



Fair  
Education  
Alliance

# THE SCALING AWARD: INFORMATION AND GUIDANCE



# Fair Education Alliance: The Scaling Award

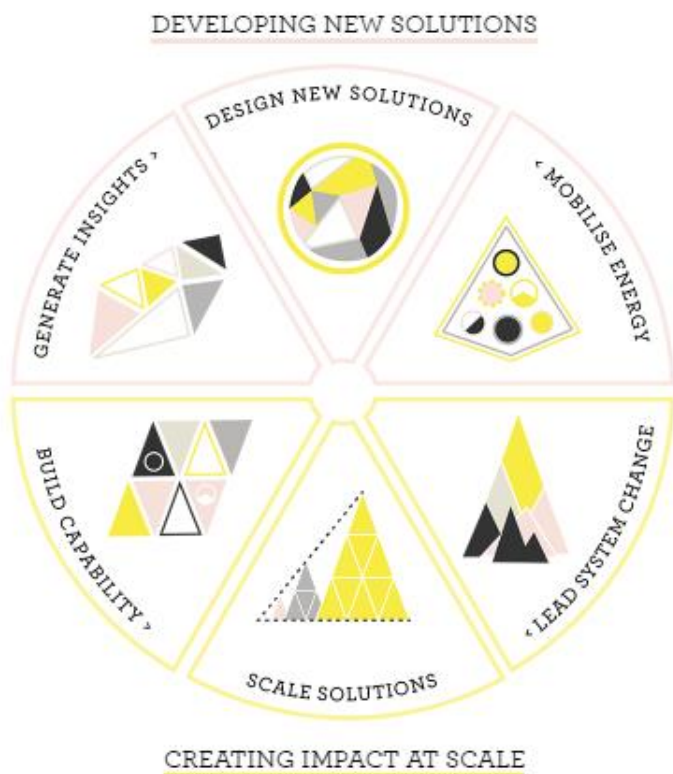
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## The Fair Education Alliance: Scaling Impact

The Fair Education Alliance is a coalition of 150 cross-sector organisations that work collectively to tackle educational inequality. In 2019, we merged with the Teach First Innovation Unit to scale impact through a systemic and needs based view.

We do this through three new programmes that build on the expertise of the Teach First Innovation Unit and draw on the experience and skills of the FEA members to accelerate outcomes.



The Innovation Unit's [Formula for Innovation and Impact](#)

### Three New Scaling Impact Programmes

#### Innovation Award

A year-long incubator with £15k salary contribution for up to five individuals from the public with high potential ideas

#### Intrapreneurship Award

A year-long incubator with £15k salary contribution for up to 5 FEA Members to launch a new initiative within their organisation

#### Scaling Award

A two-year programme of individually tailored support for up to 7 FEA Members to scale impactful solutions to areas of greatest need

### Which programme is right for my organisation?

If you aren't sure which of our three new award programmes are right for your organisation, we've put together [a short quiz to help you decide](#).

### Innovation and Intrapreneurship Awards

The Innovation Award and the Intrapreneurship Award will open for applications in March.

If you are interested in receiving information about these awards as it becomes available, [please fill in this expression of interest form](#).

## The Scaling Award

### Why?

In many cases, we know what works to improve children's outcomes, but struggle with how to get these solutions to the schools, communities and children who need them most.

Many proven, impactful solutions are run by FEA members who have the appetite to scale but face critical challenges in doing so. These include maintaining high quality delivery at scale, having the right operations and governance, and having specialist local knowledge.

Over the past seven years we have supported innovators at all stages of the growth pipeline - from inspiring and incubating new solutions to accelerating the growth of established organisations. We know that they face multiple barriers to scale, especially to reach those who face the greatest need.

### What?

The Scaling Award is a collective approach of scaling impactful solutions, leveraging the expertise and connections of the FEA membership to enable Award Winners to reach the areas that are left behind.

Following a competitive selection process, the Fair Education Alliance will support up to 7 Scaling Award Winners that have high potential to make a profound impact on educational inequality in the UK.

Through a tailored two-year programme, we will support the organisations to build their organisational capacity, generate new models to scale, extend their networks and develop their leadership, priming them for sustainable and impactful scale where it's needed most.

## Testimonials

### FRONTLINE

CHANGING LIVES

"The Scaling Award has had a significant and tangible impact on the pace and scale of our growth. The focus on providing excellent support, advice and resources has helped us reach some of the most vulnerable, disadvantaged children in society who rely on the support of social workers."

