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# Shifting London

Sparking Change, Empowering Communities



**Shifting London Trade Up programme**  
supported by the UK Shared Prosperity Fund



school for  
social  
entrepreneurs

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**MAYOR OF LONDON**

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UP**

# Shifting London Trade Up Programme

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## Introduction

The Shifting London Trade Up Programme is run by the School for Social Entrepreneurs (SSE) supported by the UK Shared Prosperity Fund.

SSE was founded in 1997 by Sir Michael Young. We work with around 1000 social enterprises a year, helping leaders 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.

The Shifting London Trade Up programme will work with 40 start up social enterprises to give them the best possible chance of success, through access to support, learning and funding. The programme will equip you with the skills and networks to grow your impact and increase your traded income.

**Learn from experts and leaders** from the social enterprise sector who will share their stories. They'll explain challenges they've overcome, so you can learn from their experiences.

**Build a support network** through peer-based learning with other leaders in social enterprise.

**Support you to increase trading** with a Match Trading™ grant of £7000. More on Match Trading can be found below.

**Take action to overcome challenges** through Action Learning Sets, small group work with a trained facilitator, to support you to overcome barriers in your organisations development

The Shifting London Trade Up programme is funded by the UK government through the UK Shared Prosperity Fund. The Fund is a central pillar of the UK government's Levelling Up agenda and provides £2.6 billion of funding for local investment by March 2025. The Fund aims to improve pride in place and increase life chances across the UK investing in communities and place, supporting local business, and people and skills. For more information, visit <https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus>

## Programme overview

## Do you want help and support to grow your organisation's impact and develop its trading income?

The Shifting London Trade Up Programme is aimed at leaders of established organisations working in Greater London (i.e. the City of London and the 32 boroughs of London) which have been running for at least one year and have an income of over £15,000.

We want to hear from you if:

- You are aiming to create social change in your community or support environmental sustainability.
- You have been running for at least one year and have an income of over £15,000.
- You plan to increase your trading income and your impact in the year ahead.
- All or a significant amount of your work will benefit Londoners.

We welcome applications from everyone, and particularly welcome applications from those who can clearly evidence their social and environmental activities and are from Black and minoritised communities, disabled people, LGBTQIA+ people and/ or those working with communities with less privilege.

We also particularly welcome applications from organisations that are working in the following sectors:

- adult social care
- housing
- food
- technology
- low carbon and environmental good sector (LCEGS)
- engineering
- skilled trades
- green economy\*
- circular economies\*

*\*See glossary of terms at the end of this document for descriptions.*

**The Shifting London Trade Up programme is specifically designed for organisations that are planning to grow their trading.**

The learning programme will support you to:

- Develop your business and entrepreneurial skills and help you grow your trading.
- Develop your resilience and leadership skills.
- Develop strong peer networks of fellow social entrepreneurs.

The learning programme will be focused on the needs of the participants, but will feature topics such as reaching new markets and product development, sales and income diversification, personal resilience and wellbeing, innovation, environmental impact and decarbonisation.

We will be recruiting for 2 cohorts, each with 20 students. Both cohorts will include:

- **8 learning sessions** with other social entrepreneurs (4 sessions in person, 4 online) from January 2024 to December 2024..
- **Fund your growth plans** with a Match Trading grant of up to £7000. More info on Match Trading can be found on p5.
- **4 Action Learning Sets** - this is smaller group work with a trained facilitator, designed to support leaders to share successes and challenges and learn from one another. You can find out more about Action Learning [HERE](#).

- **3 One-to-One Coaching Sessions** - with our entrepreneurship team to provide participants with the opportunity to reflect on their learning and receive support to apply it to their organisations.
- **Access a diverse network of social entrepreneurs**, who will support your plans and help you through tough times.
- **Collaborate and build a relationship** with SSE and its wider fellows' network.
- **Celebrate your achievements** at the graduation event in January 2025

Not sure if the Trade Up programme is right for you? Not yet reached £15,000 income? [Consider the Start Up programme.](#)

## Programme dates and location

The learning will take place in-person, and online via the SSE Community, a virtual learning online platform. The SSE Community will enable participants to access information about the programme and wider resources, connect with the other members of the cohort, and attend live online sessions. All in-person dates are 10.00 - 16.00 and will be held at a central London location (venue details will be shared nearer the time of delivery). All online study days and Action Learning Set (ALS) sessions are 9.30-13.30 via Zoom.

