



Royal Academy
of Engineering

Shott Scale Up Accelerator

Applicant guidance notes

Deadline 19 November 2024

X @RAEng_Hub

in <https://www.linkedin.com/school/enterprisehub/>

globe <https://enterprisehub.raeng.org.uk/shott-scale-up>

#ShottScaleUp

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Contents

Click a section below

1. Background: the Enterprise Hub
2. Overview
3. Who should apply?
4. Eligibility
5. Time commitment and key dates and grant details
6. Monitoring
7. How to apply
8. Assessment of applications
9. Assessment criteria
10. Completing the application form
 11. Eligibility and enterprise financials
 12. Enterprise profile
 13. Applicant profile, programme activities and declaration
14. Academy policies and Basic Grant Terms and Conditions
15. Contact
16. Annex A: Training and executive education
17. Annex B: Key support areas and events
18. Annex C: Information regarding mentoring and coaching
19. Annex D: Testimonials



Background: The Enterprise Hub

The Royal Academy of Engineering's Enterprise Hub is a national resource for the UK's most promising engineering entrepreneurs.

The objectives of the Hub are to:

- **Accelerate** innovation for the benefit of society by supporting founders of engineering and technology enterprises with funding and support from the Academy's extensive network.
- **Inspire** and encourage business-minded UK-based engineers to pursue entrepreneurial endeavours by promoting and celebrating initiatives, opportunities and achievements.
- **Transform** the environment for UK engineering and technology entrepreneurs by showcasing a future in innovation and entrepreneurship

Further information can be found here:
<https://enterprisehub.raeng.org.uk/>



Overview

The Shott Scale Up Accelerator empowers senior leaders of high-growth engineering and tech SMEs with the leadership skills and insight they need to scale successfully.

We support leaders with a unique package of funding and training over 12 months.

- **36+ hours of training** with a cohort of deep tech peers
- **1:1 leadership coaching and mentoring** from our unrivalled network of the UK's leading engineers in industry, who have founded, scaled and sold successful enterprises many times over
- **£10k grant** for prestigious leadership training worldwide
- Access to our **100+ investor network**
- Lifetime access to our **co-working spaces** in London, Belfast and Glasgow.
- **Fully-funded access to Culture+**, our equality, diversity and inclusion platform designed to help SMEs develop and sustain an inclusive culture as they scale.

With the Shott Scale Up Accelerator, you will have a year to invest time and energy into your personal development and business success. Our growth training programme assesses needs, delivers group workshops and personalises learnings through one-to-one advisory sessions with your trainers.

We will cover growth fundamentals, including:

- People and Culture
- Good Governance
- Product and Service Development
- Securing Growth Capital
- Customer Acquisition
- Accessing New Markets

The peer group of awardees within the programme will form an additional and valuable support network.

The Shott Scale Up Accelerator is funded by the UK Government and a private donor. The Programme is completely free - we do not charge fees or take an equity stake.

All we ask is that you participate fully to make the most of the support on offer, and support the rest of your cohort via the peer-to-peer learning opportunities.



EXEMPLAR
SCALEUP
PROGRAMME

Who should apply?

We're looking for change-makers in engineering and technology SMEs that are experiencing scale-up growth challenges. Applications from both engineers and non-engineers are welcome – if you're a senior decision-maker, such as a founder or Managing Director, and you have plans to scale your SME, then you should apply.

We are committed to improving diversity and inclusion in engineering, and we especially welcome applications from women and those currently underrepresented within the sector.

The Academy defines engineering in a broad sense, as can be seen from the range of past Awardees. We cover AI, robotics, space, medical, agriculture, clean energy and more.

Software companies must exhibit engineering as their core component and should be innovative and protectable.

