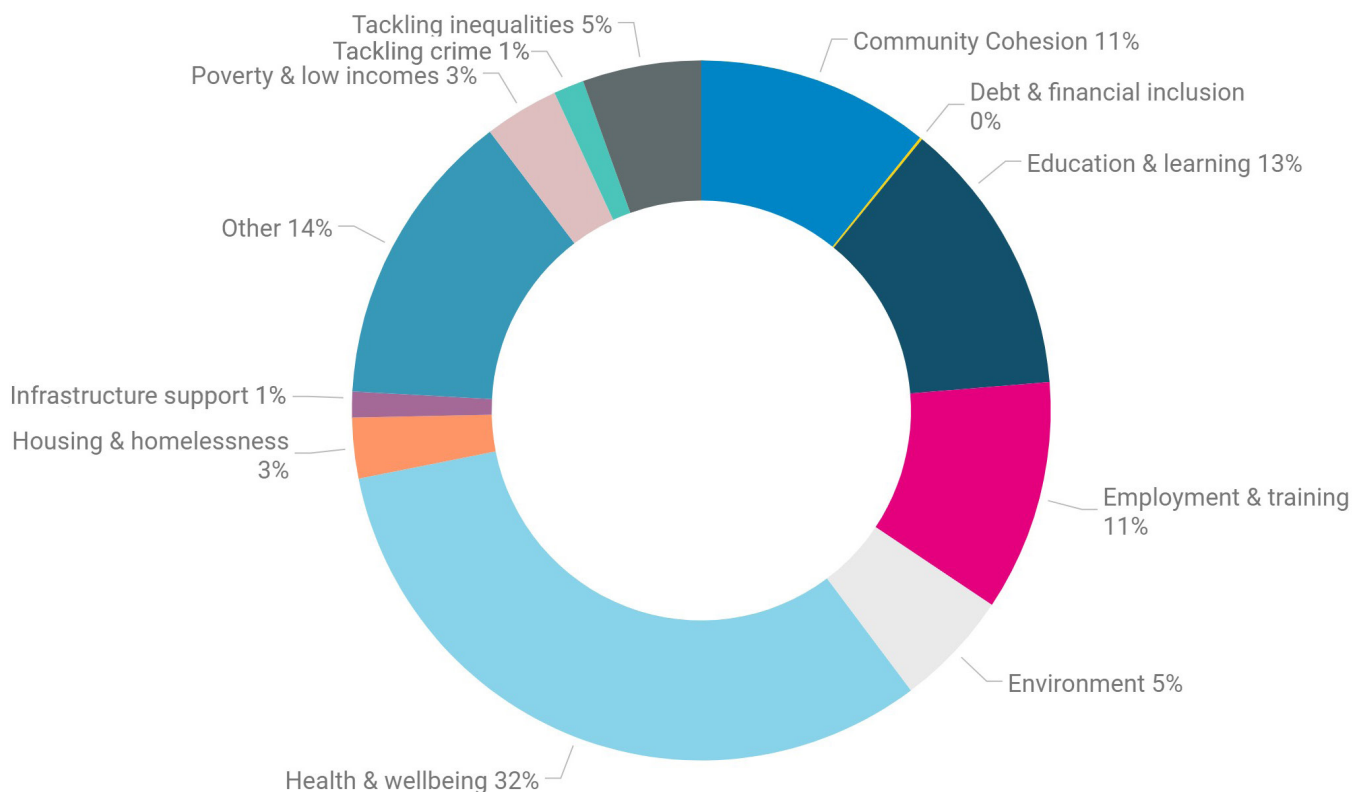
All the support we provide is designed to help people create positive social and environmental change. Making this difference is why we do what we do.

The people we support tackle society's biggest problems, while creating meaningful jobs. Our support enables social entrepreneurs to become better leaders. This enables them to build organisations that are sustainable. That means they can multiply their impact from the support they receive.

We evaluate our impact and the longer-term outcomes of those we support.

Impacting a wide range of social & environmental issues*

In 2018-19, we supported people working across a diverse range of issues, from health and wellbeing, community cohesion and employment, to poverty, homelessness and tackling crime.

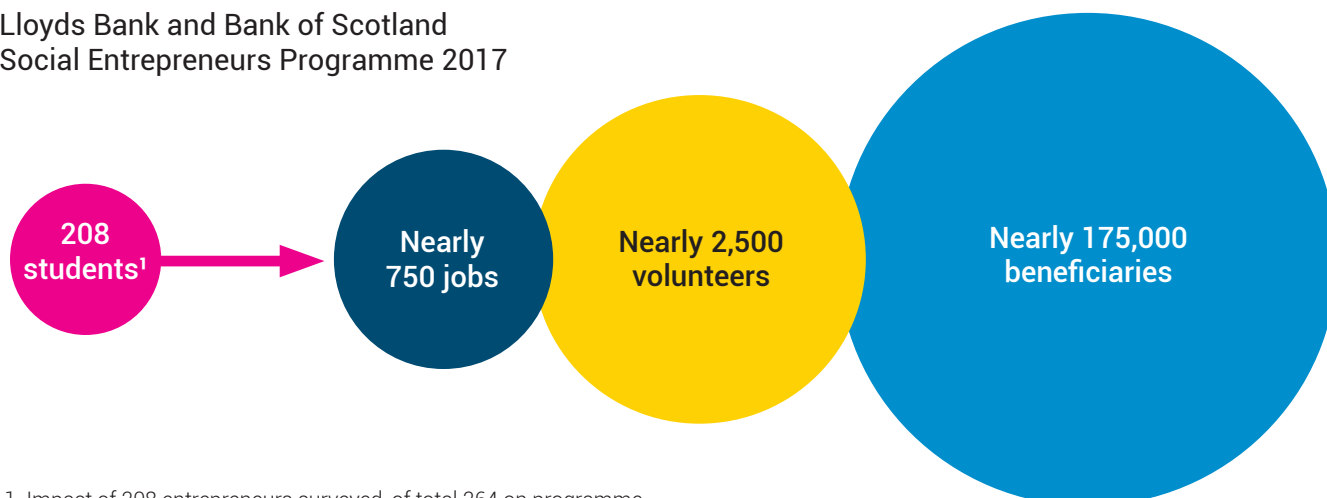


*Please refer to Appendix 2, technical note 4

How social entrepreneurs multiply support*

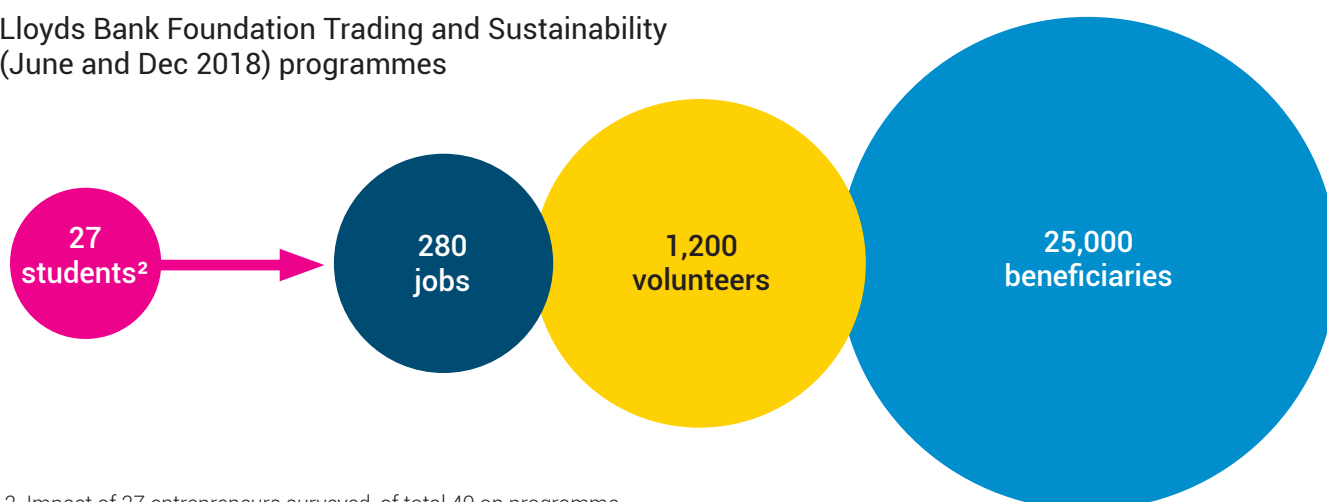
It's not just the people we directly support who benefit from the activity of SSE. These people go on to impact the lives of hundreds, and sometimes thousands, of others.

