



Social
Enterprise UK

IMPACT REPORT

2018-2019

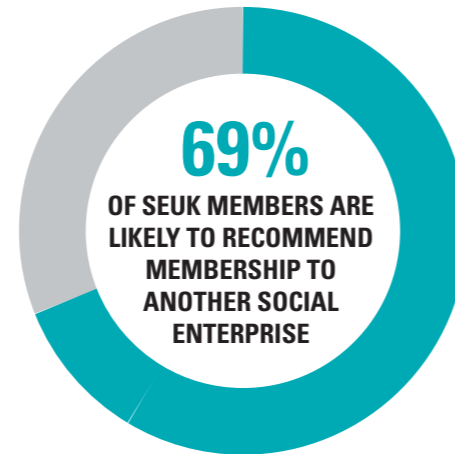
AT A GLANCE

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This year, with the help of our members, supporters and partners:



TOTAL MEMBERSHIP INCREASE



28 in the UK and 3 in the rest of the world

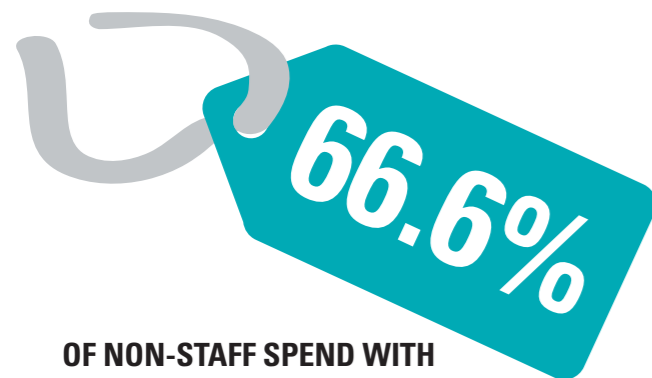


PUBLISHED GROUND-BREAKING NEW REPORT



which showed how the social enterprise sector was larger than previously estimated.

BUYING SOCIAL



OF NON-STAFF SPEND WITH SOCIAL ENTERPRISES (up from 46% last year)

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A NOTE FROM OUR CHIEF EXECUTIVE



This is Social Enterprise UK's sixth impact report. We continue to advance the way we think about, measure and report our impact despite the inherent challenges of doing so. In these unprecedented times of social, economic and political uncertainty it has become an even greater imperative, not just to articulate our successes, but to also use impact reporting to stimulate discussion with our internal and external stakeholders about where and how we can improve, and to use this dialogue as a catalyst for improvement and innovation.

We have seen a very healthy growth in our membership. This is very welcome news and part of a wider strategy to take social enterprise from the periphery to the mainstream of economic thinking.

Having doubled our membership, we now have twice the number of organisations to satisfy, and whilst our income has grown, it has not quite kept pace with the number of members whom we serve. As a consequence, we are developing new ways to meet member expectations and fulfil our role as market builder, champion, advocate and voice for the growing social enterprise sector.

At Social Enterprise UK we rightly, in my view, talk about social enterprise as the future of business. If we are to avert the multiple crises we face, we need to go even further in developing models of reporting that are comparable, transparent and consistent. Models which are fundamentally capable of looking at the net impact of our work both environmentally and socially.

Social enterprises do inspiring and incredible work throughout the towns, cities and villages of the UK and yet we must ask ourselves: are we doing enough, particularly in this era of a climate chaos? Social Enterprise UK will be further prioritising this challenge within our own organisation, but also by supporting our members to take greater steps towards becoming carbon zero businesses and eliminate the use of single use plastics and damaging chemicals in our organisations and throughout our supply chains.

But it is not just the climate that is facing crisis. We are also living in an era of extraordinary inequity and ensuring that we, as a movement, remain at the forefront of addressing all forms of inequality must all be a priority.

I am proud of the way we live the values of social enterprise within this organisation, but there is more to do, much more to do to. We are extraordinarily fortunate to be surrounded by some of the most positively impactful businesses in our economy. They continue to inspire us to be better and I would welcome further thoughts from any of our members, partners and friends on what more we could be doing to achieve greater impact, or how to better report the impact we have.

Peter Holbrook

WHY MEASURING IMPACT IS IMPORTANT

All businesses have some positive and negative effects on society, the economy and the environment. At Social Enterprise UK, we are determined to make a greater, positive difference to the world around us. We also want to help other social enterprises to do this too.

We operate, largely, in a market economy. So the earned income we – and others - receive for our work goes some way to demonstrating the value we create. Businesses are paid for the value they offer to customers through their products or services, programmes or projects. At Social Enterprise UK our membership fees and income from contracts reflect some of the value we deliver for our members and clients.

But markets don't always recognise all the value we create or destroy – additional social or environmental value and costs are missed. These are not always easy to measure.

The impact measurement and impact management industry which has grown over the past decade or so helps us assess these impacts. But these emerging metrics can be contested, complex or costly. We look forward to a time when we might have a common, practical, systematic approach to assessing, reporting and improving these impacts. In the meantime, there are some reasonably easy steps we can take. Some metrics may be relatively easily quantifiable and verifiable, such as carbon emissions or fair pay.

We know that a diverse array of tools and metrics already exist to help businesses understand this wider value and we have much to learn from other available frameworks, building on the expertise and experience of friends and partners. Considerable work has been done by the B Corp community or the Economy for the Common Good, for instance. Yet these frameworks can

still be quite complex, getting deep into detail about meat consumption or workplace safety, for instance. They can also miss some dimensions which SEUK believes must not be ignored.

Often, they do not capture a business's whole contribution to economic inequality. Environmental, social and governance (ESG) frameworks consider environmental and social dimensions but the third – governance – is commonly agnostic about profit distribution or tax contribution, ignoring financial impacts. But just as some committed social enterprises may also have a negative impact on the planet, some businesses which provide amazing environmental solutions may be paying inequitable wages, enriching wealthy shareholders and making the world a more unequal place.

So we have been working with partners - such as Oxfam, Co-operatives UK and the New Economics Foundation - to help us fix the flaws, address gaps, and above all, keep it simple. We now have an emerging, simple but inclusive framework which brings together all three dimensions and key metrics which help us understand, broadly, whether a business is having a positive impact on the world. This is about how business behaves: how we go about our business.

At SEUK, we have a responsibility to more fully understand the full scope of our own impact. But we also want to play a role in shaping how other businesses behave. We need to build a more comprehensive understanding of our contribution to a fairer and more sustainable world. All businesses need to consider their wider contribution to economic inequality, social justice and environmental sustainability – the "triple bottom line" of people, planet and profit. We will keep working on it.

OUR EMERGING FRAMEWORK

So we believe that all businesses, including social enterprises, need to consider how they can improve their relationship with the world around them. A diverse array of tools and metrics already exist to help businesses understand this. But they are sometimes flawed or too narrow. An inclusive yet simple framework could include impact on economic inequality (consider profits, supply chains, taxes and salaries), social justice (considering customers, staff, leadership etc.) and environmental sustainability (waste, energy consumption and so on).

We want to work with our members to better understand our collective contribution to the economy, society and the environment. We know that our approach must be use-friendly, credible, practical, comparable and build on others' work. So this year, as part of our member survey we asked our members if they were interested, in practice, in testing and helping us develop such a framework.

This year as part of our member survey we asked our members if they agreed. Nearly 80% said they did. Below we set out the outline of this emerging framework.

ECONOMIC INEQUALITY

Is the business spreading or mitigating economic inequality? Who shares the income earned by a business; who gets richer and poorer as a result?

Wages	CEO / average pay ratio
Supply chain	% of supply chain which is spent ethically
Tax contribution	% of turnover
Profits distributed to shareholders	% of turnover or profits

SOCIAL JUSTICE

Does the company engage with all people equally or does it favour some groups over others in how it goes about its business? What is the balance of and regard for gender, minorities, disabilities and other protected characteristics among staff, leadership team, customers and board?

