



power to
change

business in
community
hands



school for
social
entrepreneurs

The Community Business Trade Up Programme guidelines for applicants



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About this guidance

This guidance will help you decide whether the Community Business Trade Up programme, run by the School for Social Entrepreneurs and funded by Power to Change, is right for you. It includes information about the types of business development that the learning programme and fund is designed to support, as well as the criteria that will be used to assess applications. The guidance also provides information that will help you complete the application form.

Part one: Explores the programme criteria and will help you assess whether the Community Business Trade Up programme is right for you

Part two: Gives more information about the learning part of the programme

Part three: Explains more about the funding element of the programme.

Part four: Explains what support is available from Power to Change.

Part five: Explains how to apply and gives you a preview of the application form.

Part six: Answers some frequently asked questions.

If you require this guidance to be sent to you in large print, braille or an audio transcript, please get in touch by email

comms@powertochange.org.uk

Get in touch

You can get in touch with Power to Change's delivery partner, the School for Social Entrepreneurs, at any point during your application process for free advice and guidance.



Key contacts

Please find the key contact for the regional school you're applying to: www.the-sse.org/contact-us You can also contact the SSE central team on applications@sse.org.uk or call them on **0207 089 9120**



Keep in touch!

Sign up to Power to Change's newsletter for inspiration and other sources of support: <http://www.powertochange.org.uk/our-newsletter/>

Sign up to The School for Social Entrepreneurs' [newsletter](#) for weekly offers of support and news from other social entrepreneurs and community businesses.

Welcome

The Community Business Trade Up programme supports the growth of community businesses in England, with a focus on increasing their sales and income from trading.

The programme is funded by Power to Change, the independent trust that supports community businesses in England. It's run by the School for Social Entrepreneurs, our delivery partner, which helps 1,000 people a year develop the skills, strengths and networks they need to tackle society's biggest problems.

Community Business Trade Up provides:

- ▶ **A learning programme:** 12 days spread over nine months
- ▶ **A Match Trading™ grant** of £2,000 to £10,000, depending on how much your income from trading increases
- ▶ **Connections with a community** of people running organisations like yours

Community businesses that received the Match Trading™ grants generated £1.7m from trading over the course of the year, £0.6 million higher than their income from trading in the previous 12 months.

Using the support and networks offered through this programme, community businesses can really focus on increasing traded income, rather than constantly chasing new grants. Critically, by increasing your trading income, you will build your unrestricted funding. How this income is used to benefit your community is totally up to you!

The learning programme will run between April 2020 and December 2020. One leader from your organisation can apply to the programme. We're looking for early-stage community business leaders, who want to share and receive expert support, particularly around developing your income from trading. You'll hear from experienced community business leaders and be part of an action learning set, supporting you to focus on your business planning and strategy.

Please read through this guidance and if you believe your organisation fits our criteria, then we would welcome an application from you.



Kate Stewart
Director of Programmes,
Power to Change

Questions?

If you have queries after reading these Guidance Notes, please contact the regional SSE school you are applying to or SSE central: <https://www.the-sse.org/contact-us/>



The Trade Up programme has been a refreshing experience, spending time away ... with like-minded others. [It] has helped us to make some fantastic links with other community businesses.

Jo Bambrough, Director of Exchange Creative CIC and Community Business Trade Up graduate

Part One | Can you apply?

Criteria

We are looking for early-stage community businesses planning to grow by increasing their income from trading and sales. To be considered for the Community Business Trade Up programme, you will need to clearly evidence how you meet each of our 8 criteria below.

1. Based in England

Power to Change can only fund community businesses based in England.

2. An early-stage community business

For the Community Business Trade Up programme, we are looking to support early-stage community businesses. You can see what we mean by a community business on page 6. You must have started developing your activities and be able to provide us with financial information from April 2019 even if you were not formally constituted then.

In general, this programme is for early stage businesses, that are less than five years old, but we may also take some organisations that are over five years old, where they are making significant changes to their business plan or trading models. Please check with our partners at SSE if this is the case. Your organisation must have an organisational structure when you make your application. Sole traders cannot apply.

If your organisation is unincorporated (e.g. a Trust or an Unincorporated Association), we will require you to work towards incorporation during the programme. If your organisation is hosted or owned by a larger organisation, it must show that

it fulfils the definition of community business in its own right and that its leaders have a significant amount of strategic control.

Your community business may be a:

- ▶ Charitable Incorporated Organisation
- ▶ Community Benefit Society
- ▶ Community Interest Company Limited by Guarantee
- ▶ Community Interest Company Limited by Shares
- ▶ Company Limited by Guarantee
- ▶ Company Limited by Shares
- ▶ Co-operative Society
- ▶ Charitable Trust
- ▶ Charitable Unincorporated Association

3. Planning to grow

Your community business must have strong and realistic plans for growth over the next year. We would expect you to have realistic plans to increase your income from trading by at least £10,000 from April 2020 to March 2021 (see what we mean by "income from trading" on pg 10).