Lloyds Bank and Bank of Scotland
Social Entrepreneurs Programme 2017



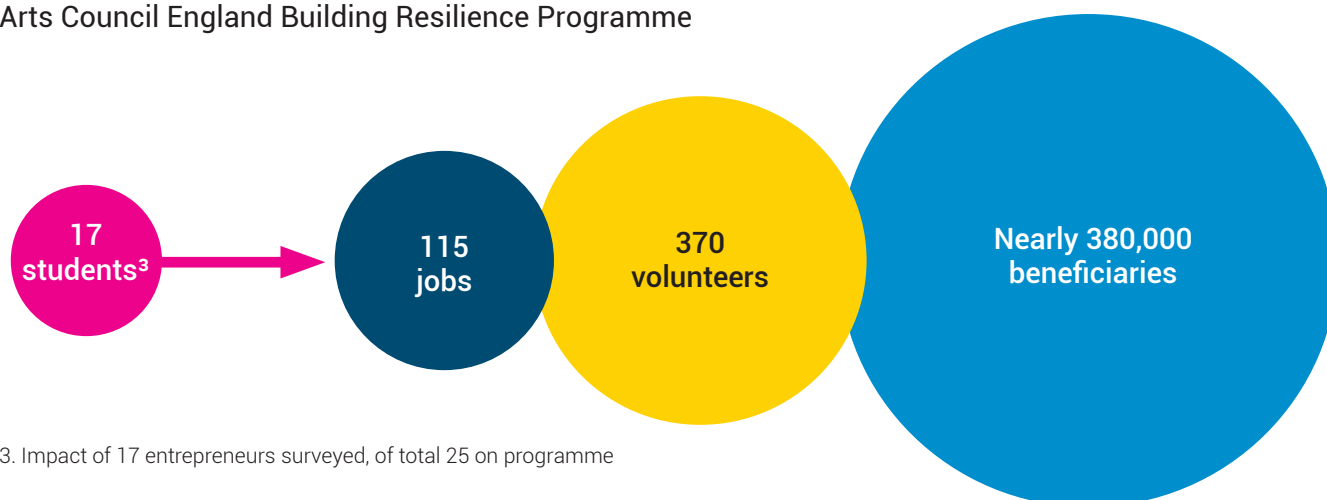
1. Impact of 208 entrepreneurs surveyed, of total 264 on programme

Lloyds Bank Foundation Trading and Sustainability
(June and Dec 2018) programmes



2. Impact of 27 entrepreneurs surveyed, of total 40 on programme

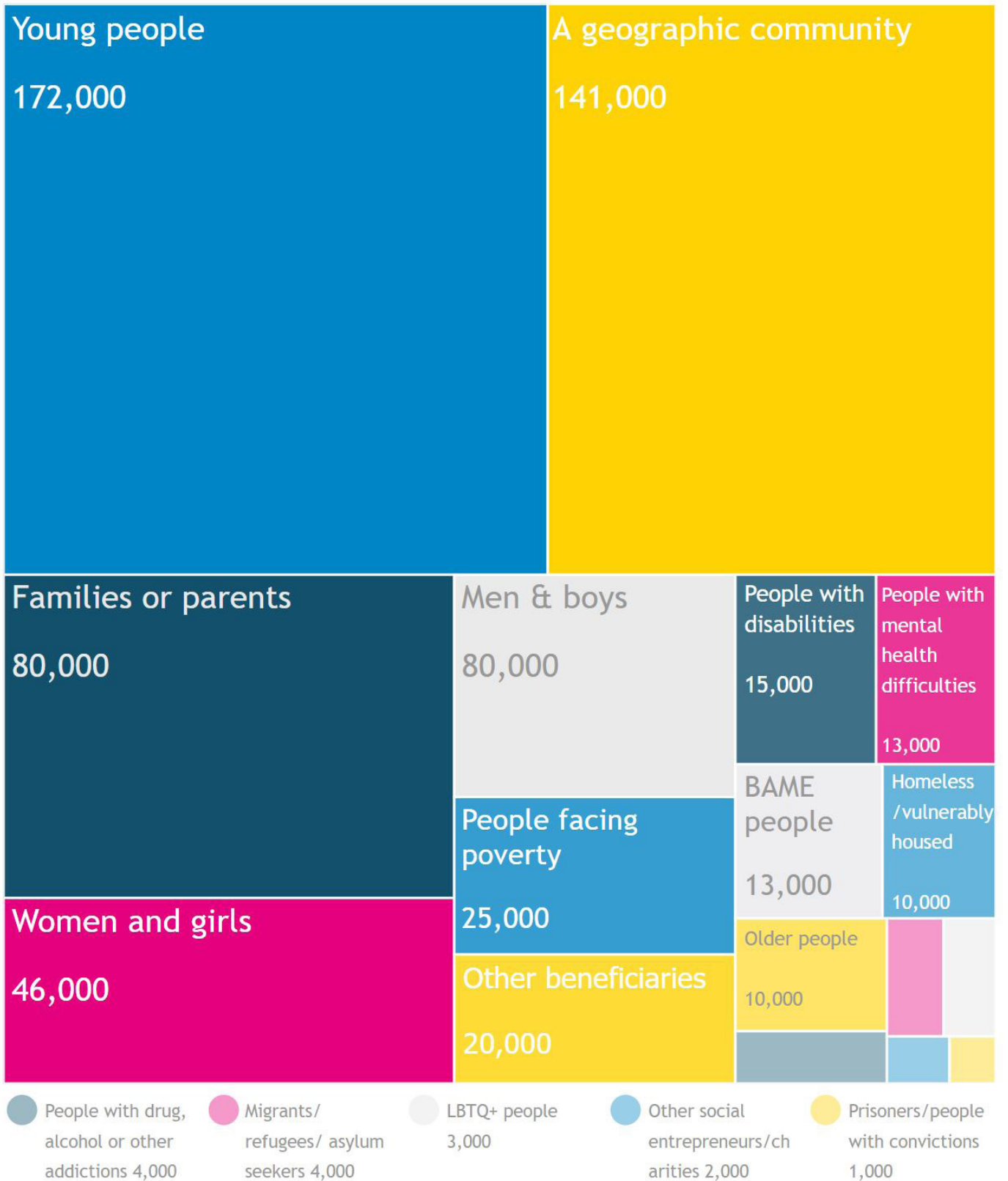
Arts Council England Building Resilience Programme



3. Impact of 17 entrepreneurs surveyed, of total 25 on programme

*Please refer to Appendix 2, technical note 5

Key beneficiary groups supported by SSE students completing programmes in the 2018-19 year*



*Please refer to Appendix 2, technical note 6



Evaluating our biggest UK programme

Findings of the evaluation of the Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme, 2012-2017:

In 2018-19, the Centre for Local Economic Strategies completed an evaluation of the first five years of our biggest UK programme: the Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme, run in partnership with the School for Social Entrepreneurs and jointly funded by The National Lottery Community Fund.

