



school for
social
entrepreneurs

ANNUAL REPORT AND ACCOUNTS 2021/22

company number: 03900741; charity number: 1085465

Year in numbers

We supported

Our social entrepreneurs in turn supported
1,610,000
beneficiaries

Impact areas

homeless and vulnerably housed	7,410
people facing poverty and financial exclusion	908
black and racialised people	294,089
refugees, migrants and asylum seekers	9,757
LGBTQ+ people	6,384
older people	346,015
people with addictions	51,453
young people	89,682
people experiencing mental health difficulties	707,689
people with disabilities	15,043
families and parents	75,729
prisoners and people with convictions	1,959
people to benefit a geographical community	660,876

1,420 leaders of social change
668 programme attendees*
752 short course attendees

2/3
of our social entrepreneurs
work in the UK's 40% most
deprived areas

£9.3m
income received

33%**
average skills gained

77%
have lived experience of the
issue they are trying to
address

2,937
volunteers engaged by
our social entrepreneurs

209
social entrepreneurs supported to
strengthen or scale their
organisations

9.2/10
net promoter score***

21%
of our social entrepreneurs
have a disability

£4.7m
total grants distributed

46
programmes delivered

* Our programmes support people for 6-12 months, short courses typically last a couple of days.

** Average skills gained after an SSE programme.

*** This score means the people we support are likely to refer others to SSE.

About SSE

We can't fix issues like poverty, mental and physical ill-health, challenges in the lack of equity and equality alone. That's why the School for Social Entrepreneurs (SSE) exists. This year, we helped over 1000 people to develop the skills, strengths, and networks they need to tackle society's biggest problems.

We run courses that equip people to start, strengthen and scale organisations that make a positive difference. But we're not a traditional school. Learning with SSE is inspiring, action-based and accessible. We support people in other ways too, such as funding and mentoring. Lord Michael Young founded SSE in 1997. Today we work internationally, with teams across the UK and in India. Together, we're changing lives and transforming communities. Learn more at www.the-sse.org and discover our [theory of change](#).

Our Strategy



How we support people:

- **Programmes:** Long-duration courses that equip people to become better leaders of projects that create impact. We bring people together in cohorts over 6 to 12 months.
- **Short courses:** Workshops on discrete topics, lasting one to two days.
- **Grants:** We created Trade Back and Match Trading grants, and we offer grants as part of some programmes.

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Foreword by Chair of Trustees



Richard Collier-Keywood
Chair of Trustees

If there was a positive side to the COVID pandemic, it was the people and organisations who were infused with a determination to use the crisis as a spur to building a better, more resilient, and more inclusive world.

During the past financial year, there have been new COVID variants, soaring energy prices contributing to a rising cost of living, and extreme weather events that reinforced the urgency with which we have to tackle climate change. Yet these continuing challenges seem only to have increased the passion and purpose of our staff, partners, and the social entrepreneurs we engage with.

This report highlights just a handful of the innovative and inspiring businesses that we have been able to serve, thanks to the generosity of our Social Partners - individuals who give both time and money to support SSE Fellows – a wide range of stakeholder partners who support our work, and the energy and creativity of our people. As a community we have delivered services, created jobs, and, above all, made a positive difference to the lives and wellbeing of thousands in need.

During the year we completed the restructuring programme of our own business and now have a full team in place, united behind our common values of collaboration, trust, inclusion, entrepreneurship, and continuous learning. Our digital transformation programme continued, which promises huge benefits in programme delivery to our learners and fellows and will facilitate the continued sharing of knowledge and experience that is so valuable to the growing social economy. Another exciting milestone this year was the launch of our new Strategic Plan, Igniting the Social Economy 2022–5, in January.

Thank you for working with us over the past 12 months. Together we can achieve our vision of a socially and environmentally just society, where the potential of all people is fully realised.

Richard Collier-Keywood
Chair of Trustees



Chief Executive's Report



Alastair Wilson
Chief Executive Officer

SSE has had another exceptional year: not only have we supported more social entrepreneurs with learning programmes than ever before, but we have also distributed more grants to help the sector recover from the pandemic. This has led to a bumper year in this set of accounts, similar to 2020/21, which we anticipate will settle back to a more typical position in the forthcoming year.

We continued to work successfully with an ever-increasing number of corporate and funding partners, celebrating 10 years of collaboration with Lloyds Bank and the National Lottery Community Fund; over five years of partnership with Power to Change supporting the Community Business sector; and the launch of new national partnership with the National Lottery Heritage Fund. In addition, we were delighted to announce the growth of the SSE Fellows Fund thanks to the generosity of our Social Partners.

As the negative effects of the COVID pandemic continued to be felt across all parts of the economy, SSE was proud to distribute vital and rapid financial support to social enterprises facing increased social and economic challenges. The Social Enterprise Support Fund was established in partnership with the National Lottery Community Fund and delivered by the SSE, UnLtd, Big Issue Invest, Resonance and Key Fund. Together, we supported 500 social enterprises with over £16m of grant funding. The fund had a strong commitment to inclusion and equity, supporting people who were disproportionately impacted by the pandemic.

This year, SSE built on its equality commitments, by forming strategic partnerships with organisations such as Voice for Change England, enhancing our reach to organisations who, like us, believe that bringing lived experience gives an additional, vital perspective in delivering social change.

Around the UK, our teams continued to facilitate significant change in their communities, with over a thousand leaders of social change benefitting from our courses. We piloted new learning innovations, such as blended learning, digital training and one-to-one coaching alongside the evidence-based, cohort-learning approach that SSE is known for.

In addition to learning programmes and grants, we also worked with research bodies and evaluators to measure our impact and draw out policy insights. This work will continue to inform future practice on a local, sub-regional and national level.

Enjoy reading about our work, and a huge thank you to the army of committed people who tirelessly support the work of SSE and its students to change their communities for the better.

doing
learning
different



Total number
of beneficiaries

1.61m

Doing learning differently

This year saw SSE officially adopt hybrid learning, recognising the access and reach that online learning affords, carefully combined with in-person delivery and always maintaining the learner at the centre. We continue to support social entrepreneurs from across the UK and from a range of sectors; a highlight this year has been delivering programmes to over 50 organisational leaders from the heritage sector, funded by the National Lottery Heritage Fund.

Grant-making remains central to our offer at SSE, both through traditional grants and through expanding our innovative Match Trading scheme. We also continued our distribution of COVID recovery grants in partnership with leading social finance organisations, providing much-needed funding through the Social Enterprise Support Fund.

**Social entrepreneurs
completed one of our
programmes**

668

1,420

**People attended
our short courses**

**Leaders of social
change engaged
with our
educational
activities**

IMPACT STORY: Building support for individuals and communities through art

Significant Seams runs creative workshops for unpaid carers, disadvantaged young people and isolated or vulnerable people suffering with mental health. Over the last three years, they have reached 400 people across Devon, as well as reaching global audiences by sharing stories through exhibitions, videos and case studies of their work.

Significant Seams uses art for wellbeing, to deepen understanding of vulnerability, and build support for individuals and communities. One participant in a North Devon Significant Seams workshop said, 'Through the artwork, others can see what I'm going through, people who don't get it'.

The School for Social Entrepreneurs supported Founder and Director of Significant Seams, Catherine West, in the latter stage of the pandemic period through both the Accelerator Women's Enterprise short programme, and the SW Community Renewal Fund Accelerator Programme, she received peer support, space to consolidate and plan for her business, and funds to update the website accordingly.

Catherine says that the programme validated her own need to recharge, review and regroup, following the substantial unplanned growth and emotional labour of the pandemic. Advising other social entrepreneurs, she says, 'Allow yourself to recentre when you need it. The right opportunities will emerge as a result. Reveal your vulnerabilities to other social entrepreneurs. You are not alone. Feeling alone is a real condition of leadership, but there are other leaders in similar organisations who will and do identify with the embodied experience of leading. Connecting with them brings a myriad of benefits for self and the business. Allow time for it. Listening teaches a lot.'

Significant Seams regularly delivers art workshops for the NHS mental health services. Catherine now aims to develop relationships with organisations to provide workshops for employees, to maintain and improve their mental wellbeing. Over 640,000 working aged people in SW England have a known common mental health condition. Significant Seams plans to work with businesses and social projects to develop resilience and embed wellbeing strategies into everyday life.

<https://significantseams.org.uk/>



Mobilising enterprising people

Solving today's major challenges, such as homelessness, financial insecurity, and climate change, will take new thinking on multiple different levels. Although policy interventions are vital, they are always going to be reliant on innovation and implementation from social entrepreneurs to create the changes needed throughout the system.

At SSE we identify and support people with the innovative ideas that can make policies work: the ideas that fill in the gaps and nudge behaviour to generate action and change 'on the ground'. Sometimes these innovations are surprisingly simple and low key – but often they can be scaled or replicated elsewhere.

We provide learning opportunities and financial support with a particular focus on enterprise grants that can move an innovation from a bright idea to being an organisation with impact.



SPOTLIGHT ON: Social Enterprise Support Fund

Our partnership with Big Issue Invest, Key Fund, Resonance, and UnLtd, funded by The National Lottery Community Fund, provided essential financial support to help social enterprises in England to rebuild and regrow their income from trading, following the impact of COVID-19. This, the second phase, of the partnership administered £16.3m of grants and support during the last financial year.

For SSE's part, our grants team assessed 349 applications with an overall requested value more than £15m. SSE awarded 128 grants to the tune of £3.7 million.

The partnership rightly has ambitious inclusion targets, which resulted in:

- **53.9%** of awardees had leadership (majority of the Board or senior leadership team or CEO) from people from racialised and/or minoritised ethnic communities, disabled or both.
- **35.9%** of awardees had leadership (majority of the Board or senior leadership team or CEO) from people from racialised and/or minoritised ethnic backgrounds.
- **29.7%** of awardees had leadership (majority of the Board or senior leadership team or CEO) who were disabled
- **18.8%** of awardees had leadership (majority of the Board or senior leadership team or CEO) who identified as LGBTQIA+.
- **83.6%** of awardees had leadership (majority of the Board or senior leadership team or CEO) who identified as leaders with lived experience: that is, they used their first-hand experience of the social issue to create change through entrepreneurship.



IMPACT STORY: Celebrating a decade of fostering inclusion

Ra-ra skirts and shell suits were the order of the day at the 1980s disco, held to celebrate the 10th anniversary of Spring to Action - a Lancashire based social enterprise that helps hundreds of people with learning disabilities to find jobs, new friendships, and activities.

Co-founder Lucy Hamlin joined SSE's Trade-up programme at the height of the COVID pandemic. 'It gave me time to step away from the day-to-day running of the organisation and focus on leadership and improvement,' she said. 'It has helped me structure the organisation a bit better, and instead of everything coming through me we've been able to secure some funding to promote someone to a management role who's now managing some staff who would have been reporting to me.'

Following the programme, Lucy applied for a grant from the Social Enterprise Support Fund. Through her SSE grant manager she has been able to access additional support and 'connect to what (she) needs, which is sometimes funding, sometimes other people's experience.'

Lucy said "SSE has given me the confidence to say no to things, and to charge, where appropriate. Quite often people ask you to do things and you just get on with it. But I've learnt to ask now if there is a budget attached to requests, and then make the decision about whether I want to get involved. SSE has given me and the team the confidence to value what we do – and that is invaluable."

<http://www.spring-projects.co.uk/>



19%

of programme
delivery is focussed
on leadership impact

Growing influence and impact

Social entrepreneurs often solve problems by putting together existing resources in new ways. But the social economy does not exist in a bubble: it is part of a wider ecosystem that embraces policymakers, institutions, public and private sector organisations, and charities.

People in these different sectors need to collaborate to create a thriving society and address major challenges such as poverty, climate change, and ill-health.

Helping people to develop the skills, strengths, and networks they need for successful collaboration is also not a solo venture. The School for Social Entrepreneurs would be nothing without our wide network of partners, supporters, and donors – organisations and individuals who give generously of their time, knowledge, and money to help social entrepreneurs to start, scale and strengthen organisations that make a positive difference. We work intentionally to build these networks and draw on their combined knowledge and experience to identify needs and design new initiatives and opportunities that affect change by focussing on distinct social impact themes or geographical areas to “shift the dial” by working together. Such as new initiatives and opportunities to make change happen.

We are enormously grateful to everyone who provides SSE, our learners, and Fellows with support and funding, whether it's for a small, local project or a large, national programme. What's more, the benefits are so often reciprocal: we are thrilled when our partners tell us of the impact their engagement with us has had on their own people.