Please note, these are provisional dates which may be subject to change:

Description	Trade Up A	Trade Up B
Intro 1:1	22 Jan - 02 Feb	22 Jan - 02 Feb
Study Day One (IN PER)	07 February 2024	09 February 2024
Study Day Two (online)	06 March 2024	08 March 2024
ALS 1 (online)	w/b 25th Mar	
Study Day three (In PER)	17 April 2024	26 April 2024
ALS 2 (online)	w/b 20th May	
Study Day Four (online)	12 June 2024	14 June 2024
Mid point 1:1	1st July - 12th July	
Study Day Five (IN PER)	17 July 2024	19 July 2024
ALS 3 (online)	w/b 22nd July	
Study Day Six (Online)	17 September 2024	20 September 2024
ALS 4 (online)	w/b 30th Sept	
Study Day Seven (Online)	08 October 2024	18 October 2024
End point 1:1	4th Nov - 15th Nov	
Study Day eight (In PER)	04 December 2024	13 December 2024
Celebration Event	Friday 31 January 2025	

# Programme at a glance

## Learning Sessions

Cover themes such as setting up, legal structures, business plans, social/environment impact and leadership skills.



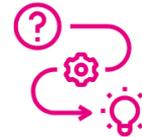
## Coaching Sessions



Working with our entrepreneurship team to reflect on your learning and to receive support to apply it to your organisations.

## Action Learning Sets

Small groups working with a trained facilitator to help find ways of overcoming challenges and problem solving.



## Peer Support



Bring your skills and experience to the group and learn from other members. Gain a network of like-minded people to provide vital support.

## Grants

A Match Trading grant to help get your project off the ground or to grow your organisation.



## Match Trading™ Grant



Your social enterprise will also receive a **Match Trading™ grant** of up to £7000. With Match Trading grants, an organisation can draw down the full grant if it can at least match the amount of grant pound for pound with actual growth in trading income. The Match Trading grant is designed to challenge you to grow your trading income and help reduce traditional grant dependency. Match Trading has been proven to increase income from trading and boost resilience. Your social enterprise will receive £1500 at the start, then 4 instalments of up to £1375 over the year matched against your increased trading. To claim the full grant, you will need to show that your trading income has increased by £7000 over the year.

Your grant can be used flexibly, helping you to attend the programme and to put your learning into practice by developing your trading and community business. [Visit the Match Trading website for more details.](#)

### What can I spend the grant on?

Our intention is to be flexible as possible about how you spend the grant, but it must be used to support your learning and to put that learning into practice through developing your social enterprise.

Do spend your grant on...	Don't spend your grant on...
Your salary or staff salaries to support you to attend the programme or to support the development of your social enterprise.	Assets over £1500 in value, including refurbishment of buildings or purchase of vehicles unless agreed with us.
Developing new products or services within Greater London.	Work that has taken place before the grant was awarded.
Marketing and publicity: e.g. developing a website to support your trading within Greater London.	Costs associated with the application or interview.
Travel and subsistence costs, including for attending the programme.	Academic qualifications.
Supplementary training for yourself or others, directly relevant to your venture.	
Other costs that you can show are relevant to developing your social enterprise or putting your learning into practice.	

## What support will I receive?

Each participant will be assigned a grant manager who will work with them throughout, ensuring they have the correct paperwork and procedures in place to be able to draw down both grants. Grant managers work hand-in-hand with social entrepreneurs in a coaching style, supporting them to understand, separate and report on their different income streams every quarter. Grant managers also work closely with the programme delivery team to ensure that we can tailor programme content to support with grant and financial management where needed.

