

# Appendices

These are the accompanying appendices for Social Investment Business’ research into investment readiness support. The main report can be accessed here:

[www.sibgroup.org.uk/resources/strength-in-numbers](http://www.sibgroup.org.uk/resources/strength-in-numbers)

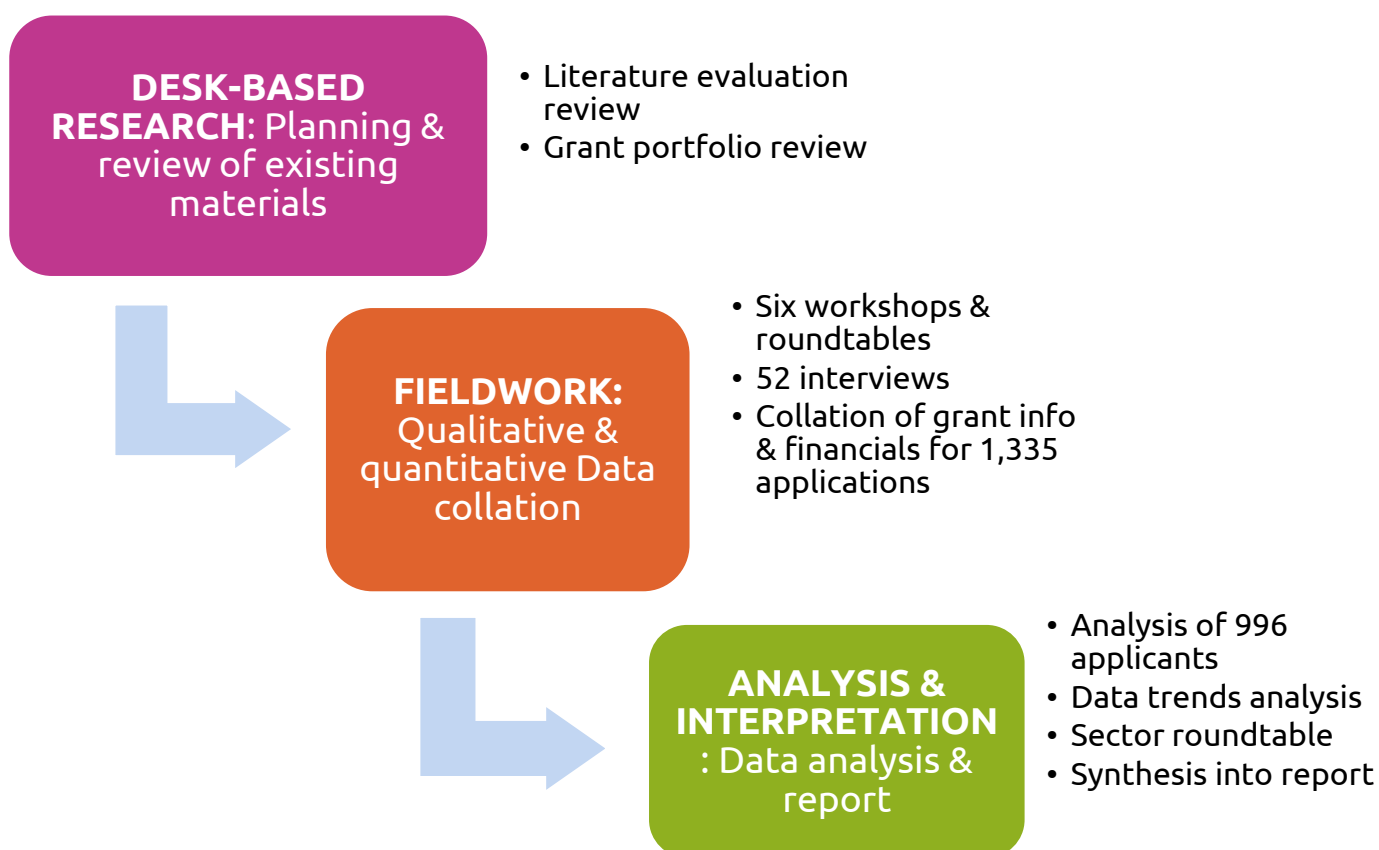
## Contents of Appendices

Appendix 1 Approach and methodology .....	2
Phase 1 – Desk-based research .....	3
Phase 2 – Fieldwork.....	4
<i>Qualitative</i> .....	4
<i>Quantitative</i> .....	6
Phase 3 – Analysis & Interpretation .....	9
<i>Qualitative</i> .....	9
<i>Quantitative</i> .....	10
Appendix 2: Data .....	11
Descriptive Statistics.....	12
<i>Overall Social Investment Business portfolio</i> .....	12
<i>Analysis of grants examined in this review</i> .....	13
<i>Turnover</i> .....	14
<i>Regional breakdown according to average turnover</i> .....	19
<i>Assets</i> .....	21
Impact Readiness grant recipient survey results .....	25
Appendix 3: Evaluation Review .....	28
<i>Blended capital funds</i> .....	28
<i>Grant programmes</i> .....	30
Appendix 4: List of roundtable and workshop attendees .....	34

## Appendix 1 Approach and methodology

This research project used a combination of qualitative and quantitative methods through a triangulation approach. There were three main stages to our research, as outlined in the research methodology diagram.

### Research Methodology



Our triangulation method combined qualitative and quantitative data together with insights from different stakeholder groups to ensure that all information provided was cross verified.

This approach was designed to make sure robust, comprehensive and well-developed insights and recommendations were produced.

### Phase 1 – Desk-based research

The first phase involved a thorough review of all the external evaluations of our grant and blended capital programmes. We used this to map our internal data set. The literature review then supplemented it.

The internal data was segmented according to the following characteristics:

- Unsuccessful grant applicants to 'readiness' programmes (ICRF, IR, BPB/BPA, Reach & Impact Management)
- Successful grant applications to 'readiness' programmes (as above)
- Grantees from blended capital funds (that received grants only)

The quantitative data collation and portfolio segmentation helped to drive the selection of interviewees and workshop attendees so that we had a mix of successful and unsuccessful applicants.

We were particularly interested in how, and with what consistency, organisations progressed from 'readiness' programmes to securing repayable investment or contracts.

There was also a particular focus on organisations that had received grant funding from multiple programmes so we could analyse how the programmes had shaped their social investment journey and whether this has produced value for money.

## Phase 2 – Fieldwork

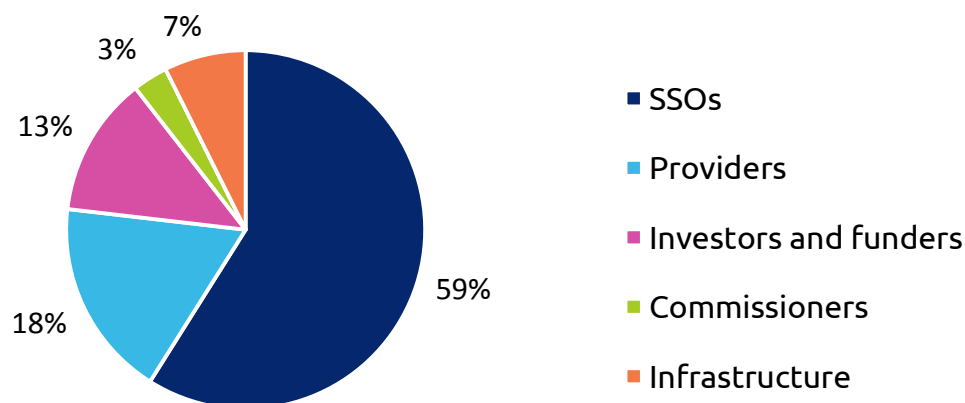
### *Qualitative*

Phase two focused primarily on qualitative research incorporating a mixture of workshops and 1:1 consultations. To gain access to the most relevant and valuable insights we met with a broad range of stakeholders including:

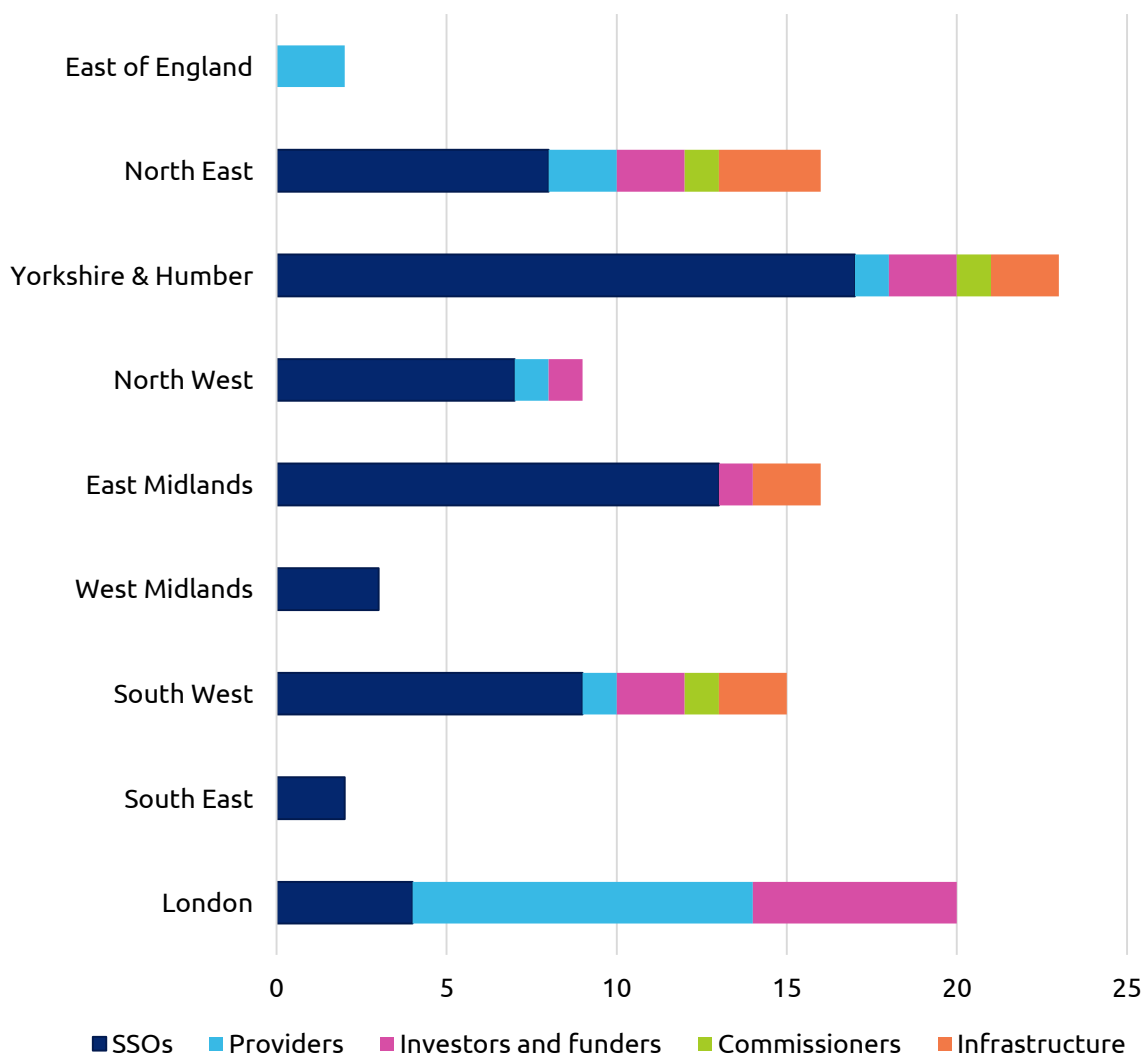
- Social sector organisations
- Providers (those that had worked on the programmes and those that hadn't)
- Social investors
- Programme funders
- Commissioners
- Infrastructure organisations

The tables below show the levels of engagement from different stakeholder groups and regional split.

### **Engagement by stakeholder group**



## Regional spread of engagement



We held four regional workshops in Bristol, Newcastle, Sheffield and Nottingham. A range of stakeholders attended these (please see appendix 4 for a full attendees list) including representative(s) from each aforementioned stakeholder group.

We also held two workshops in London; one with providers and the other with social investors where we asked for check and challenge on early insights from the desk based research. Four key themes were covered in the workshop discussions: market, third-party support, access to finance and infrastructure.