Building a vibrant network

Becoming a national team with local roots

In last year's Trustee's Annual Report, we explained how we had moved to a more collaborative structure by going through a process of mergers. Change always brings its challenges and considering how unsettling the effects of such a transition can be, overall, the mergers have gone very positively. We wanted to achieve economies of scale from the transition whilst doubling down on our regional connections. By freeing up time for our regional teams who were all involved in their own governance and operations, it has allowed them to have the space to deepen their local and regional presence and build our "place-based" practice and networks.

We have also continued to work with strategic partners, such as Blackburne House in the North-West, and Community Action Hampshire, where that affords us greater reach and connections.



IMPACT STORY: Providing long-term support to young people in Haringey

'The Science, Technology, Engineering, and Mathematics (STEM) project was fun and it showed me what I want to be when I grow up.'

'I would like STEM to become a permanent thing as it was highly beneficial and raised my awareness ... I realise that even if I don't want to do a job in STEM, equipment and skills from it can help in other non-STEM jobs.'

For most young people in the inner London areas of Tottenham and Haringey, the story since 2010 and the introduction of austerity has been one of ever-reducing support and shrinking horizons. But over the last three years, thanks to social enterprise the 4-22 Foundation, hundreds of children and young people have been able to access a range of tutoring, counselling, and training services designed to close the attainment gap and inspire and help them into interesting jobs, particularly in the fields of STEM, finance, and accounting.

4-22 Foundation offers continuous and integrated long-term support to young people through every stage of their childhood, from the ages of 4 to 22, including academic support, tuition schools, youth clubs, vocational work placements and employability training. Co-founder Gavin Jackson explained, 'It's about 15 years of continuous support... working towards social mobility and having a long-term impact, challenging the idea that certain types of job are "not for them", and introducing them to jobs that they had not even heard of.'

Reflecting on his experience of a SSE Start-Up programme, Gavin particularly valued regular conversations with the mentor he was assigned from law firm Linklaters. Linklaters have been working with SSE for 12 years: 'Having that sounding board, and a 30-minute catch-up each week: it was almost like having a counsellor, or the assistant manager to a football team coach, able to steer me in the right direction.'

At a recent event hosted by Linklaters as part of their mentoring programme, Gavin was able to tackle the difficult challenge of how to approach corporates and enlist their support and funding. 'Just being at Linklaters, seeing a bit of their culture, and talking through how I might get to present our ideas was invaluable,' he said. 'I now understand about how to leverage personal contacts and networks, and have got follow up contacts with Linklaters.'

<https://4-22foundation.org.uk/>

39%

of our
programme
delivery is
focussed
on building
networks



IMPACT STORY: Supporting parents through isolation

'I feel far less alone, I have found I don't feel guilty for having negative emotions as they are just fuel to power us forward if you use them right.'

Parents in Bristol who have special educational needs and disabilities (SEND) diagnoses, been feeling isolated or struggling with the emotional fallout of SEND diagnoses have been coming together to share their experiences and form supportive and nourishing micro-communities through Murmuration Community Therapy.

Murmuration was founded by Naomi Bonger and Poppy Villierezz in 2019 as a combination of group therapy and community development. They gather together small groups for therapy sessions over time-limited periods; provide group counselling and psycho-educational learning in a community setting or on Zoom; and support those who want to continue to become self-sustaining support groups.

Murmuration initially focussed on SEND parents. Poppy's son was diagnosed with a rare genetic condition and through her own experience, she said 'I discover...'. Full stop. In 2020, as COVID-19 lockdowns heightened, murmuration expanded their remit, to address the isolation felt by many parents as they faced the challenges of parenthood alone.

Naomi and Poppy were alerted to SSE's programmes by the National Lottery organisation, and they attended a number of workshops on the modular Getting Serious: Next Steps to Success.

"The Theory of Change model was explained incredibly clearly, with real space to understand how it can be applied by us on the ground as an organisation," said Naomi. "The session helped me to make sense of how our different activities contribute towards the impact we're trying to make overall - it gave me a sense of perspective on our day-to-day work, and a framework for decision-making in the future. There was an excellent balance of information-giving and interactive, applied exercises. I really appreciate the flexibility to join in this session in an ad hoc manner, it enabled us to access the amazingly rich curriculum offered by SSE in a way that works with our lives!"

<https://murmurationcommunitytherapy.weebly.com/>

Leaders of social change engaged with our educational activities:

1,420



Growing influence and impact

Match Trading

Match Trading was piloted in 2015 by SSE, with The National Lottery Community Fund and Lloyds Banking Group, as part of the Social Entrepreneurs programme. The idea was to encourage growth by matching pound for pound an uplift in trading income, up to a maximum amount.

With additional support from Power to Change, the Scottish Government, Access Foundation, Esmée Fairbairn Foundation, Rank Foundation and more, the Match Trading initiative has now supported over 750 organisations across the UK, which have typically reported a 64% uplift in trading income within one year, which is sustained in subsequent years.

"Although a simple idea, when SSE pioneered Match Trading, it realised a profound shift in how Social Enterprises are supported in the challenging markets they face.

Ideas come and go, but occasionally momentum builds, and a community of supporters rally round to achieve scale. That is what has happened with Match Trading, committed individuals from far sighted organisations have backed this innovation to the point that collectively, we are now confident, it will be a permanent and significant tool in the funding and support landscape."

Alastair Wilson
CEO, The School for Social Entrepreneurs

"We are delighted to fund this successful programme, now in its 10th year, which empowers social entrepreneurs to make an even bigger impact in their communities.

"Thanks to National Lottery players and in partnership with the School for Social Entrepreneurs, we have supported over 2,500 social entrepreneurs and distributed over £9.3m in grants directly to those leading change and making a difference. The impact on individual learners and their enterprises is invaluable."

Faiza Khan
Director of Engagement
and Insight at The National Lottery
Community Fund



142K
**beneficiaries
supported by
Social Entrepreneurs
on Match Trading
programmes**

Growing influence and impact

Key policy highlights

Match Trading, created by SSE, continued to gain recognition as a tool to aid social enterprise recovery and resilience this year. Last year, Danny Kruger MP named it as a primary recommendation in his report to the Prime Minister, 'Levelling up in our communities: proposals for a new social event.' In February 2022, the government responded to his report by declaring it would explore a 'match trade' scheme to support social enterprises, which play a crucial role in economic and social development in disadvantaged communities'.

The Government further references their commitment to our sector by writing, "as referenced in the Levelling Up White Paper, the Government will consider how best to encourage social organisations and entrepreneurship to flourish in left-behind places across the UK, building on existing support, building evidence on what social enterprises need to do to thrive in disadvantaged places, and encouraging the next generation of social entrepreneurs. The option for a 'match trade' scheme - grant funding that matches an increase in trading income pound-for-pound - will be further explored, more specifically how it could be deployed in disadvantaged places".

Match Trading

In other Match Trading news, SSE and the Marshall Institute at LSE finalised plans for our partnership research project, a two-year longitudinal qualitative study into the long-term effects of Match Trading. The research, led by Sir Julien Le Grand and Professor Jonathan Roberts, will include close partnership working with SSE. This work will commence in summer 2022.

This year we also progressed the broadened the focus of the Match Trading Task Force to encompass all forms of enterprise grant making. The new Enterprise Grants Task Force will start to define and scope the emerging sector, in partnership with Access - The Foundation for Social Investment, and Association of Charitable Foundations (ACF). We continued to share our work through thought leadership pieces and engagement with stakeholders at key events. We worked to mainstream Match Trading into the SSE portfolio by planning the introduction of Match Trading grants at Start-Up level.



Growing influence and impact

Social Value Act

SSE plans to play a key part in supporting social enterprises who are targeting public sector contracts, following the strengthening of the Social Value Act January 2021. The Act compels central government procurement to factor Social Value into their contracting decisions. SSE sits on the VCSE advisory panel for the Crown Commissioner.

Partly in response to these emerging opportunities, SSE collaborated on a specialist Scale-Up programme in 2022 with RBC Brewin Dolphin. We identified that many social enterprises were performing strongly through B2C (business to customer) channels but often were not equipped to transition to a B2B (business to business) model. There was therefore a lack of learning support to help them secure corporate and public sector contracts. This led to the creation of our pioneering 'Procurement Readiness Programme' - a course crafted for market-driven social enterprises that were ready to launch or scale a B2B offering.

As a result of completing the programme, the social entrepreneurs were better equipped to submit serious bids to deliver on corporate and public sector contracts. Through this programme we had an opportunity to encourage sustained, impactful change, and to drive the integration of social enterprises into a broader range of supply chains.

To the right, you can find outcomes and feedback from the Brewin Dolphin Procurement Readiness programme 2022. A record 10 + corporate contracts were secured by just one enterprise, during and after the programme, and our social entrepreneurs reported an average 45% increase in skill rating for finding tender opportunities.

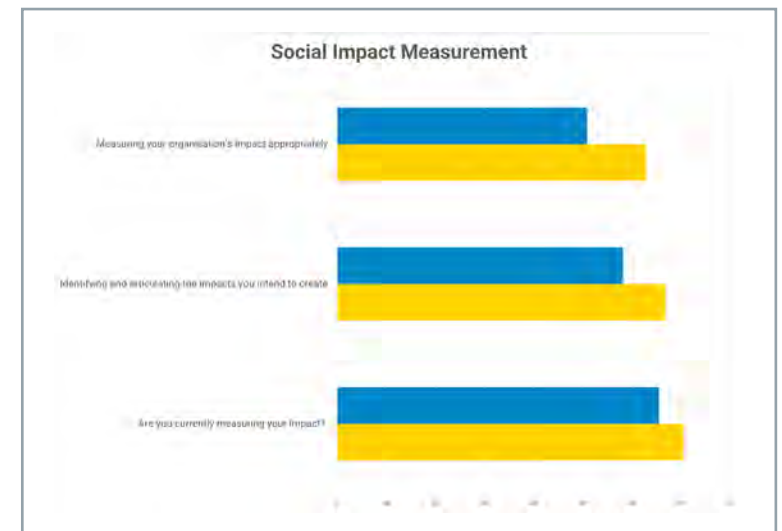
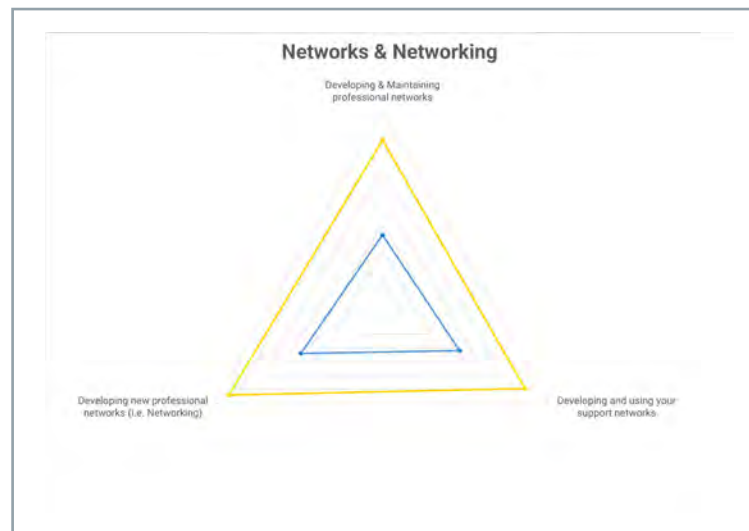
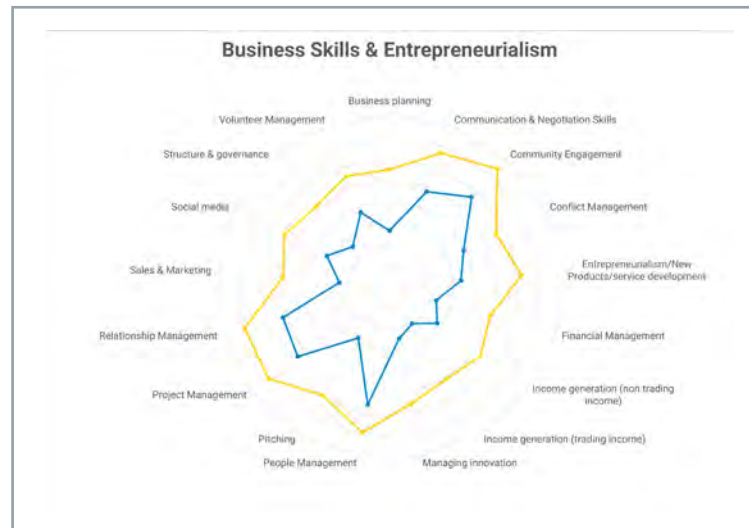


Impact and who we support

This year we have helped over 1000 people develop the skills, strengths, and networks they need to tackle society's biggest problems. In turn, they help millions of people in need. We run courses that equip people to start, scale and strengthen organisations that make a positive difference. We work internationally, with teams across the UK, and in India: together, we're changing lives and transforming communities.