4. Charitable purpose

Your community business must not be purely for commercial purposes. It must have a charitable purpose at its heart. Power to Change will fund the following charitable purposes:

- ▶ the prevention or relief of poverty
- ▶ the advancement of education
- ▶ the advancement of health or the saving of lives
- ▶ the advancement of citizenship or community development
- ▶ the advancement of the arts, culture, heritage or science
- ▶ the advancement of environmental protection or improvement
- ▶ the relief of those in need because of youth, age, ill-health, disability, financial hardship or other disadvantage
- ▶ the relief of unemployment
- ▶ the promotion of urban and rural regeneration (subheading under citizenship or community development)
- ▶ the promotion of social inclusion (subheading under relief of poverty)

Find more information at www.gov.uk/government/publications/charitable-purposes/charitable-purposes.

We cannot support activities that promote the advancement of religion or that are party political in nature. This does not prevent faith groups from applying for a community business which has a charitable purpose other than the advancement of religion.

Part One | Can you apply?

Criteria

5. For public benefit

The activities of a community business must benefit not only its members, but members of the wider community. Any private benefit must be “incidental”. This means that the private benefit is a necessary result or by-product of the organisation’s activities and not an end in itself.

For example, your organisation may pay staff and directors at a reasonable rate for the work they do for the organisation - but would not pay them an extra amount (through a dividend or an above market salary, for example) which is not necessary to enable the organisation to carry out its activity.



There may be times that your organisation does make payments or provide benefits for individual members through a co-operative structure, a community share scheme or through another type of share structure. This may be acceptable if it is

part of providing community benefit, but we will discuss this with you and we may need to set special conditions to ensure that the is used in accordance with charitable purposes.

6. Working towards Power to Change's social impact goals

Your organisation must have social impact at its heart. By this we mean that it must be set up with the intention of making a difference locally through at least one of the following social impact goals:

- ▶ Reducing social isolation
- ▶ Improving health and wellbeing
- ▶ Increasing employability
- ▶ Creating better access to basic services
- ▶ Improving the local environment
- ▶ Enabling greater community cohesion
- ▶ Fostering greater community pride and empowerment

You can find out more about our definition of a community business and social impact goals on the [Power to Change website](#).

7. Committed to learning

The organisation must be committed to the programme. The lead student (one of the leaders of your organisation) must be prepared to attend each day of the programme. The lead student



should attend at least 80% of the course sessions. A second person from the community business can also attend the learning programme sessions.

8. Minimum age and working rights

- ▶ All organisation leaders taking part in the programme must have the right to work in the UK.
- ▶ All organisation leaders attending the programme should be aged 16 or over by November 2019.

Part One | Can you apply?

The four key features of a community business

To apply to the programme, your organisation must fit Power to Change's definition of a community business and meet the key features of one as below.

Locally rooted

Your organisation must be rooted in a particular geographical place e.g. a neighbourhood, a ward, a village or a subsection of a city. Your work should build on the strengths and assets within that place to address common social issues and challenges and bring benefits to your local community. This is your geographical area of benefit. (This does not have to be defined in your constitution but must be at the heart of your organisation).

Your community business may choose to conduct its trading activities across a broader area than its local community in order to create a sustainable business model and to bring greater benefit to its local community. This is your geographical area of trading.

A majority of stakeholders, such as board members, staff, volunteers or members should come from that local area, or you should be actively working towards this.

Find out more about how a community group came together to save [Hilsea Lido](#) from being demolished, and how the support of the Community Business Trade Up programme helped them increase the profits and grow the business more quickly.

Accountable to the local community

You must actively involve the local community in shaping the direction of your organisation.

You should be building an ongoing two-way relationship with your local community. You should have already taken some steps to consult local people about your activities (for example, a local survey, or having meetings / AGMs). You should also have plans to communicate back to them e.g. via newsletter or social media. If you haven't done so already, you should be committed to putting in place structures that allow the local community to have a genuine say in how the business is run, such as through regular consultation sessions, membership or ownership.

A majority of the current board or management committee should be from the local community or area or you should be actively working towards this.

Find out how [Hulme Community Garden Centre](#) are accountable to their local community through a membership scheme, and how the Community Business Trade Up programme helped them identify how best to grow their business and double their profits.

Trading for the benefit of the community

You should have realistic plans for developing or increasing your trading over 2020-21 and beyond. You should have done something to test these ideas out, for example, you may have already started trading or be running a pilot.

The intention must be that the profits should be distributed locally and used to deliver local benefit. However, you may pay salaries or expenses to staff, directors and volunteers where this is directly related to the services they are providing. Community share schemes and local co-operative structures are allowed. Other private benefit must be incidental.



Find out how support from the Community Business Trade Up programme helped [Do Little Solutions](#), a community event company training young people, to increase their capacity to do more events and social good.

Broad community impact



You engage with a variety of different groups in your community and deliver impact against a range of different community needs.

The business should be operating to benefit your local community, rather than a community of interest. The services and products should respond to community needs e.g. you will be ineligible if your organisation only works with homeless people, or only with young people, without benefits to the wider community.

Find out how [FortyHall Vineyard](#) uses therapeutic gardening to benefit all sorts of people from the local area. And how support from the Community Business Trade Up programme enabled them to set up an online shop.

Part Two | The learning programme

How does it work?

The learning programme will run for 12 days between April 2020 and December 2020. Learning days usually fall in one or two-day blocks, about a month apart.