1:1 interviews were undertaken by colleagues from across Social Investment Business via telephone and in person. All interviewers attended a pre-interview briefing session where the script was reviewed and any potential risks/issues were discussed.

Following the interviews, a further de-brief session was held with interviewers to synthesise the key findings with particular focus on areas of improvement and best practice. De-brief reports relating to specific stakeholder groups were then produced which have informed this report.

There was a different interview script for each stakeholder group: SSOs, providers and funders/investors. Each interviewee in each stakeholder group was asked the same set of questions to ensure consistency.

Although all scripts covered similar discussion points, the questions were framed differently to suit the position of the group. This ensured that similar themes emerged across groups and could be used to effectively triangulate quantitative data.

### *Quantitative*

The diagram below sets out the types and sources of the data that was analysed throughout this project.

### **Quantitative Data Sources**

<b>Data type</b>	<b>Description</b>	<b>Data source</b>
Application data	Online diagnostics Grant applications Business readiness reports	ICRF Big Potential IR 1 & 2 CIRF
SSO data	Application data External business data	SIB data as above Companies House data Charity Commission data
Provider data	Grant data	ICRF Big Potential IR 1 & 2 CIRF CASG (Reach + Impact Management)

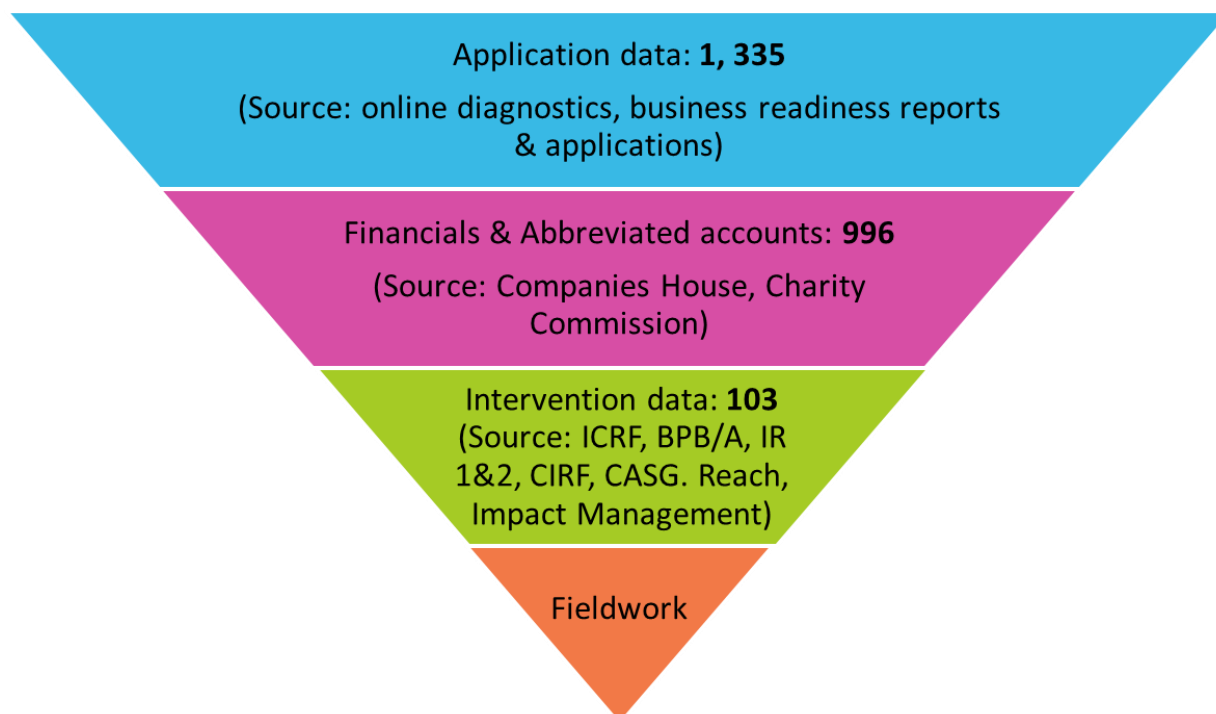
A unique aspect of data analysis within this project which we had not previously used was the analysis of external financial data alongside internal application data.

The different types of data were collated into one live dataset alongside Companies House and Charities Commission data. Together, this comprised turnover and abbreviated accounts for 996 organisations in total.

By combining external and internal data, we were able to establish grant and loan volumes, and develop ratios for growth of turnover and assets according to sector and region and map these over a period of five years (2012-2016) using both self-reported evaluation and externally verifiable data.

The following diagram shows the different data volumes.

### Data volumes



This extensive range of data was only possible due to the size of our grant portfolio, the number of relevant grant programmes we have managed, the number of participating organisations and our ability to “fuzzy match” against externally verified data (as outlined above).

### Data sampling

In addition to key parts of the analysis such as growth and ratios indicating the relationship between grant amount and turnover, a sample set of interventions was used to gain insight into the different types of interventions the grants supported. We particularly focused on the cost of individual interventions (e.g. business planning) and the time it took for the work to be completed.

The diagram below provides an outline of the different funds alongside organisational development stage of participating organisations that were sampled.

## Breakdown of grant types

Grant type:	Feasibility	Capacity building	Investment & Contract readiness
Grant size:	£5k - £10k	£10k - £70k	£50k - £150k
Example fund:	Community Assets and Services Grants Programme (CASG)	Community Assets & Services  Impact Readiness  Childcare Investment Readiness	Investment & Contract Readiness Fund  Big Potential Breakthrough  Big Potential Advanced

This categorisation was used to understand different combinations of support ranging from small feasibility grants up to larger investment and contract readiness grants. The interventions comprised both external consultancy support and internal staff backfill costs. Our objective was to capture insights from interventions across different levels of support packages and timeframes.

This complemented the original data set and allowed us come up with medians for both cost and timeframes across programmes. This intricate level of analysis was not done in previous evaluations and is particularly valuable as it is a cross-programme analysis. It was designed to provide insights into key areas such as:

- demand for interventions
- combinations of interventions
- value for money

It also allowed us to look further into commonalities across organisational development stages and identify gaps for future research to explore.



### Phase 3 – Analysis & Interpretation

#### *Qualitative*

The final phase involved amalgamating and synthesising the qualitative and quantitative data into a final report. Throughout we maintained a key focus on three thematic areas that emerged throughout the research and that form the body of this report.

In addition, the project team organised and moderated a roundtable meeting to present the key findings to a range of key sector stakeholders. This provided us with the opportunity to test the conclusions and recommendations that had emerged from the research.

The thematic areas provided the basis for all of the qualitative data to be coded and analysed. The data comprised interview transcripts, participant observation field notes and e-mail correspondence.

In order to code the data, the research team identified several distinct concepts and categories in the data which formed the basic units of the analysis. A form of axial coding was used whereby concepts and categories were used whilst re-reading the texts.

The purpose of using this form of coding was firstly to confirm that the categories accurately represented the interview responses and secondly to explore how the categories were related to each and draw out commonalities across the data.

Units of analysis as used in the coding of VCSE interviews are as follows:

<b>Unit of analysis</b>	<b>Type of data</b>
Principal activities & involvement in programmes	VCSE interview data and debrief
Benefits/advantages of participation in SIB blended finance programmes	
Disadvantages of participation in SIB blended finance programmes	
Readiness programme involvement	
Benefits/advantages of readiness programme participation	
Provider support – what worked well and why	
Provider support – areas for improvement	
Long term impacts of programmes	
Long term areas for improvement (programme level)	
Success factors – grant awards	
SSO grant contribution	

Units of analysis as used in the coding of other stakeholder interviews and roundtables are as follows:

<b>Units of analysis</b>	<b>Type of data</b>
Involvement in SIB readiness programmes	Interview data
Good quality third- party support	Interview and roundtable data
Sustainable provider business models	Interview and roundtable data
Readiness Interventions	Interview and roundtable data
Quality assurance	Interview and roundtable data

Programme management	Interview and roundtable data
The role of providers and investors in readiness support interventions	Interview and roundtable data
Project management	Interview, roundtable and regional workshop data
Peer to peer support	Interview, roundtable and regional workshop data

The above units were used to analyse the data gained from the stakeholder interviews, regional workshops, investor and provider roundtable and sector roundtable. They contributed to the development of the thematic structure of the report and the recommendations based on the key findings.

### *Quantitative*

The remainder of the data took the form of financial organisational data, grant volume statistics, sector and regional level data and leverage statistics. This was collated to identify observable variations in performance over time and any anomalies arising within the data analysis. We did this in a number of ways:

- Growth percentages over the five-year period
- Ratio analysis of average turnover to grant amount
- Comparative analysis of successful and unsuccessful grantees

We also used cross-tabulation methods of analysis to compare grant applicants and grant recipients in different turnover bands with the volumes of unsuccessful, successful and multiple grant awards.

During phase three some gaps in leverage data were identified, we decided to conduct a survey with Impact Readiness and Childcare Readiness grant applicants to ascertain their perceptions on the impacts of the programme and whether there had been any investment or contracts secured as a direct result of the grant.

The survey was sent to 98 grantees with 31 responses giving a 32% response rate. Survey participants were also asked for feedback on the outcomes of the work undertaken through the grant and the relationship with their provider.

The quantitative statistics allowed us to connect support needs to trends in programme participation and explore the overall quantifiable impacts of the programmes. Rather than previous evaluations, which had focused on one particular programme, the holistic approach to data analysis provided insights across programmes and conclusions on the impact of the business support provided across the entire range of the programmes.

## Appendix 2: Data

This appendix contains the raw, full data analysis produced as part of this research project using our extensive grant portfolio data set which was extracted from existing databases and 'fuzzy matched' with external financial data from Companies House and the Charities Commission.

The programmes included in this research project:

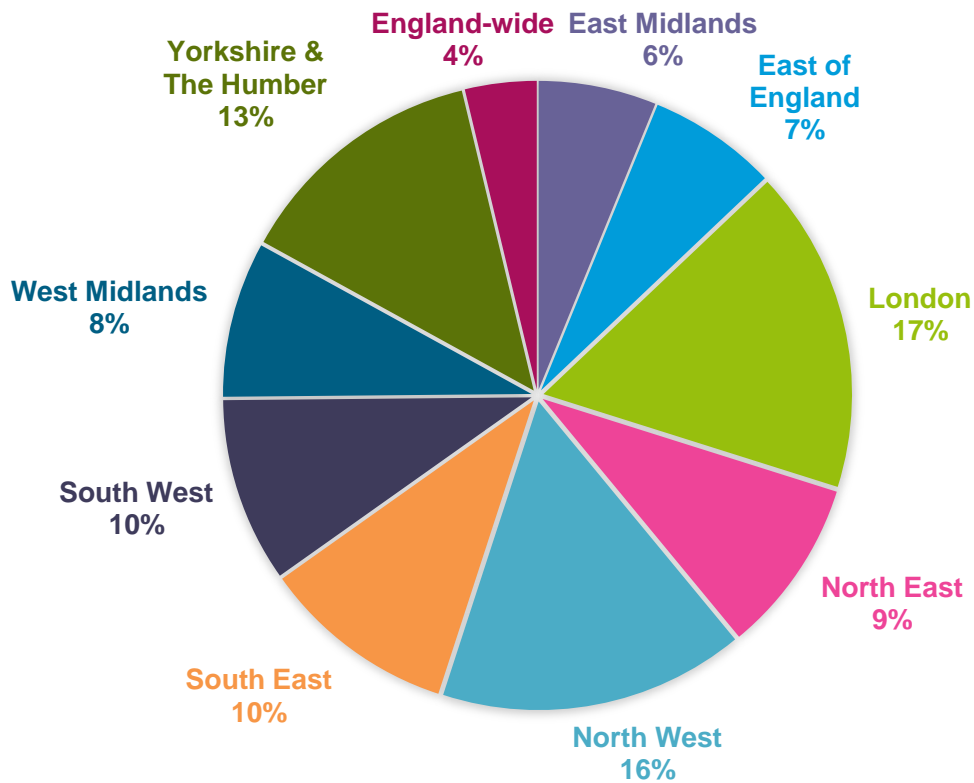
Fund	Size (£m)	Funder	Detail
Big Potential Breakthrough / Advanced	20	Big Lottery Fund (BLF)	<ul style="list-style-type: none"> <li>Investment readiness for VCSEs</li> </ul>
Childcare Investment Readiness Fund	0.5	Department for Education	<ul style="list-style-type: none"> <li>Investment readiness for childcare providers</li> </ul>
Community Assets and Grants Programme	21.5	Department for Communities and Local Government (DCLG)	<ul style="list-style-type: none"> <li>Pre-feasibility and feasibility support to take over local services, buildings or land</li> </ul>
Impact Management Programme	1.8	Access - The Foundation for Social Investment	<ul style="list-style-type: none"> <li>Impact management support for VCSEs in partnership with NPC and others</li> </ul>
Impact Readiness Fund	4	Cabinet Office	<ul style="list-style-type: none"> <li>Impact management grants</li> </ul>
Investment and Contract Readiness Fund	13.5	Cabinet Office	<ul style="list-style-type: none"> <li>Investment readiness for high growth potential social ventures</li> </ul>