Sam Sims,  
Chief Operating Officer



"Together we worked to identify our areas of greatest need and devised action plans to tackle them. This culminated in a team retreat which Siwan attended, in which we reviewed our core vision, mission and values. As a result we set on a new more ambitious path as a new charity; Learning with Parents. As well as the more tangible aspects of the support, Siwan was also a great friend to have on our side through the ups and downs of starting a social venture."

Tom Harbour, Founder



"The Scaling Award has provided long-term, targeted support enabling us to scale faster than we could have on our own ... This has put us in a stronger position to sell to schools, and we would be four years behind where we are now had it not been for that support."

Jess Barrett  
(Founder, Franklin Scholars)



## Alumni

The Scaling Award Programme builds on the success of the Teach First Innovation Unit's Innovation Partnerships. Here are some of the organisations we've worked with previously.



## Prizes

What will you receive as part of the two-year programme?



### 1:1 Strategy and operational support

- Maximises the impact of the Award programme.
- Strategic advice and guidance and support in considering new ways to scale your impact.
- Hands on bespoke support to solve critical challenges (see Appendix I for list of support areas); ranges from practical support to advice and guidance, mentoring, and coaching.



### Impact and evaluation consultancy.

- 1:1 specialist support.



### Support to target need

- Use data to effectively target scale towards areas of greatest need.



### Annual Leadership Residential

- Focus on leadership, good practice sharing and strategic challenges.
- Work with peers and specialists to identify solutions to challenges.



### Expert masterclasses

- Specialist learning opportunities based on your needs.
- Learn from experts and peers.
- Targeted sessions all levels of your organisation.



### Peer support

- Inspiring peers to draw on for shared learning, support and collaboration.
- Introductions to key stakeholders.
- Immersive visits and shadowing.



### Scaling Award logo and endorsement

- Showcase your organisation to a cross-sector network.

### What is outside the remit of the Scaling Award?

Sustainability is critical to scale. To help you achieve that, we'll connect you with key stakeholders. However, please note that Award Winners will not receive funding from the FEA (aside from covering most programme costs) or direct sales to schools.

### Duration of the support

The programme lasts for two years - from September 2020 until August 2022 – to enable Award Winners to implement changes arising from the support.

The bespoke support plan developed with the Award Winners will underpin the support provided, along with the associated milestones and outcomes. These will be reviewed throughout the year with a formal review point in the summer of 2021 to reset priorities for the second year. At this point all partnerships will be reviewed to ensure they are achieving the agreed milestones and outcomes and that the Award Winners continue to meet the desired partnership criteria.

At the end of the initial two years of support, Scaling Award Winners will be able to apply for an additional two years of support (maximum of 4 years overall) (NB – contingent on funding).

### What type of organisations are we looking for?

#### Themes

We're looking for organisations whose core work directly contributes to the FEA's three key priority areas. These areas were collectively agreed by our members as the areas where progress will have the biggest impact on disadvantaged children. You can determine which one (or more) of these three themes your work aligns with.



As part of the programme you will also be expected to engage with the relative Collective Action work being undertaken on the three key priorities.

#### Proof of concept and current scale:

We're looking for established organisations who have high potential to make a profound impact on educational inequality in the UK. You might be:

- ✓ An early stage organisation that's been delivering your core programme for a few years post pilot: you have evidence that your programme is sustainable (or **will** be sustainable in the next

