

MATCH. TRADE. GROW

GUIDANCE NOTES
FOR APPLICANTS



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ABOUT GO! LONDON MATCH. TRADE. GROW

Go! London Match. Trade. Grow is funded by the Go! London Partnership and delivered by the School for Social Entrepreneurs (SSE).

About Go! London – The biggest community sport fund in the capital, supported by The Mayor of London, London Marathon Foundation and Sport England in collaboration with London Marathon Events and London Sport. This is a new £19.5 million partnership which aims to build a fairer London, support sport and physical activity in London, and help children and young people access sport and physical activity.

For more information, visit: www.golondon.org.uk

About SSE – 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.

SSE is the delivery partner for this programme and will be responsible for the recruitment, assessment and delivery of the learning programme and grant payments with support from the Go! London partnership.

For more information, visit: www.the-sse.org/about

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PROGRAMME OVERVIEW

Go! London Match. Trade. Grow is for London-based not-for-profit organisations and social enterprises aiming to support young people through physical activity and sport, particularly young people from underserved communities.

The aim of the Programme is to challenge your organisation to **grow its trading base**, so you can **invest in youth sports and physical activity now and in the future**.

We want to invest in your organisation, so you can create opportunities that lead will to better social outcomes for young people.

The Programme is a combination of 12 months of learning support worth over £11,000, and a Match Trading™ grant, which is a grant of up to

- **£15,000 for Trade Up Level**
- **£25,000 for Scale Up level**

matched against increased trading income. Successful organisations will receive 20% of the grant up front to enable growth plans. The remaining grant will be paid in instalments, based on matching increased trading.

The Programme will challenge your organisation to grow trading income over a 12-month period. This might be trading which is directly related to youth sports and physical activity (for example, contracts with schools or local authorities to deliver sports activity). Or it might be other trading activity (for example, catering, events, clothing, and merchandise), which return profits which can subsidise youth sports and physical activity.

Your organisation will be able to access:

- a 12-month learning programme, worth over £11,000, offering 8 days of learning with a group of similar organisations, Action Learning Sets, and study visits, which will help you gain the knowledge, skills, and confidence to grow your trading activity, develop your leadership skills and work with others who are on the same journey.
- a Match Trading grant which will incentivise you to increase your trading activity.

You will be able to invest the grant into activity which support trading growth, including staff time to develop trading strategies, marketing, piloting new products, refurbishment of spaces etc, but in return, we expect to see investment in young people's sports and activities. If the trading activity itself does not directly increase access for young people, then we will require that at least 75% of any profits made from the trading activity reinvested to benefit young people, including young people from underserved communities, for at least 12 months after the end of the programme.

But we hope that by strengthening your trading base, we will enable you to invest in young people for much longer!

TRADE UP OR SCALE UP?

Go! London Match. Trade. Grow will support leaders of 30 social enterprises and trading charities who are committed to increasing their trading over the next year. There are two levels of this programme:

Trade Up (with a Match Trading grant of up to £15,000):

- for 15 earlier stage and growing organisations
- current income of at least £20,000
- This level is suitable for earlier stage organisations, or organisations that are new to trading.

Scale Up (with a Match Trading grant of up to £25,000):

- for 15 established organisations
- current income of at least £150,000
- This level is suitable for more established organisations that already have some trading experience.

We expect most applicants will have some track record of trading; however, we will consider each applicant on a case-by-case basis and if you can demonstrate that you have strong plans to hit the increased trading targets we will consider awarding a place on the programme.

You can apply for both levels using the same application form. You can tell us which level of programme you prefer. We may offer you a different level if we feel it is more suitable for your needs.



WHAT KIND OF ORGANISATIONS MIGHT APPLY FOR THIS PROGRAMME?

We are open to all kinds of not-for-profit organisations and social enterprises, as long as you have clear plans to expand your trading activity to support access to sport and physical activity for young people in London, including for young people from underserved communities.

Here are some examples:

- A young social enterprise, set up during COVID, to develop fitness of the local community through boxing and fitness sessions. Since COVID, it has been successful in developing fitness sessions for young people and selling services to schools. It is now ready to grow to new areas, work with new communities and develop new programmes for young people to sell to schools and youth centres, including in underserved communities.

They may use the grant to help their CEO attend the SSE learning programme – learning how to finesse their product and offer and access new markets. They may fund an administrator to give the CEO more time to do business development in new areas and to improve their marketing, website and social media. Their new work will directly support young people, and they will report to us on their increased trading and how this has impacted young people, particularly in underserved communities.

