power to change | business in community hands

Research Institute Report No. 2

Analysis of applicants to the Initial Grants Programme

July 2016

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Contents

About this report

Power to Change commissioned Regeneris Consulting in November 2015 to carry out an analysis of the data that have been collected so far relating to successful and unsuccessful applicants for its Initial Grants Programme. This analysis followed a scoping exercise where we reviewed the various sources and formats of information held by Power to Change and assembled a framework for analysing applicant data.

The main purpose of this data analysis exercise is to better understand the characteristics of organisations applying to the programme, as well as the differences between successful and unsuccessful applicants. The analysis also provides a framework for assessing the changing pattern of community businesses applying to the programme over time. This report summarises the findings from the analysis of all applicant information captured through the Initial Grants Programme application process.

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Regeneris Consulting

Regeneris Consulting is an independent economic consultancy firm based in London and Manchester that provides high quality economic research and analysis to generate sector insights, measure performance and make recommendations to support delivery. Regeneris pride themselves on robust analysis and innovative thinking to deliver insightful research and support organisations in making better informed decisions.

Regeneris apply their research skills to a wide range of fields, especially business enterprise and support (see www.regeneris.co.uk). They have a range of experience in the voluntary and community sector and a strong understanding of the important role of evaluation in supporting organisations to better understand both the economic and social impacts of their activities. Since it was founded in 2000, Regeneris has been committed to volunteering and corporate social responsibility.

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Executive summary

Community businesses were able to apply for a grant between £50,000 and £500,000. In total, around 5% of applicants were successful in achieving funding.

Over 750 organisations applied to the Power to Change Initial Grants Programme since its launch in May 2015. Of these, 40 community businesses have been awarded £8,970,383 of grant funding to support a range of projects seeking to address challenges faced by individuals and communities.

Grants were awarded from May 2015 with applications closing in October 2015 and final decisions being taken by the Power to Change Grants Committee in March 2016. Community businesses were able to apply for a grant between £50,000 and £500,000. In total, 5% of programme applicants were successful in achieving funding.

Around 81% of applicants requested some form of capital funding, with around two-thirds of those requesting funds for both capital and revenue investments. A much larger proportion (98%) of successful grantees requested some capital spend. The most common purpose for grant funding was to purchase, expand, develop or refurbish premises or land. A large number of applicants also requested funding to develop their services/activities.

For the majority (62%) of unsuccessful applicants, the main reason for rejection was that they did not fit Power to Change's definition of a community business, primarily due to insufficient evidence of community control. The second most common reason was because evidence of financial leverage was not confirmed or unclear (49%). There was very little relationship between the reason for decline and the relative deprivation level in the local communities they serve, as measured by the English Index of Multiple Deprivation.

Applications were received from across England, with notable clusters around a number of key cities, particularly Liverpool, Leeds, Manchester, Sheffield and London. Successful grantees were:

– more likely to come from rural areas and less likely to come from urban areas

– more likely to come from the 10% most deprived neighbourhoods but also more likely to come from the middle ranking areas of deprivation (perhaps reflecting some of the rural areas)

The most popular legal status of applicants was the company limited by guarantee (of which around three-quarters were also charities). The second most popular legal form was the community interest company limited by guarantee. The great majority (88%) employed at least one full-time or part-time staff member. Just one applicant had 250+ employees. In addition, the vast majority (95%) reported that volunteers were involved in the community business.

The great majority (88%) employed at least one full-time or part-time staff member.

Trading and grant funding were consistently the largest sources of income for applicants. Around a quarter of those that reported trading as their biggest source of income, reported that it was from public sector contracts. In the 2014-15 financial year around 36% of applicants that are currently trading had received at least three-quarters of their income through trading.

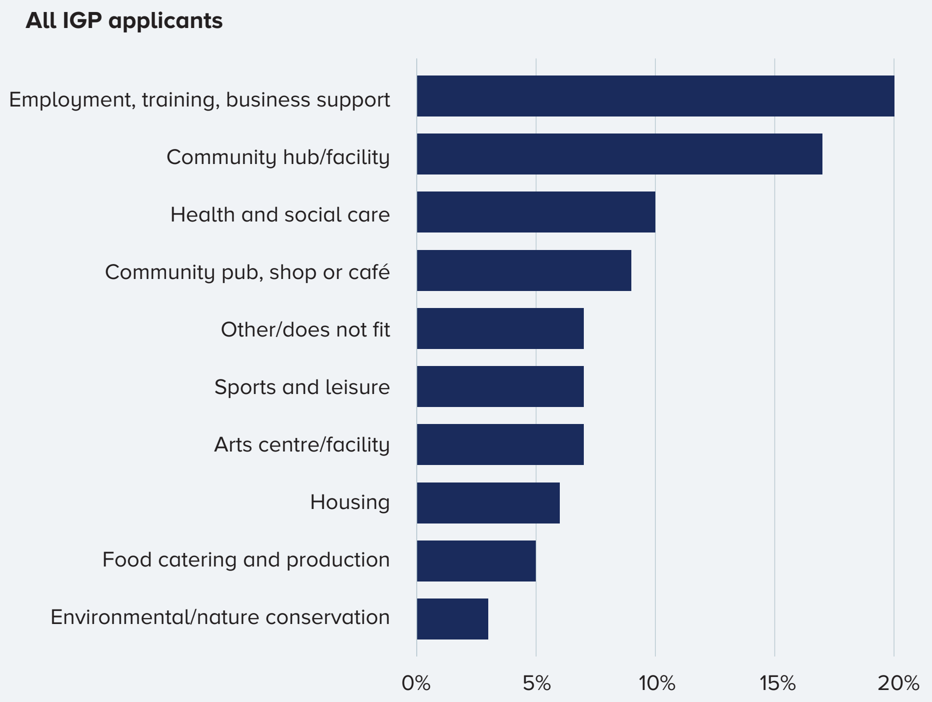
We analysed applicants by sector according to a new framework for classifying community business functions and activities. On this classification, nearly half of all applicants came from three sectors:

– employment, training, business support

– community hub/facility

– health and social care

Broad community business sector framework



All IGP applicants = 756 (Information not available for 14 applicants)

Successful grantees operate across a similar range of sectors. Around 33% (13) work primarily within the multi-use community facility sector, with most (around 85%) delivering services across more than one sub-sector. Amongst the most significant is the delivery of services around employment, business and/or education support (50% of grantees).

Chapter 1. The scope and source of the analysis

Summary of applicants

Sources of data

To enable us to analyse the characteristics and emerging patterns of applicants to Power to Change's Initial Grants Programme (IGP) we have drawn data from a variety of sources:

– **Round 1 applicants:** In Round 1 there were around 280 applicants. Approximately 250 of these went through the formal online application process that started in May 2015. The remaining 'Initial Round 1 applicants' were brought in through Early Activity Partners prior to the formalisation of the online application process and were instead assessed through a series of visits and discussions. For the purpose of our analysis all duplicate applicants to Round 1 (those that submitted their online application more than once) have been removed from the database

– **Round 2 applicants:** In Round 2, which commenced in September 2015 after a pause in the application process in July 2015, there were a further 470 grant applications (around 30 were re-submissions from Round 1). For the purpose of our analysis, all duplicate applicants to Round 2 (those that submitted their online application more than once is this round) have been removed from the database

Table 1.1 Total applicants and status

Applicant round	Total number	Successful (% of all)	Unsuccessful or withdrawn	Referred to Wholesale Scheme*
Initial Round 1	37	18 (45%)	18	1
Formal Round 1	247	16 (40%)	228	3
Round 2	472	6 (15%)	462	4
Total	**756**	**40 (100%)**	**708**	**8**

* The Power to Change Wholesale Scheme explores ways of using grants to unlock funding that would otherwise not typically be available to community businesses.

As well as the online application forms for Rounds 1 and 2, information in this analysis was drawn from the following:

– **Grant assessment forms:** Those applicants which reach the full assessment stage are scored according to their risk and impact at the Grants Committee where final decisions on successful grantees are made

– **Grant decision sheets:** These are given to all applicants who reach the full assessment stage and provides a summary of the outcome of the Grants Committee and reasons for making this decision

– **Reason for decline emails:** All unsuccessful grantees are sent an email with narrative explaining the reason for decline. The reasons fall under a number of reoccurring themes (outlined in categorisation section in Appendix A)

Where possible Round 1 and Round 2 applicant data have been analysed in aggregate. However, due to differences in the data held for Round 1 and Round 2 applicants this is not always possible. The Round 1 online application form was substantially longer and more detailed than the Round 2 application form and therefore provides significantly more applicant data for analysis purposes. Assessment of the 'Initial Round 1 applicants' involved a series of visits and discussions and therefore data is not always available for this group. Dependent on data availability the report presents information on:

– All **IGP applicants** to date (including the Initial Round 1 applicants) = 756 applicants

– All **Round 1 and 2 online applicants** (excluding Initial Round 1 applicants) = 719 applicants

– All **Round 1 online applicants** (excluding the Initial Round 1 applicants) = 247 applicants

– All **applicants that reached grant assessment stage** = 62 applicants

– All **unsuccessful applicants** = 680 applicants in total, reason for decline data held for 572

– All **successful applicants** = 40 applicants in total

The source under each figure outlines the data used for each piece of analysis. Appendix B contains the raw data underlying each figure.

Summary of categorisation approach

Information provided through the grant applications have been categorised according to the framework outlined in Appendix A. This has allowed us to analyse the characteristics and emerging trends of community businesses applying for the Power to Change grant nationally. The categories we have selected are based on a combination of existing research carried out by Social Finance;[1] our own research; and sorting of the data supplied by community businesses through the grant application process. Although there is no definitive way of categorising the activities of a community business, we feel these categories provide a robust classification for research purposes and for making future recommendations.

1 *The community business market in 2015 (Research Institute Report No.1),* Power to Change, 2016.

Chapter 2. Grant status and type

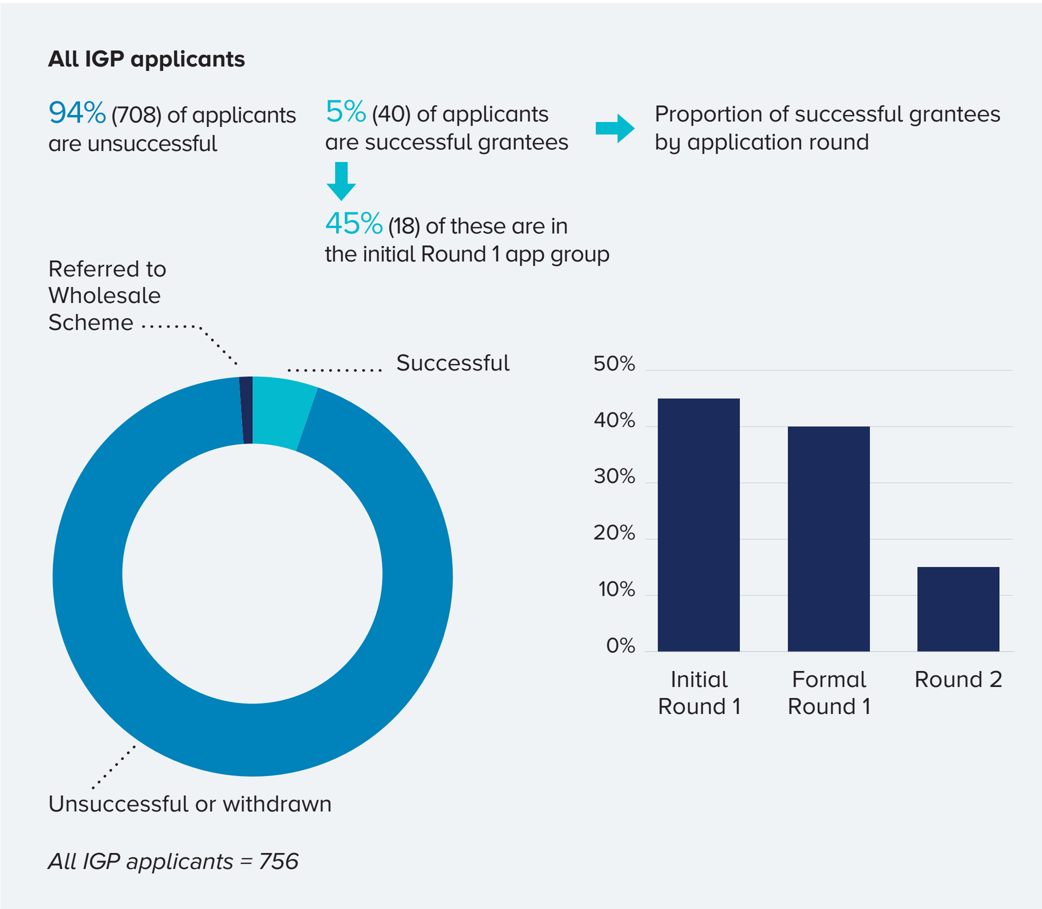
A total of 40 applicants have successfully secured grant funding from the Power to Change Initial Grants Programme.

The final outcome of applications

A total of 40 applicants were successful in securing grant funding from Power to Change. This represents 5% of all programme applicants. Nearly all of the rest (708) were unsuccessful, with a small number (8) referred to the Trust's Wholesale Scheme[2].

Initial Round 1 applicants make up the bulk of successful applicants, with 45% of all successful applicants coming from this Initial Round 1 stage. 40% of successful grantees applied through the formal Round 1, and 15% of successful grantees applied at Round 2.

Figure 2.1 Summary of application status



2 The Power to Change Wholesale Scheme explores ways of using grants to unlock funding that would otherwise not typically be available to community businesses.

81% of applicants and 98% of successful grantees requested some capital funding.

Out of the 708 unsuccessful applicants the majority (94%) were declined after being reviewed at the initial application stage. Around 3% (22) of unsuccessful applicants were declined after receiving business development support and a further 3% (22) were declined at the Grants Committee assessment.

The type of grant funding requested

Around 81% (614 applicants) of applicants requested some capital funding[3], with around two-thirds of these requesting funds for both capital and revenue investments. A much larger proportion (98%) of successful grantees requested some capital spend.

A large proportion (84%) of applicants that requested revenue funding were using some or all revenue funding to pay for new or existing staff.

Figure 2.2 Type of grant funding sought

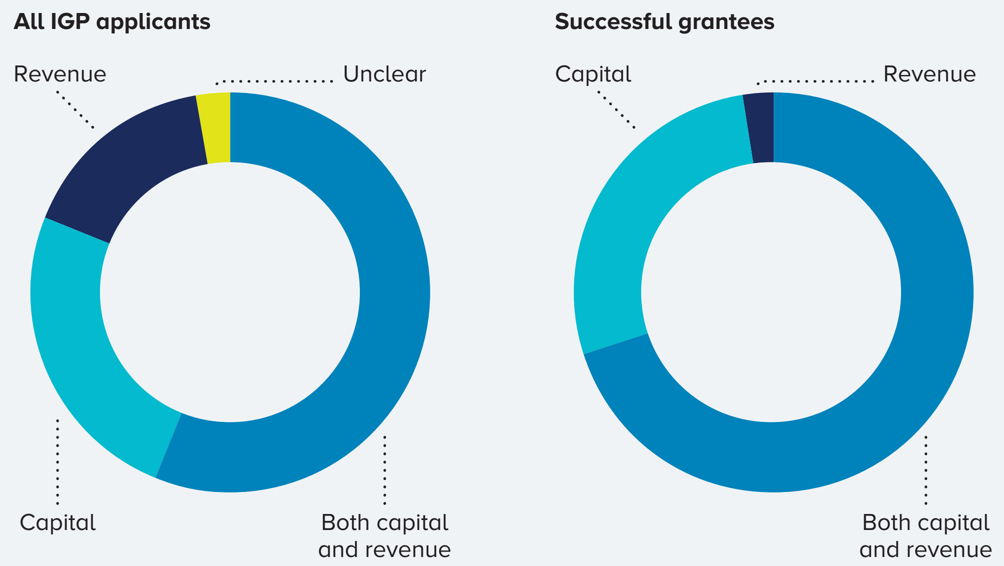


Chart 1, all IGP applicants = 756; Chart 2, successful grantees = 40

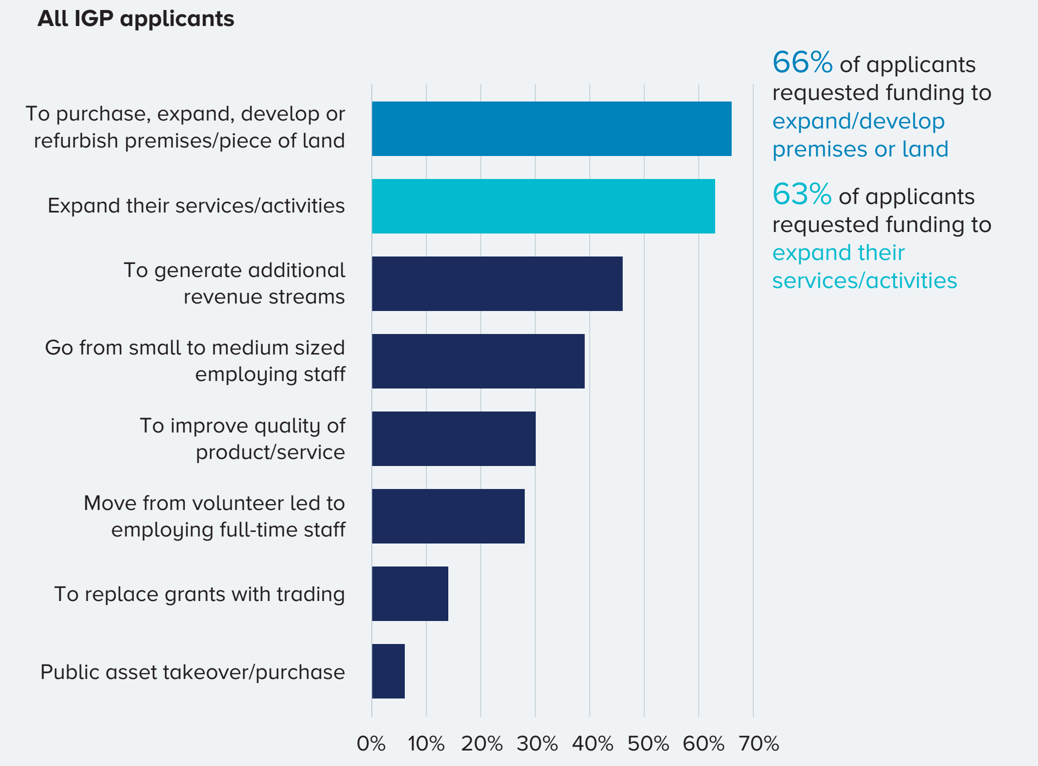
3 For the purpose of this analysis capital spend has been defined by funds used to acquire or upgrade physical assets such as property, industrial buildings or equipment.