Programme	Number of grants disbursed
Big Potential Advanced	133
Big Potential Breakthrough	317
Childcare Investment Readiness Fund	12
Community Assets & Services	695
Investment and Contract Readiness Fund	155
Impact Management Programme	11
Impact Readiness Fund	94

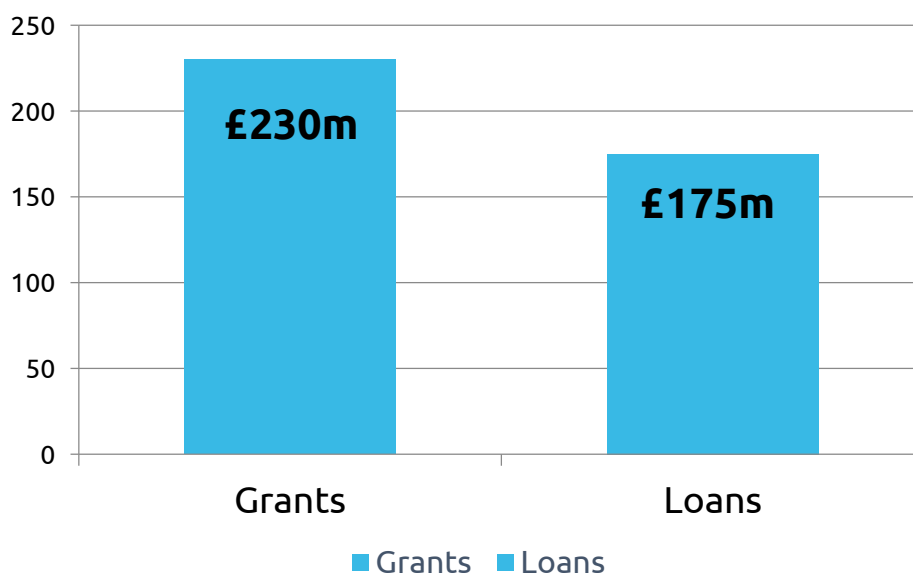
## Descriptive Statistics

Overall Social Investment Business portfolio

### Regional Breakdown of all SIB investments



### Total grants and loans disbursed across entire SIB portfolio

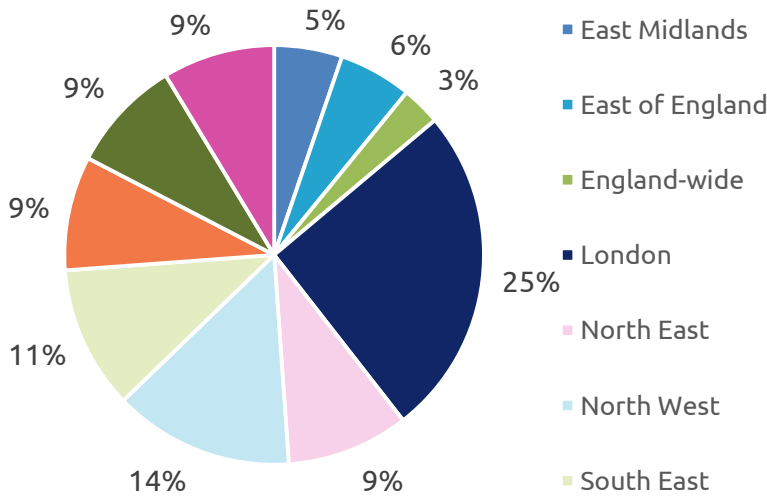


**2,737** organisations have taken on investment (grant/loan). This can be broken down further to:

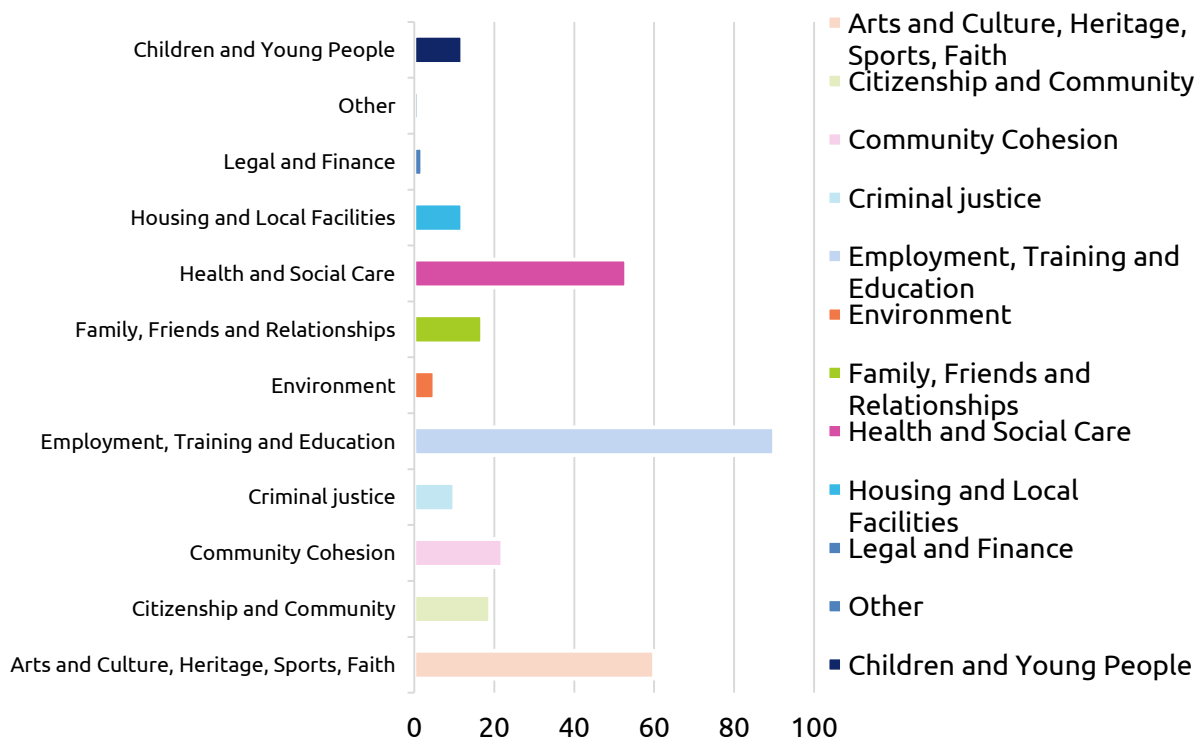
- **2,297** organisations have taken grants totalling **£230m**
- **440** organisations have taken loans totalling **£175m**
- Of these, 227 organisations have taken on multiple grants or loans.

*Analysis of grants examined in this review*

**Regional breakdown of successful grant applicants**

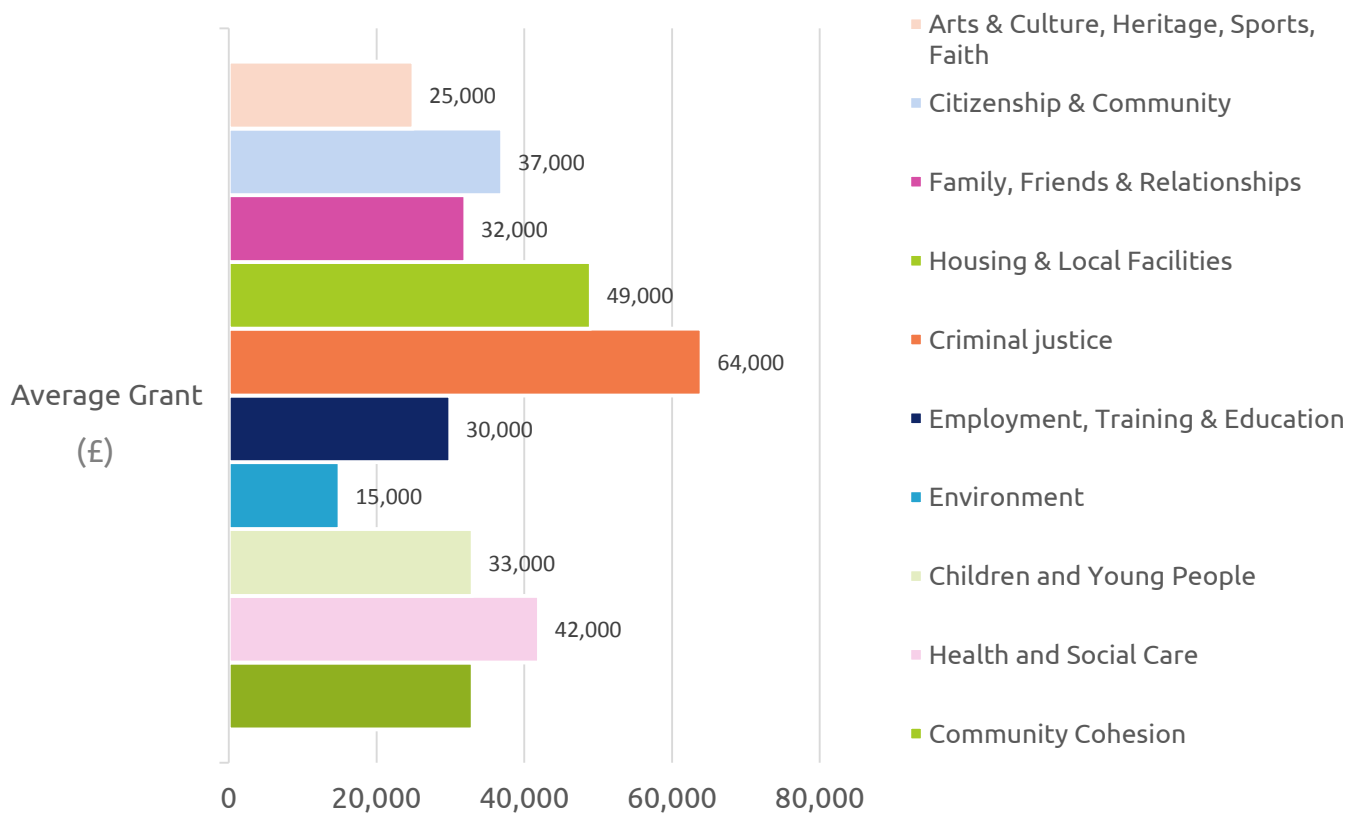


**Successful grant applicants by sector<sup>1</sup>**



<sup>1</sup> Sector data was not available for all grant recipients.