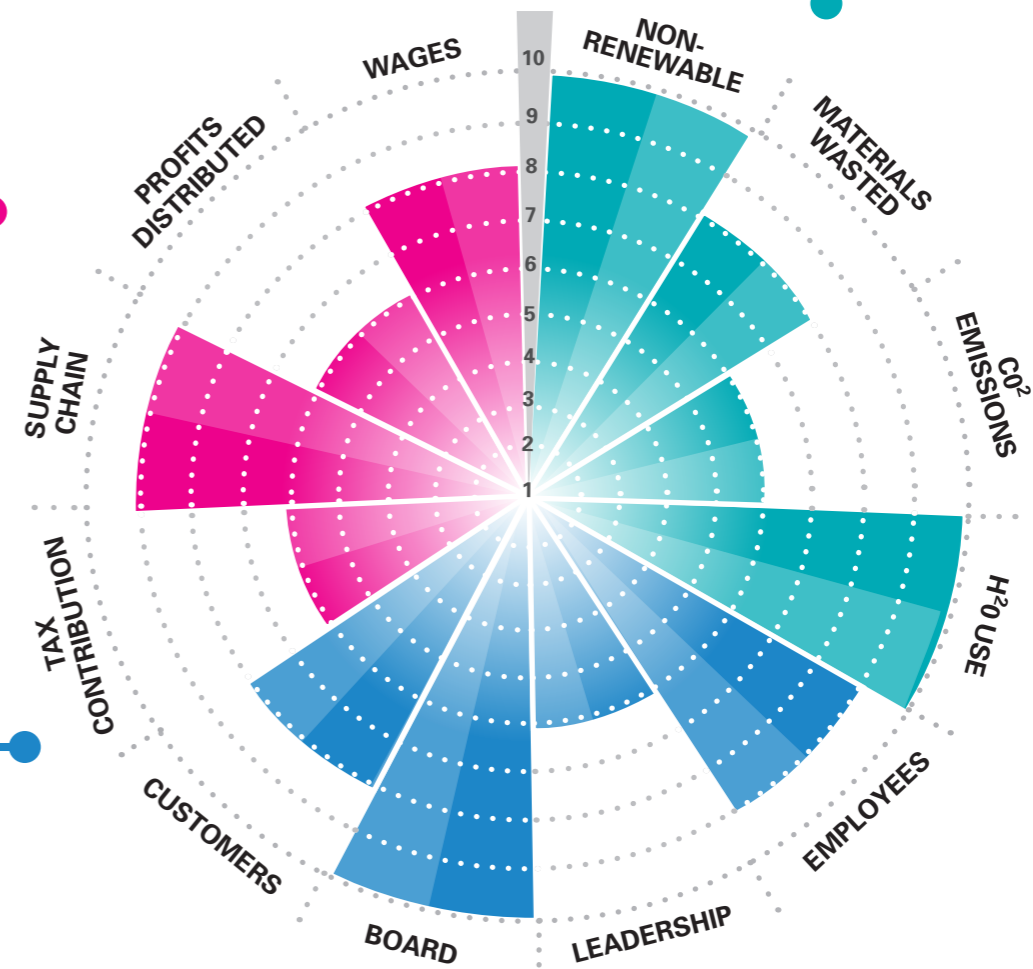
Employees	} considering gender, ethnicity, disabilities and other protected characteristics across society
Leadership	
Board	
Customers	

ENVIRONMENTAL SUSTAINABILITY

Is the business making the world more or less environmentally sustainable? How much energy, water and others resources is it consuming or wasting?

Non-renewable material waste	Tonnes / turnover
Materials wasted (renewable)	Tonnes / turnover
CO² emissions	Tonnes CO ₂ e / turnover
H²O use	m ³ / turnover

This could be presented in a chart like the one below. The better an organisation is doing on addressing each of the categories the higher its score. This allows an organisation to see where it is doing well and where it needs to improve.



OUR MEMBERS

Our members are at the heart of everything we do, giving us the credibility to act as the national voice for the sector.









Social enterprises are continuing to join us at an ever-increasing rate, and we were delighted to have reached a grand total of **2040 members by 31st March 2019.**

Our new membership strategy, which was introduced in March 2018, has continued to be a great success. We have welcomed on average 817 new members every month from all sectors and spheres of our movement. Many of these are social enterprises with a turnover of under £100,000 and so have joined us free of charge meaning that we are able to offer support and help to so many more of the smallest, and newest, organisations that operate with a social mission at their heart. The more tailored support we now offer our larger members has been well received, and we continue to look at how we can improve on being as supportive as possible to all our members.

In introducing the new membership strategy, we needed to change the way in which all our smaller members renew as with no renewal fee to pay at twelve month intervals it was necessary to establish an ongoing annual renewal date. The start of the new financial year was chosen, and this date is now shared by all members in our Start band. It is of course important that members confirm that they wish to remain as members, and confirm that they continue to operate as social enterprises. It is also important for them to let us know if their turnover now exceeds £100k so they can choose to stay with us in the first paying band of membership.

We have also spent time ensuring that our application processes are as streamlined as possible both for organisations which operate as CICs or CLGs, which are admitted with a light-touch procedure, and those which operate as CLSs or PLCs which we look at more closely. As many social enterprises are CLSs it is important that they are welcomed efficiently and effectively and so we are constantly reviewing our processes to ensure this is the case.






Our membership has gone from strength to strength this year. Our specific sector groups of health and social care organisations, as well as universities and housing associations have flourished. Our members that operate within one of our SEUK Places, from Plymouth to Durham, have benefited from the additional support provided in these areas, and with new Places being recognised all the time, more and more of our members can benefit in this way.

Why did you join Social Enterprise UK?		How well has Social Enterprise UK membership met these expectations overall? (On a scale of 1-5)
To be a part of the social enterprise community	79.86%	 3.44 (Last year 3.5)
Supporting the social enterprise movement	71.94%	 3.65 (Last year 3.29)
Networking opportunities	57.55%	 2.86 (Last year 3.39)
Business opportunities (information, connections, referrals)	53.24%	 2.61 (Last year 3.17)
Marketing opportunities for your business	38.85%	 2.51 (Last year 3.23)
Influence government policy	33.09%	 3.13 (Last year 3.29)
Media coverage	15.83%	 2.59 (Last year 3.34)
Member discounts and offers	3.6%	 2.51 (Last year 2.99)

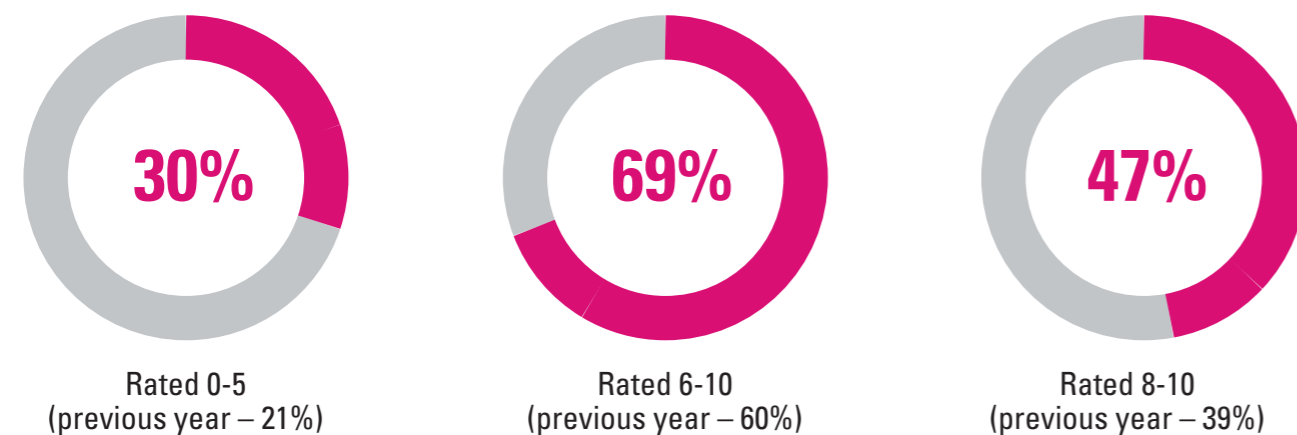
What do you find most valuable about Social Enterprise UK membership?