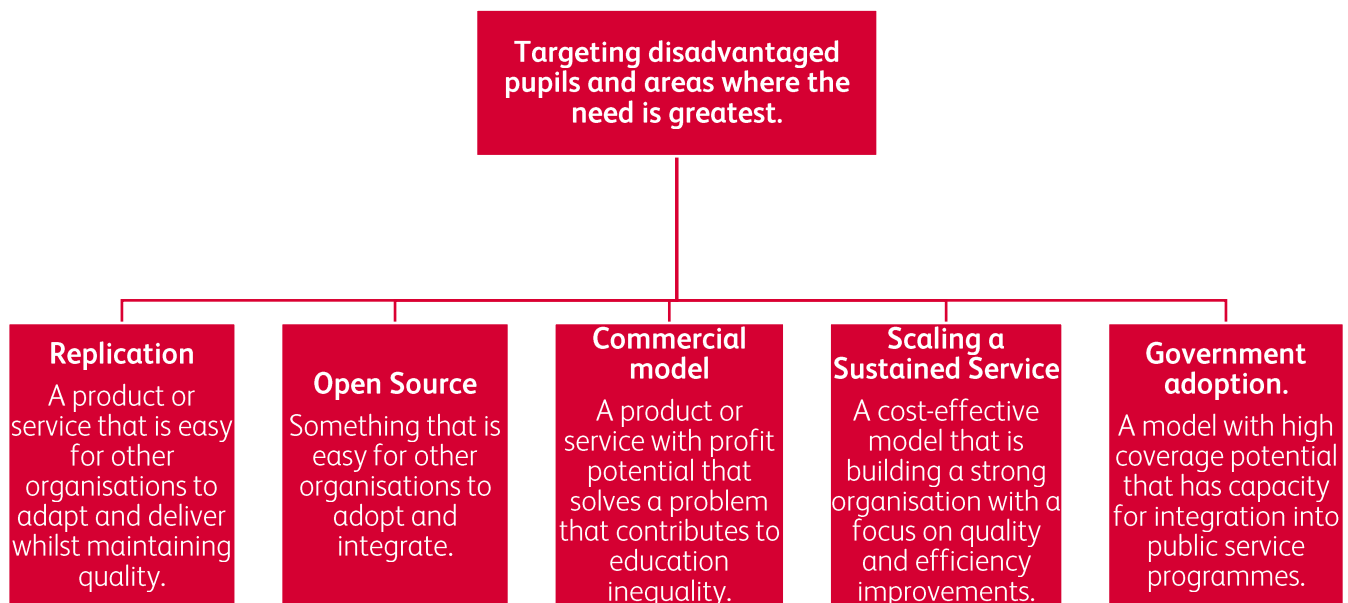
two years), your intervention is proven to have a positive impact on beneficiaries, there's market demand and you're ready to scale

- ✓ An organisation who has had success in scaling your impactful intervention to date, but your growth has stagnated or plateaued, and you want support to overcome this
- ✓ An organisation who has successfully achieved national scale with an impactful intervention, but you have ambition to scale your impact further and strategically target future growth so that you can reach more beneficiaries<sup>1</sup> who face the greatest need

### Routes to Scale

From our experience, we know that many organisations face barriers when scaling that are often closely linked to the practicalities of their delivery and business model. We think that entrepreneurs and organisations should be thinking about how their solution could, one day, reach every young person in their target group and recognise that in order to achieve this, they need to consider different routes to scale.

We're looking to work with a diverse range of organisations who are following (or want to follow) different routes to scale (as depicted below). This ranges from organisations have a direct delivery model to those who are following a replication or open source model. If you aren't sure yet which route to scale is best for your interventions or you would like support to reconsider, we'll help you as part of the Award.



*Adapted from Alice Gugelev & Andrew Stern, "What's Your Endgame?" Stanford Social Innovation Review, Winter 2015*

### Ambition to scale your impact to those who face the greatest need:

We know that innovation in education can be London-centric and therefore we're looking for applicants to consider issues of regional inequality and how they seek to address this in their scaling strategy.

<sup>1</sup> We recognise that our members will work with a variety of different target groups from pupils to teachers and community leaders and we use the term beneficiary to describe the collective primary beneficiaries of our members. The Scaling Impact Programmes are however designed to support organisations who's end impact is on children and young people from disadvantaged backgrounds."

Children from low income backgrounds are falling behind their wealthier peers in all stages of education, and this gap is even greater for young people outside of London. In 2018, the Education Policy Institute showed that geographical inequalities have increased, with disadvantaged London pupils doing significantly better than those in other areas of the country. The Social Mobility Commission has found that some of the worst-performing areas are rural and coastal, as well as former industrial towns. For example, by the time they get to their GCSEs, disadvantaged students in Blackpool, Derby and Sheffield are almost two years further behind than their disadvantaged peers in many London boroughs. In London, 51 % of pupils on free school meals achieve an A\* to C grade in English and maths at GCSE, compared to an average of 36 % for the rest of the country.

Through the Scaling Award we want to support organisations who are already committed to tackling inequality and who are ambitious about scaling their impact to support a greater number of those who face the greatest need.