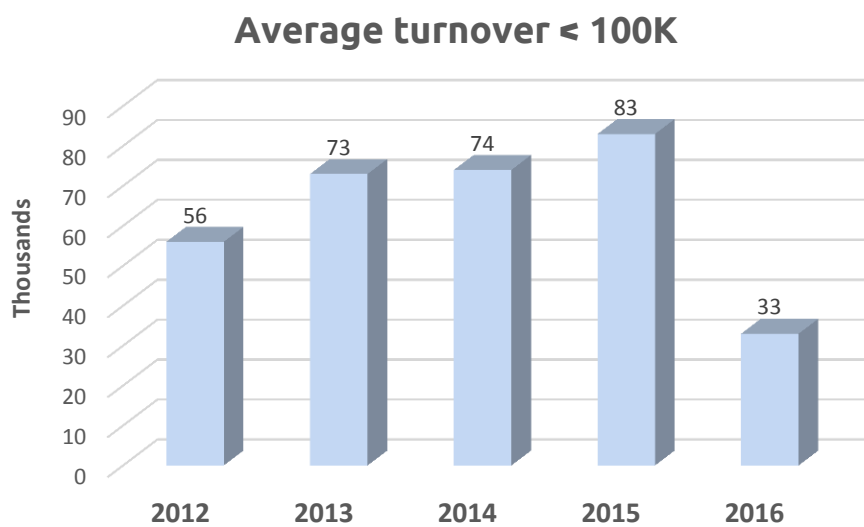
### Average grant size according to sector



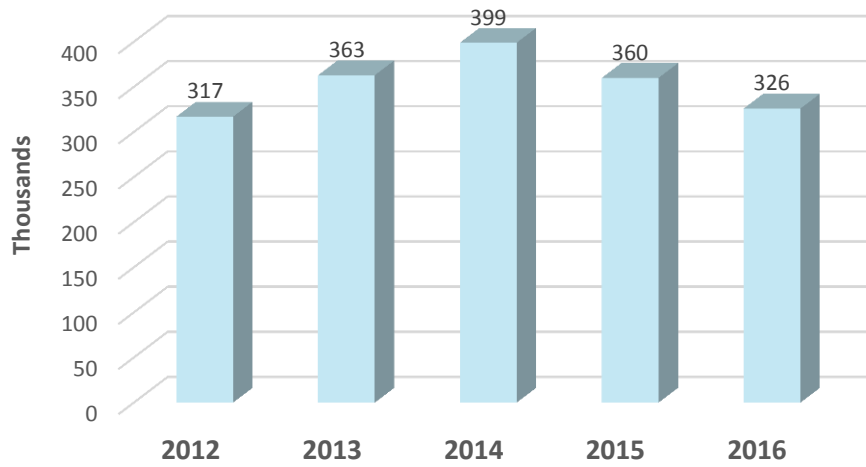
### Turnover

This data relates to applicants who also submitted full accounts to Companies House.

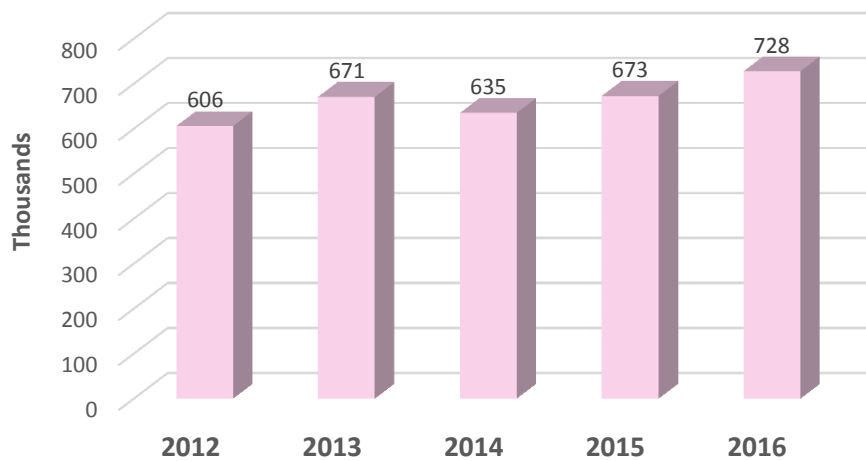
### Total average turnover over five-year period according to turnover band



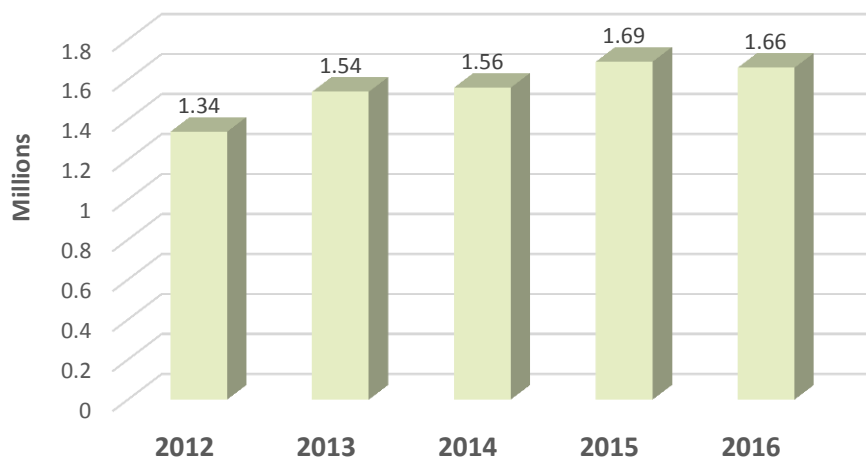
### Average turnover 100K - 500K



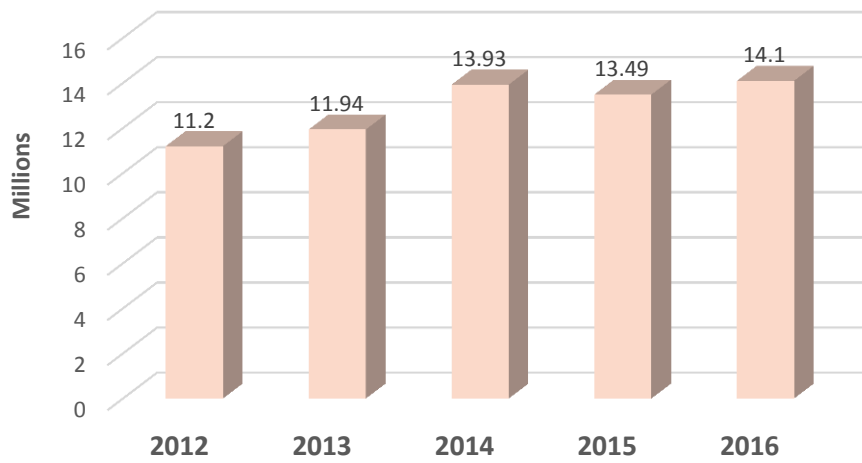
### Average turnover 500K - 1M



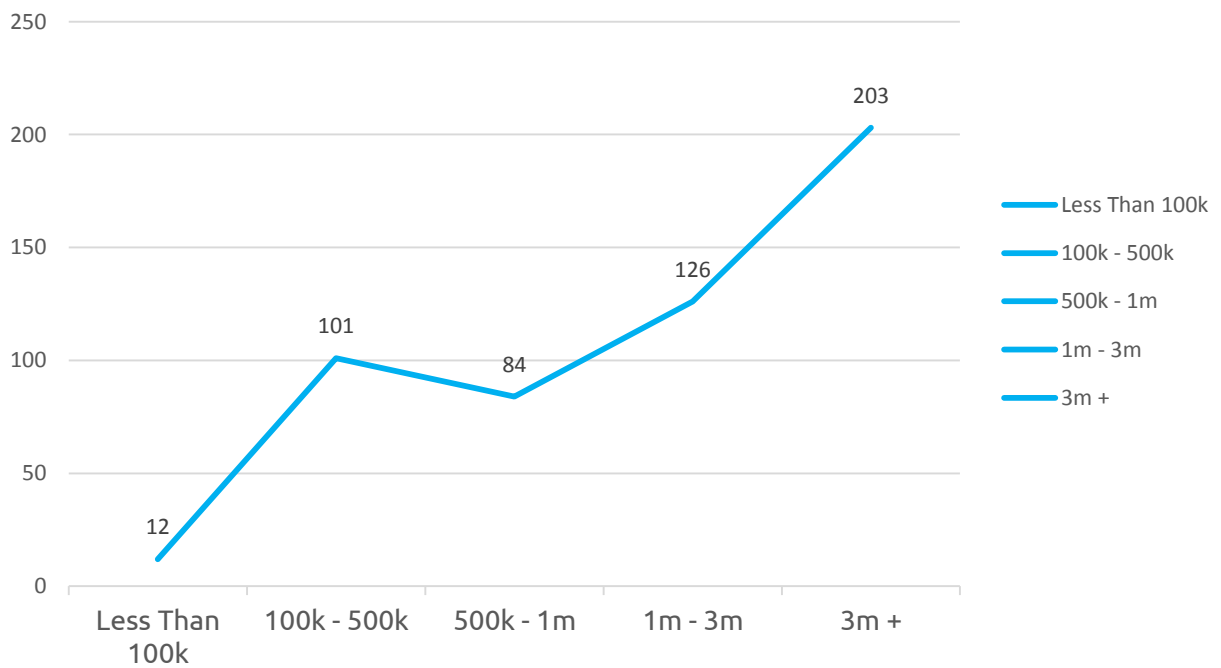
### Average turnover 1m - 3M



### Average turnover 3M <



### Volume of organisations in each turnover band:

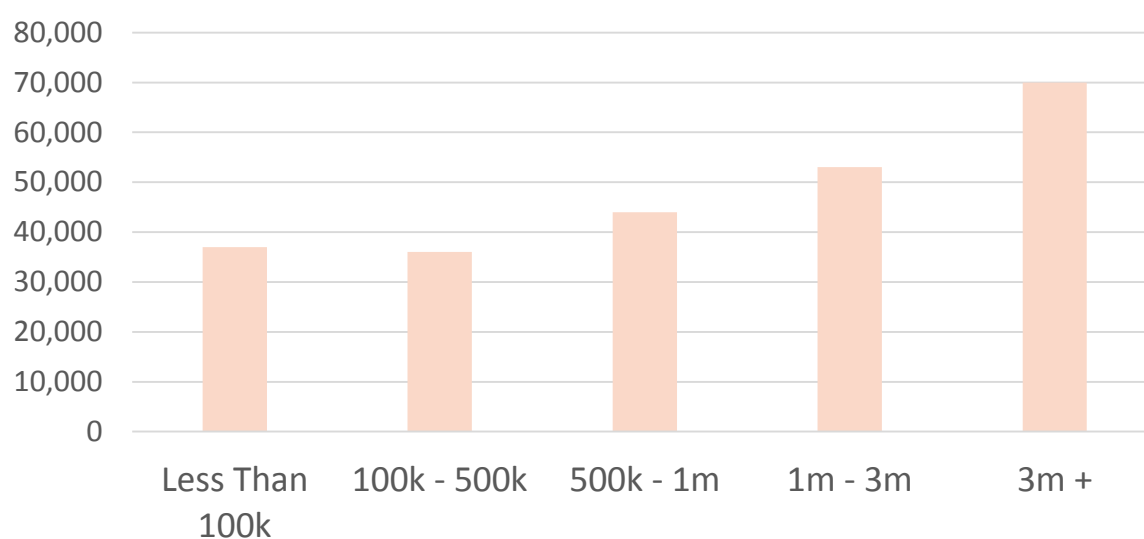




### Average turnover amount according to turnover band

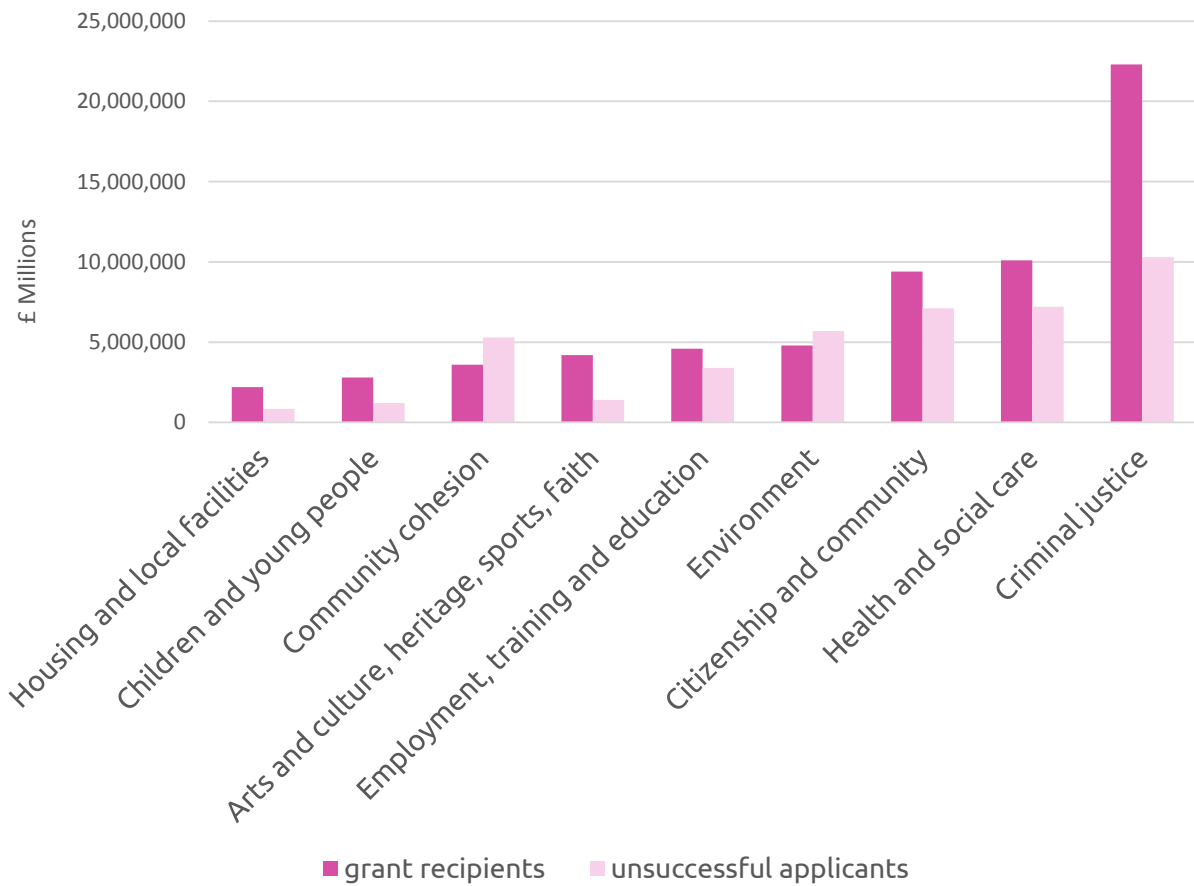
Turnover band (£)	Average turnover (£)
less than £100k	£49k
£100-500k	£330k
£500k - 1m	£720k
£1m-3m	£1.7m
£3m	£14m <sup>2</sup>

