

# Annual Grantee Survey

January 2019





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# Introduction

Power to Change is an independent charitable trust, set up in January 2015, to support community-run businesses across England. It seeks to do so in a number of ways, including grant making. This is the third in the series of annual reports which aim to explore the experiences of Power to Change grantees.<sup>1</sup> The report is based on a survey of all 450 organisations that received grant offers between January 2015 and May 2018. The survey was carried out in September 2018. The response rate was 33% (n=139), the same as in 2017 and lower than the 83% in 2016.

The survey has eight sections:

- 1. About you**
- 2. About your community business**
- 3. Making a difference**
- 4. Innovation and market development**
- 5. Growth**
- 6. Obstacles to success**
- 7. Power to Change grant administration**
- 8. Support needs**

The survey questionnaire can be found at Annex A. Changes made to the questions asked in 2017 are highlighted in the main body of the report along with any implications for comparison with previous years.

## **A note on methodology: The ‘net agreement’ score**

A number of questions in this survey asked respondents to agree or disagree with statements across a five-point scale (two positive, one neutral, two negative). The ‘net agreement score’ starts with the total number of people who agreed with the statement and subtracts from this the total number of people who disagreed with it, while ignoring any non-responses or those who responded neutrally. The remaining positive scores are then divided by the total (inclusive of the neutral scores). This provides a robust summary of overall sentiment.

## **A note on rounding**

In some graphs and tables the numbers do not add up to exactly 100%. This is due to rounding.

## **Benchmarking**

Questions in the ‘Innovation and market development’ section of the survey are based on a similar set of questions used by UnLtd, a leading provider of support to social entrepreneurs in the UK, in its annual survey of Award Winners this year.<sup>2</sup> Doing so allows the results here to be compared against a meaningful benchmark. However, care is needed when interpreting the results. Some question categories were modified, in particular to reflect the different audiences: individual social entrepreneurs as opposed to organisations.

<sup>1</sup> See Power to Change Annual Grantee Survey 2016 and Annual Grantee Survey 2017 (available [here](#)).

<sup>2</sup> With kind thanks to Henry Cann at UnLtd for supplying details of its Award Winners survey.

## Engagement

Power to Change's customer relationship management (CRM) system, Salesforce, holds information about its community business grantees and was used to obtain a contact list for the survey. The survey was sent out to 450 community businesses whose records indicated they had received a grant offer letter (which denotes the official start of a grant agreement). Initial and reminder emails asked for a senior person to complete the survey, to ensure questions were answered with as much accuracy as possible.

Of the 450 community businesses initially contacted by email, 27 (6%) proved uncontactable due to incorrect email addresses. Of the 423 that received an invitation to take part, 139 (33%) responded to the survey. Six community businesses told us that they did not want to fill in the survey or be contacted again, considerably lower than the 35 similar responses received last year.<sup>3</sup> This reduction is likely due to caution taken when contacting grantees in 2018 due to changes in general data protection regulations in August 2018.

<sup>3</sup> Reasons ranged from recipients not believing they met the criteria for community business any more, not remembering or not knowing that they had been awarded a grant, through to simply not wanting to be contacted about the survey without explanation. Records for all non-respondents were updated to ensure they do not receive surveys in the future.

## Comparison with previous surveys

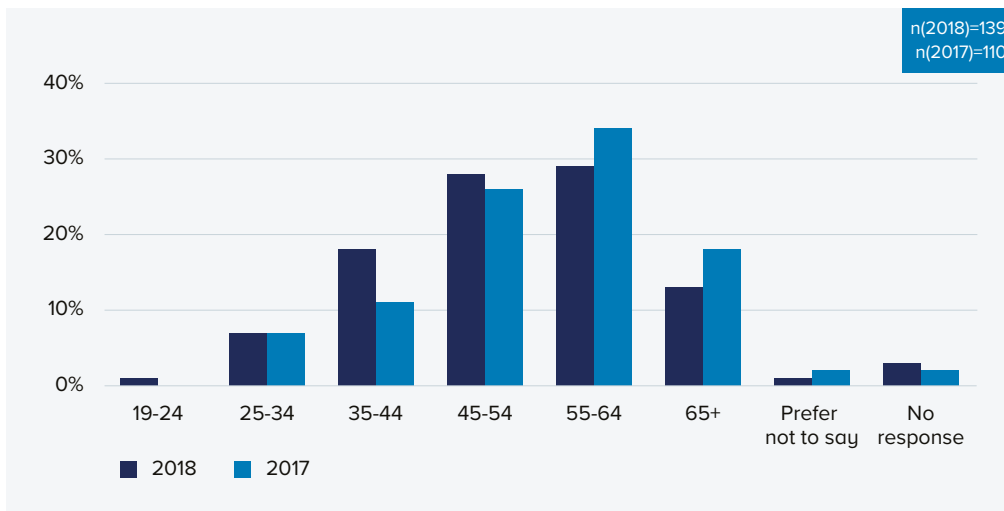
Wherever possible, comparisons have been made with previous years' survey results, however it is important to recognise the changing distribution of grantee characteristics between different Power to Change programmes. In its early years, Power to Change made fewer, larger grants to established community businesses. More recently, its Bright Ideas and Trade Up programmes (for early-stage and start-up community businesses) have disbursed a much larger number of small grants and bursaries. Care is therefore needed when drawing conclusions about changes over time. Annex B provides a detailed comparison of responses across the three years.

# About you

Power to Change aims for its grants to reach a broad range of people and communities. This survey does not claim to measure diversity in business' communities as these are subjective and can only be accurately captured by gathering direct responses from individuals. The annual grantee survey can only collect diversity data about the senior members of the community businesses completing the survey.

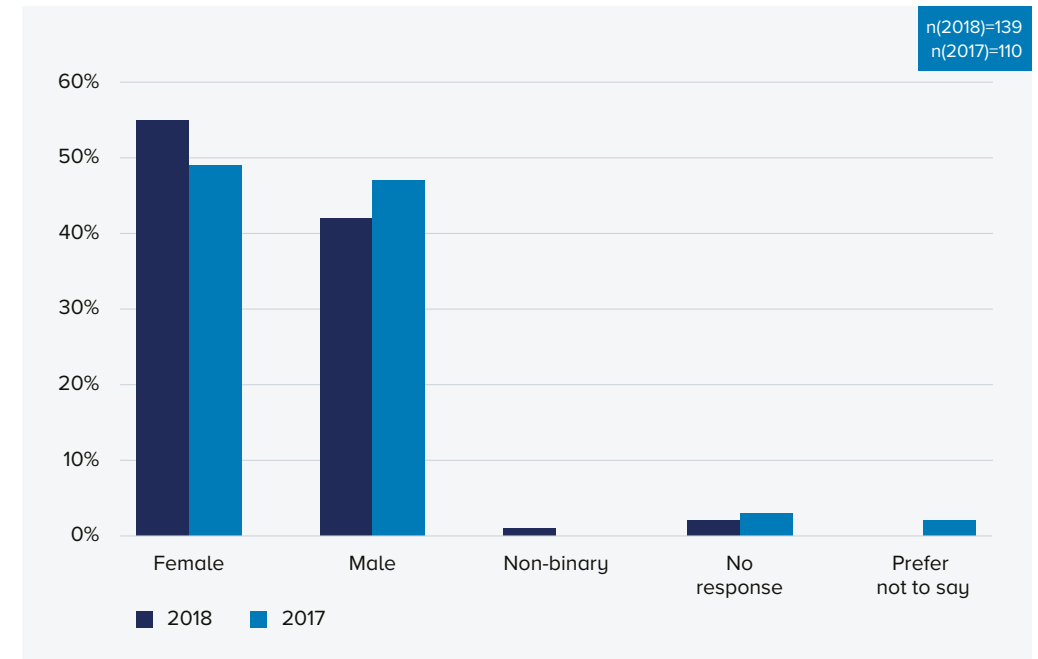
The vast majority of respondents (92%) were aged 45 or older. The proportion of female community business leaders was 13 percentage points higher than male community business leaders. The vast majority did not have a disability, long-term illness or health condition.<sup>4</sup>

## What is your age?



<sup>4</sup> An error in the phrasing of the ethnicity question this year meant that the resulting responses were unusable. The data has not been analysed or included in this report.

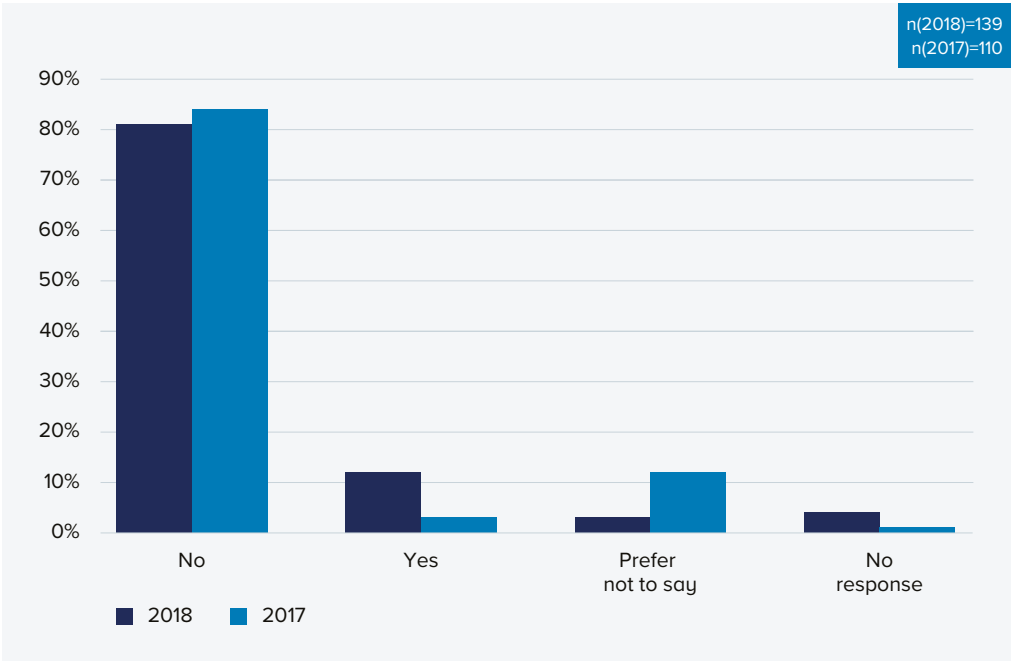
## What is your gender?







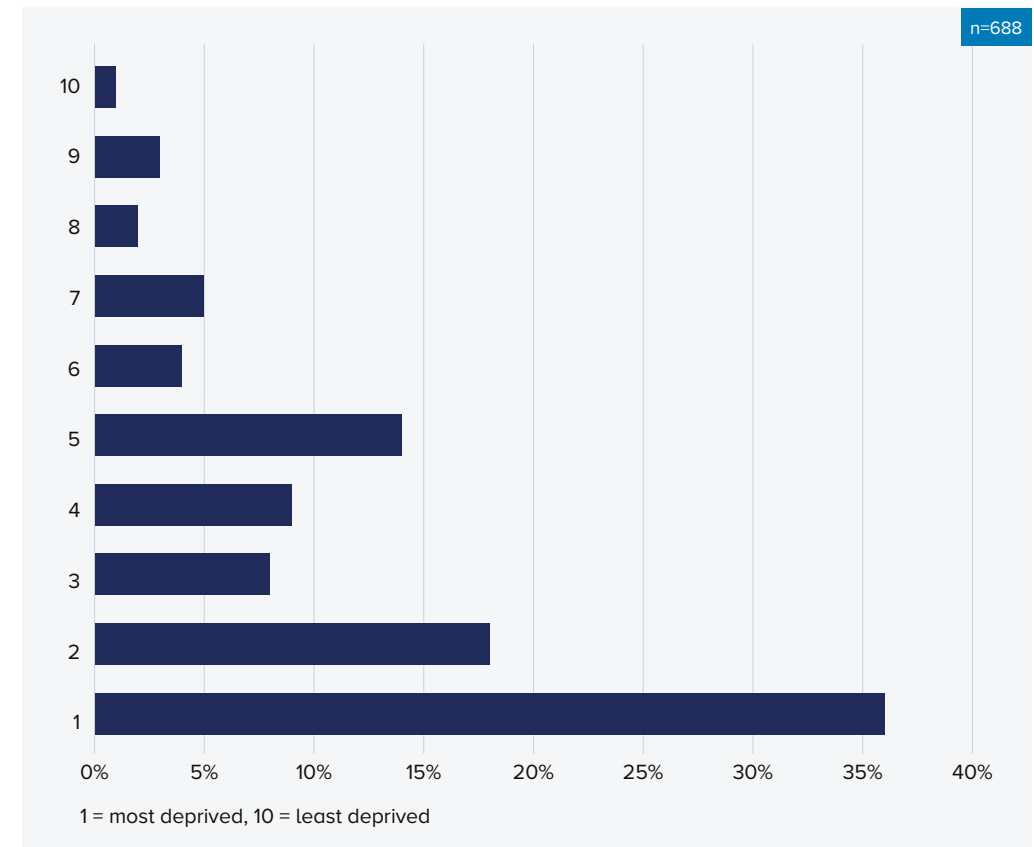
Do you have a disability, long-term illness or health condition?