The most common purpose for grant funding was to purchase, expand, develop or refurbish premises/land.

The purpose of grants requested

Figure 2.3 illustrates the main purpose of the grant requested categorised by eight key purposes. The most common purpose for grant funding was to purchase, expand, develop or refurbish premises/land, with 66% of applicants requesting funding to support this. A large number of applicants also requested funding to develop their services/activities (63%), to generate additional revenue streams (46%) and/or to go from small to medium sized employing staff members (39%). A number of applicants (179) requested funding for reasons not included within the eight categories, common other purposes were to purchase new equipment and to acquire specific expertise.

Figure 2.3 Purpose of grant requested by category



All IGP applicants = 756 (Note information not available for 14 applicants)

Successful grantees were more likely to request larger grants, with 45% requesting a grant between £250,000 and £500,000.

The size of grant requested

Figure 2.4 Round 1 and 2: Size of grant request

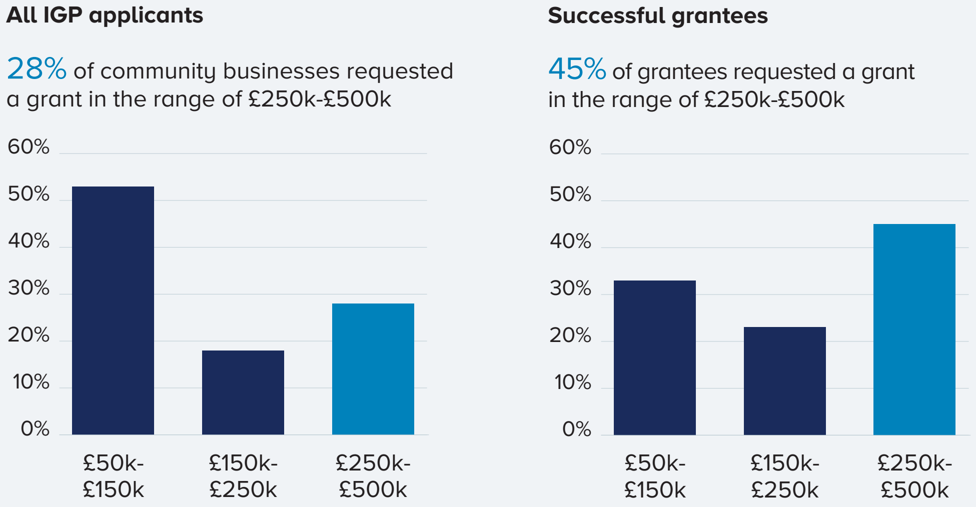


Chart 1, all IGP applicants = 756; Chart 2, grantees = 40

Community businesses were able to apply for a grant between £50,000 and £500,000.

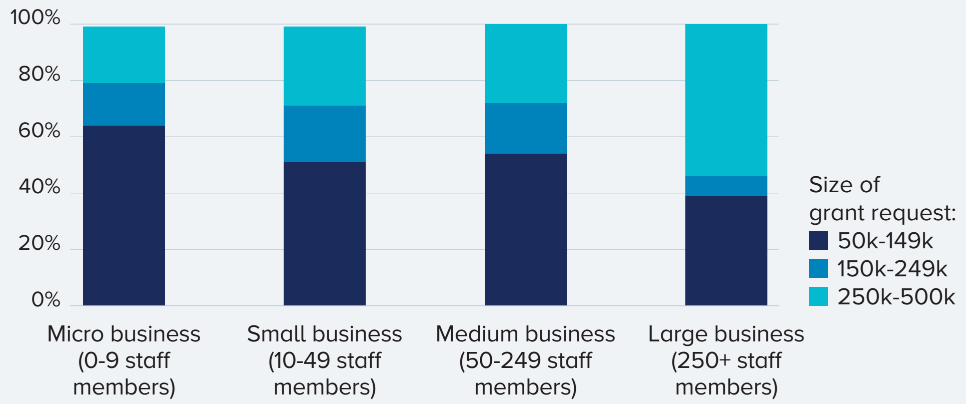
Over half of applicants applied for grants towards the lower end of the scale, in the region of £50,000 to £150,000 and a smaller 28% of applicants requested grants in the range of £250,000 to £500,000. Figure 2.4 illustrates the size of the grant requested by all applicants to the IGP and by successful grantees only.

Successful grantees were generally more likely to request larger grants, with a smaller 33% requesting a grant between £50,000 and £150,000 and a larger 45% requesting a grant in the largest £250,000 to £500,000 bracket.

As would be expected the size of the grant request is correlated to organisation size. In general larger organisations applied for bigger grants, however there is very little difference between the size of the grant request for small and medium sized organisations.

Figure 2.5 illustrates the relationship between the total size of an organisation (volunteers and staff) and size of the grant requested.

Figure 2.5 Relationship between size of organisation and grant request



Round 1 and Round 2 online applicants = 719

Successful grantees generally requested grant funding which made up a smaller proportion of their total project costs.

Figure 2.6 illustrates grants requested as a proportion of applicant's total project cost. The majority of Round 1 online applicants requested grant funding to cover 50% or more of their total project costs, with a number of applicants requesting grant funding for 100% of the project cost. Successful grantees generally requested grant funding which made up a smaller proportion of their total project costs, with 56% of Round 1 grantees requesting grant funding to support less than 50% of the total project costs. This is in line with expectations that successful grantees are able to bring in, or have in place other funds (or in kind support) to work alongside their Power to Change grant.

Figure 2.6 Round 1: Grant requested as a proportion of total project cost

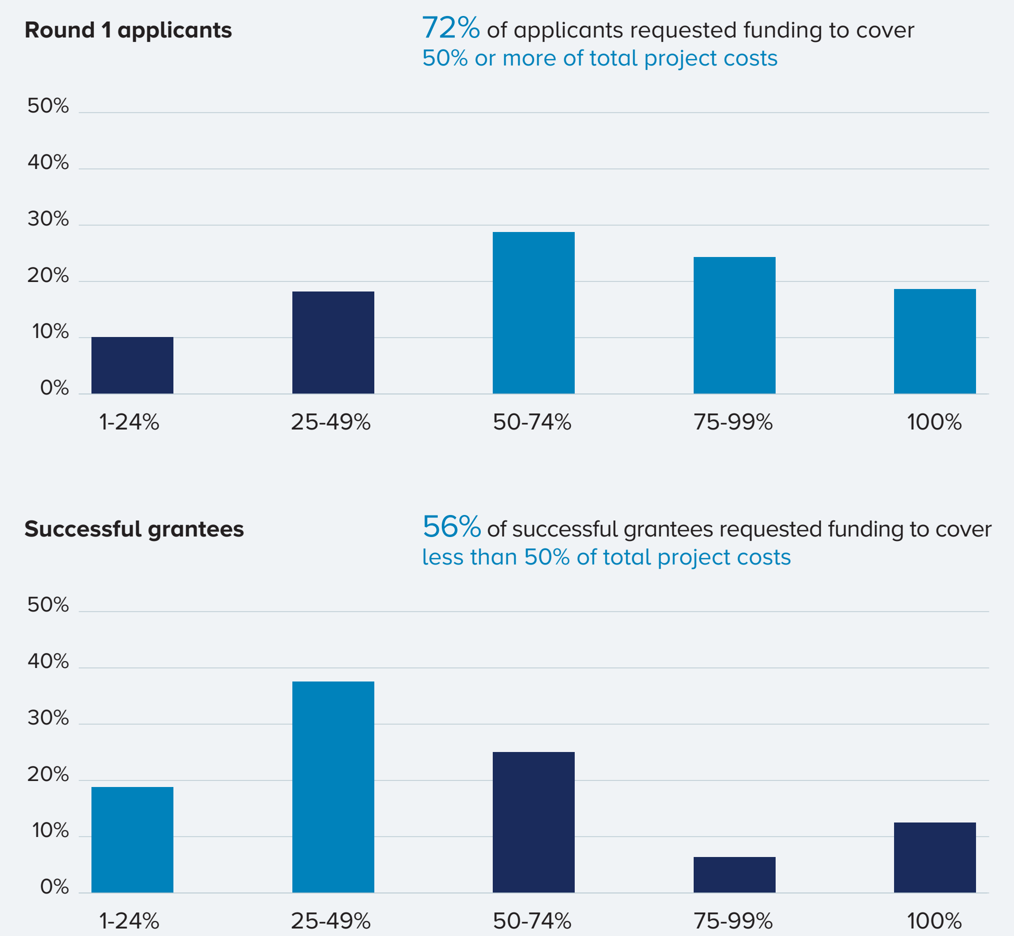


Chart 1, Round 1 online applicants = 247; Chart 2, Formal Round 1 successful grantees = 16

The reasons grant applications were unsuccessful

The main reason for being declined

Data on reason for decline are held in a readily accessible format for 572 unsuccessful applicants, the following analysis is based on these. The reasons for decline have been summarised under seven key criteria, these are:

– Criterion 1: The organisation is not currently trading or insufficient evidence of trading within six months

– Criterion 2: The move towards financial sustainability is unclear

– Criterion 3: The organisation does not have a draft business plan

– Criterion 4: Leverage is not confirmed/unclear

– Criterion 5: Grant requested does not fall between £50,000 and £500,000

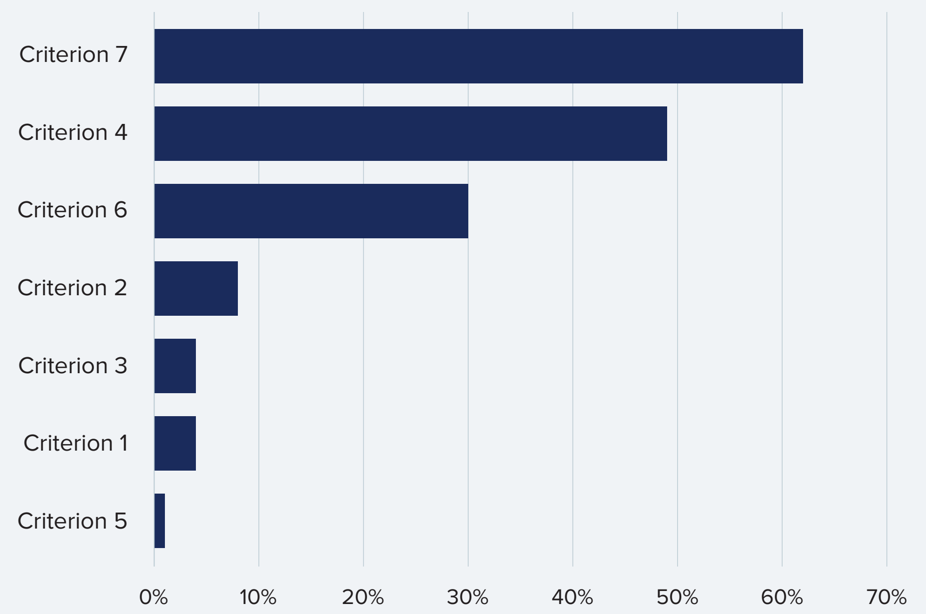
– Criterion 6: There is insufficient evidence of social impact

– Criterion 7: The organisation does not fit Power to Change's definition of a community business

The main reasons for rejection for the majority (62%) of unsuccessful applicants is that they did not meet Criterion 7: the organisation did not fit Power to Change's definition of a community business. The second most common reason for rejection was Criterion 4: leverage is not confirmed/unclear (49%). Around half of unsuccessful applicants received more than one of the seven criteria as a reason for decline. Only four applicants were declined due to not meeting Criterion 5: grant requested did not fall between £50,000 and £500,000.

The main reasons for rejection of the majority (62%) of unsuccessful applicants is that they did not fit Power to Change's definition of community business.

Figure 2.7 Decline summary emails: Unsuccessful applicants reason for decline



Summary of rejection emails = 572

In addition to these seven main reasons for being declined, three additional reoccurring reasons for being declined emerged during the analysis process:

- Insufficient evidence of local demand
- The asset/building is not secured
- Not eligible as local government or other legal structure

Analysis of applicants' reasons for decline against their Index of Multiple Deprivation scores suggests there is very little relationship between an organisation's neighbourhood deprivation rating and its reason for decline.

The reasons applicants were not seen as being a community business

Applicants that did not fit Power to Change's definition of a community business (Criterion 7) were given one or more of the following reasons for not meeting the definition (no reason was given for a small number of unsuccessful applicants that did not meet Criterion 7):

– Insufficient evidence of community control

– Insufficiently locally focused

– Insufficient evidence of community benefit (vs private benefit)

– Insufficient evidence of trading within six months

The most common reason applicants did not meet the definition of a community business was due to insufficient evidence of community control.

Figure 2.8 illustrates the reason unsuccessful applicants did not meet Power to Change's definition of a community business. The most common reason applicants did not meet the definition of a community business was due to insufficient evidence of community control, with most applicants (78% of applicants that did not meet Criterion 7) not evidencing this. Around one third of applicants that did not meet the definition of a community business were insufficiently locally focused.

Figure 2.8 Decline summary emails: Did not meet Power to Change's definition of a community business

Summary of rejection emails where the applicant did not meet Power to Change's definition of a community business (Criterion 7) = 356

Chapter 3. Geographical analysis

Where applicants are located

Figure 3.1 illustrates the distribution of all IGP applicants by status. Applicants are clustered around a number of key cities across England, particularly Liverpool, Leeds, Manchester, Sheffield and of course London.

Figure 3.2 illustrates the distribution of successful grantees and outlines areas which are underrepresented in terms of the ratio of applicants to success. On average 1 in 19 applicants that applied to the programme were successful, however the likelihood of success varies across regions.

Particular concentrations of grantees lie within the North West (28% or 1 in 12 applicants are successful) and Yorkshire and Humber (20% or 1 in 17 applicants are successful). These regions, alongside the East Midlands and East of England have a relatively greater likelihood of success compared to the programme average. Regions such as the West Midlands (3% or 1 in 69 applicants) and London (3% or 1 in 31 applicants) underperform in terms of their ratio of successful grantees to applicants.

Type of location: Urban/Rural

Community businesses have been categorised according to the Department for Environment, Food and Rural Affairs Rural/Urban Classification[4]. The classification defines areas as rural if they fall outside of settlements with more than 10,000 resident population. The classification assigns them to one of four urban areas or one of six rural categories (see Appendix A).