If you are unsure if your enterprise activities qualify as engineering, please contact us at shottscaleup@raeng.org.uk



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Eligibility

- Applicants from both pre and post revenue high growth SMEs are eligible to apply. SMEs must have cumulatively raised at least £1 million, either through equity investment (from inception), turnover in the previous financial year (excluding grants and consultancy), or a combination of both.
- Applicants from companies operating in the MedTech sector will also be considered eligible if they have raised at least £1million through grant funding and equity investment since inception.
- One person per application.
- Only applicants from SMEs that aren't wholly or majority owned by another enterprise are eligible. (SME as per the [EU definition](#)).
- Applicants must come from an enterprise based in the UK and be registered with Companies House. For multinational companies the head office must be based in the UK.
- Applicants based in regions outside South East England are especially encourage to apply.
- Applicants from any nationality are eligible as long as you have the right to work in the UK.
- Applicants from engineering and technology-based SMEs are eligible to apply. Software companies must exhibit engineering as their core component and should be innovative and protectable to be eligible. We unfortunately cannot support consultancies. If you are unsure that your enterprise activities qualify as engineering, please contact us at shottscaleup@raeng.org.uk.
- We will award one individual from a particular enterprise. One additional awardee associated with the same enterprise will be considered in another application round if the candidate belongs to a **group that is underrepresented** within UK engineering.
- Groups that are persistently underrepresented in UK engineering are women, people from a Black, Asian or minority ethnic background and disabled people. If you are not from one of these groups, but believe you represent an underrepresented group in UK engineering, please contact us at: shottscaleup@raeng.org.uk
- This **positive action** will contribute to improving diversity in the talent pipeline and widening the diversity of applicants and awardees within the Academy's grant schemes.



Time commitment and key dates

- The programme will begin on 24 March 2025 and applicants must be committed to the programme for twelve months.
- One-to-one coaching is a compulsory part of the programme. You will have one 1.5-hour session per month, over six months.
- You will be expected to book and pay for a leadership course(s) by the end of April 2025 and complete it by March 2025.
- You will access four out of six growth training modules most relevant to your needs from the list in Annex B. We offer an estimated 36 hours of interactive workshops as part of the growth training over a six-month period.
- Successful applicants will be required to attend the induction day on **24 March 2025**, a halfway review in **September 2025** and a graduation ceremony in **March 2026**, dates TBC
- Mentoring - we recommend seeing or speaking to your mentor once a month.
- On completion of the Shott Scale Up Accelerator, we ask all 'alumni' to help support UK engineering by passing on the skills they have acquired during the programme and taking part in events and/or media activity to help communicate the importance of engineering to the wider public.

Submission deadline

The submission deadline for this round of applications is 4pm on Tuesday 19 November 2024

Grant Details

- The grant will be up to £10,000.
- Awardees can choose a course(s) that exceeds £10,000 but the awardee or their enterprise must cover the excess.
- Courses must be paid for first by the SMEs, which will then be reimbursed in three instalments.
- First instalment of the grant (50%) will be paid once the course is fully paid for and committed to. A second instalment (30%) will be paid seven months after the programme starts and upon receipt of the midway report. A final instalment (20%) will be paid upon receipt of a final report written by the awardee after the twelve-month programme.
- Travel and accommodation costs within the UK for programme activities will be eligible if they adhere to the Academy's expenses policy (available upon request). International travel and accommodation costs will not be eligible for reimbursement.
- Courses can be booked anywhere in the world.
- For a full list of courses completed by Hub alumni, please email the Programme Manager shottscaleup@raeng.org.uk. Some examples can be found in Annex A.

Monitoring

Seven months into the programme, the participants must submit a report covering activities such as growth training modules, coaching and mentoring. At the end of the programme, a final report covering the leadership course(s) attended, awardee and company progress, and expenditure statement must be submitted. Both reports are in the form of online surveys and should not take more than 40-50 minutes to complete.

On request, the awardee must provide a brief annual update for a minimum of five years after the completion of the award to help us assess any ongoing impact.

We regularly report back to our funders on the progress of the programme. Awardees will not be required to submit information they consider confidential or sensitive to the business.