We will support people from all backgrounds who:

- Tackle social and environmental problems. We support people whose ideas and projects create a more just society and/or improve the environment
- Demonstrate entrepreneurial behaviours. We back people with the ability to lead sustainable projects, so they can create impact in the long term
- Bring insights based on experience. We especially support people whose idea or project is directly informed by their experience, as we believe this strengthens their impact proposition and the potential for long-term change



■ = Baseline Rating Average ■ = End of Programme Rating Average



How we create change

Our theory of change

SSE's Theory of Change is based on “what we do”, and “what we enable” in the social enterprise community.

SSE has supported thousands of leaders of social change who, in turn, have helped millions of people in need.

They tackle a huge range of social and environmental problems, while creating meaningful jobs – often for the people who are most disadvantaged in the labour market.

Social entrepreneurs multiply the impact of support they receive.

Find out more about our [Theory of Change](#).

Better leaders, building stronger organisations

- We support people to become better leaders of social change
- In one year, we significantly increase the skills, strengths and networks people need to tackle society's biggest problems
- As a result, the organisations they build have a significantly higher five-year survival rate than pure-profit businesses in the UK

How we equip people to succeed

- Providing enterprise grants and other financial support to transform ideas into action
- Convening and collaborating
- Building relationships between people from different sectors, geographies, and backgrounds, through our extensive reach
- Harnessing our practical insights to advise and influence others, transforming decision making



Going further on inclusion

SSE exists to create a socially and environmentally just society, where the potential of all people is fully realised. Issues of equity, diversity, and inclusion, therefore, naturally sit at the heart of SSE's mission as we aim to empower and equip people with entrepreneurial ideas and solutions to grow the social economy. We invest in entrepreneurial potential and talent among people from all backgrounds. We especially support people whose idea or project is informed by their direct experience of inequity and injustice. We believe that this strengthens their impact proposition and the potential for long-term change.

SSE's approach to Social Entrepreneurship has always been to recognise that those who understand the issues are often best placed to author solutions. Lived experience is often material to the impact proposition of our social entrepreneurs. This approach naturally tilts SSE's playing field to those who have had to encounter poverty, unfairness, and discrimination in their lives.

We also acknowledge that systemic prejudice throughout generations has led to a lack of opportunities in certain communities, therefore it is important that we continue to check that our strategy and approach is achieving results.

- One in six people we support are disabled.
- One in five are from racialised and/or minoritised ethnic backgrounds.
- Two-thirds have first-hand 'lived' experience of the issue they address.
- More than two-thirds are women (including trans women); almost 1% are non-binary or other genders
- Two-thirds operate in the 40% most deprived areas of the UK.

Progressing our EDI agenda

- In order to further this agenda, our Equity, Diversity and Inclusion (EDI) Working Group has developed a new three-year EDI action plan launched in 2022, with 10 priorities. The main focus areas for next year are data, recruitment, and grant-making.
- In line with the plan, we ran a session with our board of trustees in March to explore what kind of culture the board needs, to support the work of Equity, Diversity and Inclusion.

- EDI is one of the seven pillars of development underpinning our new organisational strategy.
- We introduced equalities monitoring across our students, staff, and external speakers.
- We reviewed job applications by anonymising applications and responses to questions, thus removing unconscious bias in the hiring process.
- We partnered with experts (including Leonard Cheshire and The Ubele Initiative) to inform our programme design.
- We established the Black Social Entrepreneurs Futures in the Midlands, supported by Gowling WLG.
- We are planning the start of the PwC Black Social Entrepreneurs Start-Up Programme in Scotland in the next financial year.
- We published our anti-racism commitments, which we report on twice a year in April and November.
- We signed up to the Diversity Manifesto and will be reporting on our commitments in the coming year.

(We know that language about identity is personal, and these terms won't feel right to everyone. We mean people who may identify as Black, Brown, bi- or multi-racial, being from a diaspora, having Asian/African/Caribbean/Latinx/Middle Eastern/Indigenous heritage, as a 'person of colour', Jewish, and/or from a white ethnic minority such as Gypsy, Roma, Traveller. We have consulted our community to shape this language.)



Our strategic direction

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

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

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



1

**Ignite
entrepreneurship
in communities**



2

**Accelerate
social
innovation**



3

**Harness
our network
and insights**








Our strategic direction

Our seven pillars of development

Seven pillars underpin each of our strategic priorities.

We are already active across each of these pillars.

We outline below our aims for the next three years.

						
Climate action	Data & evidence	Digital transformation	Equity Diversity and Inclusion (EDI)	Financial resilience	Learning innovation	People
We will deepen our action to address climate change through our programmes and our operations, supporting SDG 13. Learn more in our climate action plan (being published soon).	We will further invest in the development of our information systems, enabling us to enhance our impact data and remain responsive to needs. We will share learning and insights as we gather evidence.	We will establish a digital transformation taskforce to enable and accelerate a digitalfirst future for SSE. This will include the development of our blended learning offer.	We will continue to implement our Equity, Diversity and Inclusion (EDI) Plan 2022-25. This sees equity and inclusion embedded throughout our strategy & governance, culture, student & staff recruitment, learning offer and impact & influence.	We will strengthen our long-term sustainability through developing new products and diversifying income.	We will continue to develop our learning offer to meet the needs of the market and to equip social entrepreneurs to succeed. This will include learning innovation on wellbeing, achieving net zero, and commerciality of ventures.	Everyone in our team will contribute to achieving our strategic priorities. Together we will harness people's talent, support individual wellbeing, and embed our new values.

Our strategic direction

Looking further ahead: What we can achieve together by 2030

Our work over the next 3 years aligns with our longer term ambition to contribute to the United Nations Sustainable Development Goals (SDGs) by 2030.



4 QUALITY EDUCATION

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

By 2030, SSE will...

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

Aligning with SDG target 4.4



8 DECENT WORK AND ECONOMIC GROWTH

Reduce inequality within and among countries

By 2030, SSE will...

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

Aligning with SDG target 8.3



10 REDUCED INEQUALITIES

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

By 2030, SSE will...

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

Aligning with SDG target 10.2



13 CLIMATE ACTION

Take urgent action to combat climate change and its impacts

By 2030, SSE will...

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

Aligning with SDG target 13.3

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



Growing as a national team

As we reported in 2020–21, during the year we merged our previously independent teams to form a single SSE, which draws the regional knowledge we have garnered over the last 25 years into the centre of our organisation.

Spotlight on Cornwall

After the merger, it was important that we doubled down on our place-based commitments and aims. In Cornwall, we secured excellent partnerships across the public, private and voluntary sectors. We continued delivery of our place-based Springboard programmes, funded through the European Regional Development Fund (ERDF). Also, Cornwall Council have supported social entrepreneurs to realise their potential, increase skills, and create their own enterprises. The knowledge gained in this region will be disseminated across the UK in future programmes.

Digital Transformation

We have invested in our technology infrastructure to support remote working and collaboration internally, creating a truly united team.

Now, we are continuing our digital transformation to change the way in which we connect with our customers and fellows. Our Fellows' portal launched in October 2022. It will enhance networking and connections across the SSE Fellowship and with SSE itself.

Our Fellows' portal launched in December 2022. We are excited about how it will enhance networking and connections across the SSE Fellowship and with SSE.

Other future projects include building on our understanding of the customer journey to streamline communications and create more opportunities to learn with us. This will include intelligent systems to ensure that learners receive the right information at the right time to enrich their own learning journeys and create change in society.



Finance and statutory information

For the year ended 31st March 2022

ACCOUNTS 2021/2022

Finance and Statutory Information

Registration Details

The School for Social Entrepreneurs is a private company limited by guarantee (company number: 03900741) and a registered charity (charity number: 1085465), incorporated in England and Wales.

Our registered office is at 139 Tooley Street, London, SE1 2HZ.

SSE is also currently in the process of registering with OSCR, to enable us to operate more effectively in Scotland post-merger with SSE Scotland.

SSE is constituted under its Articles of Association, which gives powers to its Trustees as Members.

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

Our Trustees

Our board of trustees are:

John Brown

Richard Collier-Keywood, Chair of Trustees

Will Churchill*

Joel Davis Resigned 16/06/2022

Jill Halford* Re-elected 08/06/2021

Steve Johnson

Thom Kenrick

Sharon McPherson

Mike Phillips* Chair of Finance Audit and Risk Committee

Sophie Unwin

Charlotte Young*

** Indicates member of the Finance, Audit and Risk (FAR) Committee*

In addition, Megan Emery acts as a co-opted member of the Finance, Audit and Risk Committee

For more information on our trustees, please visit our website.

To see our board attendance records and sub-committee attendance records please visit our website.

Management

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

During the year, the Senior Management Team comprised of:

- **Alastair Wilson**, chief executive officer
- **Victoria Hurdley**, chief operating officer from October 2021
- **Sacha Rose-Smith**, director of entrepreneurship support & delivery
- **Sally Heard**, director of development & external affairs from June 2021
- **Sue McCready**, interim director of operations, from June 2021 to May 2022

Employees

The average number of employees during the year was 60.9, in terms of the number of staff employed. Full-time equivalent staff amounted to 43.2.

Our remuneration policy is based on an open and transparent scale, where pay is determined by job grade. Cost of living pay reviews take place annually and are agreed by the trustees as part of the budgeting process. During the year, our pay scale was reviewed and benchmarked externally, with staff moving to new realigned grades from the beginning of the next financial period.

Supporters and volunteers

We would like to thank all of our funders and partners for their continued support. Without you, we would be unable to deliver our high-quality programmes or support social entrepreneurs to develop their organisations.

We would like to thank the extensive network of volunteers, who have helped us mentor students, hosted site visits, spoken on our programmes, or acted as experts.

Fundraising practices

Our approach to fundraising is to partner with institutional donors. We do not engage in fundraising from the general public, and we therefore don't use professional third-party fundraisers or commercial participators. The risk that we encounter vulnerable people whilst fundraising is therefore low. We observe all relevant fundraising regulations and codes. We received no complaints relating to our fundraising practices.

Public benefit

We run learning programmes to mobilise the experience of enterprising people, people that we call social entrepreneurs. We believe that diverse leadership can create a more equitable society. We strengthen existing organisations and establish new ones by providing education focused on developing skills, identifying gaps and taking action, and building support networks. Our social entrepreneurs create jobs and opportunities within their communities, ultimately creating lasting social, economic and environmental change within our society.

The trustees have referred to the public benefit requirement and sought to outline throughout the 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.

Financial Review and Reserves Policy

During the year, income increased by £0.7m to £9.4m, and expenditure increased by £1.0m to £9.5m as we continued to participate in a consortium of likeminded organisations in the Social Enterprise Support Fund, which aimed to mitigate the impact of Covid-19 on social enterprises. As this was a one-off programme, we expect to return to our more usual levels of income and expenditure in future years.

Our reserve funds have decreased slightly from £2.2m to £2.1m, which is a net effect of a decrease in unrestricted funds from £1.2m to 1.0m, and an increase in restricted funds from £1.0m to £1.1m.

Our reserves policy is to hold sufficient free reserves to allow for considered responses to unplanned financial shocks or other events that may threaten our operational capacity, whilst also allowing for planned future investments. Our target reserves are set at £0.9m, and our free reserves at the end of the period were £1.0m. The Board reviews the adequacy of reserves on an annual basis as part of the budgeting cycle, and monitors reserve levels on an ongoing basis.

Investment policy

We have adopted a three-tier investment policy, dividing our assets into short, medium and long-term deposits and investments. Our long-term investments are held in the COIF Charities Investment Fund, which were valued at the end of the year at £0.6m.

Investment performance and new proposals are reviewed by the Finance Audit and Risk Committee, with investment recommendations made to the full Board as required.

Grant-Making Policy

SSE follows the Charity Commission guidelines on grant-making. We have a policy of grant-making to social entrepreneurs and partners where we feel we can support them best. This is backed up by robust processes on selection and awarding, due diligence on grantees, and the monitoring of the use of funds.

