



power to
change

business in
community
hands

Annual grantee survey

December 2017



Contents

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 second report in the series of annual reports which aim to explore the experiences of Power to Change grantees¹. The report is based on a survey of all 331 organisations that received grant offers between January 2015 and August 2017. The survey was carried between 21st September and 31st October 2017. The response rate was 33%.

The survey had 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**

See Annex A for detail about the survey questionnaire.

¹ See Power to Change *Annual Grantee Survey 2016* (available [here](#)).

² With kind thanks to Hannah Stranger-Jones and Sam Sharp at UnLtd for supplying details of their Award Winners survey.

A note on methodology: The 'net positive' score

A number of questions in this survey asked respondents to answer across a five-point scale (two negative, one neutral, two positive). The net positive score subtracts the sum of the two positive scores from the sum of the two negative scores, ignoring any neutral scores. This provides a robust summary of overall sentiment.

Benchmarking

Questions in the 'Innovation and market development' section of the survey were based on a similar set of questions used by UnLtd, a leading provider of support to social entrepreneurs in the UK, for its annual survey of Award Winners this year². 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.

Engagement

When the survey was issued in September 2017 Power to Change had grant funded 331 organisations. The contact details for these grantees were taken from Power to Change's CRM system and reflected the information provided by the organisation at grant application stage. Of the contact details provided, 44 organisations' email addresses were found to be incorrect and/or no longer in use (13% of the total sample).

Introduction

Comparison with the 2016 survey

The 2017 annual grantee survey was extended to collect more detailed information about the community businesses and the grantees. Wherever possible, comparisons with the previous year's results have been made. Annex B provides a detailed comparison of responses across the two years.

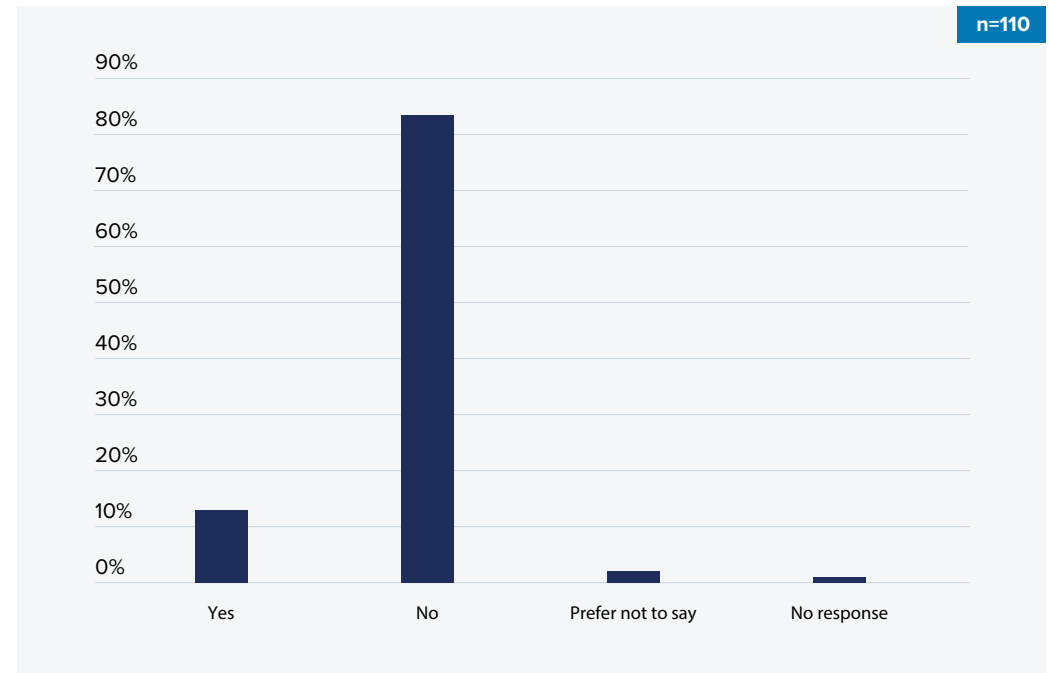
Reported scores

Both mean and median are reported in the annex, to describe the distribution of responses and central tendency of the data. For reference, the mean (also known as average) is calculated by the sum of values divided by the number of values. The median is the middle (central) value.

About you and your community business

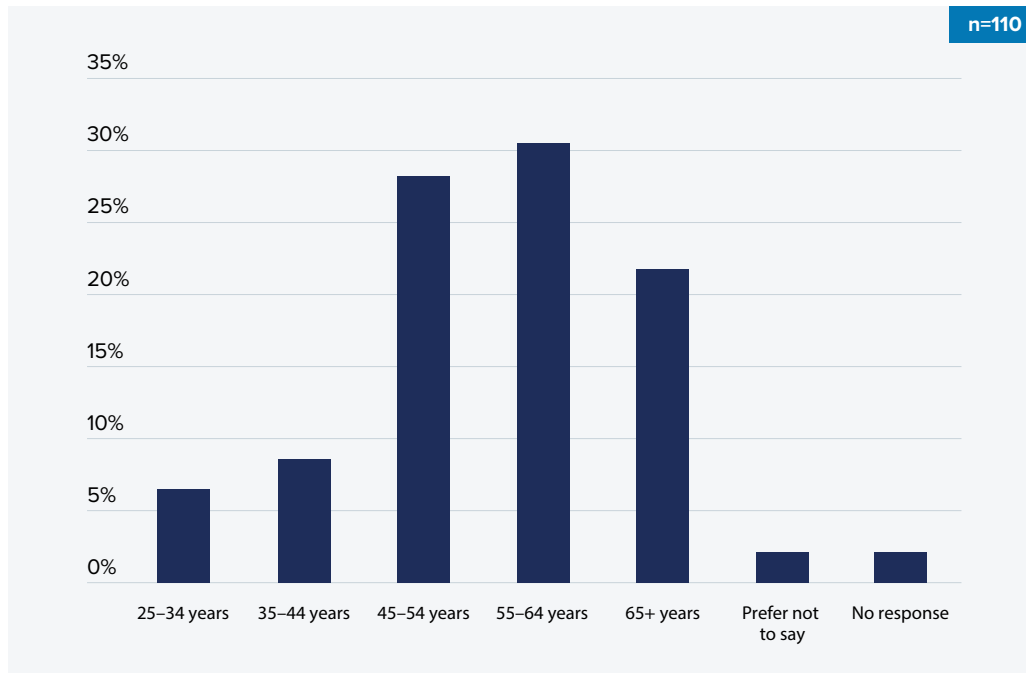
Ensuring that grants reach a diverse, representative spectrum of communities is important to Power to Change. Measuring ethnicity and diversity is subjective and can only be effectively captured by gaining a direct response from each individual. With this in mind, the annual grantee survey only collected ethnicity and diversity data about the individual completing the survey. On this basis, the majority of participants were aged over 45 years (85% of respondents), there was an equal gender split of leadership, and 13% of respondents identified as having a disability. 85% of the respondents identified as White, 3% identified as 'other ethnic group' 2% identified as 'Asian or Asian British' and 5% selected 'Prefer not to say'. No respondent identified as 'Black, African, Caribbean or Black British'.

Q1d. Do you have a disability, long-term illness or health condition?

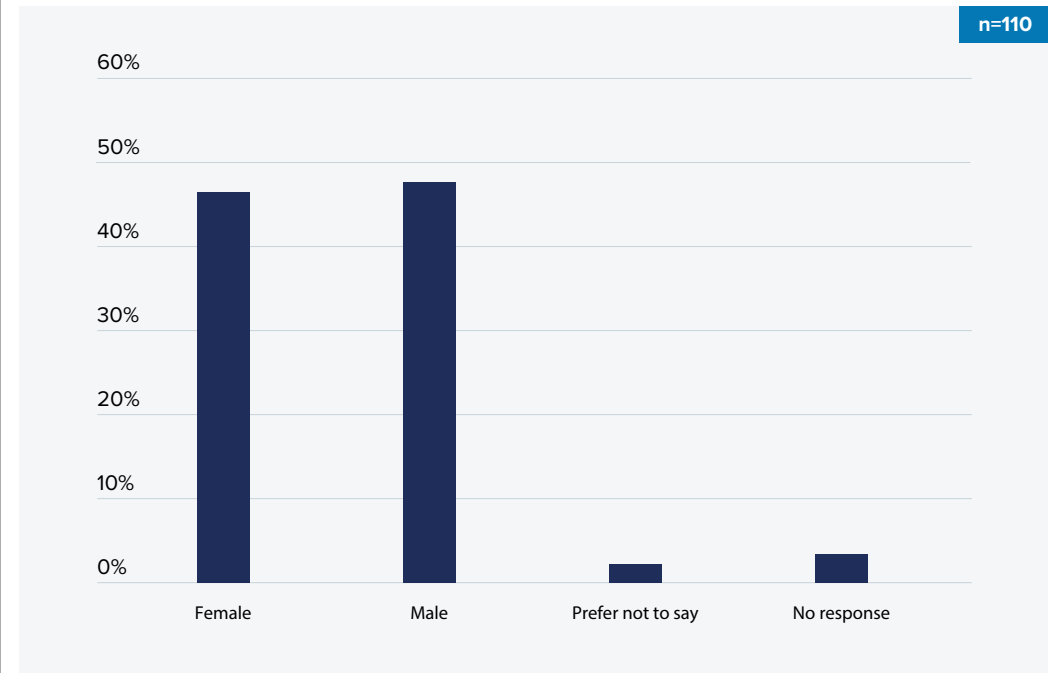


About you and your community business

Q1c. What is your age?