Keeping up-to-date on sector news	51.08%
Events and networking opportunities	41.01%
Campaigns (Buy Social, Social Saturday, Who Know etc.)	35.25%
Policy work	34.53%
Business opportunities	23.74%
Access / signposting to advice & funds	23.02%
Marketing and communications support	21.58%
Member offers	6.47%

OUR MEMBERS

	How would you rate overall performance in the following areas? (Scale 1-5)
Raising awareness of social enterprise (Social Saturday, WhoKnew Campaign)	 3.62 <small>(Previous year 3.68)</small>
Influencing government policy (Social Value Act, social investment)	 3.24 <small>(Previous year 3.53)</small>
As a membership body (member benefits, responding to member needs)	 2.83 <small>(Previous year 3.24)</small>
Working with big business to buy from social enterprises (Buy Social Corporate Challenge)	 2.68 <small>(Previous year 3.08)</small>
Operating locally as well as nationally (Social Enterprise Places, local support/presence)	 2.29 <small>(Previous year 2.96)</small>

We asked our members a net promoter question *“How likely is it that you would recommend Social Enterprise UK membership to an organisation similar to yourself”*



In Summary

As in previous years, when asked, the majority of our members tell us that they have joined to feel part of the broader social enterprise movement and to keep up to date with developments in the sector. In terms of what else our members find most valuable, 51% stated that ‘keeping up-to-date on sector news’ is of real value, and a further 41% said that ‘events and networking opportunities’ is important.

Members continue to value, and benefit from, our work raising awareness about the sector, as well as from our public facing campaigns and our focus on encouraging other businesses to buy from social enterprises.

We continue to measure and monitor all aspects of the work we do in supporting members. Areas that our research shows as needing greater focus are ‘marketing and communications support’ and ‘member offers’. We are therefore looking closely on how to improve in both these areas in the current year.

Networks

We know that our members value belonging to networks – both those that operate locally, as well as those that provide a chance to meet organisations that work in the same sector. We worked hard therefore in the last year to ensure that we not only continued to support our longstanding networks of health and social care, SEUK Places and the Buy Social Corporate Challenge partners, but also that we continued to support and enable our newer networks of universities, and housing associations. We continued to hold member networking events across the country, often in one of our Places, and where possible combined a Places network with members of other networks e.g. Oxford University attending the Oxfordshire Places events.

As our membership continues to grow, we are looking to start additional networking groups, and will share news with members as this work develops.

Webinars

To support our members, and the wider social enterprise sector, SEUK runs webinars providing information and advice on practical support in key areas, these are free to SEUK members. The content for these webinars is driven by areas of concern identified by social enterprises in the State of Social Enterprise Survey, as well as topics proposed by our members, which this year included legal support, marketing and building partnerships.

We are looking to increase the number of webinars we host next year to cover a broader range of topics, ensuring that this support is available to more of our members.

Reporting Back

Last year's goal: Use our increased membership to ensure that our voice, as the national voice for social enterprise, is heard louder and more often in all the areas where change is needed.

Actual activity: We were busy throughout the year focusing on being heard as the national voice for an ever-growing number of social enterprises. We were in Westminster regularly where we continued our lobbying and political work with both the Conservative and Labour parties. We attended the annual party conferences of the two main parties with MPs attending and speaking at our fringe events. We also held our annual Health and Social Care conference at which Simon Stevens - Chief Executive of the National Health Service – was the keynote speaker, and where we very effectively evidenced how critical social enterprises are within the health and social care sector. We will continue to amplify the crucial message everywhere that social enterprise is the future of business.

Last year's goal: Hold more networking events around our Social Enterprise Places both across the UK, and if at all possible, in one of our international Places.

Actual activity: We held events right across the country primarily within our SEUK Places hubs, as so many of our members are well connected to these locations. Events were held on the Yorkshire Coast, in Edinburgh, Cambridge, the Solent, Oxford, Salford and Birmingham amongst others. As the number of Places grows, and our group of social enterprise leaders gets ever larger, we will hold more events each year.

Last year's goal: Work more effectively with some of our specific membership groups from universities to housing associations to ensure more and more organisations are using social enterprise as the key term by which they define themselves.

Actual activity: Housing associations and the higher education institutions, met on a quarterly basis to discuss not only how important it is for them to self-identify as social enterprises but also how they can all look to work more effectively with other social enterprises in procuring goods and services, as well as looking to support their growth both internally, and in the local community.

Goals For The Year Ahead

SEUK will act to improve in the following ways in 2019–20:

- Increase members visibility by investing in new technology to build a Social Enterprise Directory
- To clean and improve our data quality for better segmentation, communications and enhanced members experience
- To work more effectively with some of our specific membership groups from universities to housing associations and to connect members locally through investing in the SEUK Places programme

Why we do this

Beyond our membership, Social Enterprise UK also delivers a range of projects and programmes across the key markets in which our members operate. By working closely with the public and private sectors, engaging at a local, national and international level and engaging with social investment we hope to be able to broker value and opportunity for our members as well as generate revenue for SEUK.



Buy Social Corporate Challenge

SEUK's flagship corporate engagement programme is the Buy Social Corporate Challenge. This was launched in 2016 to tap into the increasing amount of opportunities for our social enterprise members to grow through increased business-to-business trade.

The Challenge is a commitment by some of the UK's largest companies to collectively spend £1 billion with social enterprises by bringing them into their supply chains. The initiative started with 7 founding partners in 2016 and had grown to 15 companies by the end of the 2018-19 financial year.

The Buy Social Corporate Challenge allows businesses to go beyond traditional concepts of CSR by bringing positive social and environmental impact into their core operations, namely their procurement spend. We call this social procurement. In the first three years of the programme, Buy Social Corporate Challenge partners collectively delivered £65.2 million spend with social enterprises.

Approximately 250 social enterprise suppliers are currently providing goods and services to the partners. These suppliers are achieving a broad range of positive social and environmental impact, such as reductions in carbon emissions, profit investment into international microfinance initiatives and the creation of employment opportunities. This is one of the metrics we explicitly track, and over the three years of the Challenge, the collective procurement spend from partners has led to 637 jobs being created directly or indirectly at social enterprises. Many of these jobs have been for individuals who find themselves disadvantaged in the labour market.

Working with corporate buyers is helping social enterprises to diversify their offer through geographical expansion, new product/service development and the delivery of products/services in new ways. Among the benefits to buyer organisations are the ways in which social procurement drives positive relationships with key stakeholders, from employees to clients and even other suppliers, who can collaborate with Buy Social Corporate Challenge partners to engage with social enterprises as subcontractors.

Among the group of business partners we have representation from a wide range of sectors. In 2018-19, we welcomed 5 new partners: ENGIE, Lendlease, Nationwide, SAP and Willmott Dixon.

PROJECTS AND PROGRAMMES

These joined the existing partners we are already working with: Amey, BP, Johnson & Johnson, Linklaters, LV=, PwC, Robertson, Santander, Wates and Zurich.

Our ambition is to double the number of corporate partners to 30 by the end of the 2020-21 financial year. We are seeing a lot of momentum in this work and we have a strong pipeline of companies that are in conversation with us about potentially signing up to The Challenge to maximise their opportunities to buy social.



Business Support

SEUK has successfully completed - 'Financial Skills for Small Social Enterprises' programme funded by Santander. This programme aimed to support smaller social enterprises with a turnover of under £1 million to enhance their financial skills and knowledge to help enable their businesses to grow in a sustainable manner. Through this programme SEUK has supported 1000+ social enterprises throughout the UK enhancing their financial skills.

CONSULTANCY

Social Investment

We continue to have a close relationship with the social investment community, working with them to make social investment work better for social enterprises and ensuring that our members know what opportunities are out there for them when it comes to repayable finance.

Social Investment Forum (SIF)

SEUK continue to act as the independent chair of the Social Investment Forum, a trade body attended by all of the current Social Investment Intermediaries. This looks at many of the key issues faced by the social investment sector and investigates how these can be overcome. With support from the Connect Fund, we have reinvigorated the Forum this year with a revised website, eligibility criteria and attendance from new market entrants.