Around 82% of all IGP applicants are located in one of the four urban area classifications, with the majority of these classified as an 'urban major conurbation' or an 'urban city and town'. The remaining 18% are located in rural areas mainly 'rural town and village' or 'rural village and dispersed'. A larger 40% of successful grantees are located in rural areas. So successful grantees are more likely to come from rural areas and less likely to come from urban areas than unsuccessful applicants.

4 https://www.gov.uk/government/collections/rural-urban-definition

Applicants are clustered around a number of key cities across England, particularly Liverpool, Leeds, Manchester, Sheffield and London.

Figure 3.1 Geography of all applicants by status

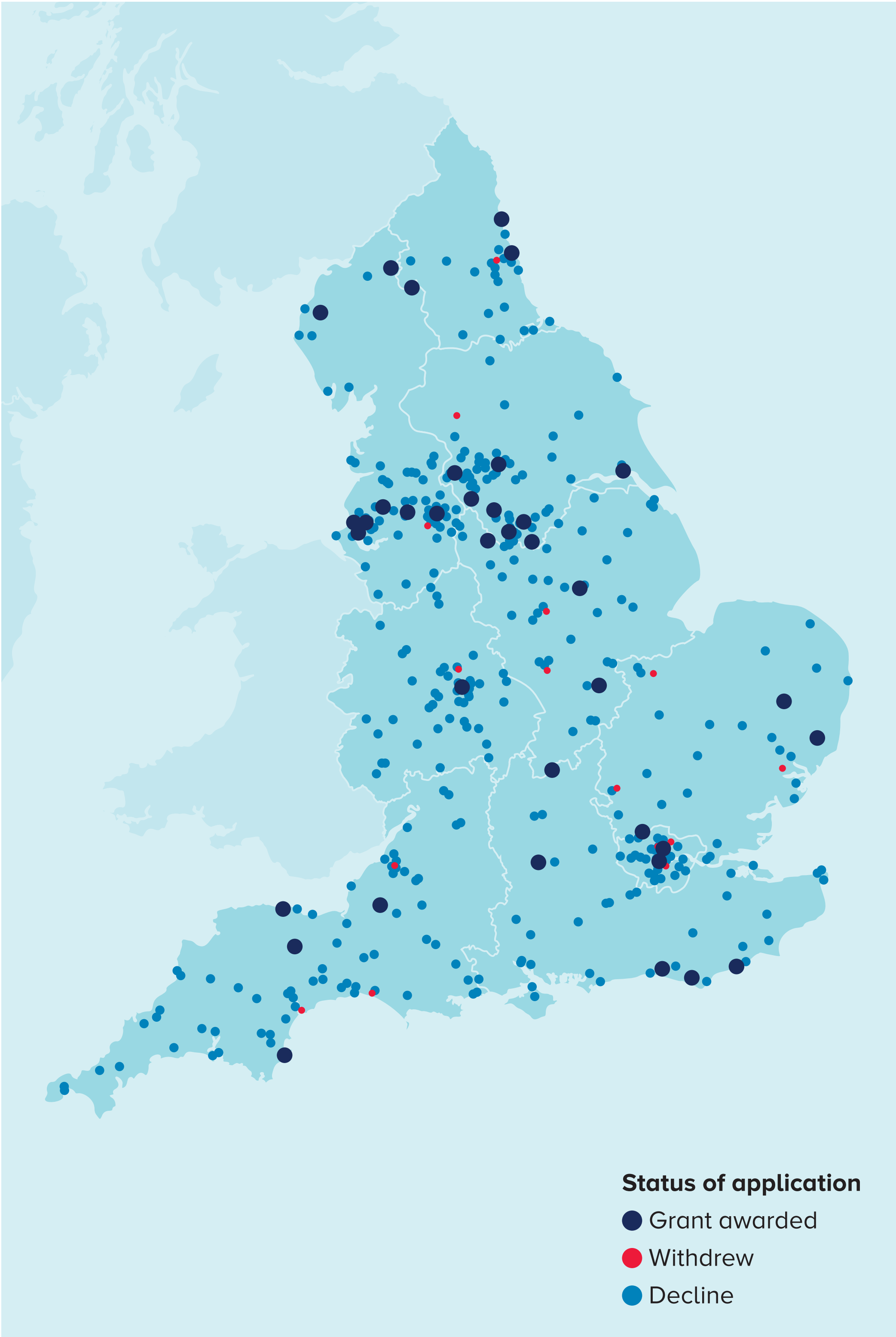
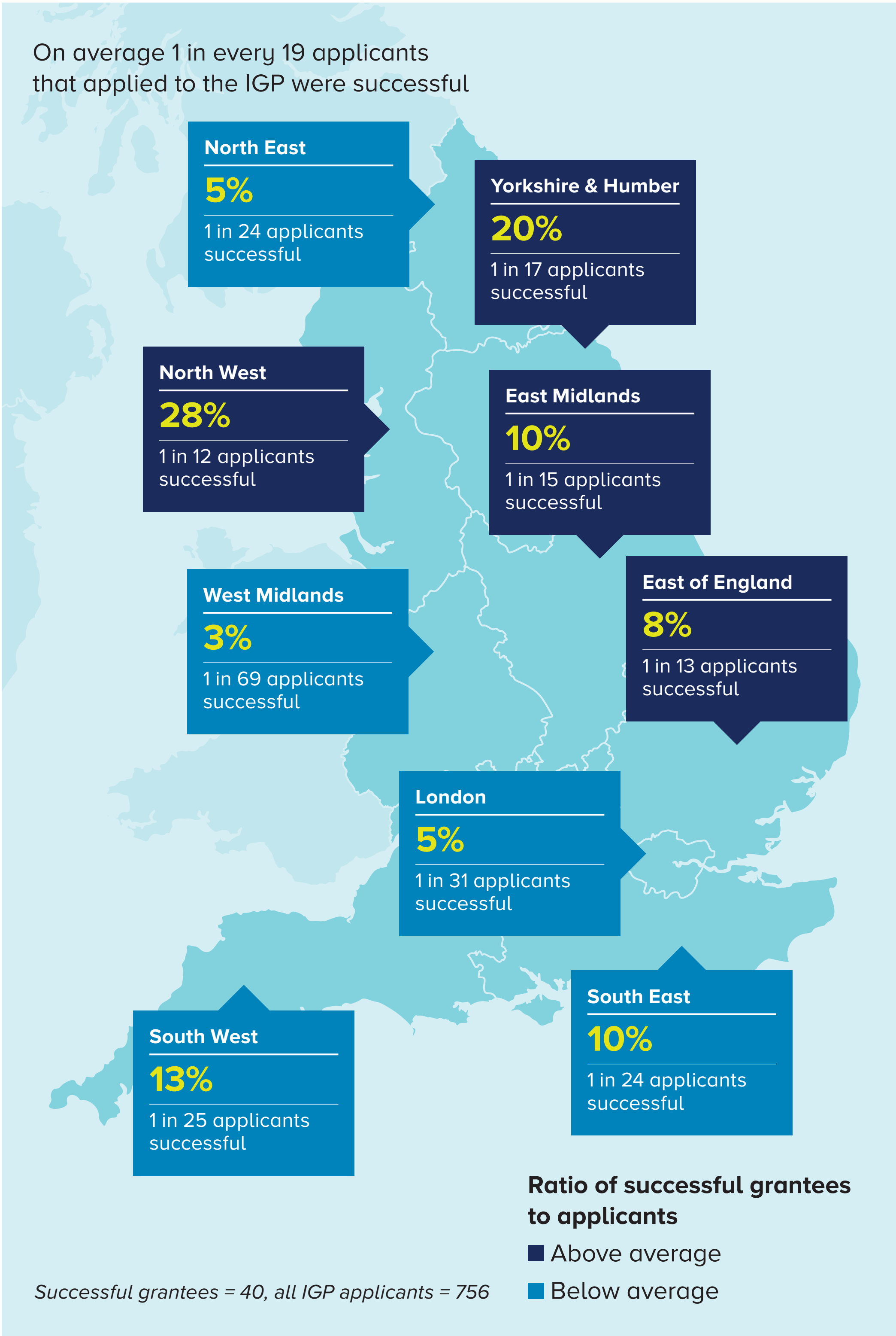


Figure 3.2 Regional distribution of successful grantees



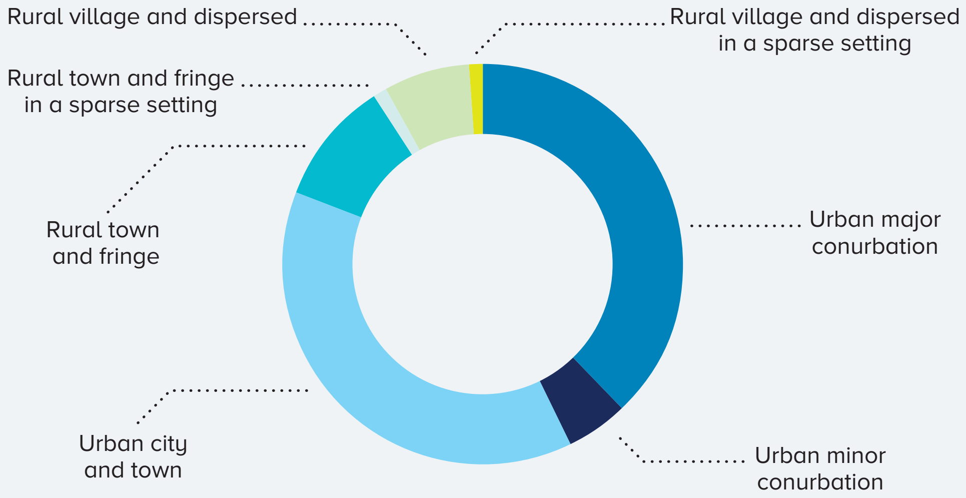
60% of grantees are located in areas classified as urban. 40% are located in areas classified as rural.

Figure 3.3 Urban/Rural classifications

All IGP applicants

82% of applicants are located in areas classified as urban, with the majority located in an 'urban major conurbation' or an 'urban city and town.'

18% of applicants are located in areas classified as rural, with the majority located in a 'rural town and fringe' or a 'rural village and dispersed.'



Successful grantees

60% of grantees are located in areas classified as urban, with the majority located in an 'urban major conurbation' or an 'urban city and town'.

40% of grantees are located in areas classified as rural, with the majority located in a 'rural town and fringe' or a 'rural village and dispersed'.

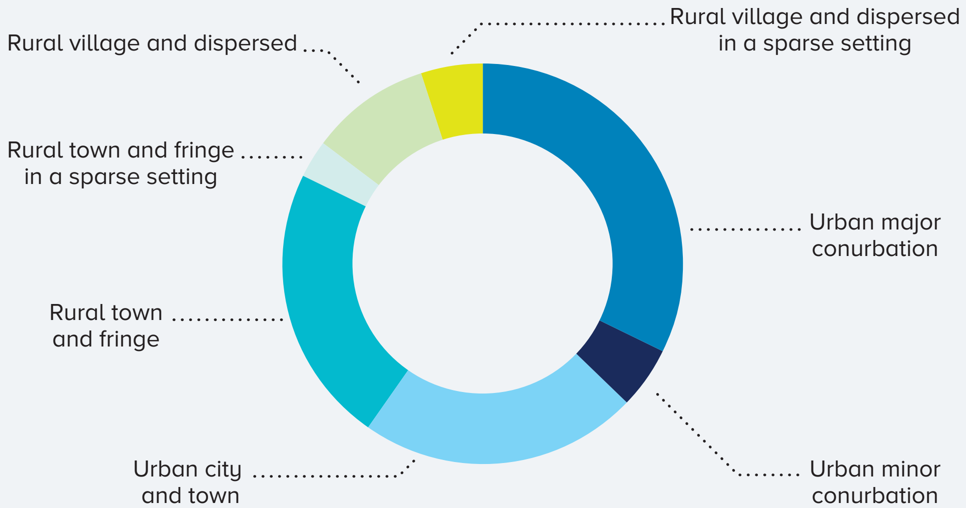


Chart 1, all IGP applicants = 756; Chart 2, successful grantees = 40

Degree of focus on areas of deprivation

The Indices of Multiple Deprivation[5] provide the official measure of relative deprivation for small areas[6] (or neighbourhoods) in England. They compare a wide range of socio-economic indicators to provide an assessment of relative levels of deprivation from one area to the next. The domains used to assess deprivation are: income deprivation, employment deprivation, health deprivation and disability, education deprivation, crime deprivation, barriers to housing and services deprivation, and living environment deprivation.

Figure 3.4 illustrates the relative levels of deprivation amongst all IGP applicants and how this compares to the relative deprivation of successful applicants to date. The distribution of applicants is concentrated towards the higher end of the deprivation scale, i.e. amongst the top 50% most deprived areas nationally, with 50% (340) of all applicant neighbourhood's ranked amongst the 30% most deprived areas nationally.

Around 43% (17) of the neighbourhoods of successful grantees are ranked amongst the 30% most deprived areas nationally, with a quarter (10) amongst the 10% most deprived areas. A further 45% of successful grantees are ranked in the middle of the deprivation scale at 30-60%. So successful grantees are more likely to come from the 10% most deprived neighbourhoods than unsuccessful ones and also more likely to come from middle ranking areas of deprivation (perhaps reflecting some of the rural areas that account for successful grantees).

5 https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015
6 Lower-layer Super Output Area (32,844), based on 2011 Census.

Around 43% (17) of the neighbourhoods of successful grantees are ranked amongst the 30% most deprived areas nationally.

Figure 3.4 Relative deprivation of IGP applicants and grantees

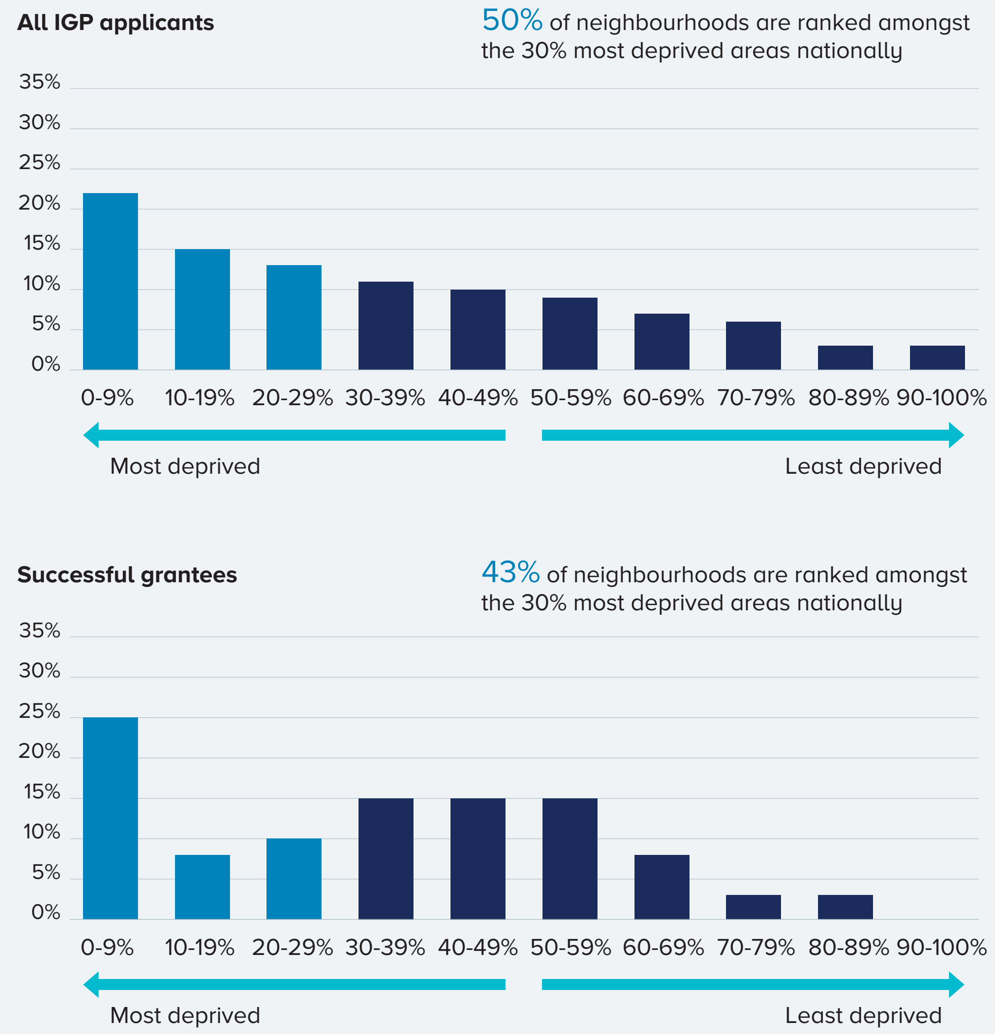


Chart 1, all IGP applicants = 756; Chart 2, successful grantees = 40

Chapter 4. The main characteristics of applicants

In Round 2, 46% of applicants' legal status was company limited by guarantee.