The evaluation found that the 1,350 social entrepreneurs supported by the first five years of the programme have benefited the lives of 328,000 people – that’s more than the entire population of Coventry! They have created 1,900 full-time and 4,100 part-time jobs – in total, equivalent to 3,960 full-time jobs. They have also engaged 13,000 volunteers.

The results show the powerful impact of investing in social entrepreneurs: they multiply the impact of the support they are given.

Many of the social entrepreneurs are supporting those in the most challenging parts of the UK. One-third are operating in the 20% most deprived areas of the UK.

But with the support of the programme, these social entrepreneurs have developed the personal and business skills they need to build sustainable, impactful organisations.

The five-year survival rate of the enterprises supported by SSE and the programme is 66%, far outstripping the UK average of 44% for pure-profit businesses.

The Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme was launched in 2012 and has been delivered in 12 locations in England and Scotland by our network of UK schools.

Fiona Cannon, Group Director, Responsible Business, Sustainability and Inclusion, Lloyds Banking Group:

“The Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme helps develop the next generation of social entrepreneurs, the people who are taking action for a social purpose and using business for good. In the first five years, our programme has supported social entrepreneurs to create thousands of jobs, driving economic growth while tackling social and environmental issues in communities across the UK. It’s another demonstration of how we’re helping Britain prosper economically, socially and environmentally.”

Case study



Photo: Tom Hargreaves

Chukumeka Maxwell, Action to Prevent Suicide

Devon-based Action to Prevent Suicide supports individuals and communities at risk of suicide. It provides training and advice, and promotes collaboration. Chukumeka Maxwell took part in our Lloyds Bank Social Entrepreneurs Start Up Programme, at SSE Dartington.

The beginning

Action to Prevent Suicide helps to create more resilient communities; whether they are based on employment, geographical, or cultural factors, suicide affects them all. The organisation provides training for individuals, employees

and members of local organisations to become "Suicide First Aiders" within their communities - so that, collectively, we can prevent this tragic loss of life.

Chukumeka has lived a varied life with many interesting and successful careers but when he reached a personal crisis point with his emotional health he knew he wanted to do something with a greater purpose.

The programme

For Chukumeka the most important element of his time with SSE was the time it gave him to slow down and reflect on what he was trying to do. He says: "I was so busy rushing to the next step that I didn't make time to stop and figure out if what I was doing was actually the right step for the organisation. The course made me slow down and really look at my choices so I knew I was making them for the right reasons."

Action Learning Sets challenged the way he worked and spending time with other SSE students gave him alternative inputs, challenges and the opportunity to refine his vision and values.

Top tip for other social entrepreneurs

Chukumeka says: "Prepare to let go of any expectations, so you can surf the waves, which you cannot stop and enjoy all of it as it reflects life. Make sure you surround yourself with people who help you stay psychologically safe."

"It challenged me to look at new ways of doing things and helped me to access a network of experts to support us with everything from legal advice to accountancy. I'd encourage other social entrepreneurs to apply."

Employees, supporters and volunteers

Employees

SSE is very grateful for our fantastic team, who work incredibly hard to enable SSE to meet our objectives and support our social entrepreneurs. This year the staff team was comprised of 33 with a full-time equivalent of 29. In addition we were supported by freelance staff, many of whom are SSE fellows or social entrepreneurs - as witnesses, experts and Action Learning facilitators on our programmes.

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.

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 53 pro-bono witness sessions and 23 pro-bono expert sessions during the year. We are hugely grateful for this support. Looking forward to 2019-20, we are widening our mentor pool and looking to create a more focused approach to matching mentors with students.

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.

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 and management

Governance

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

SSE's focus as a learning organisation extends to governance and this year we have taken the time to pause and reflect, just as we encourage our students to do. As part of this reflective work and our ongoing commitment to develop our practice in line with the Charity Governance Code, we have evaluated board performance and skills. We have also assessed the diversity of our trustees as part of our Equality Works pledge. This involved conducting a survey of individual board members and scheduling a board meeting agenda 'discussion topic' to reflect on the findings together, the outcomes of which include informing our next round of trustee recruitment.

We held a 'futurology session' to more consciously bring external views into our boardroom, and to challenge ourselves and our thinking on how SSE can best prepare for political, economic and cultural challenges. The high-profile leaders of the social sector who joined this session provided insights into some of the major challenges the sector is facing, prompting debate amongst the trustees. Considerations will be taken forward into our next strategic review.

This year we strengthened our Grants Committee and formalised it as part of our governance structure. The Grants Committee is responsible for reviewing and approving the grant applications which have been submitted and shortlisted as part of the programme application process. It is responsible for reviewing and enacting SSE's Grants Policy and is composed of a minimum of three trustees, as well as relevant operational staff.

Alongside the Grants Committee, SSE also has a Finance Audit and Risk Committee who review financial performance, internal controls, risk and compliance. This year they have focused on reviewing and updating many of our internal employment policies, alongside providing financial oversight and making recommendations to the board.

Lastly, the Network Strategic Forum is a mechanism which connects SSE and the network schools. The forum is a collegiate system with representatives elected from each school, including a trustee representative from SSE. We are very grateful for the support of Georgie Fienberg, an SSE fellow, who facilitated the meetings.

Trustees

SSE has 10 trustees, drawn from diverse sectors and backgrounds. A full list of our trustees and their biographies, and the committees they attend, can be found on our website.

SSE is very fortunate in that we have several trustees who have served us diligently and faithfully for a number of years, bringing insights and a history to the organisation that has enabled us to stay true to our objectives and founding principles. Richard Collier-Keywood, our chair of trustees, Gurnek Bains, Luljeta Nuzi and John Brown have all served for more than nine years and were re-elected this year. Each trustee brings a valuable perspective and experience to SSE, from the social enterprise, entrepreneurial and corporate worlds.

This year saw Bert Leslie, a longstanding trustee, retire on 13th December 2018. Bert was in the first SSE cohort, more than 20 years ago. We are very grateful for his commitment and dedication to SSE over the years in his role as trustee, volunteer and student.

Jill Halford, a longstanding co-opted member of our Finance Audit and Risk Committee, became a trustee of the board on 14 March 2019. Jill brings experience in charity finances, reporting and audit.

Name	Election / Re-election date if during the year
Richard Collier-Keywood	13/12/2018
Charlotte Young	
Luljeta Nuzi	13/12/2018
Steve Johnson	
John Brown	13/12/2018
Gurnek Bains	13/12/2018
Naomi Mwasambili	13/12/2018
Mike Phillips	
Joel Davis	
Jill Halford	14/03/2019

Management

The board delegates day-to-day management of the organisation to the Senior Management Team, led by the chief executive. The SMT all attend board meetings.

