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**Business  
For Good**  
West Yorkshire

# Business for Good West Yorkshire Growth & Resilience programme.

## Application guidance notes.

April 2025

School for Social Entrepreneurs.



school for  
social  
entrepreneurs



tsl  
THIRD  
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LEADERS



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## Introduction

The Business for Good West Yorkshire, Growth & Resilience programme is a FREE learning programme to support you to develop new and existing skills and network with other socially minded or democratically owned businesses based in West Yorkshire.

The programme is part of the Business for Good, West Yorkshire initiative which aims to provide specialist business support to Alternative Businesses (Social enterprises, co-operatives and community businesses) across West Yorkshire. Business for Good West Yorkshire is led by TSL Kirklees and delivered by a partnership of local providers - Participate Projects, Voluntary Action Leeds, Co-op Culture and Stir to Action, Nova Wakefield, Calderdale Voluntary & Community (VAC), Community Action Bradford & District (CAB&D), supported by national organisations Co-operatives UK and School for Social Entrepreneurs.

The Growth & Resilience learning programme will be delivered by The School for Social Entrepreneurs (SSE), a national charity founded in 1997 by Sir Michael Young. SSE works with around 1000 social enterprises a year, helping leaders to start, scale and strengthen organisations that make a positive difference. Learning with SSE is inspiring, action-based and accessible – no textbooks.

The programme is funded by the UK Government through the UK Shared Prosperity Fund. <https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/uk-shared-prosperity-fund-prospectus>.



## Programme overview

The Growth & Resilience programme will work with 20 representatives of alternative businesses (co-operatives, social enterprises and community businesses) through access to a supportive learning and development programme.

We will support alternative businesses looking to grow their impact and income, engage with new markets, adopt new technology and/or processes and create and/or safeguard jobs. We will support you with strategy, finance, impact, people and marketing and you will learn from your peers and have space to reflect. The details of the programme will be finalised following a diagnostic exercise with each participant, but usually will cover:

### **Create a strategy to build and strengthen your team**

- Develop leadership, governance, and team-building strategies that promote a strong, values-driven organisational culture.
- Focus on talent development, succession planning, and employee engagement to sustain long-term growth.

### **Engage with new markets and growth opportunities**

- Support organisations in identifying and accessing new customer bases and/or partnership opportunities.
- Explore innovative business models that align with mission-driven growth.

### **Explore new technologies and processes to enhance business efficiency**

- Encourage the adoption of best practices that enhance productivity and competitiveness.
- Explore digital tools and innovative operational strategies to improve efficiency and impact.

### **Develop financial resilience & leadership skills**

- Build strategies to diversify income, manage risks, and improve financial planning.
- Strengthen leadership capabilities to navigate challenges and drive sustainable growth.

### **Build strong peer networks for collaboration and support**

- Foster connections between alternative businesses (social enterprises, co-operatives and community businesses) to encourage knowledge sharing, partnerships, and collective problem-solving.
- Create a supportive community for ongoing learning and resilience-building.



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The programme will have **20 places** and will include **8 learning days** between September 2025 and March 2026.

- 5 learning days will feature expert led learning, from leaders and professionals within the alternative business sector, who will share real-world experiences, strategies, and innovations relevant to your work.
- 3 learning days will focus on peer coaching sessions in small, facilitated groups. You will reflect on your successes and challenges, gain new perspectives from your peers and build supportive relationships.
- Networking opportunities – connect with SSE, the Business for Good West Yorkshire partnership, and other leaders in alternative business models.
- 1:1 enterprise coaching through the Business for Good, West Yorkshire Enterprise coaches (delivered by Participate working in local areas).
- Access to the SSE Community, a virtual learning environment and the gateway to your relevant course materials and additional resources.

## Who is this programme for?

The Business for Good, West Yorkshire Growth & Resilience programme will support representatives from alternative businesses who meet the following criteria:

- Your organisation is **based in West Yorkshire** (Bradford, Calderdale, Kirklees, Leeds and Wakefield).
- You have been trading for **at least 18 months** and able to demonstrate this via financial records showing an income of **at least £15,000** over the last 12 months.
- Your aim is to make your business more resilient and ensure staff numbers are maintained or increased in the next 6 months.
- You are interested in supporting the growth of your enterprise through adopting new processes/technologies or
- You are planning to explore launching new markets, services or membership this year.
- You can provide evidence of your legal structure and governance documents. You may be a co-operative society or co-operative company, registered charity, a Community Benefit Society (CBS), registered society or a Community Interest Company (CIC). We can also accept limited corporations if you have a social purpose, majority restriction on profits, and an asset lock.
- Your organisation has a social or environmental purposes and/ or is democratically controlled and owned.