## Is my social enterprise eligible?

You meet the following criteria:

- All or a significant amount of your work must benefit Londoners.
- You must have been running for at least one year and have an income of over £15,000
- You plan to increase your trading income and impact in the year ahead.
- Your social enterprise must be active, have a legal structure and a governing document. Your community business may be a registered charity, a Community Benefit Society (CBS) or a Community Interest Company (CIC). We can also accept other companies, co-operative societies or unincorporated associations, if they have certain clauses in the governing document, specifically:
  - a) a social purpose,
  - b) a restriction on distribution of profits, which means that 51% or more of all of profits are returned for social purposes and,
  - c) an asset lock or winding up clause which means that if the social enterprise is wound up, its remaining assets go to a charity, CIC or other asset locked body.
- **Bank Account.** You must have a bank account in the legal name of your social enterprise managed by at least two unrelated people who release payments, OR an account where the participant has sole control.

If your project's annual income is under £15,000, try the [Start Up programme](#).

## Making an application

Apply by 12pm Monday 16<sup>th</sup> October 2023.

SSE will be running an application process for the places on the Shifting London Trade Up programme which will involve completing a form and attending an online interview.

Before applying, please check the eligibility criteria contained in these guidance notes. As part of the application, we ask you to provide your most recent full annual accounts if available, and your safeguarding policy if you have one.

If possible, please also provide a copy of current income and expenditure for this financial year, and any useful documents about your impact, such as a case study or impact report if you have one.

Please save these in the following format:

Document type	File name format
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Your most recent annual accounts	FirstnameSurnameAccounts.doc
Income and expenditure	FirstnameSurnameIncomeExpenditure.doc
Safeguarding policy	NameofSocialEnterpriseSafeguardingPolicy.doc
Documents about your impact and work	FirstnameSurnameImpactReport.doc

- Please use our online [application form](#) to apply for your place on the programme.
- 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.
- When you’ve completed all the questions, click “Preview” to review your application, then click “Submit”. You will be redirected to our equalities monitoring form and you will also receive a copy of your application by an email from 123 FormBuilder. **Check your junk folder if you can't find the email.**

Please don't submit your application after **12pm Monday 16<sup>th</sup> October 2023** as it will not be considered. Under exceptional circumstances, we may give approval to submit your application late. To arrange this, you must email **Claire Dever** ahead of the deadline on [claire.dever@sse.org.uk](mailto:claire.dever@sse.org.uk).

**Application Questions:** A downloadable set of application questions can be found on our website with guidance and space for you to plan your answers and share these with others in your social enterprise, but you will need to apply using the online form. It is possible to also upload voice recordings for the longer text questions, if you prefer.

**Application support:** If you need help with your application, have difficulty filling in forms because of dyslexia, language or disability, or need one-to-one advice about applying, please contact **Kate Campbell**, Entrepreneurship Administrator: [kate.campbell@sse.org.uk](mailto:kate.campbell@sse.org.uk) or **01872 306130**.

**Information session:** You can find out more about the programme and have the opportunity to ask questions at our information session. For dates and link to register, please visit [www.the-sse.org/courses/shifting-london-learning-programme](http://www.the-sse.org/courses/shifting-london-learning-programme)

## Accessibility and our commitment to inclusion

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, gender identities, sexual orientations, economic circumstances and backgrounds, as well as those from Black and minoritised communities and disabled people. No educational qualifications are needed to join our programmes.

We want our programmes to be as accessible as possible. If you require reasonable adjustments, including financial support, in order to take part in an interview or to participate in the programme due to a disability, caring responsibilities or any other reason, you will be able to provide details in the application form or contact us by phone or email to discuss further.

### Complaints

If you wish to make a complaint about any aspect of the running of the programme, SSE has a complaints procedure which is available [here](#).

## Frequently Asked Questions

1. **Can I apply if my organisation is based outside of Greater London?**  
Yes, as long as all or a significant amount of your work benefits Londoners.

## 2. Can I apply if I have been on an SSE programme before or am currently on an SSE programme?

You can apply if:

- You have attended previous SSE programmes.
- You have applied to SSE before and were unsuccessful.
- You are on a current SSE programme which ends before December 2023.