Going Concern

The trustees have reviewed the income and expenditure forecasts, cashflow projections and fundraising forecasts for the 12 months following the date of the signing of these accounts, and into the medium term. We have considered the uncertainties of the current economic climate, and our projections have taken into account potential changes of income, investment decisions, and the impact of operating in a high inflation environment. Our scenarios indicate that the charity has sufficient resources to continue operations for the foreseeable future. Taking into account these factors and the level of general reserves, the trustees are confident that the Charity can meet its liabilities as they fall due. The Trustees therefore consider there to be no material uncertainties to SSE continuing as a going concern, and the accounts included in this report have been prepared on that basis.

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 here, alongside the key controls to manage them.

Failure to raise medium and long-term income (earned, fundraised, and growing current donor-base)

SSE takes its responsibilities and position within the social enterprise community seriously and is committed to building and maintaining a sustainable income model. Fundraising continues to be a priority area for the Chief Executive. SSE has a good business development plan in place that targets new funders and partners, governed by its Financial Audit and Risk Committee which tracks and manages its pipeline of funders and has recently revised and is implementing its treasury policy.

Failure to protect assets or failure to manage service interruption

SSE has a disaster recovery plan in place which, in conjunction with appropriate insurance cover, is designed to protect against adverse impacts of external or internal service disruptions. SSE safely and securely stores its data in an off-site data warehouse and has moved to a cloud based solution in compliance with GDPR. SSE has improved its IT security position with the recruitment of the Head of Technology and Senior Technical Project Manager

Failure to secure match funding to secure significant long term income targets

Fundraising continues to be a priority area for sse's CEO, who attends regular meetings with funders. SSE has alternative funding options in place to mitigate any dependency on any one funder.

also directors of the School for Social Entrepreneurs for the law) are responsible for preparing the trustees' annual report in accordance with applicable law and United Kingdom (United Kingdom Generally Accepted Accounting Practice). The trustees are required to prepare financial statements for each financial year giving a true and fair view of the state of affairs of the charitable company and the 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:

- apply accounting policies and then apply them consistently
- observe the accounting standards and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- comply with applicable UK Accounting Standards and Statements of Recommended Practice, and, where applicable, follow the guidance in the Charities SORP, 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
- be responsible for keeping adequate accounting records that disclose accurately 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
- be responsible for safeguarding the assets of the charitable company and for taking reasonable steps for the prevention and detection of fraud and other irregularities of which the trustees are aware;
- provide information of which the charitable company's auditor is required to make enquiries and

The trustees are responsible for the maintenance and integrity of the financial information included on the charitable company's website. The law in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. Members of the charitable company are entitled to contribute an amount not exceeding £1 to the assets of the charitable company on its winding up. The total number of such guarantees at 31 March 2022 was 1,000. All are members of the charity, but this entitles them only to voting rights if they have no beneficial interest in the charity. The directors' annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Auditor Sayer Vincent LLP was re-appointed as the charitable company's auditor for the year and has expressed its willingness to continue in that capacity. The annual report has been approved by the trustees on 15 December 2022 and signed on their behalf by the Chair, Richard Collier-Keywood.

Auditor's Report

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

Opinion

We have audited the financial statements of School for Social Entrepreneurs (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2022 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the 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 FRS 102 (the Financial Reporting Standard applicable in the UK and Republic of Ireland) and United Kingdom Generally Accepted Accounting Practice.

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's 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 and the Charities Act 2011

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 group financial statements section of our report. We are independent of the group and parent 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the School for Social Entrepreneurs' ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the trustees' annual report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report.

Our opinion on the group 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.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the group financial statements themselves. 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 group and the parent charitable company and their 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 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company 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 directors 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 parent 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 group's and the parent 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 group or the parent 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

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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. Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and noncompliance with laws and regulations, our procedures included the following:

- We enquired of management and finance, audit and risk committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;

- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or noncompliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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)

16 December 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL
Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Consolidated statement of financial activities

(incorporating an income and expenditure account)

For the year ended 31 March 2022

		2022			2021		
	Note	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Income from:							
Donations and legacies	2	107,311	157,500	264,811	121,066	62,500	183,566
Charitable activities	3	844,913	8,216,520	9,061,433	726,535	7,621,323	8,347,858
Other trading activities	4						
Commercial trading operations		32,111	-	32,111	49,573	-	49,573
Investments		3,855	-	3,855	5,149	-	5,149
Other income - transfer of funds from mergers with schools	21	-	-	-	34,818	24,284	59,102
Total income		988,190	8,374,020	9,362,210	937,141	7,708,107	8,645,248
Expenditure on:							
Raising funds	5						
Fundraising		68,335	4,080	72,415	36,471	-	36,471
Charitable activities							
Doing Learning Differently	5	903,502	2,468,996	3,372,498	338,341	1,661,492	1,999,833
Building a Vibrant Schools Network	5	106,274	558,501	664,775	209,013	775,127	984,140
Mobilising Enterprising People	5	133,820	5,240,157	5,373,977	544,128	4,950,590	5,494,718
Total expenditure		1,211,931	8,271,734	9,483,665	1,127,953	7,387,209	8,515,162
Net (expenditure) / income before net gains on investments							
		(223,741)	102,286	(121,455)	(190,812)	320,898	130,086
Net gains on investments		57,620	-	57,620	96,118	-	96,118
Net (expenditure) / income for the year	7	(166,121)	102,286	(63,835)	(94,694)	320,898	226,204
Transfers between funds	18	(36,057)	36,057	-	10,803	(10,803)	-
Net movement in funds		(202,178)	138,343	(63,835)	(83,891)	310,095	226,204
Reconciliation of funds:							
Total funds brought forward		1,215,051	956,504	2,171,555	1,298,942	646,409	1,945,351
Total funds carried forward		1,012,873	1,094,847	2,107,720	1,215,051	956,504	2,171,555

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. The accompanying notes are an integral part of these consolidated financial statements. Movements in funds are disclosed in Note 18 to the financial statements. The income and expenditure for the separate entities in the group are disclosed in Notes 22 and 23 to the financial statements.

Balance Sheets

As at 31 March 2022

	Note	The Group		The Charity	
		2022	2021	2022	2021
		£	£	£	£
Fixed assets:					
Tangible assets	12	24,438	25,206	24,438	25,206
Investments	13	949,132	890,550	949,132	890,550
		973,570	915,756	973,570	915,756
Current assets:					
Debtors	14	2,054,380	559,589	2,109,766	579,645
Cash at bank and in hand	15	3,440,090	2,433,336	3,358,008	2,373,330
		5,494,470	2,992,925	5,467,774	2,952,975
Liabilities:					
Creditors: amounts falling due within one year	16	4,360,320	1,737,126	4,324,881	1,734,898
Net current assets		1,134,150	1,255,799	1,142,893	1,218,077
Total net assets		2,107,720	2,171,555	2,116,463	2,133,833
The funds of the group and charity:					
Restricted income funds	18	1,094,847	956,504	1,094,847	910,039
General Funds		1,012,873	1,215,051	1,021,616	1,223,794
Total group and charity funds		2,107,720	2,171,555	2,116,463	2,133,833

Approved by the trustees on 15th December 2022 and signed on their behalf by

Richard Collier-Keywood
Chair

Consolidated statement of cash flows

For the year ended 31 March 2022

	2022		2021	
	£	£	£	£
i) Cash flows from operating activities				
Net cash provided by / (used in) operating activities	1,019,944		269,701	
Cash flows from investing activities:				
Dividends, interest and rents from investments	3,855		5,149	
Purchase of fixed assets	(16,083)		(6,220)	
Proceeds from sale of investments	-		-	
Purchase of investments	-		-	
Other cash movements on investments	(962)		(1,525)	
Net cash (used in) investing activities		(13,190)		(2,596)
Change in cash and cash equivalents in the year		1,006,754		267,105
Cash and cash equivalents at the beginning of the year		2,433,336		2,166,231
Cash and cash equivalents at the end of the year		3,440,090		2,433,336
ii) Reconciliation of net income / (expenditure) to net cash flow from operating activities				
	£	£	£	£
Net income / (expenditure) for the reporting period	(63,835)		226,204	
(as per the statement of financial activities)				
Depreciation charges	16,851		15,853	
(Gain) on investments	(57,620)		(96,118)	
Dividends, interest and rent from investments	(3,855)		(5,149)	
Loss on the disposal of fixed assets	-		2,713	
Decrease in debtors	(1,494,791)		180,226	
Increase (decrease) in creditors	2,623,194		(49,524)	
Transfer of non-cash balances from mergers with schools	-		(4,504)	
Net cash provided by / (used in) operating activities		1,019,944		269,701
iii) Analysis of net debt				
	2021	Cashflows	2022	
	£	£	£	
Cash	2,433,336	1,006,754	3,440,090	
Total	2,433,336	1,006,754	3,440,090	

Notes to the financial statements For the year ended 31 March 2022

1 Accounting policies

a) Statutory information

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

b) Basis of preparation

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

These financial statements consolidate the results of the charity and its wholly-owned subsidiary School for Social Entrepreneurs Scotland (SSE Scotland) Limited on a line-by-line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charity itself is not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006. The prior year figures do not include the transactions and balances of SSE Scotland. The charity also has another wholly owned subsidiary - SSE Enterprises - which is dormant. As the balances are not material to the financial statements, it has not been consolidated into the group accounts.

On 31st July 2021, the assets and liabilities of Dartington School of Social Entrepreneurs were transferred into School for Social Entrepreneurs. These have been treated in the financial statements as acquisitions in the year and the income and expenditure has been incorporated into School for Social Entrepreneurs' activities from the date of the merger. See Note 21 for more details.

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical

experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

The estimated value of annual leave owed at 31 March 2022 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 have reviewed the income and expenditure forecasts, cashflow projections and fundraising forecasts for the 12 months following the date of the signing of these accounts, and into the medium term. We have considered the uncertainties of the current economic climate, and our projections have taken into account potential changes of income, investment decisions, and the impact of operating in a high inflation environment. Our scenarios indicate that the charity has sufficient resources to continue operations for the foreseeable future. Taking into account these factors and the level of general reserves, the trustees are confident that the Charity can meet its liabilities as they fall due. The Trustees therefore consider there to be no material uncertainties to SSE continuing as a going concern, and the accounts included in this report have been prepared on that 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, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

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

f) Donations of gifts, services and facilities

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

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

g) Interest receivable

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

h) Fund accounting

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

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

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

i) Expenditure and irrecoverable VAT

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

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising or trading purpose.

- Expenditure on charitable activities includes the costs of delivering courses and learning programmes, and other educational activities undertaken to further the purposes of the charity and their associated support costs.

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

j) Grant commitments

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

k) Allocation of support costs

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

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

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

l) Operating leases

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

m) Tangible Fixed Assets

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

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

- Computer equipment 4 years
- Office Furniture 4 years

n) Investments

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

o) Debtors

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

p) Cash at bank and in hand

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

q) Creditors and provisions

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

r) Financial instruments

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

s) Pensions

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

t) Critical accounting judgements and sources of estimation uncertainty Significant estimates and judgements

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

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

2. Income from donations and legacies

	2022			2021		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Supporter donations and gift aid	2,230	157,500	159,730	1,000	62,500	63,500
Pro-bono services	105,081	-	105,081	120,066	-	120,066
	107,311	157,500	264,811	121,066	62,500	183,566
SSE receives a range of services on a pro-bono basis from supporters.				2022	2021	
				Total	Total	
				£	£	
Analysis of pro-bono services:						
Legal services				7,273	10,881	
Subsidy on premises rental				75,000	75,000	
Marketing and public relations				-	9,501	
Advice on HR matters				708	324	
Support in delivery of SSE programmes and events				22,100	23,760	
Supporting employee personal development				-	600	
				105,081	120,066	