Good Finance

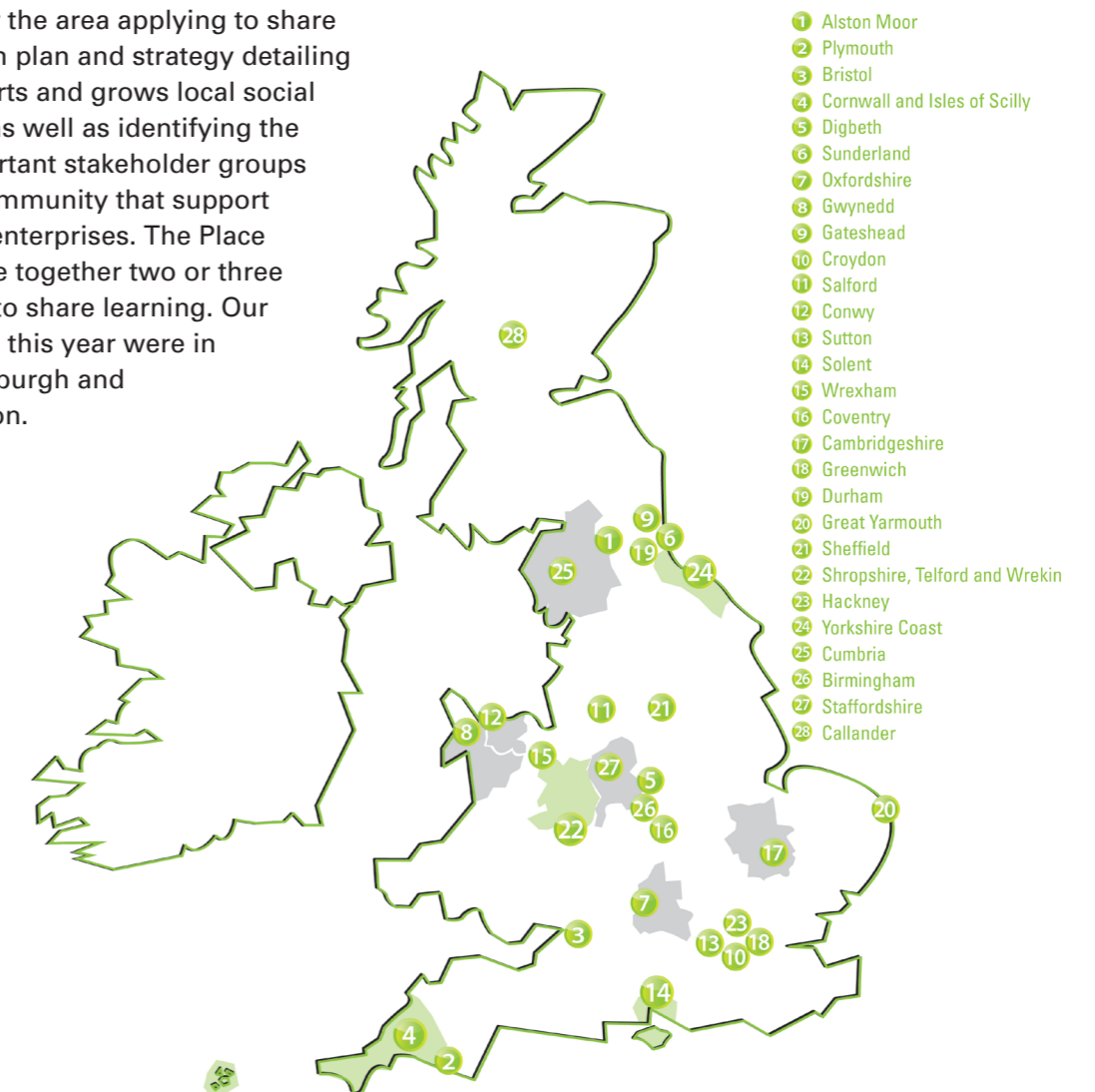
We also continue to be represented on the steering group of the Good Finance website, a website designed to make social investment easier to navigate and understand for social enterprises and charities.

Social Enterprise Places

Our Places Programme recognises hot spots of social enterprise activity. These are areas where social enterprises are creating real change in their communities, reducing inequalities and driving regional growth.

The Places Programme forms a core part of our regional activity and celebrates towns, cities and counties across the UK, and internationally, ranging from those that are predominantly rural to the most urban of areas. At the end of the year there were 28 Social Enterprise Places in the UK and an additional 3 worldwide. New Places that joined us in 2019-20 were Birmingham, Cumbria, Yorkshire Coast and Staffordshire, with Callander in Scotland being our first Scottish Place, and Southern Taiwan being our third International Place. Each SE Place has its own unique challenges both social and geographic but what they all have in common is a strong social enterprise sector serving the community and addressing local and social issues.

The Programme grows every year not just in terms of the number of Places, but the support, mentoring and best practice that is shared amongst those that are involved. New applications to become a Social Enterprise Place are regularly submitted and are then judged at quarterly panel meetings. Part of the application process is for the area applying to share its own action plan and strategy detailing how it supports and grows local social enterprises, as well as identifying the various important stakeholder groups within the community that support those social enterprises. The Place Leaders come together two or three times a year to share learning. Our get-togethers this year were in Salford, Edinburgh and central London.



Social Value

This year, we refreshed our Social Value Summit to focus on leadership. This reflected our evidence that one of the key barriers to expanding the use of social value was the lack of awareness amongst leaders about its transformative potential. In partnership with King's College London, Engie, Anthony Collins Solicitors and Social Value UK – we hosted 100 leaders from the public sector, private sector and social enterprises. The event covered the challenges facing organisations in implementing social value, linking strategy to social value and culture change. The Summit was notable for a keynote speech from the Minister for Implementation, Oliver Dowden, launching a consultation on making social value mandatory across all central government procurement following campaigning from SEUK and other partners. This would extend social value across £100 billion worth of contracts.

Health programme

The Building Health Partnerships (BHP) programme delivers transformational changes to health and social care through developing and building partnerships between the health sector, the VCSE (Voluntary, Community and Social Enterprise) sector and local people; with a particular emphasis on facilitating patient participation in service design and reducing health inequalities.

Tailored support for co-production has been provided to five areas, helping to more easily involve patients and carers in designing the services they use. These five Sustainability and Transformation Partnership (STP) or Integrated Care System (ICS) are:

- Frimley Health and Care
- Healthier Lancashire and South Cumbria
- North Cumbria
- Nottingham and Nottinghamshire
- West Yorkshire and Harrogate Health and Care Partnership

Programmes of work include developing a healthy workplace approach, preventative approaches delivered in partnership to tackle sight loss, liver disease and obesity as well as delayed transfers of care.

A practice development network has been established to support more organisations and areas to work in a collaborative way across sectors to improve health and care outcomes.

The programme is delivered in partnership with the Institute for Voluntary Action Research and funded by NHS England/Improvement and the National Lottery Community Fund.

Reporting Back

Last year's goal: To continue to grow the Corporate Challenge to reach 16 partners in total from across different sectors.

Actual activity: 15 corporate partners have joined in this programme.

Last year's goal: To re-engage and grow our Social Enterprise Places work, bringing on a minimum of 4 new places this year (28 in total).

Actual activity: We were delighted to welcome six new Places this year including our first in Scotland, and a third international Place bringing our total to 31. We held three Leaders' events, and by popular request now have a very active WhatsApp group where news and questions are shared with great effect.

Last year's goal: To develop our work in the area of talent, to support our members to attract and retain high quality staff.

Actual activity: Feedback from members has often highlighted the need for support around the recruitment and retention of staff. In order to address this we worked with a small number of members from across the sector to develop a campaign that would support them in these areas. One common issue was helping staff to understand what it means to be a social enterprise and also engaging them with the organisation's social mission. Working with our patrons Chris Addison and Michael Sheen we put together an induction video along with supporting material to help educate staff. This forms part of our 'Future of Work' campaign for financial year 2019/20.