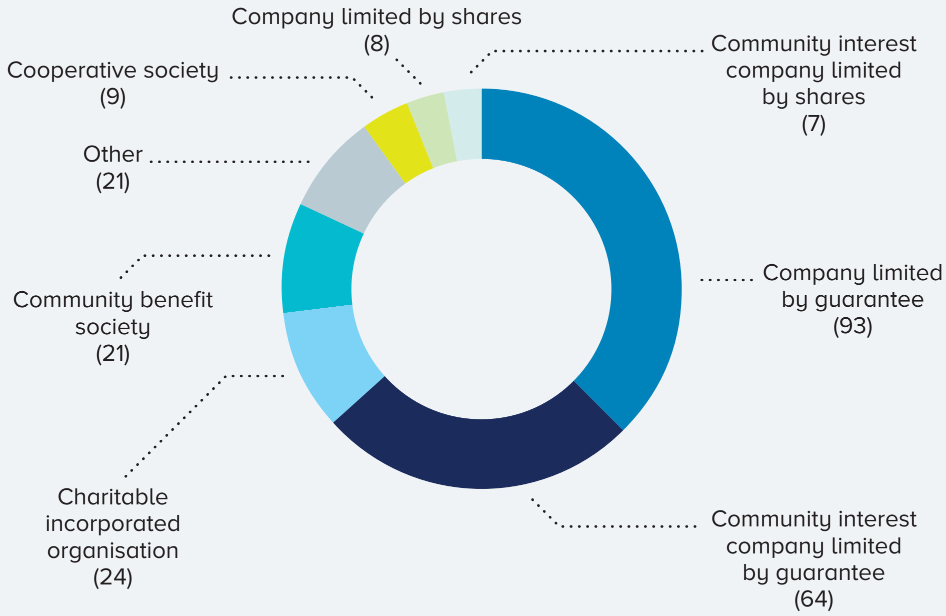
The legal structure of applicants

Figure 4.1 illustrates the legal structure make up of Round 1 applicants. Applicants were only able to select one legal structure for their community business in Round 1.[7] In Round 1 around 38% of applicants were registered as a company limited by guarantee.

Figure 4.1 Round 1: Legal status of IGP applicants

Round 1 applicants

38% (93) of applicants are a company limited by guarantee



Round 2 applicants legal status

46% (217) of applicants are a company limited by guarantee

74% (160) of these are also a charity

Round 1 online applicants = 247, Round 2 applicants = 472

In Round 2 applicants were able to select more than one legal structure. A comparatively larger 46% of Round 2 applicants' legal status was company limited by guarantee. Of these 74% (160) applicants were also a charity.

7 The Round 2 application form also asked for legal structure however it differs from Round 1 as applicants were able to select more than one structure. The data therefore cannot be combined.

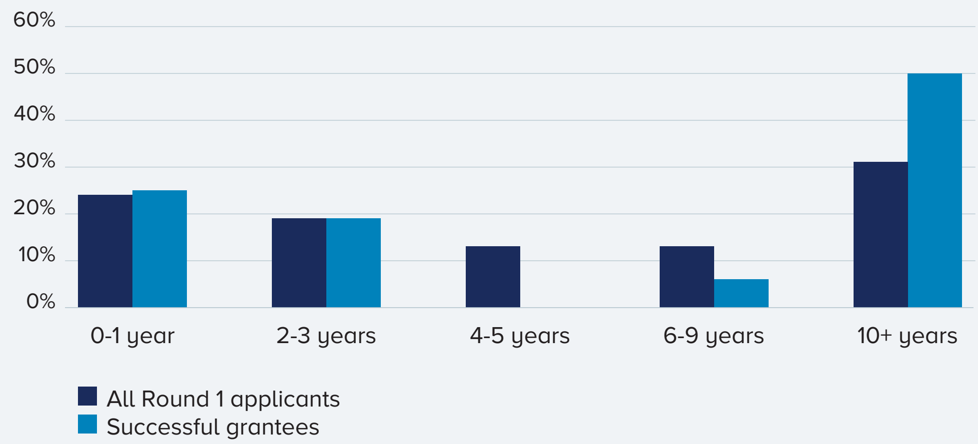
The age of applicants

The largest proportion of applications were from long established organisations (10+ years). These accounted for around 30% of all applications. This is likely to reflect the relative maturity of organisations required to respond to the IGP opportunity. However, if the two segments for young and newly established organisations are considered together (0-1 years and 1-3 years), they account for around 43% of applicants.

Successful grantees overall tend to be longer established with 50% of grantees aged 10+ years compared to 31% of all applicants.

Successful grantees overall tend to be longer established with 50% of grantees aged 10+ years compared to 31% of all applicants. There is an under-representation of grantees in the middle of the age spectrum (3-10 years) compared to the overall number of applicants.

Figure 4.2 Round 1: Age of applicant organisation



Round 1 applicants = 247, successful grantees = 40

The size of applicants

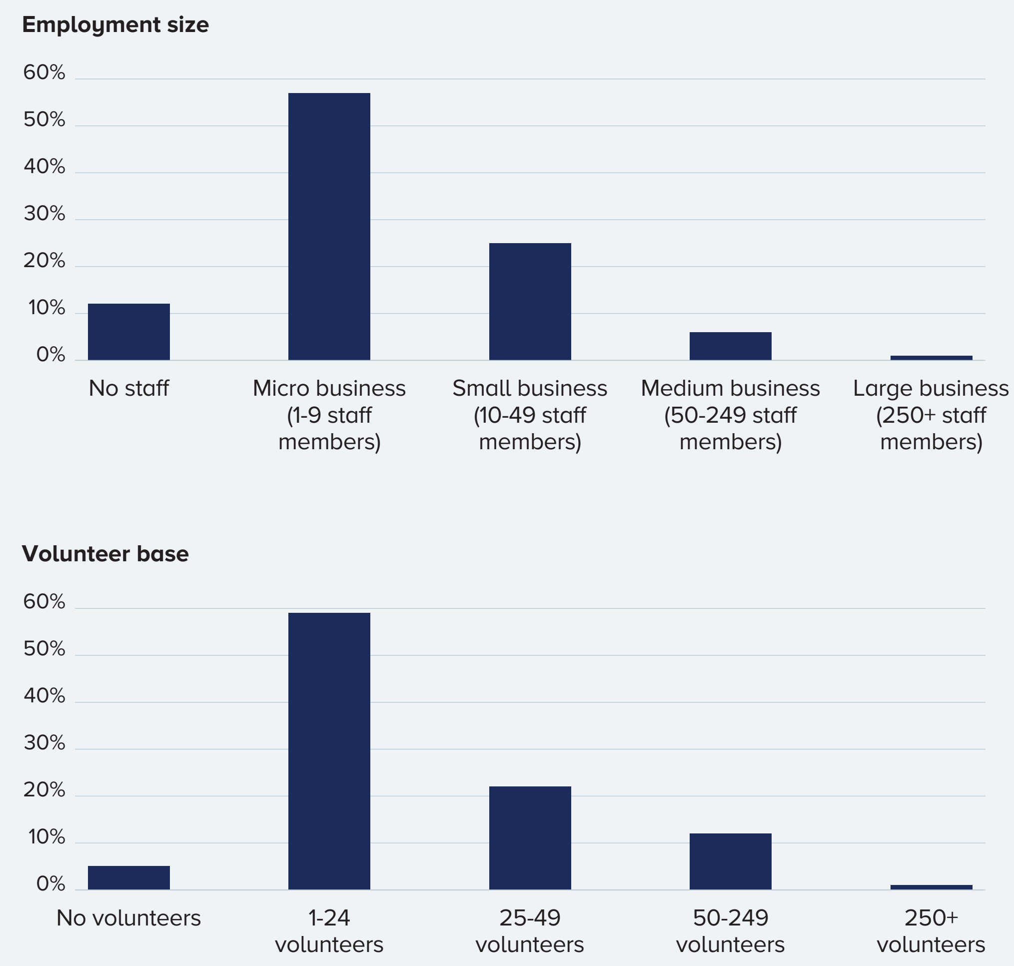
The great majority (88%) of applicants (full breakdown only available for all Round 1 applicants) employ at least one full-time or part-time staff member. Those that do not employ any staff are mostly not currently trading or have been trading for less than one year. Over half of the applicants were in the micro business employment bracket (0-9 employees)[8] and just one applicant had 250+ employees.

The vast majority (95%) of applicants reported at least one volunteer[9] involved in the community business, the majority (81% of applicants) had between one and 50 volunteers. Over half of the organisations with no volunteers were less than a year old. The figure below illustrates the proportion of applicants by community business size – measured by the total number of employees (full-time and part-time) and the size of its volunteer base.

8 Note: The usual definition of a micro business includes those with no employees, i.e. 0-9 employees – we have separated out those with 0 employees for this analysis.
9 No specific definition was required for applicants as to what constitutes a volunteer.

Over half the applicants employed between zero and nine staff members, and the majority of applicants (81%) had between one and 49 volunteers.

Figure 4.3 Round 1: Size of community business by employment size band and volunteer base



Round 1 online applicants = 247

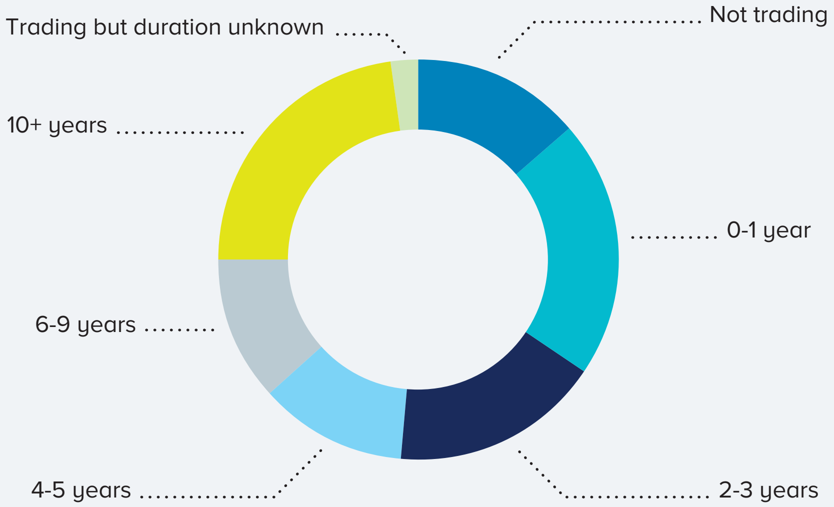
In broad terms, the trading duration of applicants ranged evenly across the spectrum.

Applicants' trading position

In broad terms, the trading duration of applicants ranged evenly across the spectrum. Within this, the majority of applicants tended to fall at either end of the scale: trading for less than three years or trading for 10+ years with fewer applicants in the 3-10-year bracket. Applicants that had been trading for over ten years were least likely to be immediately declined and were most likely to reach Grants Committee when compared to all other trading age groups.

Figure 4.4 Round 1: Trading duration

35% of applicants are not trading or have been trading for less than one year



Applicants trading for 10+ years were least likely to be immediately declined and most likely to reach Grants Committee

Round 1 online applicants = 247

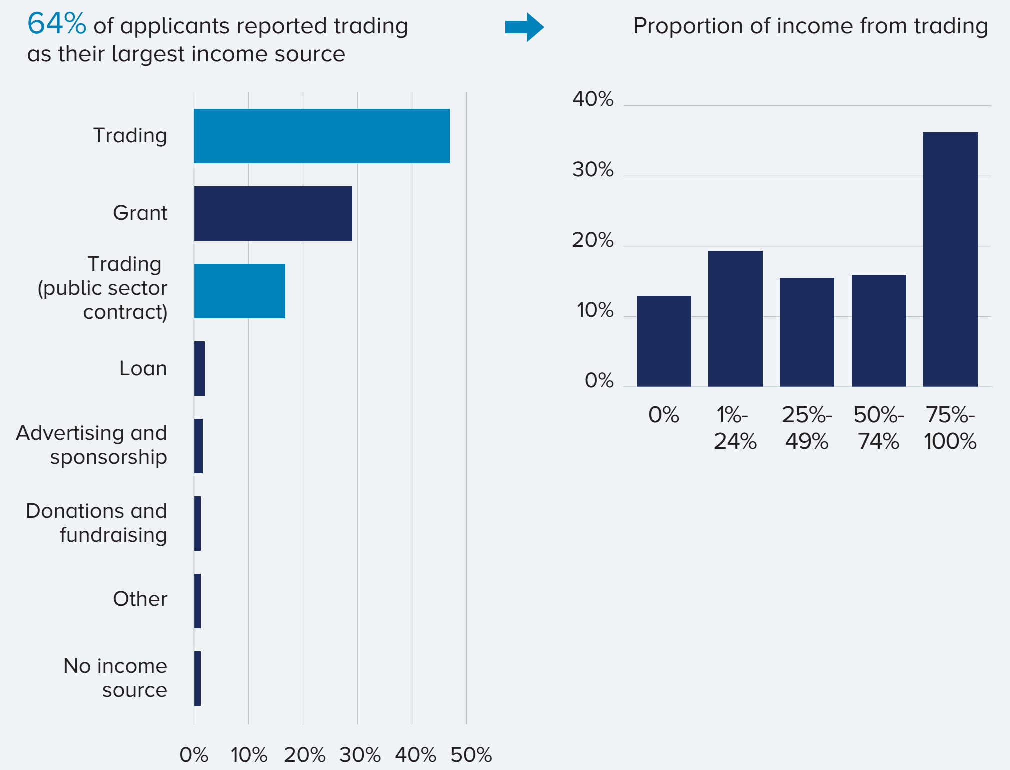
Where applicants' income comes from

In the most recent financial year the biggest single source of income for around 64% of applicants was from trading (perhaps not a surprise given that these are intended to be businesses). Around 26% of those that reported trading as their biggest source of income reported that this was from public sector contracts. Income from grants was the largest income source for 29% of applicants. Analysis of applicants' second biggest source of income in the financial year revealed a similar trend, with 54% reporting trading and 36% stating grants.

Trading income provides an indication of a community businesses' financial sustainability. In the 2014-15 financial year[10] around 36% of applicants that are currently trading had received between 75% and 100% of their income through trading. Large and medium sized businesses tend to have received a greater proportion of their income through trading in the 2014-15 financial year as well as community pubs, shops or cafes, and those in the transport sector.

In the most recent financial year the biggest single source of income for around 64% of applicants was from trading.

Figure 4.5 Round 1: Largest income source and trading income



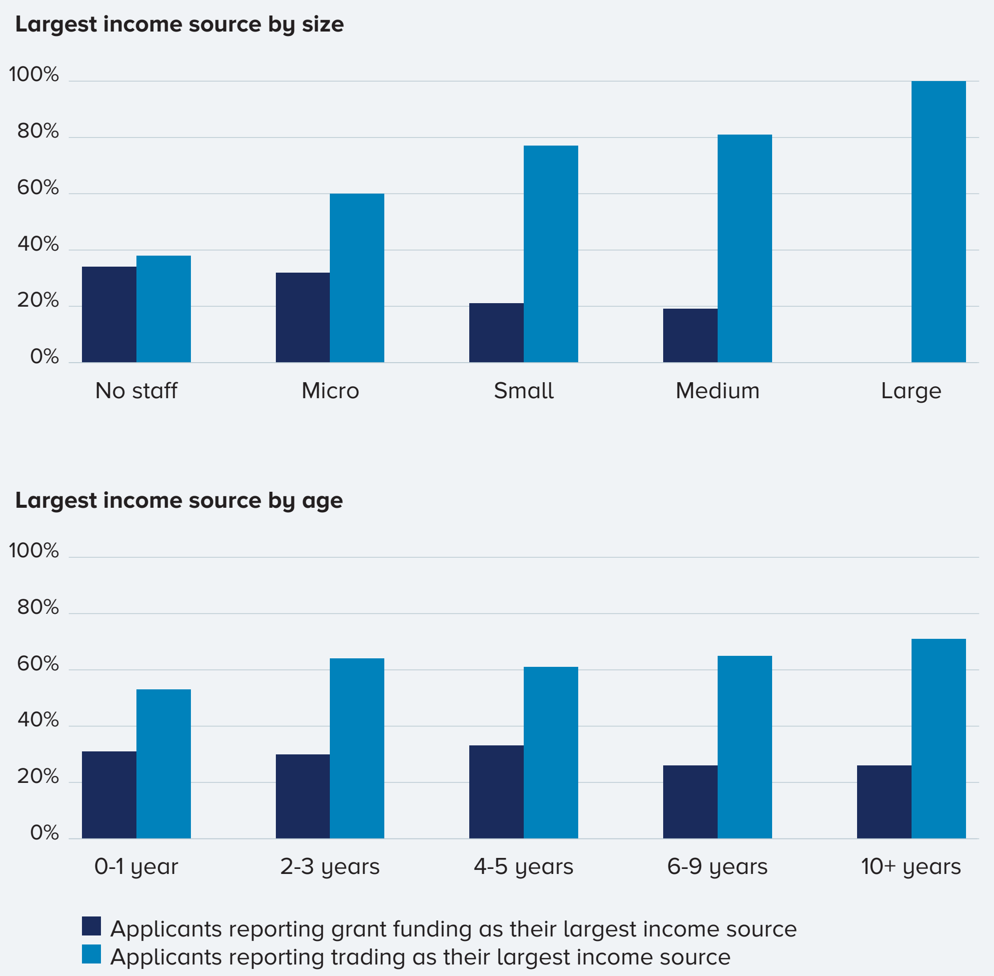
Round 1 online applicants = 247

10 Note: Where financial data for 2014-15 are not available, data from the 2013-14 financial year have been used.

A greater proportion of smaller and younger organisations reported grant funding as their largest income source.