### Average grant amount based on turnover

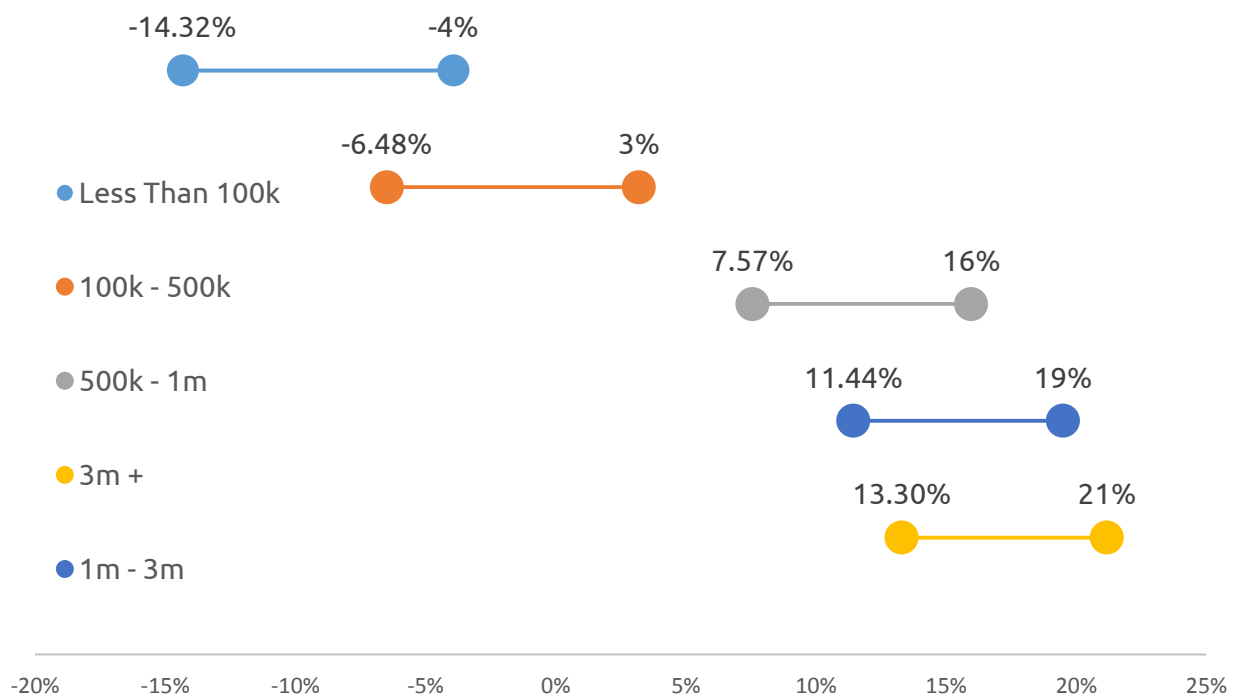


### Average turnover of successful and unsuccessful applicants in 2016

<sup>2</sup> This average is skewed by a number of very large organisations in this band.



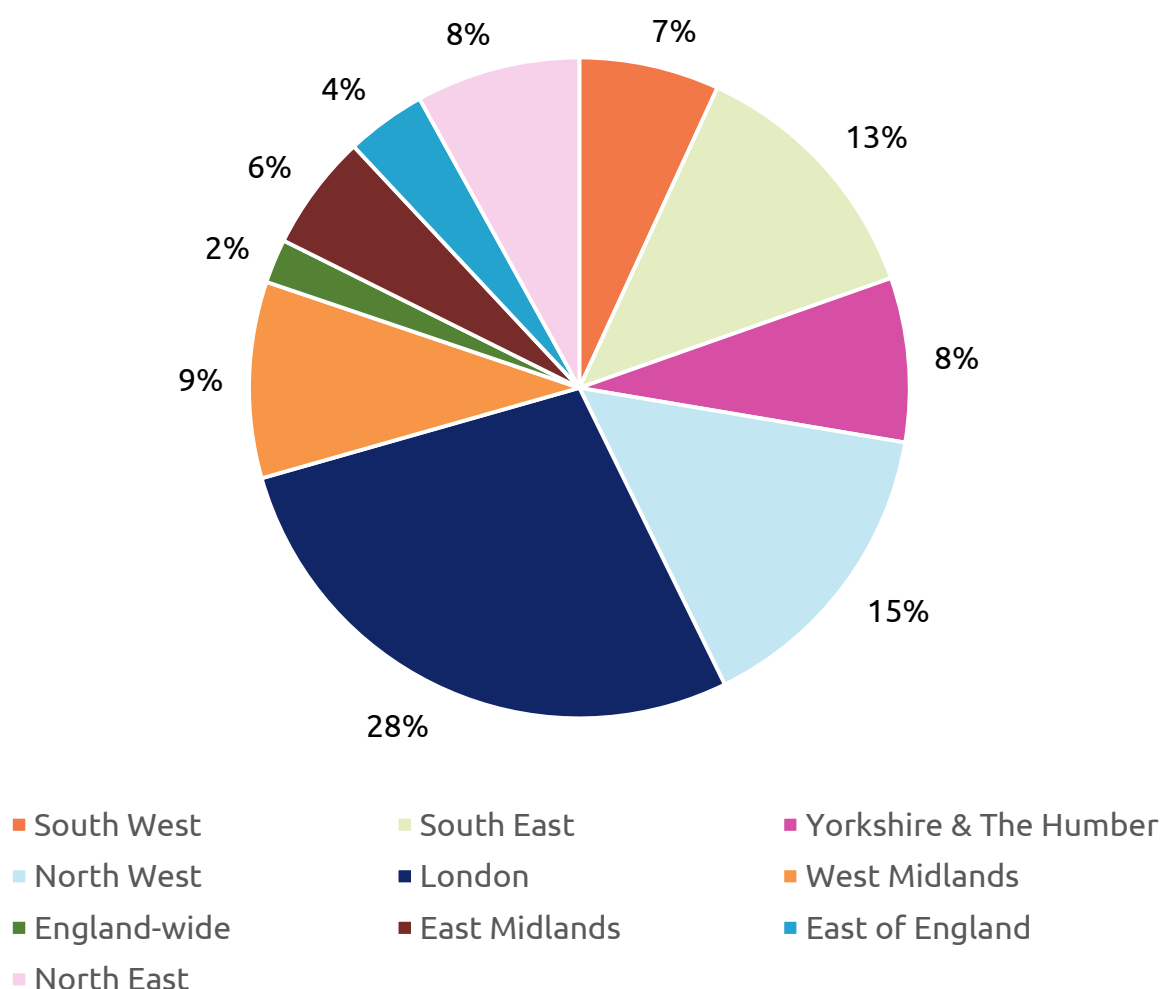
### Turnover growth pre and post inflation (2012 – 2016)



Turnover range	Average turnover growth	Average turnover growth post inflation
Less than 100k	-4%	-14.32%
100k - 500k	3%	-6.48%
500k - 1m	16%	7.57%
1m - 3m	19%	11.44%
3m +	21%	13.30%

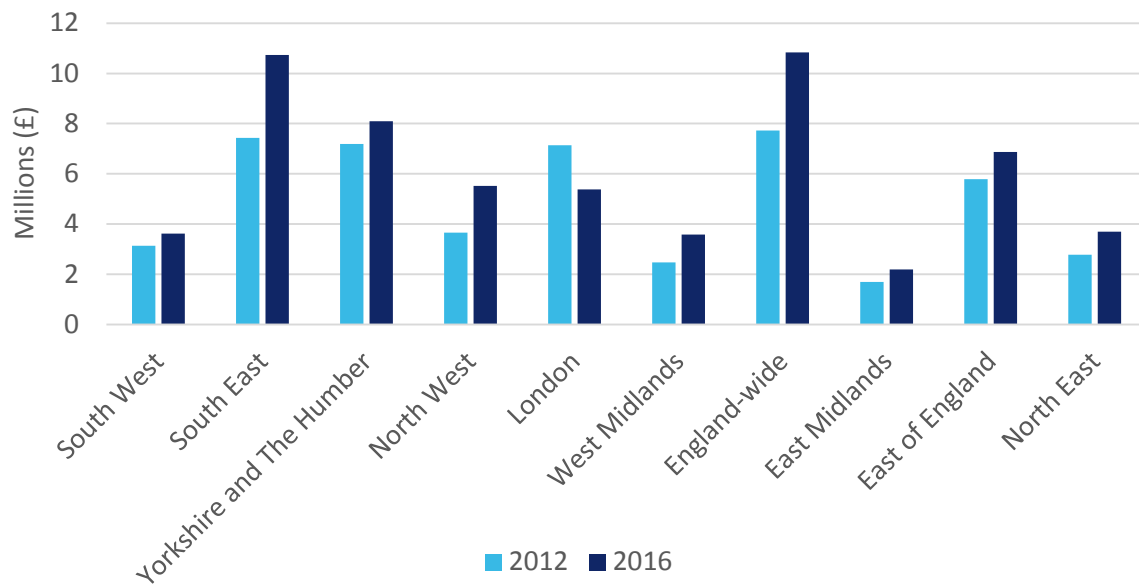
*Regional breakdown according to average turnover*

### Regional breakdown of organisations<sup>3</sup>

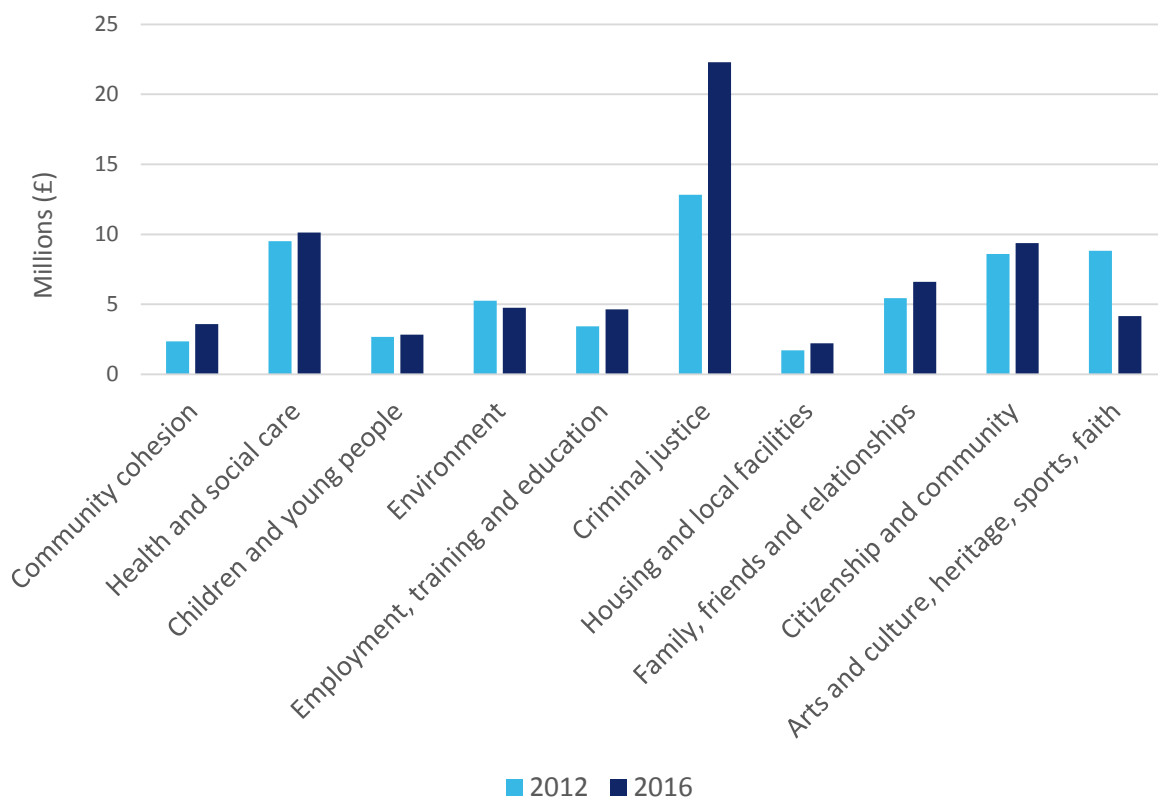


<sup>3</sup> Compiled from organisations with available accounts data. Not representative of entire grants portfolio, please see p. 11 for full portfolio breakdown.