We have also been designing a programme for SEUK members as an opportunity to participate in a 24-hour sprint through the world of innovation, with a focus on helping them lead better in disruptive times. It is planned to run this programme in 2019/2020. Participants will get the opportunity to see and experience how the world is changing from a technology and customer perspective by hearing from some of the best thought leaders, practitioners and start-ups working to solve some of society's most challenging problems.

Goals For The Year Ahead

SEUK will act to improve in the following ways in 2019–20:

- To grow the Corporate Challenge to reach 22 business partners in total, including representation in new sectors.
- To run a programme / provision through which we will identify some of the strongest and most interested Places by leveraging SEUK's network of 31 Social Enterprise Places, embedding the Buy Social Corporate Challenge locally. Through this approach we will aim to ensure that we; 1. have complete buy-in from Place partners; 2. Identify a good geographical breadth; 3. Identify buyer partners with good spend potential and 4. Get partner commitment on bringing value to the programme.
- To run a 24 hour sprint leadership programme and launch the induction resources alongside an awareness raising campaign aimed at employees within social enterprises. This will focus on what it means to work for a social enterprise, looking at the difference people are making through their jobs and what it means to be part of the wider social enterprise movement.

POLICY AND RESEARCH

Why we do this

We are an evidence-based organisation and our research informs our policy and public affairs programme. Through making the case for social enterprise as the future of business we can demonstrate the importance of the sector in tackling deep-seated social and environmental challenges and provide decision makers with the necessary information to support our sector. Our members are central to our policy and research work – informing content, providing case studies and speaking to decision makers directly through roundtables, meetings and the APPG on Social Enterprise.

Key achievements for the year include:

- A ground-breaking new report The Hidden Revolution which showed how the social enterprise sector was larger than previously estimated.
- A new #TimeToMove campaign which called for the government to move social enterprise from the Department for Digital, Culture, Media and Sport to the Department for Business, Energy and Industrial Strategy reflecting our importance to the future of the economy.
- Hosted a “Future of Business” Summit with the Labour Shadow Business Team with a commitment to put social enterprise at the heart of Labour’s “industrial strategy”.
- Published a report: The role of community businesses in providing health and wellbeing services: Challenges, opportunities and support needs with Middlesex University and Power to Change.
- Held events at both Conservative and Labour Party Conferences on social enterprise as the future of business attended by Justine Greening MP and members of the Labour Shadow Cabinet.
- Shaped the development of the NHS Long-Term Plan and ensured that social enterprise was specifically referenced in the future planning of the NHS.



Ongoing policy and research work streams

The nature of policy and public affairs work means that a lot of activity continues behind the scenes. We are regularly engaging with officials, MPs and Ministers to discuss how social enterprises can be best supported by the government. We reach out to all political parties and our ambition is to see social enterprise at the heart of every party’s manifesto and plan for government.

Key strands of work in 2018/19 included:

- Building a strong relationship with the new Government in No.10 and the Department for Business, Energy and Industrial Strategy on how they can do more to embed social enterprise within their agendas.
- Supporting the Labour Party, including Shadow Chancellor John McDonnell and Deputy Leader Tom Watson, to inform its policy development and encouraging Shadow Ministers to understand the transformative potential of social enterprise.
- Inserting social enterprise into the key narratives about the future of our economy particularly around protecting our planet, empowering disadvantaged groups in society and addressing regional imbalances.
- Working with our Health and Social Care network to promote social enterprise and protect its role in the delivery of health and social care.

International policy and research

The UK is a world leader on social enterprise, but it is important that we share our knowledge around the world as well as listen to the experiences of other countries. We believe that growing social enterprise is central to the achievement of the UN’s Sustainable Development Goals. We are proud of our status as a global hub of expertise for social enterprises and policy makers.

Highlights for 2018/19 include:

- Launching the Global City Challenges report at the Global Parliament of Mayors with the British Council. The report looked at how the social economy can help solve the challenges facing our growing urban population.
- Supporting policy development work and sharing experience of social enterprise development in Pakistan, Ethiopia, Sudan and Egypt, helping the creation of new strategies, policies and training for officials.
- Mapping and building the evidence base and case for social enterprise in Kyrgyzstan, China, Vietnam, Jamaica, Egypt, Indonesia, Pakistan, Brazil, Turkey, Malaysia and Sudan.

SEUK is also delivering the EU Commission funded ‘Right to Grow’ research project in partnership with VCSEs in Belgium, France and Italy. This project aims at mapping governance models of social enterprises across Europe, identifying and analysing good practices and drafting policy recommendations for EU, national and local institutions and stakeholders in order to foster information and consultation rights for employees of social enterprises in Europe.



Reporting Back

Last year's goal: Evidence the size, impact and contribution of the social economy to the UK national economy.

Actual activity: We published The Hidden Revolution which provided new information on the size, scale and impact of the social enterprise sector in the UK, particularly larger social enterprises. This was launched in October 2019.

Last year's goal: Continue to gather evidence on social value and push for implementation by the public sector.

Actual activity: We undertook surveys, interviews and gathered case studies for a new report on the state of social value. This report is due to be published in Summer 2019.

Last year's goal: Evidence the size of the health and social care social enterprise sector and the impact that this has on the wider health and social care sector. We will feed this into the NHS Long Term Plan and ensure that social enterprise is actively considered.

Actual activity: We held a number of networking meetings with health and social care members, met with the Chief Executive of the NHS and provided case studies for inclusion in the Long-Term Plan. The Plan, when published, included specific reference to social enterprise and social value.

Last year's goal: Strengthen our economic credibility through engagement with policy makers, economists and key opinion formers.

Actual activity: We met with a number of leading economists and policy makers over the previous year and hosted two party conference events on the economic contribution that social enterprise can make on the back of our Hidden Revolution report.

Goals For The Year Ahead

SEUK will act to improve in the following ways in 2019–20:

- Look more closely at the role of social investment in supporting the development of social enterprise.
- Campaign for a greater role for social enterprise in health and social care.
- Develop more evidence on how social enterprise can help address the Climate Emergency.
- Continue to strengthen our economic credibility through engagement with policy makers, economists and key opinion formers.

Why we do this

One of our key objectives is to raise the profile of the social enterprise movement and the main way we do this is through our communications work. Our website is often people's first contact with us and is constantly being updated with the latest social enterprise news and information as well as hosting all our reports, events listings and our members area. We run large scale, public facing campaigns such as Social Saturday and #WhoKnew and have developed a strong following across social media platforms. We also work hard to engage the media and get coverage across the national, regional and trade press. Our members are vital partners in our communications work, whether it is through taking part in our campaigns, providing stories for the press or our research, or sharing what we do through their own social media channels.

Social Media

The last year has seen a real drive to improve our social media presence and build on what was already a strong foundation. Campaigns such as Social Saturday, Social Summer and our Christmas Campaign 'Presents with Purpose' all had dedicated social media graphics which were tailored for individual social media platforms. We started utilising free design tools to create more visually appealing images to better convey our message and to increase our engagement.



Twitter – Twitter is the main social media channel that we use at Social Enterprise UK and is the platform with our largest following. With **over 58,000** followers we

use it to communicate everything we do at the organisation, from member visits and live updates at our events to informing our audience on important developments and opportunities in the social enterprise space. We also frequently retweet our members' content to promote their work and share their news. We will continue to use Twitter as one of our main forms of online communication but will also look to diversify our content and use other platforms to reach new audiences.

Facebook – We have seen a steady increase in our following on Facebook, **now at over 8,000**.

We largely use the platform to share news about the social enterprise sector and profile and promote our members. We have recently made efforts to increase the use of video content (including videos created with our celebrity patrons) in line with Facebook's algorithm which favours this type of content. We have also used Facebook Live more regularly over the past year at flagship SEUK events to engage a wider audience.

Instagram – We are pleased to have seen our following grow on Instagram over the past year (**now at over 3,000**). As a relatively new platform for the organisation, we have predominantly used Instagram throughout our consumer facing campaigns such as during Christmas. In the coming year we aim to use it with more frequency throughout all of our major campaigns in order to reach a different demographic.