During the year the Senior Management Team comprised of:

Name	Position
Alastair Wilson	chief executive
Nicola Steuer	managing director
Philippa Frankl	director of programmes and learning
Rob Pearce	director of development and external affairs (30/04/2018 – 29/01/2019)

Financial review

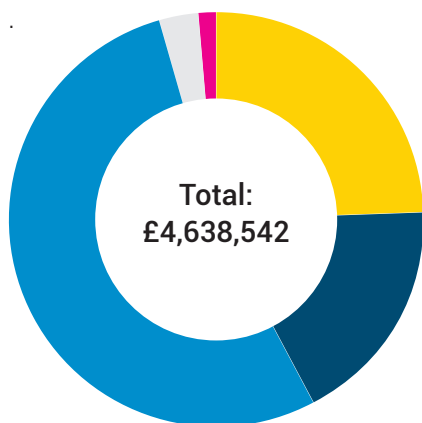
Net funds have increased by £373,274 over the year. Unrestricted funds increased by £216,584, whilst restricted funds increased by £156,690.

Total income decreased by almost £1m between 2018 and 2019 and expenditure is similarly reduced by £1.1m. The biggest single factor driving these reductions is the timing of £1.2m of grants to community businesses participating in the Community Business Trade Up Programme, run in partnership with Power to Change. These grants were committed towards the end of 2017-18, thereby boosting grant-making income and expenditure in the prior year.

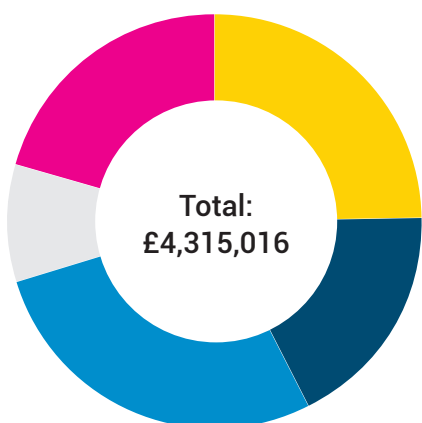
In the course of the year we were successfully appointed to provide tailored learning programmes for grantees of the Paul Hamlyn Foundation and Lloyds Bank Foundation in addition to winning a tender to provide support to leaders of social-sector organisations in the youth and homelessness sectors for Access – the Foundation for Social Investment. The total value of these contracts in 2019 amounted to £272,679 and this is the major contributor to the increases in unrestricted income and expenditure for charitable activities in 2018-19.

Staff costs have increased by almost £240,000 in the year. This corresponds to an increase of 3.4 full-time-equivalent staff, alongside a full year of increased costs arising from the restructuring of the team in August 2017.

Following a review, the board decided to make our trading company, SSE Social Enterprise, dormant at the end of March 2018. There was therefore no trading activity in the company in the course of 2018-19.



Income analysis 2018-19		£
Grants for students		1,136,712
Grants for SSE schools and partners		833,915
Other funds for SSE programmes		2,469,559
Pro-bono services		142,389
Other income		55,968



Expenditure analysis 2018-19		£
Grants paid to students		1,019,288
Grants to SSE schools and partners		738,007
Staff costs		1,336,929
Support costs (non-staff)		379,010
Direct project costs		841,782

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. Based on the budget for 2019-20, the target reserves figure is £1.5m. General reserves at the year-end were almost £45,000 more than the target at £1,544,965. Given the uncertainty of the current economic climate, the board has decided that the current reserves target should be maintained and that any funds in excess of the target will be used to invest in organisational development and innovation, linked in particular to SSE's development plans as it enters a new strategic period.

A sum of £35,770 has been designated to ensure any potential shortfalls in meeting student grant commitments are funded by SSE from reserves.

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 2019 the value of funds invested in the COIF Fund was £493,667 (2018: £363,919).

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. However, over 90% of income budgeted for 2019-20 was already confirmed at the beginning of the new financial year. Taking this 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 on the next page, alongside the key controls to manage them.

<p>Changes in the external environment adversely impacting our network of schools.</p>	<p>SSE works closely with our partner schools and helps them to improve and develop their own sustainability initiatives. Each school has a bespoke plan highlighting opportunities in their area, particularly in the light of the reduction and withdrawal of EU funding. Staff members support mutual fundraising opportunities across the network and exchange practice to support ongoing learning and development across the SSE network.</p>
<p>Failure to comply with SSE's operational policies and procedures that may lead to adverse publicity and reputational damage to the SSE brand.</p>	<p>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. These are frequently reviewed and updated to take account of the changing landscape. This includes creation of new policies such as Mental Health Duty of Care policy to reflect our responsibilities to our students and staff and updating our data protection policy to align with GDPR. 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.</p>
<p>Failure to raise and secure sufficient levels of longer term income.</p>	<p>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.</p>

Statement of 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 proper 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 2019 was 10 (2018:11). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

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 26 September 2019 and signed on their behalf by

Richard Collier-Keywood, chair

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

Opinion

We have audited the financial statements of the School for Social Entrepreneurs (the 'charitable company') for the year ended 31 March 2019 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 2019 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 report.

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)

3 October 2019

for and on behalf of Sayer Vincent LLP,
Statutory Auditor

Invicta House, 108-114 Golden Lane,
LONDON, EC1Y 0TL

Financial statements

Statement of financial activities of the School for Social Entrepreneurs

(incorporating an income and expenditure account)

For the year ended 31 March 2019

	Note	Unrestricted £	Restricted £	2019 Total £	*as restated		2018 Total £
					Unrestricted £	Restricted £	
Income from:							
Donations and legacies	2	149,486	27,500	176,986	174,696	50,000	224,696
Charitable activities	3	990,414	3,415,174	4,405,588	546,022	4,752,393	5,298,415
Other trading activities							
Commercial trading operations	4	47,199	-	47,199	54,741	-	54,741
Investments		8,769	-	8,769	8,186	-	8,186
Total income		1,195,868	3,442,674	4,638,542	783,645	4,802,393	5,586,038
Expenditure on:							
Raising funds	5						
Fundraising		37,118	-	37,118	29,678	-	29,678
Commerical trading operations		-	-	-	8,049	-	8,049
Charitable activities							
Doing learning differently	5	545,644	783,917	1,329,561	306,793	779,483	1,086,276
Supporting a vibrant SSE network	5	282,889	1,032,433	1,315,322	165,945	1,017,977	1,183,922
Mobilising enterprising people	5	163,381	1,469,634	1,633,015	91,324	3,033,177	3,124,501
Total expenditure		1,029,032	3,285,984	4,315,016	601,789	4,830,637	5,432,426
Net income / (expenditure) before net gains on investments		166,836	156,690	323,526	181,856	(28,244)	153,612
Net gains on investments		49,748	-	49,748	3,919	-	3,919
Net income/(expenditure) for the year	7	216,584	156,690	373,274	185,775	(28,244)	157,531
Transfers between funds		-	-	-	(2,500)	2,500	-
Net movement in funds		216,584	156,690	373,274	183,275	(25,744)	157,531
Reconciliation of funds:							
Total funds brought forward		1,364,151	310,667	1,674,818	1,180,876	336,411	1,517,287
Total funds carried forward		1,580,735	467,357	2,048,092	1,364,151	310,667	1,674,818

*Prior year restatements are set out in Note 22.

