

Heritage Trade Up Programme 2021-22

Application guidance notes

February 2021



school for
social
entrepreneurs



Important information for applicants

Due to the Covid-19 pandemic, our recruitment process is fully online, including applications, interviews, and group assessments.

The learning programme is being planned as a blended offer that will integrate both virtual and in-person learning. However, this will be subject to change based on the situation and government restrictions.

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Introduction

The Heritage Trade Up Programme is run by the School for Social Entrepreneurs and is supported by The National Heritage Lottery Fund.

This programme will support leaders of up to **52 heritage organisations** to develop and strengthen their entrepreneurialism.

This programme will equip organisations with the skills and networks needed to be more innovative, increase traded income and financial resilience, and to create positive change within their organisations and communities. We will support organisations to bring heritage to a wider audience, so the sector is better equipped to build a more connected and inclusive society.

We are also offering a Trade Back grant of up to £10,000 to incentivise organisations to increase their traded income.

What are these guidance notes for?

This document explains more about the programme and grant, and how to apply. Please also feel free to contact us if you have read the application guidance but are unsure about suitability for the programme.

Accessibility and our commitment to inclusion

If this document is formatted in a way that is not accessible to you, please email applications@sse.org.uk or call us on 0207 089 9120 so we can share an accessible version.

We recognise that discrimination of all sorts infiltrates every part of our society, and we are working hard to counter that wherever we find it. To that end, we actively encourage applications from people of all faiths, races, gender identities, sexual orientations, economic circumstances and backgrounds, as well as those from disabled communities. No educational qualifications are needed to join our programmes.

Remember to apply in time!

The deadline for applications is **1PM, Friday 9th April, 2021**

Apply online at: <https://www.the-sse.org/courses/heritage-trade-up-programme/>

We recommend starting your application as early as possible, so we can help you with any questions you have.

What is SSE?

We can't fix issues like poverty, climate change and ill-health alone. That's why the School for Social Entrepreneurs (SSE) exists. We help 1,000 people a year develop the skills, strengths and networks they need to tackle society's biggest problems. Please click the following links to find out more:

- [We are the School for Social Entrepreneurs](#)
- [The SSE effect!](#)
- [How I became a social entrepreneur \(Junior Smart\)](#)

We run courses that equip people to start, scale and strengthen organisations that make a positive difference. But we're not a traditional school. Learning with SSE is inspiring, action-based and accessible - no textbooks. We support people in other ways, such as funding and mentoring. Lord Michael Young founded SSE in 1997. Today we work internationally, with teams across the UK, Canada and India. Together, we're changing lives and transforming communities.

The Heritage Trade Up Programme

In a nutshell:

- **Free learning online programme** made up of 8 learning days, 4 half day Action Learning Sets, and 4 webinars spread between October 2021 - June 2022.
- Up to **£10,000 through a Trade Back grant**, which matches grant payments against increases in your income from trading.
- **A community of like-minded people** to meet regularly and work through challenges.

We're all about collaboration, self-reflection and being yourself. We value diversity and inclusivity and the power of the group. We'll encourage you to step outside your comfort zone and be boldly creative.

What will I do on the programme?

The programme will push you, building your confidence and skills. Expect to try new approaches and learn through doing.

- **Learn from experts and leaders** from the heritage and social enterprise sectors who will share their stories. They'll explain challenges they've overcome, so you can learn from their experiences.
- **Build a support network.** The programme emphasises peer-based learning with other leaders in heritage, and the full programme will bring together 52 heritage sector organisations.
- **Join an [Action Learning Set](#):** a small group of people in your cohort, where you guide each other to overcome specific challenges you're facing.

What will I gain?

- Improved entrepreneurial skills to increase traded income and strengthen financial resilience.
- Engage a wider audience in heritage by expanding your reach and increasing social impact.
- The business, management, and leadership skills needed to innovate, prepare for future challenges, and create the change - within your organisations or externally - that you want to make.
- Grow your networks and develop their understanding of how and where to access support.