All information is aggregated for monitoring of KPIs; individual data is not identifiable unless featured in, for example, an agreed-upon case study.

We may commission an independent evaluation of the programme to assess impact. Awardees should be prepared to speak with the evaluators regarding the support they've received and the impact it has had on their own skills and on their business.

How to apply:

All applications must be submitted via the online system: <https://grants.raeng.org.uk>. If they have not already done so, all applicants must first register with the system and provide some basic login details to create a profile. Your username or email address will be in the format firstname.lastname.

The application form has four main sections. A summary of the guidance notes are embedded within the system itself, however the guidance given below is more detailed so we recommend you keep this document to hand.

Many of the questions have a 300-word limit that is designed to keep your answers focused and to give you an indication of the level of detail we require. In such cases, the number of words you have used will be displayed beneath the question and updated in real time.

You will have the option to download a PDF of your application after submission, which may be useful for future reference and the interview stage.

If you have recently submitted an application and have been unsuccessful, you can reapply after six months however, you may be asked to provide a brief outline to demonstrate how your application has been strengthened or changed over the last six months.

Submission deadline

The submission deadline for this round of applications is 4pm Tuesday 19 November 2024.

If you have any questions concerning the application or the online system, please contact us at shottscaleup@raeng.org.uk or +44 20 3829 4163

Assessment of Applications

The process summary is as follows:

1. All applications will be reviewed by the Selection Panel, which includes Fellows of the Academy with entrepreneurial and industrial experience, accelerator alumni and representatives from the investment community. Any external reviewer we ask to assist has declared any conflict of interest prior to seeing applications, and has agreed to keep all application information confidential. They may not all have technical expertise in your particular engineering discipline, so you should ensure the application is understandable to a non-specialist reader.
2. Those who meet the eligibility criteria and demonstrate closest alignment to the programme objectives will be invited for an interview in our London office or on Zoom in February 2025.
3. The interview will be with a panel consisting of programme Steering Group members and will take up to 30 minutes. It will focus on your experiences, motivation to join the accelerator and ambitions for yourself and your enterprise.

Assessment Criteria

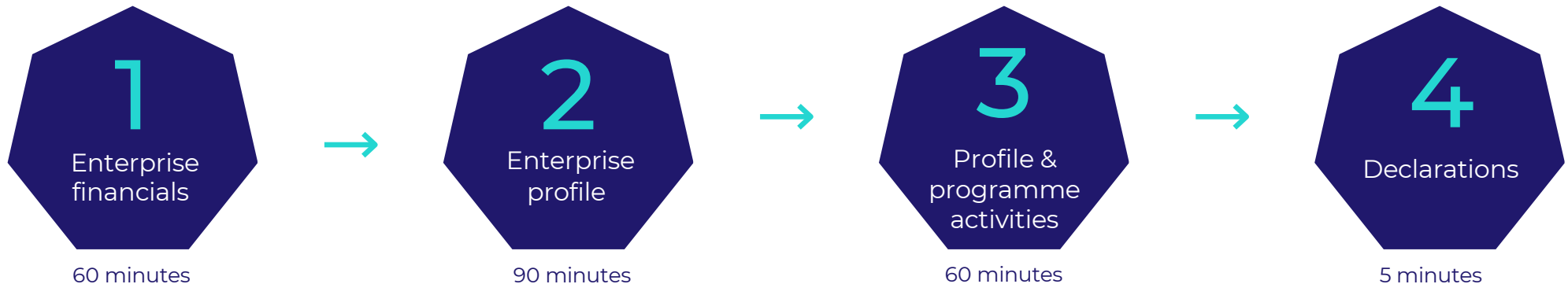
The Selection Panel will take into account a number of factors. These include the extent to which the application complies with the aims and objectives of the award, as well as:

- How the making of an award would contribute to excellence in engineering.
- Quality, ambition and vision of the applicant.
- Effectiveness of the technology in providing high impact products or services that meet an unmet or poorly met market demand/need.
- Innovativeness of the technology, product or service described by the applicant to demonstrate effectiveness against competing technologies.
- Potential for that technology, product or service to grow in scale (evidenced in business model/plan or strategy document uploaded by the applicant).
- Potential of the innovation to contribute to a sustainable society and inclusive economy in line with the [Academy 2020-2025 strategy](#).
- Financial viability and scalability, in terms of cash runway, burn rate, profitability, and the enterprise's five-year growth plan.
- Applicant's enthusiasm to give back to the Royal Academy of Engineering and participate in events.
- Impact the award would have on success of the applicant, his or her enterprise, and therefore potential impact on UK engineering sector and UK economic growth (such as job creation).
- Potential shown by the applicant to make valuable use of the award and implement learning points, and to act as an ambassador for the Enterprise Hub and its pursuit of excellence in engineering.

Applicants will be notified of the outcome of the assessment by the Programme Manager in January 2025.

Completing the Application Form

After logging in via the [Academy website](#) and selecting the application form for the Shott Scale Up Accelerator programme you should be presented with the 'Instructions' screen. Here you will see some general instructions on how to use the system as well as this list of the sections of the application form:



At any stage in the application process you can save your work and return to it at a later time. You can answer the questions in any order you like so you may freely skip some sections to return to later if you so wish. It is therefore worth viewing the application early on for an indication of what is required.

The Royal Academy of Engineering is committed to diversity and inclusion and welcomes applications from all underrepresented groups across engineering. It is the Academy's policy to ensure that no applicant is disadvantaged or receives less favourable treatment because of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation. Before you commence your application, you will be asked a few diversity monitoring questions to help the Academy monitor and assess our [Diversity and Inclusion Policy](#). It will only be used for statistical purposes with access restricted to staff involved in processing and monitoring the data. No information will be published or used in any way that identifies individuals. The Academy will retain personal information as per our [Data Retention Policy](#) in line with the General Data Protection Regulations 2018. The information will be treated as strictly confidential, nonattributable and will not be seen by anyone involved in any selection processes. You will need to complete the diversity monitoring section before you can see the grant application form, but can choose "prefer not to say" as responses.

1. Eligibility and enterprise financials

Eligibility criteria

To be eligible for this programme, at least one of the below statements apply to your associated enterprise:

- My enterprise has raised at least £1m in equity investment since inception
- My enterprise had a turnover of at least £1m in the last financial year
- My MedTech enterprise has raised at least £1m through a combination of equity investment and grants
- My enterprise has raised at least £1m through a combination of equity investment & turnover
- If there has been a successful participant before in the programme from your associated enterprise, please tick the box to confirm the second applicant belongs to a group that is underrepresented within UK engineering.

Has there been a successful participant before in the Shott Scale Up Accelerator or the SME Leaders program (as it was previously named) from your associated enterprise?

Please answer Yes/No

Applicant contact details

The form should auto complete your name and contact details, but it is worth checking the details are up to date.

Your position

Your position should be that of a senior decision maker, for example C-suite, Managing Director or other equivalent positions. Also, provide details of how many staff you manage. If you are unsure if you will be eligible on these grounds, please contact the programme team.

Where you heard about the program.

Select the main source from which you learned about the accelerator

If you can provide more specific info about how you found out about the Shott Scale Up Accelerator, please let us know.

Enterprise financials – complete the table with the following data:

Companies House registration number or similar UK registration number

This allows verification that your enterprise is established in the UK.

When the enterprise was established

Please enter the year the enterprise was established.

Number of employees

Enter number of employees in FTE.

Turnover

Enter annual turnover last financial year.

Estimated enterprise valuation

Enter current estimated enterprise valuation.

Equity funding raised to date and type of investment round

How much equity funding has your associated enterprise received, if any? Please provide details of size/type of recent investment.