- An established youth organisation, who want to develop their physical activity offer through offering physical activity-based holiday clubs, offering both paid and subsidised places for young people.

The grant could be spent on piloting an activity-based holiday club, supporting staff time to develop the programme, sales and marketing, initial equipment and set up costs and working out a business plan to continue this work for the long term. They will be supported through the learning programme to develop their finance and business planning skills. They will be required to evidence that young people from underserved communities have benefited, for example, by offering subsidised places on the programmes.

- A dance group, who want to introduce a new offering for professionals (e.g. barre classes) and use those profits to subsidise access to dance classes for young people, who cannot normally access such classes.

They may use the grant to support for their business manager to attend the learning programme and find out about working with corporates and developing new ways of selling. The grant will also support their time to develop and market their offer, run introductory offers for corporates etc. It may also fund a development worker to reach out to young people who would not otherwise access these classes and pilot this offering. We will make it a condition of the grant that at least 75% of profits from the new classes in the first two years are returned to support classes for young people.

- An adventure playground, which has a cafe, and now wants to expand their café service to provide catering and birthday parties and return profits for supporting physical activity sessions for underserved young people.

They may use the grant to buy new equipment, run trial sessions, perfecting their offer and supporting a development worker to get these parties off the ground. At least 75% of the profits from this activity must be used on increasing their offer of physical activity to young people, including those from underserved communities.

- A traditional cricket club with an underused pavilion, who want to develop events, fitness activities, and other trading, with the profits being used to support outreach work and train youth coaches to involve more young people in cricket.

The grant may be used in redecorating, buying new tables and chairs to improve their offer, and to develop their marketing. They will work with us through our learning programme to develop their marketing and sales skills, and to develop a realistic business plan to market this offer. We will require that at least 75% of profits from the growth of this activity will be used to support work with young people, such as funding coaching, outreach sessions to schools, etc.

There may be many others. The key thing is that you will want to increase your trading, so that you can improve access to sport and physical activity for young people, particularly those from underserved communities. Our aim is to strengthen your business model, so you can continue to provide access to sport and physical activity for young people beyond the life of the grant. We hope that this work will help you continue to support young people and will want to hear about continuing successes over the following year.

Find out more

To find out more, read these guidance notes, or join an information session:

Thursday 19th December at 12pm

[Register Here](#)

Tuesday 7th January at 5pm

[Register Here](#)

Book via our website, or see the recordings uploaded after the event.

www.the-sse.org

If you have specific queries, please email golondon@sse.org.uk

ACCESSIBILITY AND OUR COMMITMENT TO INCLUSION

If this document is formatted in a way that is not accessible to you and/or if you would like support to submit your application then please email golondon@sse.org.uk so that we can aim to meet your access needs in the best way possible.

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. We actively encourage applications from organisations led by women, racially minoritised communities, disabled people, LGBTQ+ people, people with lived experiences and leaders working in areas of multiple deprivation.





THE LEARNING PROGRAMME

SSE's learning programmes are very different to traditional teaching and no educational qualifications are needed to join. Expect to try new approaches and learn through doing. The programme will push, challenge and support you. You will:

- Learn from experts, leaders and social entrepreneurs who will speak openly about the realities of running an organisation so you can learn from their experiences.
- Build a support network. You will be in a cohort of 15 people who will support and learn from each other.
- Join an Action Learning Set to develop your own solutions to challenges you face.

The learning programme takes place over 12 months from late March / early April 2025, through a blend of online and in-person learning and bespoke one-to-one support. It includes:

- 8 study days – with a focus on leadership and business development
- Opportunities to network with your peers to support learning and reflection
- 4 online Action Learning Sets designed to support your resilience and wellbeing.
- Study visits to established sports-centred enterprises in the capital

Our expert facilitators are able to flex learning with the aim of ensuring everyone's needs are met, as well as creating a great group dynamic. Some of the topics we are likely to cover are:

Trade up	Scale up
<ul style="list-style-type: none"> • Growing your customer base. • Building your confidence with sales • Product and service development • Leadership and managing change • Developing effective social impact measurement • Advanced financial management skills • Brand development and marketing 	<ul style="list-style-type: none"> • Social business modelling and scaling • Government and corporate contract readiness • Financial strategies for scaling • Advanced social impact measurement • Scaling your customer base and sales • Effective marketing for growth • Leading through scaling

Please note that your attendance of the learning programme is a grant requirement. You must attend 80% of the learning days to remain eligible.