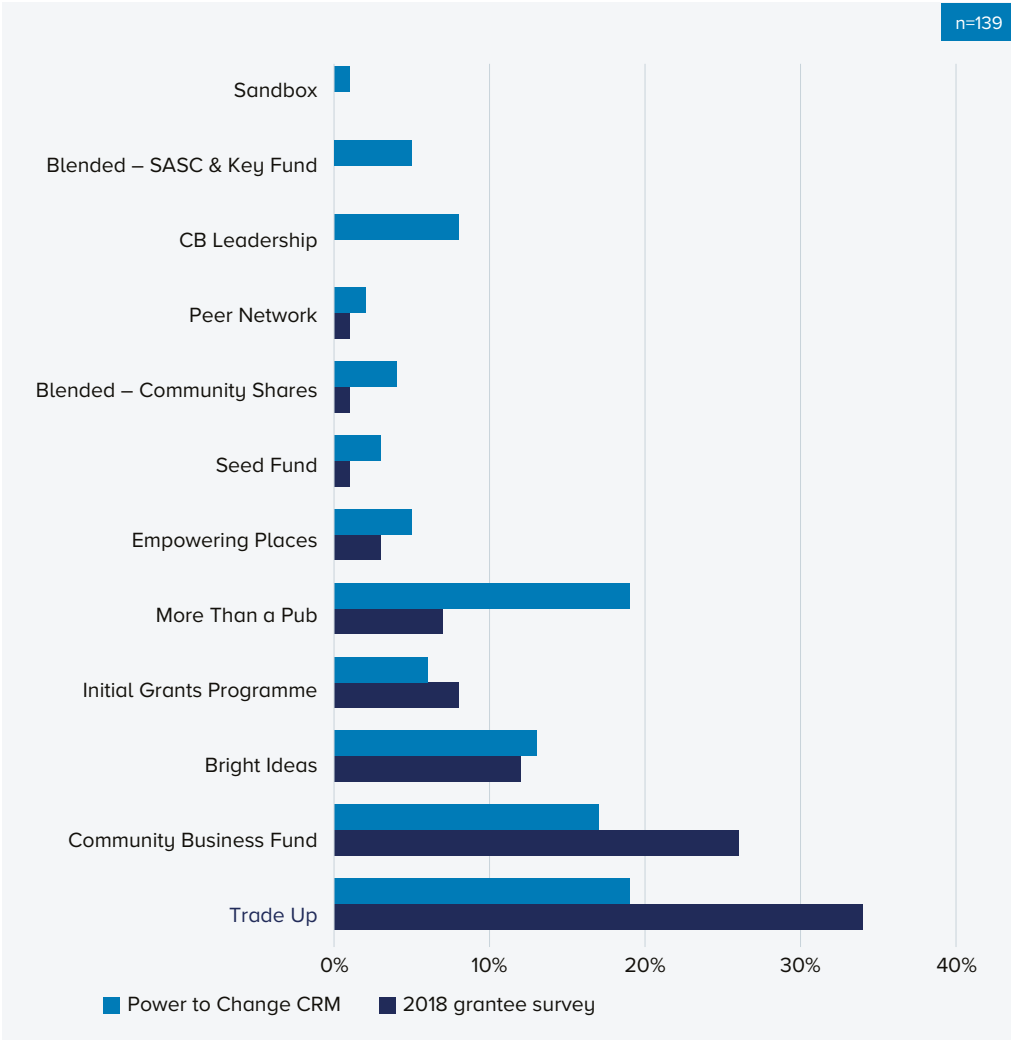
# About your community business

The information Power to Change has about the geographic areas served by the community businesses it funds provides insight into the socio-economic composition of the community. Although not a perfect tool for understanding different types of deprivation in different specific places (Smith *et al.* 2018) the Indices of Multiple Deprivation (IMD) provide a good indication of relative deprivation for local areas within England. The IMD consists of socio-economic indicators which together provide an assessment of the relative levels of deprivation within an area. The socio-economic indicators are based on; income, living environment, education, employment, services and health deprivation, disability, crime and barriers to housing. Analysis of grantee data shows that 63% of Power to Change funds are distributed across community businesses located in the 30% most deprived areas nationally (Harries and Miller 2018).

**Percentage of amount awarded to Power to Change community business grantees by average IMD score**



Percentage of grantees by programme: as recorded on Power to Change CRM and reported by survey respondents



Power to Change funds community businesses through a range of grant programmes. Respondents were asked to select the programme they were most recently funded through. For more information about the Power to Change community business grant programmes, please see Annex C.

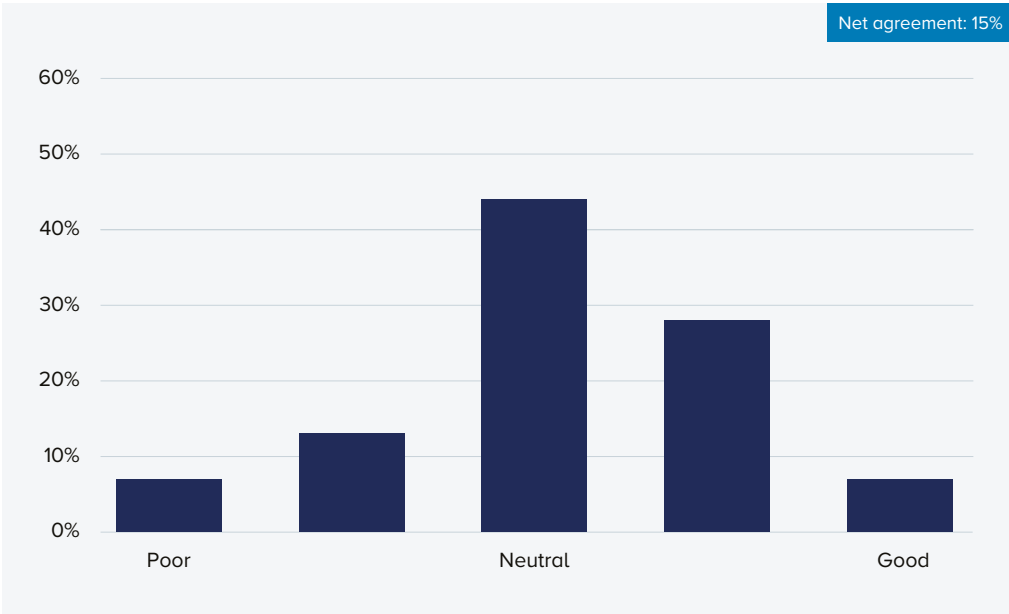




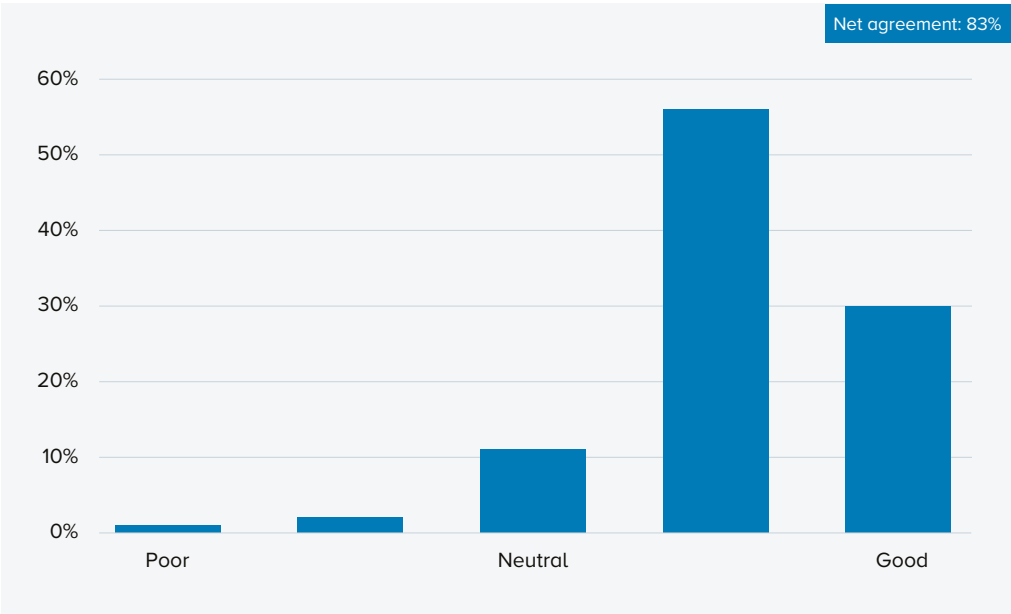


Power to Change is increasing its efforts to understand what impact it is having on community businesses and the neighbourhoods surrounding them. This year we asked how respondents rate their community business on a five point scale (1 being poor and 5 being good) before and after they had received their grant from Power to Change.

Before you applied for Power to Change grant funding, how would you have rated your community business overall?



How would you rate your community business now?



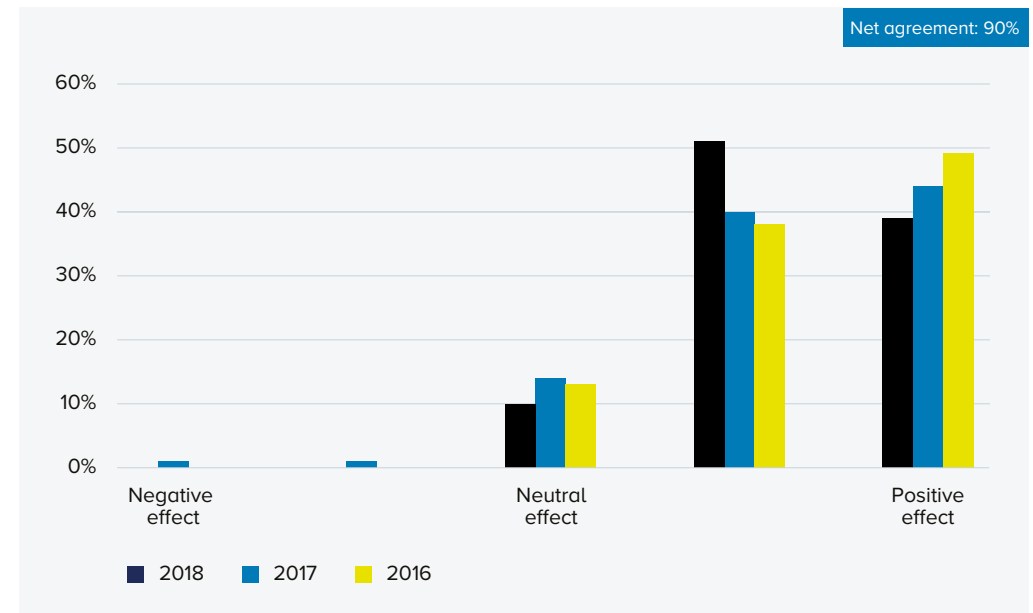
**Table 1. Comparison of overall community business rating before and after Power to Change grant by most recent grant programme<sup>5</sup>**

Power to Change funding programme	Respondents (n)	Before you applied for Power to Change grant funding, how would you have rated your community business overall? (Net agreement)	How would you rate your community business now? (Net agreement)	Change in percentage points
Trade Up	46	35%	93%	↑ 58%
Community Business Fund	32	9%	94%	↑ 84%
Bright Ideas	15	-27%	80%	↑ 107%
Initial Grants Programme	11	-9%	82%	↑ 91%
More than a Pub	10	-30%	40%	↑ 70%

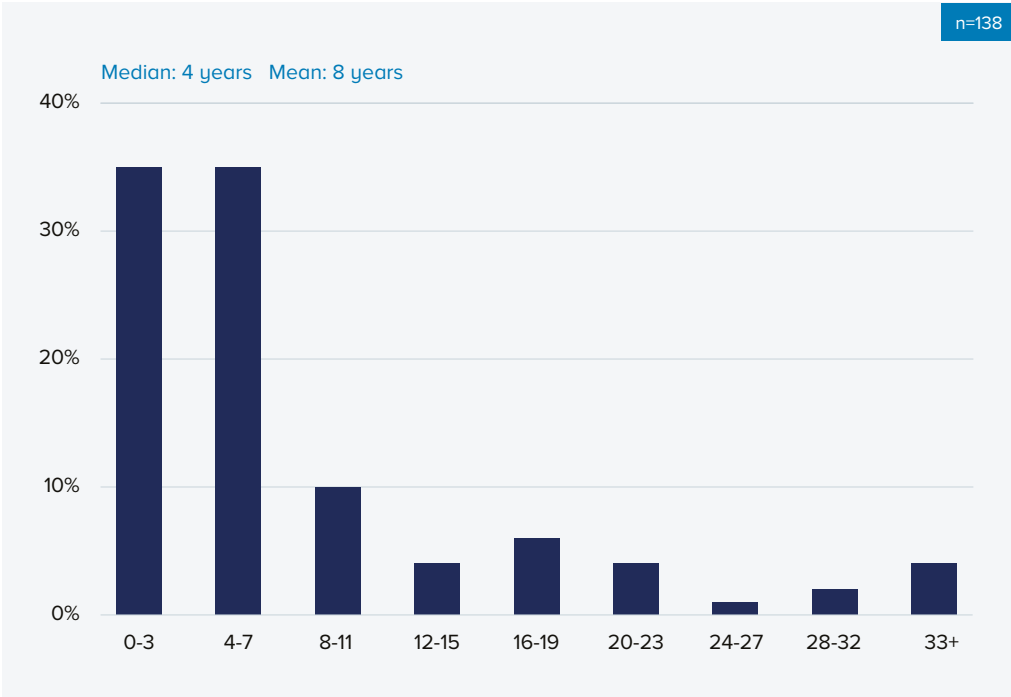
<sup>5</sup> Grant programmes with very few responses were not included as analysis would have been misleading.