Grant funding received

Provide details of all Royal Academy of Engineering grants or any other grants that are relevant to the application and were received by you or your associated enterprise in the last two years. This should only include awards that have actually been granted. Enter 'n/a' if not applicable. Do not include grants for conducting basic research; you should only include grants aimed at bringing technology to market.

1. Eligibility and enterprise financials (continued)

Other funding raised to date

If your associated enterprise has raised any other funding (non-grant, non-equity based – e.g. loans) to grow, please provide details of size/type here.

Cash runway

Please provide financial details for your associated enterprise:

- Does the enterprise have 12 months of cash runway? If not, how will the team ensure that the company will thrive?
- What is the burn rate, and where is the revenue or investment coming from?

Profit and loss

Please share a current balance sheet for your associated enterprise covering the last 12 months of profit and loss (working backwards from this month) in either Excel or PDF format.

Cashflow

Please upload a 12 month cashflow forecast for your associated enterprise, starting from the current month, in either Excel or PDF format.

Sensitive information

Please note, we ask for limited sensitive information about your enterprise to enable a thorough assessment as to whether your enterprise is at the right stage for this programme. **All sensitive information is kept confidential and not shared outside the review process.**

2. Enterprise profile

Enterprise summary

Provide a brief description of the enterprise and the product/services offered.

Scale-up vision

What is your scale-up vision of your enterprise in five years? We also want to know how you will achieve your plans.

Pitch deck

Please upload your pitch deck in no more than 12 slides. We'd expect to see the following in a good pitch deck, but this is not a strict criteria:

- Description of your product/service.
- Who is your team? How is your team/board diverse?
- Who are the target customers?
- What problem is the enterprise solving?
- Describe the addressable market, size and estimated growth.
- How is the enterprise disruptive?
- What are the barriers to entry?
- What is the enterprise's business model?
- What is the go-to-market strategy (sales and marketing)?
- What are the risks and mitigation strategies?
- What is the competitive landscape?
- Financials.

Video presentation

Please share the link to your video presentation. The video should be a maximum of 5 minutes long and should focus on:

- **An introduction** – your name, company name and a little about yourself.
- **The technology** – a summary of what problem your technology addresses, why, and how it works.
- **Your USP/market opportunity** – how big is your market, what is your target segment, who are your primary competitors, what is your unique selling point, your competitive edge and what is your route to market.
- **Business plan** – your plan for the next year, how the company will generate revenue, how it will scale, your vision and your ambition for the future beyond this.

Please use a platform that enables the interview panel to watch it without having to download the video to their hardware (you can use Vimeo, Loom, YouTube or another platform of your choice, just make sure it's viewable by anyone with the link and that it does not expire until at least 14 February).

If for any reason you have an issue producing the 5 minutes video, please let us know and we will seek alternative solutions to ensure your access to the application process.

Tip: Please don't focus your full 5 minutes on the technology. You should spend more time on the commercialisation plans – points 3 and 4

Video password

Please enter the password to access your video. If no password is needed, please enter N/A.

3. Applicant profile and programme activities

CV

Please upload a PDF copy of your CV that details your experience and any qualifications.

Other incubators/accelerators

Please provide a list of any other programs you and/or your company have attended.

Personal goals

What are the personal goals you are hoping to achieve through this programme and how would you like the Academy to support you with these? Displaying a thorough understanding of the programme's components is important here.

Acting as a role model

We're looking for people who are willing to give back to the Academy, and engineering in general. What ideas do you have about how you can help support engineering entrepreneurs at the Academy, and promote engineering more generally? What activities are you already involved with?

Mentoring and coaching others

Other ways by which awardees tend to give back is through mentoring and coaching others outside their enterprise. The Academy would like to support those who wish to do this. Please enter that number of people you are mentoring or coaching outside of your enterprise.

Diversity and inclusion

The Royal Academy of Engineering strives to create cultures in which everyone can thrive and we believe that diverse perspectives enrich our collective performance. What does diversity and inclusion mean to you, and what are you and your enterprise doing to address it? (advice - consider both your team, advisors, customers, partners and suppliers, and the overall contribution this will have on your commercial success).