3. Income from charitable activities

	2022			2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Access	-	-	-	125	-	125
ARM Foundation	-	-	-	-	10,000	10,000
Arts Council England	-	81,240	81,240	-	201,240	201,240
Association of Mental Health Providers	-	-	-	-	30,244	30,244
Brewin Dolphin	41,495	20,000	61,495	33,452	23,700	57,152
Bristol and Bath Regional Capital	-	33,000	33,000	-	-	-
Bristol City Council	-	103,610	103,610	-	30,494	30,494
Caritas of Westminster (trading as SEIDS)	43,373	3,000	46,373	27,084	6,250	33,334
Childhood Trust	375	-	375	19,651	-	19,651
CHK Charities	-	-	-	-	8,000	8,000
Co-op Foundation	-	-	-	-	27,532	27,532
Cornwall Council Community Locally Led Development	-	318,112	318,112	-	62,647	62,647
Dartington Hall Trust	9,750	-	9,750	6,706	-	6,706
Devon County Council	23,000	469,276	492,276	-	-	-
eBay Foundation	-	36,830	36,830	-	36,887	36,887
Garfield Weston Foundation	-	-	-	-	40,000	40,000
Glasgow Social Enterprise Network	2,937	-	2,937	-	-	-
Gowling WLG	-	-	-	-	12,000	12,000
Guy's and St Thomas' Charity	-	10,000	10,000	-	136,914	136,914
Homeless Link	-	-	-	-	29,000	29,000
Letchworth Garden City Heritage Fund	-	15,000	15,000	-	5,000	5,000
Linklaters LLP	85,414	6,500	91,914	49,724	6,500	56,224
Lloyds Bank Foundation	145,218	-	145,218	134,335	-	134,335
Lloyds Bank Plc	-	1,209,131	1,209,131	2,500	1,310,143	1,312,643
Mercers' Charitable Foundation	-	-	-	-	30,000	30,000
Nama Women Advancement Establishment	30,537	-	30,537	2,588	-	2,588
National Lottery Community Fund	-	2,838,923	2,838,923	-	3,350,679	3,350,679
National Lottery Community Fund Scotland	-	11,036	11,036	-	165,000	165,000
National Lottery Heritage Fund	-	677,256	677,256	-	40,439	40,439
North and East Bristol Support	-	-	-	-	-	-

3. Income from charitable activities cont...

	2022			2021		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Paul Hamlyn Foundation	119,098	147,000	266,098	151,203	160,100	311,303
Plymouth City Council	39,100	-	39,100	-	-	-
Postcode Innovation Trust	-	-	-	-	130,000	130,000
Power to Change	3,616	894,151	897,767	34,241	1,538,601	1,572,842
PricewaterhouseCoopers LLP	1,244	69,000	70,244	7,392	69,000	76,392
Riverside Community Big Local	-	10,000	10,000	-	20,000	20,000
Royal London Mutual Insurance Society Limited	-	420,400	420,400	9,600	-	9,600
RS McDonald	9,536	-	9,536	27,450	-	27,450
RSA	-	-	-	2,500	-	2,500
Scottish Government	-	67,196	67,196	-	61,340	61,340
SHINE Trust	10,821	-	10,821	730	-	730
Sir George Martin Trust	1,188	-	1,188	1,188	-	1,188
Somerset Council	27,000	252,942	279,942	-	-	-
South Yorkshire Community Fund	-	-	-	-	15,000	15,000
The Rank Foundation	-	53,750	53,750	5,000	45,000	50,000
Thurrock Council	-	-	-	7,001	-	7,001
University of Exeter	-	-	-	13,000	-	13,000
Wales Council for Voluntary Action	24,675	-	24,675	-	-	-
West Midlands Combined Authority	240	-	240	6,480	-	6,480
West Midland Trains	25,000	-	25,000	-	-	-
West of England Combined Authority	8,000	414,679	422,679	-	19,613	19,613
YTKO	6,000	54,488	60,488	-	-	-
Membership Fees	65,000	-	65,000	105,000	-	105,000
Training and Consultancy Fees	122,296	-	122,296	79,585	-	79,585
Total for charitable activities	844,913	8,216,520	9,061,433	726,535	7,621,323	8,347,858

4. Income from other trading activities

	2022			2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Sponsorship Fees	30,000	-	30,000	36,000	-	36,000
Other	2,111	-	2,111	13,573	-	13,573
	32,111	-	32,111	49,573	-	49,573

5a. Analysis of expenditure (current year)

	Raising Funds	Charitable activities					2022 Total £	2021 Total £
	Fundraising	Doing Learning Differently £	Building a Vibrant Schools Network £	Mobilising Enterprising People £	Governance £	Support Costs £		
Staff costs (Note 8)	39,773	1,206,555	248,055	297,375	46,565	610,333	2,448,656	1,906,474
Grant Payments	-	296,768	240,507	4,709,637	-	-	5,246,912	5,149,241
Direct costs	7,044	1,092,644	16,566	175,576	-	-	1,291,830	940,511
Depreciation	-	-	-	-	-	16,851	16,851	15,853
Freelance Support	-	-	-	-	-	121,869	121,869	121,827
Human Resources	-	-	-	-	-	60,698	60,698	66,135
Information technology	-	-	-	-	-	126,493	126,493	127,956
Legal and Professional	-	-	-	-	-	66,195	66,195	34,545
Office Running Costs-	-	-	-	-	-	18,289	18,289	32,041
Premises-	-	-	-	-	-	46,471	46,471	124,288
Other-	-	-	-	-	5,391	34,010	39,401	(3,709)
	46,817	2,595,967	505,128	5,182,588	51,956	1,101,209	9,483,665	8,515,162
Support costs	24,445	741,544	152,454	182,766	-	(1,101,209)	-	-
Governance costs	1,153	34,987	7,193	8,623	(51,956)	-	-	-
Total expenditure 2022	72,415	3,372,498	664,775	5,373,977	-	-	9,483,665	-
Total expenditure 2021	36,471	1,999,833	984,140	5,494,718	-	-	-	8,515,162

5b. Analysis of expenditure (prior year)

	Raising Funds	Charitable activities						
	Fundraising	Doing Learning Differently	Building a Vibrant Schools Network	Mobilising Enterprising People	Governance	Support Costs	2022 Total	2021 Total
	£	£	£	£	£	£	£	£
Staff costs (Note 8)	20,316	776,679	254,700	308,548	51,785	494,446	1,906,474	1,477,091
Grant Payments	-	3,802	515,615	4,629,824	-	-	5,149,241	2,303,342
Direct costs	-	601,739	11,288	310,989	16,495	-	940,511	839,145
Depreciation	-	-	-	-	-	15,853	15,853	15,800
Freelance Support	-	-	-	-	-	121,827	121,827	198,565
Human Resources	-	-	-	-	-	66,135	66,135	85,867
Information technology	-	-	-	-	-	127,956	127,956	50,084
Legal and Professional	-	-	-	-	-	34,545	34,545	62,486
Office Running Costs	-	-	-	-	-	32,041	32,041	31,254
Premises	-	-	-	-	-	124,288	124,288	129,190
Other	-	-	-	-	-	(3,709)	(3,709)	67,261
	20,316	1,382,220	781,603	5,249,361	68,280	1,013,382	8,515,162	5,260,085
Support costs	15,135	578,626	189,752	229,869	-	(1,013,382)	-	-
Governance costs	1,020	38,987	12,785	15,488	(68,280)	-	-	-
Total expenditure 2021	36,471	1,999,833	984,140	5,494,718	-	-	8,515,162	
Total expenditure 2020	45,528	1,648,558	1,382,060	2,183,939	-	-	-	5,260,085

6. Grant making

	Grants to institutions	Grants to Students	2022	Grants to institutions	Grants to Students	2021
	£	£	£	£	£	£
Doing Learning Differently	296,768	-	296,768	3,802	-	3,802
Building a Vibrant Schools Network	240,507	-	240,507	515,615	-	515,615
Mobilising Enterprising People	-	4,709,637	4,709,637	-	4,591,461	4,591,461
At the end of the year	537,275	4,709,637	5,246,912	519,417	4,591,461	5,110,878

Grants to students were made to individual entrepreneurs and community businesses accepted onto SSE programmes in the year to 31 March 2022 (2021: £4,591,461). Please see Appendix for a list of all such grantees in receipt of more than £5,000 in 2021/22. 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 (2021: £519,417).

Institution: Partners and SSE Network	Number of	2022 Value of Grants	Number of	2021 Value of Grants
Bath and North East Somerset Third Sector Group	1	37,851	-	-
Devon Communities Together	1	46,174	-	-
Diverse City	1	2,701	1	2,702
New Prosperity Devon	1	10,250	-	-
Smart Communities	1	12,045	-	-
Somerset Community Foundation	1	162,637	-	-
Spark Somerset	1	9,382	-	-
Stir to Action	1	15,728	-	-
Vanessa Swann	-	-	1	1,100
SSE Cornwall	-	-	3	45,266
SSE Dartington (pre-merger)	4	44,873	5	180,280
SSE Hampshire	1	37,353	3	93,834
SSE Midlands	-	-	4	24,609
SSE North West	2	120,928	4	113,143
SSE Scotland	2	37,353	3	11,543
SSE Yorkshire and Humber	-	-	4	46,940
	17	537,275	28	519,417

7. Net income for the year

This is stated after charging / (crediting):

	2022 £	2021 £
Depreciation	16,851	15,853
Loss or profit on disposal of fixed assets	-	2,713
Operating lease rentals:		
Property	28,792	31,900
Auditors' remuneration (excluding VAT):		
Statutory audit for the current year	14,400	13,000
Under-accrual of audit fee from previous year	2,400	-
Grant-related audits	2,400	-

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

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	2,103,448	1,660,897
Redundancy and termination costs	27,173	-
Social security costs	212,254	161,729
Employer's contribution to defined contribution pension schemes	105,781	83,848
Operating costs of defined benefit pension schemes	-	-
Other forms of employee benefits	-	-
	2,448,656	1,906,474

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

	2022 No.	2021 No.
£60,000 - £69,999	-	-
£70,000 - £79,999	-	-
£60,000 - £69,999	2	2
£70,000 - £79,999	-	1
£90,000 - £99,999	1	1

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 £391,817 (2021: £380,890).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

Trustees' expenses represent the payment or reimbursement of travel and subsistence costs. £163 (2021: £nil) was reimbursed to 1 member 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 60.1 (2021: 46.5). Full time equivalent (FTE) staff amounted to 43.2 (2021: 40.6).

	2022 FTE	2021 FTE
Doing Learning Differently	23.8	18.5
Building a network of sustainable schools	3.8	5.0
Mobilising the experience of enterprising people	5.0	6.4
Support	9.5	9.6
Governance	0.6	0.8
Fundraising	0.5	0.3
	43.2	40.6

10. Related party transactions

Richard Collier-Keywood, the Chair of trustees donated £12,500 (2021: 12,500) towards a project supporting SSE Fellows after graduation from our programmes.

Charlotte Young, a trustee of SSE, donated £10,000 (2021: £10,000) to SSE for a project supporting SSE Fellows after graduation from our programmes.

Jill Halford, a trustee of SSE was also the treasurer of ACEVO. In the prior year the charity paid £100 to ACEVO for advertising SSE trustees' recruitment. Jill stood down as treasurer at ACEVO in January 2021.

Ros Lucas, the spouse of SSE trustee Steve Johnson, was paid £250 in the prior year for facilitating Action Learning Sets for SSE students.

Aggregate donations from Related Parties in the year amounted to £22,500 (2021: £22,500).

11. Taxation

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

12. Tangible fixed assets (the group)

	furniture £	equipment £	Total £
Cost			
At the start of the year	904	66,153	67,057
Additions in year	-	16,083	16,083
Disposals in year	-	-	-
At the end of the year	904	82,236	83,14
Depreciation			
At the start of the year	904	40,947	41,851
Charge for the year	-	16,851	16,851
Eliminated on disposal	-	-	-
At the end of the year	904	57,798	58,702
Net book value			
At the start of the year	-	25,206	25,206
At the end of the year	-	24,438	24,438

All of the above assets are used for charitable purposes.

13. Investments

	The Group		The Charity	
	2022 £	2021 £	2022 £	2021 £
At the start of the year	890,550	792,907	890,550	792,907
Additions at cost	-	-	-	-
Disposals at book/carrying value	(2,893)	-	(2,893)	-
Interest retained in the year	3,855	1,525	3,855	1,525
Net gains on investments	57,620	96,118	57,620	96,118
Total investments	949,132	890,550	949,132	890,550
Historic cost at the end of the year	758,234	761,127	758,234	761,127

In 2022 £392,841 (2021: £391,880) 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 2022 securities valued at £556,290 (2021: £498,670) had been purchased in CCLA Ethical Investment funds.

