



power to
change

business in
community
hands



money foundation

Leading the Way: A leadership programme for community enterprises

Guidance for applicants



November 2021

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Do you lead a community enterprise in the North East of England or Yorkshire and Humber? Are you interested in building your leadership skills, confidence and networks? Leading the Way offers a tailored learning programme that balances one-to-one development and group learning, with a grant of £8,000 to support your development and the impact of your organisation.

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About this guidance

This guidance will help you decide whether Leading the Way is right for you. It also provides information that will help you complete the application form.

Part one: Provides information about what the programme is and what it involves.

Part two: Explains the eligibility criteria and will help you decide whether Leading the Way is the right programme for you.

Part three: Provides information about the application process and decision making.

Part four: Provides information about our data protection policy and diversity, equity and inclusion.

Part five: A preview of the application form and the information you will need to answer the questions.

Get in touch

We are always happy to answer any questions you may have before submitting an application.



Email us

You can email us at: leadingtheway@powertochange.org.uk. We aim to respond to email enquiries within 2 working days. Please note our offices are closed from 16 December to 3 January. Emails received from 17 December to 3 January will be responded to from 4 January.



Call us

You can call us on 0114 350 3492. The helpline is open from Monday to Thursday from 9am - 4pm. Calls are charged at a national rate. Please note the helpline will close from 16 December and will re-open on 4 January.

If you require this guidance to be sent to you in large print, braille or an audio transcript, please get in touch:
comms@powertochange.org.uk

Part One: About the programme

Introduction

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

Like all businesses, they need to continually evolve and improve to meet these challenges. That's why we've launched Leading the Way to support them to refine their leadership and management skills in order to strengthen their organisation and deepen its impact within their community.

Starting in the North East of England and Yorkshire and Humber, the programme has been developed for leaders of community enterprises, including community businesses, who haven't recently benefited from formal leadership training, are 'getting on and doing it' and might feel other leadership programmes aren't for them.

It aims to support these community leaders to build their confidence, resilience, skills and networks to progress their leadership and their organisations to the next stage. Applications are particularly encouraged from groups under-represented in leadership positions, including from minoritised ethnic communities and disabled people.

About the partners

Power to Change

[Power to Change](#) is an independent charitable trust set up in 2015 whose funding is used to strengthen community businesses across England. At a time when many parts of the UK face cuts, neglect and social problems, we are helping local people come together and make sure their local areas survive and stay vibrant.

No one understands a community better than the people who live there. In some areas, people are already coming together to solve problems for themselves, and we support them as they run businesses which help their whole community and recycle money back into the local area. Power to Change's vision is 'powerful communities, better places', where community businesses revive local assets, protect the services people rely on, and address local needs.

Virgin Money Foundation

The [Virgin Money Foundation](#) is an independent charity based in the North East of England. Its ambition is to make a real and lasting difference in the places that need it most.

Since its launch in 2015 Virgin Money Foundation has worked with community organisations that seek to create positive change in their local area. It recognises that in addition to safeguarding and strengthening the vital work that already takes place, new solutions are required. In order to encourage these new solutions the Foundation is working in partnership to create programmes that support community entrepreneurs and young change makers to develop as leaders and deepen their impact upon their local community.

Part One: About the programme

Introduction

Key features of the programme

Leading the Way offers a tailored learning programme that balances one-to-one development and group learning, with a grant of £8,000 to support your development and the impact of your organisation.

We are recruiting 10 community leaders in the North East of England and 10 community leaders in Yorkshire and Humber to join our learning programme that will take place from March 2022 to June 2023 (16 months). You will be grouped by region so you can build valuable relationships with other community enterprises in your area. In person group learning sessions for the North East cohort will take place in Newcastle, and in Leeds for the Yorkshire and Humber cohort.

The programme consists of:

In person group learning sessions every six weeks to build your technical management skills and leadership capabilities, learning alongside people running organisations like yours, so you can help each other out. There will be 10 full day in person sessions, plus a final event to celebrate your achievements. You can use your grant to cover travel costs.