4. Declaration

What is the proposed start and end date?

For the purposes of the Grant Management System (GMS) grant offer letter please enter the default dates, which are March 2025 and March 2026. Your leadership course(s) should be completed within these dates.

Can you attend the induction day on 24 March 2025?

You should be able to attend the induction event in London to be eligible for the grant. The induction day will consist of welcome talks, the first growth workshop, speed mentoring sessions, and networking.

Declaration

The declaration is a required section which seeks to confirm that the ideas presented are your own. Where you have used generative AI in your application it's imperative to ensure that the application reflects your own voice and ideas, and that all sources are properly attributed. The declaration also seeks confirmation that the applicant has provided accurate information and will update the Academy of any material changes that may affect the award. It also states that while applying for and participating in the programme you must comply with any arrangements made with third parties (e.g. co-founders, shareholders, directors, etc.) and that you may need consent to share certain information. If you accept a place on the programme, we will also perform a background check via a third party to cover right to work, UK directorship and basic criminal record checks. You must tick the box and enter your name to complete the declaration and confirming the information provided is correct.

Academy policies

Terms and conditions

If you are successful, your funding will be awarded under the Basic Terms and Conditions found on the [Academy's website](#). This agreement has been developed to ensure funding aligns with our Academy values, is used for the purposes for which it was awarded and is managed in compliance with our own funders' agreements, UK legislation and funding best practice.

Diversity and inclusion

The Royal Academy of Engineering is committed to diversity and inclusion and welcomes applications from all underrepresented groups across engineering. It is the Academy's policy to ensure that no applicant is disadvantaged or receives less favourable treatment because of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation.

Before you commence your application, you will be asked a few diversity monitoring questions to help the Academy monitor and assess our [diversity and inclusion policy](#). It will only be used for statistical purposes with access restricted to staff involved in processing and monitoring the data. No information will be published or used in any way that identifies individuals. The Academy will retain personal information as per our [Data Retention Policy](#) in line with the General Data Protection Regulations 2018.

The information will be treated as strictly confidential, nonattributable and will not be seen by anyone involved in any selection processes. You will need to complete the diversity monitoring section before you can see the grant application form but can choose "prefer not to say" as responses.

Confidentiality

Please note people on the panel of experts who review applications will be external to the Academy. They are carefully chosen for their expertise and reputation in the sector but might not have entered into a confidentiality agreement for their role as, given its scale and nature, it is often impractical or disproportionate to do so.

It is at your discretion to decide on the information you are comfortable sharing in the application form. We recommend including enough information that proves your solution works and is an engineering innovation/invention.

National Security

The Academy is the UK's National Academy for engineering and technology and seeks to increase the potential positive benefit that innovations can have for society, whilst reducing the risks of harm. Hence, in all our activities, we seek to minimise the risk that technology developed as part of work that we support could be misused by a foreign state to build a capacity to target UK interests in a hostile fashion or to control or repress their population. There is a risk that for some grant activities, failure to protect IP and a lack of due diligence into collaborators could result in sensitive technology being transferred to and misused by a hostile or repressive foreign state. As such all applicants should ensure they are familiar with [the Academy's Policy on National Security-Related Risks](#).

Academy policies (continued)

Subsidy control

The UK subsidy control regime began on 4 January 2023. As part of this regime, the Academy is required to report to the UK Government on how award funding is being used when applications collaborating with commercial enterprises are awarded. The regime determines the lawfulness of monetary awards made using public sector resources when given to businesses and other organisations that are engaged in economic activity.

This grant program has been assessed and is not considered to be a subsidy scheme in relation to the Subsidy Control Act 2022 as funds are not being provided to a UK Organisation acting commercially nor do the funds provided have the potential to benefit a single enterprise over others.