Our learning managers are expert facilitators, so they'll flex learning to ensure everyone's needs are met, as well as creating a great group dynamic. Some of the topics we are likely to cover are:

- Develop the link between your trading and your impact goals
- Enterprise skills
- Test and refine your marketing skills and grow your customer base
- Get ready for social investment
- Financial resilience and sustainability
- Planning and management
- Improve your leadership skills
- Develop your networks



Programme at a glance

Programme at a glance

Witness sessions

Entrepreneurs and heritage sector leaders share their experiences the secrets of their success.

Expert sessions

Through questioning, observing and listening to experts, you will improve your financial management, sales and marketing, managing people, identifying and measuring social impact, and other essential skills.

Action learning sets

You will work in a small group with a trained facilitator, to help you find ways of overcoming the stumbling blocks, dilemmas and other problems that your project faces.

Peer support

You will bring your skills and experience to the group and learn from the skills and experience of the other members. This network of like-minded people will provide vital support to enable you to develop your enterprise

Trade Back grant

A Trade Back grant of up to £10,000 to help you develop your project.



Schedule and timeline

October 2021 - June 2022:

- 8 x full learning days. This will be through a blended learning offer, made up of either half-day online sessions and, if the situation and regulations allow, full-day in-person learning sessions.
- 4 x online webinars (1.5 hours each)
- 4 x half-day Action Learning Sets - online only
- 1 x Graduation event (June 2022)

The learning programme is only part of the picture though. You will need to be developing your project during the course of the programme and will need to have the time and commitment to do this.

There is also a graduation event at the end of the programme that you will be invited to attend to celebrate your achievements and completing the programme.

Where will the learning programme be held?

The programme will include a blended learning offer and on-site learning (if possible) will take place in one of four locations: London, Birmingham, Edinburgh, and York. There will be an access budget to support participants' travel and accommodation where required.

Eligibility

Who is this programme for?

This programme will support leaders in heritage organisations to develop and strengthen their entrepreneurialism. We will build the capacity of participating organisations to develop or increase traded income, and to bring heritage to a wider audience.

What do we mean by heritage organisations?

We understand heritage to be the narratives, traditions, objects, spaces, and places that are inherited from past generations, maintained in the present, and handed down to future generations.

Heritage sector organisations are those whose primary purpose it is to protect, preserve, or promote these traditions, practices, and spaces. These may include, for example:

- Organisations that protect historical buildings, sites, artefacts or natural environments for public benefit,
or
- Organisations that promote the cultural heritage of a community, keeping alive traditions and cultural history through art, music, theatre, archives or education.

To clarify

- We may fund organisations which are primarily supplementary schools set up to teach language and history of a specific community, but you will need to demonstrate broad range of cultural activities, not just language teaching.

- We will not fund arts, music or theatre organisations which do not have a specific objective of promoting cultural traditions and history.

Will we focus on a particular heritage theme?

Our programme will support a broad spectrum of heritage organisations, and we'll ask that you describe to us how you approach heritage. We are especially keen to support those that represent the underrepresented, celebrate hidden histories, and who aim to strengthen and revive communities through heritage.

We will seek geographic representation from across the UK and will particularly welcome applications from:

- Majority-led or working primarily with people of colour and from minoritised ethnic backgrounds,
- Majority-led or working primarily with disabled people,
- Majority-led or working primarily with LGBTQ+ communities,
- Based in areas with high levels of deprivation (IMD decile 1-3)

Is this a programme for new or old organisations?

It is not important how old your organisation is, but you should be at a point where you are developing new trading activity and need support with this.

Your organisation must be already active and have a proven track record. This is not a suitable programme for very new organisations that need start-up support. Normally we would expect an organisation to have been active for at least a year.

Your organisation must be based in the UK, with the majority of its activities based in the UK.

Which types of organisation will be funded?