### Regional average turnover 2012 and 2016



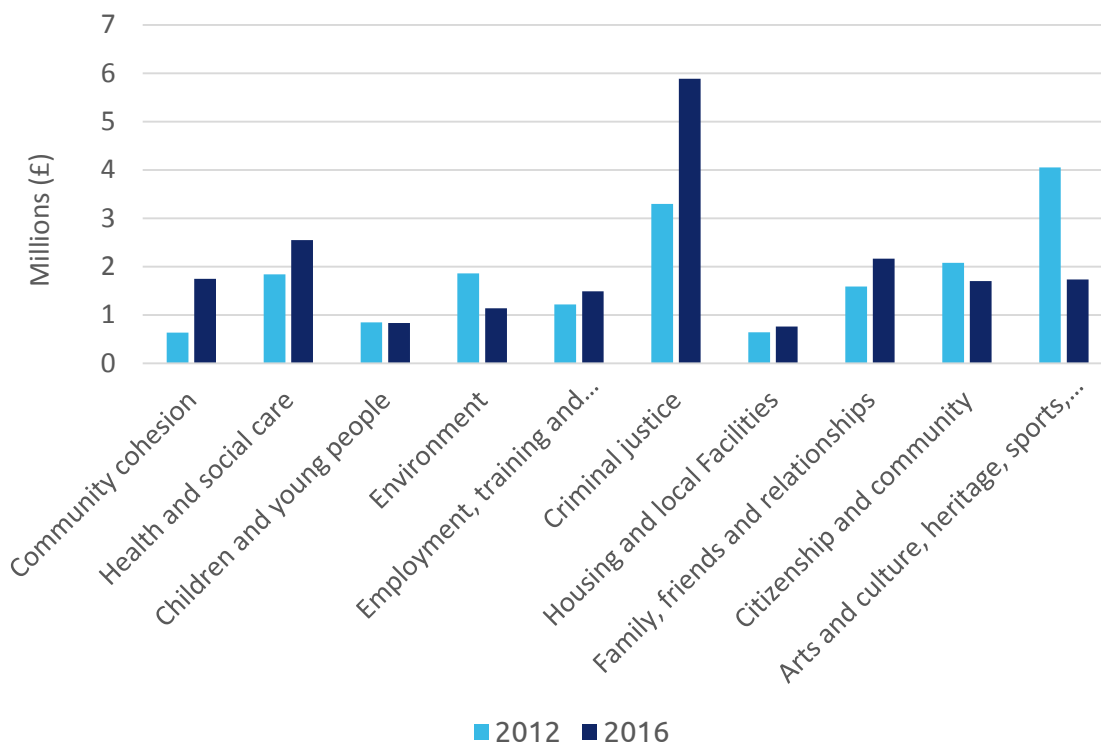
### Sector average turnover 2012 and 2016<sup>4</sup>



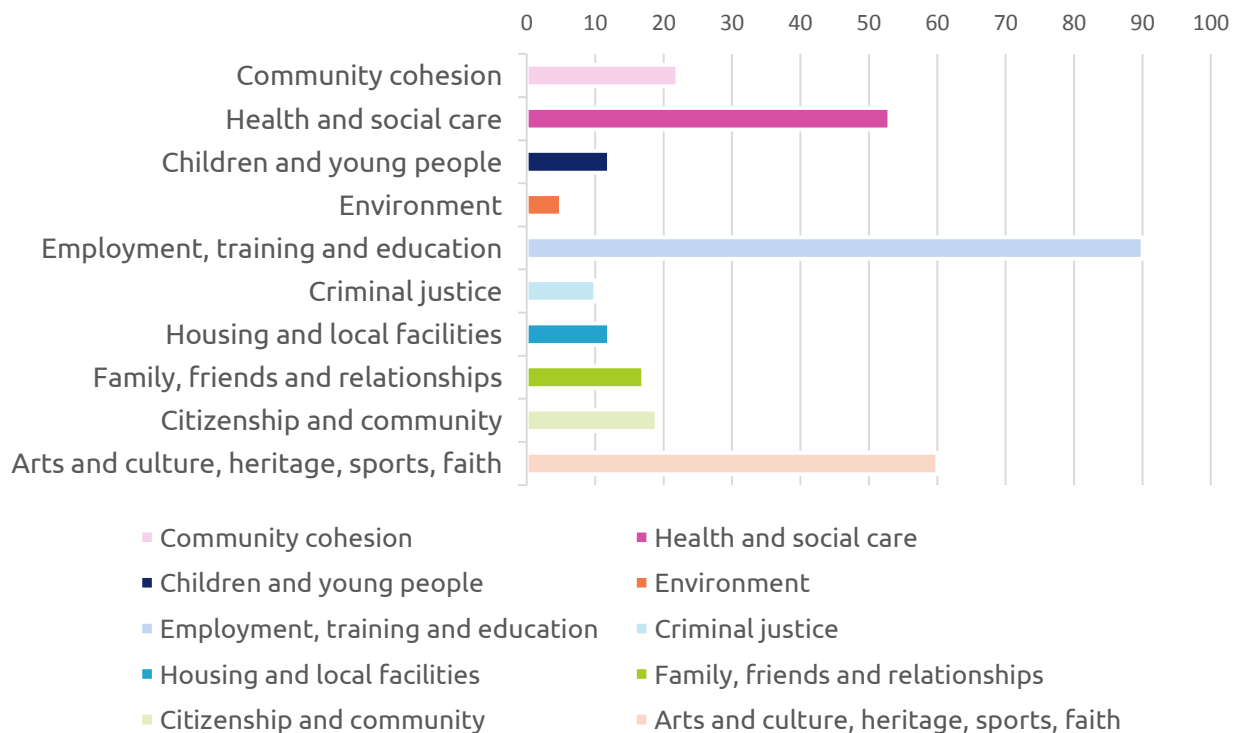
<sup>4</sup> This features applicants for which we have financial and sector data.

*Assets*

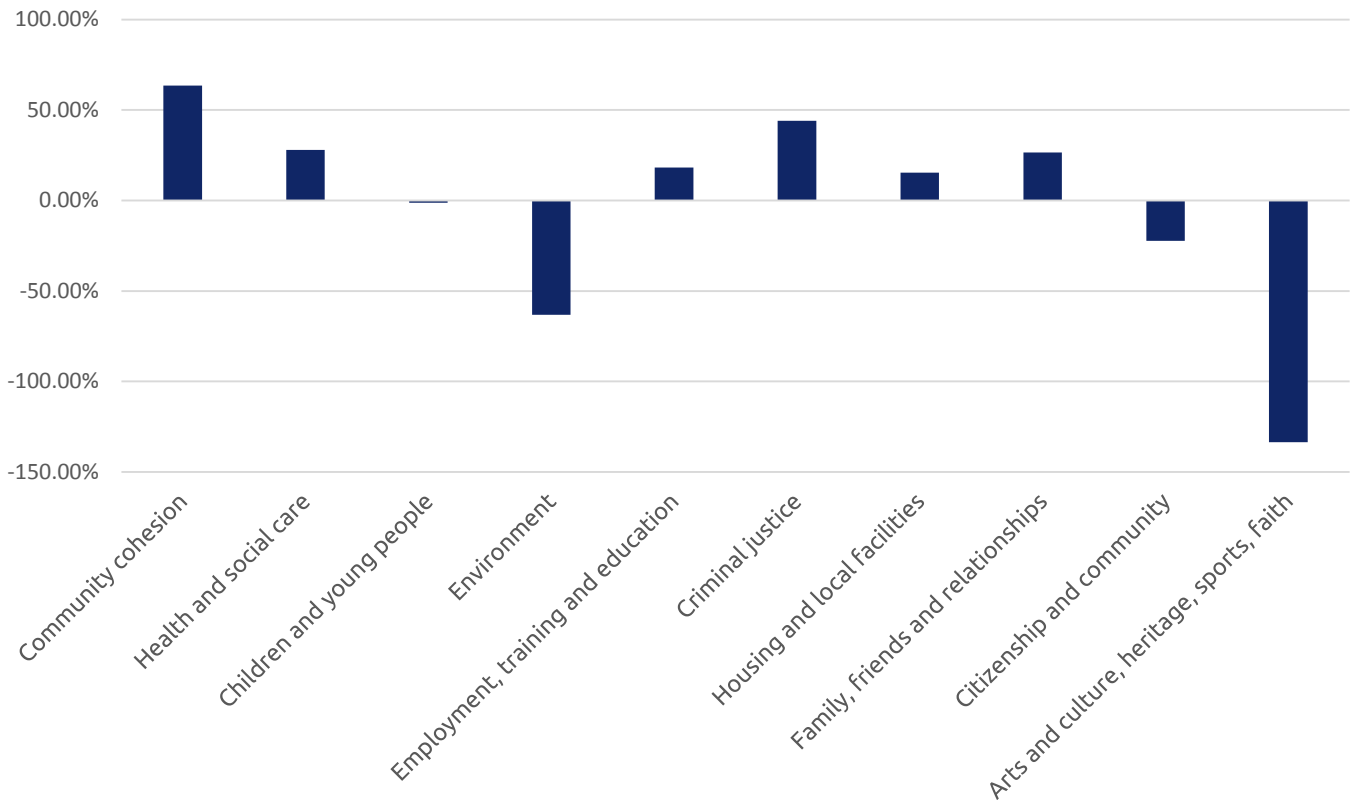
**Sector average net current assets 2012 - 2016**



