



business in
community
hands



Leading the Way: supporting people running community enterprises to confidently lead their team and organisation to greater impact and resilience

Guidance for applicants



September 2022

Contents

Do you lead a community enterprise, such as a community business, organisation or trading charity in Yorkshire & the Humber or the North East of England? Are you interested in developing your leadership skills with a group of peers?

Leading the Way aims to increase the confidence, resilience, skills and networks of people running community enterprises, to support them to develop their leadership and deepen the positive impact their organisation has in their community.

Each leader works one-to-one with a mentor on their leadership and organisational goals, has access to coaching and specialist 1:1 support, and learns skills, techniques and approaches through cohort-based sessions. With two regional cohorts, leaders are connected with their peers to learn from and with one another, and develop relationships, partnerships and networks.

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Support with your application

You must apply by midday on Friday 16th December.

To ask any questions you have about the programme, check your eligibility, or to discuss your application, please click here to book a 15 minute slot with Sarah in the programme team [via Calendly](#).

Alternatively, email: leadingtheway@powertochange.org.uk and we'll aim to get back to you within two working days.

Join us at a **webinar** - details will be posted on the [Leading the Way page](#) on the Power to Change website.

Part One: Introducing the programme

Power to Change and the Virgin Money Foundation share a vision of the sustainable regeneration of communities, led by people who love the places in which they live. People running community enterprises work relentlessly and display huge agility to make where they live better for everyone. These leaders played a vital role before and during the Covid-19 pandemic, and will continue to take the lead in driving positive change for their communities and responding to future challenges.

By supporting the people running vital community enterprises Leading the Way aims to support both the individuals and their organisations to develop their approach and ways of working to achieve their goals and deepen their impact in their community.

Starting in two regions, the North East and Yorkshire & the Humber, the programme has been designed for leaders who have not benefited from significant investment in their personal or organisational development.

We are keen to work with people who are 'getting on and doing it', and who might feel that other leadership programmes aren't for them. Applications are particularly encouraged from groups under-represented in leadership positions, including people from minoritised ethnicity communities, and people who are disabled.

About the partners

Power to Change

[Power to Change](#) is the independent trust that supports community businesses in England.

Community businesses are locally rooted, community-led, trade for community benefit and make life better for local people. The sector owns assets worth £870m and comprises 11,300 community businesses

across England who employ more than 37,000 people. (Source: Community Business Market 2020).

From pubs to libraries; shops to bakeries; swimming pools to solar farms; community businesses are creating great products and services, providing employment and training and transforming lives.

Power to Change received an original endowment from the National Lottery Community Fund in 2015 and an additional grant of £20million in 2021

Virgin Money Foundation

The [Virgin Money Foundation](#)'s ambition is to make a real and lasting difference in the places that need it most by working in partnership with organisations who are committed to regenerating their area and investing in community activities that have a meaningful impact.

We were set up by Virgin Money, who financially support the Foundation. Their staff offer skilled volunteering and high quality training to organisations we fund.

Part One: Introducing the programme

Programme activities

Leading the Way will run over the course of 16 months, from spring 2023 through to summer 2024. We are seeking ten people in each region to take part in the programme.

The programme offers support with a value of approximately £25,000 per leader, and includes:

- One-to-one work with a mentor who will work with you to identify and develop your goals for the programme and co-produce an action plan. Mentors will work across a cohort and also have a role in facilitating learning between leaders on the programme.
- Cohort-based learning sessions, scheduled every 6 weeks and hosted in-person and in-region: most likely in Leeds, Newcastle and York. Across the ten learning days you'll have the opportunity to build your technical management skills and leadership skills, and work with your peers to share, learn and problem-solve together.
- One-to-one coaching to support your personal development throughout the programme, with ten sessions available to you.
- One-to-one specialist support to bring expert advice into your organisation to help you embed your learning from the programme and to address challenges or opportunities that are specific to you and your organisation.
- A grant to support your participation in the programme and to embed your learning and the impact of your organisation. Your grant can be used to backfill your role while you take part in the programme, support your learning, and cover costs such as childcare or travel.
- Online talks and site visits, co-designed by the leaders on the programme, to bring you additional insight and value.