We can fund organisations which are set up as not-for-profit organisations or return the majority of their profits for social purposes. This includes:

- charities,
- community interest companies (CICs),
- unincorporated charitable organisations,
- community benefit societies, or
- other legal structures that are asset locked and return a majority of profits for social purposes.¹

What do we mean by develop or increase trading?

- You may be a grant or donations-based organisation that wants to develop new trading activity through sales or contracts.
- You may already have trading activity but are looking at new areas.
- You may have existing trading that is not working and needs significant change.

The Trade Back grant connected with the programme is linked to increased trading, so we

¹ If you are able to pay dividends to private individuals, you will need to demonstrate how your organisation is primarily for public benefit and that this grant will not be used for private benefit.

are looking for organisations that have realistic plans for increasing trading in the next year.

What do we mean by leaders?

The programme is designed for people who are leading the organisation or trading project. They should have responsibility for the trading activity and be able to shape it and make strategic decisions. They will be the ones who stay awake at night worrying about it!

The leader may be a director or trustee, a CEO, or a project manager if they are taking the weight of the responsibility for the programme and want a space and peer support to help them manage those challenges.

It is not an academic training programme, but an action learning programme, based on dealing with the challenges that your organisation is facing, supported by a peer group.

Participants must agree to attend the full learning programme, as the peer networking and group dynamic is key to the programme's success.

Please do not apply if...

- You only want a grant and are not committed to participating in the learning programme.
- You plan to develop a purely commercial business.
- Your project is primarily to provide business development support and advice to other organisations.
- Your project will be undertaking party political activities or will aim to induce people to convert to a religion (proselytising).
- Your project's main beneficiaries or audiences live outside the UK.

The Trade Back grant

In a nutshell: you'll receive a Trade Back grant of up to £10,000, which means most of your grant payments are matched against increases in your income from trading.

How the Trade Back grant works

Our Trade Back grant helps organisations to get back on track following the Covid-19 crisis. We also want to support you to improve your financial sustainability by increasing your income from trading and sales.

We will set aside £10,000 of funding for your organisation as part of this programme.

You'll get:

- An instant grant of **£4,000** to kick-start recovery efforts and support you to put into practice new ideas and initiatives.
- Plus, up to a **£6,000** grant that pound-for-pound matches an increase in income from trading. This is an incentivised* grant to accelerate recovery and growth.

- This element of the grant will be paid in instalments on a quarterly basis and will be matched against an increase in trading. The increase will be measured against a baseline that we will set with you. For some organisations, this baseline may be zero.

*The incentivised grant is distributed in a similar way to Match Trading® grants.

- Watch our 90-second [video](#) explaining Match Trading grants:
- Read [stories from social entrepreneurs](#) who've benefited from Match Trading grants.

What if my income from trading does not increase?

We will work hard with you to support you to increase your trading, and we hope you will. We want to give you the money and believe you have the potential to achieve this growth.

If you don't increase your income from trading at all, you will still receive the £4,000 instant grant and you will still participate and graduate from the course.

What do we mean by income from trading?

Our definition of trading is the provision of goods or services in return for a "consideration". Consideration usually means money, but could also be in-kind or bartering, as long as this is quantified and shown in your accounts.

Income from trading includes:

- Sales of goods or services to the public, for example - selling food, tickets, training sessions, workshops
- Sales of goods or services to other organisations, for example, training courses, commissions, contracting
- Sponsorship and membership fees, where there is a significant benefit for the sponsor or member
- Rental income

It does not include:

- Donations or voluntary contributions
- Income from investments
- Bank interest
- Loans
- Equity income (e.g. through sale of shares)
- Grants, for example from trusts
- Transfers of funds from other organisations, e.g. in the case of a merger
- Sponsorship or membership fees, where there is no significant benefit to member or sponsor

We can advise you about this if you are not sure. And just to be clear, by income from trading we don't mean surplus or profit - just income.

What can I spend the Trade Back grant on?

