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business in
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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 are 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 further support is available from Power to Change.

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

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](#) and follow on social media for inspiration and other sources of support.



[@peoplesbiz](#)



[communitybiz](#)



[Power to Change Trust](#)



[Power to Change Trust](#)

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 will help community businesses recover and rebuild their income from trading in the face of the ongoing Covid-19 pandemic

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 Trade Back grant** of £4,000 to £10,000 depending on how much your income from trading increases
- ▶ **Connections with a community** of leaders running organisations like yours

In previous years, the Trade Up programme has offered Match Trading™ grants to incentivise and support community businesses to increase their trading income. However in light of the Covid-19 pandemic, we have adapted the grant support to help community businesses adapt to the current conditions, diversify and recover their trading income back to their pre-Covid-19 levels.

Using the support and networks offered through this programme, community businesses can really focus on increasing their trading income, even in the face of the ongoing pandemic, rather than relying

on 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 2021 and December 2021. 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 online 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.

Power to Change and the School for Social Entrepreneurs are committed to equality and diversity and this year are stepping up our efforts to reach organisations that are Black, Asian, and/or Minority-Ethnic (BAME)-led or organisations that work closely with BAME communities in their local area. We are working closely with the [Ubele Initiative](#) to ensure the programme is more inclusive, and reaches more BAME-led community businesses.

We are also increasing our efforts to reach community businesses working in areas of high deprivation, particularly those in the bottom 30% of

the indices of multiple deprivation.

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



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Part One | Can you apply?

Criteria

We are looking for early-stage community businesses hoping to recover and rebuild 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 eight 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 2020 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 in exceptional circumstances we may also accept 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. Recover and rebuild trading income

Your community business must have realistic plans for recovery and rebuilding of your trading income through the ongoing Covid19 pandemic. We would expect you to have plans in place to increase your income from trading against the previous year by at least £6,000 from April 2021 to March 2022.

4. Charitable purpose

Your community business must not be trading 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 about 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 grant 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

7. Committed to learning

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 with the lead student.



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 must be aged 16 or over by December 2020.

This year we are giving particular priority to organisations that are Black, Asian, and or Minority-Ethnic (BAME)-led, working in predominantly BAME communities, or working in areas of very high deprivation. We are working with the Ubele Initiative to help us achieve these goals.



Part One | Can you apply?

The four key features of a community business

To apply successfully to the programme, your organisation must fit Power to Change's definition of a community business and be able to demonstrate all four of the key features described below.

Locally rooted

- ▶ Your organisation **must be rooted** in a particular geographical place e.g. a neighbourhood, a ward etc.
- ▶ Your work should build on the strengths and assets within that place to address common social issues/challenges and bring benefits to your local community. This is your **geographical area of benefit**.
- ▶ 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.

Accountable to the local community

- ▶ You **must actively involve your 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 (e.g 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 during the course of the programme.
- ▶ 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.

Trading for the benefit of the community

- ▶ Your organisation is (at least in part) a business, generating a proportion of its **income from trading activities**, for example through room hire, running a cafe, delivering services, or selling produce.
- ▶ 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.

Broad community impact

- ▶ You engage with a variety of different groups in your community and deliver impact against a range of different community needs.
- ▶ You may have a specific focus on a disadvantaged group, for example, BAME people or disabled people, where this fits into the context of you also supporting the local community more widely.
- ▶ The services and products should respond to community needs.

Power to Change can only award grants to organisations that can demonstrate they meet the community business criteria. See the following page 7 for examples, or visit the [Power to Change website](#) for further information.

Part One | Case studies

Examples from previous Trade Up grantees

Locally rooted



**Cafe Laziz,
St Helens**

Cafe Laziz joined the Community Business Trade Up programme in 2019. All six volunteer directors are from the local area and understand the issues it faces.

The project works alongside the “St Helens No Place for Hate” local campaign and intends that the café offers a safe environment to meet people from different cultures whilst developing employment opportunities and language skills. The café’s work supports community cohesion via opportunities for refugees to interact in the community, in addition to practical skills such as those found in the services industry. It is run by local people, for local people.

Accountable to the local community



**One Voice Blackburn,
Blackburn**

One Voice Blackburn launched as a community group in 2011 and incorporated in 2015.