We encourage applications from organisations who:

- ✓ have a track record of scaling **OR** who have ambition to scale to areas of greatest need and want support to accelerate progress
- ✓ have a track record of effectively targeting **OR** who have an ambition to target beneficiaries who face the greatest need and want support to do this effectively,

### Internal capacity and an enabling culture:

To enable you to fully benefit from the two-year programme, we want to work with organisations who can **dedicate enough staff time and resource to support scaling and who are primed to fully benefit from the Scaling Award**. From previous evaluations of the Teach First Innovation Unit's Innovation Partnerships we know that the more you and your whole organisation lean into the process and the support available (and have the capacity to do so) the more you get out of it.

It is important to note that, while there will be a key individual from each organisation working with us as the lead contact for the Scaling Award, it is not just about them; the whole organisation stands to take part in and benefit from the programme.

Here's an estimation of how the 2-year programme will work with different people in your organisation and the capacity you'll need to dedicate in order to fully benefit<sup>2</sup>. You can also see more information about what will be expected from you in the overview of the programme in appendix II.

Role	Time per programme year	Type of Activity
<b>Key Contact</b> – the individual who will work closest with the Head of Scaling Award to lead the process from start to finish.	3 days (June – August)	Planning the programme of support.
The Key Contact will need to be a senior leader within the organisation and in most cases, we recommend that it be the CEO, the exception being a large organisation where there is a designated senior leader that is leading on the scaling strategy.	8 hours	2-hour quarterly meetings to review the programme of support and discuss progress and challenges.
	Ongoing in accordance with Support Plan	Ongoing work to implement actions arising from the support. Attend relevant specialist workshops

<sup>2</sup> If you're a small organisation with a small staff, don't worry, this is only an illustration of how the programme seeks to support staff at all levels.



<p>Where the Key Contact is not the CEO, they will need to have the required level of authority to recommend and implement change.</p> <p>The Key Contact will need to be identified early on in the application process. It is recommended that the Key Contact is closely involved in writing the initial application form alongside the CEO. If you reach the final round in the selection process, the Key Contact will be required to attend the final with the CEO where you will be asked to participate in a workshop and a pitch and Q&amp;A with the final judging panel.</p>		<p>Attend 1:1 workshop with Head of Scaling Award and other advisors.</p> <p>Work with the Head of Scaling Award to share opportunities throughout your organisation and maximise the impact of the support.</p> <p>Provide data for monitoring and evaluation purposes.</p>
	2 days (including overnight) and ½ day prep	Leadership Residential. An opportunity to step outside of day to day delivery to work with experts and peers on leadership and strategic challenges.
<b>CEO</b> – (if the CEO is <u>not</u> the Key Contact)	1 day (June – August 2020)	Working with the Key Contact and the Head of Scaling Award to undertake a needs assessment, including an organisational health workshop and to plan a programme of support.
	4 hours	Quarterly meetings to review the programme of support and discuss progress and challenges.
	2 days (including overnight) and ½ day prep	Leadership Residential. An opportunity to step outside of day to day delivery to work with experts and peers on leadership and strategic challenges.
	Ongoing in accordance with Support Plan	<p>Ongoing work to implement actions arising from the support.</p> <p>Attend relevant specialist workshops and meetings with advisors</p>
<b>Leadership</b>	4 hours (June – August 2020)	Participate in kick off Organisational Health preparatory workshop.
	Ongoing in accordance with Support Plan	<p>Ongoing work to implement actions arising from the support.</p> <p>Attend relevant specialist workshops</p> <p>Attend 1:1 workshops and work with Head of Scaling Award and other advisors on specific development priorities.</p>
<b>Other Staff</b>	As deemed beneficial by the Key Contact and Head of Scaling Award	<p>Ongoing work to implement actions arising from the support.</p> <p>Attend relevant specialist workshops relevant to their role</p> <p>Attend 1:1 workshops with Head of Scaling Award and other advisors.</p>

<p><b>Board members / advisors</b> - it is crucial that the organisation's board supports the strategy to scale and that they are open to the learning that will come from the Scaling Award programme of support.</p> <p>Support to strengthen your board and governance structures is offered as part of the programme.</p>	2 hours (June – August 2020)	Input into the needs analysis and planning for the programme of support. We will ask to speak to a member of the board during the planning process so that we can understand their perspective and ensure that any challenges or development priorities relating to governance are included in the support plan.
	As deemed beneficial by the Board, Leadership and the Head of Scaling Award	Attending any relevant workshops or training. We will work with you to determine how and when to engage your board members in the support programme. E.g. specialist training workshops.