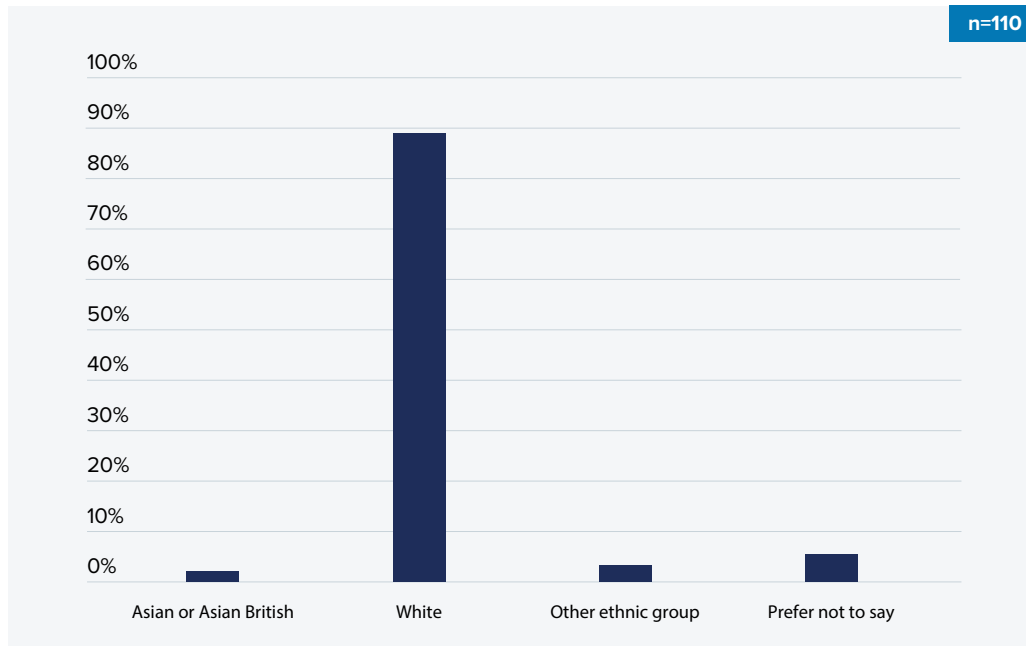


Q1f. What is your gender?



About you and your community business

Q1e. What is your ethnicity? These categories are based on 2011 census categories for England.



Asking the community businesses to estimate and quantify their customers' ethnicity and diversity would generate unreliable data, therefore community businesses were asked about the 'predominant' ethnic group of both their customers/clients and their workforce (including any volunteers).

Community businesses' subjective assessment of predominant ethnicity provides helpful intelligence but should not be over-interpreted.

Q2c. Are there any other relevant factors about the diversity of your business or the communities it serves?

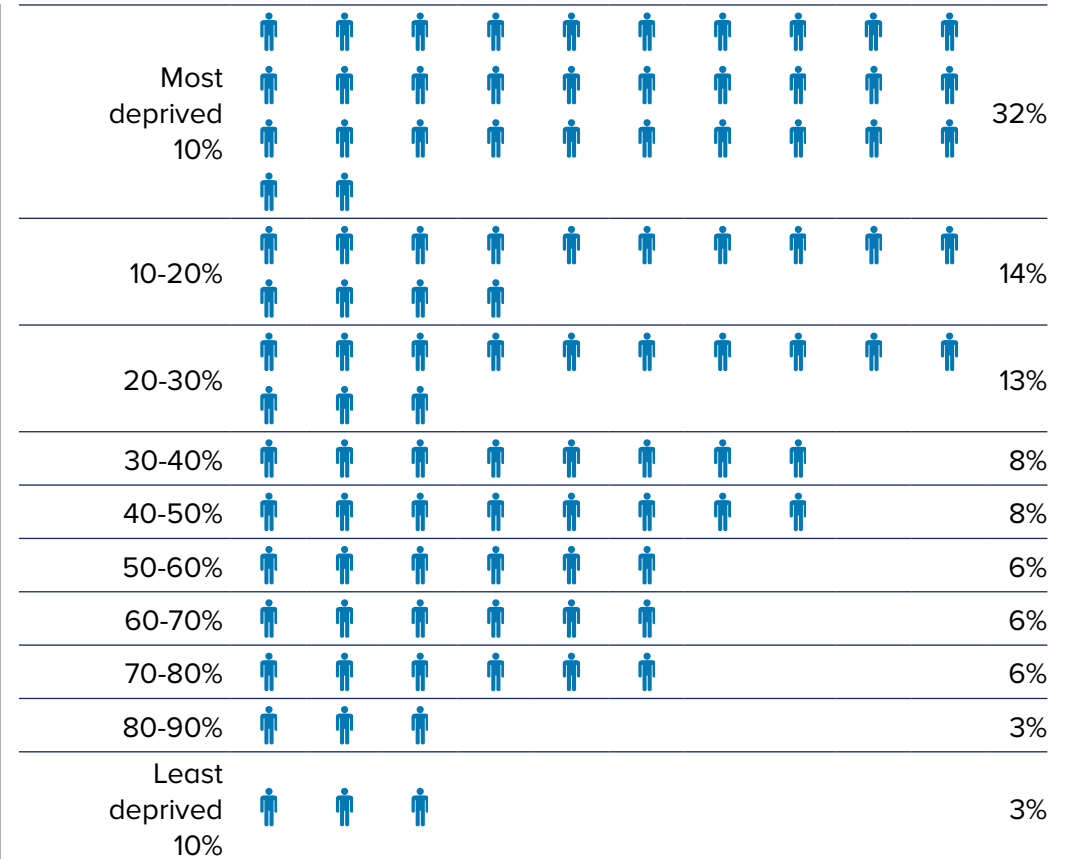


About you and your community business

Deprivation

The geographic area served by the community business provides insight into the socio-economic composition of the community. The Indices of Multiple Deprivation (IMD) provide a measure 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 deprivation, employment deprivation, health deprivation and disability, education deprivation, barriers to housing and services deprivation, living environment deprivation and crime deprivation.

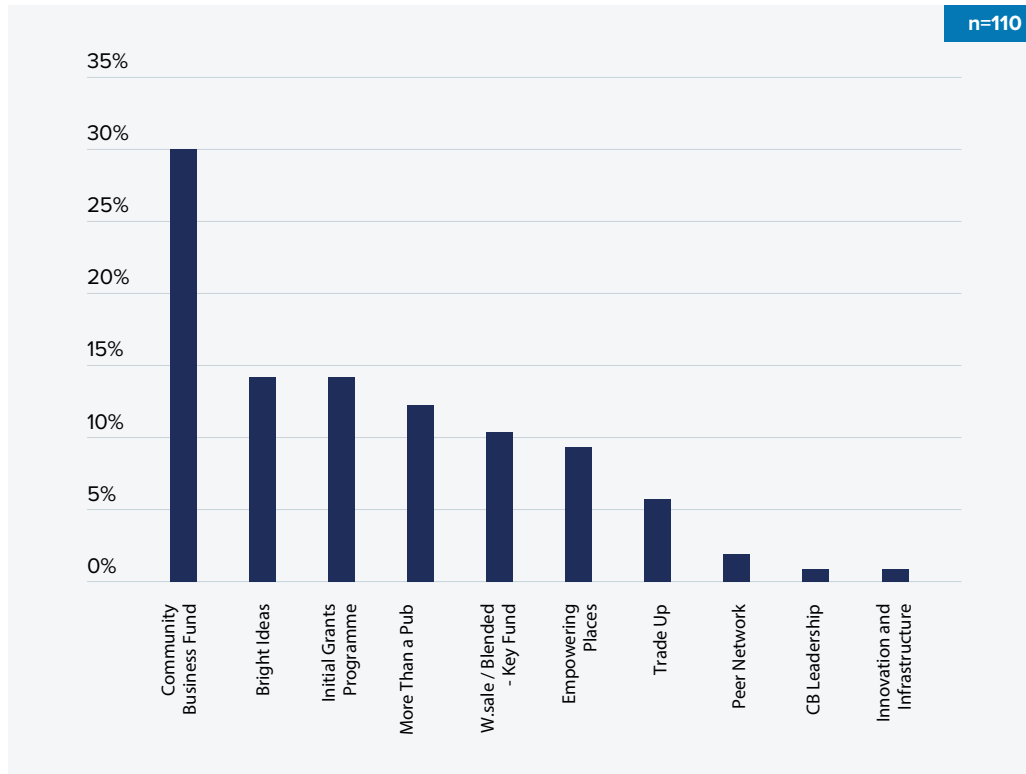
Analysis of relative levels of deprivation amongst all grantee organisations (n=331) shows that 59% of grantees are located in the 30% most deprived areas nationally.