LinkedIn – We recognise LinkedIn as an increasingly important channel for us, particularly as the Buy Social Corporate Challenge grows in size and impact. We aim to generate more content on the platform to engage this audience, particularly potential Corporate Challenge partners.

Website

At the time of writing our previous impact report, we had seen a fall in visitor numbers mostly tied into us moving onto a new web platform. We are pleased that in the last financial year we saw a large increase in both overall visits and users. Sessions on our website rose from 307,863 to **338,806** (up 30,943) and overall users on our site rose by 27,627 from 206,096 to **233,723**.

This is in part due to better cross channel promotion, driving traffic from our social media following to our site to show a wider selection of social enterprise content. We are always striving to improve how we present the sector, our members and the work we do, as well as ensuring the functionality, information and resources available are useful. As such, we are looking to improve our members area and to review the content and format of our main site, so it better reflects our new organisational priorities and increases engagement with the sector.

Press

Press coverage is down this financial year falling from 493 press hits to 471. This is still much higher than the 375 press hits we received in the financial year 2016-2017.

We continued to try and build relationships with journalists so they would feature us more regularly. This has had mixed results, but we have built up good relationships with journalists such as Maisha Frost at the Daily Express, who has now covered Social Saturday twice and also with Lee Mannion who was at the Thomson Reuters Foundation and regularly mentioned SEUK in broader pieces about the social enterprise movement which often appeared in outlets such as the MailOnline. Most interestingly, we supported the Guardian's senior economics commentator, Aditya Chakraborty, in his 'Alternatives' series which looked in depth at how communities are developing grassroots solutions to tackle the inequalities created by our economic system. In April he wrote a piece focused on the difference social enterprises are making in Plymouth, the UK's first Social Enterprise City.

We have increasingly noticed that journalists are coming to us looking for information about the sector and this inspired us to create a dedicated media centre on our website. This hosts all our press releases, cross-sector case studies provided by our members, contacts for key SEUK

spokespeople and also key stats on the size and impact of our sector.

As in previous years coverage has spiked around key moments in our calendar, most notably in the Autumn. September saw 79 media hits with a spike in coverage around the launch of our Hidden Revolution report which was covered City AM and the MailOnline as well as picking up coverage across our trade press. Callander's accreditation as Scotland's first Social Enterprise Place also contributed to September's coverage, gaining traction in regional newspapers including a piece in the Scotsman.

The month also saw coverage around the Social Enterprise World Forum in Edinburgh with SEUK patron Chris Addison being interviewed on STV news on both the Forum and Social Saturday.

The return of Social Saturday in October contributed to another spike in coverage with the campaign receiving 30 online and 16 print hits as well as radio coverage.

We also had a much more targeted media campaign focused in on Christmas, working with a PR agency to push a message of buying social at Christmas time. This was reflected in the 22 pieces of press coverage around our 'Presents with Purpose' Campaign with articles appearing in the Mirror, the Sun and the Herald to name a few.



Social Saturday has been SEUK's largest public facing campaign. It is part of our wider 'Buy Social Campaign' and aims to encourage the public to buy from social enterprises as well as mobilising the social enterprise community to raise the profile of the sector, through media coverage, social media activity and visits

from MPs and councillors. The tagline of the 2018 campaign was 'equality through business' – emphasising that through how they operate, where they work and who they work with, social enterprises are intrinsically businesses which are set up to reduce inequalities.

As in 2017, the campaign was supported by the Co-op and this partnership with a well-known consumer brand with aligned values, led to an overall increase in reach across all channels. The Co-op were much more involved in 2018 using their network of student influencers to spread the campaign's message in university campuses as well as putting on events in Co-op stores across the country.

To widen the scope of the campaign and get more social enterprises involved from across different sectors, we created dedicated campaign packs for social enterprises working in retail, health and social care, public services and those working in the B2B space. Campaign packs were also created for local authorities and students.

Events

A key part of Social Saturday is spreading the social enterprise message across communities and central to this are the events put on by social enterprises up and down the country. Last year we had over 100 events and activities taking place in workplaces, communities and in local Co-op stores. These included a Buy Local, Buy Social Pop-up Market in Coventry, a bag making workshop in Kent, mindfulness classes, business networking events, singing lessons, social enterprise supper clubs, a social enterprise bus tour of Brighton based businesses and even a Social Saturday beer festival in Plymouth. The Social Enterprise County of Oxfordshire alone had over 20 events and activities happening across it.

Events were not restricted to the Saturday and the campaign was launched at the Co-op's headquarters in central Manchester with SEUK patron, Chris Addison. The launch was followed by a tour of social enterprises in the Social Enterprise City of Salford.



We also increased the number of events we organised at SEUK, hosting a social enterprise pop-up featuring consumer facing social enterprises at London's Borough Market on the Tuesday before Social Saturday. This included a cookery demonstration by Chef Simon Boyle from the social enterprise restaurant, Brigade. We also ran a meet-the-buyer event at Red Bull's new London offices in partnership with the PRCA and the Company of PR Practitioners which introduced consumer facing social enterprises to buyers from our corporate partners and the PR industry.

On Social Saturday itself, with the support of Red Bull, we organised a Social Saturday pop-up at the Red Bull offices in Covent Garden, central London. Members of the public could come in to find out more about social enterprises and buy social from some leading consumer facing businesses. The event featured workshops ranging from beer and gin tasting to jewellery making. Footfall throughout the day was high and the social enterprises present all reported good sales.



Gender Equality Tote Bag



We enlisted the support of journalist and writer, Caitlin Moran to create a gender equality tote bag containing the message 'NOT NOW THE PATRIARCHY, I'M BUSY!' alongside the Buy Social badge. The bag was manufactured by Global Seesaw, a social enterprise which offers employment to women who are victims of sex trafficking in India. The bag gave us another media hook to use in the campaign and tied nicely into our 'equality

through business' strapline, highlighting that social enterprises are often at the forefront of tackling gender inequality. The bag partnership was covered by the Global Citizen media outlet taking the social enterprise message and Buy Social badge to a new and wider audience.

Social media

As ever, one of the real strengths of the campaign is its social media presence and 2018 was no different. The campaign was mentioned 7,925 times on Twitter and had a reach of 5 million, being tweeted by social enterprises, councillors, politicians and celebrities including Michael Sheen, Caitlin Moran and Chris Addison. This was slightly down on last year's campaign which had an overall reach of 5.7 million and 8,100 mentions.

We did however, increase the impact of the campaign on Facebook, helped by tailored social media graphics. The campaign had a Facebook reach of **19,787** people an increase of 4,883 from 2017's reach of 14,904.

Most impressively Global Citizen shared the campaign on their Facebook page which has 1.3 million followers.

We also released a short film featuring Chris Addison interviewing some consumer facing social enterprises which added to the campaign's reach.

Corporate Engagement

Social Saturday is used by our corporate partners as a way to engage their staff and introduce them to social enterprises and also as a way to talk about their own work buying social. There were a number of different events led by our partners including social enterprise fairs, pop up markets and Dragon's Den events.

Engaging Government

Minister for Sport and Civil Society, Tracey Crouch invited colleagues to visit social enterprises in their constituencies. MPs who took part in the campaign included Alex Sobel MP (Leeds), Caroline Lucas MP (Brighton), Darren Jones MP (Bristol), David Drew MP (Stroud) Anneliese Dodds MP (Oxford) and a number of other MPs and Councillors throughout the UK.

Media

Social Saturday provides us with a lot of press hits and the 2018 campaign received 30 online hits and 16 print hits. This included a piece in the Daily Express, the MailOnline and a feature on the popular Global Citizen web platform. We also were featured in social enterprise weekly, the Big Issue. Social Saturday also had six broadcast hit including Chris Addison's appearance on STV and features on BBC Radio Sheffield and BBC Radio Merseyside. Overall volume of coverage was sadly down on 2017 (35 online and 38 print) which may have been down to us working with a PR agency in 2017 which managed to place us articles in nationals such as the Sun. Despite this, helped by coverage around the gender equality bag, the reach of the campaign rose from:

2,930,267 ➡ ➡ ➡ **6,558,554**

COMMUNICATIONS: Campaigns



#WhoKnew

Our #WhoKnew campaign for Social Enterprise Day continues to grow and develop with 2018 being the most successful campaign yet.