We welcome applications from those who are from Black and minoritised communities, disabled people, LGBTQIA+ people and/ or those working with communities with less privilege.



## Programme dates and location

Online sessions will take place from 9:30-13:00 via Zoom supported by resources on an online platform to enable participants to access information about the programme and wider resources. Provisional delivery dates are below:

Activity	Date
Learning day 1 (online)	Thursday 4th Sept 9:30 - 13:00
Learning day 2 (online)	Peer coaching session. Each person will be assigned to one of the following groups: Group A – 9 <sup>th</sup> September Group B – 11 <sup>th</sup> September Group C – 16 <sup>th</sup> September Group D – 18 <sup>th</sup> September
Learning day 3 (online)	Thursday 9th October 9:30 - 13:00
Learning day 4 (online)	Peer coaching session. Each person will be assigned to one of the following groups: Group A – 17 <sup>th</sup> November Group B – 18 <sup>th</sup> November Group C – 19 <sup>th</sup> November Group D – 20 <sup>th</sup> November
Learning day 5 (online)	Thursday 11th December - 9:30 - 13:00
Learning day 6 (online)	Peer coaching session. Each person will be assigned to one of the following groups: Group A – 13 <sup>th</sup> January Group B – 15 <sup>th</sup> January Group C – 20 <sup>th</sup> January Group D – 22 <sup>nd</sup> January
Learning day 7 (online)	Thursday 5th Feb - 9:30 - 13:00
Learning day 8 (in-person)	Thursday 5th March

## How do I apply for the programme?

SSE will be hosting an online information session to share more about the programme on Wednesday 21<sup>st</sup> May at 10am. Please register to attend [HERE](#). If you are unable to attend, you will be able watch the recording on the [Business for Good website](#) after 21<sup>st</sup> May. Please check the Business for Good website for further information sessions.

Please use our online [application form](#) to apply for your place on the programme. The deadline for applications is **12pm on Monday 30<sup>th</sup> June**. Applications will then be assessed and the outcome will be communicated in July 2025.

As part of the application, we ask you to provide your most recent full annual accounts if available, and if you are working with children and young people and/ vulnerable adults we will expect you to provide your safeguarding policy. If possible, please also provide a copy of current income and expenditure for this financial year,



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and any useful documents about your impact, such as a case study or impact report if you have one.

**Application Questions:** A downloadable copy of the application questions can be found on the [Business for Good website](#), but you will need to apply using the online [application 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 would like to arrange some one-to-one advice about applying, please contact Vivi, Project Coordinator, [viviane.moussalli@sse.org.uk](mailto:viviane.moussalli@sse.org.uk).

## 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 this programme.

If you require reasonable adjustments, in order to take part 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.

## Frequently Asked Questions

### 1. 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 September 2025.

### 2. Can I apply if my organisation has staff or trustees that are connected to SSE or another partner connected to the Business for Good Partnership?

Please contact us before making an application to ensure that there is no conflict of interest.

### 3. Can another colleague attend in my place if I am unable to attend a session, or would benefit more from the subject matter?



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To enable the cohort to bond and build rapport with the facilitator (and each other), we expect 1 representative per organisation to attend each session. If one of the session topics is more relevant to a colleague, you are able nominate your colleague to attend in your place, however this must be agreed with the facilitator before the session takes place. All programme participants should have autonomy to implement and share learning from the programme.

#### **4. Where can I find out more information about the programme and wider offer?**

Please go to the Business for Good website: [Grow - Business for Good West Yorkshire \(bfgwy.org.uk\)](http://bfgwy.org.uk)

#### **5. What about Data protection?**

SSE 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. As part of our partnership agreement, we will share your information in order to undertake assessment of your application, statistical analysis, research and monitoring, compliance and regulatory reporting and fraud prevention with:

- our funders
- our partners or subcontractors for operational reasons
- other agencies in order to assess your application
- 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.