There was a very strong, positive impact on the profile of grantees as a result of their association with Power to Change, with a net agreement score of 90% – an increase from 2017 and 2016 when the net positive scores were 75% and 87% respectively.

#### What effect has Power to Change had on the profile of your business?



How long has your community business been running?



The average age of responding Power to Change grantees' businesses fell significantly in 2018 with over 70% being under 7 years of age. This is likely because there have been more grants awarded through the Power to Change Trade Up and Bright Ideas programmes which are aimed at nascent or newly developing community businesses.





Table 2: Respondents’ community business engagement

	What is the total number of people engaged in the community business?	How many investors do you have? (not including community shareholders)	How many community shareholders do you have?	How many members do you have?	How many customers do you have?
Sum	559,238	482	5,527	126,780	371,410
Mean	4,205	4	43	1,022	3,121
Median	300	0	237	60	250
Highest	150,000	164	490	115,000	75,000
Lowest (Not including 0)	2	1	50	3	4
Some engaged (count)	95%	17%	17%	55%	72%
None engaged (count)	<1%	74%	77%	34%	14%
No response /don’t know (count)	4%	9%	6%	11%	14%
Total (n)	139	139	139	139	139

The vast majority (77%) of community business leaders who completed this survey did not have community shareholders and the 23 that did included a community bookshop, pubs, shops, and community hubs. Another large majority (74%) did not have investors. The 23 that did included a range of community businesses such as shops, an oyster farm, community hubs, and community-led housing expert organisations.<sup>6</sup>

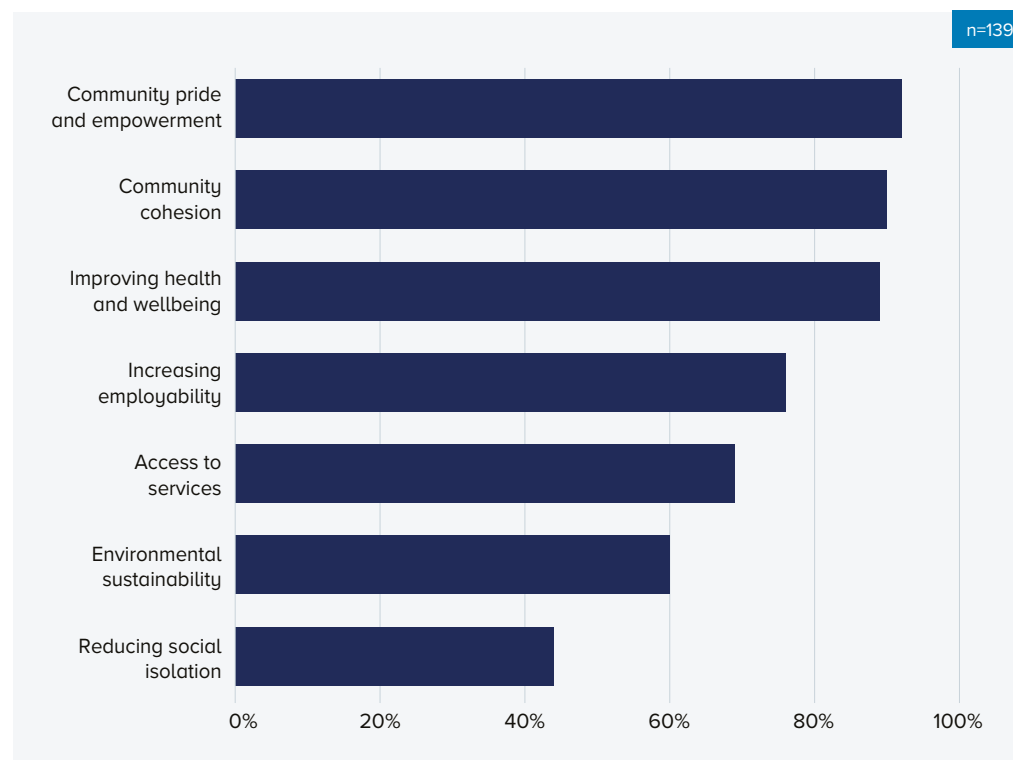


<sup>6</sup> These estimates need to be treated with caution. The lack of a time frame in the questions means that some respondents answered “per week” and “per month”, with the remainder assumed to be “per year”. This was particularly the case for number of customers. There was also some confusion about the definition of “members”. These questions will be improved in future years.

# Making a difference

Power to Change looks to identify what social impact community businesses have had on their communities. Power to Change believes that an improvement in seven key areas will mean better places for the people who live there.

**To what extent do you feel the business has an impact on the following...**



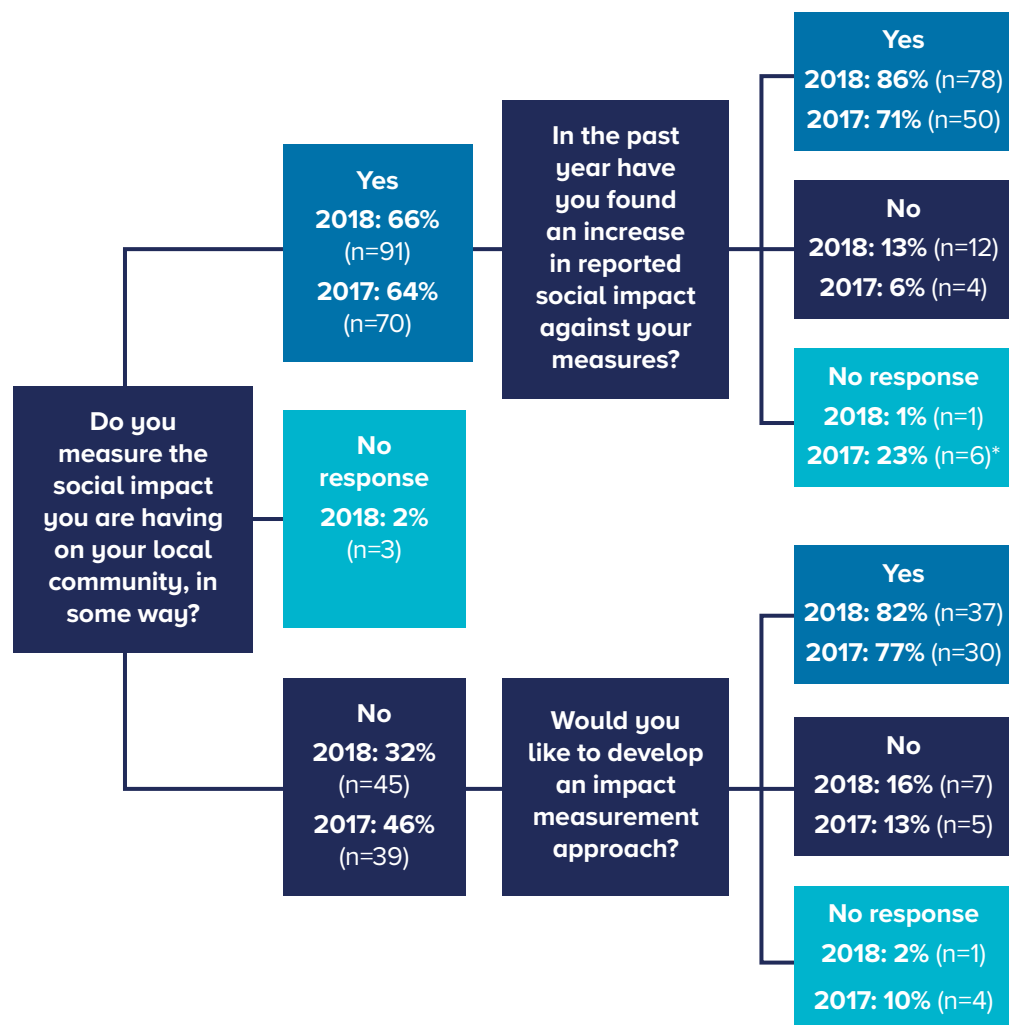
This year, Power to Change amended the question relating to the extent of grantees' impact to achieve a more balanced question.<sup>7</sup> This means that a comparison with last year is not possible.

Community businesses also reported making other types of social impacts including; 'engagement with democratic decision making', 'creating local employment', 'challenging hate crime', 'economic stability', 'tackling food poverty', 'stimulating social investment', 'reducing reoffending', 'reducing poverty' and 'supporting small businesses and community groups'.

Power to Change is keen to help community businesses to better measure their impact. Developing an effective measurement process can appear to be a daunting process for many organisations. Sixty-six percent of respondents said they do measure their social impact in some way – which is broadly commensurate with 2017, but lower than the 100% of respondents reporting this in 2016. In 2018, 35% of respondents do this as a separate, dedicated activity while 48% measure their impact through overall business data gathering. Nine percent noted other ways that they measure their impacts including 'focus groups', 'ongoing discussion with participants', 'word of mouth' and 'recording anecdotes'.

<sup>7</sup> In 2017 the question was positively biased: "To what extent do you feel your business has a positive impact in each of the following areas?", and had positively biased response options: "No impact/ Positive impact/ Significantly positive impact".





\* Not sure or Not enough data

## Can you provide an example of how you have used evidence about your social impact to change the way you do things?

“

We have an ongoing dialogue with our participants and their parents / carers (face to face, via email and through questionnaires), and we tweak things as we go to meet their needs. Families told us that their pre-schoolers gained... confidence and practical skills...from attending our woodland toddler group, and...felt it was important that provision continued once they started school... so we created a new group for 4-7 year olds.

“

Measuring impact of engagement has led us to put in place a process for the wider community to be involved in developing plans alongside the Board through sub groups– engagement has built confidence, opened up new opportunities for community members and provided direction for us as an organisation.

“

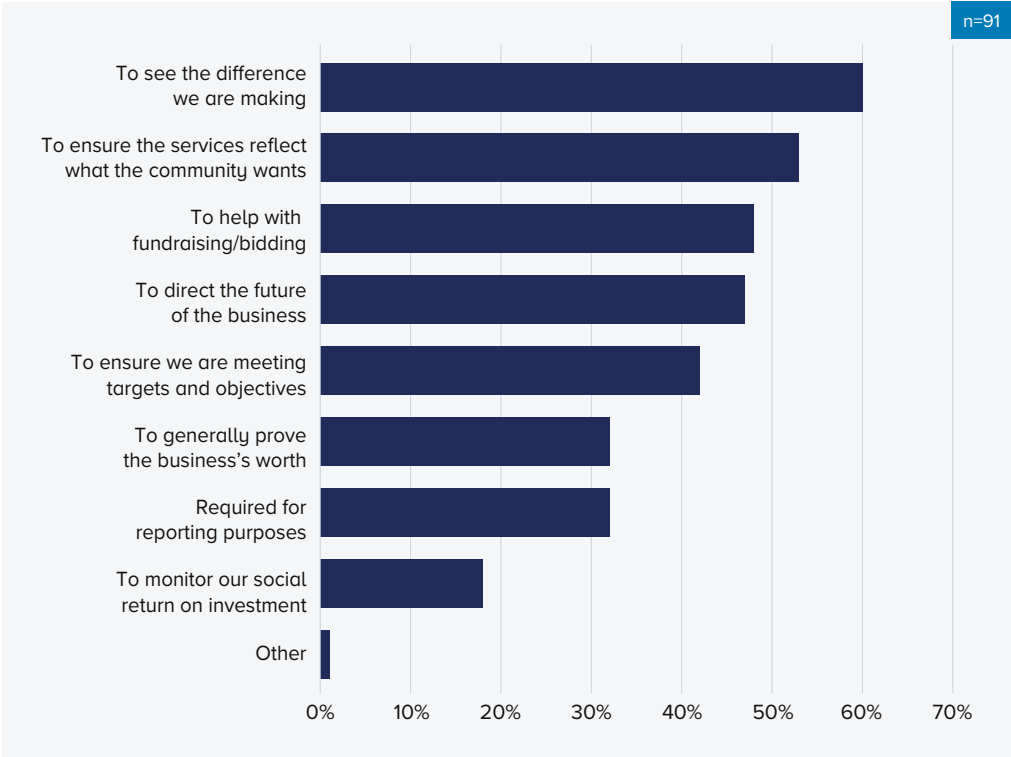
Through interviews and a range of informal methods when working with our older volunteers, we realised we were not able to support a wide range of volunteers with a mobility disability. We have since successfully fund raised and begun to redevelop an area of the garden as an accessible growing space.

“

We used data collected from our Foodbank service to understand our reach to socially isolated residents. We now offer a home delivery service for those unable to collect...and [we can] assess the persons needs better...in relation to the food levels/type they need and whether they...wish to take part in other activities.