The programme will include eight study sessions, and four individual days for action learning sets (more info below). The programme will cover themes, support and skills areas that growing community businesses need to develop. These are likely to include sessions such as:

- ▶ Product development and pricing
- ▶ Marketing, branding and sales
- ▶ Building a diverse and sustainable income mix
- ▶ Social investment
- ▶ Winning contracts
- ▶ Negotiation and pitching
- ▶ Developing a realistic and useful business plan
- ▶ Social impact – measurement and evaluation
- ▶ Building community engagement and accountability
- ▶ Building a staff and volunteer team
- ▶ Leadership and management
- ▶ Confidence and resilience
- ▶ Financial management (budgeting, financial accounting, management accounting, cashflow)
- ▶ Legal and tax requirements

We will, however, tailor the programme to meet the specific needs of the group.

The programme will be structured in a similar way to SSE's existing programmes, including:

- ▶ **Witness sessions** - Entrepreneurs share their experiences and the secrets of their success. You will be able to listen, learn and ask questions, to help you examine and find meaning for your own community business.
- ▶ **Expert sessions** - Our experts will help you to improve your abilities in areas such as product development, financial management, marketing, sales, business planning and strategy, managing people, attracting income 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 encountered in running your community business. Here's a [video](#) that explains action learning.
- ▶ **Peer support** - You will bring your skills and experience to the group, and learn from the skills and experience of the other members. The networking and group support will help you develop your business planning and will give you peer contacts you can continue to share experience and learning with beyond this programme.



Coming away from the learning blocks, I feel more confident in the ideas I have. Part of that is down to being able to talk through those ideas, but also just being given that time and space to actually indulge in them. It's easy in community businesses to try and do everything, but you don't have time to breathe.

Krysia Williams, Bristol Bike Project and Community Business Trade Up graduate



Part Two | The learning programme

Is it right for you?

We recognise that often many people are involved in leading a community business. The programme works best when people attending share ideas and experiences, build trust and work together on problems they are facing. Building peer support is part of what makes the leadership programme work well.

We are therefore looking for one lead person from the community business to attend the interview and each session of the learning programme. This person will be one of the leaders of the community business. This usually means someone who holds the vision for their organisation and is passionate about the ideas behind it. They will be the drivers of change and have some strategic influence. Usually they are board members, trustees or managers of the organisation.

They will also be able to bring a second person from their community business to the learning programme. Arrangements for this can be made in agreement with their SSE school.

Overall, the lead student will be expected to attend at least 80% of the sessions to be eligible to draw down the maximum funding of £10,000.

Where will the learning programme be held?

We will be running eight Community Business Trade Up courses at locations across England:

- ▶ Cornwall
- ▶ Dartington in Devon
- ▶ Hampshire – Winchester
- ▶ Liverpool
- ▶ London (two cohorts)
- ▶ Midlands
- ▶ York

You must indicate your first choice of location during the application process on the website.

What is the time commitment?

The learning programme is delivered in blocks. The course consists of 12 training days, delivered over nine months. These will usually include four blocks of two days, plus four single days of action learning sets.

Some schools may offer online action learning sets so you may not have to travel. Delivery dates will vary depending on the delivery location. Once you have completed the programme, you will join the School for Social Entrepreneurs alumni network, to stay in contact with your peers and access regular updates and further support opportunities. You will also be invited to Power to Change's events to meet other community businesses and grow the community business movement.



There were 10 of us in the cohort, all in similar roles in our respective organisations and we were really able to build bonds, talk in confidence and get away from the day to day stress that our roles can bring. We were encountering similar issues and challenges but we were learning together the best ways to overcome them.

Robert Bruce, The Dorothy Parkes Centre, Community Business Trade Up graduate



Part Three | The Match Trading™ grant

How does Match Trading™ work?



We want to invest in you and your ability to grow your community business. And we also want to incentivise your increased trading. We do this by “matching” your Match Trading™ grant to your increased income from trading over a period of 12 months. If successful, you will draw down your funding in instalments over the 12 months.

Our intention is that you will be able to use the grant as flexibly as you need to, to support the growth of your community business. In our previous programmes, funding has been used for salary costs, marketing costs, equipment, running costs and much more.

We are flexible and you can change the use of your funding as your business develops. You won't be required to define exactly how you will spend it at the beginning, though we do have some limits on this and may need to include some conditions. You will be able to change how you spend it, in agreement with us, as you go along.

However, there are two important things about Match Trading™ grants, which you need to know.

- ▶ Power to Change funding can only be used for **charitable purposes for public benefit**
- ▶ The Match Trading™ grant is “matched” to an **increase in your income from trading.**

What does it mean that the funding must support charitable purposes?

It does not mean that your organisation must be a charity, but that the activities we are supporting with Power to Change funding must have a charitable purpose, rather than just a commercial purpose. We will discuss this further with you if we feel that this may be a problem for your organisation. If in doubt, please talk to us.

How does Match Trading™ work?

We will set aside £10,000 of funding for your community business, of which you will receive £2,000 when you start the programme. You will then be able to claim the rest of the money in instalments at the end of each quarter over a period of 12 months.

Your claim will be dependent on you showing us that you have increased your trading income, compared to the previous year. The amount will be matched pound-for-pound based on increased trading, up to a maximum of £10,000 over the year. You will be able to use the money to develop your community business as agreed with us.

For example:

- ▶ If you had £30,000 of income from trading April 2019 - March 2020, and this increases to £35,000 in April 2020 - March 2021 – we will give your organisation an additional £5,000 to spend on your community business.
- ▶ If you had £5,000 of income from trading April 2019 - March 2020 and this increases to £22,000 in April 2020 - March 2021 – we will give your organisation an additional £10,000 to spend on your community business.