- Tailored one-to-one specialist support between group sessions to assist your learning, provide practical support to put your learning into practice and to focus on particular technical challenges or skills development to suit your needs.
- Access to one-to-one coaching for the duration of the programme to support your personal development.
- A Programme Mentor for each cohort who will work with you to identify your development goals and co-produce a tailored development plan. The Programme Mentor will be your point of contact during the programme and also hosts the group learning sessions and facilitates learning between leaders.
- Site visits and online inspirational talks from leaders who have been on a similar journey to you, including Q&A sessions.
- Access to the in person group learning sessions and online talks for another relevant member of your organisation's team to further build the capabilities and impact of your organisation.
- An £8,000 grant for your organisation to support your development as a leader and the impact of your organisation.



Part One: About the programme

Introduction

Programme benefits

- Improve your technical skills needed for effective leadership
- Grow your confidence and resilience
- Grow your networks and become better connected
- Achieve your personal leadership development goals
- Support your organisation to become more resilient, a stronger business and to deepen its impact

What will I learn?

Likely topics include:

- What is leadership
- Leadership in a community enterprise setting
- Introduction to leadership styles, including coaching
- Finance skills
- Financial and business planning
- Trading models for community enterprises
- Good governance and succession planning
- Managing and leading people
- Understanding emotional intelligence

- Diversity and inclusion
- Conflict resolution
- Understanding power dynamics and how to make yourself heard
- Network mapping and influencing
- PR and marketing
- The power of story telling
- Wellbeing for yourself and your team
- Climate, sustainability and your role as a leader
- Leadership in a digital environment
- Impact measurement
- Working with volunteers



Part Two: Can you apply?

Eligibility criteria

Please read through the following criteria to check that you and your organisation are eligible to apply to join Leading the Way. We will assess your application against these criteria. To be eligible to join the programme, your organisation must:

1. Be based in an area in the North East of England or Yorkshire and the Humber that experiences high levels of statistical disadvantage

Your organisation must be based in an area in the North East of England or Yorkshire and Humber ranked within the top 30% of the [2019 Index of Multiple Deprivation](#).

2. Generate some of its income through contracts, products or services

Your organisation must generate some of its income through selling goods or services to customers or commissioners. Community enterprises, including community businesses, generate earned income and sell services and products in and around their local area. They create benefits for the local community through the products or services they deliver and through the way the business is run. To be eligible your organisation must be an established organisation with a history of generating earned income.

3. Be community focused and operating within a local area

Your organisation must be operating locally and building on the strengths and assets of that place to address community needs. Organisations operating at a regional or national level, or that are a subsidiary of a larger or national organisation, are not eligible to apply.

4. Have been incorporated for at least two years

At the time of applying, your organisation must have been incorporated for at least two years. Unfortunately we are unable to support unincorporated organisations. Examples of unincorporated organisations, which we won't fund, include unincorporated associations.

5. Not be a sole trader

Sole traders who run their own business as an individual and are self-employed are not eligible to apply. Community Interest Companies with only one director are also not eligible.

6. Have a charitable purpose and meet a charitable need in your community

Your organisation must have a charitable purpose at the heart of what it does, which meets charitable needs in your community. This does not mean that your organisation has to be a charity, as we will fund a variety of legal structures, but we cannot fund

activities which don't further a charitable purpose. We 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
- the promotion of social inclusion

7. For public benefit

For an organisation to be charitable, it needs to have both a charitable purpose and to be for public benefit. This means that your organisation must create benefits for a sufficient section of your community, including people who are experiencing disadvantage. If your activities are for private benefit and will only benefit a few people in your community or will only provide benefits to people who aren't experiencing disadvantage, we will not be able to support your organisation.

Part Two: Can you apply?