Trading and grant funding is consistently the largest source of income amongst organisations of all size and age groups. In general larger and more established organisations were more likely to report trading as their largest income source; whilst a greater proportion of smaller and younger organisations reported grant funding as their largest income source. Figure 4.6 illustrates the proportion of organisations reporting trading and grant funding as their largest income source in the 2014-15 financial year by organisation size and age.

Figure 4.6 Largest income source by organisation size and age



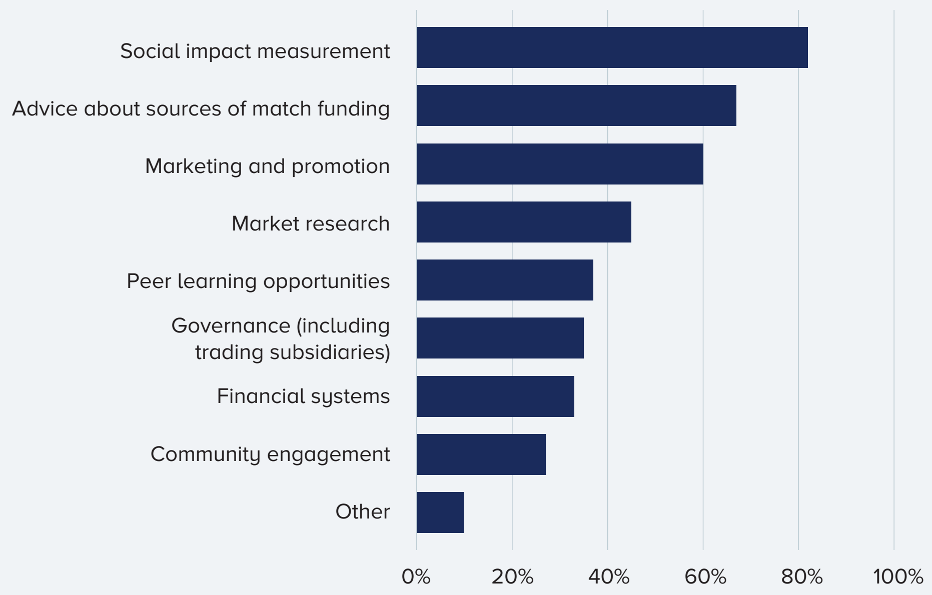
Round 1 online applicants = 247

Types of business development support requested

In the Round 1 application form applicants were asked what business development support would be most helpful to their organisation. The majority of applicants stated social impact measurement as being helpful to their organisation. Applicants also frequently requested funding advice about sources of match and market research as helpful to their organisation.

82% of applicants stated that social impact measurement would be useful business development support.

Figure 4.7 Round 1: Business development support most helpful to organisation



Round 1 online applicants = 247

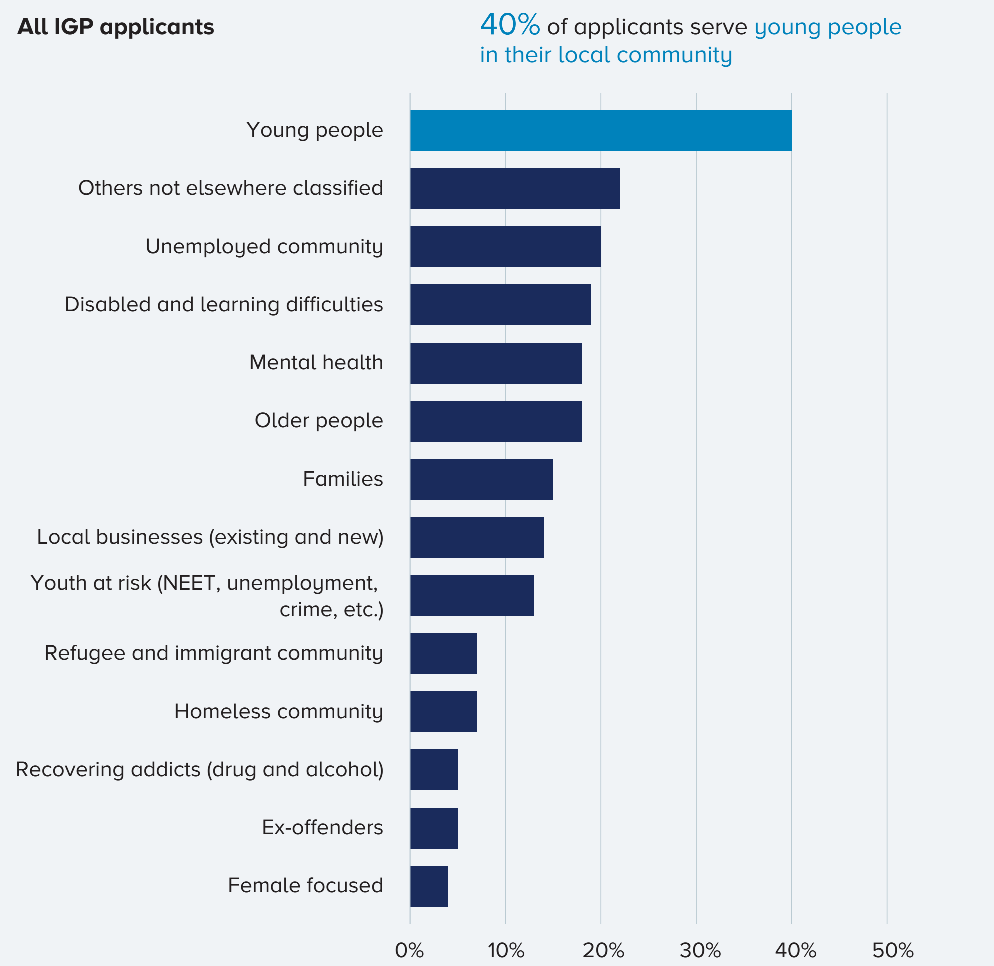
Around half of all applicants provide good/services that serve more than one specific community group, such as young people, unemployed, and those who are disabled or have learning difficulties.

Specific community groups served

Around half of all applicants provide goods/services that serve more than one specific community group. The most common community is young people, with 40% of applicants providing services/facilities specific to this group. Applicants also serve an array of other specific communities such as the local unemployed population (20%), disabled and learning difficulty groups (19%), elderly groups (18%) and the homeless community (7%).

Around 22% of applicants also serve other local groups not elsewhere classified, such as the terminally ill, black and minority ethnic groups, ex-service personnel, low income groups and the deaf community. Power to Change may wish in future rounds to capture more accurate data on applicants that serve these community groups specifically.

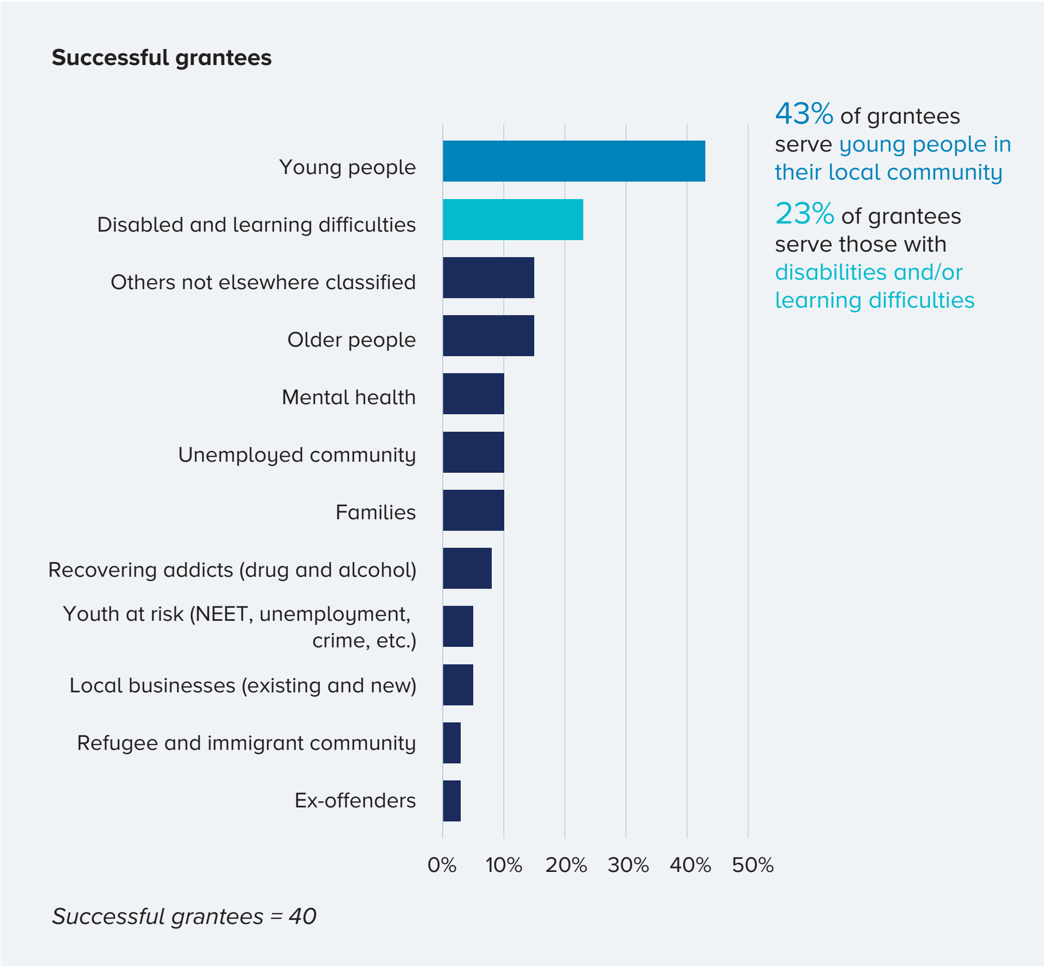
Figure 4.8 Rounds 1 and 2: Specific communities served



All IGP applicants = 756 (Note information not available for 14 applicants)

Analysis of all successful grantees reveals a similar result to all applicants, with 43% of all grantees providing services/facilities which specifically serve the young local population and 23% of grantees specifically serving those with disabilities and/or learning difficulties. There is also a spread of community businesses serving other specific community groups including families, recovering addicts and elderly groups. There are no successful grantees which specifically support the homeless community and/or the female population.

Figure 4.9 Successful grantees: Specific communities served

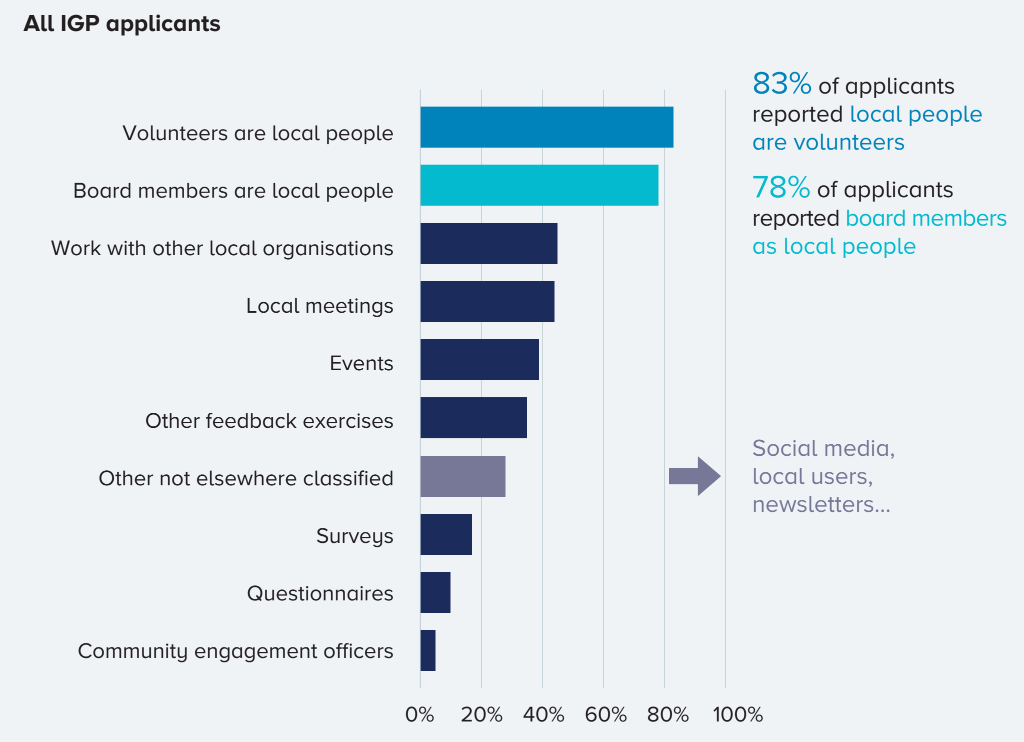


Online applicants were asked how they involve local people in the work they do.

How applicants engage with local people

Online applicants in both application rounds were asked how they involve local people in the work they do. We categorised the responses into ten main types of community involvement. Most applicants (83%) stated that volunteers involved in running the organisation were all local people and many applicants (78%) reported their board to be made up of local people. Other common ways of community involvement included working with other local organisations, community events and local feedback exercises.

Figure 4.10 Rounds 1 and 2: Engagement with local people



All IGP applicants = 756 (Note information not available for 14 applicants)

The social needs applicants are seeking to address

From our discussions with successful grantees we have been able to pull together a number of short case studies to highlight the social needs projects are seeking to address.

Kirkgate Arts are seeking to address rural isolation, poor infrastructure, and lack of community and cultural services.