Our intention is to be as flexible as possible about how you spend the grant, but your grant must be used:

- To support your learning and to put that learning into practice through developing trading within your organisation.
- To engage a wider range of people with heritage.

You can use your grant towards items such as:	We cannot fund any of the following:
Your salary or staff salaries to support you to attend the programme or to support the development of trading in your organisation	Private benefit that is not “incidental” (see below)
Developing new products or services	Assets over £1,000 in value, including refurbishment of buildings or purchase of vehicles unless agreed with us.
Marketing and publicity: e.g. developing a website to support your trading	Work that has taken place before the grant was awarded
Travel and subsistence costs, including for attending the programme	Costs associated with the application or interview
Supplementary training for yourself or others, directly relevant to your project	Expenditure outside the UK, except as agreed with us
Other costs that you can show are relevant to developing your trading activity or putting your learning into practice	Anything that would create religious or ethnic discord or would support illegal activities.

Costs should demonstrate value for money, meaning that you should have checked prices to ensure that you are receiving the best value for money. You must not use your grant for private benefit that is not required for the development of your project. You cannot use your grant to pay dividends. If in doubt, please discuss with us.

Can my organisation buy assets with grant?

You can apply for individual items of equipment or assets worth up to £1,000 per item. For example, you may need to buy specific office equipment, or intellectual property rights. We cannot agree to pay for any individual items that are worth more than this, even if you are contributing some of the cost yourself. If you want to spend more than this on a single item, and you think the circumstances are exceptional, you can discuss this with your grant manager.

How will the Trade Back grant be paid to my organisation?

Your organisation must have a UK bank account, and this must either be solely controlled by you, or have “dual authority” i.e. at least two people have to sign cheques. You will need to sign terms and conditions and provide us with all necessary documents and baseline financial data before we release the first payment. In order to receive the full grant, you will need to attend at least 80% of the course and increase your income from trading as described above.

Acknowledging your grant

If awarded a grant and place on the programme, you will be required to acknowledge National Heritage Lottery Fund publicly. We will provide you with guidance on how to do this.

How do I apply?

Apply online by 1pm, Friday 9th April 2021!

Top tip: We recommend applying early, so we can help you if you have questions or problems. (We will be very busy in the week before the deadline.)

Save the following documents (if they are available) in the file name format below so they are ready to upload for the application. These will likely include:

Document type	File name format
your most recent annual accounts	FirstnameSurnameAccounts.doc
governing document	FirstnameSurnameGoverningDocument.doc
income & expenditure	FirstnameSurnameIncome&Expenditure.doc
income projections	FirstnameSurnameIncomeProjections.doc
documents about your impact and work (optional)	FirstnameSurnameImpactReport.doc

- You can apply [here](#)
- You can save your application and return to it at a later date. Just click “Save for later”, and you will be given a unique link to return to your application. Remember to save this link.
- When you’ve completed all the questions, click “Preview” to review your application, then click “apply”. You will be redirected to our equalities monitoring form and you will also receive a copy of your application by an email from 123Formbuilder. Check your junk folder if you can't find the email.
- We recommend downloading the application form questions and preparing your application in word so you can copy and paste into the form and keep an eye on the word count.

If you have any problems, contact us on applications@sse.org.uk

How will by application be assessed?

Timeline

1. April: We assess your online application

Once we have received your application, we will check that you meet the basic eligibility criteria and that your application is complete. (Please note that incomplete applications will be rejected.) Your application will then be assessed by the SSE team.

You will find out by early May whether your application will be taken to the next stage.

2. May/June: Interview & group assessment

If you're accepted to the next stage, you'll be invited to attend an online interview. After the interview, we may invite you to attend a group assessment, which will also be held virtually. We'll make any reasonable adjustments to ensure you feel comfortable.

3. July/August: Offer to join the programme

If successful, you will be offered a grant offer and learning programme package.

4. October: The programme begins!

The learning programme starts in October 2021 and runs until June 2022.