14. Debtors and prepayments

	The Group		The Charity	
	2022	2021	2022	2021
	£	£	£	£
Accrued income in respect of grant commitments made	1,065,301	287,236	1,065,301	287,236
Other accrued income	609,517	152,217	609,517	152,217
Prepayments	12,896	15,795	12,896	15,795
Other debtors	366,666	104,341	366,666	103,866
Amounts owed by subsidiary	-	-	-	-
Long term loans to Network Schools	-	-	-	-
Other amounts due from group undertakings	-	-	55,386	20,531
	2,054,380	559,589	2,109,766	579,645

15. Cash at bank and on hand

	The Group		The Charity	
	2022	2021	2022	2021
	£	£	£	£
Main current account	1,475,195	1,111,060	1,393,113	1,051,054
Business high interest deposit account	1,964,786	1,322,167	1,964,786	1,322,167
Cash	109	109	109	109
	3,440,090	2,433,336	3,358,008	2,373,330

16. Creditors: amounts falling due within one year

	The Group		The Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade Creditors	184,125	140,401	183,125	138,173
Accruals	140,130	33,600	140,130	33,600
Grants payable to SSE				
Network Schools	-	22,242	-	22,242
Grants and fees in advance	2,595,186	979,666	2,560,746	979,666
Grant commitments to students	1,440,879	561,217	1,440,879	561,217
Amounts due to group undertakings			-	-
	4,360,320	1,737,126	4,324,880	1,734,898

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

	General unrestricted	Restricted	Total funds
	£	£	£
Tangible fixed assets	24,438	-	24,438
Investments	949,132	-	949,132
Net current assets	39,302	1,094,847	1,134,150
Net assets at 31 March 2022	1,012,872	1,094,847	2,107,720

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

	General unrestricted	Restricted	Total funds
	£	£	£
Tangible fixed assets	25,206	-	25,206
Investments	890,550	-	890,550
Net current assets	299,295	956,504	1,255,799
Net assets at 31 March 2021	1,215,051	956,504	2,171,555

18a. Movements in funds (current year)

	At 1 April 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
a) Restricted funds:					
Arts Council England	43,011	78,539	(91,848)	-	29,702
Bristol and Bath Regional Capital	-	17,934	(7,554)	-	10,380
Bristol City Council	-	81,490	(80,131)	(1,359)	-
Co-op Foundation	22,124	-	(22,124)	-	-
Cornwall Council Community Locally Led Development	-	318,112	(313,388)	(4,724)	-
Devon County Council	-	84,125	(81,341)	(2,784)	-
eBay Foundation	3,769	36,830	(12,046)	-	28,553
Garfield Weston Foundation	3,787	-	(3,787)	-	-
Gowling WLG	7,751	(8,092)	341	-	-
Guy's and St Thomas' Charity	17,036	11,401	(25,678)	-	2,759
Homeless Link	3,589	-	(3,589)	-	-
Letchworth Garden City Heritage Fund	2,997	15,000	(9,820)	-	8,177
Lloyds Bank Plc Social Entrepreneurs Programme	249,369	983,555	(1,023,653)	-	209,271
Mercers' Charitable Foundation	7,000	-	(1,800)	-	5,200
National Lottery Community Fund	17,007	498,534	(326,610)	-	188,931
National Lottery Heritage Fund	3,971	187,256	(186,572)	1,592	6,247
Postcode Innovation Trust	70,274	-	(57,274)	-	13,000
Power to Change	80,045	298,656	(298,438)	-	80,263
PricewaterhouseCoopers LLP	13,960	69,000	(57,109)	-	25,851
Riverside Community Big Local	7,668	10,000	(17,668)	-	-
Royal London Mutual Insurance Society Ltd	-	220,400	(58,958)	-	161,442
Scottish Government	-	7,195	(7,195)	-	-
Social Partners Fellowship Programme	78,769	82,500	(54,109)	30,981	138,141
Somerset County Council	-	68,879	(66,791)	(2,088)	-
South Yorkshire Community Foundation	8,332	-	(8,332)	-	-
SSE Midlands	8,531	-	(8,531)	-	-
The Rank Foundation	1,723	53,750	(11,972)	-	43,501
West of England Combined Authority	-	71,828	(69,736)	(2,092)	-
YTKO	-	54,488	(70,678)	16,190	-

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

Transfers between funds represent movements between grants to students, SSE Schools and partners and SSE operations as agreed with the relevant funder.

* The income from this grant appears in the Statement of Financial Activities, but the corresponding expenditure is included in tangible fixed assets in the balance sheet, to be depreciated over its useful life, hence a transfer has been made between restricted and unrestricted funds to recognise that the restriction in this grant has been met.

** These funds relate to grants awarded to SSE Scotland which remained unspent at 31 March 2022.

	At 1 April 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
b) Grants: on behalf of SSE Students					
Brewin Dolphin	-	20,000	(20,000)	-	-
Bristol and Bath Regional Capital	-	12,000	(12,000)	-	-
Caritas of Westminster (trading as SEIDS)	-	3,000	(3,000)	-	-
Devon County Council	-	313,000	(313,000)	-	5
Guy's and St Thomas' Charity	-	(1,401)	1,401	-	-
Linklaters LLP	-	6,500	(6,500)	-	-
Lloyds Bank Plc: Social Entrepreneurs Programme	168,513	76,000	(222,731)	-	21,782
National Lottery Community Fund	14,160	2,351,426	(2,331,057)	-	34,529
National Lottery Heritage Fund	-	490,000	(490,000)	-	-
Paul Hamlyn Foundation	-	147,000	(147,000)	-	-
Postcode Innovation Trust	3,000	-	3,000	-	6,000
Power to Change: Community Business Trade Up	63,141	529,750	(569,750)	-	23,141
Royal London Mutual Insurance Society Ltd	-	200,000	(200,000)	-	-
Scottish Government	2,000	20,000	(19,000)	-	3,000
Social Partners Fellowship Programme	-	75,000	(75,000)	-	-
SSE Grants to Students	5,000	-	-	-	5,000
West of England Combined Authority	-	305,000	(305,000)	-	-
c) Grants: on behalf of SSE Network Schools and Partners					
Arts Council England	1,100	2,700	(2,700)	-	1,100
Bristol and Bath Regional Capital	-	3,066	(3,066)	-	-
Bristol City Council	-	22,119	(22,119)	-	-
Devon County Council	-	72,151	(72,151)	-	-
Lloyds Bank Plc: Grants to Schools	-	149,578	(149,578)	-	-
**National Lottery Community Fund:	18,878	-	-	-	18,878
Scotland Power to Change: Community Business Trade Up	-	65,745	(65,745)	-	-
PricewaterhouseCoopers LLP	2,412	-	-	-	2,412
**Scottish Government Somerset County Council	27,587	-	-	-	27,587
Somerset County Council	-	184,064	(184,064)	-	-
West of England Combined Authority	-	37,851	(37,851)	-	-
Total restricted funds	956,504	8,334,021	(8,231,735)	36,057	1,094,847
Unrestricted funds:					
General reserves Designated funds	1,215,051	1,045,810	(1,211,931)	(36,057)	1,012,873
Total unrestricted funds Total funds	1,215,051	1,045,810	(1,211,931)	(36,057)	1,012,873

18b. Movements in funds (prior year)

	At 1 April 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2021 £
a) Restricted funds:					
ARM Foundation	-	10,000	(10,000)	-	-
Arts Council England	4,486	116,338	(77,813)	-	43,011
Association of Mental Health Providers	-	30,244	(30,244)	-	-
Bristol City Council	-	19,590	(19,590)	-	-
CHK Charities	-	8,000	(8,000)	-	-
Co-op Foundation	-	27,532	(5,408)	-	22,124
Cornwall Council Community Locally Led Development (revenue grant)	-	77,675	(77,675)	-	-
*Cornwall Council Community Locally Led Development (capital expenditure)	-	725	-	(725)	-
eBay Foundation	-	36,887	(33,118)	-	3,769
Esmée Fairbairn Foundation	3,279	-	(3,279)	-	-
Garfield Weston Foundation	-	40,000	(36,213)	-	3,787
Gowling WLG	-	12,000	(4,249)	-	7,751
Guy's and St Thomas' Charity	32,543	16,707	(32,214)	-	17,036
Homeless Link	820	29,000	(26,231)	-	3,589
Letchworth Garden City Heritage Fund	-	5,000	(2,003)	-	2,997
Lloyds Bank Plc: Social Entrepreneurs Programme	281,114	788,123	(819,868)	-	249,369
Mercers' Charitable Foundation	-	30,000	(23,000)	-	7,000
National Lottery Community Fund (Social Enterprise Support Fund)	-	186,250	(183,650)	-	2,600
National Lottery Community Fund (Sustainability)	14,406	45,256	(45,255)	-	14,407
National Lottery Heritage Fund	-	40,439	(36,468)	-	3,971
Postcode Innovation Trust	28,922	100,000	(58,648)	-	70,274
Power to Change: Community Business Trade Up	64,695	521,197	(505,847)	-	80,045
PricewaterhouseCoopers LLP	25,302	54,000	(65,342)	-	13,960
Riverside Community Big Local	-	20,000	(12,332)	-	7,668
Scottish Government	-	3,840	(3,840)	-	-
Social Partners Fellowship Programme	80,254	22,500	(23,985)	-	78,769
South Yorkshire Community Foundation	-	15,000	(6,668)	-	8,332
SSE Midlands	-	8,531	-	-	8,531
The Rank Foundation	4,309	45,000	(47,586)	-	1,723

	At 1 April 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2021 £
b) Grants: on behalf of SSE Students					
Access	355	-	(355)	-	-
Arts Council England	-	80,000	(80,000)	-	-
Brewin Dolphin	-	23,700	(23,700)	-	-
Caritas of Westminster (trading as SEIDS)	-	6,250	(6,250)	-	-
Guy's and St Thomas' Charity	-	120,207	(120,207)	-	-
Linklaters LLP	-	6,500	(6,500)	-	-
Lloyds Bank Plc: Social Entrepreneurs Programme	22,075	330,620	(184,182)	-	168,513
National Lottery Community Fund	46,408	319,173	(351,421)	-	14,160
National Lottery Community Fund: Scotland	10,951	140,000	(140,000)	(10,951)	-
National Lottery Community Fund: Social Enterprise Support Fund	-	2,800,000	(2,800,000)	-	-
Paul Hamlyn Foundation	10,078	160,100	(160,100)	(10,078)	-
Postcode Innovation Trust	-	30,000	(27,000)	-	3,000
Power to Change: Community Business Trade Up	8,000	741,250	(686,109)	-	63,141
PricewaterhouseCoopers LLP	-	5,000	(5,000)	-	-
Scottish Government	1,000	-	1,000	-	2,000
Social Partners Fellowship Programme	-	40,000	(40,000)	-	-
SSE Grants to Students	5,000	-	-	-	5,000
c) Grants: on behalf of SSE Network Schools and Partners					
Arts Council England	-	4,902	(3,802)	-	1,100
Bristol City Council	-	10,904	(10,904)	-	-
Lloyds Bank Plc: Grants to Schools	-	191,400	(191,400)	-	-
**National Lottery Community Fund: Scotland	-	25,000	(17,073)	10,951	18,878
Power to Change: Community Business Trade Up	-	276,154	(276,154)	-	-
PricewaterhouseCoopers LLP	2,412	10,000	(10,000)	-	2,412
**Scottish Government	-	57,500	(29,913)	-	27,587
West of England Combined Authority	-	19,613	(19,613)	-	-
Total restricted funds	646,409	7,708,107	(7,387,209)	(10,803)	956,504
Unrestricted funds:					
General reserves	1,298,942	1,033,259	(1,127,953)	10,803	1,215,051
Designated funds	-	-	-	-	-
Total unrestricted funds	1,298,942	1,033,259	(1,127,953)	10,803	1,215,051
Total funds	1,945,351	8,741,366	(8,515,162)	-	2,171,555

18b. Movements in funds (continued)

Purposes of restricted funds

Arts Council England Transforming Leadership Programme is an action-based learning programme for 20 executive and 20 emerging level leaders across the arts and cultural sector. At least 50% of programme participants are from diverse backgrounds. The project is co-funded by the Garfield Weston Foundation.

The Association of Mental Health Providers is funding the development and delivery of training and learning on the Enterprise Development Programme

Bristol City Council is the lead partner of an ERDF-funded consortium of organisations providing supporting enterprise in South Bristol. This grant funding permits SSE to deliver a learning programme to social entrepreneurs in South Bristol.

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

Co-op Foundation funds supported SSE and SSE North West to work together to create and deliver a capacity building programme for a cohort of 15 Northern environmental community businesses.

Cornwall Council is funding (partly via ERDF funds) two SSE programmes in Cornwall working at grass root level to identify, inspire and equip local people to feel ready to start their own social enterprise or community business or to grow an existing one.

eBay Foundation supported the further development of a SSE's online platform to facilitate remote skills-based volunteer matching.

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.

Gowling WLG contributed, along with SSE Midlands, to a programme designed to equip black social entrepreneurs to develop positive and sustainable enterprises that will help address or counter the inequalities faced by their communities.

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

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

Letchworth Garden City Heritage Fund has provided match funding for the National Heritage Lottery funded project working with heritage sector entrepreneurs.