Granby Four Streets Community Land Trust was set up in 2011 in Toxteth, Liverpool to create a "thriving, vibrant mixed community, building on the creativity, energy and commitment within the community, where people from all walks of life can live work and play".[11] Through their project they are seeking to address a number of social needs that are prevalent in the area. These include a ***shortage of good quality affordable housing, empty run down shops and high unemployment****. The Power to Change grant will enable them to refurbish five empty homes that will provide affordable housing for local people in the area.*

Kirkgate Arts is a social enterprise and charity that runs a unique theatre and arts venue based in a former Victorian school in Cockermouth, Cumbria. Their overarching vision is of a "sustainable and significant hub for arts, community and heritage activities in West Cumbria".[12] The key social needs they are seeking to address are ***rural isolation, poor infrastructure and lack of community and cultural services for all, exacerbated for those affected by social deprivation****. The Power to Change grant will help them in developing their long term plans for a large scale capital refurbishment that will install a café/bar, and render the creative/artistic space more flexible and accessible.*

The Bampton Library and Resource Centre Supporters group was established as a community group solely to establish a new library and community centre in Bampton, Devon.[13] They won a grant from Power to Change which will enable them to create a new community centre and relocate the Bampton Library in Devon to a larger and refurbished premises. Besides a library, the new centre will provide a range of community services, covering education and social uses. The group was established in response to growing needs in the area due to the ***reduction/removal of many community services*** *as a result of budget and funding cuts. For example, until recently 36 youth groups operated across Devon. This number has now been cut to eight. The centre hopes to address a number of social needs such as* ***rural social isolation, improved educational outcomes and enhanced job opportunities****.*

11 http://www.granby4streetsclt.co.uk/history-of-the-four-streets
12 http://www.thekirkgate.com/about-us/
13 https://www.facebook.com/bamptonlibrarydevon

Chapter 5. Sector analysis

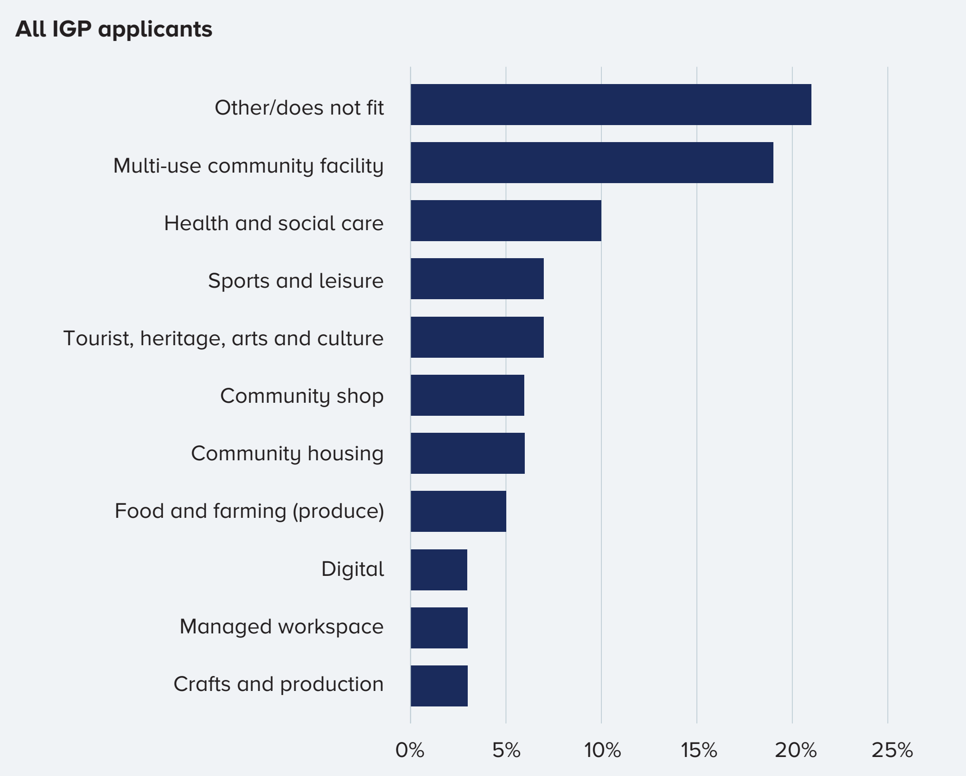
Mapping against the Social Finance sector framework

Figure 5.1 illustrates the spread of community businesses across the sector categories previously developed by Social Finance.[14] It illustrates all sectors which account for more than 2% of applicants. 21% of applicants did not fit these categories, and 19% of applicants were a multi-use community facility. Others not shown include community transport (2%), community energy (2%), community pub (2%), public land management (2%), community finance (1%), and libraries (0.5%).

The 'other/does not fit' category was added to the analysis to capture those that do not fit into any of the sectors in the framework. Around 20% of Round 1 applicants did not fit into the Social Finance sector framework, these included community businesses such as independent living services, employment support, and education services and support. This suggests a need for some additional or broader sector categories for future analysis.

19% of applicants were a multi-use community facility.

Figure 5.1 Rounds 1 and 2: Social Finance sector categories



All IGP applicants = 756 (Information not available for 14 applicants)
Note: Excludes categories accounting for 2% or fewer applicants

14 The community business market in 2015 (Research Institute Report No.1), Power to Change, 2016.

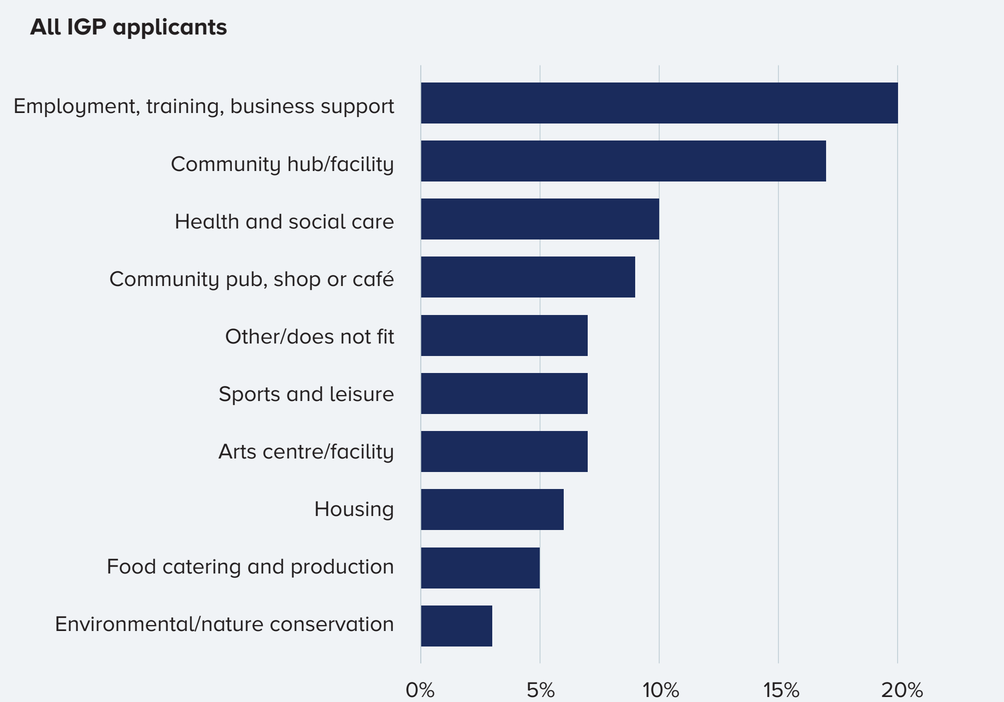
Mapping against the Regeneris sector framework

We have applied our own sector categorisation framework for exploration purposes and we believe there is value in an alternative and more detailed sector breakdown to capture community business activities. Figure 5.2 illustrates the spread of community businesses across our broad sector category framework. It illustrates all sectors which capture more than 2% of applicants, others not shown include: community energy (2%), visitor facilities (1%), and income and/or financial inclusion (1%). According to this categorisation framework, 20% of applicants provided employment, training and/or business support. 17% of applicants were a community hub or facility.

Around 7% of applicants did not fit into this sector framework, these included community businesses such as a community radio, a motor production company and a law centre. This suggests a need for some additional or broader sector categories for future analysis (such as inclusion of digital, and crafts and other production).

20% of applicants provided employment, training and/or business support. 17% of applicants were a community hub or facility.

Figure 5.2 Rounds 1 and 2: Regeneris broad sector framework



All IGP applicants = 756 (Information not available for 14 applicants)

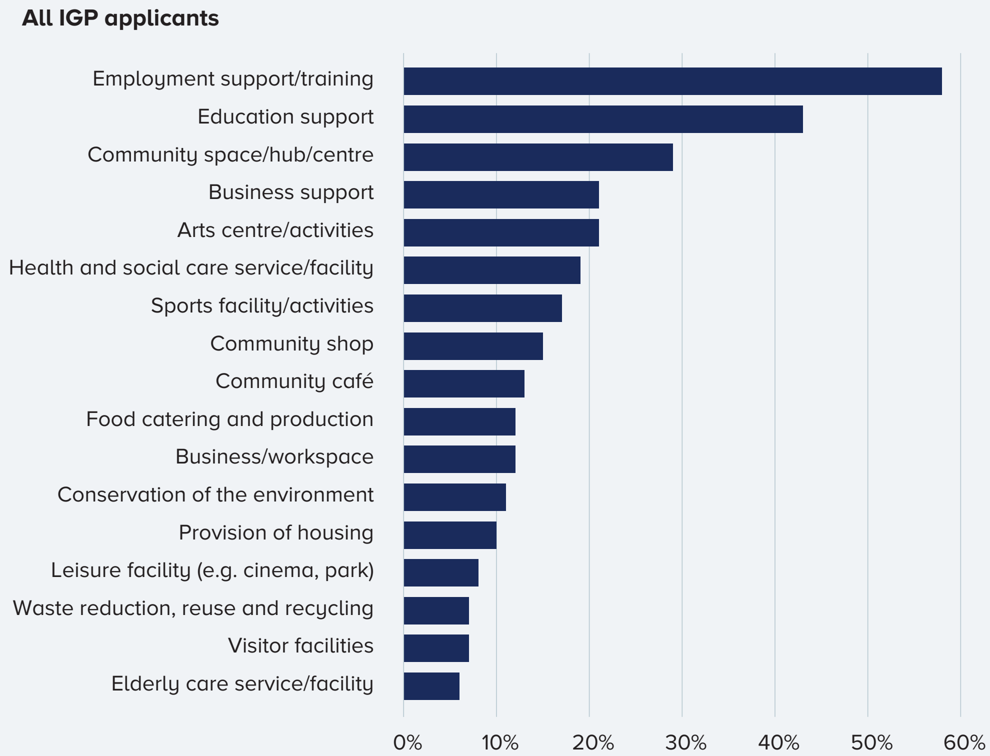
Analysis of sub-sector[15] activities enables us to capture the cross cutting and often complex activities/function of a community business. Figure 5.3 illustrates the spread of applicant activities according to the sub-sector framework. It illustrates all sub-sectors where 5% or more of applicants have activities in the sub-sector. Others not shown include: community finance and credit (4%), media and publishing (4%), other not elsewhere classified (4%), community transport (3%), community energy (3%), community pub (2%), construction activities (2%) and community library (2%).

Most community businesses (85%) have activities that spread across more than one sub-sector. The employment support/training sub-sector is the most common amongst applicants, with 58% of applicants offering employment support/training services.

15 See Appendix A for a full list of sub-sectors.

Most community businesses (85%) have activities that spread across more than one sub-sector.

Figure 5.3 Rounds 1 and 2: Regeneris sub-sector categories



Case study
The Bootstrap company is a multi-use community facility that cuts across four sub-sectors. It provides affordable workspace, business support, employment support/training and is a community space.

All IGP applicants = 756 (Information not available for 14 applicants)

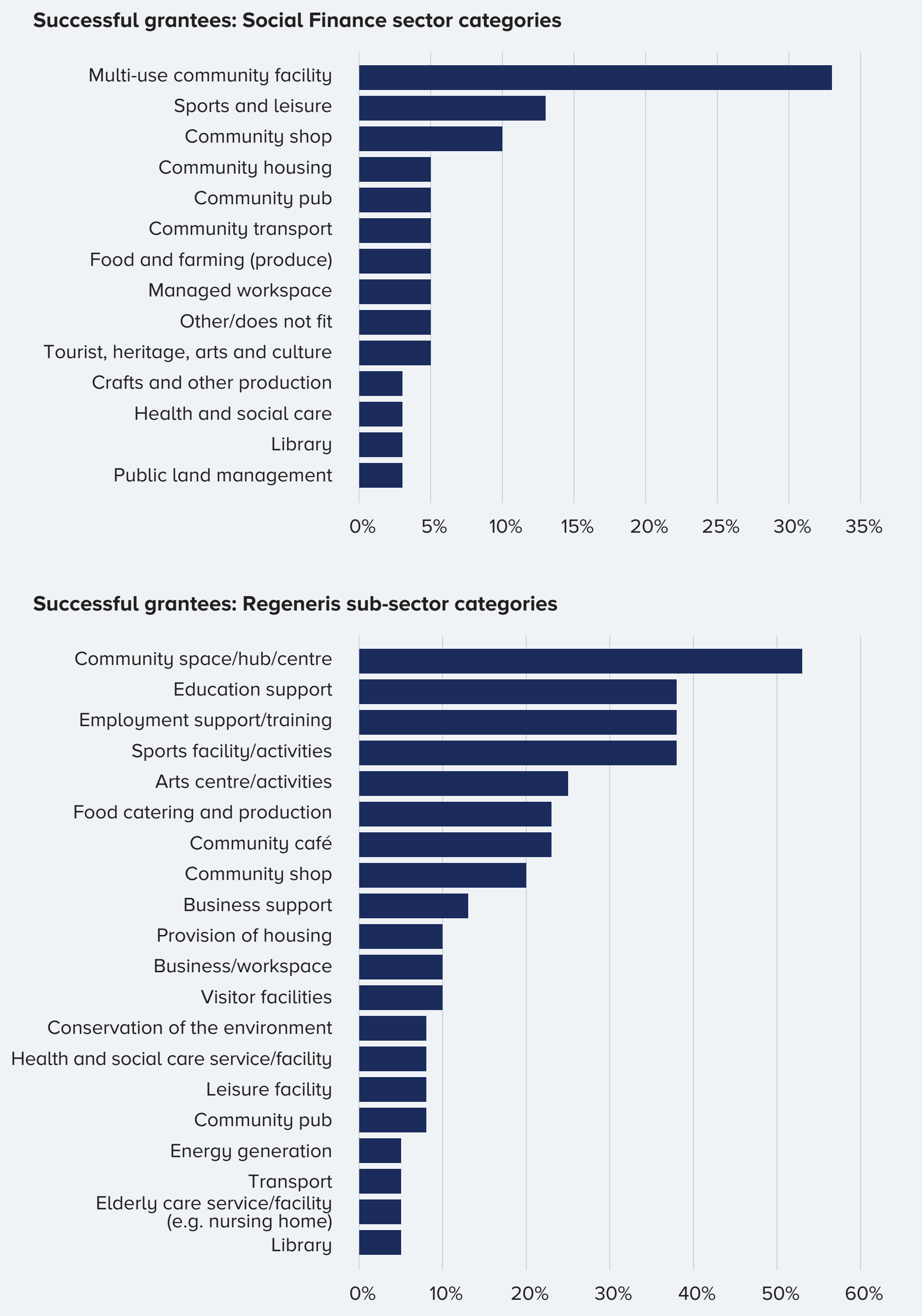
Sector analysis of successful grantees

The following section provides a summary of some of the characteristics of successful applicants to date. According to the sector categories developed by Social Finance, around 33% (13) of successful grantees operate within the multi-use community facility sector and the remaining are spread across an array of sectors such as sports and leisure (13% or five), community shop (10% or four), and community housing (5% or two).

Analysis of the range of sub-sectors that applicants operate in also highlights the cross cutting function of many successful grantees. Around 85% of successful grantees deliver services/activities across more than one sub-sector, with most community businesses operating in three or more (up to seven) sub-sectors. The remaining 15% of grantees only deliver services/activities within one sub-sector.

Around 33% (13) of successful grantees operate within the multi-use community facility sector.

Figure 5.4 Successful grantees: Sector and sub-sector categories



Successful grantees = 40

Chapter 6. Assessment of risk and impact

62 applicants reached the Grants Committee assessment stage where they were assessed across a variety of factors of risk and impact.