Eligibility criteria

In addition, you must:

8. Be someone who leads your organisation

You must be someone who leads your organisation with responsibility or accountability for the running of your organisation. You must have decision making responsibility and manage a team of people, which may be small and/or predominantly volunteer-based. Relevant roles and job titles may vary for different organisations.

9. Have not accessed a leadership development programme in the last 5 years

You must not have benefitted from a leadership development programme in the last 5 years. By 'leadership development programme' we mean a substantial, longer term course, rather than a course that lasted one or two days.

10. Be able to commit to 1.5 days per month

We are looking for community leaders who are keen to learn, develop and invest in the future of their organisations. You will need to demonstrate that you can commit to approximately 1.5 days per month on average to engage with the programme support and materials over 16 months, including travelling to in person group learning sessions in Leeds or Newcastle every six weeks. You can use your grant to support with backfilling your role. While some aspects of the programme, such as the group

sessions, will take place on particular dates, you will have the flexibility to arrange your one-to-one coaching and other support to take place at a time that suits you.

Our priorities

We welcome strong applications from community leaders across the community enterprise sector. We will, however, be prioritising applications that demonstrate the greatest potential to learn and benefit from the programme.

We will be prioritising applications that:

- Demonstrate strong social impact and community benefit from the organisation's activities and scope for the programme to deepen this impact
- Are from organisations operating in the most statistically disadvantaged areas according to the 2019 Indices of Multiple Deprivation
- Are from relatively young or early stage organisations
- Demonstrate the individual's commitment to developing their leadership skills and meeting the time and travel commitments of the programme
- Propose a use of the grant which would support the individual's development as a leader and the impact of the organisation

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

in each cohort and particularly encourage applications from groups under-represented in leadership positions, including from minoritised ethnic communities and disabled people.

What do we mean by charitable purpose?

You can find more information about charitable purpose on the [Charity Commission](#) website.

What do we mean by private benefit?

Any personal benefits people receive through the community business must be no more than a necessary result or by-product of delivering public benefit.

Personal benefits could include financial payments to the owners of a property that an organisation uses or membership benefits.

These private benefits need to be incidental in both nature and amount. Returns from community shares are allowable. Find out more:

<https://www.gov.uk/government/publications/examples-of-personal-benefit/examples-of-personal-benefit>

Part Two: Can you apply?



Part Three: Application process

How to apply

Stage one: Application form

To help you decide whether to apply please read through this guidance, particularly the eligibility criteria on page 5.

To apply to the programme, you need to complete an application form which is reproduced for reference on page 9.

Once the programme opens for applications at 10am on 2 December 2021 you can register and start your application [here](#). The application window closes at 12 noon on 18 January 2022.

If you start your application, but are unable to complete all the required information, don't worry. You can simply save your form and come back to it at a later date.

We will review your application and let you know within 3 weeks of the application window closing whether we are taking your application forward to the next stage.

If you have any questions or need assistance with completing your application, please contact leadingtheway@powertochange.org.uk.

Stage two: Conversation

If we take your application forward to the next stage, you will be invited to have a 45 minute face-to-face conversation with us in Leeds (if your organisation is based in Yorkshire and Humber) or Newcastle (if your organisation is based in North East England).

You will be offered a choice of times during the following weeks:

- Leeds: weeks beginning 7 and 14 February
- Newcastle: weeks beginning 7 and 14 February

If you are unable to attend in person, we will offer you a time for an online conversation instead.

The purpose of this conversation is for us to find out more about your role, your organisation, what you would like to get out of the programme and how you will manage the time commitment. We will also be interested in whether your organisation's Board is aware of your application and how they will support you if you are successful. While we do not require any specific support from your Board, we will expect them to be aware of your application and to engage with the implementation of learning if your application is successful.

This conversation is also an opportunity for you to ask us questions about the programme.

Stage 3: Confirmation

After a conversation with us, we will let you know by 3 March 2022 if you have been accepted on to the programme.

If you are accepted, we will send you a welcome pack, including details of the programme timetable and next steps.