We are also looking for organisations that can **work with us in an open and transparent** way to maximise the impact of the programme on their organisation. We want to work with you as a supportive and critical thought partner. To do this we want organisations who:

- ✓ can identify the current challenges they are facing and share these openly with us
- ✓ have an idea of the key areas for support that they most benefit from receiving
- ✓ are willing to share all information necessary to give real insight into challenges.
- ✓ are open to constructive challenge and feedback

We will be looking for evidence during the application and selection processes that the organisation's leadership is open to receiving the kind of critical feedback and support that the Award seeks to provide to help you deepen and scale your impact.

### Willing to share your learnings and support others

We know that organisations can learn immensely from others who are currently facing, and those who have overcome, similar challenges. We're looking for a cohort of organisations that want to be part of a selective and supportive network of scaling organisations who are all working toward a joint vision of a fair education system, are ambitious in reaching that vision and who are targeting disadvantaged pupils. To support this, we're looking for organisations that are willing to:

- ✓ share learnings and good practice with others in the cohort
- ✓ share their challenges (where reasonable) with peers in order to receive peer support
- ✓ support others within the cohort to overcome challenges
- ✓ share resources to avoid replication
- ✓ work collectively to solve similar challenges
- ✓ attend a two-day residential to work with peers on leadership and strategic challenges

## Full Eligibility Criteria

Please see below the full eligibility criteria for applying for the Scaling Award.

Theme	Criterion	Notes
Legal and membership	The organisation is a member of the Fair Education Alliance	Non-members who are interested in applying for the Scaling Award will be invited to apply to become a member within the application window. <b>If you are not yet a member but are interested in applying for both membership and the Scaling Award, please <a href="#">contact the team</a> with an expression of interest.</b>
	The organisation's work directly contributes to the Fair Education Alliance three priority areas	FEA Priority Areas: - World class teachers and leaders - An education system that develops the whole child - Quality support for all post-16 routes
	The organisation works with or has a direct impact on pupils in England.	If an organisation is not working directly with pupils, they must show how their intervention has a longer-term impact on pupils as their end beneficiary.
	The organisation is a legally incorporated entity	
	The organisation has not been in deficit in the last 2 years (unless they are able to provide strategic rationale for this)	
Organisation mission and stage	The organisation has been delivering their core intervention for at least one-year post pilot.	
	The organisation works (or intends to work) with a majority of disadvantaged pupils	Applicants will be able to use their preferred indicators to evidence disadvantage and demonstrate they work with a majority of disadvantaged children. We would expect demographic data on end beneficiaries, e.g. IDACI or FSM.
	The organisation has at least one member of staff working full time for the organisation for a minimum of one year	
	There is a clear strategy or an ambition to scale into geographical areas where need is greatest	
Commitment	The organisation's application for Scaling Award programme is supported by the board (or relevant governance structure)	As part of the application process we will ask for a letter of support from your board.
	The CEO and executive team are able and willing to commit to the programme	