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

Mercers' Charitable Foundation have contributed £30,000 forwards the development of the Match Trading and Trade Back initiatives.

National Lottery Community Fund Social Enterprise Support Fund provided funds to cover the costs of SSE managing grant distribution and building a collaborative funding portal for social enterprises as part of the Social Enterprise Support Fund.

National Lottery Community Fund Scotland contributed funds towards programme delivery costs in Scotland as part of the Lloyds Banking Group Social Entrepreneurs Programme.

National Lottery Heritage Fund are used to develop and deliver a programme of enterprise development support across the UK to meet the needs of the heritage sector.

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 the training, support and mentoring of students on the SSE Fellowship Programme and towards the development, coproduction and implementation of a new programme aimed at supporting Black Led social businesses.

Riverside Community Big Local funds are earmarked for the delivery of a learning programme to social entrepreneurs in Thurrock.

Scottish Government contributed funds to towards programme delivery costs in Scotland as part of the Lloyds Banking Group Social Entrepreneurs Programme.

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

South Yorkshire Community Foundation funds a tailored resilience and recovery programme providing essential support to help the Foundation's grantees through the Covid-19 crisis.

b) Grants: SSE Students

Grants received and 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 leadership development through increased diversity and entrepreneurship.
- awarded to participants in the Brewin Dolphin Start-Up Plus Programme aiming to encourage budding entrepreneurs to create a business that helps their local community and achieves lasting social impact
- awarded to support start-up level organisations in Wembley to participate in a business skills development programme from funds provided by Caritas of Westminster (trading as SEIDS).
- awarded through a programme funded by Guy's and St Thomas' Charity to support entrepreneurs in Lambeth and Southwark who address issues relating to childhood obesity and multiple long-term conditions.
- awarded to members of the Future Communities Pre-Start Up Programme in Haringey, funded by Linklaters. The programme has the aim of helping students learn how to build organisations to create lasting change in their locality.
- executed under agreements with Lloyds Banking group, The National Lottery Community Fund, The National Lottery Community Fund Scotland and the Scottish Government, provided for the purposes of providing start up, scale up and trade up grants to support the enterprises of students on the Lloyds Banking Group Social Entrepreneurs Programme.
- awarded via the National Lottery Community Fund Social Enterprise Support Fund to social enterprises in critical need of funding to help them weather the storm of COVID-19.

- 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 as part of the Scale+Accelerate Programme funded by the Postcode Innovation Trust to support the leaders of organisations working in: employability and training; health and wellbeing; environment and conservation.
- awarded through the Power to Change Community Business Trade Up Programme to incentivise trading and promote financial sustainability alongside a learning programme to boost students' capabilities, confidence and networks.
- awarded to support participation of a group of Black-led social enterprises in the PricewaterhouseCoopers LLP Black Led Social Entrepreneurs Programme.
- awarded through the Social Partners Fellowship Programme to support organisational and leadership skills development of Fellows.

c) Grants: SSE Network Schools and Partners

Grants payable to Partners and SSE Network Schools comprised:

- ERDF funds via Bristol City Council to support the work of SSE Dartington with social entrepreneurs in South Bristol.
- 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 LLP.

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 2022 £	2021 £
Less than one year	-	22,079
One to five years	-	-
	-	22,079

20. 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.

21. Merger with schools

On 31 July 2021 the assets and liabilities of Dartington School of Social Entrepreneurs were transferred into School for Social Entrepreneurs. A summary of the assets and liabilities transferred is detailed below.

	£ 2022
Fixed assets	-
Current assets	
Debtors	30,806
Cash at bank and in hand	9,597
Total current assets	40,403
Creditors: amounts falling due within one year	(9,597)
Net current assets	30,806
Net assets as per balance sheets	30,806
Total net effect of adjustments to eliminate balances with SSE and bringing accounting policies in line with SSE	(30,806)
Funds transferred to SSE on acquisition	-

22. Subsidiary undertaking

The charity owns the whole of the issued ordinary share capital of School for Social Entrepreneurs Scotland Limited, a company registered in Scotland. The company number is SC423141. The registered office address is Corrieshalloch, 60 Bath Street, Kelty, Fife, KY4,0AG.

The directors of the subsidiary comprise the Chief Executive, Managing Director and other senior management team members.

A summary of the results of the subsidiary is shown below:

	Year to 31 March 2022	6 months to 31 March 2021 £
Turnover	33,992	3,840
Turnover from sales to parent undertaking	55,386	39,443
Cost of sales	(32,179)	(3,840)
Cost of sales related to purchases from parent undertaking	(38,294)	(18,324)
Gross profit/(loss)	18,905	21,119
Administrative expenses	(1,813)	65,900
Management charge payable to parent undertaking	(17,092)	(21,119)
Profit/(loss) on ordinary activities before taxation	-	65,900
Taxation on profit on ordinary activities		-
Profit / (loss) for the financial year	-	65,900
Retained earnings		
Total retained earnings brought forward	(8,743)	(74,643)
Profit / (loss) for the financial year	-	65,900
Total retained earnings carried forward	(8,743)	(8,743)

The aggregate of the assets, liabilities and reserves was:

	2022	2021
Assets	82,083	60,481
Liabilities	(90,826)	(69,224)
Reserves	(8,743)	(8,743)

Amounts owed to/from the parent undertaking are shown in notes 14 and 16.

23. Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2022 £	2021 £
Gross income	9,370,454	8,822,223
Result for the year	(63,834)	188,483

Appendix 1

Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme

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

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

In 2021/22 the Programme offered tailored one-year action learning programmes to 260 Social Entrepreneurs at three distinct levels: Start Up, Trade Up and Scale Up.

In total, the Programme awarded £563,000 in new grants. Withdrawals from this and prior years amounted to £37,639 bringing the total awards figure to £525,361.

The 20 organisations with awards greater than £5,000 in the year to 31 March 2022 are as below:

Project Name	Grant Awarded
Generation Success	£7,000
The Sapphire Foundation t/a The Sapphire Community Group	£7,000
LIONS BARBER COLLECTIVE	£7,000
Walthamstow Toy Library and Play Centre	£7,000
Cambridgeshire Community Reuse and Recycling Network Ltd	£7,000
Urban Development Music Foundation	£7,000
Freedom Foundation CIC	£7,000
Mermaids	£7,000
Beyond Recovery CIC	£7,000
Leading Lights Education and Wellbeing	£7,000
School of Sexuality Education	£7,000
Rising Stars Property Solutions CIC	£7,000
4Motion CIC	£7,000
Forest of Hearts	£7,000
Connected Routes CIC	£7,000
Musica Music and Wellbeing CIC	£7,000

Tunza's Pride	£7,000
Spirit and Soul Equine Assisted Activity Centre CIC	£7,000
Bthechange CIC	£7,000
Writerz and Scribez	£7,000

The National Lottery Community Fund

The Social Enterprise Support Fund scheme is funded from the Fund's Partnership Programme. The aim of the Programme is to continue to support people and communities most adversely impacted by COVID-19.

Five social enterprise support agencies came together to deliver the fund, including SSE, UnLtd, Big Issue Invest Limited, Key Fund Investments Limited and Community Land & Finance CIC. Across all partners, the Social Enterprise Support Fund will provide an estimated 500 grants to a value of between £10,000 to £100,000 to social ventures enabling them to restart and enhance their services to the most marginalised communities and recover their organisational sustainability in the context of the ongoing pandemic and broader financial turbulence. SSE will provide £3,700,000 of these grants to social enterprise organisations for plans and projects spanning up to 12 months.

In the period to 31 March 2022 SSE awarded £2,047,427 in grants to 77 social enterprises.

Project Name	Grant Awarded
Standing Tall CIO	£22,200
In Your Corner Emotional Wellbeing Limited	£23,604
Open Lens Media CIC	£20,000
Beyond Empower Community Interest Company	£27,314
Parental Engagement Network CIC	£25,000
Bodster Equine Assisted Learning CIC	£11,100
Twinkleboost CIC	£27,295
Coexist Community Kitchen	£20,000
Acumen Community Buildings Ltd	£17,392
Woven Nest Theatre CIC	£16,640
Feathers Futures CIO	£42,914
Safe Places Organisation CIC	£10,994
Ripe Enterprises Limited	£49,977

YELLOW JIGSAW CIC	£28,116
The Talk for Health Company Ltd	£31,800
Leicester Community Benefit Soc	£32,500
IgniteYou CIC	£32,288
Bicycle Links CIC	£25,000
The GINA Project CIC	£30,000
Hope Against Poverty CIC	£30,000
The Gateway Collective CIC	£30,000
Community In Partnership Knowle West	£12,000
A Father's Child Services CIC	£22,220
Defiant Sports	£24,280
Neo Community	£30,000
Support When It Matters CIC	£30,000
Disability Support Calderdale C.I.C.	£10,000
Peer2Peer Education CIC	£32,000
Birkheads Wild CIC	£12,141
Roots & Bloom CIC	£20,000
Monkey Park CIC	£30,000
Fink Street Food Limited	£15,000
Micro Rainbow CIC	£39,000
Emmaus Suffolk Ltd	£12,087
Spirit&Soul Equine Assisted Active Centre CIC	£25,000
Ordinary Magic C.I.C	£46,562
Orange Bow CIC	£30,000
I.M.P.A.C.T NORTHEAST CIC	£49,960
Breadwinners Foundation	£35,000
Houria CIC	£23,316
Cambrishire Com Reuse&RCycling NWork Ltd	£29,900
Alpha Inclusion Limited	£25,000
Noise Solution CIC	£45,000
Foundation School of Martial Arts	£24,000
Farm Urban Ltd	£39,095
Hartland and Dean Limited	£25,617
CentreofChange Counselling&Mentoring Service	£26,000
Carers Forward C.I.C	£23,300

GIRLS INTO CODING CIC	£23,850
Creheart Community Interest Company	£34,900
Making Families Count CIC	£21,692
Self Made Studios CIC	£38,611
Spring into Action CIC	£24,885
Pitch 2 Progress CIC	£30,000
Handcrafted Projects	£30,000
The New Teapot Project CIC	£25,000
THE SAFETY BOX YOUTH PROGRAMS CIC	£30,000
SPOTWellbeing CIC	£20,000
Signalise Co-op Limited	£32,490
Devon & Cornwall Furniture Reuse Project Ltd	£28,070
Reach & Unite Outreach & Empowerment CIC	£30,000
Eastside Community Trust	£24,750
Brixton People's Kitchen	£35,000
EdShift CIC	£35,316
Hope Enterprises	£32,000
The Treehouse Cafe CIC	£27,997
The UP Creative Hub CIC	£15,000
Sun Pier House CIC	£15,000
Access Hospitality	£30,000
Ujima Radio CIC	£23,000
Higher Folds Community Centre Limited	£32,375
Hockerton Housing Project Trading Ltd	£10,000
Sociability Care CIC	£30,675
Y.O.U.R Beauty School CIC	£15,000
Horfield Common CIC	£27,104
The Umbrella Cafe CIC	£19,100
Cabasa CIC	£15,000

Power to Change Community Business Trade Up Programme

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

In 2021/22 the Programme awarded £569,750 in new grants to 54 community businesses. All awardees received £10,000 in Match Trading grants and 35 of them also received £850 to support them with their financial systems.