Having targets on the programme helped set our own targets. It motivated us to trade. Once we started following through we could see the benefits directly and it became a no brainer not to do it.

Marten Payne, Go Geronimo CIC, and Community Business Trade Up graduate

Part Three | The Match Trading™ grant

Income from trading

For the purposes of the Community Business Trade Up programme, we define trading as 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 the Lottery or 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.

How can you draw the funding down?

You will be able to request the funds on a quarterly basis, by demonstrating that your income from trading has increased compared to the previous year, and completing other requirements, including for example, attendance and regular online surveys. We will agree with you how you will spend the funding as you claim it, as this will probably change over the year.

What if your 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 we believe that you have the potential to achieve this growth.

If your income increases by less than £10,000 (say £7,000), we will match that increase.

But if you don't increase your income from trading at all, you will still receive the £2,000 paid in advance and you can still participate and graduate from the course.



I like that the Match Trading grant is empowering and enabling. You don't feel beholden. If you don't step up your trading you don't get the money. The Match Trading money also has given us a cushion. We have managed to do so much more. We now have a bigger van and we are a month ahead on rent. We now have proper signage. It has upped awareness about us and enabled us to reach more sales.

Danny Dawes, Grandads Front Room and Community Business Trade Up graduate

Part Three | The Match Trading™ grant

What can you spend the funding on?

You can use your Match Trading grant flexibly to support your learning about trading by developing your community business.

You don't have to decide now, and you can change your mind during the programme.

For example, you might:

- ▶ Develop a new product line
- ▶ Buy in stock to improve your trading
- ▶ Offer your activities at a reduced cost, as a "loss leader"
- ▶ Support marketing or update your website
- ▶ Improve a facility to increase rental income
- ▶ Cover your salary while you attend training or develop your trading or sales strategy
- ▶ Cover your travel and subsistence costs to allow you to attend training
- ▶ Cover the costs of someone else's salary, so you have time to attend training and work on, instead of in, your community business.

You cannot use your funding for

- ▶ Activity or training not directly related to your community business
- ▶ Costs for activities or products already incurred
- ▶ Academic courses
- ▶ Your own childcare or caring costs or personal benefits
- ▶ Paying dividends or bonuses
- ▶ Any retrospective payments

If you want to spend your award on vehicles, buildings or refurbishment, or large items of

equipment (over £1000), please check with us first. Costs should be value for money, meaning that you should have checked prices to ensure that you are receiving best value for money.

For applicants who wish to use their Match Trading grant to develop future plans to acquire or refurbish buildings, we'd expect this planning to include consideration for disabled access. For further information see [Power to Change's Guide 'Making your community business more accessible and inclusive for people with disabilities.'](#)

Community Business Trade Up graduates so far

Here are some of the community businesses that have benefited from the programme. Click on the links to read the case studies.

- ▶ [Aspire Ryde](#), Isle of Wight
- ▶ [Bee Urban](#), London
- ▶ [Bee Wirral](#), Birkenhead
- ▶ [Black Sheep Collective CIC](#), Milton Keynes
- ▶ [Bristol Bike Project](#), Bristol
- ▶ [Buzz Lockleaze](#), Bristol
- ▶ [Do Little Solutions CIC](#), Tower Hamlets, London
- ▶ [Forty Hall Community vineyard](#), London
- ▶ [Friends of Hardie Park](#), Thurrock, Essex
- ▶ [Go Geronimo](#), Lowestoft
- ▶ [Grandad's Front Room](#), Bognor Regis
- ▶ [Green Elephant Cooperative](#), Lancaster
- ▶ [Hill Station Community Café](#), London
- ▶ [Hilsea Lido](#), Portsmouth
- ▶ [Hour Community](#), Framlingham, Suffolk



- ▶ [Hulme Community Garden Centre](#)
- ▶ [LALGRA](#), London
- ▶ [Lordship Ecohub Co-operative](#), London
- ▶ [Newcastle Wood Recycling CIC](#), Newcastle
- ▶ [Proper Job](#), Dartmoor
- ▶ [Riverside House](#), Stourbridge
- ▶ [Sensoriel CIC](#), Wigan
- ▶ [Southport Contemporary Arts](#), Southport
- ▶ [Space at Hare Hill House](#), Mooredend Development Trust, Rochdale
- ▶ [Scotswood Natural Community Garden](#)
- ▶ [Stanley Events](#), Durham
- ▶ [Stoneham Bakehouse CIC](#), Hove
- ▶ [The Dorothy Parkes Centre](#), West Midlands
- ▶ [The Exchange Creative Community CIC](#), Morecombe
- ▶ [The London Bike Kitchen](#), London
- ▶ [Toast Love Coffee](#), Leeds
- ▶ [Tunza's Pride](#), St Helen's Merseyside
- ▶ [Wylde Coyotes Afterschool Club CIC](#), Wiltshire

Part Four | Support from Power to Change

Additional support from Power to Change

We want to make it easier for community businesses not just to survive, but to thrive.