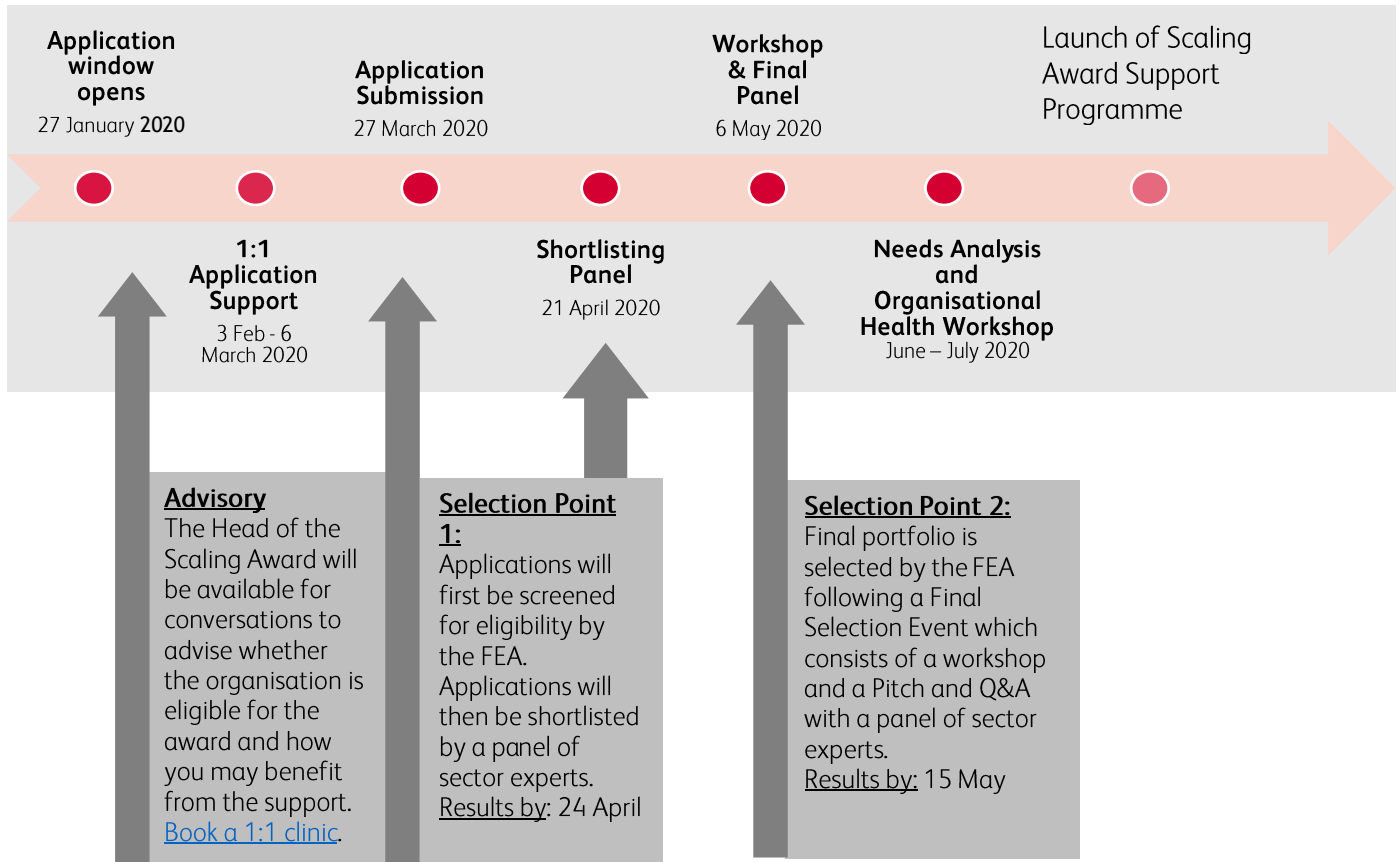
## Selection Criteria and Process

### Selection Criteria

Each organisation will be assessed against the following criteria. The FEA wants to ensure the process is as fair as possible. To support this, it will assess organisations against expectations set according to different growth stages.

<b>Problem</b>	The problem being addressed by the applying organisation poses a significant barrier to the achievement of one or more of the Fair Education Alliance priority areas
<b>Solution</b>	The solution is better or different than other existing alternatives
<b>Impact</b>	The intended outcomes of the organisation are well-defined
	The solution effectively addresses the problem it is trying to solve
	The applying organisation has appropriate evaluation and impact measurement practices
	The applying organisation has proof of impact relative to its scale
<b>Sustainability and Scale</b>	The applying organisation has an appropriate financial health (already sustainable or a clear financial model that leads to sustainability)
	There is evidence of market demand for the solution
	There is a clear strategy or an ambition to scale into areas where need is greatest
<b>Leadership</b>	The applying organisation can articulate clear strategic priorities and realistic milestones to deliver on their ambitions
	The applying organisation can identify the skills they needed to ensure the organisation reaches its objectives and where the current gaps are
	The application for Scaling Award is supported by the board
<b>Partnership Fit</b>	The applying organisation can articulate how the support from Scaling Award will help their strategic priorities
	The applying organisation can articulate how this support would be different and / or complementary to other support that they have received e.g. previous incubator / accelerator / pro-bono that they are or have undertaken
	The applying organisation can demonstrate that they have the internal capacity and willingness to fully benefit from the programme
	The applying organisation is open to feedback and challenge, as well as willing to adapt to enable them to accelerate progress