Part Four: Other useful information

Other important information

Data protection

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

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

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

Diversity, Equity and Inclusion

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

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

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

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

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

Part Five: Application form preview

A preview of the application form and guidance notes

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

Section 1: Eligibility Checker	
Criteria - Your organisation Please specify whether your organisation	
Has been incorporated for at least two years	Please pick one: Yes/No
Is not a sole trader	Please pick one: Yes/No
Based in an area in the North East of England or Yorkshire and Humber that experiences high levels of statistical disadvantage	Please pick one: Yes/No Your organisation must be based in an area in the North East of England or Yorkshire and Humber ranked within the top 30% of the 2019 Index of Multiple Deprivation .
Generates some of its income through contracts, products or services (selling products or services to customers or commissioners)	Please pick one: Yes/No
Is community focussed and operating within a local area (not operating at a regional / national level or a subsidiary of a larger / national organisation)	Please pick one: Yes/No
Has a charitable purpose and meets a charitable need in your community. (This does not mean your organisation has to be a charity. We will consider applications from a variety of organisational legal structures.)	Please pick one: Yes/No
Benefits the public. Any private or personal benefit must be incidental and a by-product of meeting your organisation's public benefit.	Please pick one: Yes/No

Part Five: Application form preview

A preview of the application form and guidance notes

Criteria - About you Please specify you:	
Are someone who leads your organisation with responsibility or accountability for the running of your organisation	Please pick one: Yes/No
Have not accessed a leadership development programme in the last 5 years	Please pick one: Yes/No
Are able to commit to approximately 1.5 days per month to engage with the programme support and materials, including travelling to in person sessions in Leeds or Newcastle	Please pick one: Yes/No
Section 2: Applicant contact details	
Title	
First name	
Last name	
Job title	
Email address	
Work phone	
Work mobile	

Part Five: Application form preview

A preview of the application form and guidance notes

Section 3: Your organisation	
Organisation name	Organisation name should be written as registered with Companies House, the Charities Commission or other registration or regulatory bodies such as Financial Conduct Authority.
Organisation website	
Please provide the registered address for your organisation	This is the address which you have provided to your regulatory / registration body.
What date was your organisation incorporated?	
Please provide all applicable registration numbers. <ul style="list-style-type: none"> ▶ Companies House Registration Number ▶ Charity Registration Number ▶ Society Registration Number 	We will use this registration number to search external information sources to verify information about your organisation and its finances, such as the Companies House website, the Charity Commission website and the Financial Conduct Authority website.
What is your organisational legal structure? Please select one: <ul style="list-style-type: none"> ▶ Charitable Incorporated Organisation ▶ Charitable Company Limited by Guarantee ▶ Charitable Community Benefit Society ▶ Community Benefit Society ▶ Co-operative Society ▶ Community Interest Company (Limited by Guarantee) ▶ Community Interest Company (Limited by Shares) ▶ Private Company Limited by Guarantee without Share Capital (non charity) ▶ Private Company Limited by Shares (non charity) ▶ Other (please specify - 20 words max) 	We will fund a broad range of organisational types. This information helps us understand whether there may be private benefit from your activities.

Part Five: Application form preview

A preview of the application form and guidance notes

<p>What is the main activity of your organisation? Please select one:</p> <ul style="list-style-type: none"> ▶ Arts centre or facility ▶ Community hub, facility or space ▶ Community pub, shop or café ▶ Employment, training, business support or education ▶ Energy ▶ Environmental or nature conservation ▶ Food catering or production (including farming) ▶ Health, care or wellbeing ▶ Housing ▶ Income or financial inclusion ▶ Sports and leisure ▶ Transport ▶ Visitor facilities or tourism 	<p>Your activities may span more than one sector type. Select the main sector type which best describes your organisation's activity.</p>
<p>What is your organisation's charitable purpose(s)? Please select up to three:</p> <ul style="list-style-type: none"> ▶ the prevention or relief of poverty ▶ the advancement of education ▶ the advancement of health or the saving of lives ▶ the advancement of citizenship or community development ▶ the advancement of the arts, culture, heritage or science ▶ the advancement of environmental protection or improvement ▶ the relief of those in need because of youth, age, ill-health, disability, financial hardship or other disadvantage ▶ the relief of unemployment ▶ the promotion of urban and rural regeneration ▶ the promotion of social inclusion ▶ none of the above 	<p>We can only provide funding for activities which have a charitable purpose. This does not mean that your organisation has to be a charity, as we will fund a variety of legal structures, but we cannot fund activities which don't further a charitable purpose.</p>