To help, successful applicants will get access to:

Free access to Twine, our business insights platform

Created by Power to Change, Twine is being offered free to Community Businesses. Twine is designed to be both simple and powerful; it aims to make time-consuming data gathering faster and easier. It will enable you to capture:

- ▶ **Volunteering data:** what are they doing, when, for how long, and demographic data.
- ▶ **Visitor data:** why they are visiting and demographic data.
- ▶ **A data dashboard** that presents all your data in tables and automatic charts.
- ▶ **Ongoing user-led development.** Have a bright idea? Get in touch!

The Twine package including support and training, is free of charge. The data gathered is used by Power to Change to help us understand more about community businesses nationally which helps us make the case for community business. Twine will also help you to capture data easily. [Find out more.](#)

Power Up! events

All Power to Change investees are invited to our Power Up! events. There you'll find out how to

maximise your relationship with Power to Change, and build connections with other community businesses across England.

Resources and advice

The Power to Change website has a host of [free resources](#) for growing your community business. Our sector experts regularly give valuable insight and advice via our [blog](#). Check out the [MyCommunity](#) website for other funding and support from across the sector.

Policy and research

5% of Power to Change's endowment funds our Research Institute to help us make the case for community business. We commission high quality research, promote rigorous analysis and stimulate debate in order to shape both policy and practice. We often look to our investees for examples of good practice.

Every year we research:

- ▶ The [annual state of the community business market](#) to understand which sectors are growing, and how they compare to traditional SMEs and charities.
- ▶ Our [annual survey](#) to understand what we are doing well, what we could do better and the impact our programmes are having.

We've also published research on asset transfers, the future of localism, libraries, the social value act, accountability and success guides to room hire, community cafes and lettings. You can browse all our research [here](#).

Events, media and podcast

Power to Change tells the story of community business regionally and nationally, in the press, online and at events. As an investee, we will offer you opportunities to be interviewed or speak at events to inspire others.

We also have a monthly podcast, [The Community Business Fix](#), and regularly feature our investees.



There are over 8,000 community businesses in England and lots of ways to connect and learn from other community business leaders:

- ▶ Find community businesses near yours by checking [our interactive map](#)
- ▶ Join the [Community Business Network](#) on Facebook
- ▶ Follow [@peoplesbiz](#) on Twitter
- ▶ [Sign up to the Power to Change newsletter](#) to receive details about events, training and funding opportunities
- ▶ [Join a peer network](#) to meet organisations like yours.
- ▶ Take part in [Community Business Weekend](#), a national open-doors celebration which will take place 14-17 May in 2020.

Part Four | Support from Power to Change

Other Power to Change support

Power to Change has other funding and support programmes to help develop community business.

Community Business Bright Ideas Fund

The [Community Business Bright Ideas Fund](#) is a support programme for community groups or organisations at an early stage of development, who want to become community businesses and want to have a local, social impact. Successful applicants initially receive one-to-one business support from an advisor appointed by Locality, and then may have the opportunity to apply for a small award. [Sign up to our newsletter](#) to find out when the programme re-opens.

More than a Pub

The [More than a Pub](#) programme aims to bring pubs into community ownership and develop their role as centres of community which provide services for local people. The programme offers specialist business advice, feasibility funding and a large non-repayable investment/loan package for groups wishing to buy their pub. Over 40 pubs had been brought into community ownership with support from the programme in April 2019. The programme is currently open for applications and is due to close at the end of Sept 2020.

Homes in Community Hands

The [Homes in Community Hands](#) programme supports communities to develop their own housing solutions to deliver affordable homes for local people. Revenue awards averaging

£50,000 are available for community groups in the early stages of their community-led housing development to support feasibility and pre-development work. Funds will be mostly focused in Leeds City Region, Liverpool City Region, Tees Valley City Region, West of England and West Midlands. Funds will also be available to genuinely innovative community led housing proposals anywhere in England. It is open for applications.



Community Shares Booster Programme

The £1.6 million [Community Shares Booster Programme](#) matches the investment raised by community businesses through community share issues. It offers up to £100,000 in matched equity investment and a possible £10,000 business development support investment to get share offers ready. The programme is delivered by the Community Shares Unit and is open for applications.

Community Business Fund

Aimed at helping existing community businesses become more sustainable, the [Community Business Fund](#) offers non-repayable investments of between £50,000 and £300,000. The next application window opens in September 2019. [Sign up to our newsletter](#) to find out about future rounds.

Next Generation Community Energy programme

The [Next Generation Community Energy Programme](#) supports the development of new and innovative community energy projects and business models, with a package of targeted funding and support.



Part Five | Application process

How to apply and timeline

To apply please submit your application form by 1pm Wednesday 27 November 2019 at: <https://www.the-sse.org/courses/community-business/>

You can find a preview of the application form in the following pages, and answers to frequently asked questions in part 6 of this guidance. If you have any other queries, please contact applications@sse.org.uk



Application - If you decide to apply, you will need to submit a full online application, together with a copy of your accounts, financial information, your governing document and other supporting information.

Decision - The deadline for the application is 1pm, Wednesday 27 November 2019. We will be reviewing the applications from December and you will hear from us at the beginning of January to confirm whether you made it to the interview.

Interview - Interviews will take place at the end of January 2020. Most interviews will take place in the week of 27-31 January 2020. If you are unavailable on those dates, please let us know and we will try to make alternative arrangements. The interviews normally include an information session which will give you a chance to meet some of the other community businesses that are applying, as well as an informal interview with one or more of our staff.

Award - The assessment panels will take place in mid March 2020 (you will not need to attend these). We aim to make a final decision, confirm places for the programme and inform you of the outcome by the end of March 2020.