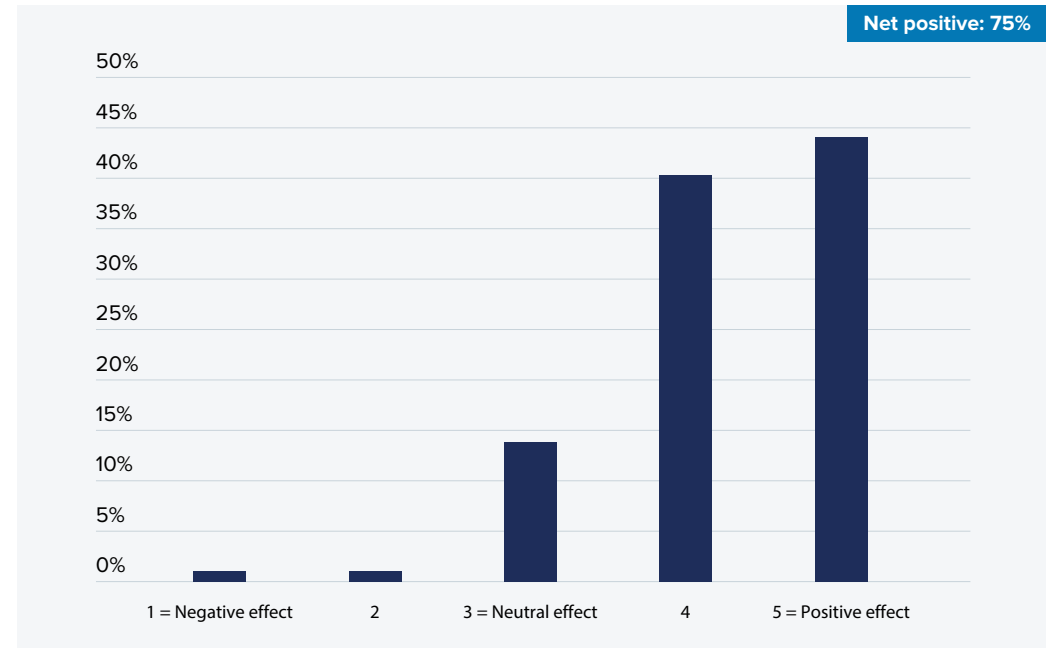
About you and your community business

Power to Change disseminates funds to community businesses through various grant programmes. Based on our CRM records, respondents were most likely to have received a grant from us through our main Community Business Fund.

Power to Change grant programmes: Distribution of survey respondents



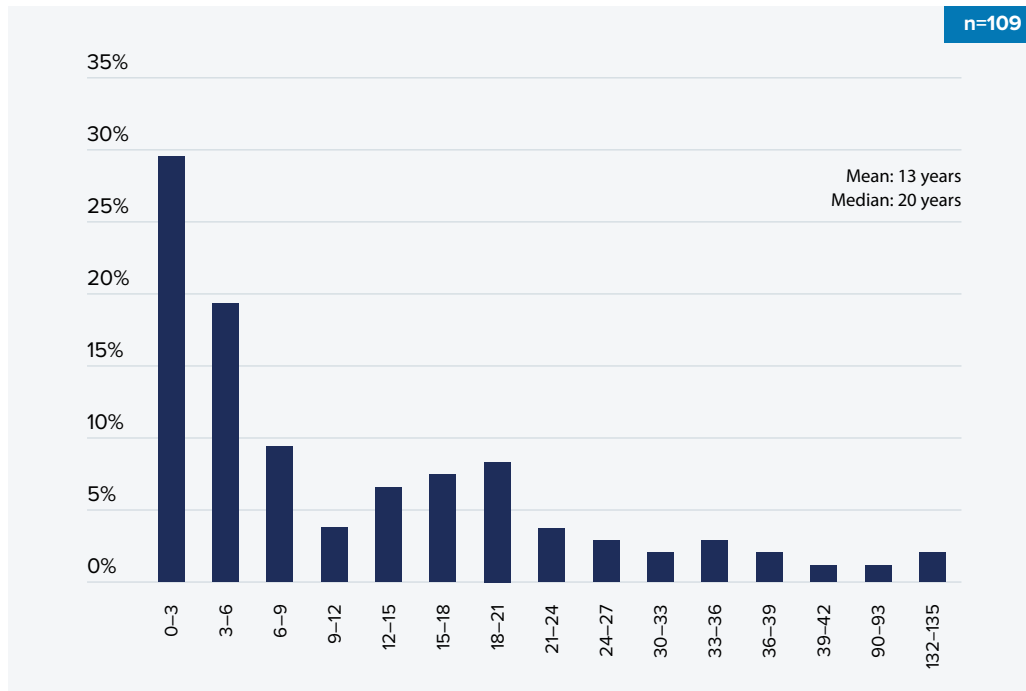
What effect has Power to Change had on the profile of your community business?



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 positive score of 75%, however this is a slight decrease from the previous year (where the net positive score was 87%).

About you and your community business

Q2d. How long has the community business been running for?



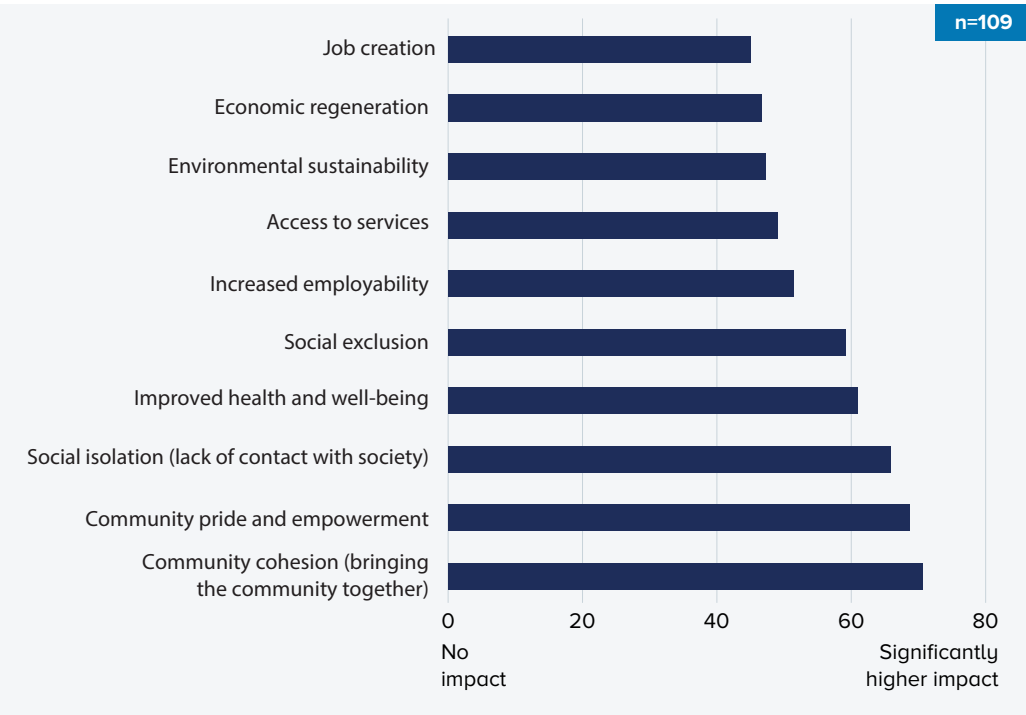
What is the total number of people engaged in the community business (e.g. through community shares, membership or customers)? (n=107)