Part Five: Application form preview

A preview of the application form and guidance notes

<p>Who are your organisation's main beneficiaries? Please select up to three:</p> <ul style="list-style-type: none"> ▶ Communities experiencing racial inequity ▶ Children and young people, and parents, living in poverty ▶ Communities experiencing health inequalities ▶ LGBTQIA+ community ▶ Older people ▶ Women and girls ▶ People who are pushed into crisis ▶ People with learning or physical disabilities ▶ People experiencing domestic abuse and violence ▶ People experiencing homelessness ▶ People experiencing poor mental health ▶ People experiencing loneliness and social isolation ▶ No specific section of the community ▶ Other 	
<p>Please provide a brief description of your organisation.</p> <p>Your answer to this question should include:</p> <ul style="list-style-type: none"> ▶ why your organisation was set up ▶ a brief description of your organisation's work to date ▶ what your organisation does on a day-to-day basis ▶ what your organisation aims to achieve <p>You have 1200 characters, which is approximately 200 words</p>	
<p>Please describe the geographical area(s) your organisation serves.</p> <p>You have 1200 characters, which is approximately 200 words</p>	

Part Five: Application form preview

A preview of the application form and guidance notes

<p>Please select up to 3 postcodes which are representative of your area of benefit and the communities your organisation serves.</p> <p>We understand that the area you work in may be larger than 3 postcodes.</p>	
<p>Please describe the impact your organisation has on the local community and how participating in Leading the Way would help your organisation deepen this impact.</p> <p>You have 1500 characters, which is approximately 250 words</p>	
<p>Please upload:</p> <ul style="list-style-type: none"> ▶ your organisation's most recent audited annual accounts ▶ your organisation's most recent management accounts 	<p>We will use this information to understand your organisation's trading model, scale of operations and stage of development. We will also use this information as part of our standard due diligence checks to check the financial standing of your organisation.</p>
<h4>Section 4: About you</h4>	
<p>Please provide a brief description of your role in your organisation.</p> <p>You have 1200 characters, which is approximately 200 words</p>	
<p>What leadership development opportunities have you benefited from in the past and what impact has this had on you and your organisation?</p>	
<p>What has motivated you to apply to Leading the Way and what do you hope to get out of it?</p> <p>You have 1500 characters, which is approximately 250 words</p>	

Part Five: Application form preview

A preview of the application form and guidance notes

Section 5: Grant request	
<p>Please explain how the £8,000 grant would be used to support your development as a leader and/or the impact of your organisation.</p> <p>You have 1200 characters, which is approximately 200 words</p>	<p>You can request to use the £8,000 grant for revenue and/or capital costs. The costs should be to support your development as a leader and/or the impact of your organisation. This can include travel costs for the in person learning sessions and support with backfilling your role.</p>
<p>Please provide a breakdown of your proposed use of the £8,000 grant. Please split between capital and revenue and tell us the anticipated timing of the expenditure.</p>	<p>As Living Wage Funders we encourage you to ensure that any salaries funded through our grant are paid at least a real Living Wage. The Living Wage is currently £9.50 per hour. Your budget should reflect this. If you are unable to pay staff funded through our grant at this level, please explain why. More information regarding the Living Wage can be found at: www.livingwage.org.uk/calculation</p>