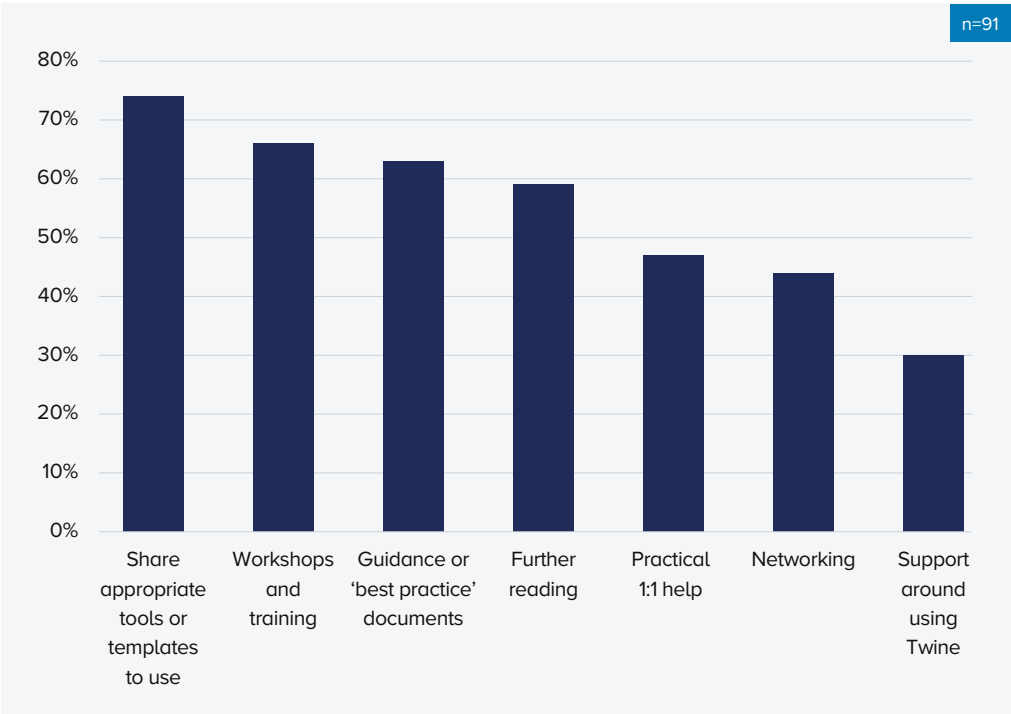


Why does your business measure social impact?



The 2018 survey gave grantees multiple choices as to why they measured social impact. These multiple choice options were developed from the open text survey responses received in 2017. The two ‘other’ reasons for measuring social impact given included wanting to know the business is ‘wanted and needed’ and wanting to ‘learn lessons and improve’.

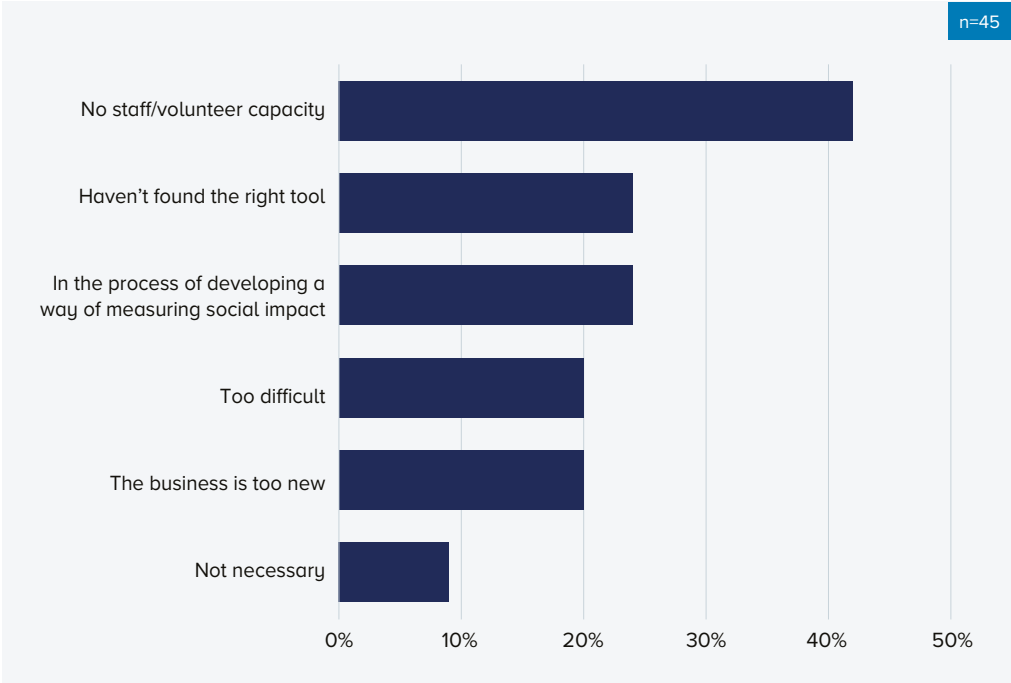
How could Power to Change help you with your impact measurement in the future?



Power to Change seeks to better understand how it can support community businesses to ensure their social impact is captured. To this end, the 91 respondents who said they did measure their social impact in some way were also asked how Power to Change might help them with their social impact measurement in the future. This question had been asked in previous annual grantee surveys and qualitative answers were given which were not analysed or reported on. This year a multiple choice answer was developed using the qualitative feedback given last year.

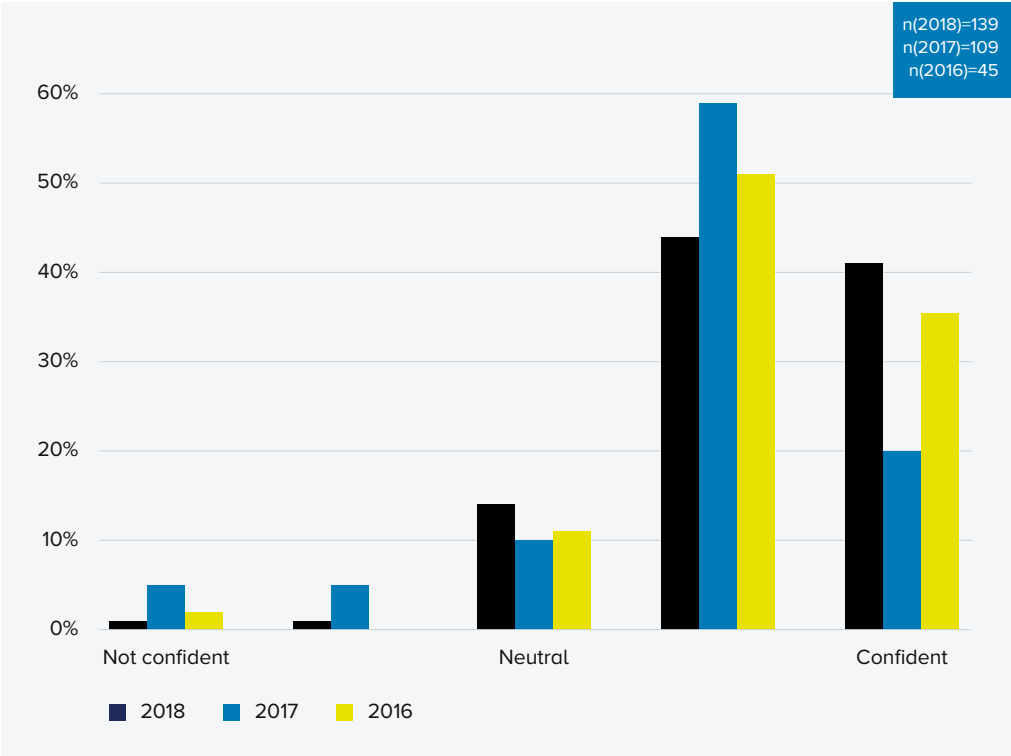


Why do you not measure your social impact?



This year a multiple choice question was developed, again based on open text responses to the survey in 2017. It asked why grantees do not measure their social impact. Not many of the 45 respondents who said they did not measure their social impact told us why. However, 42% did select having ‘No staff/volunteer capacity’ as a reason. Encouragingly only 9% of respondents who did not measure their impact felt that it was ‘not necessary’.

How confident do you feel in the sustainability of your business over the next three years as a result of your Power to Change grant?<sup>8</sup>



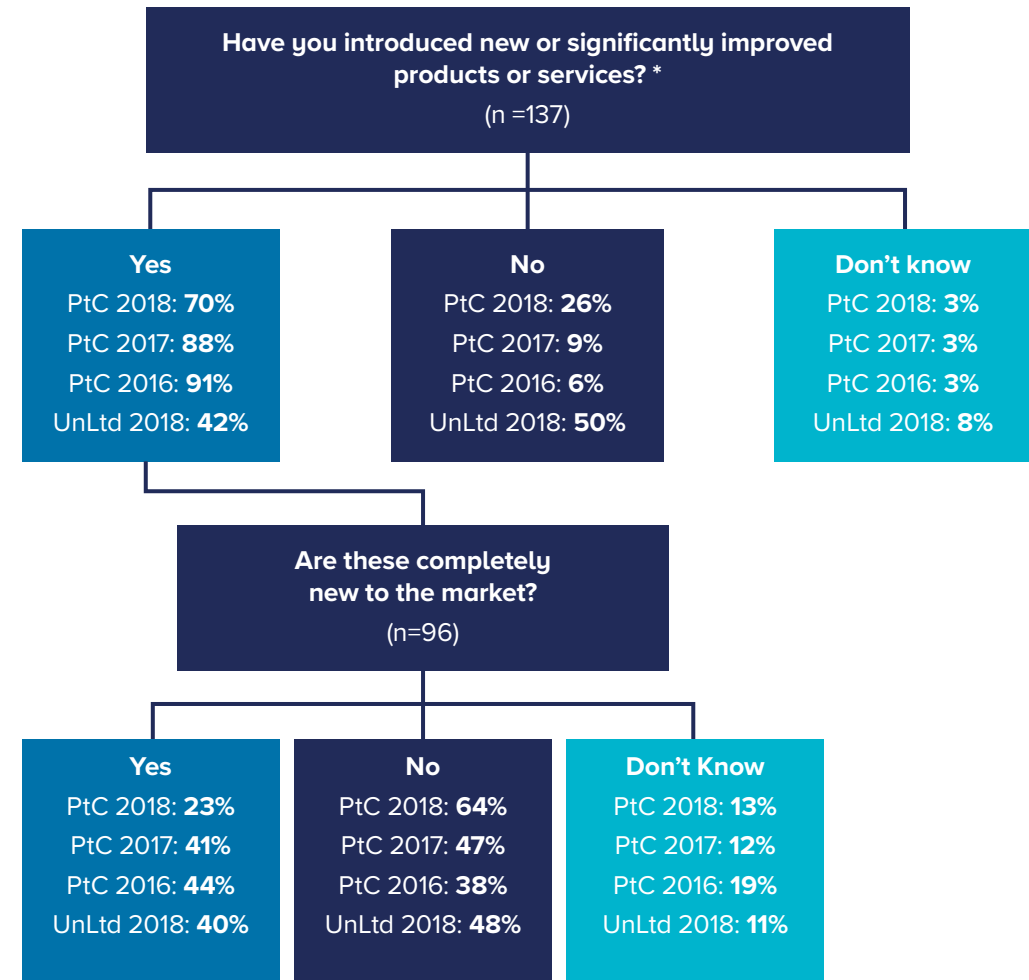
There was 83% net agreement to the question ‘how confident do you feel in the sustainability of your business over the next three years as a result of your Power to Change grant?’.

<sup>8</sup> Please note that for 2017 and 2016 the question asked was on a 10 point scale (1=Not at all confident, 10=Very confident) and in 2018 on a five point scale. This year’s analysis involved combining responses in the previous years’ survey so as to be comparable with 2018.

# Innovation and market development

Questions in the ‘Innovation and market development’ section of the survey were based on a similar set of questions used by UnLtd for its annual survey of Award Winners in 2018. Where available, comparative data from UnLtd is used alongside Power to Change data.

This year the number of respondents who have not introduced new or significantly improved products or services was 17 percentage points higher than in 2017. However, 70% had done so, a considerably higher proportion than the 42% of social enterprises identified in UnLtd’s Award Winners data. Those reporting that their new products or services were completely new to the market is 18 percentage points lower than last year, making 2018 respondents 17 percentage points less than social enterprises identified by UnLtd to introduce completely new products or services to the market. Power to Change grantees may therefore be more likely than the wider social enterprise sector to introduce new products or services to their markets, but, over the past year, these have been less likely to be completely new.



\*For the purposes of comparison with previous years, non-responses from the 2018 survey have been left out of the analysis.



What products or services have you introduced?