#WhoKnew is a digital campaign designed to give social enterprises the chance to tell their stories, show what makes them different from traditional businesses and shout out loud about the incredible impact they are having in their communities. It occurs on Social Enterprise Day, which is always on the Thursday of Global Entrepreneurship Week with the 2018 campaign taking place on 15 November.

The campaign focuses on a simple online action with participating organisations posting pictures of service users and staff holding up specially designed posters which enable them to share their stories. It's a great opportunity for time-strapped social enterprises to take part in a large-scale public facing campaign.

Building on the success of the 2017 campaign, last year's #WhoKnew truly went global and with the support of the British Council and Social Entrepreneur Danmark, 27 countries took part in the campaign - The UK, Denmark, The Netherlands, New Zealand, The Philippines, Switzerland, Ethiopia, Kenya, Poland, Greece, Malaysia, Israel, the USA, Canada, Vietnam, Georgia, Sri Lanka, Indonesia, Australia, India, Sudan, Romania, Myanmar, Madagascar, France, Ireland and Nigeria. In total over 400 organisations took part and the campaign had an incredible Twitter reach of 5.9 million. It even trended in the UK. Next year we want to get more organisations from across the globe involved and highlight that social enterprises are the future of business not just in the UK but around the world.



Social Summer

In 2018 we decided to use the summer holidays to shine a spotlight on all the social enterprises that families and holiday makers could visit around the UK, from social enterprise lidos and leisure centres to adventure days, pubs and restaurants! We worked in partnership with our friends at Social Enterprise Scotland, Social Enterprise Northern Ireland, the Wales Co-operative Centre and Power to Change to create a digital social enterprise road trip across the four nations, starting in Cornwall and ending up in Scotland, focusing on a different social enterprise everyday between 1st June and 31st August.

Tailored campaign graphics were made for each featured social enterprise and these were shared across social media channels. In total the campaign had a Twitter reach of 2 million and was shared by social enterprises, members of the public and celebrities which included comedian, Aisling Bea.

COMMUNITY BUSINESSES

MUSEUMS

THEATRES

SKATE PARKS

ZOOS

LEISURE CENTRES

Christmas

Traditionally we have used the holiday season to encourage consumers to get their Christmas presents from social enterprises. As in previous years we released a Buy Social Christmas gift guide which featured social enterprise products, but this year we wanted to make more of a splash and really focus attention on the difference buying social at Christmas can make.

PR agency 72 Point offered to work with us on the campaign on a pro bono basis to expand the audience of the #BuySocial message. They conducted polling through Onepoll.com asking members of the public whether they would buy ethically at Christmas. The answers formed the basis of a media campaign which in total received 22 pieces of coverage in publications which, in total, have a readership of 170 million. Articles appeared in the Sun, Mirror, the Herald and the online site UniLad which has 8.62 million monthly visits.

One of the questions in the polling also asked members of the public about the most pointless present they ever received at Christmas with answers ranging from singing fishes to inflatable boyfriends! We used this information in a social media campaign comparing these pointless presents with the #PresentsWithPurpose featured in our gift guide. This campaign had an impressive Twitter reach of 2.9 million between November and December.



Reporting Back

Last year's goal: Increase awareness of the buy social brand through working more closely with our members, celebrity influencers and other partners.

Actual activity: Last year saw a renewed focus on raising the profile of our buy social brand. We worked with Chris Addison to raise the profile of our consumer facing members through a film made in advance of the Social Enterprise World Forum and started working with Caitlin Moran, whose gender equality tote bag prominently featured the buy social badge. We also used it more across social media graphics with the badge being a key part of our Christmas campaign. Despite this we recognise that more needs to be done and that Social Saturday, set up to raise the profile of the buy social message is starting to lose its focus. This year our Buy Social for a Better World Campaign will re-focus our efforts and put the buy social message and badge front and centre of our campaigns.

Last year's goal: More pieces in the national media, building relationships with journalists and working with them to promote our research and our members

Actual activity: Whilst overall media coverage was slightly down on the previous financial year, coverage in the nationals increased from 78 media hits to 105. This was helped by more coverage at Christmas combined with high levels of coverage for Social Saturday as well as more regular coverage through Thompson Reuters. We did build some productive relationships with journalists, most notably Aditya Chakraborty, which we hope to build on and develop in the next year.

Last year's goal: Take Social Saturday to students and universities, involving them in the campaign as advocates for the social enterprise movement

Actual activity: Our campaign partners, the Co-op, identified a number of student influencers who received a 'care package' box including social enterprise products with an explanation on the Buy Social impact of those products and a note encouraging them to share. We supported this with an action by creating a petition for students to sign targeting the leaders of the FTSE 350 urging them to support social enterprises. Whilst it started off strongly we didn't have the resources to get enough signatures and the timing of the petition in the Summer meant that many students were away. We are keen to continue to involve students in our campaigning work and are looking at ways in which we can work with our University members to facilitate this.

SEUK will act to improve in the following ways in 2019–20:

- Modify the Social Saturday campaign to re-focus on the Buy Social message, make it easier for members to take part and create an exciting activity/stunt to generate media interest.
- Develop and refine our calendar of campaign activity to ensure that the campaigns we run can be utilised by our members to raise awareness of the sector, promote their own message to customers and to engage their staff in their mission.
- Work with the new SEUK structure to improve the way we use our communications activity to both engage our members and to recruit new members in order to better reflect the social enterprise sector.

UK Social Enterprise Awards 2018

The UK Social Enterprise Awards are the biggest celebration of the sector and in 2018 were held at the beautiful Guildhall in the City of London. The event was attended by over 400 guests, representing some of the most inspiring social enterprises in the UK. With such a strong shortlist, the judges had a near impossible task, but the overall winners demonstrated the strength, resilience and diversity of the sector. Once again the evening was powered by social enterprises, from the catering and event management down to the trophies and centrepieces, the Buy Social message was, as ever, central to the event. The host for the evening was comedian Mark Watson, who was joined on stage by our patron Chris Addison who presented the One to Watch Award category. This year saw the introduction of the Employee Engagement Award highlighting a new and important area for social enterprises. Once again we were proud to have social enterprise magazine, The Big Issue, as our media partner.



Award Winners

UK Social Enterprise of the Year
Cafédirect (Sponsored by NatWest)

The One to Watch Award
Caledonia Cremation (Sponsored by GLL)

The 'Prove It' Social Impact Award
The Company Shop (Sponsored by Employers for Childcare)

'Buy Social' Market Builder Award
Amey (Sponsored by PwC)

Social Investment Deal of the Year
ClearlySo (Sponsored by Buy Society Capital)

Health & Social Care Award
Baby Lifeline Sponsored by Pinnacle

Consumer Facing Award
Madlug (Sponsored by Co-op Group)

Education, Training & Jobs Award
The Growth Company (Sponsored by Deloitte)

Environmental Social Enterprise Award
Point and Sandwick Power Trust (Sponsored by Landmarc)

Tech for Good Award
Now Group (Sponsored by Linklaters)

Women in Social Enterprise Award
Liz Tapner (Sponsored by Santander)

International Impact Award
Cafédirect (Sponsored by British Council)

Transformative Community Business Award
Company Shop (Sponsored by Power to Change)

Employee Engagement Award
CDS CIC (Sponsored by Prospectus)

OUR WIDER ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPACT

We aim here to assess our own contribution to the world around us within our emerging framework described earlier and we welcome others' feedback and support in further developing our thinking.

ECONOMIC INEQUALITY

From the income we generate, there are four principle ways in which this can be directed and thus contribute to greater or reduced economic inequality. These are:

- Profits – measured by the % directed to shareholders vs. those directed towards our social mission
- Supply chain – measured by the % of our supply chain which goes towards social enterprise
- Staff and salaries – measured by pay ratio between CEO and average salary
- Taxation – to central and local government

Profits

We do not pay profits to shareholders and invest all profits after tax in our social mission.