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 31 March 2019
Company number: 3900741

	Note	£	2019 £	£	2018 £
Fixed assets:					
Tangible assets	12		18,663		19,631
Investments	13		961,588		968,788
			<hr/>		<hr/>
			980,251		988,419
Current assets:					
Debtors	14	1,160,175		1,204,040	
Cash at bank and in hand	15	1,663,581		1,499,198	
		<hr/>		<hr/>	
		2,823,756		2,703,238	
Liabilities:					
Creditors: amounts falling due within one year	16	1,755,915		2,016,839	
		<hr/>		<hr/>	
Net current assets / (liabilities)			1,067,841		686,399
			<hr/>		<hr/>
Total net assets			2,048,092		1,674,818
			<hr/> <hr/>		<hr/> <hr/>
The funds of the charity:					
Restricted income funds	18		467,357		310,667
Unrestricted income funds:					
General funds		1,544,965		1,191,957	
Designated funds		35,770		172,194	
		<hr/>		<hr/>	
Total unrestricted funds			1,580,735		1,364,151
			<hr/>		<hr/>
Total charity funds			2,048,092		1,674,818
			<hr/> <hr/>		<hr/> <hr/>

Approved by the trustees on 26 September 2019 and signed on their behalf by

Richard Collier-Keywood
Chair

Statement of cash flows

For the year ended 31 March 2019

	2019 £	£	2018 £	£
Cash flows from operating activities				
Net income for the reporting period (as per the statement of financial activities)	373,274		157,531	
Depreciation charges	9,959		8,445	
(Gain) on investments	(49,748)			
Dividends, interest and rent from investments	(8,769)		(8,186)	
Loss on the disposal of fixed assets	1,706		-	
(Increase)/decrease in debtors	43,865		(967,195)	
Increase/(decrease) in creditors	(260,924)		1,253,864	
	<hr/>		<hr/>	
Net cash provided by operating activities		109,363		444,459
Cash flows from investing activities:				
Dividends, interest and rents from investments	8,769		8,186	
Purchase of fixed assets	(10,697)		(21,231)	
Proceeds from sale of investments	179,496		175,398	
Purchase of investments	(120,000)		(260,000)	
Other cash movements on investments	(2,548)		(7,231)	
	<hr/>		<hr/>	
Net cash from investing activities		55,020		(104,879)
		<hr/>		<hr/>
Change in cash and cash equivalents in the year		164,383		339,580
Cash and cash equivalents at the beginning of the year		1,499,198		1,159,618
		<hr/>		<hr/>
Cash and cash equivalents at the end of the year		1,663,581		1,499,198
		<hr/> <hr/>		<hr/> <hr/>

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) (effective 1 January 2015) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (September 2015) and the Companies Act 2006.

Single entity financial statements have been prepared for the year ended 31 March 2019 as the charity's wholly owned subsidiary SSE Social Enterprise Limited is now dormant and the activities that were in SSE Social Enterprise are now within the charity. The prior year figures are the group figures as the difference between the group and charity only figures are not material.

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 2019 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 and have prepared the accounts on a going concern basis.

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 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 in the accounts so please 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 encouraging 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 basis of the estimated staff time attributable to each activity.

Support and governance costs are also re-allocated to each of the activities on the basis of the estimated staff time attributable to each activity.

Governance costs are those associated with constitutional and statutory requirements and include any costs deriving from 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 charges 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 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

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

	2019 total					2018
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Supporter donations and gift aid	7,097	27,500	34,597	32,546	50,000	82,546
Pro-bono services	142,389	-	142,389	142,150	-	142,150
	<u>149,486</u>	<u>27,500</u>	<u>176,986</u>	<u>174,696</u>	<u>50,000</u>	<u>224,696</u>

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

	2019 Total £	2018 Total £
Analysis of pro-bono services:		
Advice on accounting matters	432	-
Legal services	7,775	31,815
Subsidy on premises rental	75,000	75,000
IT support	2,160	-
Marketing and public relations	22,065	-
Support in delivery of SSE programmes and events	34,957	35,335
	<u>142,389</u>	<u>142,150</u>

3 Income from charitable activities

	2019			As restated - note 22		2018
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Access	86,939	400,000	486,939	-	-	-
ARM Foundation	-	10,000	10,000	-	-	-
Arts Council England	-	82,770	82,770	-	249,155	249,155
Barry Marshall	-	-	-	-	10,000	10,000
CHK Charities	-	8,000	8,000	-	8,000	8,000
Department for Digital, Culture, Media & Sport	-	92,850	92,850	-	-	-
Esmée Fairbairn Foundation	-	40,000	40,000	-	-	-
Freightliners Farm	-	-	-	-	4,375	4,375
Garfield Weston Foundation	-	-	-	-	42,000	42,000
Guy's and St Thomas' Charity	-	27,971	27,971	-	-	-
International Centre for Social Franchising	-	-	-	8,200	-	8,200
Linklaters LLP	91,579	7,500	99,079	60,000	-	60,000
Lloyds Bank Foundation	137,500	-	137,500	127,000	-	127,000
Lloyds Bank Plc	-	1,163,922	1,163,922	-	1,392,839	1,392,839
The Mercers' Company	-	-	-	-	31,345	31,345
Nama Women Advancement Establishment	367,894	-	367,894	52,000	-	52,000
National Lottery Community Fund	-	687,288	687,288	-	1,030,868	1,030,868
Paul Hamlyn Foundation	48,240	79,000	127,240	-	-	-
Postcode Innovation Trust	-	95,914	95,914	-	-	-
Power to Change	-	527,959	527,959	-	1,898,047	1,898,047
PricewaterhouseCoopers LLP	-	72,000	72,000	-	74,000	74,000
The Rank Foundation	-	50,000	50,000	-	-	-
Reekimlane Foundation	-	10,000	10,000	-	10,000	10,000
Royal Sun Alliance	31,500	-	31,500	100,000	-	100,000
Scottish Government	-	60,000	60,000	-	-	-
Southwark Council	-	-	-	-	1,764	1,764
Thurrock Council	18,167	-	18,167	-	-	-
Membership Fees	125,190	-	125,190	128,940	-	128,940
Training and Consultancy Fees	83,405	-	83,405	69,882	-	69,882
Total for charitable activities	990,414	3,415,174	4,405,588	546,022	4,752,393	5,298,415

4 Income from other trading activities

	2019					2018
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Sponsorship fees	39,250	-	39,250	51,600	-	51,600
Room rentals	-	-	-	3,141	-	3,141
Other	7,949	-	7,949	-	-	-
	47,199	-	47,199	54,741	-	54,741

5a Analysis of expenditure (current year)

	Raising funds		Charitable activities						2019 Total	2018	Total
	£	£	Commercial trading operations	Doing learning differently	Supporting a vibrant network	Mobilising enterprising people	Governance	Support costs			
Staff costs (Note 8)	20,963	-	-	496,456	238,309	222,791	42,685	315,725	1,336,929	1,099,349	
Grant payments	-	-	-	18,200	719,807	1,019,288	-	-	1,757,295	3,259,841	
Direct costs	-	-	-	432,323	173,559	219,248	16,652	-	841,782	762,406	
Depreciation	-	-	-	-	-	-	-	9,959	9,959	8,445	
Freelance support	-	-	-	-	-	-	-	32,741	32,741	13,565	
Human resources	-	-	-	-	-	-	-	39,220	39,220	24,147	
Information technology	-	-	-	-	-	-	-	33,616	33,616	13,570	
Legal and professional	-	-	-	-	-	-	-	22,882	22,882	34,587	
Office running costs	-	-	-	-	-	-	-	48,553	48,553	54,886	
Premises	-	-	-	-	-	-	-	122,394	122,394	116,317	
Other	-	-	-	-	-	-	-	69,645	69,645	45,313	
	20,963	-	-	946,979	1,131,675	1,461,327	59,337	694,735	4,315,016	5,432,426	
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	37,118	-	-	1,329,561	1,315,322	1,633,015	-	-	4,315,016	5,432,426	
Total expenditure 2018	29,678	8,049	-	1,086,276	1,183,922	3,124,501	-	-	5,432,426	-	