Location

In-person sessions will be delivered at a venue in London. You can use your grant to support the costs of your attendance.

Dates

Trade Up Programme

The first online learning session will take place on Tuesday 25th March 2025 (running from 9:30am – 1:30pm), the first in-person learning session will take place on Tuesday 8th April 2025 (running from 10am – 4pm).

Scale Up Programme

The first online learning session will take place on Thursday 20th March 2025 (running from 9:30am – 1:30pm), the first in-person learning session will take place on Thursday 10th April 2025 (running from 10am – 4pm).

*Dates may be subject to change. Future course dates are available on request and will be circulated at interview stage.



THE MATCH TRADING™ GRANT

Match Trading is grant-funding that matches pound-for-pound an increase in trading income. Unlike other grants, a Match Trading grant will challenge and support you to strengthen your business by developing trading activity.

We will back the grant up by a programme of learning, and peer support from others who are on the same journey as you! By doing this, we hope to help you grow your impact and enable access to physical activity for young people for the long term, not just a time restricted project.

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

Your organisation will receive a Match Trading grant of up to £15,000 for our Trade Up programme or £25,000 for our Scale Up programme. How much you receive depends on which programme you are on, and how much you increase your trading.

This grant is designed to challenge you to grow your trading income. Match Trading has been shown to increase trading income and boost organisations' resilience. Visit the [Match Trading website](#) for more information about Match Trading.

Your social enterprise will receive 20% of the grant up front (£3,000 for Trade Up Level and £5,000 for Scale Up Level). Four further instalments over the year will be matched against your increased trading compared to the previous year. To claim the full grant, your trading income must increase by £15,000 at Trade Up level, or £25,000 at Scale Up level.

What do we mean by income from trading?

Trading is providing goods or services for a payment. This might be directly related to youth sports and physical activity (for example, contracts with schools or local authorities to deliver sports activity). Or it may be other trading activity (for example, catering, events, clothing, and merchandise), which return profits which can subsidise youth sports and physical activity.

It doesn't include grants or donations, loans or equity. 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 if my income from trading does not increase?

We will work hard with you to support you to increase your trading. We want to give you the money and believe you have the potential to achieve this growth. But, if you don't increase your income from trading at all, you will still keep the initial grant and participate in the learning programme.

WHAT CAN I SPEND THE GRANT ON?

You will have a grant manager from SSE to support you with questions about your grant and how you can spend it. We will 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.

You can use your grant towards items such as:

Salaries, sessional fees and freelancer costs to support you to grow your trading income.

Developing or piloting new products or services

Marketing and publicity: e.g. developing a website to support your trading

Travel and subsistence costs, including for attending the programme

Supplementary training for yourself or others, directly relevant to your project

Other costs that you can show are relevant putting your learning into practice and developing your trading to support sports and physical activity for young people in London

We cannot fund any of the following:

Assets over £1,500 in value, including refurbishment of buildings which requires planning permission, or purchase of vehicles.

Private benefit that is not "incidental" (see FAQs) and payment of fines

Work that has taken place before the grant was awarded, including costs associated with the application or interview.

Academic qualifications and driving lessons

Campaigning or lobbying activities, activities that are exclusively religious.

Evidencing support for sports and activity for young people in London

You may want to use the funding to directly support activity for young people. Alternatively, you may want to use the funding to develop your trading activity which might not be directly impacting young people, for example, supporting your organisation to grow its catering offer.

If that is the case, you will need to demonstrate how increased trading has benefited sports and physical activity for young people in London, for example, by subsidising youth activity. We will ask you to report on how trading has benefited your work with young people during the grant programme and for up to 18 months to help us assess how strengthening your organisations benefits communities in the long term.



For example;

- If your organisation is entirely focused on sports and physical activities for young people, and the trading activity has increased your capacity and strength of your organisation overall, we may ask you to tell us about this and how your impact has changed.
- If your organisation is more generic but you have worked to increase trading through gaining contracts to deliver activities for young people in schools, we may ask you to tell us about these, how you feel that the programme helped you to secure these, and how many young people have benefited.
- If your organisation is more generic and you develop trading activity that is not directly related to sports and physical activity for young people – for example, maybe you are a football club working with adults as well as young people, and you develop an income stream from hosting weddings and events – we will ask you to restrict some or all of your trading profits from these activities to support young people, e.g. by subsidising places for young footballers, or increasing your coaching or outreach activity, for at least 18 months.