Supply Chain

We are committing to buying social in our own supply chain, buying from our members and the social enterprise movement wherever possible. In total, for this year, SEUK spent a total of £670,382.71 on non-staff costs; of this, £446,596.40 was with social enterprises – 66.6 %.

Current social enterprise suppliers at SEUK include:



Insurance



HR



design and print



event management



venues and catering



coffee, chocolate, water

and many more

Staff and salaries

As in previous years, SEUK maintains its Living Wage accreditation and fair internships policy. SEUK's pay ratio is 2.647:1, calculated on the basis of the ratio of the highest pay to the median pay, in line with PayCompare guidance. SEUK's average pay is £36,872, compared to the UK average of £29k (35k full-time only).

Taxation

In 2017/18, SEUK paid £188,071.23 in local and national taxes or 12.19% of turnover.

The Social Enterprise Awards again embodied this Buy Social spend with the following suppliers:



Goody bags
Toast, Soap co, Divine
Chocolate, Brewgooder, bags
were by Freetset Global

Centrepieces
Start Creative

Venue
Guildhall: City of London

Filming
Mediorite Limited

Creative agency
The Champion Agency

Trophies
Designs in Mind CIC

Total Spent on Awards 2018 = £86,351

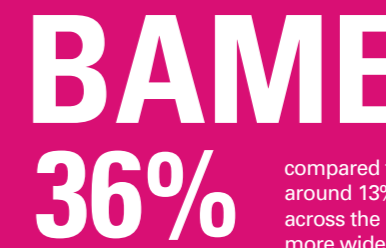
SOCIAL JUSTICE

In terms of how we go about our business, SEUK has direct relationships with four principle stakeholder groups, which are part of the way in which we contribute to greater or reduced social justice. Each reflect – or otherwise - the mix of gender, ethnicity, disabilities and minorities or other protected characteristics across society more widely. These are:

- Board
- Customers
- Leadership
- Staff

Staff

SEUK employed 22 staff members during the year. On March 31st 2019, there were 18 staff employed by SEUK, 14 in full times roles and 4 working part time. The total number of full-time equivalent roles being 17.



As in previous years, we have conducted an anonymous staff survey to gather feedback to help us improve our practices, and learn as an organisation. We also want to understand the effect that SEUK has on its staff, and the effect the staff have on the world of social enterprise. The main statistics and findings follow (based on the responses of 15 members of staff)



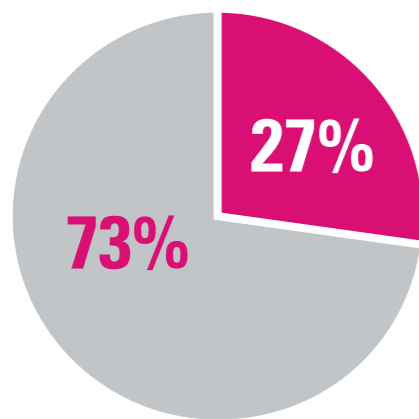
Customers

SEUK's members are diverse

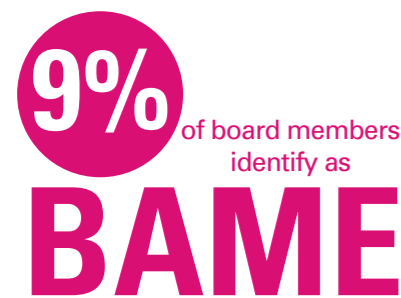
SEUK's members are diverse. Overall, social enterprises are more diverse than UK businesses more widely. 41% are led by women and 12% are led by individuals from a BAME background compared with 20% and 5% respectively at SMEs. 69% of social enterprises support people from disadvantaged groups such as ex-offenders, the homeless, military veterans and those with learning and physical disabilities. Our membership reflects this diversity.

Board

We have **11** members on our board



73% of the board are male, 27% female.



% compared to around 13% across the UK more widely



Our board represents social enterprises across the country with board members representing social enterprises from Liverpool, Manchester, Peterborough, Stoke, Glasgow and other organisations operating at a national level.

Directors: The directors in office during the year were as follows:

Lord Victor Adebowale CBE (Chair)	Elizabeth Allen
Andrew Croft	Gerard Higgins
Colin Downie	June O'Sullivan MBE
Chris White Appointed 23.04.2018	Will Nixon
David Dawes Resigned 30.10.2018	Peter Holbrook CBE
	Karen Lynch

ENVIRONMENTAL SUSTAINABILITY

SEUK is committed to minimising our negative impact on the environment. Through managing the environmental impacts of our own organisational activities, we aim to inspire and encourage our members to reduce their own adverse environmental impacts.

There are four ways in which SEUK's impact on environmental sustainability can be best assessed.

These are:

- Non-renewable material waste - measured in tonnes
- Renewable materials wasted – measured in tonnes
- Energy consumption / carbon emissions – measured in tonnes CO2e (taking into account % energy from renewables) from the use of carbon based energy in offices and fuel in transport
- Water use – measured in m3

We do not currently measure the above and simply encourage staff and others to seek to minimise waste, consumption and use, wherever possible. We need to improve this and take steps to measure the above more systematically in future in order to establish a baseline for the organisation against which we can monitor progress.

Goals For The Year Ahead

Together with our partners and members we will continue to build ways to better understand our own contribution to economic inequality as well as social justice and environmental sustainability. Our emerging approach is user-friendly, credible, practical, comparable and builds on others' work. But we need to develop an appropriate business model for this approach, as well as ways to enable audit and validation, communications and marketing. We will accelerate steps to test our emerging framework with members and partners over the coming year.

ACCOUNTS

Below is a summary of SEUK's accounts for the 2018/2019 financial year with a summary of the previous years' accounts for readers to track our financial performance.

Income and Expenditure Account Year ended 31 March 2019 Social Enterprise Coalition CIC (Trading as Social Enterprise UK)

	Notes	2019 £	2018£
Income			
Grants	1	226,187	396,988
Membership income		347,364	351,159
Contracts and consultancy		537,821	367,031
Sponsorship, conferences and events		186,835	205,069
Other income		245,635	212,628
Interest receivable		63	1
		1,543,905	1,532,876
Expenditure			
Staff		804,129	736,533
Contractors		439,024	482,761
Administration		63,550	87,852
Promotion		67,224	76,412
Premises		42,845	45,834
Communication		8,445	7,242
IT maintenance and small office equipment		36,633	31,617
		1,461,850	1,468,251
Surplus on ordinary activities before taxation	2	82,055	64,625
Tax on interest receivable	5	13	—
Surplus for the financial year		82,042	64,625
Retained surplus at 1 April 2018		323,867	259,242
Retained surplus at 31 March 2019		405,909	323,867

All of the company's activities derived from continuing operations during the above financial periods.
All recognised gains and losses are included in the above income and expenditure account.

Balance sheet 31 March 2019 Social Enterprise Coalition CIC (Trading as Social Enterprise UK)

	2019 £	2019 £	2018 £	2018 £
Fixed assets				
Tangible assets	6	2,361		4,131
Intangible assets	7	16,667		24,667
		19,028		28,798
Current assets				
Debtors	8	87,861	256,581	
Cash at bank and in hand		1,104,871	879,081	
		1,202,732	1,135,662	
Creditors: amounts falling due within one year	9	(805,851)	386,881	(826,232)
Net current assets				309,430
Total assets less current liabilities			405,909	338,228
Creditors: amount falling due in more than one year	10	—	—	(14,361)
Total net assets			405,909	323,867
Capital and reserves				
Income and expenditure account		405,909		323,867

The financial statements have been prepared in accordance with the provisions of the Companies Act 2006 applicable to companies subject to the small companies' regime and in accordance with the Financial Reporting Standard 102 Section 1A (FRS 102 Section 1A).



**Social
Enterprise UK**

Social Enterprise UK

The Fire Station, 139 Tooley Street

London, SE1 2HZ | 020 3589 4950

socialenterprise.org.uk

@SocialEnt_UK | info@socialenterprise.org.uk

We welcome comments, feedback and reflections on this report. Please email those to impact@socialenterprise.org.uk

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