

SCALE UP GUIDANCE NOTES



Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme



school for
social
entrepreneurs



INTRODUCTION

The Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme is run in partnership with the School for Social Entrepreneurs and jointly funded by Big Lottery Fund.

The programme aims to give social entrepreneurs the best possible chance of success, through access to support and funding. This programme has supported over 1,500 social entrepreneurs in the UK since 2012.

The Scale Up Programme

The Lloyds Bank Social Entrepreneurs Scale Up Programme can help you if your organisation is well established, and ready to significantly scale up through social franchising, increasing its geographical reach or making a step change in its impact, through developing new markets or partnerships.

This programme could help you:

- Learn how to scale your model, with at least 15 learning days spread over a year.
- Fund your plans with up to £7,000 from a Match Trading grant: funding that matches sales growth pound-for-pound.
- Get to know other social entrepreneurs, who'll support your plans and help you through tough times.
- Be supported by a one-to-one mentor.

There are 20 Scale Up places available, based at our school in London, and open to organisations from anywhere in the UK.

You may also want to consider our Trade Up Programme, which has 80 places available at different locations across the UK. Trade Up supports people looking to increase their income and impact in the year ahead. Find out more about programme levels here: <https://www.the-sse.org/lbsep/>

What are these Guidance Notes?

This document explains more about the programme and grant, and how to apply.

Accessibility

If this document is formatted in a way that is not accessible to you, please email applications@sse.org.uk or call us on 0207 089 9120 so we can share an accessible version.

Remember to apply in time!

The deadline for applications is **1pm on Thursday 26th April 2018**.

Apply online at: <https://www.the-sse.org/apply-2018>

We recommend starting your application as early as possible, so we can help you with any questions you have.

“SSE has been fundamental to our success to date – having a network of likeminded, supportive and inspirational entrepreneurs, who are just like me, helped to boost my confidence”

**Claire Cook, Employability Solutions
Scale Up student**

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ELIGIBILITY

Can I apply?

To be eligible for this programme, your organisation must be at least two years old, have at least two paid staff members and an annual income of more than £75,000. The majority of your beneficiaries must be in the UK.

We will be looking for organisations that have realistic plans to significantly scale up their social impact

This might mean:

- Extending the geographical reach of your organisation by providing services in new areas.
- Developing new markets and partnerships to extend your reach.
- Developing a replication approach, for example social franchising.

The programme works best for organisations that are going through significant change. It is not intended to simply replace funding for existing work, or to continue the work of your organisation at a similar level. You must be doing more than just developing or expanding your existing service. There must be a significant step change in your work and increased impact.

You should be able to answer “YES” to the following questions about you and your organisation.

About you

- Are you an individual who is leading an organisation which has a significant social impact?
- Are you over 16 years old?
- Do you live in the UK?
- Do you have the right to work in the UK?
- Are you committed to meeting and sharing with others who have been through and are going through the same process?
- Are you committed to learning and to attending the whole of the learning programme? (The final instalment of the grant is dependent on at least 80% attendance)

About your project

- Is your project's purpose to create a social or environmental impact in disadvantaged areas or with people in need?
- Do you have a realistic plan for significantly scaling up the social impact of your organisation?
- Is your organisation more than two years old, with income of more than £75,000 per year in the last or current financial year? (This means all income, not just trading income. Find out more in our FAQs on page 17.)
- Do you have at least two paid members of staff? This might include directors.
- Is your organisation's purpose to create a social or environmental benefit?
- Does your organisation reinvest the majority of its profits for a social purpose?
- Does your organisation have an 'asset lock', meaning that it must distribute any assets for social purposes, not private gain, if wound up?
- Is your organisation focused on benefitting communities in the UK?
- Do you have plans to increase your trading income by at least £7,000 between October 2018 and September 2019?

Please do NOT apply if...