Mean	6,367
Median	500
Minimum	7
Maximum	135,000

Making a difference

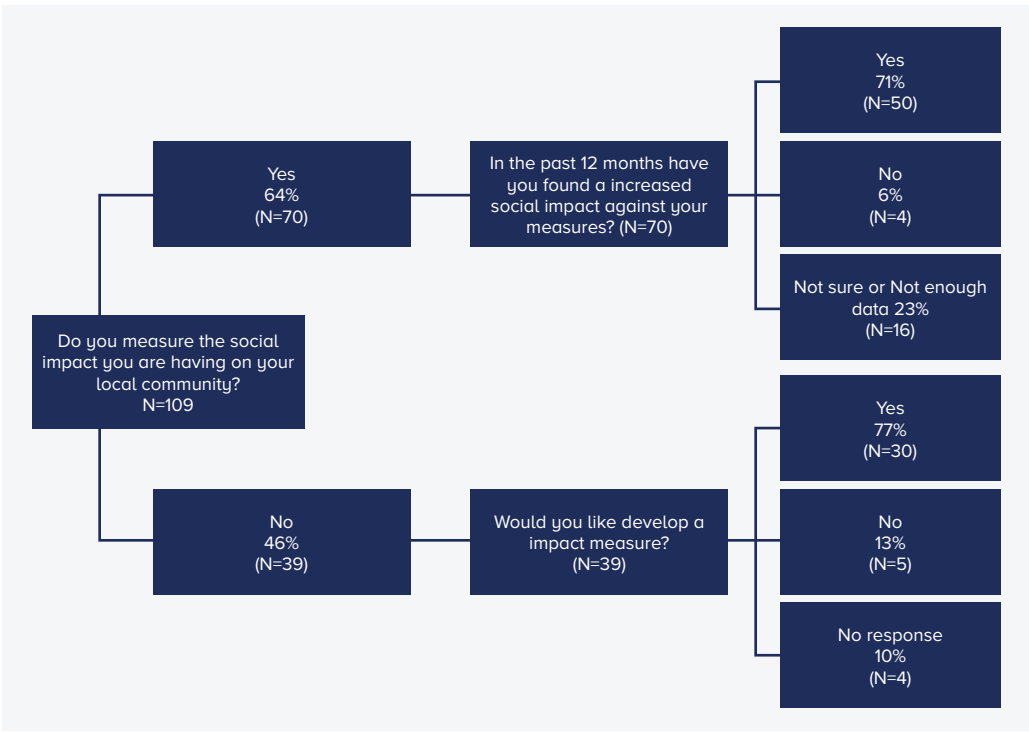
Power to Change wants to see better places through community business. Understanding the social impact made by grantees is therefore very important to Power to Change.

Q3a-k. To what extent do you feel your business has a positive impact on each of the following areas?



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. In our 2016 annual grantee survey 100% of respondents reported measuring the impact they had on their local communities. By comparison, only 64% of respondents this year reported measuring their impact. Of the respondents who did not currently do so, 77% stated they would like to develop an impact measure.

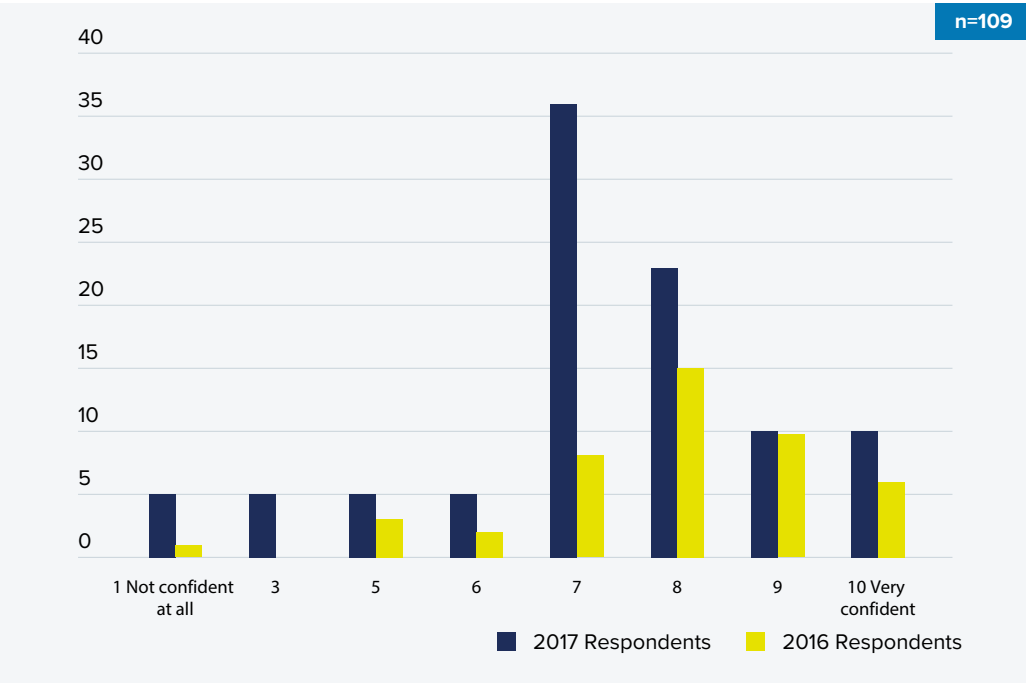
Q3l. Do you measure the social impact you are having on your local community?



Making a difference

When asked ‘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?’, 85% of respondents reported a positive response.

Q4c. 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?



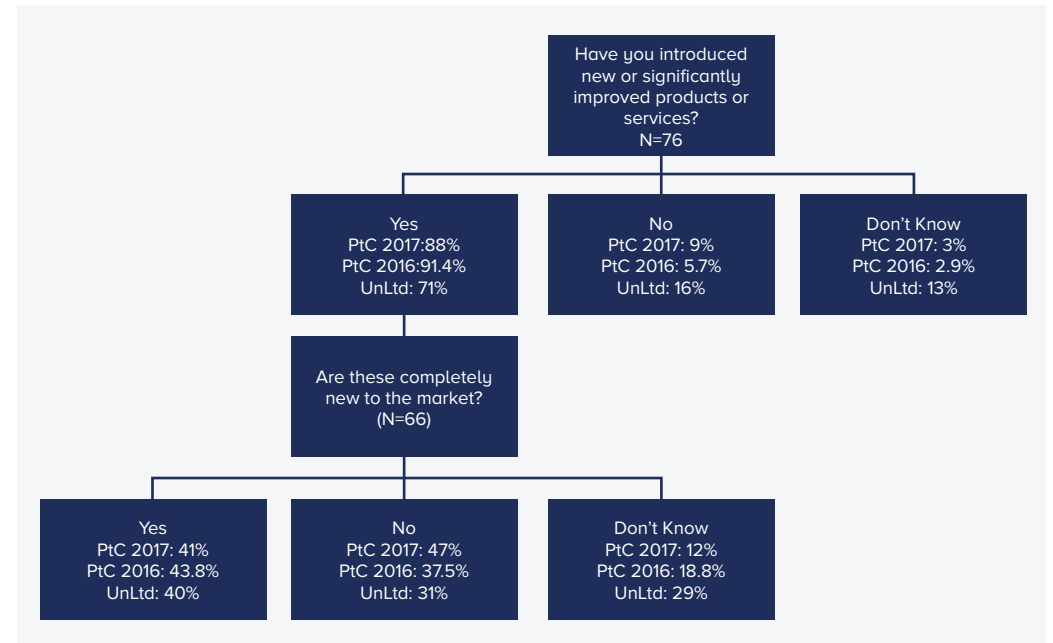
Kiveton Park and Wales Community Development Trust

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 this year³. Where available, comparative data from the UnLtd annual survey is used alongside Power to Change data.

Respondents were asked whether they had introduced new products or services over the previous 12 months. A majority (88%) had, which is a similar response to the previous grantee survey. Of the community businesses offering new products 41% stated that the product was new to the market, which is similar to both last years survey (43.8%) and similar to UnLtd award winners (47%). In this regard, community businesses appear to be quite similar to traditional social enterprise.

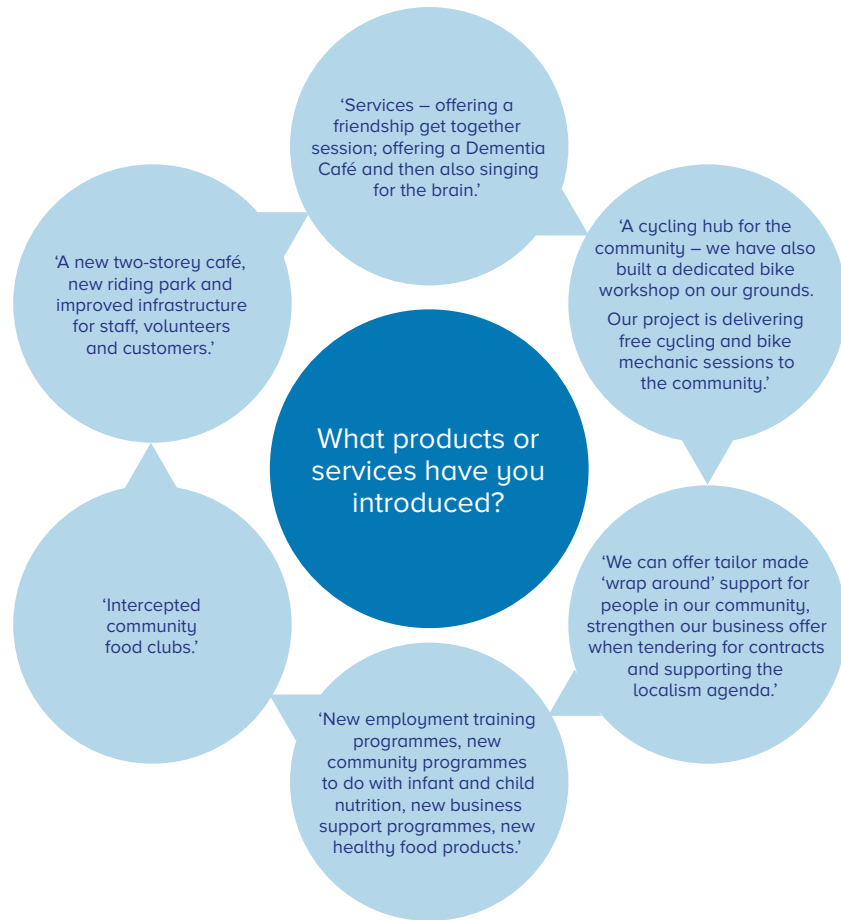
Q6b. Have you introduced new or significantly improved products or services?