- 

“Pilot of a transport service between our sheltered and extra care schemes.”
- 

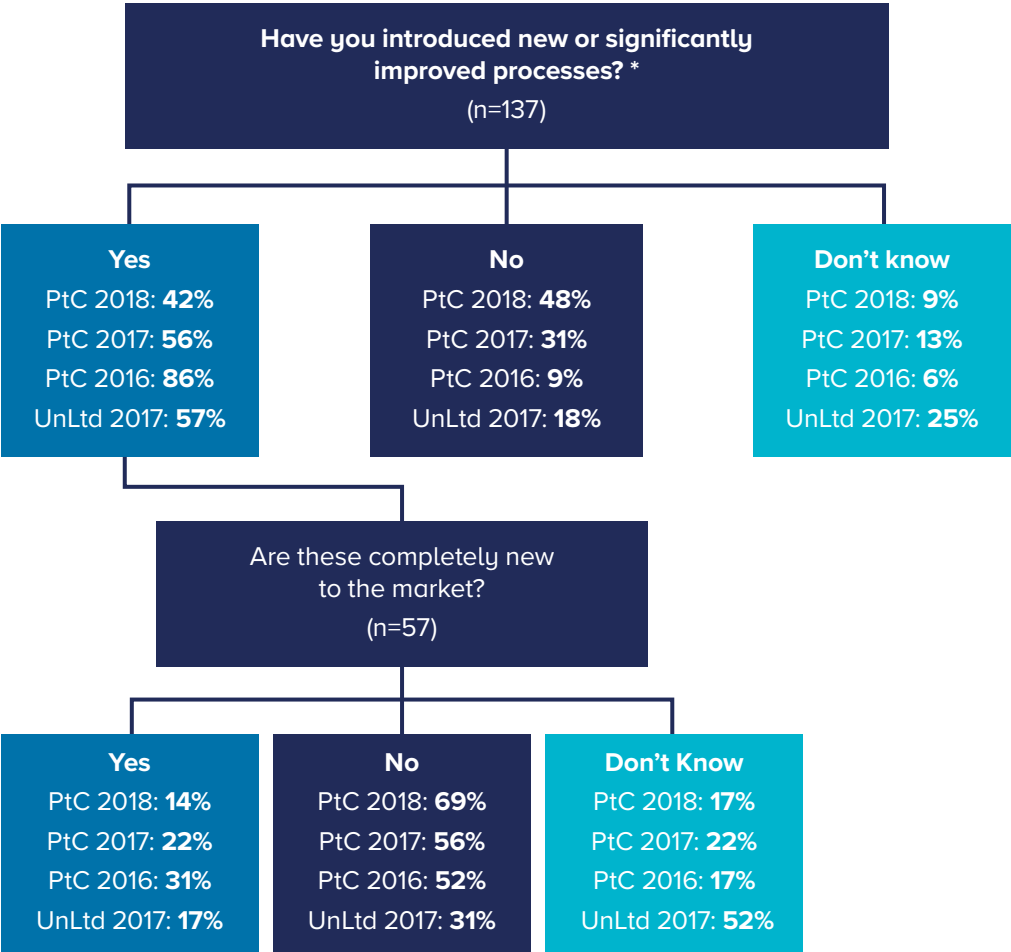
“A range of volunteer-led activities, e.g. community walks, children’s after-school activity café, literary meetings”
- 

“Free internet access for local members of the public, affordable hot desking spaces for local individuals and small businesses... Wifi provision for our Business Centre users and members of our community space”
- 

“A ‘Pay as You Feel’ shop that serves the whole community”
- 

“Offering growing space for another CIC in return for hours from their grower”
- 

“A community business co-ordinator who supports local people to develop and take forward their...ideas. ...we have also created space for people to meet, discuss and research their business ideas.”



\*For the purposes of comparison with previous years, non-responses from the 2018 survey have been left out of the analysis.



In comparison to last year, respondents who told us that they have introduced new or improved processes in 2018 are 14 percentage points fewer in 2018. Similarly, in comparison to social enterprises identified in UnLtd's 2017 dataset<sup>9</sup> respondents were 15 percentage points fewer in terms of introducing new or improved processes. Despite this, the proportion of those who have introduced processes which were completely new to the market (14%) is broadly commensurate with the wider social enterprise sector.

Generally, there are significantly more respondents this year who have not introduced new or improved processes, products or services in comparison to respondents (or social enterprises in UnLtd's data) in 2017. While this does not paint a particularly positive picture for Power to Change grantees, it is important to consider the methodological limitations outlined above. Further, it is of credit to this survey that those who answered 'Don't know' significantly reduced this year and in comparison to UnLtd's data too thus indicating an improvement in targeting the survey at appropriate respondents.

<sup>9</sup> UnLtd removed the questions around new and improved processes between 2017 and 2018's surveys. The percentages from UnLtd's 2017 data have been left in the analysis so that comparisons can be made.

## What processes have you introduced?



**"We have a new website, customer and staff CRM...In addition to this we have changed our accounting systems and integrated Epos and quickbooks..."**



**"Through having the fund... we have been able to harness everyone's talents, ideas and strengths. The planning process is now shared... Because there are now multiple sites, teams and groups, there is a new layer of communication processes regarding who reports to whom about what..."**



**"We have more regular meetings, and we are more focused on our goals and objectives"**



**"More regulated forms and rules for hirers and volunteers"**



**"Internal administration: regular feedback on financial and social reporting within the team of staff and volunteers"**



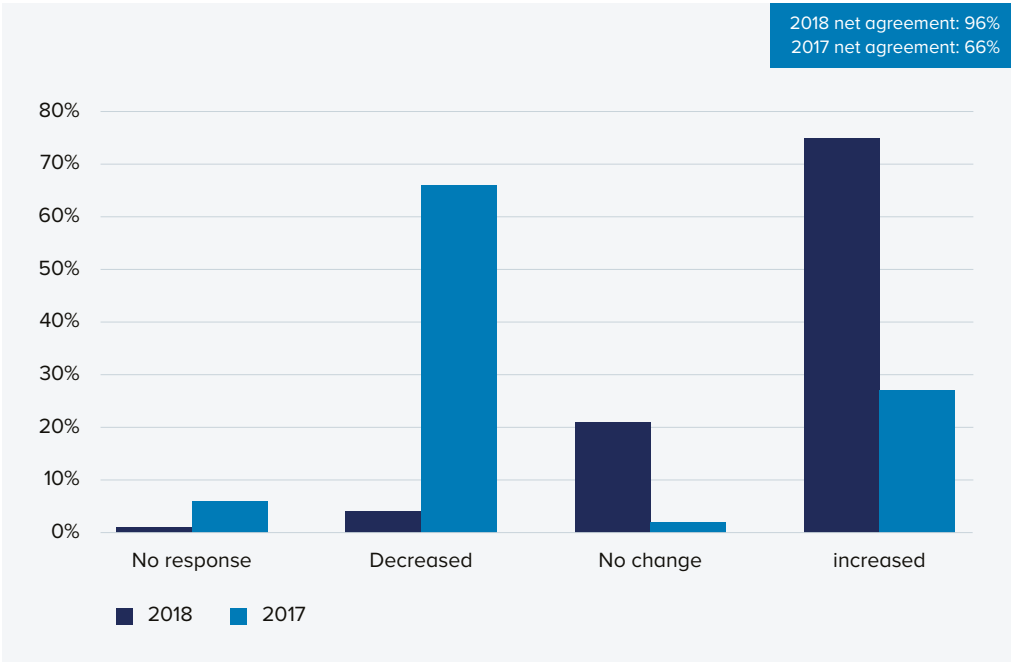
**"We amend our project delivery in line with members' feedback, for example improved referral process for beneficiaries and volunteers and outreach to other services and organisations"**



Income and assets

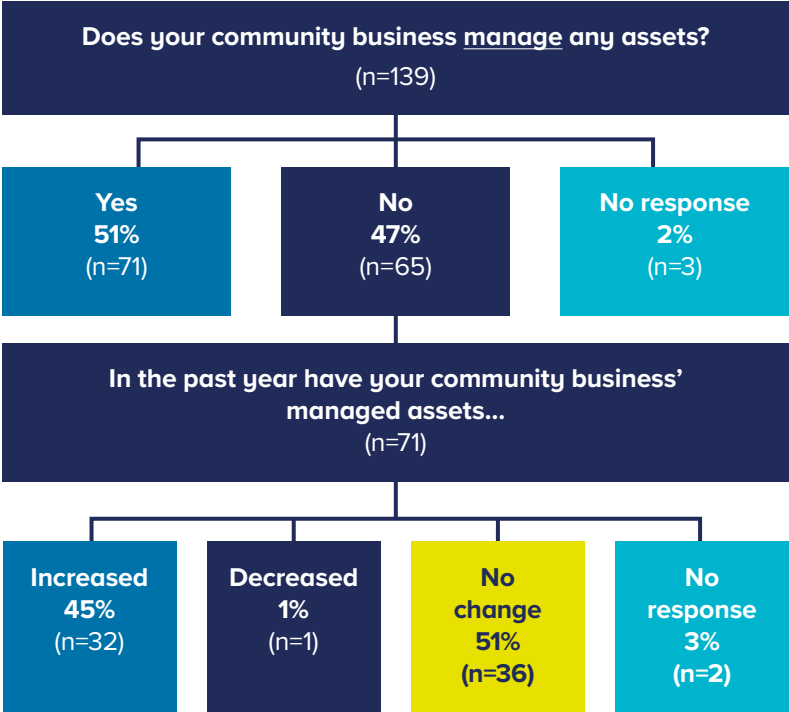
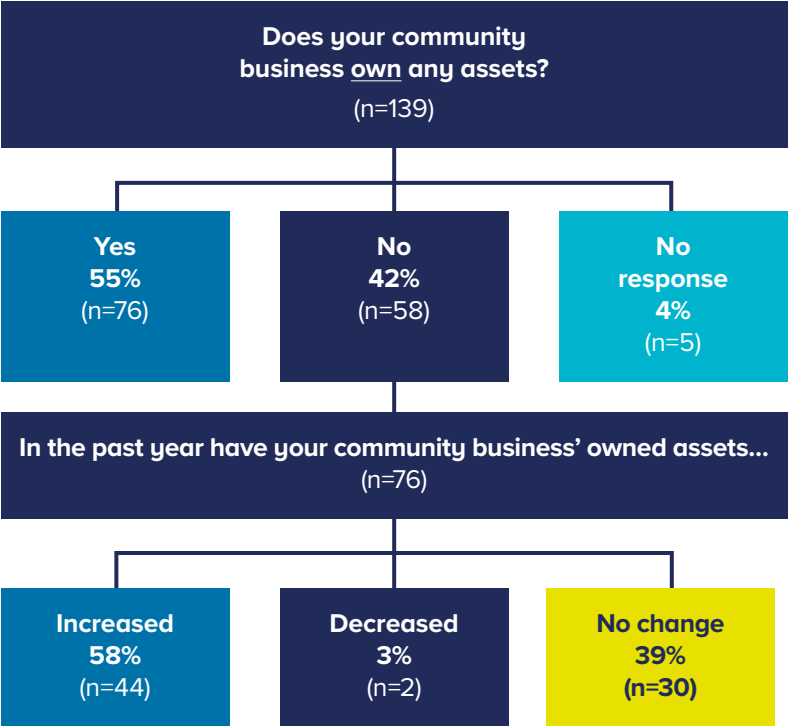
The community business sector needs financially viable and sustainable organisations that are able to meet immediate challenges and face the future with confidence. This survey found a positive trend in the reported level of trading income with 75% reporting an increase in comparison to 66% in 2017, and only 4% reporting a decrease in trading income over the past year in comparison to 6% in 2017.

Over the past year, has the community business’s trading income...



There is increasing acknowledgement that ownership and management of assets is beneficial to community businesses, not least because of the ability to obtain secure finance (Gilbert 2016).

The survey this year was the first to ask about community-owned and community-managed assets distinctly (the 2017 survey asked about increases in assets generally). The findings show that grantees are as likely to own assets as they are to manage them on behalf of others. Although a direct comparison with last year’s survey cannot be made, it is notable that grantees’ assets (be they managed or owned) increased in both years.