- You only want a grant and are not committed to attending the learning programme.
- You plan to develop a purely commercial business.
- Your project is primarily to provide business development support and advice to other organisations.
- Your project will be undertaking party political activities or will aim to induce people to convert to a religion (proselytising).
- Your project does not have a formal constitution or legal structure.
- Your organisation's main beneficiaries live outside the UK

THE PROGRAMME AT A GLANCE

WITNESS SESSIONS

Entrepreneurs share their experiences and discuss the secrets of their success.

You will be able to listen, learn and question them to help you examine and find meaning for your own project.

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 that your project faces.

PEER SUPPORT

You will bring your skills and experience to the group and learn from the skills and experience of the other members. This network of like-minded people will provide vital support to enable you to develop your enterprise.

EXPERT SESSIONS

Through questioning, observing and listening to experts, you will improve your abilities in financial management, income generation, business planning, sales and marketing, managing people, partnering and other essential skills.

MENTORING

You will be matched with a mentor, who will help you build your confidence and understanding, and develop yourself and your project.

MATCH TRADING™ GRANT

A Match Trading grant of up to £7,000 will help you scale your project.



What will I learn on the programme?

The School for Social Entrepreneurs' courses are different from other learning programmes. You will hear from expert practitioners and seasoned social entrepreneurs who help you develop the skills you'll need to take your project to trade sustainably. You will also build a network of peers and get vital access to influential people within the social enterprise sector.

The course is a transformational experience that will push, challenge and support you. It will give you the confidence and skills to make the impact you are aiming for. In addition to the structured learning blocks, you will also join an 'Action Learning Set' that will provide you with a valuable forum for reflection and personal development.

The Scale Up programme will cover themes, support and skills areas that growing organisations need to develop. We will take into account the specific needs of the participants but these are likely to include sessions such as:

- Transitioning from working in the business to working on it
- Building an effective team and delegating responsibility
- The drivers to scaling
- Measuring social impact at scale
- Tools for developing and sharing evidence
- Developing your business model for scale
- Securing a diverse and secure income base
- Building robust financial processes
- Demonstrating investment-readiness
- Developing governance for growth
- Avoiding burnout and managing change
- Leveraging partnerships for scale

What is the time commitment?

Quick info:

- 15 learning days, spread over a year
- Four meetings with your mentor, spread over a year

Full info:

The learning programme will run for at least 15 days from November 2018 to October 2019 and will include eleven study sessions, and at least four individual days for Actions

Learning Sets. Here's a video that explains what Action Learning is:

https://youtu.be/IAJ0z_IdZXE

The learning programme is delivered in 1 or 2-day blocks, every 4-6 weeks.

A typical timeline is outlined here, but this may vary slightly from school to school:

Study Days (8 Full Days)	2 days in October 2018 2 days in November / December 2018 2 days in February 2019 1 day in April 2019 1 day in September 2019
Action Learning Sets (4 Full Days)	1 day each in; January 2018, April 2019, June 2018 and September 2019.

In addition, you will need to set aside time to meet with your mentor. You and your mentor schedule your meetings at times to suit you both: generally four sessions, each lasting around 1.5 hours, between November 2018 and October 2019.

You may want to attend additional learning or training that may be available. There is also a graduation day at the end of the programme that you will be invited to attend.

You will be invited to join our online community to access information about your programme and your grant, and to connect and share ideas with SSE's community of students and fellows.

The learning programme is only part of the picture though. You will need to be developing your project during the year and will need to have the time and commitment to do this.

Where will the learning programme be held?

We will be running one Scale Up programme in 2018/9. This will be held in central London. Applicants from across the UK are welcome to attend.

THE MATCH TRADING™ GRANT

Quick info:

You receive a Match Trading grant of up to £7,000, which means grant payments are matched against increases in your income from trading.

Full info:

What is a Match Trading grant?

We want to invest in you and your ability to grow your organisation. And we want to support you to improve your financial sustainability by increasing your income from trading and sales.