Don't worry - we won't be asking for money back if you are not successful in increasing your trading income after the initial 12 months. We want to learn how strengthening organisations long term sustainability can make a difference to young people in the long term.



ELIGIBILITY CRITERIA

1. Is your business a not-for-profit organisation including not-for-profit social enterprises?

Your organisation must be currently active, and have a constitution, set of rules or legal structure. Sole traders cannot apply.

It may be registered charity, a Community Benefit Society (CBS), a Community Amateur Sports Club (CASC) or a Community Interest Company (CIC) OR another form of company, co-operative society or unincorporated association, if it has the following clauses in its governing document:

- a) a clause which sets out social purpose or objects,
- b) a full restriction on distribution of profits, which means that any surplus is reinvested into the project or for other social purposes.
- c) an asset lock or winding up clause which means that if the organisation is wound up, its remaining assets go to a charity, CIC or other asset locked body.

2. Are you ready to grow your trading?

Your social enterprise must have been established for more than 18 months and must have an income of at least £20,000 per year (in the last or current financial year) for our Trade Up programme or £150,000 a year for our Scale Up programme. This can be any income, not necessarily trading income. It might be trading, grants, donations, or other income.

You must have clear plans to grow trading income by at least the amount of the grant within twelve months of the start of the learning programme.

We expect most applicants will have some track record of trading (as opposed to generating income through grants and donations); however, we will consider each applicant on a case-by-case basis and if you can demonstrate that you have strong plans to hit the increased trading targets we will consider awarding a place on the programme.

3. Is your social enterprise working within the sports and physical activity sector in London?

Your social enterprise must be currently actively working to increase young people's access to physical activity or sport in London or have clear and workable plans to expand into this area during the next 12 months. The entirety of your activities and beneficiaries you are focusing on and measuring increase in trading against as part of this programme must be in London.

4. How will your increased trading benefit young people's access to physical activity and sports in London?

Your trading may directly impact young people, for example, by providing more paid classes for sports, or selling services to schools.

Your trading may be indirectly related to working with young people, e.g. developing rental income, events, merchandise, catering etc. If this is the case, tell us how your profits will benefit young people's access to sports and physical activity? We will require you to monitor this.



5. How will you ensure that young people who may be disadvantaged can access sports and physical activity?

Tell us about this and how you will ensure that you are also reaching young people who are disadvantaged?

6. Are you leading the growth in trading activity and committed to learning?

You must have strategic control over the trading growth in your organisation. You will usually be the CEO, a board member or part of the senior team. You must be over 18 years old, resident and with the right to work in the UK. You must agree to attend the full learning programme, as the peer networking and group dynamic is key to the programme's success. There may be opportunities to involve other members of your team in study days addressing key topics relevant to them.

7. Do you have the right bank account?

Your social enterprise must have a UK bank account, or will have one before the grant is awarded, which must be either solely controlled by you or that requires the signatures of at least two people who are unrelated and do not live at the same address to release payments from the account.

8. Policies

- You must demonstrate a commitment to diversity and inclusion.
- You must have a current safeguarding policy in place.
- You must have appropriate health and safety policies and assessments in place
- You must have appropriate insurance in place

MAKING AN APPLICATION

You must apply online by 1pm, Tuesday 14th January 2025.

Apply via our online form:

Go! London Match. Trade. [GrowApplication form](#)

You will need to provide:

- A copy of your most recent accounts, if you have them
- Your constitution if your organisation is unincorporated

Interview – If you are shortlisted, we will invite the lead applicant for an online information session and interview in late January or early February.

Decision – We aim to make a final decision on places for the programme by the end of February and you will be informed as soon as possible. The programme begins in late March / early April 2025. See programme dates above for more details.

Support with applying

Questions: A downloadable set of application questions are available on request (golondon@sse.org.uk) but you will need to apply using the online form. There is an option to upload voice recordings for the longer text questions, if you prefer.

Online Information sessions

To find out more about the programme, help you understand the criteria and how to apply. You can book onto an Online Information Session.

Thursday 19th December at 12pm [Register Here](#)

Tuesday 7th January at 5pm [Register Here](#)

Or see the recordings uploaded after the event on [our website](#)

Helpdesk: Ask questions and get advice on completing your application.
Contact golondon@sse.org.uk

One-to-one support: If you have difficulty filling in forms because of dyslexia, language or disability, or need one-to-one advice about applying, we have a limited number of one-to-one sessions available.