A total of 62 applicants reached the Power to Change Grants Committee assessment stage where they were assessed across a variety of factors of risk and impact. Applicants were scored low, medium or high risk against the following risk factors (where 'low' is the optimal rating):

1) Organisational risk, i.e. legal form, governance and finance:
   – Charitable object vs private benefit
   – Definition of community business
   – Governance and management
   – Financial stability and trends in accounts
   – Financial management

2) Proposal risk, i.e. charitable objects, business model and sustainability:
   – Charitable object and benefit of the proposal
   – Purpose and size of grant in line with IGP criteria
   – Impact on business sustainability
   – Project management and budget
   – Demonstrating leverage
   – State Aid compliance

Applicants were then rated low, medium or high impact according to the following factors of potential impact (where 'high' is the optimal rating):

3) Proposal impact, i.e. social, economic and environmental impact:
   – Impact on target groups
   – Impact on broader community
   – Reach of impact

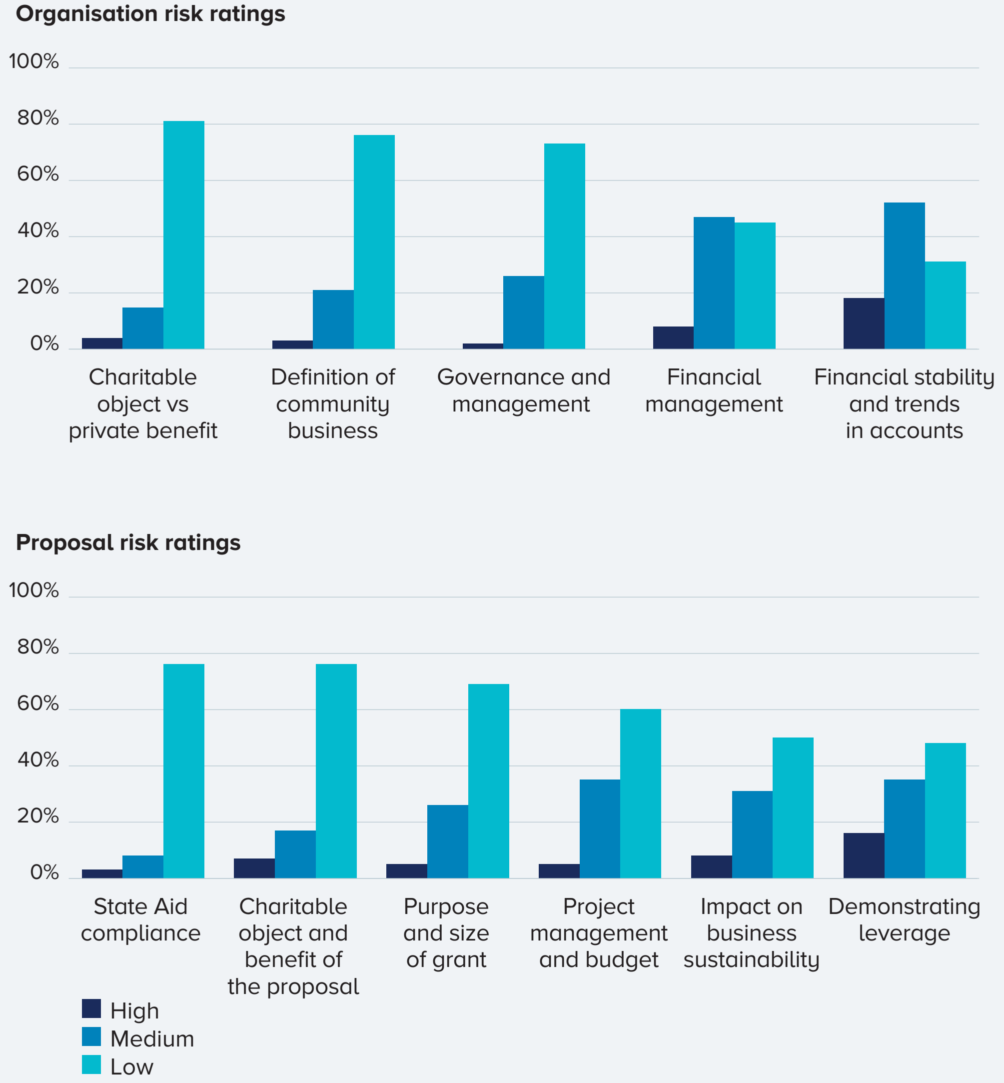
The key risks that were identified

Around half of all organisations (53%) assessed at Grants Committee were rated either low or medium risk across all organisational and proposal risk factors. The remaining 47% were rated as high risk against one or more factors. Figure 6.1 illustrates the proportion of applicants rated as high, medium or low across each grant assessment risk factor. Most applicants were rated as low risk for their organisation's charitable objective vs private benefit; definition of a community business; governance and management; and State Aid compliance. Similarly, most applicants were rated as low risk for their proposal's charitable object and benefit of the proposal; purpose and size of grant; and project management and budget.

Financial stability/trends in account was most frequently rated as a high risk factor (organisation risk) amongst applicants, with 18% of applicants rated as high risk. This is followed by demonstrating leverage (proposal risk), with 16% of applicants rated as high risk.

47% of all organisations assessed at Grants Committee were rated as high risk against one or more proposal factors.

Figure 6.1 Organisation and proposal risk rating



Applicants that reached grant assessment = 62

Analysis of applicants' risk rating at Grants Committee and their Index of Multiple Deprivation scores revealed that there is very little relationship between relative deprivation and how organisations are rated in terms of risk. Cross-comparison with size of the grant requested, organisation size and organisation sector reveals the following trends:[16]

Organisations with between zero and ten employees were most likely to receive one or more 'high' risk ratings.

- Organisations with between zero and 10 employees were most likely to receive one or more 'high' risk ratings against organisation risk factors (outlined above)
- Organisations requesting a grant between £50,000 and £150,000 were most likely to receive one or more 'high' risk ratings against proposal risk factors (outlined above) – these of course tended to be the smaller sized applicants
- Analysis of sectors (those sectors with four or more organisations at grant assessment) suggests community pubs, shops or cafes are least likely to receive a 'high risk' rating against organisation and proposal risk factors

16 Note: Due to the small sample size (62) emerging trends may not reflect the true correlation.

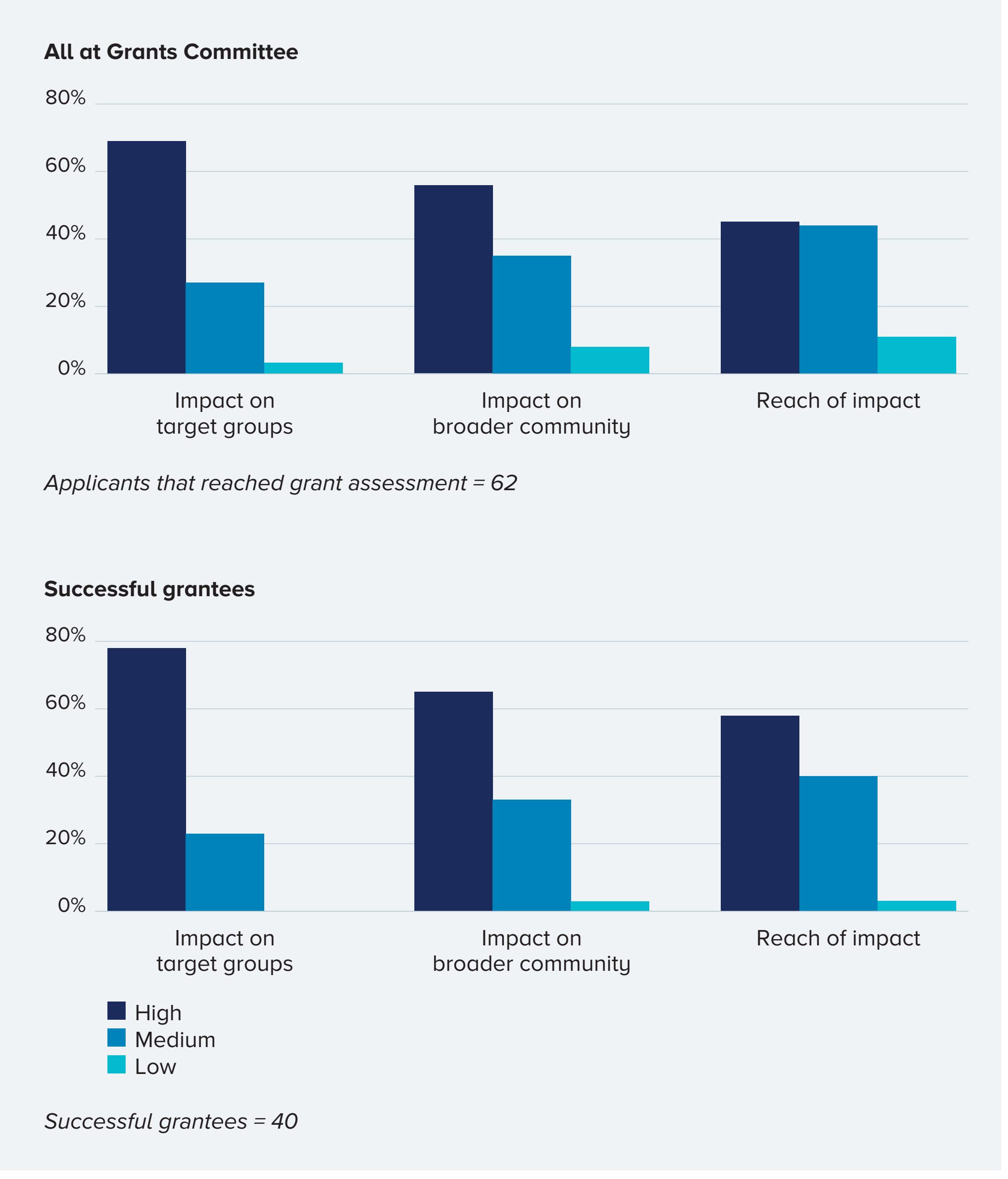
The scale of potential impact

Around 69% of applicants at grants assessment stage were rated as having a high impact on their target group, decreasing to 56% of applicants rated as high impact for their impact on the broader community and 45% rated as high impact for their reach of impact.

As would be expected, the proportion of successful grantees that were rated as high impact across all impact factors exceeds the proportion across all applicants that reached Grants Committee. Despite grantees overall being more highly rated in terms of impact, just 30% of grantees were rated as high impact across all three impact groups, with most grantees receiving at least one medium impact rating. One grantee was rated medium for its impact on target groups and low for both its impact on the broader community and reach of impact.

Organisations located in some of the most deprived neighbourhoods nationally are more likely to be rated as medium or high impact.

Figure 6.2 Grant assessment proposal impact rating



Analysis of the Grants Committee impact ratings by Index of Multiple Deprivation scores suggests that organisations located in some of the most deprived neighbourhoods nationally are more likely to be rated as medium or high impact (with no low impact ratings) across all impact factors than those in less deprived neighbourhoods.

Proposal risk and impact matrix

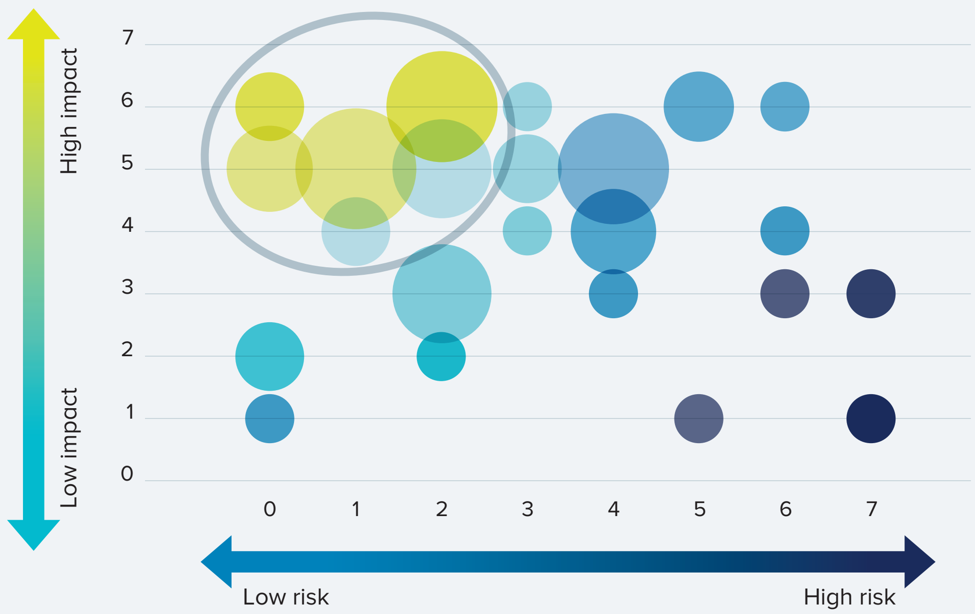
As outlined above applicants were rated low, medium or high risk against a total of six proposal risk factors. For the purpose of this analysis we scored applicants that reached Grants Committee according to their proposal risk rating in the following way: *Low risk = 0, Medium risk = 1, High risk = 2*. Therefore a score of 12 (six high risk factors) is the worst possible risk score and a score of 0 (six low risk factors) is the best possible risk score.

Applicants were rated low, medium or high impact for a total of three proposal impact factors. For the purpose of this analysis we scored applicants that reached Grants Committee according to their proposal impact rating in the following way: *Low impact = 0, Medium impact = 1, High impact = 2*. Therefore a score of 0 (three low impact factors) is the worst possible impact score and a score of 6 (three high impact factors) is the best possible impact score.

Figure 6.3 plots all applicants according to their overall proposal risk and impact score. The vertical position of applicants denotes their overall impact score, the horizontal position denotes their overall risk score and the bubble size represents the number of applicants at this rating. 35% (22) of applicants at grants assessment were rated as low risk and high impact applicants.

35% (22) of applicants at grants assessment were rated as low risk and high impact applicants.

Figure 6.3 Proposal risk and impact rating



The chart summarises applicants in terms of their overall proposal risk rating and potential impact:

1. Risk score – denoted by the horizontal positioning, with the bubbles on the right of the chart having the highest risk score.

2. Impact score – denoted by the vertical positioning, with the bubbles at the top of the chart showing the greatest potential impact score.

3. Number of applicants – the size of the bubble denotes the number of applicants at this rating.

Applicants that reached grant assessment = 62

Appendix A. Categorisation method

Categorisations applied

Sectors

Social Finance has previously developed a framework for capturing the broad and sub-sector activities of community businesses.[17] We have tested the broad sector framework with all Round 1 applicants. Those that did not fit into the Social Finance sector framework (which included community businesses such as independent living services, employment support, and education services and support) are categorised under 'other/does not fit'.

Table A.1 Social Finance broad sector categories

Community shop
Community pub
Crafts, industry and production
Digital
Food and farming (produce)
Multi-use community facility
Managed workspace
Library
Community housing
Community transport
Public land management
Sports and leisure
Tourism, heritage, arts and culture
Community energy
Community finance
Health and social care
Other/does not fit

17 *The community business market in 2015 (Research Institute Report No.1)*, Power to Change, 2016.

We have also used our own sector categorisation framework for data exploration purposes and we believe there is value in an alternative and more detailed sector breakdown to capture community business activities. Firstly, we have captured the broad activity/function of the community business to enable high level analysis of the types of community businesses. The sub-sectors then allow you to capture the cross cutting nature and often the complexity of the community business activities/functions by selecting all sub-sectors that apply to the community business.

Table A.2 Regeneris broad sector and sub-sector categories

Broad sector
Community pub, shop or café
Community hub/facility/space
Sports and leisure
Arts centre/facility
Visitor facilities
Employment, training, business support and/or education
Health and care
Income and/or financial inclusion
Environmental/nature conservation
Food catering and production (inc. farming)
Housing
Energy
Transport
Other

Table A.2 continued

Sub-sector
Community pub
Community shop
Community café
Community space/hub/centre
Sports facility/activities
Leisure facility (e.g. cinema)
Arts centre/activities
Library
Visitor attraction
Employment support/training
Business support
Education support
Business/workspace
Health service/facility
Care service/facility (e.g. nursing home)
Finance and credit
Conservation of the environment
Transport
Construction activities
Energy generation
Waste reduction, reuse and recycling
Food catering and food production
Provision of housing
Media and publishing
Other

Specific communities served

We have applied the following categorisations to capture any specific groups of the community that are served by the community business. Often community businesses serve more than one community. Other specific community groups not elsewhere classified in this framework include the terminally ill, black and minority ethnic groups, ex-service personnel, low income groups and the deaf community. Power to Change may wish to add these to the categorisation framework for analysis in future rounds.

Table A.3 Specific communities served

Young people
Elderly population
Families
Local businesses (existing and new)
Female focused
Youth at risk (NEET, unemployment, crime, etc.)
Ex-offenders
Homeless community
Disabled and learning difficulties
Unemployed community
Recovering addicts (drug and alcohol)
Mental health
Refugee and immigrant community
Other specific target groups

Engagement with local people

We have applied the following categorisations to capture the various ways that community businesses engage with local people. Often community businesses engage with local people in more than one way. Other common ways of local engagement that are not included in this framework ('other') include social media, local users and newsletters/other media forms.

Table A.4 Engagement with local people

Board members are local people
Volunteers are local people
Questionnaires
Surveys
Other feedback exercises
Local events
Consultation exercises
Local meetings
Community engagement officers
Work with other local organisations
Work with other local voluntary groups
Other
Engagement is unclear

The challenge or gap that the grant is seeking to address

This has been applied to analyse the main purpose of the grant funding and more specifically why they need grant funding as opposed to income generated from their own trading income. We have applied the following categories. A number of applicants requested funding for reasons not included within the eight categories ('other'), common other purposes are to purchase new equipment and to acquire specific expertise.