We do this by *matching* increases in your income from *trading* with grant – this is called a Match Trading™ grant. The School for Social Entrepreneurs created Match Trading grants to help social organisations become more sustainable, and to support them to diversify their income streams.

- Watch our 90-second video explaining Match Trading grants: <https://www.the-sse.org/match-trading/>
- Read stories from social entrepreneurs who've benefitted from Match Trading grants: <https://www.the-sse.org/match-trading-case-studies/>



How the Match Trading grant works for you

We will set aside £7,000 of funding for your organisation as part of this programme, of which you will receive £1,000 when you start the programme.

You will be able to claim the rest of the grant in instalments at the end of each quarter. Your grant claim will be dependent on you showing us that you have increased your

traded income, compared to the previous year. The amount will be matched pound-for-pound based on increased trading, up to a maximum of £7,000 over the year. You will be able to use this grant to develop your project as agreed with us.

For example:

If you had £30,000 of traded income in 2017/18, and this increases to £35,000 in 2018/2019 – we will give your organisation an additional £5,000 to spend on your project.

If you had £5,000 of traded income in 2017/2018, and this increases to £22,000 in 2018/2019 – we will give your organisation an additional £7,000 to spend on your project.

What do we mean by traded income?

Our definition of trading is 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.

So traded income 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 traded income 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 traded income has increased compared to the previous year, and completing other requirements, including for example, attendance and an online survey. We will agree with you how you will spend the grant as you claim it.

What if your traded income 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 £7,000 (say £4,000), we will match that increase.

But if you don't increase your trading income at all, you will still receive the £1,000 paid in advance and you can still participate and graduate from the course.

What can you spend the Match Trading grant on?

You will be able to use the grant to grow your business. We aim to be as flexible as possible about this, as long as we can show that your grant is supporting charitable purposes. We will ask you about your intentions at application stage, but you will be able to agree the exact use of your grant as you go along, within the conditions of the grant.

You can use your grant towards items such as:	We cannot fund any of the following:
Your salary or staff salaries for services delivered for your organisation	Private benefit that is not “incidental” (see below)
Assets, such as equipment, property or intellectual property rights up to a value of £1,000	Assets over £1,000 in value, unless agreed with us. If you think this will be an issue, please discuss with us first
Organisation running costs: e.g. office rent, telephone calls, stationery for your project	Refurbishment of buildings or purchase of vehicles unless agreed with us
Marketing and publicity: e.g. developing a website	Work that has taken place before the grant was awarded
Insurance	Expenditure outside the UK, except as agreed with us
Travel and subsistence costs, including for attending the programme	Costs associated with the application or interview
Volunteer expenses	Anything that would create religious or ethnic discord
Events and activities	Any illegal activities
Supplementary training for yourself or others, directly relevant to your project	Academic studies, or courses that are not relevant to the development of your organisation
Other items that you can show are relevant to developing your organisation or project	Costs that should be covered statutory sources by law

Costs should be value for money, meaning that you should have checked prices to ensure that you are receiving best value for money.

Can my organisation buy assets with the grant?

You can apply for individual items of equipment or assets worth up to £1,000 per item. For example, you may need to buy specific office equipment, or intellectual property rights.

We cannot agree to pay for any individual items that are worth more than this, even if you are contributing some of the cost yourself. If you want to spend more than this on a single item, and you think the circumstances are exceptional, please contact us at applications@sse.org.uk or call 0207 089 9120.

How will the Match Trading grant be paid to my organisation?

Your organisation must have a UK bank account and this must either be solely controlled by you, or have “dual authority” – i.e. at least two people have to sign cheques or release payments.

You will need to sign terms and conditions and provide us with all necessary documents and baseline data before we release the first payment. In order to receive the full grant, you will need to attend at least 80% of the course and increase your trading income as described above.

HOW DO I APPLY?