³ With kind thanks to Hannah Stranger-Jones and Sam Sharp at UnLtd for supplying details of their Award Winners survey.

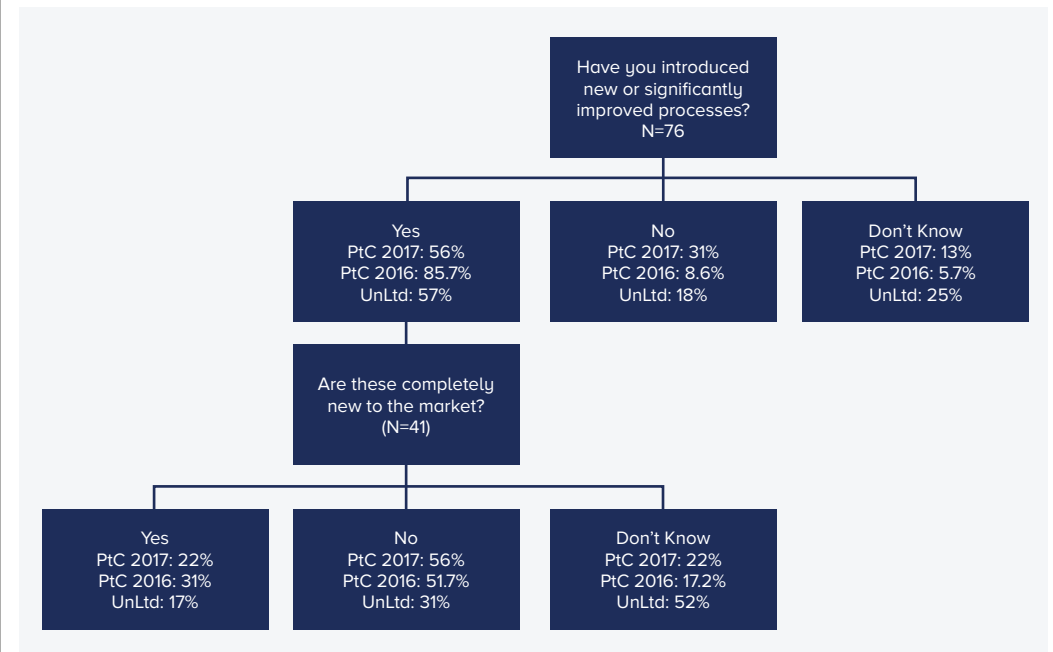
Innovation and market development

Q6c. Examples of new products and services introduced



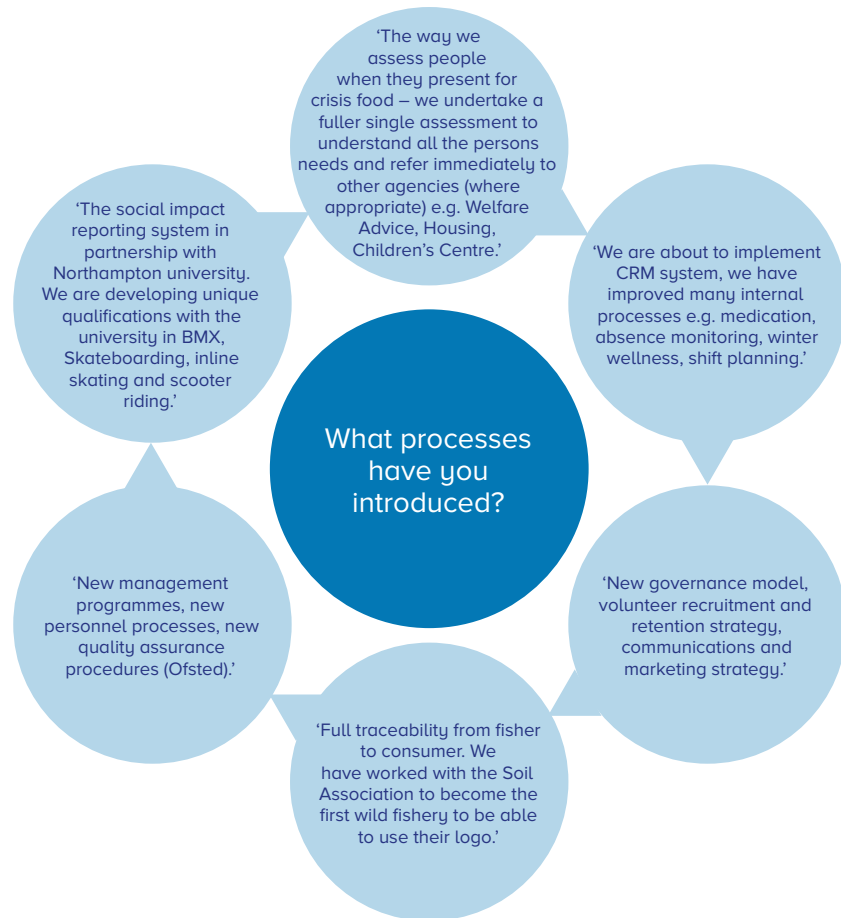
Respondents were asked whether they had introduced new processes over the previous 12 months. Approximately half of respondents (56%) reported new processes being introduced, and in the majority of cases they reported that these processes were not new to the market. This is a change from the previous year's annual grantee survey findings, where 86% reported new processes being introduced.

Q6e. Have you introduced new or significantly improved processes?



Innovation and market development

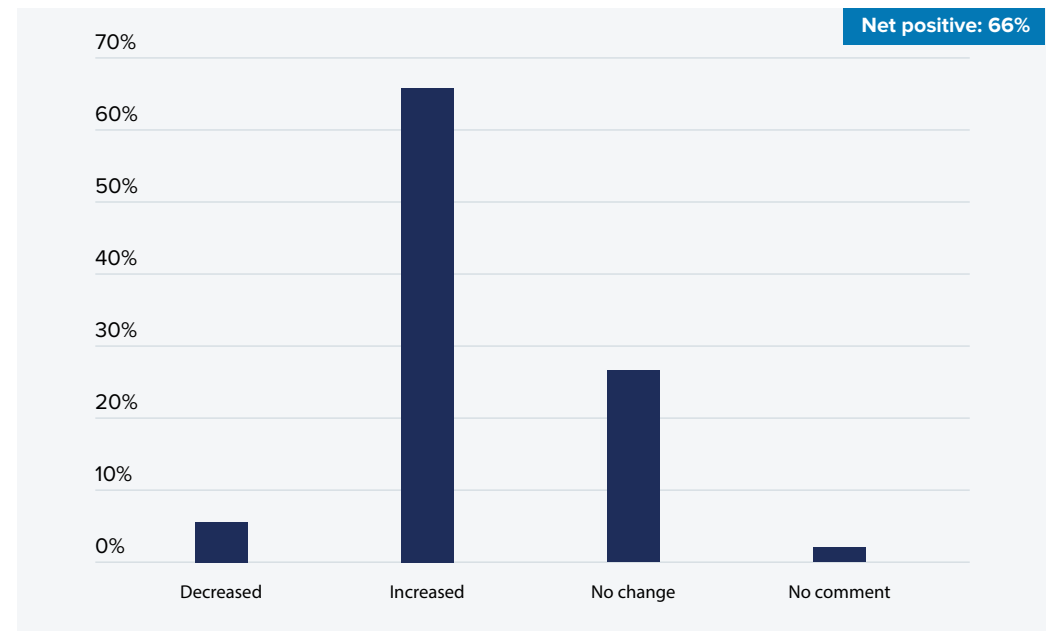
Q6f. Examples of new processes



Growth and financial sustainability of the community businesses

A healthy community business sector needs sustainable, financially viable organisations that are able to meet immediate challenges but also to face the future with confidence. This survey found a positive impact on the reported level of trading income with 66% reporting an increase, and only 6% reporting a decrease in trading income over the past year.