Please contact golondon@sse.org.uk if you need to access these.



FAQS

1. What do you mean by young people in London?

Young people include anyone from 4 to 24 years old who live, work or study in The Greater London area.

2. What do you mean by sports and physical activity?

Sports and physical activity include sports, and physical activity such as walking, dance, yoga etc. If you are working in a sports field which is considered a dangerous sport, such as boxing or martial arts, we expect that you will have the appropriate membership in place and comply with health and safety regulations for your sport.

3. What do you mean by 'underserved communities'?

We recognise that the term 'underserved communities' is broad. We have identified this group as a primary focus due to the connection to child poverty and physical activity levels. Children and young people from less affluent families are often the least active, which negatively impacts health, wellbeing, and future opportunities.

One definition of 'low income' is a household that earns less than 60% of the median London household income. There are other factors that can indicate families or older young people are struggling to meet basic needs, such as:

- Workless households or households receiving statutory benefits
- Children and young people that would have qualified for free school meals (before the extension of free school meals)
- Food insecurity
- Children and young people in poor housing
- A lack of access to things such as education, healthcare
- Unable to access sport & physical activity due to cost barriers

The term also includes care experienced young people, and young people experiencing homelessness.

You can reference the above indicators, or deprivation or poverty statistics in your application. Please be as specific to your geographic area as possible, using tools such as London's Poverty Profile or Index of Multiple Deprivation (IMD). Please ensure you demonstrate an understanding of the issues which children and young people are facing.

4. What does at least £20,000 (or at least £150,000) income mean?

We mean all income, including grants, donations and trading income. Don't include loans or equity investments.

The income level is a guide for who might be at the right stage for this programme. We are really looking for people who are growing their trading and want to grow.

You should have had at least £20,000 income in the last financial year or secured for this financial year for the Trade Up Programme, or £150,000 for Scale Up. A budget or planned income is not enough, it should be secured.

If you have under £20,000 income, we might be able to signpost you to another activity. Feel free to ask us about this or come to one of our online Information sessions to find out more.

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

If you leave the organisation, we will consider a replacement if that is appropriate and you can show us a credible succession plan. If this is not in place, both the grant and the learning programme may be withdrawn.

6. What if I have particular needs, which may prevent me 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 agreed on an individual basis. If you have specific needs and are concerned about this, please contact golondon@sse.org.uk to discuss.

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

Previous participants 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 must let us know. We may undertake checks during the course of the application assessment.

8. Can I apply if I have already had funding from Go! London or the funding partnership (GLA, London Marathon Foundation, Sport England)?

If you have already received a grant from one of the funding partners you are eligible to apply for this programme as long as the previous Go! London grant period has come to an end. You cannot be in receipt of two Go! London Grants at the same time.

9. Can I apply if I have already been on an SSE programme?

You are welcome to apply if you have previously had training and support from SSE. However, we cannot accept applications from anyone who will be on another programme with SSE that lasts more than six months and continues beyond January 2025.

10. Can I apply if I am connected to the 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 or any of the funders of this programme or any staff, or trustees of these organisations, then please contact us before making an application.

11. What do we mean by “Private Benefit”?

As a charity we can only support work that is for the public benefit, and not for private gain. We cannot support “non-incidenta” private benefit. You can pay yourself and others a salary or fees for work you are doing for your project, as this is “incidenta”. You can also pay yourselves or others rent or fees for work undertaken for your project, as long as this is at market or below market levels.

You should not use our grant for work not connected to your project, or to pay ex-gratia payments, fines or for entertainment for individuals which should be declared for tax purposes.

12. UK Subsidy

The grant will be made under the Minimal Financial Assistance regulations of UK Subsidy regulations. Organisations are only allowed to receive up to £315k of UK Subsidy in a three-year period. This is unlikely to affect the majority of organisations, but if you are concerned, please contact us to discuss.

OTHER INFORMATION

Privacy and data protection

SSE has a Privacy Policy which is available [here](#). SSE also has a Data Protection Policy you can read [here](#).

SSE also has a Data Protection Policy you can be read [here](#).

Equal opportunities

SSE is committed to equal opportunities. We expect our staff, participants and grant recipients to comply with equal opportunities in any activities supported by SSE.

At the end of the application form we ask for you to complete an equal opportunities monitoring form about the person applying for this programme.

This will be used for statistical purposes and it will not form part of your application assessment. If you do not wish to provide the details requested, you have the option to opt out from providing this information.

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](#).



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