5b Analysis of expenditure (prior year)

	Raising funds		Charitable activities					2018 Total
	£	£	Commercial trading operations	Doing learning differently	Supporting a vibrant SSE network	Mobilising enterprising people	Governance	
Staff costs (Note 8)	16,833	4,525	418,803	177,841	192,233	34,804	254,310	1,099,349
Grant payments	-	-	20,360	796,496	2,442,985	-	-	3,259,841
Direct costs	-	-	327,546	73,884	342,600	18,376	-	762,406
Depreciation	-	-	-	-	-	-	8,445	8,445
Freelance support	-	-	-	-	-	-	13,565	13,565
Human resources	-	-	-	-	-	-	24,147	24,147
Information technology	-	-	-	-	-	-	13,570	13,570
Legal and professional	-	72	-	-	-	-	34,515	34,587
Office running costs	-	-	-	-	-	-	54,886	54,886
Premises	-	-	-	-	-	-	116,317	116,317
Other	-	-	-	-	-	-	45,313	45,313
	16,833	4,597	766,709	1,048,221	2,977,818	53,180	565,068	5,432,426
Support costs	11,740	3,155	292,078	124,029	134,066	-	(565,068)	-
Governance costs	1,105	297	27,488	11,673	12,617	(53,180)	-	-
Total expenditure 2018	29,678	8,049	1,086,276	1,183,922	3,124,501	-	-	5,432,426

6 Grant making

	Grants to institutions £	Grants to students £	2019 £	Grants to institutions £	Grants to students £	2018 £
Doing learning differently	18,200		18,200	20,360		20,360
Supporting a vibrant SSE network	719,807		719,807	796,496		796,496
Mobilising enterprising people		1,019,288	1,019,288		2,442,985	2,442,985
	738,007	1,019,288	1,757,295	816,856	2,442,985	3,259,841

Grants to students were made to individual entrepreneurs and community businesses accepted onto SSE programmes in the year to 31 March 2019 (2018: £2,442,985). Please see Appendix 1 for a list of all such grantees in receipt of more than £5,000 in 2018-19. 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 (2018: £816,856).

Institutions: Partners and SSE network schools	2019		2018	
	Number of grants	Value of grants £	Number of grants	Value of grants £
EW Group	-	-	1	2,160
People Make it Work	1	18,200	1	18,200
SSE Cornwall	3	71,627	3	75,524
SSE Dartington	5	117,420	4	76,279
SSE East	2	36,040	3	71,429
SSE Hampshire	3	71,154	2	65,429
SSE India	1	13,647	1	37,558
SSE Midlands	6	84,826	5	118,287
SSE North West	5	83,228	3	159,598
SSE Scotland	3	96,000	3	52,508
SSE Yorkshire and Humber	5	145,865	4	139,884
	34	738,007	30	816,856

7 Net income for the year

This is stated after charging:

	2019 £	2018 £
Depreciation	9,959	8,445
Loss or profit on disposal of fixed assets	1,706	-
Operating lease rentals:		
Property	32,945	28,512
Auditors' remuneration (excluding VAT):		
Audit	11,100	10,800
Other services	-	900

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

Staff costs were as follows:

	2019 £	2018 £
Salaries and wages	1,162,548	964,097
Redundancy and termination costs	-	-
Social security costs	115,792	86,458
Employer's contribution to defined contribution pension schemes	58,589	48,794
	<u>1,336,929</u>	<u>1,099,349</u>

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

	2019 No.	2018 No.
£60,000 - £69,999	-	1
£70,000 - £79,999	1	-
£80,000 - £89,999	1	1
	<u>1</u>	<u>1</u>

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 £311,700 (2018: £241,200).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2018: £nil). No charity trustee received payment for professional or other services supplied to the charity (2018: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £1,585 (2018: £2,608) incurred by 4 (2018: 6) 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 33.3 (2018: 29). Full time equivalent (FTE) staff amounted to 29.0 (2018: 25.6).

	2019 FTE	2018 FTE
Doing learning differently	11.8	10.5
Supporting a vibrant SSE network	5.0	4.5
Mobilising the experience of enterprising people	4.8	4.5
Support	6.5	5.1
Governance	0.6	0.6
Fundraising	0.3	0.3
Commercial trading operations	0.0	0.1
	<u>29.0</u>	<u>25.6</u>

10 Related party transactions

Richard Collier-Keywood, the Chair of trustees is also the director of Drivers for Change Trust and Senior Advisor on the Inclusive Economy at the Department for Digital, Culture, Media and Sport (DCMS). He donated £12,500 (2018: nil) towards a project supporting SSE fellows after graduation from our programmes. Additionally, during the year SSE received £92,850 (2018: nil) from DCMS for extending the delivery of our Third Sector Digital Leadership training across England and £3,965 (2018: nil) from Drivers for Change Trust for co-facilitating one of their programmes.

Charlotte Young, a trustee of SSE, donated £10,000 (2018: £20,000) to SSE. In the prior year, her husband Donal Young also donated £20,000 to SSE. These funds are restricted to a project supporting SSE Fellows after graduation from our programmes.

Naomi Mwasambili, a trustee of SSE is also the director of Chanua Ltd. She was paid £350 (2018: nil) for facilitating a network event for SSE staff in her capacity as director of Chanua Ltd.

Ros Lucas, the spouse of SSE trustee Steve Johnson, was paid £600 (2018: nil) for facilitating action learning sets for SSE students.

Aggregate donations from related parties in the year amounted to £22,500 (2018: £40,000).

We do not believe there are any other related party transactions to report.

11 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes apart from trading income which is below the limit for taxation.

12 Tangible fixed assets

	Office furniture £	Computer equipment £	Total £
Cost			
At the start of the year	904	32,876	33,780
Additions in year	-	10,697	10,697
Disposals in year	-	(4,641)	(4,641)
At the end of the year	904	38,932	39,836
Depreciation			
At the start of the year	226	13,923	14,149
Charge for the year	226	9,733	9,959
Eliminated on disposal	-	(2,935)	(2,935)
At the end of the year	452	20,721	21,173
Net book value			
At the end of the year	452	18,211	18,663
At the start of the year	678	18,953	19,631

All of the above assets are used for charitable purposes.

Notes to the financial statements

For the year ended 31 March 2019

13 Investments

	2019	2018
	£	£
At the start of the year	968,788	876,954
Additions at cost	120,000	260,000
Disposals at book/carrying value	(179,496)	(175,397)
Interest retained in the year	2,548	3,312
Net gains on investments	49,748	3,919
	<u>961,588</u>	<u>968,788</u>
Historic cost at the end of the year	<u>855,000</u>	<u>945,000</u>

In 2019 £467,921 (2018: £604,869) 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 2019 the value of securities held in CCLA Ethical Investment funds was £493,667 (2018: £363,919).