Whenever they are faced with an important decision about their organisation, they consult with the people who will be impacted and ask them to help shape the decision. They consult with the community informally on a regular basis - members and volunteers – but would like to develop this into a more formal process via public meetings or other forms. They are closely embedded in the community, making the most of their informal links to involve local people in how things are done.

Trading for the benefit of the community



**Basingstoke Multicultural Forum,
Basingstoke, Hampshire**

An umbrella organisation promoting community cohesion for communities of diverse culture, ethnicity and religion, and situated in a community hub space known as Chute House.

BMF generate significant trading income (73% of their total income) through renting out space from their community hub to local businesses and organisations. All their income goes towards furthering the organisation’s charitable purposes. They are hoping to build on this strong trading performance by diversifying their trading activities and offering different paid services for their local community.

Broad community impact



**Food and Education Enterprise,
Derby**

A community hub near Derby city centre supporting their local community, with some focus on BAME/refugee groups and isolated people in long-term unemployment.

Around 50-60% of their service users are asylum seekers and refugees. The rest are from other community groups with different needs and vulnerabilities. FEE offers long-term support to a wide range of people including training opportunities, and support with visa applications. FEE also runs fully funded IT and digital courses, English classes, social workshops, a popular clothing bank, and a food bank.

Part Two | The learning programme

What will you learn?

The learning programme will run between April 2021 and December 2021. There will be 12 days of learning spread out over the 9 months.

The programme will include eight study session days, and four individual days for action learning sets (more info below). The programme will cover themes, support and skills areas that will support community businesses to rebuild their trading levels. It will respond to the needs of community businesses through and beyond the Covid-19 pandemic and the programme will be tailored to meet the specific needs of the group. **The programme will be a mix of in person learning (where this is possible within government guidelines around COVID-19) and online learning.**

Sessions are likely to include:

- ▶ Digital skills
- ▶ 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

The programme will include:

- ▶ **Witness sessions** - Other community business leaders 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
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 five Community Business Trade Up courses at locations across England:

- ▶ South West
- ▶ North West
- ▶ London and South East
- ▶ Midlands
- ▶ Yorkshire and North East

You must indicate your first choice of location during the application process on the website. The programme will be a mix of in person learning (where this is possible within government guidelines around Covid-19) and online learning.

What is the time commitment?

The course consists of 12 training days spread out over nine months. Delivery dates will vary depending on if the sessions are online or in-person.

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.



What I love most about the learning programme is meeting with and learning from your peers. It stops us reinventing the wheel and you take some fantastic nuggets of learning back home and apply to your own organisations."

Margaret Adjaye
Upper Norwood Library Trust
Community Business Trade Up graduate



Part Three | The Trade Back grant

How does Trade Back work?



Our new Trade Back grant will help community businesses to get back on track following the Covid-19 crisis. 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 Trade Back grant to your increased income from trading over a period of 12 months.

The £10,000 Trade Back grant is made up of two parts: a traditional grant to kick-start recovery efforts of £4,000, plus an incentivised grant of up to £6,000 to accelerate growth by rewarding an increase in income from trading. You will be able to 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 SSE, as you go along.

However, there are two important things about Trade Back grants, which you need to know:

- ▶ Power to Change funding can only be used for **charitable purposes for public benefit**
- ▶ £6,000 of the Trade Back 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. SSE will discuss this further with you if they feel that this may be a problem for your organisation. If in doubt, please talk to SSE.

How does Trade Back work?

We will set aside £10,000 of funding for your community business, of which you will receive £4,000 when you start the programme. This part of the grant is a traditional grant.

The rest of the grant of up to £6,000 you will be able to claim 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 £6,000 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 2020 - March 2021, and this increases to £35,000 in April 2021 - March 2022 – we will give your organisation an additional £9,000 to spend on your community business (£4,000 traditional grant and £5,000 grant matched).
- ▶ If you had £5,000 of income from trading April 2020 - March 2021 and this increases to £22,000 in April 2021 - March 2022 – we will give your organisation an additional £10,000 to spend on your community business (£4,000 traditional grant and £6,000 grant matched).



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

Community Business Trade Up graduate

Part Three | The Trade Back 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 £6,000 (say £3,000), we will match that increase.

But if you don't increase your income from trading at all, you will still receive the £4,000 paid in advance and you can still participate and graduate from the course.