Should the program of work or focus change bringing this into question then the Recipient must highlight this to the Academy immediately such that the basis of Award can be reviewed.

Where the Award is successfully challenged in any relevant court or tribunal of relevant jurisdiction or regulatory body and found to be an unlawful Subsidy under the term of the Subsidy Control Act 2022, or any similar Subsidy Control regime, or generally, or where the Academy reasonably concludes that the Award is, or is likely to be, an unlawful subsidy, the Academy shall be entitled to take any one or more of the following actions:

1.1.1 suspend or terminate the payment of the Award for such period as the Academy shall determine; and/or

1.1.2 reduce the amount of the Award in which case the payment of the Award shall thereafter be made in accordance with the reduction and notified to the Recipient; and/or

1.1.3 compel the Recipient to repay the Academy the whole or any part of the amount of the Award previously paid to the Recipient along with such interest as is or would be required under applicable law. Such sums shall be recovered as a civil debt; and/or

1.1.4 terminate this Award.

Research involving human participants or tissue

Research, development and innovation involving human participants, human material or personal data can contribute to a better understanding of human health and disease as well as the technological efficacy of new and evolving innovations. The Academy will fund research, development and innovation involving the use of human participants, human material or personal data which complies with our Humans in RD&I Policy. If your proposal includes the use of human participants, human materials or personal data you will be asked to provide details of your work at application stage.

Please note: applicable regulatory approval and licenses are not required to be in place at point of application, but all necessary approvals must be in place before the work begins and a clear plan to achieve this at application stage.

Animals in research

The Academy acknowledges that, at present, the use of animals remains the only way for some areas of research to progress. Research involving animals is regulated by comprehensive and strict legislation in the UK and must be conducted with a high regard for animal welfare. The Academy will fund work involving the use of animals in the UK which complies with our [Animals in RD&I Policy](#). If your proposal includes the use of animals, you will be asked to provide details at application stage.

If your proposal involves the use of animals and takes place outside of the UK, the Academy will generally not fund this work. Please contact the Academy before proceeding with your application.

Please note: applicable regulatory approval and licenses are not required to be in place at point of application, but all necessary approvals must be in place before the work begins and a clear plan to achieve this at application stage.

Academy policies (continued)

Use of generative AI tools in funding applications and assessment

The Academy has aligned with other UK funders around the use of generative AI tools in funding applications through the Research Funders Policy Group [joint statement](#).

Regarding the use of AI, applicants are fully responsible for all the content presented in their grant applications. The grant process does not penalise the use of generative AI tools, but it is imperative to ensure that the application reflects the applicant's own voice and ideas. It is not acceptable to solely rely on generative AI tools to write the entire grant application from start to finish. While these tools may be used to assist in various aspects, the application must primarily represent the applicant's own work.

Applicants must provide clear acknowledgement if they have used generative AI tools in the process of writing their grant applications. This includes disclosing the name of the tool used and describing how it was utilized. The following style should be employed for referencing:

I acknowledge the use of [insert AI system(s), version number and link] to generate materials for background research, styling, proofreading, etc.

Or,

I acknowledge the use of [insert AI system(s), version number and link] to generate materials that were included within my final assessment in modified form.

Contact:

If you have any questions, please refer to our [FAQs](#), join one of our [information sessions](#) or contact the programme team at shottscaleup@raeng.org.uk

This programme is made possible by funding from the UK Government Department for Science, Innovation and Technology and Ian Shott CBE FREng



Department for
Science, Innovation,
& Technology

Annex A

The following types of training course may be eligible for grant reimbursement under this award:

- Leadership skills, negotiation skills, influencing skills.
- Scale-up related skills.
- Strategy development.
- Design thinking.
- Governance structures, management structures.
- Financial management.
- Project/programme leadership/management.
- People management and talent retention.

Courses that may promote personal development, but are without a business aspect, are not eligible.

International travel and accommodation costs will not be eligible. Travel and accommodation costs within the UK will be eligible if they follow the Academy's

expenses policy (available upon request).