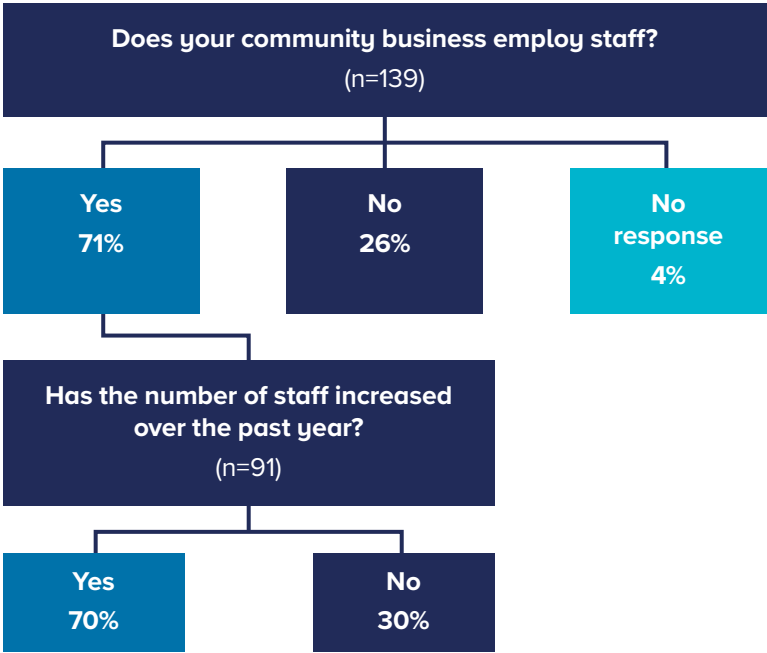




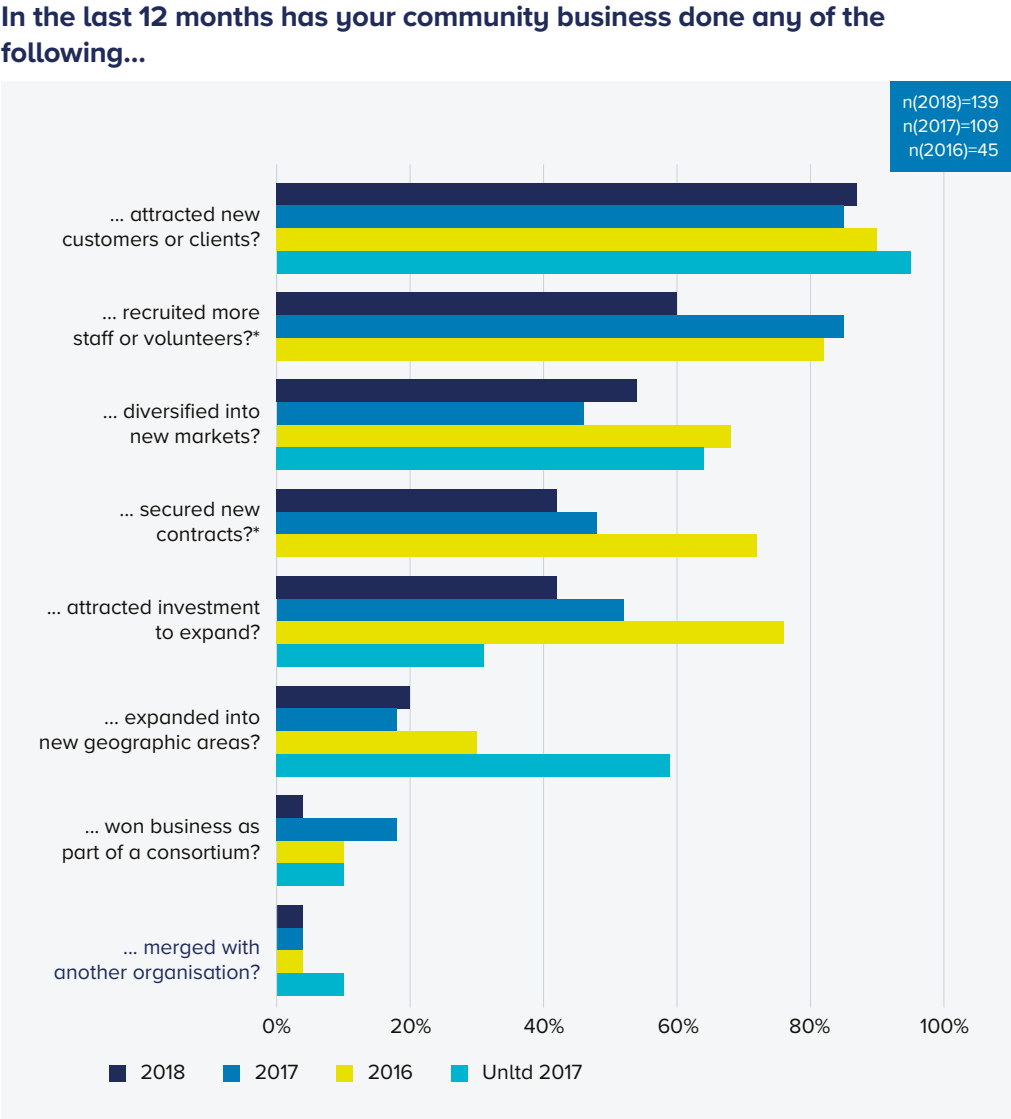
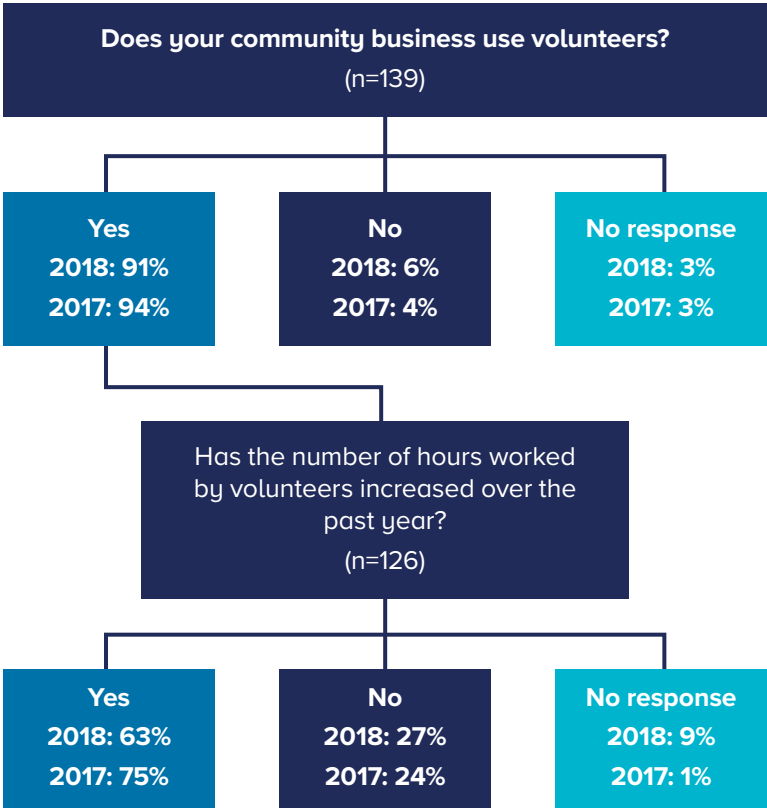
Workforce

The majority of grantees employ staff (71%). Respondents told us that they have 1,459 employees (inclusive of full and part time staff) between them equating to an average of 15 per community business. The number of full time equivalent (FTE) employees in 2018 was 623 in total, an average of 7 FTE staff per community business. In 2017 respondents reported 820 FTE employees which amounted to 13 FTE staff per community business.<sup>10</sup>

A significant majority of respondents used volunteers (91%), of these 63% reported an increase in the number of hours worked by volunteers. The 126 respondents who said they used volunteers have 3,482 active volunteers between them, an average of 27 per organisation.



<sup>10</sup> The large difference between 2017 and 2018 respondents' reporting of FTE employees may owe to the structure of the survey. For the first time in the 2018 survey the distinction was made between numbers of employees in general and number of FTE employees.





When comparing community business respondents to data on social entrepreneurs provided by UnLtd, community businesses are broadly similar to traditional social entrepreneurs along a number of measures, including their ability to attract new customers/clients, diversify into new markets and win new business as part of a consortium. Not surprisingly, community businesses are significantly less likely to expand into new geographical areas.

However, since 2016 there has been a decline in Power to Change grantees securing new contracts and attracting investment to expand (although annual grantee survey respondents are more likely to have done so than UnLtd's 2017 Award Winning social enterprises). There has also been a decline since 2017 in grantees recruiting staff or volunteers and winning business as part of a consortium.<sup>11</sup>



<sup>11</sup> Note that UnLtd Award Winners were not asked about recruiting more staff or volunteers, or about securing new contracts, so no comparisons are possible. Further, UnLtd have also dropped this range of questions from their survey of award winners so there is no update on these figures from 2017.

# Obstacles to success

Previous research into the challenges community businesses face (Diamond *et al.* 2018) has identified that the most pertinent are:

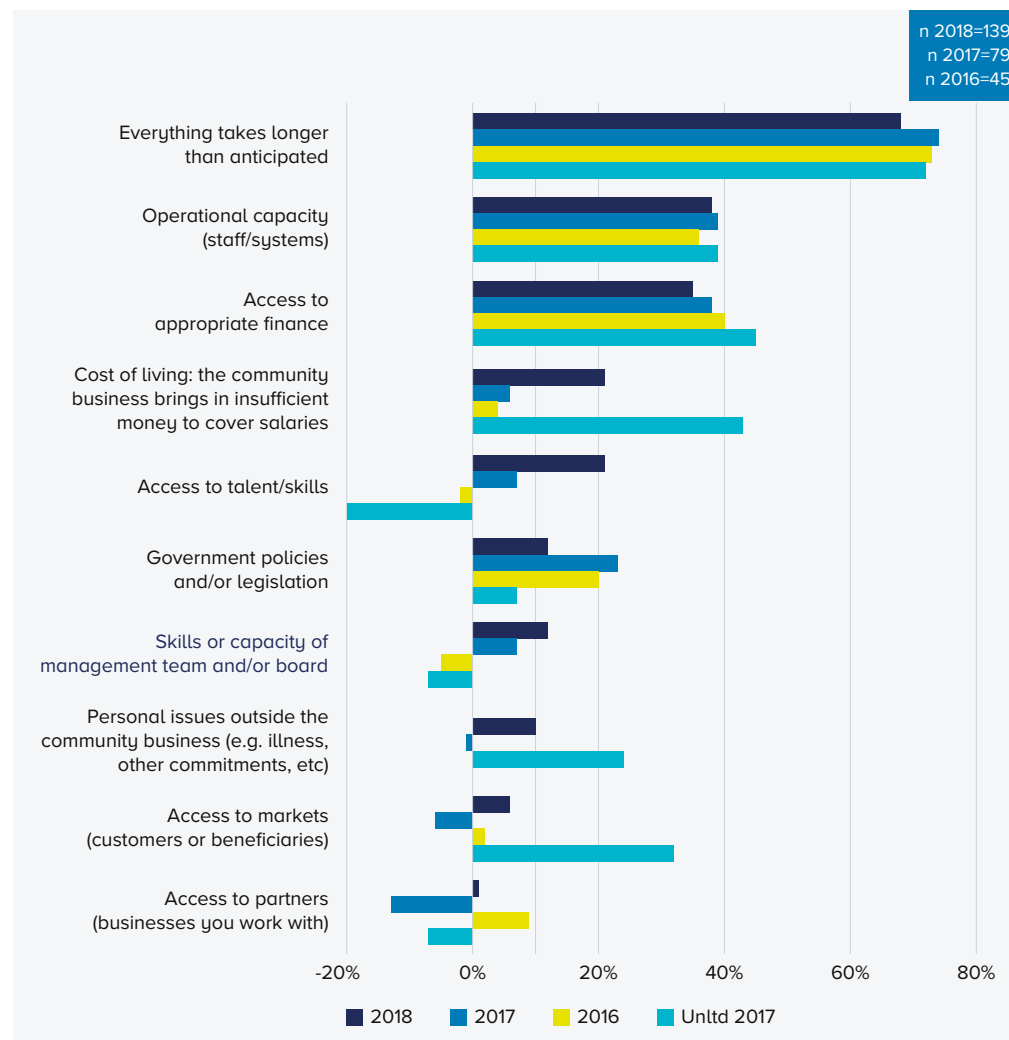
- financial issues (accessing grant funding, being financially sustainable and managing day to day demands);
- engaging and keeping hold of volunteers at all levels of the community business; and
- national policy changes (such as those associated with Brexit).

Similarly, the three largest obstacles facing respondents in since 2016 (as well as 2017 UnLtd Award Winners) are:

- the fact that everything takes longer than anticipated;
- the ability to access appropriate finance; and
- the operational capacity of their staff and systems.

In comparison to 2017, there has been a significant increase in numbers of respondents who say that there is insufficient money to cover salaries and a lack of access to talent and skills.

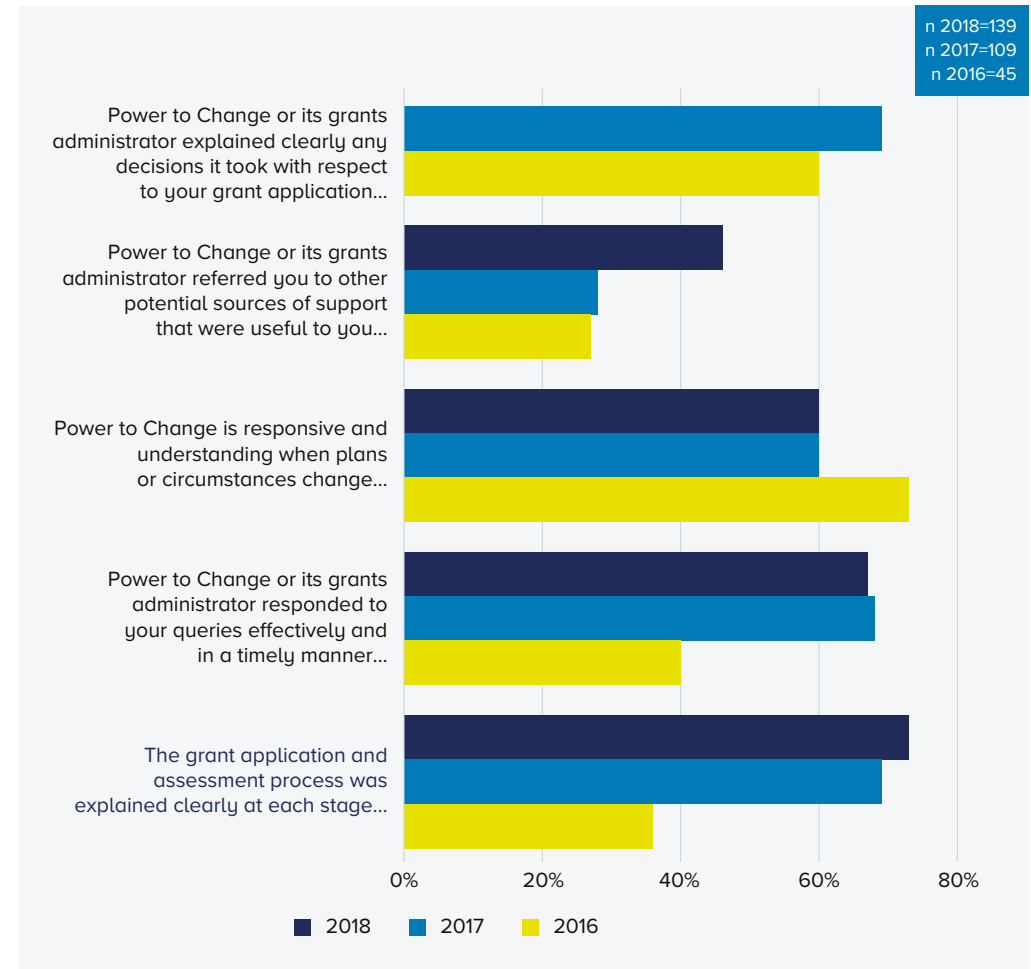
**How far do you agree or disagree that these factors have been an obstacle to your community business? (Net agreement percentages)**



# Power to Change grant administration process

Power to Change aspires to be an exemplary grant maker. This year there has been an increase in respondents who are positive about all aspects of the grants administration process. This has been particularly significant in terms of 'responses to requests in a timely manner' and 'clear explanation of the grant application and assessment process at each stage'.