Part One: Introducing the programme

Programme benefits

- Prioritise the strategic work which will support you and your organisation to develop and grow, taking time away from the demands of day-to-day operations.
- Build a network of like-minded people working in similar roles and organisations in your region, to learn from and problem solve and partner with.
- Develop confidence in your own leadership through one-to-one mentoring and coaching, giving you space to think and reflect, learn and challenge.
- Learn technical management skills to more effectively manage your organisation, from finance skills to understanding and communicating your impact.
- Bring specialist support into your organisation to work on challenges or opportunities that are unique to your organisation and its work.
- Embed the programme's learning through your organisation, ensuring that both you and your team are strengthened.



Part Two: Who can apply

Eligibility criteria

To be eligible to join the programme, you must:

Lead a team, and lead the organisation

Eligible people will lead a team, whether paid or volunteer, and will have responsibility or accountability for running a significant part, or all, of the organisation.

You may be an established leader, have recently stepped into a leadership role, or be in training or under mentorship for a leadership role in your organisation.

Be able to commit 1.5 days a month

Eligible people will be able to commit to 1.5 days each month to engage with the programme, its support, and materials over the course of 16 months. This will include travel and attendance at in-person group learning days every six weeks (hosted in-region, most likely in Leeds, Newcastle and York), mentoring, coaching and engaging with bespoke support to your organisation.

While some of the programme activities will take place on particular dates, such as the group learning days, you will have the flexibility to arrange your mentoring, coaching and bespoke organisational support to take place at a time that suits you.

A grant is offered as part of the programme, which can be used to support with backfilling your role, any childcare costs you incur to attend group learning days, and your travel costs.



Part Two: Who can apply

Eligibility criteria

In addition, your organisation must:

Operate in an area of the North East of England or Yorkshire & the Humber that experiences high levels of statistical disadvantage

Eligible organisations will operate in either region within the 30% most deprived areas of England as defined by the [2019 Index of Multiple Deprivation](#).

We will ask you to provide between one and three postcodes where the organisation operates or where your service users live to determine eligibility.

Have been incorporated for at least two years

Eligible organisations will have been incorporated since December 2020, at the latest.

Unfortunately, we are unable to support unincorporated organisations, such as unincorporated associations.

Operate as a community enterprise

By this, we mean:

Have local roots, and be working to build on the strengths and assets of that place to address community needs:

Eligible organisations will be able to demonstrate a focus on a place and its community. Within the programme's definition of 'local', an organisation may work within a neighbourhood, community, town or city. Organisations which work across more than one local authority area will need to demonstrate that they work on a local level in each place.

Have a charitable purpose and meet a

charitable need: Eligible organisations will have a charitable purpose at the heart of what they do, which meets charitable needs in their community.

This does not mean that your organisation has to be a charity, as we will fund a variety of legal structures, but we cannot fund activities which don't further a charitable purpose.

Earn some of its income through services,

products or contracts: Eligible organisations will have a track record of generating some income by selling goods or services to people in their community and/or to commissioners, for example local authorities who pay a local organisation to deliver a service. This is sometimes phrased as 'trading' or 'traded income'.

Have a broad community impact: Eligible organisations will work with a broad cross section of the community. This includes people of all ages, genders and ethnicities, designing work that meets the needs of the community at large and the demographics it contains.

We recognise that some disadvantaged groups will be better served by organisations focusing on their specific needs, and we welcome applications from these organisations, without the expectation that they will work with the whole community.

Part Two: Who can apply

Eligibility criteria

We will be prioritising applications that:

- Are from people who have not had significant or recent investment in their leadership or personal development.
- We are seeking to support people who have not benefited from other leadership programmes or alternative forms of support to their leadership or development. In this we include support such as extensive coaching, or programmes supporting the organisation to grow or develop.
- Are from organisations operating in the most statistically disadvantaged areas according to the 2019 Indices of Multiple Deprivation.
- Are from relatively young, or early-stage organisations.

