

Scale Up 2020-2021 Application guidance notes



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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 the National Lottery Community Fund.

The programme aims to give social entrepreneurs the best possible chance of success, through access to support, learning and funding. The programme has supported over 2,000 social entrepreneurs in the UK since 2012 with over a third of the social enterprises operating in the most deprived communities in the UK.

This document explains more about the programme and grant, and how to apply. Please also free to contact us if you have read the application guidance but are unsure about suitability for the programme.

Accessibility and our commitment to inclusion

If this document is formatted in a way that is not accessible to you, please email LBSEP2020@sse.org.uk or call us on 0207 089 9120 so we can share an accessible version.

We recognise that discrimination of all sorts infiltrate every part of our society, and we are working hard to counter that wherever we find it. To that end, we actively encourage applications from people of all faiths, races, gender identities, sexual orientations, economic circumstances and backgrounds, as well as those from disabled communities. No educational qualifications are needed to join our programmes.

Remember to apply in time!

The deadline for applications is 1pm, Thursday 30th April 2020.

Apply online after reading these guidance notes at:

<https://www.the-sse.org/apply-now/>

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

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 your income and impact 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 14 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 through our SSE network schools in the following locations: London, Bristol, York and Edinburgh.

To be eligible for the Trade Up programme, your project or organisation must have been active for at least one year, have at least one paid worker, and an annual income of more than £15,000 (there is no upper limit). Find out more about the programme levels of Start Up, Trade Up and Scale Up [here](#)

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. This can be income from any source including grants, donations, trading. 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 a project that 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 is your total annual income, including grants, donations, trading or other sources of income.)
- Do you have at least two paid members of staff including yourself?
- 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' clause, 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 income from trading by at least £7,000 between October 2020 and October 2021?

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 will not have a formal constitution or legal structure by the start of the programme.
- Your project's main beneficiaries live outside the UK.



The programme

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 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, personal development, and developing your own solution to challenges. (Find out more about [Action Learning](#).)

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
- Developing governance for growth
- Avoiding burnout and managing change
- Leveraging partnerships for scale

What is the time commitment?

Quick info:

- 12-14 learning days, spread over a year
- Four meetings, 1.5 hours minimum with your mentor, spread over a year at times to suit you both
- 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 one or two-day blocks, from October 2020 to October 2021. Typically, we don't deliver learning in the summer months or during school holidays.

A typical timeline is outlined here:

Study Days & Action Learning Set Days	2020: 1-2 days per month in October and December 2021: 1-2 days per month in January, March, April, June, July and October
Graduation Event	October 2021

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 central London.

"Scale Up gave me the direction I needed. It helped me find out where we were going"

Martin Taylor, Fir Tree CIC



The Match Trading grant

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

You will be matched with a grant manager throughout the year, who will support you with questions about your grant and how you can spend it.

What is a Match Trading grant?

The School for Social Entrepreneurs created Match Trading grants to help social organisations become more sustainable.

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 trading income with a grant of up to £7,000. This is called a Match Trading grant.

- Watch our 90-second video explaining Match Trading grants: <https://www.matchtrading.com/>
- 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. Your grant claim will be dependent on you showing us that you have increased your income from trading, 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 £5,000 of income from trading in 2019/20, and this increases to £22,000 in 2020/21 - we will give your organisation an additional £7,000 to spend on your project.
- If you had £30,000 of income from trading in 2019/20, and this increases to

£35,000 in 2020/21 - we will give your organisation an additional £5,000 to spend on your project.

What do we mean by income from trading?

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 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 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.

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

What can I spend the Match Trading grant on?

Our intention is to be flexible as possible about how you spend the grant, but your grant must be used to support your learning and to put that learning into practice through developing trading within your organisation.

You can use your grant towards items such as:	We cannot fund any of the following:
Your salary or staff salaries to support you to attend the programme or to support the development of trading in your organisation	Private benefit that is not “incidental” (see below)
Developing new products or services	Assets over £1,000 in value, including refurbishment of buildings or purchase of vehicles unless agreed with us.
Marketing and publicity: e.g. developing a website to support your trading	Work that has taken place before the grant was awarded
Travel and subsistence costs, including for attending the programme	Costs associated with the application or interview
Supplementary training for yourself or others, directly relevant to your project	Expenditure outside the UK, except as agreed with us
Other costs that you can show are relevant to developing your trading activity or putting your learning into practice	Anything that would create religious or ethnic discord or would support illegal activities.