## 3. Can we apply if our social enterprise has people that are connected to SSE or the funder?

If your social enterprise is run by people who regularly work for or are trustees of SSE, or the General London Authority or have a close financial or family connection with staff or trustees, please contact us before making an application to ensure that there is no conflict of interest.

## 4. What if we have particular needs, which may prevent us from fully taking part in the learning programme?

We are keen to enable people with disabilities and other access issues, to join our programmes. There is a separate small fund held by SSE to enable students who have particular needs to access the programme. This will be negotiated individually with participants. If you have specific needs and would like to speak to someone about this, please contact **Kate Campbell**, Entrepreneurship Administrator who can put in touch with a member of the team who could support ([kate.campbell@sse.org.uk](mailto:kate.campbell@sse.org.uk) or 01872 306130)

## 5. What happens if my project will work with children under 18 or vulnerable adults?

You will be required to provide a Safeguarding Policy and may need appropriate DBS checks for staff and volunteers.

## 6. How does Match Trading work?

[Visit the Match Trading website for full details.](#)

## 7. 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 in prisons 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 any convictions which may affect your ability to run your social enterprise, including working with children, young people or adults who are vulnerable, you must let us know, as we may undertake checks during the application assessment.

## 8. What about Data protection?

SSE has a Privacy Policy which is available [here](#). SSE also has a [Data Protection Policy](#). We are committed to protecting your personal information and acting in accordance with your rights under the Data Protection Act 1998. We may need to share your information in order to undertake assessment of your application, statistical analysis, research and monitoring, compliance and regulatory reporting and fraud prevention. We may share your information

- with our funders
- with our agents or subcontractors for operational reasons
- with other agencies in order to assess your application
- with others for the purpose of compliance and regulatory reporting and to confirm your identity for money laundering purposes and fraud prevention
- if compelled to do so by law.



# Glossary of Terms

**Start Up:** These programmes are aimed at people in the early stages of setting up a social enterprise. Their project will have been running for less than two years, and either won't have any income yet, or their income will be less than £15,000 a year.

**Trade Up:** These programmes are aimed at organisations as those who would like support to increase their traded income and impact. Organisations should be in business for at least one year with a turnover of over £15,000.

**Action Learning Sets (ALS):** Action learning is based on the idea that the most effective learning takes place when we are faced with a real problem that we need to solve. Action Learning occurs in a small closed group, called an Action Learning Set. This group meets regularly to reflect on real work issues, exploring possible solutions and planning for action.

**Trading income:** Money received in return for a service or product. This can include “pay-as-you-feel” arrangements, contracts with other organisations, as well as direct sales. We sometimes can accept bartering arrangements, if they can be quantified in your financial statements.

**Match Trading:** a form of grant-making created by SSE to incentivise grant recipients on Trade Up and Scale Up programmes to develop their trading income. The mechanism matches a social enterprise's increase in trading pound-for-pound to a capped amount and encourages enterprises to be more self-sustaining by growing trading and reducing dependency on traditional grant funding.

**Green economy:** a green economy is a way of doing things that helps people live better lives and treats everyone fairly, while also taking care of the planet. It's different from the way we usually do things, which often makes some people poorer, creates a lot of waste, uses up resources too quickly, and causes big problems for nature and our health. In the last ten years, governments around the world have started to see the green economy as something really important to focus on.

**Circular economy:** a circular economy is a different way of making and using things that helps us produce less waste and pollution. Instead of constantly taking new resources, making things, using them, and throwing them away, we try to reuse, repair, refurbish, and recycle materials and products for as long as we can. This new way of doing things is an alternative to the old way called the linear economy. In the linear economy, we just keep using up resources and creating waste without thinking about the consequences.

The circular economy can actually help us solve big problems like climate change, the loss of plants and animals, and social issues. It does this by reducing the amount of greenhouse gases we release into the atmosphere and by creating more prosperity, jobs, and resilience in our communities.