Project Name	Grant Awarded
Use 'ya' loaf community interest company	£10,000
Higher Folds Community Centre	£10,850
Oldham Boxing and Personal Development Centre	£10,000
Whitefield Youth Association	£10,000
Blue River Support Services	£10,850
Scottie Press C.I.C.	£10,000
Joseph Lappin Partnership Ltd	£10,000
Plastic Shed	£10,850
Odd Arts	£10,850
Friends of Victoria Park, Stretford	£10,850
St Ignatius Centre Limited	£10,850
Coexist Community Kitchen	£10,000
Crimsham Farm CIC	£10,000
Diane Flynn (The Village Hub)	£10,000
Ujima Radio CIC	£10,850
intoBodmin	£10,850
Helston Community Interest Company	£10,000
Monty's Bike Hub	£10,850
Diversity Business Incubator CIC	£10,000
Brave Bold Drama Community Interest Company	£10,000
An-Noor Arabic Language School CIC	£10,850
Cliik Community Ltd	£10,000
Friends of Windmill Gardens	£10,850
ClearCommunityWeb CIC	£10,850
Cooking Champions CIC	£10,850

Refugee Café	£10,850
Human Roots Community	£10,000
Tadley & District Community Association	£10,000
Thamesmead Arts and Culture Office (TACO!)	£10,850
Orange Bow CIC	£10,850
The Selby Trust	£10,850
Edible London	£10,850
West Norwood Feast	£10,000
Proof Community Projects CIC	£10,850
Vanclaron C.I.C.	£10,850
Staywell Derby CIC	£10,850
Women In Tandem C.I.C.	£10,850
Hope Against Poverty CIC	£10,850
Creheart	£10,850
A Father's Child Services CIC	£10,850
Loundsley Green Community Trust	£10,850
Creative Active Lives CIC	£10,850
Small Woods Association	£10,850
Leeds Wood Recycling	£10,000
Better Eat Food Service CIC	£10,850
Roshni Community Cafe: Food for the Heart	£10,850
Haswell & District Mencap	£10,850
Clart About Ltd	£10,000
Nutrition Advice, Fitness & Selfcare (NAFS)	£10,850
Flash Company Arts Limited CIC	£10,850
Portico North CIC	£10,000
SOUTHERN HOLDERNESS RESOURCE CENTRE	£10,000
Tadcrafters CIC	£10,850
The Foxwood Project	£10,850

Paul Hamlyn Foundation & SSE Bespoke Programme

The Paul Hamlyn Foundation & SSE Programme is a bespoke learning and grant programme for individuals who received external grant funding from the Paul Hamlyn Ideas and Pioneers Fund administered by the Paul Hamlyn Foundation. The bespoke support is tailored to meet the specific learning needs of the individual and their organisation. The individuals identified by the Paul Hamlyn Foundation as suitable for receiving follow on funding and support through the SSE bespoke package are referred to SSE. Each grantee is allocated up to a maximum of £20,000 to provide a combined package of support, learning, mentoring and a grant as appropriate. The support is delivered on a rolling basis over a 12 month period to enable the individual to embed tailored learning into practice and advance public benefit. Grants amounting to £147,000 in total were awarded to twelve participants in 2021/22.

Project Name	Grant Awarded
Split Banana Ltd	£12,000
Love & Power	£12,000
Beats Bus Records	£12,000
Polish Migrants Organise for Change	£16,000
The Purple Door	£14,000
True Cadence CIC	£12,000
Curo Carers	£12,000
Safeguarden	£15,000
The Anne Matthews Trust	£12,000
Signalise Co-Op Ltd	£10,000
Ice & Fire Theatre Company Ltd	£10,000
Contemporary Other	£10,000

The Social Partners Fellowship Programme

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

Grants amounting to £75,000 in total were awarded to 11 fellows in 2021/22. The 8 organisations with awards greater than £5,000 in the year to 31 March 2022 are as below:

Project Name	Grant Awarded
Little Miracles Charitable Incorporated Org	£7,500
Reharmonize CIC	£7,500
Ways Into Work CIC	£7,500
Well Grounded Jobs	£7,500
Zync Digital	£7,500
The Gateway Collective	£7,500
Food Behind Bars	£7,500
PressPad Limited	£7,500

Royal London Changemakers Programme

The School for Social Entrepreneurs has partnered with Royal London to deliver an inspiring programme of bespoke capacity building support, funding and network building for social entrepreneurs who are helping to prevent life shocks from becoming crises. Social enterprises will be supported for up to three years with grant funding, wrap around support, peer networking and learning events. The programme is designed for leaders of social enterprises who are ready to scale up their organisations and grow their impact.

Grants amounting to £200,000 in total were awarded to 10 organisations in 2021/22.

Project Name	Grant Awarded
Breadwinners Foundation	£20,000
Money A+E UK	£20,000
Pocket Power Ltd	£20,000
Jobs for Family Carers	£20,000
Before I Go Solutions CIC	£20,000
Flank	£20,000
RoseTinted Financial Services	£20,000
The Growing Club CIC	£20,000
Page & Bloom t/a Hartland and Dean Limited	£20,000
Business Data Interpreter	£20,000

Heritage Trade Up Programme

The Heritage Trade Up Programme run by the School for Social Entrepreneurs is part of the Enterprise Development Programme funded by the National Lottery Heritage Fund, which aims to support leaders of heritage sector organisations across the UK, looking to build their financial resilience. All heritage organisations on the Trade Up programme have been offered a Match Trading grant of up to £10,000 over a 12-month period. In total £490,000 was awarded to 49 organisations in the year to 31 March 2022.

Project Name	Grant Awarded
Dalmar Heritage and Family Development	£10,000
Freedom Road Project	£10,000
Liverpool Black History Research Group LTD	£10,000
Jurassic Coast Trust	£10,000
The Culture Trust, Luton	£10,000
Chabad Lubavitch of Islington CIO	£10,000
Gunnersbury Estate (2026) CIC	£10,000
Migration Museum Project	£10,000
Croydon Supplementary Education Project	£10,000
Kurdish Asssc New GenerationsAbroad (KANGA)	£10,000
Belfast Buildings Trust	£10,000
Letchworth Garden City Heritage Foundation	£10,000
Writing Our Legacy	£10,000
The Highlife Centre)	£10,000
The Paignton Picture House Trust	£10,000
Delapre Abbey Preservation Trust	£10,000
New Mechanics Institution Preservation Trust Ltd	£10,000
Tortworth Forest Centre CIC	£10,000
Vision Fountain CIC	£10,000
Wells Cathedral	£10,000
Ancestors Unknown CIC	£10,000
We The Curious	£10,000
City of Nottingham HistoricBuildingsTrust	£10,000
Green Care at Norton	£10,000
The Churches Conservation Trust	£10,000
Yallaa CIC	£10,000

Ardnamurchan Lighthouse Trust)	£10,000
Aura Leisure & Libraries Ltd, Museums Service	£10,000
The Pyramid at Anderston	£10,000
FEAT Trading CIC	£10,000
Sailortown Regeneration	£10,000
Moneydarragh Community Hub t/a MoneydarraghHub	£10,000
South Georgia Heritage Trust	£10,000
The Portico of Ards	£10,000
Open Past	£10,000
Garioch Heritage Society	£10,000
Invisible Folk	£10,000
Thackray Museum of Medicine	£10,000
Warwick Bridge Corn Mill Limited	£10,000
Salford Community Leisure Limited	£10,000
Heritage Lincolnshire	£10,000
Sporting Heritage	£10,000
Byrne Avenue Trust	£10,000
Canal Connections CIC	£10,000
Norton Priory Museum Trust Limited	£10,000
York Museums Trust	£10,000
Grizedale Arts	£10,000
DREAM HERITAGE CIC	£10,000
Sally Wheal Administrative Account	£10,000

Devon Support Programme for Social Enterprises (DESP)

The School for Social Entrepreneurs is the lead organisation for DEPS, which is funded by Devon County Council Community Renewal Fund. We are working in partnership with Devon Communities Together, Stir To Action, New Prosperity Devon and a number of other local specialist providers to deliver this programme.

DEPS aims to enable business that reflects local heritage and meets community needs through enabling and supporting a vibrant and resilient Social Enterprise sector. The programme is delivering specialist support on a number of specific business issues tailored to Social Enterprises. These include environmental audits, climate adaption strategies, managing diverse income streams, balancing purpose and profits, managing complex teams, accessing public procurement and tendering for contracts.

Grants amounting to 313,000 in total were awarded to 40 Social Enterprises in 2021/22. The 15 organisations with awards greater than £5,000 in the year to 31 March 2022 are as below:

Project Name	Grant Awarded
Hip Hip Hooray	£15,000
Planet & People CIC	£15,000
Harvest Workers Coop	£15,000
Network of Wellbeing	£15,000
Villages in Action	£15,000
Vista Wellbeing CIC	£15,000
The Woodland Presents CIC	£15,000
The Turning Tides Project	£15,000
WayMakers Devon Community Interest Company	£15,000
The Bookery	£15,000
Community Links SW CIC	£15,000
Food in Community CIC	£15,000
Nature's Nutrition Wellbeing Ltd	£15,000
Circlewise	£15,000
Significant Seams CIC	£15,000

Bath & North East Somerset Social Enterprise Programme (BSEP)

The School for Social Entrepreneurs is the lead organisation for BSEP, which is funded by West of England Combined Authority. We are working in partnership with The BATHNES Third Sector Group (3SG) to deliver this programme.

BSEP aims to place social enterprise and community business at the heart of economic recovery and regeneration in Bath & North East Somerset (BATHNES) to increase social capital and social innovation. The BSEP will tackle exclusion by engaging isolated and underrepresented groups and communities and will provide accessible pathways into Social Enterprise for individuals, community groups and voluntary organisations to become more resilient and enterprising.

Grants amounting to 305,000 in total were awarded to 31 Social Enterprises in 2021/22. The 15 organisations with awards greater than £5,000 in the year to 31 March 2022 are as below:

Project Name	Grant Awarded
Musicians South West CIC	£15,000
Farmborough Community Shop	£15,000
Providng ExOffenders Positive Learng Environ	£15,000
The Hiv Community Centre	£15,000
Clean Slate	£15,000
Middle Ground Growers CIC	£15,000
B in Bath	£15,000
EcoWild	£15,000
Bath Carnival CIC	£15,000
The Woodworks Project	£15,000
Fairfield House Bath CIC	£15,000
Youth Connect South West	£15,000
Grow for Life	£15,000
Grow Yourself	£15,000
Building Bridges	£15,000

Programmes

Start Up & Pre-Start level

Black Social Entrepreneurs Programme (PwC) 2021
Community Renewal Fund – Bath and North East Somerset, Somerset and Devon
Devon Get Started
Fellowship Programme
Future Communities Haringey
Lloyds Bank & Bank of Scotland Social Entrepreneurs Start Up Programme
North and East Bristol Enterprise Support Programme
Plymouth START Social
SEIDs Pre Start Up Programme
Start Up Plus
Thurrock Social Entrepreneurship Programme

Trade Up level

Brewin Dolphin Procurement Readiness programme
Community Business Trade Up Programme
Community Renewal Fund – Bath and North East Somerset, Somerset and Devon
Environmental Entrepreneurs Programme
Health and Wellbeing Trade Up
Heritage Trade Up Programme 2021
Lloyds Bank Foundation: Trading & Sustainability
Lloyds Bank & Bank of Scotland Social Entrepreneurs Trade Up Programme
Rise Trade Up (Rank Foundation in Plymouth)

Scale Up level

Lloyds Bank & Bank of Scotland Social Entrepreneurs Scale Up Programme
Scale+Innovate 2021: Employability & Training
Scale+Innovate 2021: Environment & Conservation

Bespoke and sector programmes

Accelerating Womens Enterprise Programme
Childhood Trust: Transition to Trading
Creative Leadership - Early Career Creative Leadership – Established
Enterprise Learning – Homelessness
Enterprise Learning - Mental Health
Glasgow SEN
Lloyds Bank Foundation: Resilience and Recover Graduate Programme
Online Community Business Support Programme
Paul Hamlyn Foundation Bespoke Support
Power to Change – Leading the Way
Reconnect Programme Scotland
Royal London Change Makers
RS MacDonald Funders Plus
SBES Strong Foundations Programme
Shine Trust Yorkshire & North East 2021
Social Enterprise Support Fund
South Bristol Enterprise Support
Springboard CLLD

Donors and Supporters

None of our programmes and the impact we have had this past year would have been possible without the generous support of our funders and partners.

Arts Council England
Bath & Northeast Somerset Council
Brewin Dolphin
Bristol City Council
Community Renewal Fund (UK Government)
Co-op Foundation
Cornwall Council
Cornwall Development Company
Dartington Hall Trust
Devon County Council
Match Trading Task Force
European Regional Development Fund (ERDF)
Impact on Urban Health, part of Guys & St. Thomas' Foundation
Interreg
Linklaters LLP
Lloyds Bank Foundation
Lloyds Bank Plc
National Lottery Community Fund
National Lottery Heritage Fund
Paul Hamlyn Foundation

Plymouth City Council
Postcode Innovation Trust
Power to Change
PwC
Rank Foundation
Riverside Community
Royal London Mutual Insurance Society Limited
RSA
Scottish Government
SHINE Trust
Silicon Valley Community Foundation
Somerset County Council
South Yorkshire Community Foundation
The Rank Foundation
The RS Macdonald Charitable Trust
University of Exeter
West Midlands Combined Authority
West of England Combined Authority
YTKO

In addition, we would like to thank our Social Partners for their time and commitment to the ongoing development of our SSE fellows' community. We would also like to thank our partners, students, SSE fellows, mentors, facilitators, experts, witnesses, volunteers and all who gave their time and resource to supporting the SSE community throughout the year





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