14 Debtors and prepayments

	2019	2018
	£	£
Accrued income in respect of grant commitments made	842,293	1,042,721
Other accrued income	134,384	30,000
Prepayments	42,352	29,344
Other debtors	138,996	99,825
Long term loans to SSE network schools	2,150	2,150
	<u>1,160,175</u>	<u>1,204,040</u>

15 Cash at bank and in hand

	2019	2018
	£	£
Main current account	258,023	1,096,595
Business high interest deposit accounts	1,405,449	402,459
Cash	109	144
	<u>1,663,581</u>	<u>1,499,198</u>

16 Creditors: amounts falling due within one year

	2019	2018
	£	£
Trade creditors	76,017	79,135
Accruals	93,312	14,823
Tax and social security	-	7,375
Grants payable to SSE network schools	93,069	46,558
Grants and fees in advance	624,436	400,094
Grant commitments to students	869,081	1,468,854

17a Analysis of net assets between funds (current 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

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

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	19,631	-	-	19,631
Investments	968,788	-	-	968,788
Net current assets	203,538	172,194	310,667	686,399
Net assets at 31 March 2018	1,191,957	172,194	310,667	1,674,818

Notes to the financial statements

For the year ended 31 March 2019

18a Movements in funds (current year)

	At 1 April 2018 as restated** £	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	-	50,000	(36,979)	-	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)
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	3,442,674	(3,285,984)	-	467,357
Unrestricted funds:					
General reserves	1,191,957	1,245,616	(1,029,032)	136,424	1,544,965
Designated funds	172,194	-	-	(136,424)	35,770
Total unrestricted funds	1,364,151	1,245,616	(1,029,032)	-	1,580,735
Total funds	1,674,818	4,688,290	(4,315,016)	-	2,048,092

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

* Restricted funds in deficit towards student grants represent the difference between grant commitments made to Match Trading students and the current fundraised amounts towards these grants. Any ultimate shortfall will be met from SSE general reserves. A designated fund of value equal to the current deficits has been created in light of the potential funding shortfall.

** Prior year restatements are set out in Note 22.

18b Movements in funds (prior year)

	At 1 April 2017 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2018 as restated** £
a) Restricted funds:					
Arts Council England	-	89,245	(76,248)	-	12,997
Freightliners Farm	-	4,375	(4,375)	-	-
Garfield Weston Foundation	-	42,000	(24,466)	-	17,534
Lloyds Bank Plc: Social Entrepreneurs Programme	134,703	929,256	(827,286)	4,500	241,173
Lloyds Bank Plc: Trade Up Programme	3,565	-	(3,565)	-	-
Lloyds Bank Plc: Additional marketing	-	25,000	(11,453)	-	13,547
The Mercers' Company	4,303	31,345	(24,894)	-	10,754
National Lottery Community Fund	-	19,576	(19,576)	-	-
National Lottery Community Fund (Digitisation)	-	-	(87,900)	87,900	-
National Lottery Community Fund (Sustainability)	-	108,650	(78,653)	-	29,997
Power to Change: Grantee Support Programme	19,003	6,337	(27,840)	2,500	-
Power to Change: Community Business Trade Up	7,293	382,999	(354,821)	-	35,471
PricewaterhouseCoopers LLP	20,270	36,000	(39,089)	-	17,181
Southwark Council	-	1,764	(1,764)	-	-
Fellows Online Programme	-	50,000	-	-	50,000
Miscellaneous Bursaries	16,000	18,000	(18,000)	-	16,000
b) Grants: on behalf of SSE students					
Arts Council England	-	125,000	(120,000)	-	5,000
Constantine, Mark and Margaret	8,000	-	-	-	8,000
Lloyds Bank Plc: Frontline II	9,000	-	-	-	9,000
* Lloyds Bank Plc: Social Entrepreneurs Programme	-	86,000	(88,500)	(4,500)	(7,000)
* National Lottery Community Fund	60,508	902,642	(950,444)	(87,900)	(75,194)
* Power to Change: Community Business Trade Up	-	1,200,000	(1,290,000)	-	(90,000)
c) Grants: on behalf of SSE network schools and partners					
Arts Council England	-	34,910	(34,910)	-	-
Lloyds Bank Plc: Grants to Schools	-	352,583	(352,583)	-	-
Power to Change: Grantee Support Programme	-	7,684	(7,684)	-	-
Power to Change: Community Business Trade Up	-	301,027	(301,027)	-	-
PricewaterhouseCoopers LLP	53,766	38,000	(75,559)	-	16,207
Reekimlane Foundation	-	10,000	(10,000)	-	-
Total restricted funds	336,411	4,802,393	(4,830,637)	2,500	310,667
Unrestricted funds:					
General reserves	1,180,876	787,564	(601,789)	(174,694)	1,191,957
Designated funds	-	-	-	172,194	172,194
Total unrestricted funds	1,180,876	787,564	(601,789)	(2,500)	1,364,151
Total funds	1,517,287	5,589,957	(5,432,426)	-	1,674,818

* Restricted funds in deficit towards student grants represent the difference between grant commitments made to Match Trading students and the current fundraised amounts towards these grants. Any ultimate shortfall will be met from SSE general reserves. A designated fund of value equal to the current deficits has been created in light of the potential funding shortfall.

** Prior year restatements are set out in Note 22.

18 c Purposes of restricted funds

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

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 year end is due to the timing of grant payments being slightly behind expenditure on the project.

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.

Lloyds Bank Foundation funded a learning programme with the overall objective of delivering 'funder plus' support for the Foundation's grantees themed around: trading; sustainability; leadership; and financial literacy.

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

Lloyds Bank plc provided additional funds in the year towards marketing the Social Entrepreneurs Programme and widening the net for recruitment of participants.

Mercers provided funding towards a 3-year programme enabling leaders to sustainably develop and lead their organisations using group and peer learning techniques. The programme is now complete.

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.

Grants: SSE students

Grants received and paid payments 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 the Frontline programme funded by Mark and Margaret Constantine and aimed at helping young people trying to put gang life behind them.

awarded through a Programme funded by Linklaters LLP supporting social enterprise in the London Borough of Haringey.

executed under agreements with Lloyds Banking group and National Lottery Community Fund 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.

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.

18c Purposes of restricted funds (continued)

Grants: SSE network schools and partners

Grants payable to SSE network schools and partners comprised:

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

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.

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 to on the basis of funding agreements with PricewaterhouseCoopers. At the year end SSE was holding £2,560 for distribution to SSE India in 2019/20.

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	
	2019	2018
	£	£
Less than one year	37,349	32,945
One to five years	64,621	101,970
	<u>101,970</u>	<u>134,915</u>

20 Funds held on behalf of others

In 2018 SSE received £18,894 from Peacetech Lab on behalf of SSE India, towards the Chhattisgarh Social Start-Up Fellowship Programme. The statement of financial activities for the group 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.

22 Prior year restatements

Prior year income and expenditure has been restated to show the reclassification of £127,000 of funds received from Lloyds Bank Foundation. The funds were originally classified as restricted but have been reclassified as unrestricted in line with the contractual agreement between Lloyds Bank Foundation and SSE. The funds were fully spent within the year and the adjustment has had no impact on the net result.



“For me the most helpful thing about the programme was being surrounded by like-minded people who thought about more than just themselves. The level of emotional intelligence, empathy for others and the passion to improve the world in some way gave me the inspiration, energy and ambition to achieve my own enterprise’s goals. The diversity of ideas, background and experiences also opened my eyes to other issues in society that need to be tackled.”

Blue O’Connor, Kings

Appendix 1: Grants to students

Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme

The 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, coordinated nationally by the School for Social Entrepreneurs, and delivered locally by our network of SSE schools. From 2018, SSE Scotland was pleased to welcome The 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 2018-19, the programme offered tailored one-year action learning programmes to 262 social entrepreneurs at three distinct levels: Start Up, Trade Up and Scale Up.