Apply online by 1pm, Thursday 26th April 2018.

Top tip: We recommend applying early, so we can help you if you have questions or problems. (We will be very busy in the week before the deadline.)

- **Go to** <https://www.the-sse.org/apply-2018>
- Click the link for Scale Up - London.
- This will take you to our online application portal.
- You'll be asked to create a log-in (which takes a few seconds). Jot down your log-in details in case you need to save the application and return to it later.
- Complete your online application, saving as you go.
- When you've completed all the questions, click "Complete". You'll then see a notice on the web-page thanking you for your application – this means it has been submitted.
- If you have any problems, contact us on applications@sse.org.uk or 0207 089 9120.

Top tip: Save documents needed for your application in the format "FirstnameSurnameAccounts.doc", so they are ready to attach. These will likely include your most recent annual accounts, your governing document, income & expenditure, budget projections and (optional) documents about your impact and work.

Don't miss the deadline! Please don't submit your application past 1pm on 26th April 2018 without prior approval, as it will not be considered. Under exceptional circumstances, we may grant approval to submit your application late. You need to call programme manager Marta Zukowska on 0207 089 9120 to discuss this, ahead of the deadline.

HOW WILL MY APPLICATION BE ASSESSED?

INFO SESSION AND INTERVIEW (MAY AND JUNE)

If accepted to the next stage, you will be required to attend an information session of up to three hours at your chosen location, and an interview.

If you are successful, the school you have applied for will inform you of exact dates.

OFFER TO JOIN THE PROGRAMME (AUGUST)

You will be asked to accept terms and conditions for the grant and provide necessary documentation, including criminal records checks where appropriate.

WE ASSESS YOUR ONLINE APPLICATION

Once we have received your application, we will check that you meet the basic eligibility criteria and that your application is complete. Incomplete applications will be rejected.

Your application will then be assessed by the SSE team at your first-choice location, and then at your second-choice location (if there are places remaining). We may call to speak with you prior to being invited to an information session, to clarify any issues.

You will find out by June whether your application will be taken to the next stage.

SELECTION PANELS JUNE/JULY

Following interviews, we will draw up a shortlist. Shortlisted applicants will be invited to present their ideas to a selection panel, including representatives from our funders. If successful, you will receive a provisional offer of a place on the learning programme.

THE PROGRAMME BEGINS! (OCTOBER)

The learning programme starts in October 2018 and runs until October 2019.

*At interview stage, you may need to provide your proof of identity and right to work.

FAQs

What kind of legal structure do I need before I can apply?

When you come on the programme you must have a formal organisation in place. This means your project needs to have a constitution or governing document. This should include a social purpose, a requirement that most of its profits will be returned for social purposes and an asset lock. This could be a charity, a CIC, or another form of not-for-profit or partial profit-making organisation. If your legal structure doesn't say this, but that is your intention, then we can discuss this with you during the application process. You will need to amend your structure before the programme starts.

What do we mean by “more than two years old”?

We are seeking projects with a proven track record. Your project must have been active for at least two years. For Scale Up, you need to demonstrate that projects are well established, but we recognise that the legal form can change. If the project was running and active for two years hosted by a larger organisation, or if you were a sole trader and have only recently registered as an organisation, then check with us first.

What do we mean by “social or environmental impact in disadvantaged areas or with people in need”?

We are looking for projects that improve the lives of disadvantaged people or communities either through social or environmental benefits. You should be targeting your services to work with people in need.

We will not consider arts, heritage or animal projects unless they show that they are focused on improving the lives of disadvantaged people or communities.

What do we mean by more than £75,000 income?

We mean all income, not just trading income – So grants and donations count.

You should have more than £75,000 income in the last financial year OR in the last 12 months OR committed in this financial year.

We would not normally consider directors loans and shares as income, but will consider this on a case by case basis.

What do we mean by “at least two paid members of staff”?