## Tell us about your experience of the grant application processes and subsequent support (Net agreement percentages)

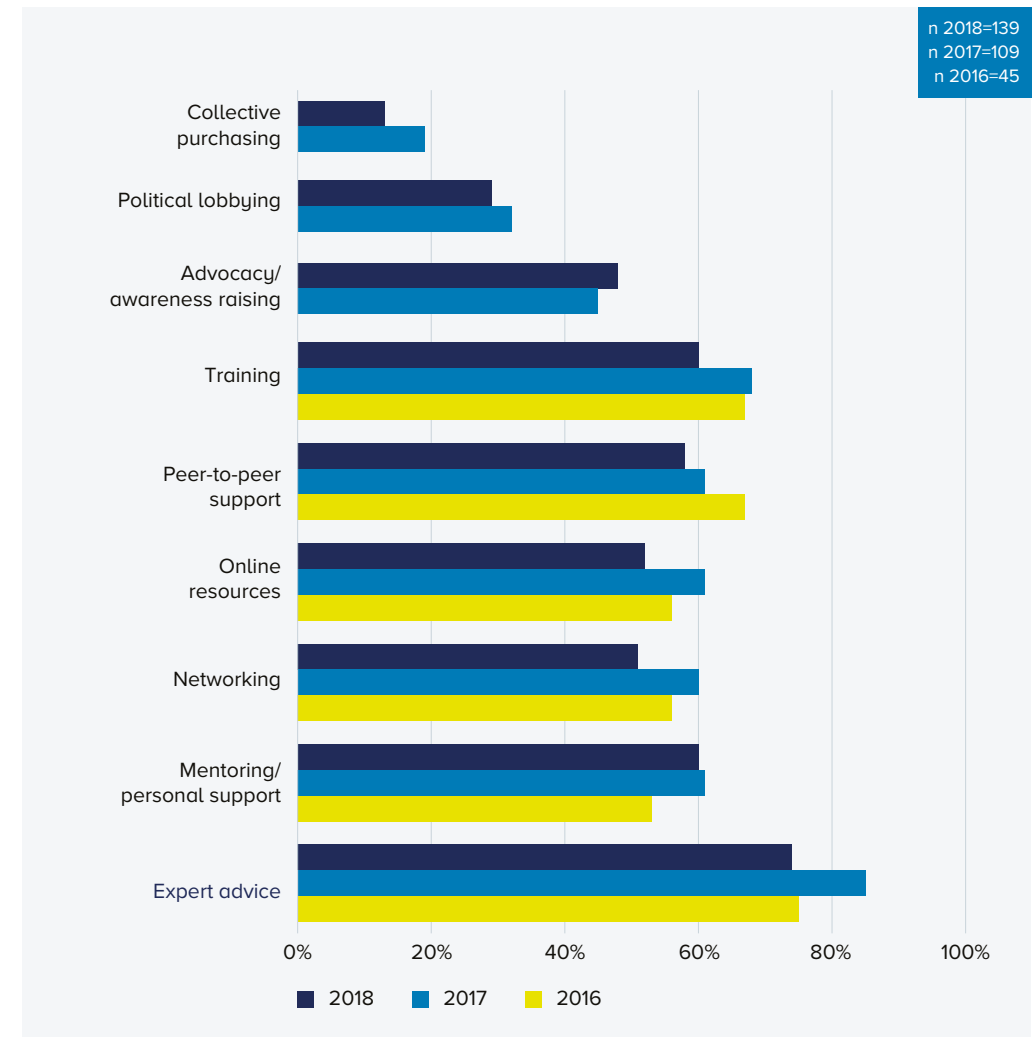


# Support needs

Power to Change wants to be as supportive of community businesses as possible. In this way it can be sure it is helping community businesses to make places better. The types of support grantees find most helpful have stayed broadly similar over the three years with a slight decrease since 2017 in the perceived usefulness of almost all types of support. As in 2016 and 2017, this year survey respondents told us that expert advice is the most required, although this is 11 percentage points lower in 2018 than in 2017.

In addition to these multiple choice answers, grantees also told us that ‘online forums’, ‘strategic understanding’, ‘a community business and council officer liaison service’ and most frequently, ‘more funding’ would be helpful forms of support.

**Which of the following types of support would you find most helpful?  
(Net agreement percentages)**





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# Annex A: Annual grantee survey questionnaire

## Annual Grantee Survey

Thank you for taking part in this survey. Your responses will help Power to Change understand how it can best serve community businesses, and how community businesses serve their communities. The survey will take 15 minutes to fill out.

### There are eight sections:

1. About you
2. About your community business
3. Making a difference
4. Innovation and market development
5. Growth
6. Obstacles to success
7. How we administer our grants
8. Support needs

*Your response to this survey will not affect any future/current connection or business with Power to Change.*

## Section 1: About you

Power to Change wants to know more about the demographics of community business leaders. The following questions are optional; however, completing the information will provide us with an overview of the composition of senior leaders within community businesses.

<b>Q1a</b>	What is your position within the business?	Text box
<b>Q1b</b>	What is your email address?	Email address
<b>Q1c</b>	What is your age?	Age brackets tick box <ul style="list-style-type: none"> <li>– 0-18 years</li> <li>– 19-24 years</li> <li>– 25-34 years</li> <li>– 35-44 years</li> <li>– 45-54 years</li> <li>– 55-64 years</li> <li>– 65+ years</li> <li>– Prefer not to say</li> </ul>
<b>Q1d</b>	Do you have a disability, long-term illness or health condition?  (The Equality Act 2010 defines a person as disabled if they have a physical or mental impairment, which has a substantial and long-term (i.e. has lasted or is expected to last at least 12 months) and adverse effect on the person's ability to carry out normal day-to-day activities.)	Single tick box <ul style="list-style-type: none"> <li>– Yes</li> <li>– No</li> <li>– Prefer not to say</li> </ul>



**Q1e** What is your ethnicity?<sup>12</sup>

Single tick box

- White
- Mixed or multiple ethnic groups
- Black African, Caribbean or black British
- Other ethnic group
- Prefer not to say

**Q1f** What is your gender?

Single tick box

- Female
- Male
- Non-binary
- Other
- Prefer not to say

## Section 2: About your community business

Tell us about the structure and journey of your community business.

**Q2a** What is the trading name of your community business?

Text box

<sup>12</sup> This question was included in the survey but has not been analysed due to an error in the multiple choices whereby the Office for National Statistics' harmonised ethnicity category 'Asian/Asian British' was left out

**Q2b** Which Power to Change programme have you been funded by?

(If more than one, please choose the most recent)

Single tick box

- Seed Fund
- More than a Pub
- Sandbox
- Bright Ideas
- Trade Up
- Community Business Fund
- Initial Grants Programme
- Community Funds
- Empowering Places
- Community Shares (Start Up)
- Community Shares (Booster)
- Community Owned Renewable Energy
- Peer Network
- Community Business Leadership

**Q2c** Before you applied for Power to Change grant funding how would you have rated your community business over all?

Scale

1= Poor  
5= Good

(Think about the impact you had, services delivered, engagement with the community engagement etc)



<b>Q2d</b>	How would you rate your community business now?	Scale 1= Poor 5= Good
<b>Q2e</b>	What effect has Power to Change had on the profile of your community business?	Scale 1=Negative effect 5=Positive effect
<b>Q2f</b>	How long has the community business been running for?	Text box
<b>Q2g</b>	Does your community business employ paid staff?	Yes No (if no go to Q2k)
<b>Q2h</b>	How many employees does your community business have?	Text box
<b>Q2i</b>	How many FTE employees is this equivalent to?  (FTE is the equivalent of 35 hours or more worked per week by one or more employees)	Text box
<b>Q2j</b>	Over the past year has the business increased the number of employees?	Yes No

<b>Q2k</b>	Does your community business use volunteers	Yes No (if no go to Q2n)
<b>Q2l</b>	How many active volunteers does your community business have?	Text box
<b>Q2m</b>	Over the past year, has your community business increased the number of hours worked by volunteers?	Yes No
<b>Q2n</b>	What is the total number of people engaged in the community business?  (e.g. through community shares, membership, volunteers, staff and customers)	Text box
<b>Q2o</b>	How many investors do you have? (not including community shareholders)  (If none or you don't know, please say so)	Text box
<b>Q2p</b>	How many community shareholders do you have?  (If none or you don't know, please say so)	Text box
<b>Q2q</b>	How many members do you have?  (If none or you don't know, please say so)	Text box
<b>Q2r</b>	How many customers do you have?  (If none or you don't know, please say so)	Text box



<b>Q2s</b>	Do you collect data about the diversity of your community and/or business? (e.g. age, gender, religion or disability status)	Yes No (If no go to Q2u)
<b>Q2t</b>	If you are happy for us to contact you about your diversity data, please leave your email below:	Text box
<b>Q2u</b>	Does your community business own any assets?	Yes No (if no go to Q2w)
<b>Q2v</b>	In the past year, have the number of assets owned by the business:	Single tick box – Increased – Decreased – No change – Don't know
<b>Q2w</b>	Does your business manage any assets?	Yes No (If no go to Q2y)
<b>Q2x</b>	In the past year have the number of un-owned assets managed by the business:	Single tick box – Increased – Decreased – No change

<b>Q2y</b>	Over the past year, has the community business's trading income:	Single tick box: – Increased – Decreased – No change
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### Section 3: Making a difference

Power to Change wants to see better places through community business. Our grants are intended to have a positive social impact on local communities and enhance the sustainability of community businesses.

<b>Q3a-h</b>	To what extent do you feel the business has an impact on the following... – Reducing social isolation – Improving health and wellbeing – Increasing employability – Environmental sustainability – Access to services – Community cohesion – Community pride and empowerment – Other (please detail)	Scale question for each impact  1= Negative Impact 5= Positive impact  Open text box for 'other'
<b>Q3i</b>	Do you measure the social impact you are having on your local community, in some way?  (Think about the impacts listed in the questions above)	Yes No (If no go to Q3o)



<b>Q3j</b>	How do you measure your social impact?	Single tick box: – Through overall business data gathering – As a separate, dedicated activity – Other (please specify)
<b>Q3k</b>	Why does your business measure social impact? (Please tick all that apply)	Tick boxes: (multiple selection) – To see the difference we are making – To direct the future of the business – To ensure the services reflect what the community wants – Required for reporting purposes – To help with fundraising/bidding – Ensure we are meeting targets and objectives – To generally prove the business's worth – To monitor our social return on investment – Other (please specify)
<b>Q3l</b>	In the past 12 months, have you found an increase in reported social impact against your measures?	Yes No
<b>Q3m</b>	Can you provide an example of how you have used evidence about your social impact to change the way you do things?	Text box
<b>Q3n</b>	How could Power to Change help you to develop your impact measurement in the future? (Please tick all that apply)	Tick boxes: (multiple selection) – Support around using TWINE – Share appropriate tools or templates to use – Further funding – Workshops and training – Networking – Guidance or 'best practice' documents – Practical 1:1 help – Other (please specify)



<b>Q3o</b>	Why does your business not measure social impact? (Please tick all that apply)	Tick boxes: (multiple selection) – The business is too new – In the process of developing a way of measuring social impact – No staff/volunteer capacity – Haven't found the right tool – Too difficult – Not necessary – Other (please specify)
<b>Q3p</b>	Would you like to develop an impact measurement approach?	Yes No
<b>Q3q</b>	How confident do you feel in the sustainability of your business over the next three years because of your Power to Change grant?	Scale 1: Not confident 5: Confident

## Section 4: Innovation and market development

Power to Change wants to create the right conditions for take-up and expansion of the community business model. Your responses can help guide our investment in systems, processes and infrastructure.