I have found it very useful and it's always good to be in a room with likeminded people. I feel more empowered and self-assured. I realised a lot of the things I have struggled with [are] things others have found difficult too. I realise that I am making a difference by taking two paces back and looking with fresh eyes at what I do.

Jacqui Shimidzu
Hill Station Cafe
Community Business Trade Up graduate

Part Three | The Trade Back grant

What can you spend the funding on?

You can use your Trade Back 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 Trade Back 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 grantees

[The Bevy, Brighton](#)

[DoLittle Solutions, Tower Hamlets](#)

[The Dorothy Parkes Centre, Smethwick](#)

[Exchange Creative Community CIC, Morcambe](#)

[Food Education Enterprise, Derby](#)

[Forty Hall Vineyard, Enfield](#)

[Green Elephant Cooperative, Lancaster](#)

[Hill Station Community Cafe, Lewisham](#)

[Hilsea Lido, Portsmouth](#)

[Hulme Community Garden, Manchester](#)

[London Bike Kitchen, Hackney](#)

[Monkey Park CIC, Chesterfield](#)

[One Voice Blackburn, Blackburn](#)

[Scotswood Natural Community Garden, Scotswood](#)

[Treverbyn Community Hall, Cornwall](#)

Part Four | Additional support

Additional support available for community businesses

We want to make it easier for community businesses to recover from this crisis and continue to deliver the vital services needed by local people. Here's some of the additional support available for community businesses. We encourage you to sign up to the newsletters of the consortium members to get the latest support updates.

Power to Change funding and support

Power to Change continues to offer a range of support and funding programmes for community businesses across England, which are changing in response to the ongoing Covid19 pandemic. To find out the latest information, visit [the website](#).

School for Social Entrepreneurs support

The SSE offers a range of support, including [this guide](#) on Covid-19 info and resources, their [Recover & Rebuild](#) webinar series – helping you build back from the crisis, with topics including: cashflow, governance, avoiding burnout, social media, content strategy, crowdfunding, measuring impact & more. SSE also offer a service called [Virtual Volunteers](#) – a new platform which will help you find volunteers with professional skills.

Writing emergency funding applications

The Ubele Initiative provide fundraising and development support to BAME organisations

who have been affected by the Covid-19 crisis via webinars and 1:1 support calls. [Find out more](#).

Other funding available

Government, councils, social investors and trusts are offering various grant and loan schemes, including [Social Investment Business's Resilience and Recovery Loan Fund](#).

Get a clear financial picture for free

Use the [Twine Benchmark tool](#) to assess your community business' financial health. It is powered by financial data from 650+ community businesses, gathered over 5 years, making it easier to understand how you compare to others in the community business market. It will help you to understand where you can cut costs and use the data to make the case to funders, test new business plans and forecast their results.

Free advice to adapt your business

Power to Change and our partners have been running free webinars on everything from furloughing staff to setting up an online shop. [Watch them again](#) or [check our newsletter](#) for upcoming ones.

MyCommunity

[MyCommunity](#) is a platform that brings together all the latest tools, tips and ideas to make your community an even better place to live.

Community Business Mutual Aid

The Community Business Mutual Aid group was created in response to Covid-19, and exists to provide practical peer support, solidarity and inspiration to all members. You can join the network and find out when the next themed online meeting is [here](#).

Power Up! events

All Power to Change grantees 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. Join one of the events: [North](#), [South](#) and [Midlands](#).

Policy and research

We commission high quality research, promote rigorous analysis and stimulate debate in order to shape both policy and practice. We publish an annual survey to understand what we are doing well, what we could do better and the impact our programmes are having. We also publish success guides for running a community business. Find out more about the [Research Institute](#).

Events, media and podcast

Power to Change tells the story of community business regionally and nationally, in the press, online and at events. We also have new monthly podcast, [Then One Day](#), which explores the moment when communities come together.

Part Five | Application process

How to apply and timeline

To apply please submit your application form by 1pm Wednesday 2 December 2020 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 [here](#). 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.

Shortlisting - The deadline for the application is 1pm, Wednesday 2 December 2020. 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 beginning of February 2021. Most interviews will take place in the week of 1-5 February 2021. If you are unavailable on those dates, please let us know and we will try to make alternative arrangements.

Decision - The assessment panels will take place in late March 2021 (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.

Part Five | Application process

Application form preview

Below is a preview of the questions in the application that you will need to prepare for.