**Applicants, by sector, included in net current assets analysis**

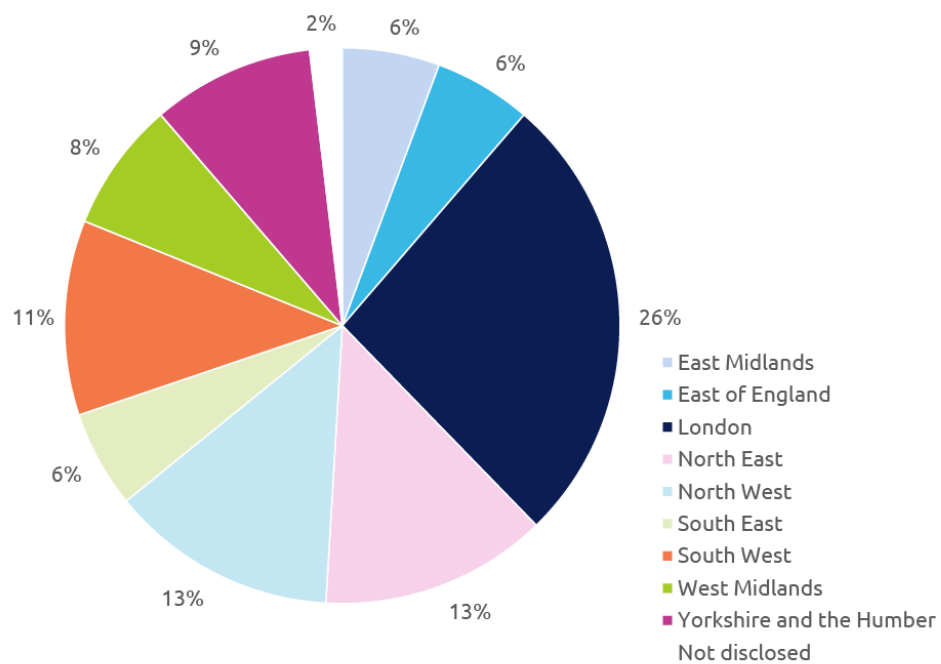


### Average net current assets growth according to sector 2012 - 2016<sup>5</sup>



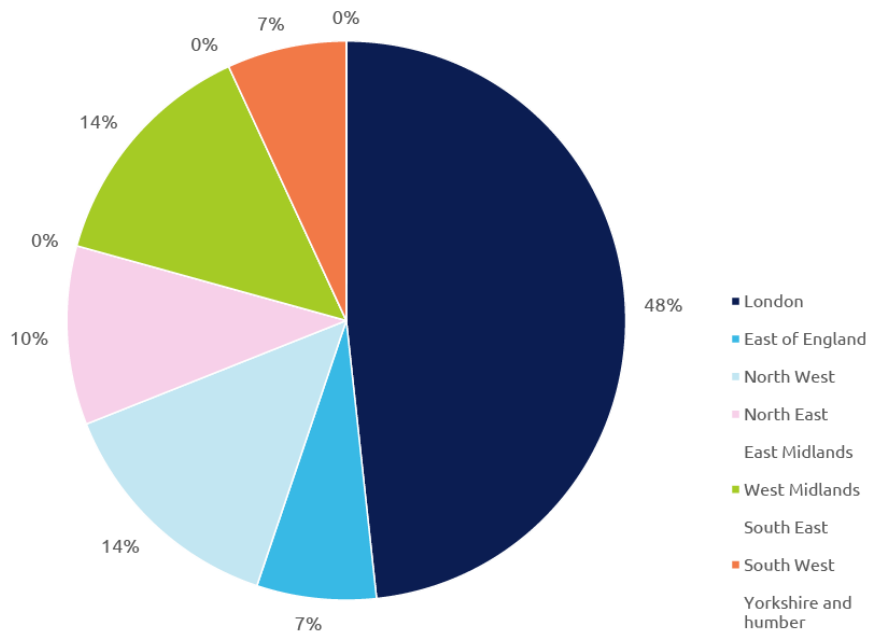
### Provider data

#### BPB providers regional breakdown

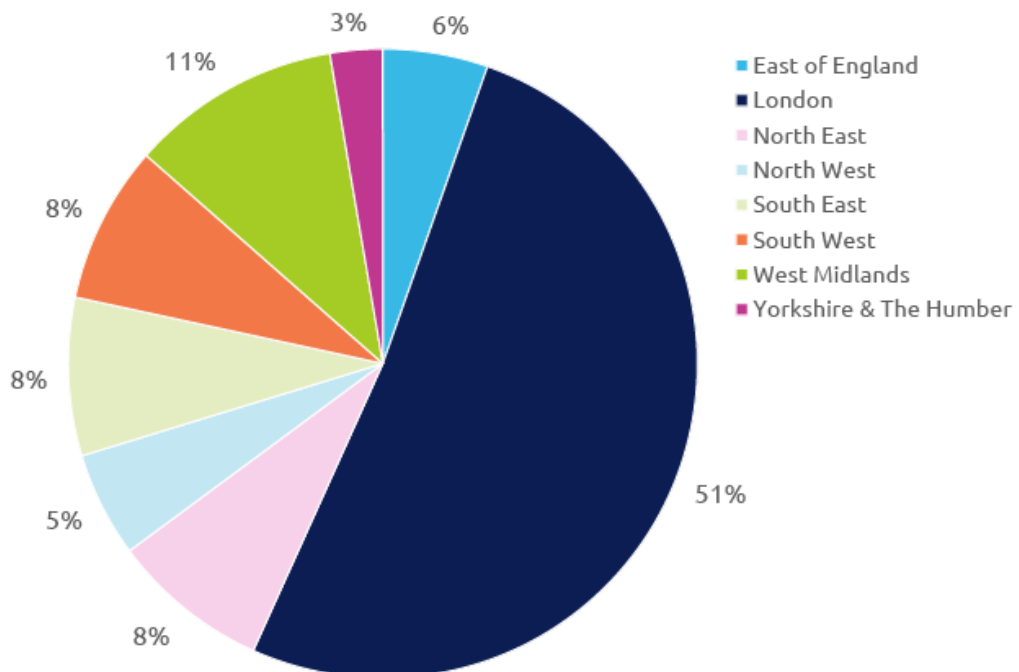


<sup>5</sup> This features applicants for which we have financial and sector data. Also, please note these growth percentages do not take inflation into account.

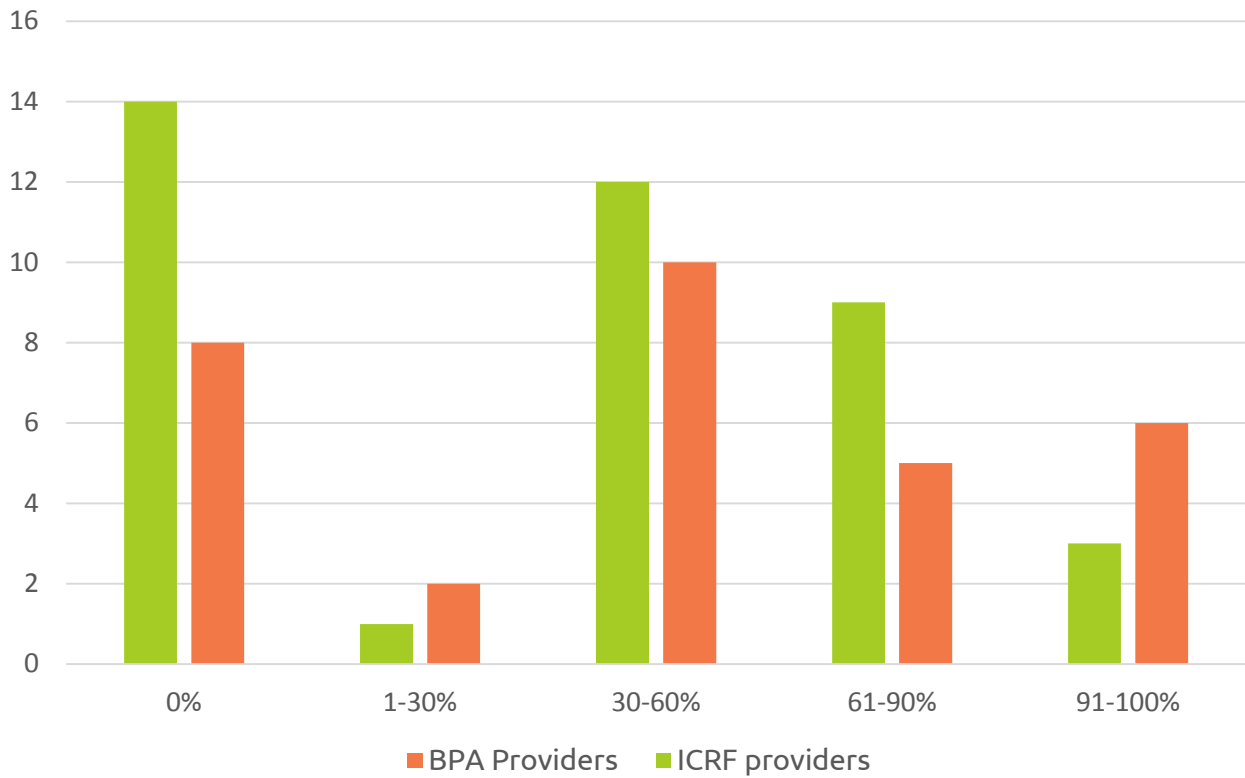
### BPA providers regional breakdown



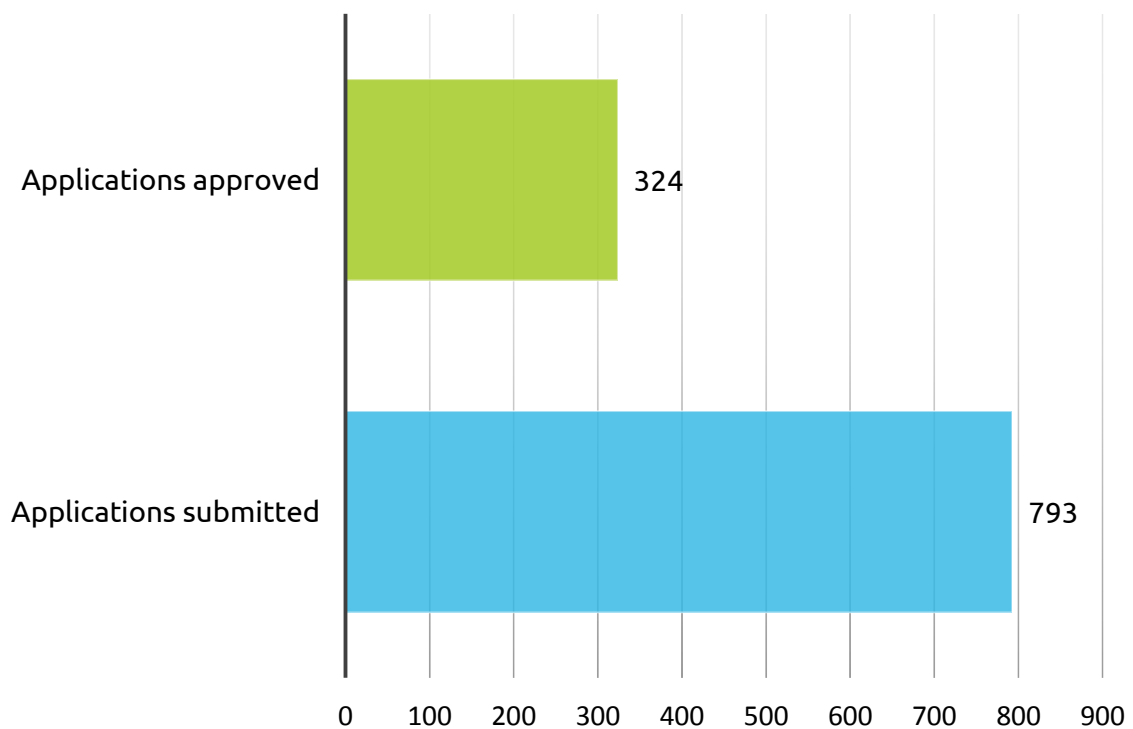
### ICRF providers regional breakdown



### Success rates of ICRF and BPA providers



### BPB providers applications submitted/applications approved<sup>6</sup>

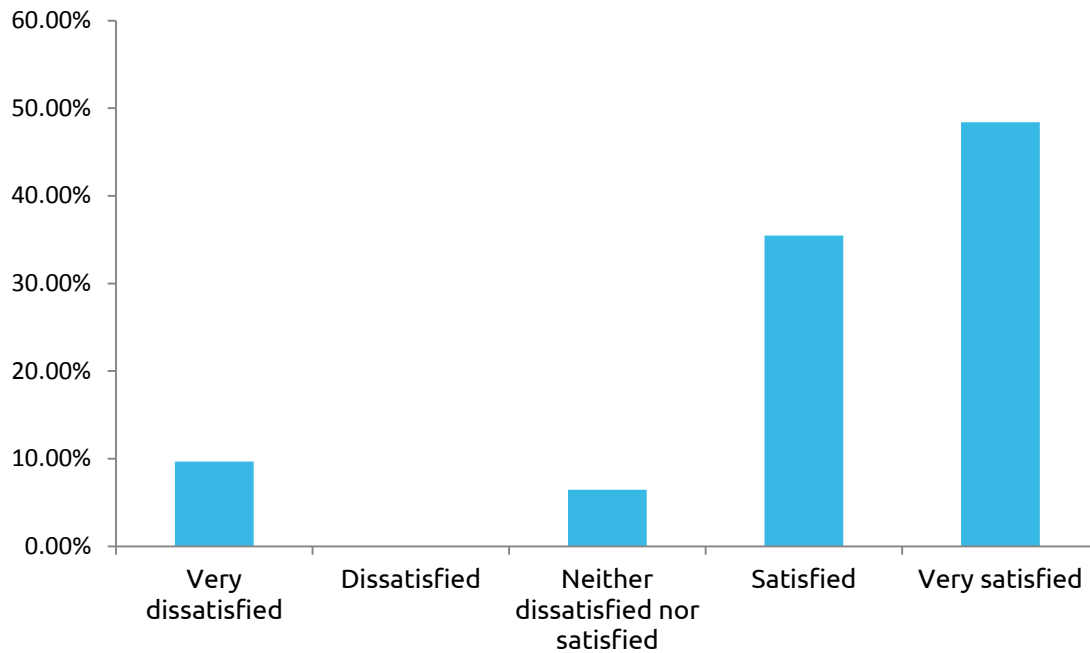


<sup>6</sup> This includes organisations that did not accept grant offers.