The project must have the resources to grow. To do this the project must have at least two paid staff members. This might be yourself, a director, staff member or regular workers or administrators. It does not include paying for professional services such as an accountant or a lawyer.

What do we mean by being the leader?

The people who come on the programme should be the ones that hold the vision for their organisation and are passionate about the ideas behind it. They will be the drivers of change and have the strategic ability to make the changes that are necessary. Usually this is the founder or the CEO, but it may also be the chair or a key senior manager or director.

The programme is not suitable as a training programme for people who are staff or project leaders who are simply employed to develop a project.

The course and the grant will be connected to you as an individual. You cannot allocate the place to someone else in your organisation and if you leave the organisation, the grant may be withdrawn.

We recognise that, in some cases, social entrepreneurs have set up and are leading projects that are hosted within established organisations. The Scale Up Programme is open to leaders of these projects as long as they are clearly defined as a distinct part of the host organisation and have a degree of independence within it. You will need to demonstrate this. If you are unsure, please contact us via applications@sse.org.uk.

You should ensure that your organisation is willing and able to accept the grant on your behalf. If you are not the CEO, a company director, the chair or treasurer of your organisation, we will require that you provide a supporting letter from one of these people on behalf of your organisation.

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

The Scale Up programme is specifically for you as a social entrepreneur and leader of the organisation you are developing. The grant is given to your organisation or to your project through a host organisation. There is a requirement that you remain a leader of that organisation during the grant and learning programme period. If you fail to do so, or you cease to be associated with the organisation that receives the grant, both the grant and the learning programme may be withdrawn.

In the case of a project that is hosted by another organisation and wants to become independent during the period of the grant, this may be possible, but we will need to make specific arrangements with you about this.

What if I have particular needs which may prevent me from fully taking part in the Learning Programme?

If you have any particular needs or there are any barriers that may prevent you from taking part in the programme, do talk to us about this. We are keen to enable people with disabilities and other access issues to come to our programmes. There is a separate small fund held by the SSE to enable students who have particular needs to access the programme. 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 project will work with children, young people or vulnerable adults?

Vulnerable adults means anyone in vulnerable situations including people who are receiving counselling, 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 a grant from the SSE, 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.

Why are you asking about private benefit?

We know that there may be private benefits associated with your work – for example, you may pay salaries to individuals or commission private companies to do work. You may also pay dividends on shares. However, because this money is charitable, we must ensure that the grant is used for the public benefit and any private benefit is incidental – i.e. necessary to fulfil the social purpose of the project. Sometimes, payments are necessary for the work of the organisation e.g. paying staff to deliver the work of the organisation, but if your organisation does provide private benefit beyond this to some individuals, we may restrict the grant to ensure that the grant is used solely for the benefit of the public.

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 project has started. We can advise you about this.

If the grant 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 grant, we will expect that jobs will 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 should let us know, as we may undertake checks during the course of the application assessment.

“It allowed me to look closely at what we want to do and evaluate where the 'hard' work is. It's made me realise that if we get the next four to five months right, the rest of the timeline will go a lot easier. I hadn't really seen that. It made me re-evaluate some things and realise that if we get some foundations into place with the board and staff now ... the next two years will be a lot easier. If we didn't, we risk having the same discussions again & again.”

Scale Up student

Can I apply if I already have been on a School for Social Entrepreneurs programme?

In general, you are welcome to apply if you have previously had training and support from the School for Social Entrepreneurs.

If you are currently on any SSE programme that's longer than six months, you cannot apply for this programme. This includes any level of the Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme, Community Business Trade Up 2018, the Fellowship Programme, Arts Council England and other long programmes run across the country.

Can I apply if I was unsuccessful in the past?

If you or someone else from your organisation or project has applied before and not been successful, you are welcome to apply again. However we would suggest that you check the feedback you received in the past. If in doubt, you can contact us.

Can I apply for Trade Up and Scale Up at the same time?