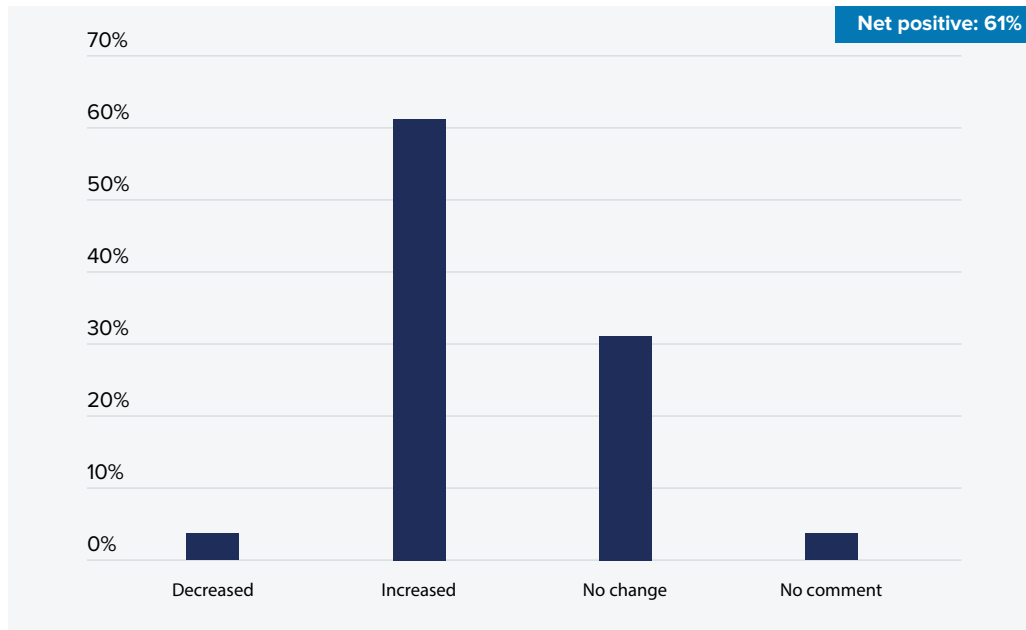
Q2m. Over the past year has the community business's trading income...



Innovation and market development

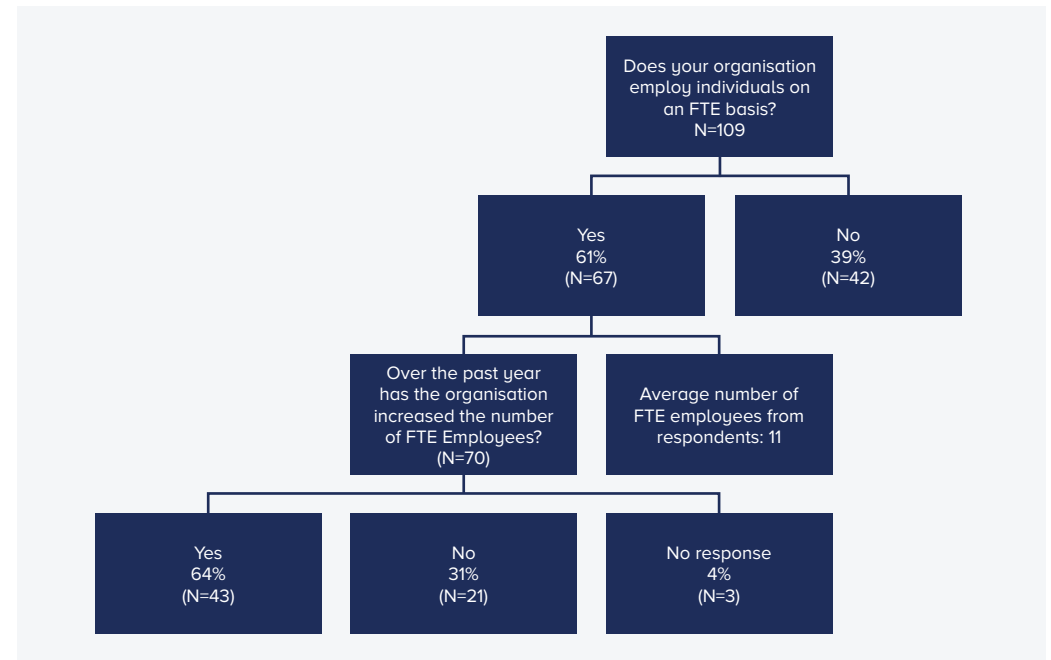
There was also a reported positive impact on the level of assets held by organisations, with 61% reporting an increase, and only 4% reporting a decrease in assets.

Q2l. In the past year has the organisations assets...



Respondents were asked questions on formal employment and volunteering arrangements. When asked if the organisation employs individuals on a full-time employment basis, 61% stated they did, and of this group 64% reported an increase in the number of employees over the past year.

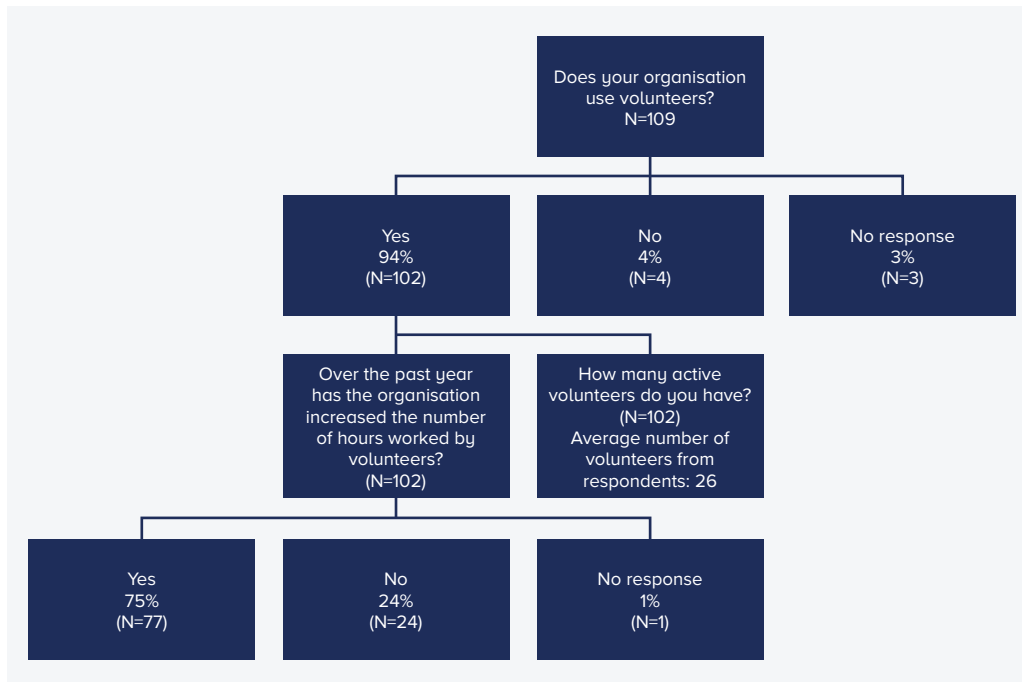
Q2f-h. Organisation's use of formal employment



Innovation and market development

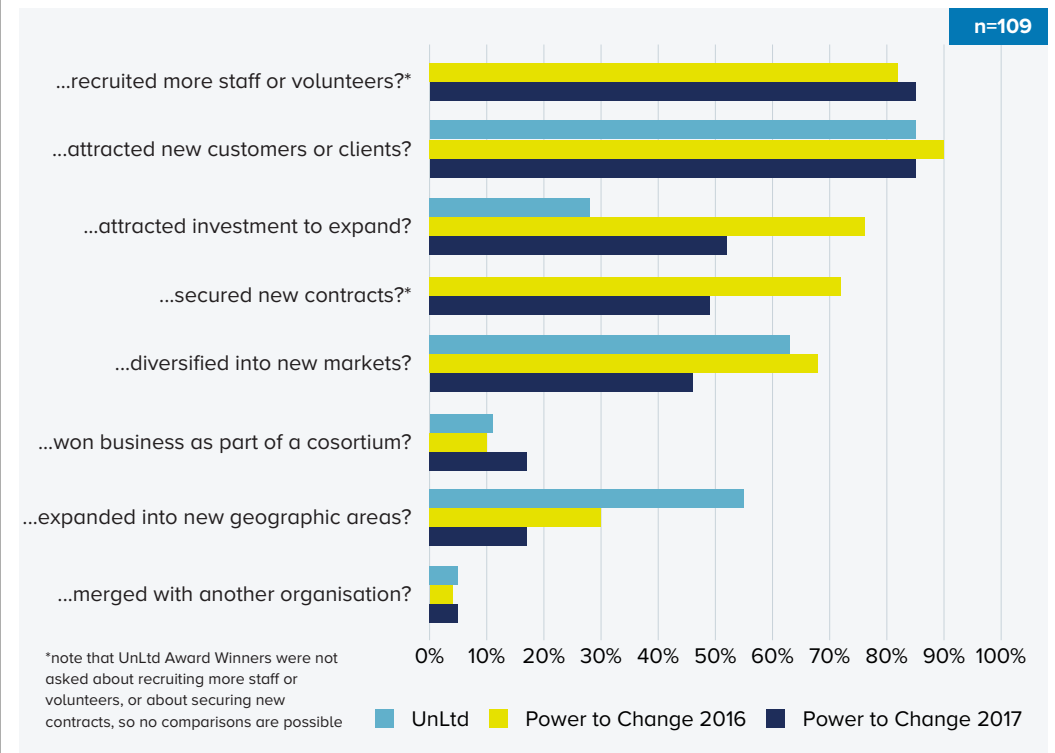
A significant majority of community businesses used volunteers (94%), of these 75% reported an increase in the number of hours worked by volunteers.