What are we looking for?

We assess your application through three stages:

- Online application
- Interview
- Group assessment

Through each stage, we assess whether the programme will be the right fit for you. We actively seek to make our assessment process as level a playing field as possible, and hope that you will gain something through it, even if you are not offered a place on the programme. You'll be given a clear overview at each stage of how your application will be assessed, and the table below provides an overview of what we're looking for.

Person	Project	Programme
Drive, motivation, and readiness	Potential for increasing traded income and financial resilience	How will the SSE learning style suit you?
Action oriented and entrepreneurial potential	Clear indication of which outcomes the programme will achieve, and some understanding of how to evidence this	How will you benefit from cohort-based learning?
Reflective and active learner	Viability in the timeframe	Right stage and level for programme

Key contact details

If you still need advice on your application, contact us on 0207 089 9120 or by email to applications@sse.org.uk

Complaints

If you wish to make a complaint about any aspect the programme, please see our [Complaints Procedure](#).



Appendix: FAQs

What organisational structure will I need to have for the programme?

When you come on the programme you must have a formal organisation in place, which has a constitution or governing document. We expect this to include a social purpose, a requirement that most of its profits will be returned for social purposes, and an asset lock. You could be a charity (including a charitable company, a CIO or an unincorporated charity), a CIC, or another form of not-for-profit or partial profit-making organisation.

If you don't have this structure yet, then you can still apply, but you will need to have some type of formal governing document to take up a place on the programme. We can discuss this with you during the application process.

What happens if I cease to be linked to the organisation that has the grant?

The Heritage Trade Up programme is specifically for you as a leader in the organisation you are developing. The grant is given to your organisation or to your project through a host organisation. There is a requirement that you remain a leader in that organisation during the grant and learning programme period. If you fail to do so, or you cease to be associated with the organisation that receives the grant, both the grant and the learning programme may be withdrawn.

In the case of a project that is hosted by another organisation and wants to become independent during the period of the grant, this may be possible, but we will need to make specific arrangements with you about this.

What if I have particular needs which may prevent me from fully taking part in the learning programme?

If you have any particular needs or there are any barriers that may prevent you from taking part in the programme, do talk to us about this. We are keen to enable people with disabilities and other access issues to come to our programmes, and we have funding set aside to support access needs to a reasonable degree. If and where programme events are held in-person, we ensure facilities are accessible.

If you require Welsh translation services, we will also be able to provide these through the programme.

What happens if my project will work with children, young people or vulnerable adults?

"Vulnerable adults" means anyone in vulnerable situations including people who are receiving counselling, social work support, health or personal care, assistance with finances or shopping because of age, illness or disability, or transport to day centres, etc.

If your project will be undertaking unsupervised work with children under 18 years old, or working with vulnerable adults, you may need Enhanced DBS checks for staff and volunteers working with these people.

In order to receive a grant from the SSE, you will be required to show that you are following good practice on safeguarding children and vulnerable adults, including having an up-to-date safeguarding policy and procedure in place, which includes getting enhanced checks for people who require them.

Why are you asking about private benefit?

We know that there may be private benefits associated with your work - for example, you may pay salaries to individuals or commission private companies to do work. You may also pay dividends on shares. However, because this money is charitable, we must ensure that the grant is used for the public benefit and any private benefit is incidental - i.e. necessary to fulfil the social purpose of the project.

Sometimes, payments are necessary for the work of the project, e.g. paying staff to deliver the work of the project, but if your project does provide private benefit beyond this to some individuals, we may restrict the grant to ensure that the grant is used solely for the benefit of the public.

What about other requirements?

You must ensure that health and safety standards are met to protect yourselves and others involved in your activities.

You are also responsible for ensuring that you have any insurance (e.g. contents, public liability insurance, employer's liability insurance, professional indemnity, etc.) that is required for your activities.

You must also ensure that your project is acting within the law and that it has relevant approvals, permissions, licenses, and carries out any criminal records checks, required by law. You can apply for the cost of these as part of the grant.