Part Five | Application process

Application form preview

Below is a preview of the questions we will ask you in the application form so you can prepare before applying.

Section 1 - Checklist

Please confirm that:

You

- ▶ You will be the lead student from the organisation and you will commit to attending at least 80% of the learning programme.
- ▶ You are at least the age of 16 by November 2019.
- ▶ You have the legal right to work in the UK.

Your organisation

- ▶ Your organisation is based in England and the majority of your beneficiaries are in England. (Only community businesses working mainly in England are eligible for this programme).
- ▶ The community business or the organisation that would receive the funding (if the community business is hosted) has agreed to your making this application.
- ▶ The activities that Power to Change would support have a charitable purpose, rather than purely a commercial purpose. (See the guidance document section on charitable purpose. Note this does not mean that your organisation must be a charity, but it must have a charitable purpose at its heart).

Section 2 - About you

- ▶ Your full name
- ▶ Your preferred name (if different from the above)
- ▶ Your date of birth (for ID purposes)
- ▶ Name of the community business
- ▶ Your role in the community business
- ▶ Your preferred phone number for contact regarding this application
- ▶ An alternative phone number, if applicable
- ▶ Your email address
- ▶ Support needs: If you have a disability, caring responsibilities or other issues that may affect your ability to participate, please let us know.
- ▶ The programme will be delivered throughout England. Please choose your preferred location.

Previous applications and connections

- ▶ Have you or anyone else from your organisation previously applied for or attended any other SSE programmes?
- ▶ Has your community business previously applied for any Power to Change funding or programmes? If you answered yes, please give details of the name of the funding / programme and whether you were successful
- ▶ Are you connected (financially or by family) to anyone who is employed by or is a director of SSE or any of its host organisations or to Power

to Change? If yes please give details of person's name, organisation's name and nature of the relationship.

Section 3 - Organisation details

If your community is hosted or controlled by another organisation, please give details.

- ▶ Please provide your community business' details below. If you are running an organisation hosted by a larger organisation, please provide details of the host organisation.
 - ▶ Legal name
 - ▶ Any other names your organisation uses
 - ▶ Legal structure
 - ▶ Address
 - ▶ Website
 - ▶ Social media e.g. Facebook, Twitter
 - ▶ Company name (if applicable)
 - ▶ Charity number (if applicable)
 - ▶ Other registrations (if any)
 - ▶ What date was your organisation established?
 - ▶ Organisation phone number
 - ▶ Organisation email

Part Five | Application process

Application form preview (continued)

Section 4 - Key people in your community business

- ▶ Please list the details of your governing body (i.e. Board of Directors, Board of Trustees, Management or Executive Committee) and the CEO or Manager of the organisation.
 - ▶ Name
 - ▶ Any previous names
 - ▶ Role in community business
 - ▶ Are they local? (Do they live in the area served by your community business?)
 - ▶ Are they related to other trustees or staff? (If so, please provide details, e.g. "Sister of CEO"; "Business partner of chair")

Section 5 - About your community business

- ▶ Please give a brief history of your community business. How and why was it set up?
- ▶ What is your community business' social purpose?
- ▶ What does the community business currently do?
- ▶ We are interested in finding out how many people are engaged with your organisation overall and how many of those are from your local community:
 - ▶ Number of staff employed
 - ▶ How many of these staff are from the local community?
 - ▶ Number of volunteers
 - ▶ How many of these volunteers are from the

local community?

- ▶ Number of beneficiaries per year (approx)
- ▶ How many of these beneficiaries are from the local community? (approx)
- ▶ Tell us anything else about the people who are engaged with your organisation
- ▶ Does your community business own an asset such as land or a building?
- ▶ To help us with our monitoring, please choose one sector that best describes your community business.

Section 6 - Your local area

- ▶ What specific geographic area does your community business work in (e.g. name of the village(s), town(s), region(s) etc.
- ▶ Tell us about that area and the needs of the people there.
- ▶ Please provide up to three postcode(s) that are representative of the areas that you work in (full postcodes if possible). This might be venues that you use, or postcodes that represent areas in your community.

Section 7 - Your beneficiaries

- ▶ Who are the people you are trying to help?
 - ▶ Black, Asian and minority ethnic people
 - ▶ Children and young people
 - ▶ No specific group (i.e. open to all)
 - ▶ People living in poverty
 - ▶ People with a disability (learning)

- ▶ People with a disability (physical)
- ▶ People with long-term health conditions
- ▶ Ex-offenders
- ▶ Homeless people
- ▶ Other
- ▶ What are their needs, why are they not being met elsewhere and why is your organisation well placed to meet these needs?
- ▶ If your community business is working with a specific group, e.g. people with disabilities, do other people in the local area benefit from your work?

Section 8 - Involving your local community

- ▶ Tell us about the people involved in your organisation's governance:
 - ▶ Trustees or directors (unpaid)
 - ▶ Number of which are from the local community
 - ▶ Trustees or directors (paid)
 - ▶ Number of which are from the local community
 - ▶ Member shareholders (e.g. members who have purchased community shares)
 - ▶ Number of which are from the local community
 - ▶ Members who aren't trustees or directors or shareholders (e.g. society or charity members)
 - ▶ Number of which are from the local community
 - ▶ Investor (e.g. people who have financially invested in your organisation and are not members)
 - ▶ Number of which are from the local community

Part Five | Application process

Application form preview (continued)

- ▶ How have local people been involved in your community business to date i.e. consulted, involved in managing the community business, making decisions, developing activities and shaping your organisation?
- ▶ What plans do you have for developing how local people are involved in your community business?