Q2i-k. Organisation's use of volunteers



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.

Q7a-h. In the last 12 months have you...



Obstacles to success

Previous research into the support needs of community businesses⁴ has identified:

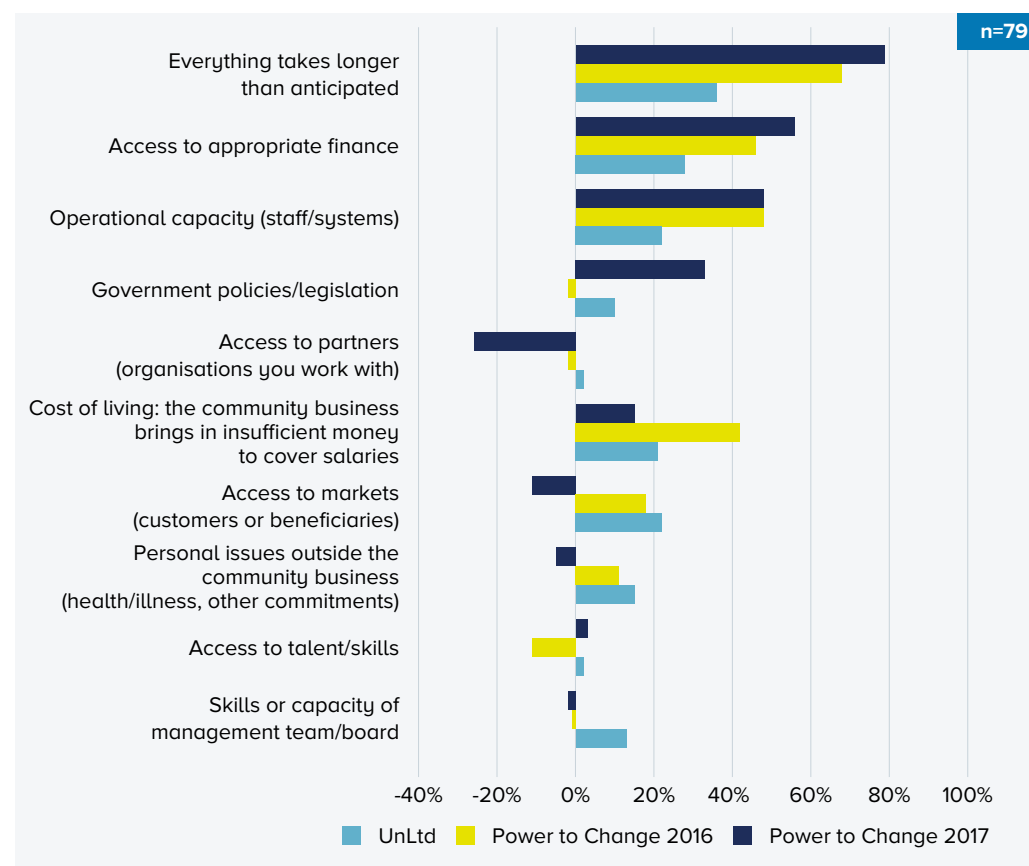
- vital gaps in the availability of small grants;
- a wide range of operational support – from self-help websites to specialised support organisations – but a dearth of one-to-one or bespoke support; and
- business planning and revenue generation as key areas of need.

By contrast, respondents to this survey didn't report a shortage of talent or of the skills needed to run their business successfully. The three largest obstacles facing community businesses (and UnLtd Award Winners) were:

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

⁴ Percy, C., Swersky, A., Hull, D., and Medley-Hallam, J. (2016). *The community business market in 2015*. Available: http://www.powertochange.org.uk/wp-content/uploads/2016/03/PTC-State-of-the-market-2015-research-report-tagged_AW-REV1.pdf.

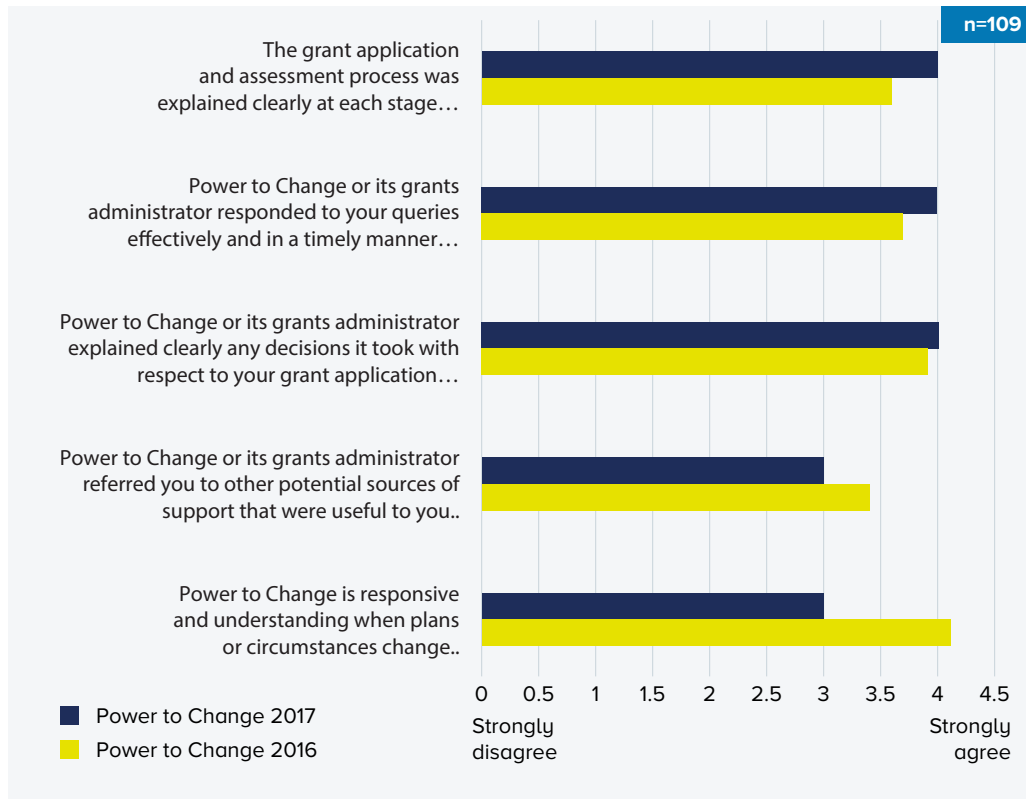
Q8a-k. How far do you agree or disagree that these factors have proved to be an obstacle to your community business



Power to Change grant administration process

Power to Change aspires to be an exemplary grant maker. Respondents were positive about Power to Change explaining its decisions about grant applications and being responsive and understanding when plans or circumstances change.

Q9a-e. The grant administration process (mean scores)



Brasshouse Community Centre

Support needs

Survey respondents reported that often very technical and specific advice from an expert is required. In addition, general business support is also valued, such as building a business model, product development and marketing, and general management support. Opportunities to learn from others who are running similar businesses are sought after, such as visiting the businesses or having access to detailed case studies. This year the survey asked an additional 3 areas of support:

- Advocacy/Awareness raising;
- Political lobbying;
- Collective purchasing.

Which of the following types of support would you find most helpful?



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, alongside understanding how community businesses serve their communities.

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

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

Please answer all questions.

1. About you

Power to Change would like to collect information surrounding 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.

-
- | | | |
|------------|--|--|
| Q1a | What is your name and position within the company? | |
| Q1b | What is the best email address for any follow-up questions? | |
| Q1c | What is your age? | |
| Q1d | Do you have a disability, long-term illness or health condition? | |
| Q1e | What is your ethnicity? | <ul style="list-style-type: none">• White• Mixed or multiple ethnic groups• Black African, Caribbean or black British• Other ethnic group• Prefer not to say |
| Q1f | What is your gender? | <ul style="list-style-type: none">• Female• Male• Prefer not to say |
-

Annex A: Annual grantee survey questionnaire

2. About your community business

This section comprises of questions surrounding the composition of the community business. We are particularly interested in the structure of the business.

(Please make sure you answer all the questions. You will not be able to submit the completed questionnaire otherwise.)

Q2a	What is the trading name of your community business?	
Q2b	What effect has Power to Change had on the profile of your community business?	1=Negative effect 3=Neutral 5=Positive effect
Q2c	Are there any other relevant factors about the diversity of your business or the communities it serves?	
Q2d	How long has the community business been running for?	
Q2e	How many staff (full time equivalent/ FTE) and active volunteers do you have, and what is the total number of people engaged in the community business (e.g. through community shares, membership or customers)?	

Q2f	Employees (FTE is the equivalent of 35 hours or more worked per week)	
Q2g	Active volunteers (number of individuals)	
Q2h	How many investors do you have?	
Q2i	How many members?	
Q2j	How many customers?	
Q2k	Over the past year has your community business increased the number of FTE employees?	Yes No
Q2l	Over the past year has the business increased the number of hours worked by volunteers?	Yes No
Q2o	In the past year have the business's assets:	Increased Decreased No change
Q2n	Over the past year has the community business's trading income:	Increased Decreased No change

Annex A: Annual grantee survey questionnaire

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.