For Scale Up, you will need to demonstrate that you are already an established and sustainable organisation, with £75,000 annual income and 2 staff. You must be planning to significantly scale your impact over the next few years, e.g. through significantly extending your geographic reach or social franchising, develop completely new areas of work which represent a step change in increased social impact.

For Trade Up, you will need to show that you are an early stage and growing business, which has started and are now planning to increase your trading income to achieve sustainability.

If you have income over £75,000, but you feel fulfil the criteria for both programmes, you can apply for both Scale Up and Trade Up programmes and we will review both applications. Your organisation will only be able to be placed on one programme, not both. We advise that you seek advice first if not sure.

Can more than one person from our project apply?

We will only assess applications from one person from your project or organisation. Please decide who you would like to attend the programme and they should be the one to apply. Because of the way the learning programme works and how the trust within the group is built, it is important that it is the applicant who attends all the sessions. In general, we will not allow others from your project to attend the programme.

Can I apply if I am connected to School for Social Entrepreneurs or to any of the funders of this programme?

We cannot accept applications from people who are staff or trustees of SSE. If you have a close connection with SSE, its host organisations, staff, trustees or the funders of this programme, we will make a decision on a case by case basis. Please contact us before making an application.

Can I apply if I am supporting other businesses including social enterprises?

We do not usually accept applicants whose main work is providing training or business support services primarily to other businesses, including social enterprises or charities. This would include training, fundraising or management support. However, we sometimes consider applications where the services provided are mainly back office support services, such as HR, accountancy or office space, or where training is provided for people who are

unemployed in order to help them access employment. If in doubt, please contact us.

Will this grant fall under State Aid Regulations?

For organisations in England, the grant may fall under State Aid regulations. This refers to European legislation which, broadly speaking, makes it illegal for over Euro 200,000 of public funding to be used to subsidise a particular economic enterprise over a three year period.

However, a business may receive up to Euro 200,000 (about £180,000) of public subsidy, in any three financial years. This is called the “de minimis” level of funding.

If you have had any State Aid in the past, you should have been informed of this by the funder. Most organisations will have had no State Aid or only State Aid well below “de minimis” levels. However, because this grant comes from public funds, we are obliged to check with you before providing you with a grant. We will do this before you receive an offer of funding.

What about Data Protection?

The School for Social Entrepreneurs is committed to protecting your personal information and acting in line with your rights under data protections laws and will treat all data in accordance with our [Data Protection Policy](#).

SSE 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 for;

- processing your application and managing the selection process for the programme
- conducting due diligence on you and your organisation as part of that process

This includes contacting you about the workshop or programme which you are applying for by phone or email.

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

- managing your participation in the Programme
- managing your grant claims and payments
- matching you with a mentor
- monitoring your progress and the impact of the programme
- sharing and promoting your story and the story of your social enterprise
- other lawful reasons

We may share your information with our funders and partners, including the Big Lottery Fund and Lloyds Bank plc and other programme funders for monitoring and reporting purposes. They will also only use your information for the reasons outlined 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>.

Do I need to answer the Equal Opportunities questions?

We ask you to provide your Equal Opportunities details. You are not required to give these and you can select the 'Opt Out' box. However, it is helpful for our future development and marketing that you provide this information. It can also help us to identify ways in which we can provide specific support to those who need it, for example applicants who may require additional support to attend interviews or participate fully in the programme.

Key Contact Details

If you still need advice on your application, contact us on 0207 089 9120 or by email to applications@sse.org.uk

Complaints

If you wish to make a complaint about any aspect the programme, please see our [Complaints Procedure](#).

“Brilliant social entrepreneurs, both in the room and delivering on the course. They have all been in the same position and so give practical examples of what works and what doesn't. It enables you to take time out of the day-to-day and focus on the future plans - which is invaluable. And you will be challenged to take on new ways of working, of looking at the business, and of delivering products/projects”