Section 9 - Your social impact

- ▶ Please provide details which demonstrate the impact your community business has had. (You can upload documents with your application to answer this question, if you prefer.)
- ▶ How does your community business contribute to one or more of the Power to Change social impact goals, listed below:
 - ▶ Reducing social isolation
 - ▶ Improving health and wellbeing
 - ▶ Increasing employability
 - ▶ Creating better access to basic services
 - ▶ Improving the local environment
 - ▶ Enabling greater community cohesion
 - ▶ Fostering greater community pride and empowerment

Please identify the primary and secondary impact goals which fit most closely with your community business.

Section 10 - Equal opportunities and diversity

Please refer to [Power to Change's Guide 'Making your community business more accessible and inclusive for people with disabilities'](#).

- ▶ How does your community business encourage equality of opportunity for everyone in your local community to engage with your community business? Please refer to Power to Change's Guide 'Making your community business more accessible and inclusive for people with disabilities': <https://www.powertochange.org.uk/wp-content/uploads/2019/02/PtC-Disability-Guidance.pdf>
- ▶ How will you work to include groups which may, in the absence of such effort, be excluded from participation in your work, for example, disabled people or those who experience other forms of disadvantage?
- ▶ If your community business has an equality and diversity policy, how does this influence the day to day work of your business?

Section 11 - About your plans for growth

- ▶ How will you be increasing your income from trading? Tell us about new activities, plans to increase sales, develop new products, take on new contracts etc.
- ▶ How do you know there is a need or demand for this new work? How have you tested the

market?

- ▶ What do you need to do to make these plans a success?

Section 12 - Your financial track record

Please provide a copy of your community business' most recent full accounts (not abbreviated accounts).

- ▶ If you do not have finalised accounts yet, please provide management accounts for the period from April 2019 at least.
- ▶ If you are running an organisation that is part of a larger host organisation, please provide a copy of both the host organisation's accounts, and a breakdown of your organisation's income and expenditure for the last financial year.
- ▶ If there is anything unusual in your accounts, including significant debts or unusual entries, please explain these (if not explained in the accounts).

For the last financial year please provide (attach as separate file if easier):

- ▶ Your community business' turnover (income)
- ▶ A breakdown of income sources e.g. grants, sales of products, contracts etc.
- ▶ Net profit or loss
- ▶ Net assets (reserves) at the end of the year
- ▶ Does your community business have any assets, such a property or intellectual property?

Part Five | Application process

Application form preview (continued)

For the current financial year (attach as separate file if easier). If you do not have details for this year yet, please provide estimates and indicate this:

- ▶ Your community business turnover (income)
- ▶ A breakdown of income sources e.g. grants, sales of products, contracts etc.
- ▶ Net profit or loss
- ▶ Net assets (reserves) at the end of the year
- ▶ Does your community business have any assets, such a property or intellectual property?

▶ **Section 13 - Your budget**

Please provide details of your community business' financial plans for the next year (until March 2021). Attach as a separate file if that is easier.

- ▶ Estimated income and expenditure projections for the next year (at least until March 2021), showing anticipated sources of income and anticipated costs.
- ▶ Any information that will help us to understand how you have calculated your figures and know what your forecasts are based on.

Outline any grants or contracts that you have bid for, or plan to bid for, what these are for and at what stage these are at, and any sales predictions.

Section 14 - The Match Trading grant

Please provide a draft budget of how you would use the (up to) £10,000 funding on offer. This is flexible, so if you are not sure yet, that is fine. Please read the guidance notes regarding what you can apply for.

Section 15 - About private benefit

Do you:

- ▶ Pay any dividends (payments to shareholders)?
- ▶ Pay rent to people who are on or have a close connection to anyone on your board or committee?
- ▶ Pay anything more than out of pocket expenses for volunteers and voluntary board members?
- ▶ Pay salaries to members of the board?
- ▶ Pay interest on loans to members of the community business?

Section 16 - Safeguarding

- ▶ Do you provide services for children under the age of 18?
- ▶ Do you work with adults who are in a vulnerable situation (e.g. providing counselling, health and care or financial services to adults)?
- ▶ If so, do you have a safeguarding procedure in place and do relevant staff and volunteers have DBS checks that are required by law? Don't send your safeguarding policy now, but we will ask for evidence of this before a grant is paid and that your safeguarding policy is in line with the Charity Commission's guidance on safeguarding: <https://www.gov.uk/guidance/safeguarding-duties-for-charity-trustees>.

Section 17 - State Aid

State Aid is EU legislation which may affect you if you are trading outside your local area. If you are, this is fine, but we may need to do some further checks before we pay your award. This is highly

unlikely to affect your funding or ability to come on the programme, but if in doubt, please ask us.

- ▶ Do you do any trade outside your local area? This may include providing services or selling in markets outside your local area or selling online. If yes, please provide details.

Section 18 - The learning programme

- ▶ Why do you want to take part in the learning programme?
- ▶ How will the learning programme make a difference to you and to your community business?