In total, the programme awarded £648,000 in new grants. Withdrawals from this and prior years amounted to £55,983 bringing to total awards figure to £592,017.

The 21 organisations with awards greater than £5,000 in the year to 31 March 2019 are as below:

Project Name	Grant Awarded
Artbox London	£7,000
Beyond the Classroom	£7,000
Children's University Trust	£7,000
Comics Youth	£7,000
Dorset Mental Health Forum	£7,000
Exceptional Individuals	£7,000
Generation Medics	£7,000
Ilkley Community Enterprise Ltd	£7,000
Impact North Ltd	£7,000
Inspirational Youth Ltd	£7,000
Life Story Network CIC	£7,000
Mayfield Nurseries	£7,000
MediasavvyCIC	£7,000
Organised Kaos Youth Circus Ltd.	£7,000
Pennysmart CIC	£7,000
Public Practice	£7,000
Ripe Learning	£7,000
Root Camp Foundation	£7,000
SEABLE	£7,000
Sussex Prisoners Families	£7,000
Wild Oyster CIC	£7,000

Enterprise Learning

Enterprise Learning, run by SSE, is part of the Enterprise Development Programme supported by Access - the Foundation for Social Investment. The programme aims to support charities and social enterprises making a transition to new enterprise models or grow existing ones. Enterprise Learning comprises two sector-specific learning programmes for charity sector leaders: one for the homelessness sector and one for the youth sector. Participants are supported with a £10,000 Match Trading grant running from January to December 2019. In total £400,000 was awarded to 40 organisations (20 in each sector) in the year to 31 March 2019.

Project Name	Grant Awarded
3 Pillars Project CIO	£10,000
Aspire Oxford	£10,000
Backup North West	£10,000
Berkshire Youth	£10,000
Cathedral Archer Project	£10,000
Coffee4Craig	£10,000
Connection at St Martins	£10,000
Durham City Youth Project	£10,000
ECPAT UK	£10,000
Emmaus Suffolk	£10,000
Flying Futures CIC	£10,000
Generation Arts	£10,000
Green Shoes Arts CIC	£10,000
Groundswell	£10,000
Hope Housing Training and Support Ltd	£10,000
Moving On Durham	£10,000
North East Homeless	£10,000
Providence Row Housing Association	£10,000
Purbeck Youth & Community Foundation	£10,000
Recycling Lives UK Ltd	£10,000
Richard Marsh (The Manchester Youth Zone)	£10,000
Roundabout Ltd	£10,000
SABA	£10,000
South West Family Values CIC	£10,000
Speakers Trust	£10,000
St. Wilfrid's Centre	£10,000
Streets of Growth	£10,000
Sussex Clubs for Young People	£10,000
Tees Valley YMCA	£10,000
The Bus Shelter Dorset	£10,000
The Foyer Federation	£10,000
The Winchester Project	£10,000
TwentyTwenty	£10,000
Wirral Ark	£10,000
YMCA Coventry and Warwickshire	£10,000

Project Name	Grant Awarded
YMCA Crewe	£10,000
YMCA Downslink Group	£10,000
YMCA Newcastle	£10,000
YMCA North Tyneside	£10,000
Young Somerset	£10,000

Paul Hamlyn Foundation Grantee Support Programme

The Paul Hamlyn Foundation Grantee Support Programme, run by SSE, is a bespoke learning and grant programme for individuals who received external grant funding from the Paul Hamlyn Foundation Ideas & 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 £79,000 in total were awarded to six participants in 2018-2019.

Project Name	Grant Awarded
Beam Project Safeguarding Ltd	£15,000
Commons Law	£12,000
Ignition Brewery	£12,000
Speak Street	£13,000
The Entrepreneur Inside CIC	£14,000
The Germinal Project	£13,000

Appendix 2: Technical data notes

Technical note 1:

Results have been calculated from mailing address postcodes provided in successful student applications for programmes starting in 2018-19 for which there was sufficient accurate data available. The map shows the proportion of students by Local Enterprise Partnership (LEP) area in England. LEPs are partnerships between local authorities and businesses. They decide what the priorities should be for investment in roads, buildings and facilities in the area. For more information see <https://www.gov.uk/business/local-enterprise-partnerships-leps-and-enterprise-zones>. LEPs do not exist in Scotland and Wales, so instead Local Authority Districts have been used.

The map was compiled using data from the Open Geography portal of the Office for National Statistics (ONS), specifically:

Local Enterprise Partnerships (April 2017) Generalised Clipped Boundaries in England V2 (<https://geoportal.statistics.gov.uk/datasets/local-enterprise-partnerships-april-2017-generalised-clipped-boundaries-in-england-v2>)

Countries (December 2016) Generalised Clipped Boundaries in Great Britain (<https://geoportal.statistics.gov.uk/datasets/countries-december-2016-generalised-clipped-boundaries-in-great-britain>)

National Statistics Postcode Lookup (Latest) Centroids (<https://geoportal.statistics.gov.uk/datasets/national-statistics-postcode-lookup-latest-centroids>)

Technical note 2:

Programme participants report the value of their income from trading and their total income for both the year preceding their entry onto the programme (the 'Baseline Year') and the year that they are on the programme (the 'Programme Year').

The data presented is the median average value for the total income from trading. Results have been calculated based on those participants in the Lloyds Bank and Bank of Scotland Social Entrepreneurs Scale Up and Trade Up Programmes 2017 and Community Business Trade Up Programme 2018 who received Match Trading grants and for which there was sufficient accurate data available.

Technical note 3:

Programme participants are surveyed over the course of their study on a range of topics designed to assess SSE's overall impact, aligned to our Theory of Change. Participants rate their own skills and/or confidence in a number of specific skill areas relating to the learning outcome areas of our programmes. Ratings are on a 7-point scale, where 1 is 'no skills/not confident' and 7 is 'highly skilled/very confident'.

The diagrams present the mean average rating given by participants in baseline and end of programme surveys in each skill, by learning outcome area. Data presented is from our two largest national programmes, Lloyds Bank and Bank of Scotland Social Entrepreneurs Start Up, Scale Up and Trade Up Programmes 2017 and Community Business Trade Up Programme 2018, in partnership with Power to Change. Results have been calculated based on those participants in these programmes for which there was sufficient accurate data available.

Technical note 4:

Results have been calculated from successful student applications for programmes starting in 2018-19. Applicants are asked to report their enterprises' 'main area of impact'. Enterprises may have other secondary areas of impact, however, to avoid double counting, only the main area of impact is shown here.

Technical note 5:

Results have been calculated from data reported by students in surveys completed at the end of their programme of study, for programmes ending in the 12 months to 31 March 2019. Staff and volunteer numbers are 'Full Time Equivalent' numbers - i.e. where a full time employee/volunteer equals 1, and a half time employee/volunteer equals 0.5. Beneficiaries are the total beneficiaries of the participant's organisation in 12 months preceding the end of programme survey.

Technical note 6:

Results have been calculated from data reported by students in surveys completed at the end of their programme of study, for programmes ending in the 12 months to 31 March 2019. A total of 331 participants reported data on beneficiaries. Programmes included are Lloyds Bank Foundation Trading & Sustainability, Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme, and the Community Business Trade Up Programme.

As an individual beneficiary may be counted in multiple categories, some double-counting will occur and the sum of categories does not necessarily equal the total number of beneficiaries as presented above.



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 others ways too, such as funding and mentoring.

Lord Michael Young founded SSE in 1997, and we've grown to a network of schools across the UK, Canada and India.

Together, we're changing lives and transforming communities.

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