Table A.5 Challenge/gap seeking to address

To purchase, expand, develop or refurbish premises/piece of land
Move from volunteer led to employing full-time staff
Go from small to medium sized employing staff
Expand their services/activities
To improve quality of product/service
Public asset takeover/purchase
To replace grants with trading
To generate additional revenue streams
Does not specify
Other

Location type

All community businesses have been categorised according to the Department for Environment, Food and Rural Affairs Rural/Urban Classification[18]. The classification defines areas as rural if they fall outside of settlements with more than 10,000 resident population. The classification assigns them to one of four urban areas or one of six rural categories:

Table A.6 Rural/Urban classification

Urban: Major conurbation
Urban: Minor conurbation
Urban: City and town
Urban: City and town in a sparse setting
Rural: Town and fringe
Rural: Town and fringe in a sparse setting
Rural: Village and dispersed
Rural: Village and dispersed in a sparse setting
Rural: Hamlets and isolated dwellings
Rural: Hamlets and isolated dwellings in a sparse setting

18 https://www.gov.uk/government/collections/rural-urban-definition

Reasons rejected

This categorisation is based on the reason for rejection emails sent out by Power to Change. The reasons for rejection include not meeting any of the seven criteria (C1-C7) and three other common reasons:

Table A.7 Reasons for rejection

C1: Organisation is not currently trading or insufficient evidence of trading within six months
C2: Move towards financial sustainability is unclear
C3: Your organisation does not have a draft business plan
C4: Leverage not confirmed/unclear
C5: Grant requested does not fall between £50,000 and £500,000
C6: Insufficient evidence of social impact
C7: Organisation does not fit Power to Change definition of community business
Insufficient local evidence of local demand
Asset/building not secured
Not eligible as local government or other reason

Reasons why they didn't meet definition of a community business

This categorisation is based on the reason for rejection emails sent out by Power to Change. The reason why community businesses did not meet Power to Change's definition is categorised according to one of the following five reasons:

Table A.8 Reasons why they didn't meet Power to Change's definition of a community business

1. Insufficiently locally focused (broad geographical focus)
2. Insufficient evidence of community control
3. Insufficient evidence of whether trading within six months
4. Insufficient evidence of community benefit (vs private benefit)
5. Does not specify

Risk and impact rating

This categorisation is based on the grants assessment forms for applicants that reached the Grants Committee assessment stage. Applications were rated low, medium or high risk (where low risk is the optimal rating) and low, medium or high impact (where high impact is the optimal rating).

Risk ratings

Table A.9 Risk ratings

Organisation risks
1. Charitable object vs private benefit
2. Definition of a community business
3. Governance and management
4. Financial stability and trends in accounts
5. Financial management
Proposal risks
1. Charitable object and benefit of proposal
2. Purpose and size of grant in line with IGP criteria
3. Impact on business sustainability
4. Project management and budget
5. Demonstrating leverage
6. State Aid compliance

Impact ratings

Table A.10 Proposal impact ratings

1. Impact on target groups
2. Impact on broader community
3. Reach of impact

Appendix B. Data underlying figures

Below is a summary of the underlying data used for all figures in the main section of the report.

Figure 2.1 Summary of application status

Applicant round	Successful	Unsuccessful or withdrawn	Referred to Wholesale Scheme	Total
Initial Round 1	18	18	1	37
Formal Round 1	16	228	3	247
Round 2	6	462	4	472
Total number of organisations	**40**	**708**	**8**	**756**

Source: All IGP applicants

Figure 2.2 Type of grant funding sought

All IGP applicants	
Both capital and revenue	425
Capital	189
Revenue	123
Unclear	19
Total number of organisations	**756**

Source: All IGP applicants

Successful grantees	
Both capital and revenue	28
Capital	11
Revenue	1
Total number of organisations	**40**

Source: Successful grantees

Figure 2.3 Purpose of grant requested by category

Public asset takeover/purchase	42
To replace grants with trading	106
Move from volunteer led to employing full-time staff	213
To improve quality of product/service	224
Go from small to medium sized employing staff	297
To generate additional revenue streams	347
Expand their services/activities	475
To purchase (private), expand, develop or refurbish premises/piece of land	501
Other	179
Total number of organisations	**742**

Source: All IGP applicants. Note: Information is not available for 14 applicants as information was either not recorded for these (Initial Round 1) or they failed to fully complete their application form.

Figure 2.4 Round 1 and 2: Size of grant request

All IGP applicants

Less than £50,000	5
£50,000-£149,999	387
£150,000-£249,999	142
£250,000-£500,000	210
Information not available	12
Total number of organisations	**756**

Source: All IGP applicants

Successful grantees

Less than £50,000	0
£50,000-£149,999	13
£150,000-£249,999	9
£250,000-£500,000	18
Total number of organisations	**40**

Source: Successful grantees

Figure 2.5 Relationship between size of organisation and grant request

Grant request range	Organisation size				
	Large	**Medium**	**Small**	**Micro**	**Total**
Less than £50,000			4	1	**5**
£50,000-£149,999	11	107	211	53	**382**
£150,000-£249,999	2	34	82	14	**132**
£250,000-£500,000	15	56	112	17	**200**
Total number of organisations	**28**	**197**	**409**	**85**	**719**

Source: Round 1 and 2 online applicants

Figure 2.6 Round 1: Grant requested as a proportion of total project cost

Round 1 applicants	
1%-24%	25
25%-49%	45
50%-74%	71
75%-99%	60
100%	46
Total number of organisations	**247**

Source: Round 1 online applicants

Successful grantees	
1%-24%	3
25%-49%	6
50%-74%	4
75%-99%	1
100%	2
Total number of organisations	**16**

Source: Round 1 successful grantees (online applicants)

Figure 2.7 Decline summary emails: Unsuccessful applicants reason for decline

Criterion 5	4
Criterion 1	23
Criterion 3	25
Criterion 2	46
Criterion 6	173
Criterion 4	278
Criterion 7	356
Total number of organisations	**572**

Source: Applicant reason for decline emails

Figure 2.8 Decline summary emails: Did not meet Power to Change's definition of a community business

Insufficient local focus	107
Insufficient evidence of community control	278
Insufficient evidence of whether trading within 6 months	35
Insufficient evidence of community benefit (vs private benefit)	60
Total number of organisations	**356**

Source: Applicant reason for decline emails: those that did not meet Power to Change definition of community business (Criterion 7)

Figure 3.1 Geography of all applicants by status

Map of all applicants by postcode = 756

Figure 3.2 Regional distribution of successful grantees

East Midlands	4
East of England	3
London	2
North East England	2
North West England	11
South East England	4
South West England	5
West Midlands	1
Yorkshire and The Humber	8
Total number of organisations	**40**

Source: Successful grantees

Figure 3.3 Urban/Rural classifications

All IGP applicants

Urban major conurbation	255
Urban minor conurbation	35
Urban city and town	255
Urban city and town in a sparse setting	2
Rural town and fringe	65
Rural town and fringe in a sparse setting	4
Rural village and dispersed	45
Rural village and dispersed in a sparse setting	10
Information not available	85
Total number of organisations	**756**

Source: All IGP applicants

Successful grantees

Urban major conurbation	13
Urban minor conurbation	2
Urban city and town	9
Rural town and fringe	9
Rural town and fringe in a sparse setting	1
Rural village and dispersed	4
Rural village and dispersed in a sparse setting	2
Total number of organisations	**40**

Source: Successful grantees

Figure 3.4 Relative deprivation of IGP applicants and grantees

All IGP applicants

0-9% (most deprived)	148
10-19%	102
20-29%	89
30-39%	73
40-49%	68
50-59%	61
60-69%	48
70-79%	43
80-89%	20
90-100% (least deprived)	22
N/A	82
Total number of organisations	**756**

Source: All IGP applicants

Successful applicants	
0-9% (most deprived)	10
10-19%	3
20-29%	4
30-39%	6
40-49%	6
50-59%	6
60-69%	3
70-79%	1
80-89%	1
90-100% (least deprived)	0
N/A	0
Total number of organisations	**40**

Source: Successful grantees

Figure 4.1 Round 1: Legal status of IGP applicants

Charitable incorporated organisation	24
Community benefit society	21
Community interest company limited by guarantee	64
Community interest company limited by shares	7
Company limited by guarantee	93
Company limited by shares	8
Cooperative society	9
Other	21
Total number of organisations	**247**

Source: Round 1 online applicants

Figure 4.2 Round 1: Age of organisation

0-1 year	59
1-3 years	47
3-5 years	33
5-10 years	31
10+ years	77
Total number of organisations	**247**

Source: Round 1 online applications

Figure 4.3 Round 1: Size of organisation by employment size band

No staff/Micro	29
Micro (1-9 staff)	140
Small (10-49 staff)	61
Medium (50-249 staff)	16
Large (250+ staff)	1
Total number of organisations	**247**

Source: Round 1 online applications

Figure 4.3 Round 1: Size of organisation by volunteer base

0 volunteers	13
1-24 volunteers	146
25-49 volunteers	55
50-249 volunteers	30
250+ volunteers	3
Total number of organisations	**247**

Source: Round 1 online applications

Figure 4.4 Round 1: Trading duration

Not trading	35
0-1 years	51
1-3 years	41
3-5 years	29
5-10 years	29
10+ years	58
Trading but duration unknown	4
Total number of organisations	**247**

Source: Round 1 online applications

Figure 4.5 Round 1: Largest income source and trading income

Trading	115
Grant	71
Trading (public sector contract)	41
Loan	5
Advertising and sponsorship	4
Donations and fundraising	3
No income source	3
Other	1
Other investment	1
Shares	1
N/A	2
Total number of organisations	**247**

Source: Round 1 online applications

Figure 4.5 Round 1: Proportion of income from trading

0%	27
1-24%	40
25%-49%	32
50%-74%	33
75%-100%	75
N/A	40
Total number of organisations	**247**

Source: Round 1 online applications

Figure 4.6 Largest income source by organisation size and age

Largest income source by size

Size of organisation	Largest income source through grants	Largest income source through trading	Largest income source – other	Total
No staff	10	11	8	29
Micro	45	84	11	140
Small	13	47	1	61
Medium	3	13	0	16
Large	0	1	0	1
Total number of organisations	**71**	**156**	**20**	**247**

Source: Round 1 online applications

Largest income source by age

Age of organisation	Largest income source through grants	Largest income source through trading	Largest income source – other	Total
0-1 year	18	31	10	59
1-3 years	14	30	3	47
3-5 years	11	20	2	33
5-10 years	8	20	3	31
10+ years	20	55	2	77
Total number of organisations	**71**	**156**	**20**	**247**

Source: Round 1 online applications

Figure 4.7 Round 1: Business development support most helpful to organisation

Social impact measurement	203
Advice about sources of match funding	165
Marketing and promotion	150
Market research	111
Peer learning opportunities	92
Governance (including trading subsidiaries)	88
Financial systems	82
Community engagement	68
Other	24
Total number of organisations	**247**

Source: Round 1 online applications

Figure 4.8 Rounds 1 and 2: Specific communities served

Female focused	33
Ex-offenders	38
Recovering addicts (drug and alcohol)	40
Homeless community	52
Refugee and immigrant community	53
Youth at risk (NEET, unemployment, crime, etc.)	97
Local businesses (existing and new)	106
Families	113
Elderly population	138
Mental health	139
Disabled and learning difficulties	147
Unemployed community	151
Other not elsewhere classified	164
Young people	299
Information not available	14
Total number of organisations	**756**

Source: All IGP applicants

Figure 4.9 Successful grantees: Specific communities served

Ex-offenders	1
Refugee and immigrant community	1
Local businesses (existing and new)	2
Youth at risk (NEET, unemployment, crime, etc.)	2
Recovering addicts (drug and alcohol)	3
Families	4
Unemployed community	4
Mental health	4
Older people	6
Other not elsewhere classified	6
Disabled and learning difficulties	9
Young people	17
Total number of organisations	**40**

Source: Successful grantees

Figure 4.10 Rounds 1 and 2: Engagement with local people

Board members are local people	587
Volunteers are local people	629
Questionnaires	79
Surveys	132
Other feedback exercises	263
Events	296
Local meetings	331
Community engagement officers	39
Work with other local organisations	343
Other not elsewhere classified	209
Information not available	14
Total number of organisations	**756**

Source: All IGP applicants

Figure 5.1 Rounds 1 and 2: Social Finance sector categories

Other/does not fit	158
Multi-use community facility	140
Health and social care	77
Sports and leisure	55
Tourist, heritage, arts and culture	54
Community shop	48
Community housing	43
Food and farming (produce)	35
Digital	23
Managed workspace	19
Crafts and production	20
Community transport	17
Community pub	15
Public land management	15
Community energy	13
Community finance	7
Library	3
Information not available	14
Total number of organisations	**756**

Source: All IGP applicants

Figure 5.2 Rounds 1 and 2: Regeneris broad sector framework

Employment, training, business support	153
Community hub/facility	132
Health and social care	76
Community pub, shop or café	70
Other/does not fit	54
Sports and leisure	54
Arts centre/facility	51
Housing	42
Food catering and production	37
Environmental/nature conservation	26
Transport	17
Energy	11
Income and/or financial inclusion	10
Visitor facilities	9
Information not available	14
Total number of organisations	**756**

Source: All IGP applicants

Figure 5.3 Rounds 1 and 2: Regeneris sub-sector categories

Construction activities	17
Community pub	18
Library	18
Energy generation	19
Transport	22
Media and publishing	30
Finance and credit	34
Elderly care service/facility	43
Visitor facilities	51
Waste reduction, reuse and recycling	55
Leisure facility (e.g. cinema, park)	62
Provision of housing	73
Conservation of the environment	80
Business/workspace	87
Food catering and production	89
Community café	101
Community shop	110
Sports facility/activities	125
Health and social care service/facility	143
Arts centre/activities	156
Business support	157
Community space/hub/centre	220
Education support	326
Employment support/training	436
Total number of organisations	**756**

Source: All IGP applicants

Figure 5.4 Successful grantees: Sector and sub-sector categories

Social Finance sector categories	
Multi-use community facility	13
Sports and leisure	5
Community shop	4
Community housing	2
Community pub	2
Community transport	2
Food and farming	2
Managed workspace	2
Other/does not fit	2
Tourist, heritage, arts and culture	2
Crafts and other production	1
Health and social care	1
Library	1
Public land management	1
Total number of organisations	**40**

Source: Successful grantees

Regeneris sub-sector categories	
Library	2
Elderly care service/facility (e.g. nursing home)	2
Transport	2
Energy generation	2
Community pub	3
Leisure facility	3
Health and social care service/facility	3
Conservation of the environment	3
Visitor facilities	4
Business/workspace	4
Provision of housing	4
Business support	5
Community shop	8
Community café	9
Food catering and production	9
Arts centre/activities	10
Sports facility/activities	15
Employment support/training	15
Education support	15
Community space/hub/centre	21
Total number of organisations	**40**

Source: Successful grantees

Figure 6.1 Organisation and proposal risk rating

Organisation risk rating

Risk rating	Charitable object vs private benefit	Definition of community business	Governance and management	Financial stability and trends in accounts	Financial management
High	2	2	1	11	5
Med	8	13	16	32	29
Low	44	47	45	19	28
Not rated	8	0	0	0	0
Total number of organisations	**62**	**62**	**62**	**62**	**62**

Source: Applications that reached grant assessment

Proposal risk rating

Risk rating	Charitable object and benefit of the proposal	Purpose and size of grant	Impact on business sustainability	Project management and budget	Demonstrating leverage	State Aid compliance
High	4	3	5	3	10	2
Med	9	16	19	22	22	5
Low	41	43	31	37	30	47
Not rated	8	0	0	0	0	0
Total number of organisations	**62**	**62**	**62**	**62**	**62**	**62**

Source: Applications that reached grant assessment

Figure 6.2 Grant assessment proposal impact rating

All at Grants Committee

Impact rating	Impact on target groups	Impact on broader community	Reach of impact
High	43	35	28
Med	17	22	27
Low	2	5	7
Total number of organisations	**62**	**62**	**62**

Source: Applications that reached grant assessment

Successful grantees

Impact rating	Impact on target groups	Impact on broader community	Reach of impact
High	31	26	23
Med	9	13	16
Low	0	1	1
Total number of organisations	**40**	**40**	**40**

Source: Applications that reached grant assessment

Figure 6.3 Proposal risk and impact rating

Applicants were rated low, medium or high impact for a total of six proposal risk factors. For the purpose of this analysis we scored applicants that reached Grants Committee according to their proposal risk rating in the following way: *Low risk = 0, Medium risk = 1, High risk = 2.*

Applicants were rated low, medium or high impact for a total of three proposal impact factors. For the purpose of this analysis we scored applicants that reached Grants Committee according to their proposal impact rating in the following way: *Low impact = 0, Medium impact = 1, High impact = 2.*

	0	**1**	**2**	**3**	**4**	**5**	**6**	**Total**
0 (low risk)		1	2			3	2	**8**
1	1				2	6	2	**11**
2			1	4		4	5	**14**
3					1	2	1	**4**
4				1	3	5		**9**
5		1					2	**3**
6				1	1		1	**3**
7 (high risk)		1		1				**2**
No rating				1		3	4	**8**
Total number of organisations	**1**	**3**	**3**	**8**	**7**	**23**	**17**	**62**

Source: Applications that reached grant assessment

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