If you are providing therapeutic counselling services, you must be able to demonstrate that you are properly trained and supervised, e.g. through membership of an appropriate body.

You will also be required have an equal opportunities policy in place.

If the grant is used to pay salaries, your organisation is responsible for tax and national insurance, including employer's national insurance, which is paid over and above the salary. Please ensure you have budgeted for this. If you will be employing new staff with the grant, we will expect that jobs will be openly advertised.

Can I apply for this programme if I have criminal convictions?

Previous SSE Fellows have included people who have criminal convictions, some of whom have used their experience to make a difference to the lives of ex-offenders. You do not need to let us know about previous convictions unless they are relevant to your application.

If you have unspent convictions for fraud or convictions which may affect your ability to run your project, including working with children, young people or adults who are

vulnerable, you should let us know. We may undertake checks during the course of the application assessment.

Can I apply if I have already been on a School for Social Entrepreneurs programme?

In general, you are welcome to apply if you have previously had training and support from the School for Social Entrepreneurs.

We highly recommend allowing time between programmes in order to allow yourself space to embed your learning and test your ideas before directly embarking on another SSE programme. However, due to the impact of Covid-19, applications are open to students on other long duration programmes, such as a current Lloyds Bank Start Up programme or a Power to Change CBTU programme, but we advise you speak to your regional school first before applying.

Can I apply if I was unsuccessful in the past?

If you or someone else from your organisation or project has applied before and not been successful, you are welcome to apply again and we would encourage you to review the feedback you received in the past. If in doubt, you can contact us.

Can more than one person from our project apply?

We will only assess applications from one person from your project or organisation. Because of the way the learning programme works and how the trust within the group is built, it is important that it is the applicant who attends all the sessions. However, you are able to bring in someone from your organisation to different learning days where needed.

Can I apply if I am connected to School for Social Entrepreneurs or to any of the funders of this programme?

We cannot accept applications from people who are staff or trustees of SSE. If you have a close connection with SSE, its host organisations, staff, trustees or the funders of this programme, we will make a decision on a case-by-case basis. Please contact us before making an application.

Can I apply if I am supporting other businesses including social enterprises?

We do not usually accept applicants whose main work is providing training or business support services primarily to other businesses, including social enterprises or charities. This would include training, fundraising or management support. However, we sometimes consider applications where the services provided are mainly back office support services, such as HR, accountancy or office space, or where training is provided for people who are unemployed in order to help them access employment. If in doubt, please contact us.

What about Data Protection?

The School for Social Entrepreneurs is committed to protecting your personal information and acting in line with your rights under data protections laws and will treat all data in accordance with our [Data Protection Policy](#). SSE will collect and use personal information provided by you in this form or separately, or

which we otherwise lawfully obtain about you. We may use this information for;

- processing your application and managing the selection process for the programme
- conducting due diligence on you and your organisation as part of that process

This includes contacting you about the workshop or programme which you are applying for by phone or email.

If your application is successful, we may also use your information for:

- managing your participation in the Programme
- managing your grant claims and payments
- matching you with a mentor
- monitoring your progress and the impact of the programme
- sharing and promoting your story and the story of your social enterprise
- other lawful reasons

We may share your information with our funders and partners, including the National Lottery Community Fund and Lloyds Bank plc and other programme funders for monitoring and reporting purposes. They will also only use your information for the reasons outlined above.

Further details, including how we share your information and your rights relating to our use of your information, can be found under our Data Protection Notice, a copy of which is available here: <https://www.the-sse.org/your-data>.

Do I need to answer the Equal Opportunities questions?

We ask you to provide your Equal Opportunities details. You are not required to give these and you can select the 'Opt Out' box. However, it is helpful for our future development and marketing that you provide this information. It can also help us to identify ways in which we can provide specific support to those who need it, for example applicants who may require additional support to attend interviews or participate fully in the programme.