Costs should be value for money, meaning that you should have checked prices to ensure that you are receiving best value for money. You must not use your grant for private benefit that is not required for the development of your project. You cannot use your grant to pay dividends and it must be used for public benefit. If in doubt, please discuss with us.

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 LBSEP2020@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 financial 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 income from trading as described above.

How do I apply?

Apply online by 1pm, Thursday 30th April 2020

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.)

- Save the following documents in the file name format below so they are ready to upload for the application:

Document type	File name format
your most recent annual accounts	FirstnameSurnameAccounts.doc
governing document	FirstnameSurnameGoverningDocument.doc
income & expenditure	FirstnameSurnameIncome&Expenditure.doc
income projections	FirstnameSurnameIncomeProjections.doc
documents about your impact and work (optional)	FirstnameSurnameImpactReport.doc

- Go to <https://www.the-sse.org/apply-now/> for the Scale Up online application form.
- You can save your application and return to it at a later date. Just click “Save for later”, and you will be given a unique link to return to your application. Remember to save this link.
- When you’ve completed all the questions, click “Preview” to review your application, then click “submit”. You will be redirected to our equalities monitoring form and you will also receive a copy of your application by email from us (via 123 Formbuilder). Check your junk folder if you can't find the email.

If you have any problems, contact us on LBSEP2020@sse.org.uk or 0207 089 9120.

Don't miss the deadline! Please don't submit your application past 1pm on Thursday 30th April 2020 as it will not be considered. Under exceptional circumstances, we may grant approval to submit your application late. You need to call programme manager Helen Animashaun on 0207 089 9120 to discuss this, ahead of the deadline.

How will my application be assessed?

1. May: 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. (Please note that incomplete applications will be rejected.) Your application will then be assessed by the SSE team at your chosen location.

You will find out by the end of May whether your application will be taken to the next stage.

2. May/June: Info session & interview

If you're accepted to the next stage, you'll be invited to attend an information session and interview in May or June. We'll make any reasonable adjustments to ensure you feel comfortable, and you can attend online if you can't make it in person.

3. June/July: Selection panels

You will be invited to present a quick pitch of your plans either face to face or by video call to a selection panel. We'll make any reasonable adjustments to ensure you feel comfortable, and you can attend online if you can't make it in person.

4. August: Offer to join the programme

If successful, you will be offered a grant offer and learning programme package, with 30 days to sign and accept the terms and conditions.

5. October: The programme begins!

The learning programme starts in October 2020 and runs until October 2021.



Key contact details

If you still need advice on your application, contact us on 0207 089 9120 or by email to LBSEP2020@sse.org.uk

Complaints

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

Appendix: 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 you mean by “more than two years old”?

We are seeking organisations with a proven track record. For Scale Up, you need to demonstrate you are a legal entity, but we recognise that the legal form may have changed. For instance, the project may have been 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. You will need to show us that the activity is at least two years old.

What do you 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 you mean by “more than £75,000 income”?

We mean all income, not just income from trading - 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 you mean by “at least two paid members of staff”?

The project must have the resources to grow. To do this the project must have two or more people able to give time to the project and it should be at a stage where two or more people are paid regularly. This might be yourself, a director, staff member or regular sessional workers or administrators. It does not include paying for professional services such as an accountant or a lawyer.

What do you 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 programme 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 LBSEP2020@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 project 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 project e.g. paying staff to deliver the work of the project, but if your project 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.

“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*

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 have an equal opportunities policy in place.

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 convictions which may affect your ability to run your project, including working with children, young people or adults who are vulnerable, you should let us know. We may undertake checks during the course of the application assessment.

Can I apply if I have already 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.

In most cases, if you are currently on an SSE programme that's longer than six months, you won't be apply for this programme. This includes any level of the Lloyds Bank and Bank of Scotland Social Entrepreneurs Programme 2019/20, Community Business Trade Up 2019-2020 and the Fellowship Programme. Please ask your regional school if you are on other programmes. If you have an application pending with us for another long programme, such as Community Business Trade Up, please note that you are welcome to apply to this programme too, but you will only be able to attend one programme.

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 Trade Up, you will need to show that you are an early stage and growing business or project that is at least one year old with an income of more than £15,000 in the last or current financial year.

If 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 which is learner centred 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 National Lottery Community 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.

**“There’s no single magic recipe to scale;
we’ll each forge our own perfectly imperfect path.”**

Sarah Rafique, Generation Medics