Whilst we cannot work with organisations which have been incorporated for less than two years, we are keen to support leaders of organisations which are in their early stages of development.

- Demonstrate strong social impact and community benefit from the organisation's activities and scope for the programme to deepen this impact
- Are from leaders of organisations working with disadvantaged groups, including minoritised ethnicities and disabled people.

We will also aim to ensure a diverse range of locations from within each region are represented in each cohort.



Part Three: Application process

How to apply

Stage one: Check your eligibility

Applications for the programme open on Tuesday 20th September and close at midday on Friday 16th December 2022.

Please use the eligibility checker on the [Leading the Way page](#) of the Power to Change website to check whether you and the organisation you work within are eligible to join the programme.

Stage two: Submit your application form

To be considered for Leading the Way you must complete an application form. The questions are reproduced at the end of this page for your reference.

You can save a draft copy before you submit the application form, so you don't have to complete it in one sitting.

We will review your application and let you know by 30th January 2023 whether we are taking your application through to the next stage.

Please note that we require the candidate for the programme to complete the application form - it can't be completed by someone else in the organisation.

Stage three: Join us for a conversation

If we take your application through to the next stage we will invite you to join a 30 minute conversation, which will be held online. Conversations will be held in mid- to late- February 2023.

The purpose of this conversation is for us to understand more about your application to the programme, you and your role, and about your organisation. It is also an opportunity for you to ask us questions about the programme.

As part of this conversation we will also be interested to hear whether your organisation's board is aware of your application, and how they expect to support you in your work through the programme if you are successful.

We don't require any specific support from your Board, but expect them to be aware of your application, and to engage with the implementation of learning from the programme across the organisation.

Stage 3: Confirm your place

We will let you know in mid-March if we're able to offer you a place on the programme, and will share with participants a welcome pack, including next steps and the programme timetable.

Both Leading the Way cohorts (North East England, and Yorkshire and the Humber) will launch in April 2023, with the programme taking place over 16 months.

Part Four: Other useful information

Other important information

Data protection

Confidential information you provide, such as commercially sensitive data, will not be made public in any way, except as required by law. Power to Change and the Virgin Money Foundation may use non-sensitive data about awarded grants, including statistical data about applications, to promote the programme.

Please note that the details captured via this application are deemed necessary in order to complete our review of your application. Your personal details and those of your colleagues that you have shared here, will be stored and processed online in accordance with GDPR regulations.

We will only store your information for as long as it is necessary and will delete your information when there is no further legitimate, legal or contractual reason to keep it. For more information and to understand your rights under the GDPR with regards to the information you supply as part of your application, please visit the [Power to Change](#) and [Virgin Money Foundation](#) websites.

Diversity, Equity and Inclusion

Power to Change and the Virgin Money Foundation are committed to the advancement of diversity, equity and inclusion. We seek to be genuinely inclusive organisations by taking an equitable approach to how we design and implement our policies and practices.

Across all our funding activities, we encourage and welcome applications from community organisations which meet our eligibility criteria and which can clearly demonstrate how their work promotes inclusion.

Shortly after the submission of your application, we will send you our diversity and inclusion survey. This is completely optional to fill out, but if you do, it helps us make sure our funding supports a wide group of people.

Inclusive practices are designed to promote participation by people with a wide range of human experience including different race/ethnicity, genders, sexualities, ages, religions and disabilities or lack thereof. To learn more about making your community business more accessible and inclusive for people with disabilities, please read our Accessibility and Inclusion Guidance.

Please let us know by emailing comms@powertochange.org.uk if you need this guidance in a large print, braille or audio transcript.

Part Five: Application form preview

A preview of the application form and guidance notes

In this section, you can see the questions we will ask in the application form, along with guidance about how to answer these questions.