## Selection Process



## Key Dates and Guidance

Date	What
27 <sup>th</sup> January	<p><b><u>Application window opens</u></b> (2-month window)</p> <ul style="list-style-type: none"> <li>FEA members wishing to apply will need to complete an application form.</li> <li>Non-members should <a href="#">submit an expression of interest by emailing the team</a> before submitting an application</li> </ul> <p>At this stage, we will ask organisations to share the following information:</p> <ul style="list-style-type: none"> <li>Description of the organisation’s vision and mission (Theory of Change if applicable)</li> <li>Description of the problem the organisation aims to address</li> <li>Description of the programmes, including intended outcomes</li> <li>Analysis of competitors</li> <li>Eligibility and/or selection criteria for their beneficiaries (schools, young people, other institutions)</li> <li>Data on schools and pupils accessing their programmes in the current cohort (and previous year if available) <ul style="list-style-type: none"> <li>Reach data</li> <li>Demographic data (age, gender, postcode)</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>▪ For socio-economic status please use any/multiple of the following options: IDACI, FSM, Ever 6 FSM, POLAR 2, IMD</li> <li>• Impact data</li> <li>• 2018/19 budget</li> <li>• Strategic priorities for the next 2 years (or the duration of your current strategy)</li> <li>• What support you would need from the Scaling Award in order to meet these priorities</li> <li>• Support that you are currently receiving / have received from others.</li> </ul>
3 Feb – 6 March	<b>1:1 meeting or phone call with the Head of Scaling Award</b> available for interested applicants to learn about the Scaling Award. It is <b>highly recommended</b> that you take advantage of the 1:1 clinic as we will guide you through the support on offer, the application process and fit for the Award.
27 February	<b>Deadline for non FEA members to <a href="#">submit an expression of interest by emailing the team</a>.</b> The team will provide guidance on whether you are likely to be approved for membership and will support you to apply for the both Membership and the Scaling Award side by side.
27 March	<b>Application deadline – 5pm</b>
1 - 21 April	<b>Shortlisting</b> - Applications will first be screened for eligibility by the FEA. Eligible applications will then be shortlisted by a team of education experts, assess applications against the Criteria
24 April	Organisations who have applied will find out if they have been shortlisted and will be invited to attend the final Workshop and Selection Panel
6 May	<p><b>Final Workshop and Selection Panel</b></p> <p>Finalists will be invited to attend the final selection day where organisations will be asked to:</p> <ul style="list-style-type: none"> <li>✓ Take part in a 60-minute in-depth honest conversation (not a pitch) with sector experts and the FEA Scaling Impact team. The discussions will be focused on understanding your key priorities and the challenges you are facing</li> <li>✓ Pitch to a panel of expert judges and respond to their questions</li> </ul> <p>The Final Judges and experts will support the Fair Education Alliance team to make the final decision upon the composition of the portfolio. However, the FEA will have the deciding vote on the final portfolio. The FEA Secretariat, having merged with the Teach First Innovation unit, have the expertise of selecting and supporting multiple cohorts of purpose led ventures for support, and because of this, are well placed to decide where to invest resources for maximum impact.</p>
15 May	<b>Organisations are notified of the outcome of the selection process</b>
May	<p><b>Due Diligence:</b> Award Winners only</p> <p>At this point, Award Winners will be asked to share their key policies including Child Safeguarding, and steps they are taking to ensure that slavery and human trafficking do not take place in any of their supply chains.</p>
June – August	<p><b>Co-developing Support Plans and formalising the relationship</b></p> <p>The Head of Scaling Award and the Head of Impact and Evaluation will work with you to identify key priorities for the two years of support and create a support plan for the first year. To do this we will;</p>

	<ul style="list-style-type: none"> <li>✓ Deliver an Organisational Health Workshop for your organisation that will highlight your current strengths and challenges. This will be a workshop for key colleagues including your SLT.</li> <li>✓ Work with the Key Contact (and CEO if they are not the same person) to identify priorities for development and support over the first year.</li> <li>✓ Co-develop a bespoke Support Plan for your organisation</li> <li>✓ Co-develop outcomes and key milestones</li> </ul> <p>In order to formalise the relationship, we will also ask you to;</p> <ul style="list-style-type: none"> <li>✓ Confirm that you are willing to work with us towards the agreed outcomes and milestones</li> <li>✓ Sign a Memorandum of Understanding</li> <li>✓ Provide baseline evaluation and impact data</li> </ul>
September	<p><b>Formal Launch Event of Scaling Impact</b> where we will announce the winners of the Scaling Award along with the Innovation and Intrapreneurship Awards.</p> <p><b>Support for Scaling Award Winners begins.</b></p>
November	<p><b>Two-day Leadership Residential</b> for all Scaling Award Winners CEO and Key Contact (if different).</p> <ul style="list-style-type: none"> <li>✓ For Leaders to step away from delivery to focus on the big picture</li> <li>✓ Focus on leadership and strategic challenges</li> <li>✓ Work with peers and specialists to identify solutions to challenges</li> </ul> <p>The residential is compulsory for each organisation – we will ask successful organisations provide availability in May.</p>

## Support Available

Throughout the process, Siwan Davies, the Head of the Scaling Award and the lead for the selection process will be available to field any questions as well as to offer advice and guidance.