When you submit your application online you will also be asked to upload:

1. Your most recent annual accounts, if available (full accounts, not abbreviated; draft accounts are acceptable if final accounts not yet available).
2. Your income and expenditure for the current financial year, and budget for the next year.
3. Your governing document (e.g. constitution / articles / partnership agreement / rules).
4. Any other documents that are needed to support your application.

Part Six | Frequently asked questions

This section answers some of the most frequently asked questions. If you have additional questions about the programme, please contact applications@sse.org.uk

Can I apply if I already have a Power to Change award or if I am currently on an SSE Programme?

You can still apply if:

- You have a pending application to a Power to Change programme or have previously not been successful. Please let us know about these. We may discuss this with you during the process.
- You have previously had or currently have a award from Power to Change.
- You have attended previous SSE programmes.
- You have applied to SSE before and were unsuccessful.

Do not apply if:

- Your organisation, or someone from your organisation will be receiving a **grant from SSE** towards the work of your organisation between April 2020 and March 2021.

Will this funding fall under State Aid regulations?

State Aid relates to certain EU regulations around competition, which Power to Change must abide by. Unlawful State Aid will have to be repaid. Our application process will help us identify the State Aid position of your application. We recommend that you take independent advice on this matter.

If you have not heard about State Aid before, this is not likely to be a problem for you. If you have had significant amounts of State Aid funding in the last three years or you are concerned about this for other reasons, please feel free to talk to us.

Will we need to open a new bank account?

Your organisation must have a UK bank account and this must be “dual authority” – i.e. at least two people have to sign cheques to release payments. You may decide to open a new bank account for this award, but we will not normally require this.

What if we are prevented from fully taking part in the programme by barriers such as childcare, the cost of travel, or disability?

Please talk to us about this. There is a separate small fund held by the SSE to enable students who have particular needs such as support with childcare, travel costs, or other issues to access the programme. We are keen to enable people with

disabilities and other access issues, to come to our programmes. This will be negotiated individually with participants. If you do have specific needs and are concerned about this, please contact us to discuss.

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

Vulnerable adults means anyone in vulnerable situations including people who are receiving 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 organisation 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 funding from Power to Change, 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. Your safeguarding policy should be in line with the Charity Commission’s guidance on safeguarding: <https://www.gov.uk/guidance/safeguarding-duties-for-charity-trustees>

Part Six | Frequently asked questions (continued)

What if I am a sole trader or self-employed?

Your organisation must have a formal constitution or governing document, which sets out the purpose of the organisation, its membership rules, how profits are distributed etc. If you are operating the community business as a sole trader, then you need to establish a formal organisation before you can apply to the programme.

Can I apply if our community business is controlled by a public sector organisation or is a franchise?

Your community business may have been set up with support from a local authority or public sector organisation, but it must not be controlled by it. It must be fully independent. We also do not usually accept applications where the organisation is a franchise of another organisation, and pays for the use of that organisation's branding and training etc, under a franchise contract. We would expect you to receive the support you need from your parent organisation.

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 appropriate for your activities.

You must also ensure that your organisation is acting within the law and that it has any 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 to put equal opportunities procedures in place once your community business has started. We can advise you about this.

If the funding 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 funding, we expect jobs to 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 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 organisation, including working with children, young people or adults who are vulnerable, you must let us know, as we may undertake checks during the course of the application assessment.

Can we apply if our organisation has people that are connected to SSE or to Power to Change?

In general, we cannot accept applications from organisations run by people who work for or are trustees of SSE, any of its host organisations, or to Power to Change. We also usually cannot accept applications from people who are closely connected to staff or trustees. This includes people with a financial or close family connection to staff or trustees. It may depend on how close these connections are, so if you are unsure, please contact us.

What about data protection?

The School for Social Entrepreneurs ("SSE") and Power to Change are committed to protecting your personal information and acting in line with your rights under data protection laws and will treat all data in accordance with [SSE's Data Protection Policy](#) and [Power to Change's data protection policy](#).

Part Six | Frequently asked questions (continued)

To process your application, SSE and Power to Change 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 to:

- process your application and manage the selection process for this programme,
- conduct due diligence on you and your organisation
- contact you about your application for this programme by phone or email

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

- managing your participation in the Programme
- sharing and promoting your story and the story of your community business
- other lawful reasons

We may share your information with our funders and partners, for reporting and impact measurement of the programme. They will also only use your information for the reasons 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>

What about equal opportunities?

The School for Social Entrepreneurs is committed



to equal opportunities. We expect our staff, agents and the participants in our programmes and investment recipients to comply with equal opportunities in any activities supported by SSE. Power to Change is committed to the advancement of equality, diversity and inclusion. It seeks to be a genuinely inclusive organisation by advancing equality and diversity through its policies and practices. We encourage and welcome applications from community businesses from all backgrounds, who meet our funding requirements and who are looking to make a real difference to the lives of people within their community.

Please help us monitor this policy by providing us with the information requested on equal opportunities when completing our equal opportunities form. 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 at: <http://www.the-sse.org/complaints>

Publicising this programme

You may publicise your involvement in this programme, though we request that you do not publicise the amount of funding you receive or the way your award is administered until given SSE's permission. We will provide further guidelines on publicising your involvement in the programme if your application is successful.

To apply please submit your application form by 1pm Wednesday 27 November 2019 at:
<https://www.the-sse.org/courses/community-business/>