Diversity, equity and inclusion	
Minoritised ethnicities representation (select one)	<p>Which of the following applies to the representation of people of minoritised ethnicities in your organisation?</p> <ul style="list-style-type: none"> • Led by minoritised ethnicities: At least half of our board and senior management team is made up of people of minoritised ethnicities. • Represented by minoritised ethnicities: At least one member of our board and senior management teams is from a minoritised ethnicity, but people of minoritised ethnicities are not in the majority. • No minoritised ethnicities representation: Our board and senior management team does not have any representation from people of minoritised ethnicities.
Disability representation (select one)	<p>Which of the following applies to the representation of disabled people in your organisation?</p> <ul style="list-style-type: none"> • Disabilities led: At least half of our board and senior management team are disabled people. • Disabilities represented: At least one member of our board and senior management teams is disabled, but disabled people are not in the majority. • No disabilities representation: Our board and senior management team does not have any representation from disabled people.
Youth representation (select one)	<p>Which of the following applies to the representation of younger people in your organisation? By younger people, we mean people who are 35 years old or younger.</p> <ul style="list-style-type: none"> • Youth led: At least half of our board and senior management team are younger people. • Youth represented: At least one member of our board and senior management teams is a younger person, but younger people are not in the majority. • No youth representation: Our board and senior management team does not have any representation from younger people.

Part Five: Application form preview

A preview of the application form and guidance notes

<p>LGBTQIA+ representation (select one)</p>	<p>Which of the following applies to the representation of LGBTQIA+ people in your organisation?</p> <ul style="list-style-type: none"> • LGBTQIA+ led: At least half of our board and senior management team are LGBTQIA+ people. • LGBTQIA+ represented: At least one member of our board and senior management teams is LGBTQIA+, but LGBTQIA+ are not in the majority. • No LGBTQIA+ representation: Our board and senior management team does not have any representation from LGBTQIA+ people.
<p>Please confirm if any of the following characteristics are represented on your board and / or senior leadership team. (select all that apply)</p>	<p>Please select all that apply.</p> <ul style="list-style-type: none"> • Older people (60 and over) • People who are economically or educationally disadvantaged • Long-term unemployed • People with experience of homelessness • Women and girls • Ex-offenders • Refugee status or migrancy
<p>Work with minoritised ethnicities (select one)</p>	<p>How much are your services or membership utilised by people of minoritised ethnicities?</p> <ul style="list-style-type: none"> • High • Medium • Low
<p>Work with disabled people (select one)</p>	<p>How much are your services or membership utilised by disabled people?</p> <ul style="list-style-type: none"> • High • Medium • Low

Part Five: Application form preview

A preview of the application form and guidance notes

<p>Work with younger people (select one)</p>	<p>How much are your services or membership utilised by younger people? By younger people, we mean people who are 35 years old or younger.</p> <ul style="list-style-type: none"> • High • Medium • Low
<p>Work with LGBTQIA+ people (select one)</p>	<p>How much are your services or membership utilised by LGBTQIA+ people?</p> <ul style="list-style-type: none"> • High • Medium • Low
<p>Please confirm if any of the following other groups utilise your services or membership (select all that apply)</p>	<ul style="list-style-type: none"> • Older people (60 and over) • People who are economically or educationally disadvantaged • Long-term unemployed • People with experience of homelessness • Women and girls • Ex-offenders • Refugee status or migrancy

Part Five: Application form preview

A preview of the application form and guidance notes

Your application	
Please give an overview of your organisation (200 words)	<p>Please include:</p> <ul style="list-style-type: none"> • why the organisation was set up • what the organisation hopes to achieve • which people and/or communities it works with • what activities the organisation delivers and/or engages in
Please give an overview of your role in the organisation (200 words)	<p>Please include:</p> <ul style="list-style-type: none"> • your main areas of responsibility • the size of the team you lead • your role in making decisions within the organisation • the accountability you hold in running the organisation
Postcodes of impact (insert three)	<p>Please provide up to 3 postcodes which are representative of your area of benefit and the communities your organisation serves. Postcodes must be in uppercase and the correct format, for example, M2 1BB, CB2 1QA or BS32 0BQ</p>
How is your organisation locally rooted? (200 words)	<p>Please include: where your organisation operates, for example within a neighbourhood, village, town or city, and why; how your organisation understands community needs; how your organisation responds to community needs</p>
Please give an overview of the impact your organisation has on the people and/or communities it works with	<p>Please include: an overview of the number of people and types of group your organisation works with; an overview of the number or range of the activities your organisation engages in; an overview of the change that's created through your work</p>
Please detail what opportunities you've had to develop your leadership and for your personal development (200 words)	<p>If you've been part of another programme with Power to Change, the Virgin Money Foundation or the School for Social Entrepreneurs please include this here</p>
What has motivated you to apply for Leading the Way, and what do you hope to get out of the programme? (300 words)	