<b>Q4a</b>	Have you introduced new or significantly improved <b>products or services</b> ?	Yes No Don't know (If no go to Q4d)
<b>Q4b</b>	What products or services have you introduced?	Text box
<b>Q4c</b>	Are any of these completely new to the market? (i.e. not introduced by anyone before you)	Yes No Don't know
<b>Q4d</b>	Have you introduced new or significantly improved <b>processes</b> ?	Yes No Don't know (If no go to Q5a)
<b>Q4e</b>	What processes have you introduced?	Text box
<b>Q4f</b>	Are these completely new to the market? (i.e. not introduced by anyone before you)	Yes No Don't know

## Section 5: Growth

Power to Change wants to see the community business sector grow, with a greater number of sustainable community-run businesses delivering significant social, economic and environmental impact.

In the last 12 months has your community business done any of the following...

<b>Q5a</b> ...secured new contracts?	Yes No Don't know
<b>Q5b</b> ...diversified into new markets?	Yes No Don't know
<b>Q5c</b> ...expanded into new geographic areas?	Yes No Don't know
<b>Q5d</b> ...attracted new customers or clients?	Yes No Don't know
<b>Q5e</b> ...attracted investment to expand?	Yes No Don't know
<b>Q5f</b> ...merged with another business or organisation?	Yes No Don't know

<b>Q5g</b> ...won business as part of a consortium?	Yes No Don't know
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<b>Q5h</b> ...taken on new staff or employees?	Yes No Don't know
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## Section 6: Obstacles to success

Power to Change wants to work with national and local government, and with other stakeholders, to mitigate the barriers to community business success.

How far do you agree or disagree that these factors have been an obstacle to your community business:

<b>Q6a.</b> Skills or capacity of management team/board	Scale questions: 1: Strongly disagree 5 Strongly agree
<b>Q6b.</b> Operational capacity (staff/systems)	1: Strongly disagree 5 Strongly agree
<b>Q6c.</b> Access to markets (customers or beneficiaries)	1: Strongly disagree 5: Strongly agree
<b>Q6d.</b> Access to talent/skills	1: Strongly disagree 5: Strongly agree
<b>Q6e.</b> Access to partners (businesses you work with)	1: Strongly disagree 5: Strongly agree





<b>Q6f.</b> Access to appropriate finance	1: Strongly disagree 5: Strongly agree
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<b>Q6g.</b> Government policies and/or legislation	1: Strongly disagree 5: Strongly agree
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<b>Q6h.</b> Everything takes longer than anticipated	1: Strongly disagree 5: Strongly agree
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<b>Q6i.</b> Personal issues outside the community business (health/illness, other commitments)	1: Strongly disagree 5: Strongly agree
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<b>Q6j.</b> Cost of living: the community business brings in insufficient money to cover salaries	1: Strongly disagree 5: Strongly agree
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<b>Q6k.</b> Other (please specify)	
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## Section 7: How we administer our grants

Please tell us about your experiences of the grant application process and subsequent support.

<b>Q7a</b> The grant application process was explained clearly at each stage	Scale questions 1=Strongly disagree 5=Strongly agree
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<b>Q7b</b> Power to Change or its grants administrator responded to your queries effectively and in a timely manner	1=Strongly disagree 5=Strongly agree
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<b>Q7c</b> Power to Change or its grants administrator referred you to other sources of support that were useful	1=Strongly agree 5=Strongly disagree
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<b>Q7d</b> Power to Change is responsive and understanding when plans or circumstances change	1=Strongly disagree 5=Strongly agree
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## Section 8: Support needs

Power to Change is considering how best to support its grantees. Which of the following types of support would you find most helpful?

<b>Q8a.</b> Expert advice	Scale questions: Not at all helpful 1: 5 Very helpful
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<b>Q8b.</b> Mentoring/personal support	Not at all helpful 1: 5 Very helpful
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<b>Q8c.</b> Networking	Not at all helpful 1: 5 Very helpful
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<b>Q8d.</b> Online resources	Not at all helpful 1: 5 Very helpful
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<b>Q8e.</b> Peer-to-peer support	Not at all helpful 1: 5 Very helpful
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<b>Q8f.</b> Training	Not at all helpful 1: 5 Very helpful
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<b>Q8g.</b> Advocacy/ awareness raising	Not at all helpful 1: 5 Very helpful
<b>Q8h.</b> Political lobbying	Not at all helpful 1: 5 Very helpful
<b>Q8i.</b> Collective purchasing	Not at all helpful 1: 5 Very helpful
<b>Q8j.</b> Other (please specify)	Not at all helpful 1: 5 Very helpful

You're done!

Thank you for completing this survey.

All survey respondents will receive the final report.

# Annex B: Comparison of responses 2016-2018

Both means (average) and medians are reported in this Annex, to describe the distribution of responses and central tendency of the data. Medians present a much more robust measure of average performance when data are highly skewed and/or contain a small number of outliers, as is often the case with community business datasets. Whether there has been an increase or decrease since 2017 (as shown in the fifth column) is mostly based on median scores.

Question	2018	2017	2016	Change
<b>About you</b>				
What effect has Power to Change had on the profile of your community business? (Scale: 1 Negative effect – 5 Positive effect)	Net agreement 90%, Average: 4, Median: 4	Net positive 75%, Average: 4.3, Median: 4	Net positive 86.7%, Average: 4.3, Median: 4	
<b>Making a difference</b>				
Do you measure the social impact you are having on your local community?	Yes: 66%, No: 32%	Yes: 64%, No: 46%	Yes: 100%, No: 0%	
How confident do you feel in the sustainability of your business over the next three years as a result of your Power to Change grant? Scale 2018: 1 (not confident); 5 (confident). Scale 2016-2017: 1 (not confident at all); 10 (Very confident)	Average: 4, Median: 4	Average: 7.1, Median: 7	Average: 7.9, Median: 8	N/A

## Obstacles to success

Skills or capacity of management team/board (Scale: 1 strongly disagree – 5 strongly agree)	Average: 3, Median: 3	Average: 3, Median: 3	Average: 2.9, Median: 3	
Operational capacity (staff/ systems) (Scale: 1 strongly disagree – 5 strongly agree)	Average: 3.6, Median: 4	Average: 3.5, Median: 4	Average: 3.5, Median: 4	No change
Access to markets (customers or beneficiaries) (Scale: 1 strongly disagree – 5 strongly agree)	Average: 3.1, Median: 3	Average: 2.9, Median: 3	Average: 2.9, Median: 3	No change
Access to talent/skills (Scale: 1 strongly disagree – 5 strongly agree)	Average: 3.2, Median: 3	Average: 3, Median: 3	Average: 3, Median: 3	No change
Access to partners (organisations you work with) (Scale: 1 strongly disagree – 5 strongly agree)	Average: 3, Median: 3	Average: 2.7, Median: 3	Average: 3, Median: 3	No change
Access to appropriate finance (Scale: 1 strongly disagree – 5 strongly agree)	Average: 3.6, Median: 3	Average: 3.6, Median: 4	Average: 3.7, Median: 4	
Government policies/legislation (Scale: 1 strongly disagree – 5 strongly agree)	Average: 3.2, Median: 3	Average: 3.4, Median: 3	Average: 3.5, Median: 3	No change
Everything takes longer than anticipated (Scale: 1 strongly disagree – 5 strongly agree)	Average: 4.1, Median: 4	Average: 4.2, Median: 4	Average: 4.1, Median: 4	



Personal issues outside the community business (health/illness, other commitments) (Scale: 1 strongly disagree – 5 strongly agree)	Average: 3.1, Median: 3	Average: 3, Median: 3	Average: 2.9, Median: 3	No change
Cost of living: the community business brings in insufficient money to cover salaries (Scale: 1 strongly disagree – 5 strongly agree)	Average: 3.3, Median: 3	Average: 3.1, Median: 3	Average: 3, Median: 3	No change
<b>How PTC administers its grants</b>				
The grant application and assessment process was explained clearly at each stage...(Scale: 1 strongly disagree – 5 strongly agree)	Average: 4.4, Median: 5	Average: 4, Median: 4	Average: 3.6, Median: 4	
Power to Change or its grants administrator responded to your queries effectively and in a timely manner...(Scale: 1 strongly disagree – 5 strongly agree)	Average: 4.3, Median: 5	Average: 4, Median: 4	Average: 3.7, Median: 4	
Power to Change or its grants administrator referred you to other potential sources of support that were useful to you...(Scale: 1 strongly disagree – 5 strongly agree)	Average: 3.8, Median: 4	Average: 3.3, Median: 3	Average: 3.4, Median: 3	

Power to Change or its grants administrator explained clearly any decisions it took with respect to your grant application...(Scale: 1 strongly disagree – 5 strongly agree)	No Data <sup>13</sup>	Average: 4, Median: 4	Average: 3.9, Median: 4	N/A
Power to Change is responsive and understanding when plans or circumstances change...(Scale: 1 strongly disagree – 5 strongly agree)	Average: 4.2, Median: 4	Average: 3.9, Median: 4	Average: 4.1, Median: 4	No change
<b>Support needs</b>				
Expert advice (Scale: 1 strongly disagree – 5 strongly agree)	Average: 4.3, Median: 4	Average: 4.3, Median: 4	Average: 4.1, Median: 4	
Mentoring/personal support (Scale: 1 strongly disagree – 5 strongly agree)	Average: 4.1, Median: 4	Average: 3.9, Median: 4	Average: 3.9, Median: 4	No change
Networking (Scale: 1 strongly disagree – 5 strongly agree)	Average: 3.9, Median: 4	Average: 3.8, Median: 4	Average: 3.7, Median: 4	No change
Online resources (Scale: 1 strongly disagree – 5 strongly agree)	Average: 3.9, Median: 4	Average: 3.8, Median: 4	Average: 3.7, Median: 4	No change
Peer-to-peer support (Scale: 1 strongly disagree – 5 strongly agree)	Average: 3.9, Median: 4	Average: 3.8, Median: 4	Average: 3.8, Median: 4	No change

<sup>13</sup> Unfortunately, due to a human error, this question was left out of the survey this year.



Training (Scale: 1 strongly disagree – 5 strongly agree)	Average: 4, Median: 4	Average: 4, Median: 4	Average: 4, Median: 4	No change
Advocacy/ awareness raising (Scale: 1 strongly disagree – 5 strongly agree)	Average: 3.7, Median: 4	Average: 4.2, Median: 4	Not asked	No change
Political lobbying (Scale: 1 strongly disagree – 5 strongly agree)	Average: 3.5, Median: 3	Average: 3.7, Median: 4	Not asked	↓
Collective purchasing (Scale: 1 strongly disagree – 5 strongly agree)	Average: 3.3, Median: 3	Average: 3.5, Median: 3	Not asked	No change

	2018	2017	2016	
Question	Percentage of respondents answering 'Yes'	Percentage of respondents answering 'Yes'	Percentage of respondents answering 'Yes'	Change 2017-2018

### Innovation and market development

Within the last year, have you introduced any products or services,	70%	88%	91.4%	↓
Are these completely new to the market? (i.e. not introduced by anyone before you)	23%	41%	43.8%	↓

Within the last year, have you introduced any processes that are new to your community business and/or new to your market?	42%	56%	85.7%	↓
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Are these completely new to the market?(i.e. not introduced by anyone before you)	14%	22%	31%	↓
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### Growth

...diversified into new markets?	54%	46%	68%	↑
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...expanded into new geographic areas?	20%	18%	30%	↑
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...attracted new customers or clients?	85%	85%	90%	↑
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...attracted investment to expand?	42%	52%	76%	↓
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...merged with another organisation?	4%	4%	4%	No change
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...won business as part of a consortium?	4%	18%	10%	↓
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...recruited more staff or volunteers?	60%	85%	82%	↓
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...secured new contracts?	42%	48%	72%	↓
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# Annex C: List of community business grant funding programmes

**Seed Fund** – Micro-grants programme delivered by the Power to Change Community Business Panel to help kick start groups at the very earliest stage of the development of their community business.

**More than a Pub** – Grant funding programme for community-led pubs which have a wide social impact.

**Sandbox** – A small fund for innovative ideas which have real potential to grow and develop the community business sector.

**Bright Ideas** – For community groups in England who need support to start setting up their community business. Grantees receive one to one business development support.

**Trade Up** – For growing community businesses. It offers grant money of up to £10,000, allocated in equal proportion to the additional income generated from trading. Grantees also complete a learning programme.

**Community Business Fund** – The flagship Power to Change fund, aimed at existing community businesses that need funding for a business development project to make their organisation more sustainable.

**Empowering places** – Well-connected community anchors in seven key places, ripe for community business, are funded and supported to encourage others to establish community businesses in their area.

**Community Owned Renewable Energy** – This investment programme is designed to purchase solar farms in England and hand them over to community businesses.

**Blended Finance** – Funding from this grant programme enables community businesses to unlock social investment money from Power to Change's partners in the social finance sector.

**Community Shares** – Equity investments are offered to match what societies can raise through community shares.

**Initial Grants Programme** – Established in 2015 at the start of Power to Change, this fund covered all sectors and stages of the community business life cycle. This grants programme is now closed.

**Peer Network** – Awarded to providers to help develop network practice to encourage community businesses peer to peer support. This fund is now closed.

**Community Business Leadership** – This programme was developed to develop and promote leadership talent within community businesses. Programme now closed

See the [Power to Change website](#) for more information about funding programmes for community businesses.







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