Your coach and our team will support you in assessing your areas of development and will help identify suitable courses with you.

Examples of executive education courses our delegates have chosen in the past are:

- 1) Cranfield leadership courses <https://www.cranfield.ac.uk/som/open-executive-programmes/leadership>
- 2) London Business School leadership courses <https://www.london.edu/executive-education/leadership>
- 3) Cambridge Judge Business School <https://www.jbs.cam.ac.uk/execed/open-programmes/general-management-leadership/>
- 4) Bayes Business School <https://www.bayes.city.ac.uk/study/executive-education/our-programmes>
- 5) Institute of Directors courses <https://www.iod.com/training>
- 6) Oxford's Said Business School executive education courses <https://www.sbs.ox.ac.uk/programmes/execed>
- 7) Harvard leadership courses <https://www.extension.harvard.edu/professional-development/leadership-management-programs>
- 8) MIT leadership courses <https://executive.mit.edu/openenrollment>
- 9) Stanford Business executive education programmes <https://www.gsb.stanford.edu/exec-ed/programs>

Annex B

Key support areas (growth training modules) and events. These will be a mixture of online and in-person.

Induction day 24 March 2025

This compulsory event is designed to kick start your journey through the Shott Scale Up Accelerator. You'll get to know your peers in the cohort, contacts in the Academy and other key delivery partners.

Module 1 - People and culture

Module 2 - Good governance

Module 3 - Customer acquisition

Module 4 - Product and service development

Module 5 - Securing growth capital

Module 6 - Access to new markets

You can choose the modules most relevant to your needs. The People and Culture module workshops are mandatory for all participants to attend.

Halfway Review (after six months - September 2025) An opportunity to reflect on the programme activities such as the growth training, mentoring and coaching and set next steps plans for the remaining six months.

Graduation (after 12 months - March 2026) Celebrate the completion of the programme with the rest of your cohort and those who have supported you along the way.

Travel and accommodation costs are covered to attend the 6 in-person growth training modules which take place in London. This is to encourage participation from SME leaders from across the UK. We also offer flexibility and, as much as possible, meet the needs of parents and those with caring responsibilities, enabling them to participate fully in the program.



Annex C

Further information regarding mentoring and coaching.

Mentoring

Mentors are drawn from the Academy Fellowship and wider network. You have an active say in your mentor appointment.

The mentor will not make or take business decisions, perform the functions of a consultant, take the role of an executive or non-executive director of the enterprise, or make investments in the enterprise. The mentor will take no stake or interest in the venture of any kind, so they remain independent and able to offer impartial advice to both the Academy and the mentee.

Coaching

Your coach will focus on your leadership skills rather than your business; you will have monthly one-to-one sessions to focus on the skills you want to improve, such as communication, public speaking, presenting, conflict management, delegation, negotiation, how to lead a team, decision making, delivering a vision, motivating, providing feedback, enacting change and relationship building.



Testimonials



Any leader of a young, fast growing technical company would benefit from applying to the Shott Scale Up Accelerator. The training provided is an excellent way to improve knowledge of topics essential to company leadership. There are also huge benefits to joining a community of individuals in similar positions, to share and learn from our joint experiences and problems.

Christopher Bullock
QV Bioelectronics



That I've had the opportunity to do such top-level courses, a formal business training that I had never had, was invaluable. I have been raving about this programme to anyone I can find and want to thank you all so much for making it happen. Its so vital that women get access to these types of grants so please keep pushing for them.

Celia Pool
DAME



The Academy of Engineering SSUA program is an incredibly unique startup founder mentoring program because it focuses on the individual. It is less about your company and more about your individual growth and well-being. With such focus, the programs help to build personal resilience and allow founder-to-founder connections on a softer level (less pitching and projection, more "how are you feeling about this [...]").

Chri Besenbruch
Deep Render



Royal Academy
of Engineering

Enterprise
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