Part Five: Application form preview

A preview of the application form and guidance notes

About your organisation	
Organisation name	Organisation name should be written as registered with Companies House, the Charities Commission or other registration or regulatory bodies such as Financial Conduct Authority.
Organisation website	
Please provide the registered address for your organisation	This is the address which you have provided to your regulatory / registration body.
What year was your organisation incorporated?	
Please provide all applicable registration numbers	<p>We will use this registration number to search external information sources to verify information about your organisation and its finances, such as the Companies House website, the Charity Commission website and the Financial Conduct Authority website.</p> <ul style="list-style-type: none"> • Companies House Registration Number • Charity Registration Number • Society Registration Number
What is your organisational legal structure? (select one)	<p>We will fund a broad range of organisational types. This information helps us understand whether there may be private benefit from your activities.</p> <ul style="list-style-type: none"> • Charitable Incorporated Organisation • Charitable Company Limited by Guarantee • Charitable Community Benefit Society • Community Benefit Society • Co-operative Society • Community Interest Company (Limited by Guarantee) • Community Interest Company (Limited by Shares) • Private Company Limited by Guarantee without Share Capital (non charity) • Private Company Limited by Shares (non charity) • Other (please specify - 20 words max)

Part Five: Application form preview

A preview of the application form and guidance notes

<p>What is the main activity of your organisation? (select one)</p>	<p>Your activities may span more than one sector type. Select the main sector type which best describes your organisation's activity.</p> <ul style="list-style-type: none"> • Arts centre or facility • Community hub, facility or space • Community pub, shop or café • Employment, training, business support or education • Energy • Environmental or nature conservation • Food catering or production (including farming) • Health, care or wellbeing • Housing • Income or financial inclusion • Sports and leisure • Transport • Visitor facilities or tourism
<p>What is your organisation's charitable purpose(s)? (select up to three)</p>	<p>We can only provide funding for activities which have a charitable purpose. This does not mean that your organisation has to be a charity, as we will fund a variety of legal structures, but we cannot fund activities which don't further a charitable purpose.</p> <ul style="list-style-type: none"> • 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 • the promotion of social inclusion • none of the above

Part Five: Application form preview

A preview of the application form and guidance notes

<p>Who are your organisation's main beneficiaries? (select up to three)</p>	<p>Your activities may span more than one sector type. Select the main We ask this question to understand the charitable need your organisation is addressing.</p> <ul style="list-style-type: none"> - Communities experiencing racial inequity - Children and young people, and parents, living in poverty - Communities experiencing health inequalities - LGBTQIA+ community - Older people - Women and girls - People who are pushed into crisis - People with learning or physical disabilities - People experiencing domestic abuse and violence - People experiencing homelessness - People experiencing poor mental health - People experiencing loneliness and social isolation - No specific section of the community - Other
<p>Please provide a copy of your organisation's most recent audited annual accounts (attach document)</p>	<p>We will use this information to understand your organisation's trading model, scale of operations and stage of development. We will also use this information as part of our standard due diligence checks to check the financial standing of your organisation</p>
<p>Please provide a copy of your organisation's most recent management accounts (attach document)</p>	<p>We will use this information to understand your organisation's trading model, scale of operations and stage of development. We will also use this information as part of our standard due diligence checks to check the financial standing of your organisation</p>