Section 1

Please confirm that:

- ▶ 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 December 2020.
- ▶ You have the legal right to work in the UK.
- ▶ 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

- ▶ Personal information – name, contact details about the lead contact
- ▶ Any previous funding applications by your organisation to Power to Change
- ▶ Any personal connections between your staff/trustees and Power to Change

Section 3: Organisation details

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

- ▶ Your organisation legal structure
- ▶ Company/charity/other registration numbers
- ▶ Date your organisation was established
- ▶ Organisation address
- ▶ Website
- ▶ Social media accounts

Section 4: BAME organisations & communities

Whether or not your organisation is BAME-led, i.e. i) 51% or above, of the board and senior management team are from diverse backgrounds or ii) Organisations self-define as diverse-led based on who is making their key strategic decisions.

By ‘making key decisions’ we mean that decisions on core strategic and financial matters are taken by a diverse group of decision-makers, not that consultation is undertaken as part of decisions that are subsequently taken by a group that is not diverse-led. These definitions are informed by research by the [Arts Council](#).

Section 5: Key people in your community business

- ▶ Names of all key people in your governing body (i.e. Board of Directors, Board of Trustees, Management or Executive Committee) and the CEO or Manager of the organisation.
- ▶ Whether they are “local” to the area that your community business serves
- ▶ Whether they are related to other trustees or staff

Section 6: About your community business

- ▶ A brief history of your community business (250 words max)
- ▶ What is your community business’ social purpose (250 words max)
- ▶ What does your community business currently do? (250 words max)
- ▶ Number of staff employed
- ▶ Number of staff from local community
- ▶ Number of volunteers
- ▶ Number of volunteers from local community
- ▶ Number of beneficiaries per year (approx.)
- ▶ Number of beneficiaries from local community
- ▶ Do you own or manage an asset, such as a building or land?

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Application form preview (continued)

Section 7: Your local area

- ▶ The needs of local people in your area (250 words max)
- ▶ Postcodes of impact – postcodes of up to three areas that your organisation is having an impact in

Section 8: Your beneficiaries

- ▶ What are their needs, why are they not being met elsewhere and why is your organisation well placed to meet these needs? (250 words max)
- ▶ 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? (250 words max)

Section 9: Involving your local community

Tell us about the people involved in your organisation's governance:

- ▶ Number of paid/unpaid Trustees/Directors, and whether they live locally
- ▶ Total number of member shareholders, and how many live locally
- ▶ Total number of investors, and how many live locally
- ▶ Total number of members who aren't Trustees or Directors or shareholders (e.g. charity, society members or entitled to vote in your AGM)
- ▶ How have local people been involved in

decision making in your community business? (250 words max)

- ▶ What plans do you have for developing how local people are involved in your community business? (max 250 words)

Section 10: Your social impact

- ▶ Details which demonstrate the impact your community business has had (max 250 words)

Section 11: Equal opportunities and diversity

- ▶ How does your community business encourage equality of opportunity for everyone in your local community to engage with your community business? E.g. disabled people, BAME people, people from disadvantaged backgrounds etc (250 words max)

Section 12: 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? (250 words max)
- ▶ How do you know there is a need or demand for this new work? How have you tested the market? (250 words max)
- ▶ What do you need to do to make these plans a success? (250 words max)

Section 13: 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 2020 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).

Information about your last financial year:

- ▶ 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 as a property or intellectual property?

For the current financial year:

- ▶ 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

Part Five | Application process

Application form preview (continued)

assets, such a property or intellectual property?

▶ **Section 14: Your budget**

Details of your community business' financial plans for the next year (until March 2022) including:

- ▶ Estimated income and expenditure projections for the next year (at least until March 2022), 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 15: The Trade Back grant

Details of how you would use the grant (250 words max).

Section 16: 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 17: 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 an 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 18: 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 19: The learning programme

- ▶ Why do you want to take part in the learning programme? (250 words max)
- ▶ How will the learning programme make a difference to you and to your community business? (250 words max)

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

1. Your governing document
2. Your most recent annual accounts
3. Income and expenditure for the current financial year, and your budget for the next

We have online FAQs which we will continue to update whilst the application window is open, please follow [this link](#) to access it.

Data protection, equal opportunities and complaints process

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.

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>

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 [here](#).