**1:1 Clinics** - The Head of the Scaling Award will be available for a 1:1 conversation to discuss whether your organisation is suitable for the Scaling Award and how we could support you to scale your impact.

During the clinic we can discuss:

- The Scaling Award - what is it and who is it for?
- Your strengths and challenges
- Type of support available
- Eligibility, selection criteria and process
- Timelines
- Questions from you
- Next steps

Siwan is based in London and is happy to come to meet you at your office or in a central location or host you for the meeting if you are based in London. If you aren't based in London, we will set up a Skype link for a call.

Please see Siwan's availability and [book in for a 1:1 clinic here](#).

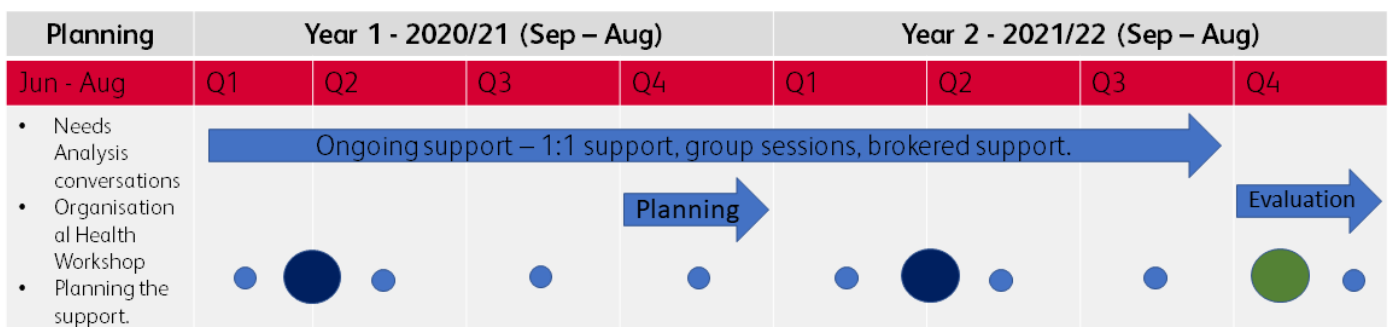
Email - If you have any other questions or support needs, Siwan can be contacted by [email](#) and will be happy to answer any questions.

## Appendixes

### Appendix I: Support Areas

<b>Leadership</b> <ul style="list-style-type: none"> <li>Developing the leadership capacity of Senior Leadership through training and guidance (mentoring and coaching)             <ul style="list-style-type: none"> <li>Developing robust governance structures</li> </ul> </li> </ul>	
<b>Solution</b> <ul style="list-style-type: none"> <li>Programme Design</li> <li>Customer journey</li> <li>Codification</li> <li>Competition</li> </ul>	<b>Scaling Impact</b> <ul style="list-style-type: none"> <li>Vision/ambition</li> <li>Defining and planning an endgame</li> <li>Routes to Scale</li> <li>Scaling impact strategy</li> <li>Marketing</li> <li>External relations</li> <li>Operational model</li> </ul>
<b>Sustainability</b> <ul style="list-style-type: none"> <li>Business Model</li> <li>Revenue pipeline</li> <li>Finances &amp; Funding</li> <li>HR processes</li> <li>Legal</li> </ul>	<b>Impact</b> <ul style="list-style-type: none"> <li>Targeting areas of greatest need</li> <li>Robust impact measurement frameworks</li> <li>Utilising (D)data to inform decisions</li> </ul>

### Appendix II: Overview of Programme



- Quarterly Meetings
- Leadership Residential
- Showcase

### Appendix III: Which programme is the best fit for your organisation?

Use the flow chart below to assess which (if any) of our Scaling Impact Programmes would be suitable for your organisation.

Please note that the flow chart does not capture all eligibility criteria for any of the Awards. For full details on the eligibility criteria for the Scaling Award see [here](#).

For more information about the Innovation and Intrapreneurship Awards [please fill in this expression of interest form](#) and we will contact you when more information becomes available.