Q3a	To what extent do you feel your business has a positive impact in each of the following areas?	No impact/ Positive impact/ Significantly positive impact
	<ul style="list-style-type: none"> • Reduced social isolation • Improved health and wellbeing • Economic regeneration • Better access to services • Greater community cohesion • Greater community pride and empowerment • Other (please detail below) 	
Q3b	Do you measure the social impact you are having on your local community?	Yes No
Q3c	If Yes	Is your measurement of social impact part of your overall business data gathering, or do you look at it separately?

Q3d	If Yes	Why does your business measure social impact?	Text box entry
Q3e	If Yes	In the past 12 months have you found an increase in reported social impact against your measures?	Text box entry
Q3f	If Yes	Can you provide an example of how you have used evidence about your social impact to change the way you do things?	Text box entry
Q3g	If Yes	How could Power to Change help you to develop your impact measurement in the future?	Text box entry
Q3h	If No	Why does your business not measure social impact?	
Q3i	If No	Would you like to you develop your impact measurement?	Yes No
Q3j		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?	Likert 1 (not at all confident): 10 (very confident)

Annex A: Annual grantee survey questionnaire

4. Innovation and market development

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

Q4a.	If No onto next section	Within the last year, have you introduced any (a) products or services, or (b) processes that are new to your community business and/or new to your market?	Yes No
Q4b.	If Yes	Have you introduced new or significantly improved products or services?	Yes No
Q4c.	If Yes	What products or services have you introduced?	
Q4d.	If Yes	Are these completely new to the market? (i.e. not introduced by anyone before you)	Yes No
Q4e.	If Yes	Have you introduced new or significantly improved processes?	Yes No
Q4f.	If Yes	What processes have you introduced?	
Q4g.	If Yes	Are these completely new to the market? (i.e. not introduced by anyone before you)	Yes No

5. Growth

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

In the last 12 months have you...

Q5a.	...secured new contracts?
Q5b.	...diversified into new markets?
Q5c.	...expanded into new geographic areas?
Q5d.	...attracted new customers or clients?
Q5e.	...recruited more staff or volunteers?
Q5f.	...attracted investment to expand?
Q5g.	...merged with another organisation?
Q5h.	...won business as part of a consortium?

Annex A: Annual grantee survey questionnaire

6. Obstacles to success

Power to Change wants to work with national and local government, and with other stakeholders, to remove the barriers that get in the way of successful community business.

How far do you agree or disagree that these factors have proved to be an obstacle to your community business...

Q6a.	Skills or capacity of management team/board	Likert scale 1: Strongly disagree 5 Strongly agree
Q6b.	Operational capacity (staff/systems)	Likert scale 1: Strongly disagree 5 Strongly agree
Q6c.	Access to markets (customers or beneficiaries)	Likert scale 1: Strongly disagree 5 Strongly agree
Q6d.	Access to talent/skills	Likert scale 1: Strongly disagree 5 Strongly agree
Q6e.	Access to partners (business you work with)	Likert scale 1: Strongly disagree 5 Strongly agree
Q6f.	Access to appropriate finance	Likert scale 1: Strongly disagree 5 Strongly agree
Q6g.	Government policies/legislation	Likert scale 1: Strongly disagree 5 Strongly agree
Q6h.	Everything takes longer than anticipated	Likert scale 1: Strongly disagree 5 Strongly agree

Q6i.	Personal issues outside the community business (health/illness, other commitments)	Likert scale 1: Strongly disagree 5 Strongly agree
Q6j.	Cost of living: the community business brings in insufficient money to cover salaries	Likert scale 1: Strongly disagree 5 Strongly agree
Q6k.	Other (please specify)	

Annex A: Annual grantee survey questionnaire

7. How we administer our grants

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

Q7a.	The grant application and assessment process was explained clearly at each stage...	1=Strongly disagree 3=Neutral 5=Strongly agree
Q7b.	Power to Change or its grants administrator responded to your queries effectively and in a timely manner...	1=Strongly disagree 3=Neutral 5=Strongly agree
Q7c.	Power to Change or its grants administrator referred you to other potential sources of support that were useful to you...	1=Strongly disagree 3=Neutral 5=Strongly agree
Q7d.	Power to Change is responsive and understanding when plans or circumstances change...	1=Strongly disagree 3=Neutral 5=Strongly agree

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?

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

Annex B: Comparison of 2017 and 2016 responses

Section	Question	2017	2016	Change
About you	What effect has Power to Change had on the profile of your community business? (Scale: 1 Negative effect – 5 Positive effect)	Net positive 75% Mean: 4.3 Median: 4	Net positive 86.7% Mean: 4.3 Median: 4	Decrease No change No change
Making a difference	Do you measure the social impact you are having on your local community?	Yes: 64% No: 46%	Yes: 100% No: 0%	Decrease Increase
	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: 1 (not confident at all): 10 (very confident).	Mean: 7.1 Median: 7	Mean: 7.9 Median: 8	Decrease Decrease

Annex B: comparison of 2017 and 2016 responses

Section	Question	2017	2016	Change
Obstacles to Success	Skills or capacity of management team/board (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 3 Median: 3	Mean: 2.9 Median: 3	Increase No change
	Operational capacity (staff/systems) (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 3.5 Median: 4	Mean: 3.5 Median: 4	No change No change
	Access to markets (customers or beneficiaries) (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 2.9 Median: 3	Mean: 2.9 Median: 3	No change No change
	Access to talent/skills (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 3 Median: 3	Mean: 3 Median: 3	No change No change
	Access to partners (organisations you work with) (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 2.7 Median: 3	Mean: 3 Median: 3	Decrease No change
	Access to appropriate finance (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 3.6 Median: 4	Mean: 3.7 Median: 4	Decrease No change
	Government policies/legislation (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 3.4 Median: 3	Mean: 3.5 Median: 3	Decrease No change
	Everything takes longer than anticipated (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 4.2 Median: 4	Mean: 4.1 Median: 4	Increase No change
	Personal issues outside the community business (health/illness, other commitments) (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 3 Median: 3	Mean: 2.9 Median: 3	Increase No change
	Cost of living: the community business brings in insufficient money to cover salaries (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 3.1 Median: 3	Mean: 3 Median: 3	Increase No change

Annex B: comparison of 2017 and 2016 responses

Section	Question	2017	2016	Change
How PtC administers its grants	The grant application and assessment process was explained clearly at each stage... (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 4 Median: 4	Mean: 3.6 Median: 4	Increase No change
	Power to Change or its grants administrator responded to your queries effectively and in a timely manner... (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 4 Median: 4	Mean: 3.7 Median: 4	Increase No change
	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)	Mean: 3.3 Median: 3	Mean: 3.4 Median: 3	Decrease No change
	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)	Mean: 4 Median: 4	Mean: 3.9 Median: 4	Increase No change
	Power to Change is responsive and understanding when plans or circumstances change... (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 3.9 Median: 4	Mean: 4.1 Median: 4	Decrease No change

Annex B: comparison of 2017 and 2016 responses

Section	Question	2017	2016	Change
Support needs	Expert advice (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 4.3 Median: 4	Mean: 4.1 Median: 4	Increase No change
	Mentoring/personal support (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 3.9 Median: 4	Mean: 3.9 Median: 4	No change No change
	Networking (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 3.8 Median: 4	Mean: 3.7 Median: 4	Decrease No change
	Online resources (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 3.8 Median: 4	Mean: 3.7 Median: 4	Increase No change
	Peer-to-peer support (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 3.8 Median: 4	Mean: 3.8 Median: 4	No change No change
	Training (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 4 Median: 4	Mean: 4 Median: 4	No change No change
	Advocacy/awareness raising (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 4.2 Median: 4	Not asked	N/A
	Political lobbying (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 3.7 Median: 4	Not asked	N/A
	Collective purchasing (Scale: 1 strongly disagree – 5 strongly agree)	Mean: 3.5 Median: 3	Not asked	N/A

Annex B: comparison of 2017 and 2016 responses

Section	Question	2017 Percentage of respondents answering 'Yes'	2016 Percentage of respondents answering 'Yes'	Change
Innovation and market development	Within the last year, have you introduced any products or services.	88%	91.4%	Decrease
	Are these completely new to the market? (i.e. not introduced by anyone before you)	41%	43.8%	Decrease
	Within the last year, have you introduced any processes that are new to your community business and/or new to your market?	56%	85.7%	Decrease
	Are these completely new to the market? (i.e. not introduced by anyone before you)	22%	31%	Decrease
Growth	...diversified into new markets?	46%	68%	Decrease
	...expanded into new geographic areas?	18%	30%	Decrease
	...attracted new customers or clients?	85%	90%	Decrease
	...attracted investment to expand?	52%	76%	Decrease
	...merged with another organisation?	4%	4%	No change
	...won business as part of a consortium?	18%	10%	Increase
	...recruited more staff or volunteers?	85%	82%	Increase
	...secured new contracts?	48%	72%	Decrease



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