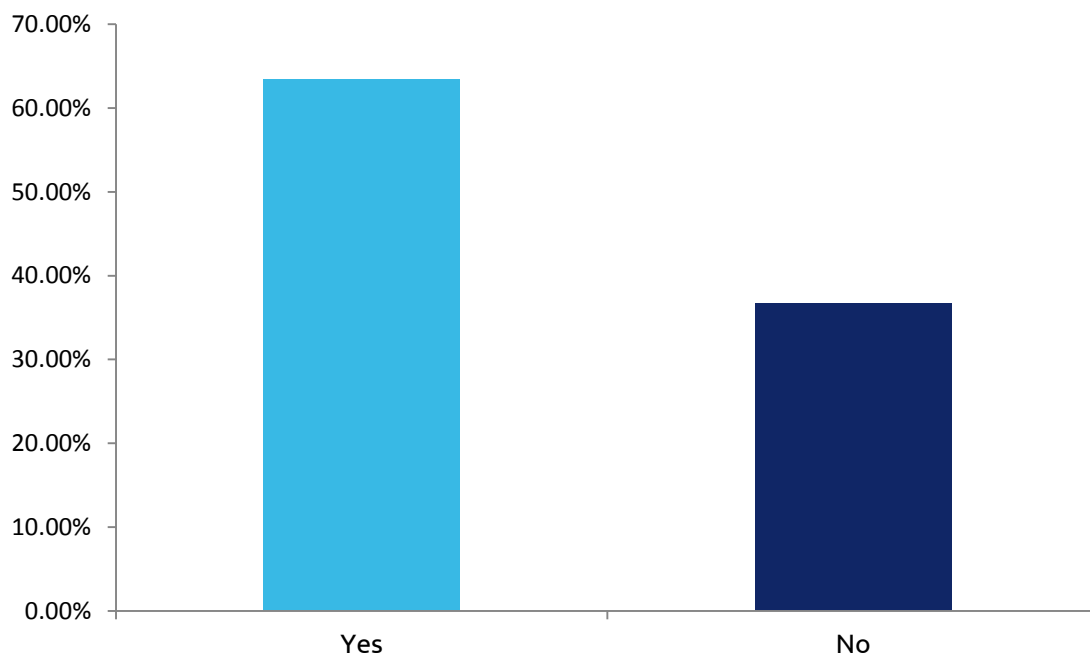


## Impact Readiness grant recipient survey results

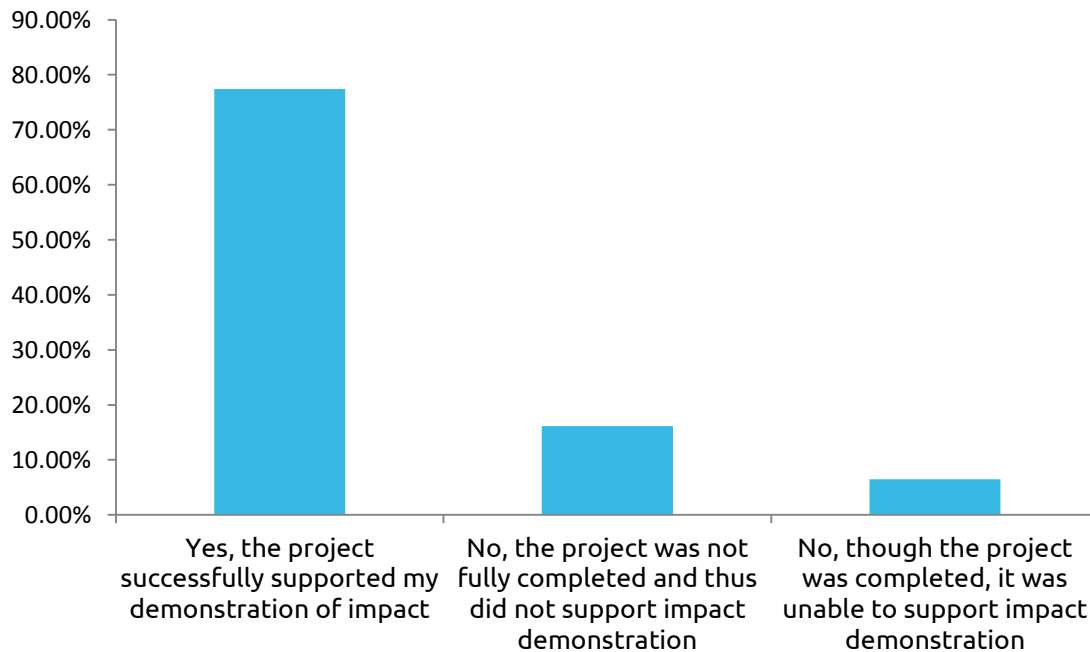
**How satisfied were you with your Impact Readiness provider and their delivery of the grant milestones?**



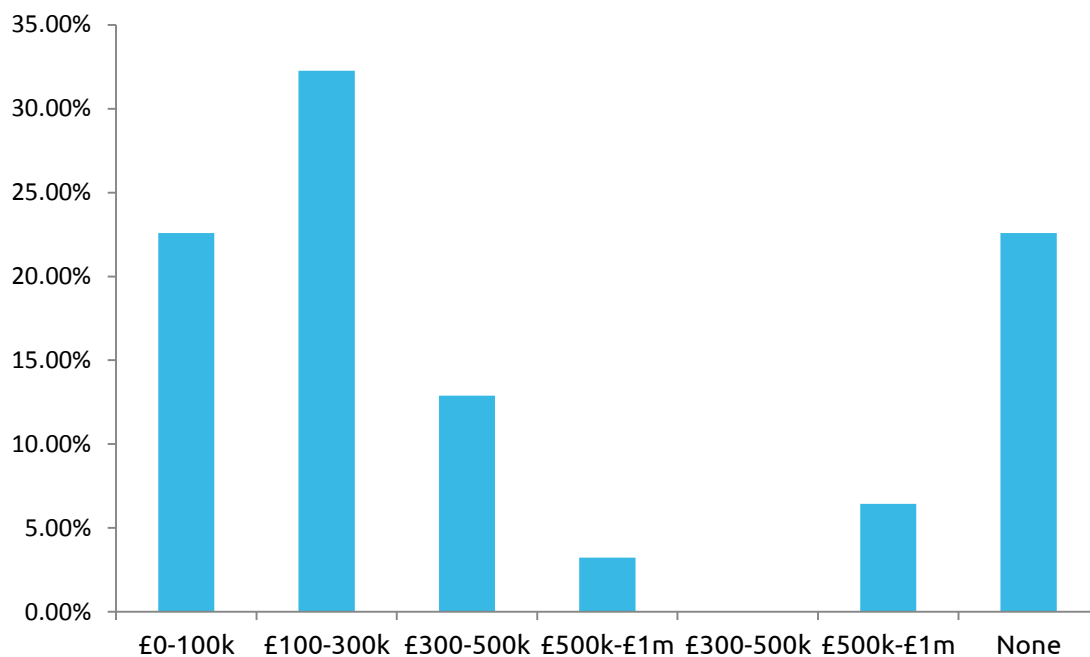
**Was the amount of grant budget allocated to your organisation for staff backfill time sufficient?**



**As a result of the funding and implementation of the Impact Readiness project, were you able to effectively demonstrate your impact to investors and/or commissioners?**



**What was the value of contracts that were secured as a result of the project?**



### How much total investment was raised as a result of the project?



## Appendix 3: Evaluation Review

This report examines a broad range of programmes from those that have provided small scale feasibility grants right up to large, advanced investment and contract readiness grants.

We thoroughly reviewed previous relevant programmes we have managed that had undergone evaluation. We included both evaluations of the blended capital funds as well as grant programmes that we had managed where there were relevant evaluations to draw on. This helped us get a full picture of the support needs identified through different phases of the programmes.

The key findings, learning points and recommendations from each evaluation are included in this appendix.

### *Blended capital funds*

#### Adventure Capital Fund

Social Sector Organisations in receipt of patient capital grow faster than general charities, according to an independent evaluation of the impact of the Adventure Capital Fund (ACF).

The Centre for Social Evaluation Research at London Metropolitan University published a report which found that ACF funded organisations had, as a group, increased their income, reserves, assets and organisational capacity.

The gross income of ACF investees grew by over 160% per cent in the six years that straddled their ACF investment. In comparison, similar sized registered charities that had not received investment grew by an average of just 19%.

Recommendations:

#### **Guidance**

Further assessment of the SSOs own understanding of its organisational capability would benefit applicants and the development of a forward looking investment programme.

#### **Process**

Need for a simplified application process and clear information to applicants setting out:

- a) eligibility
- b) stages of application process
- c) progress reporting

#### Futurebuilders

The independent evaluator, Boston Consulting Group (BCG), found that this was a *“highly innovative fund that helped to catalyse the growth of social investment in England.”*

Lessons learned:

*“Given that the market was largely untested at the outset it is not surprising that the Futurebuilders teams (and their government handlers) needed to learn a great deal along the way.”*

### **Guidance**

- Be clear on objectives from the outset: Futurebuilders has been dogged by a lack of clarity over its objectives. Crucially, return expectations from the investments were not made explicit.
- Explicit guidance on role of grant (e.g. capacity building) and loan (e.g. service provision).

### **Process**

- Develop clear investment criteria – and stick to them: too much effort was spent chasing opportunities that would never be investible.

### **Products**

- Take care when blending grants and loans: blending grants and loans allowed the perception to develop that grants were subsidising lending activity.
- Keep products simple: the simplicity of Futurebuilders’ main product (6% fixed rate loans) made the product easy to communicate and (relatively) simple to administer.

### **Partners**

- Be transparent and engage other lenders: rightly or wrongly, Futurebuilders was viewed with suspicion by other lenders, which greater transparency would have helped to counter.

Key finding: Social impact should be measured **alongside** financial impact: measuring the social impact of Futurebuilders was not given much attention until after the fund had closed.

Summary comments on blended capital funds:

- More and clearer upfront guidance to SSOs.
- Make processes clear and simple.
- Establish fund impacts and measurement approach from the outset.

## *Grant programmes*

### ICRF

Evaluations of the Investment and Contract Readiness Fund were performed by BCG (2014) at the interim stage and Ecorys (2015) after the fund had closed. Both evaluations provided learning points for programme management and delivery which have proved relevant throughout the programmes SIB has subsequently managed.

Both evaluations have been instrumental in providing a backdrop for this research to take place and as such we have structured our review of their findings according to our key themes.

Key findings from the evaluations:

#### **Resilience is key**

- Capacity building support remains crucial against a broad range of barriers for SSOs such as internal business planning and operational activities.

Both evaluations assessed the financial resilience and growth of SSOs that had applied to the fund:

- Total funds (including restricted funds) were similar for both successful and unsuccessful ventures with an average of around £3m
- Identifiable / quantifiable income coupled with any operating surplus were seen as success factors for SSOs that had successfully diversified their income
- Impact was defined as:
  1. Investments raised OR contracts won
  2. Improved and strengthened SSO capabilities
  3. Provider market strengthened
- 70% of SSOs included in the BCG interim report reported needing less external support. Surprisingly, 58% of providers supported this view although numerous SSOs that received ICRF funding, also applied to Big Potential Advanced.
- Ecorys reported that SSOs have a spectrum of support needs (as opposed to binary ones), and most SSOs needed more structural (“wrap around”) support as opposed to specific contract or investment readiness. Any ‘readiness’ support needs to be flexible and tailored to venture need
- Greater focus should be placed on sustainable / longer term impacts of support in particular: internal skills and capacity development and a reduction of grant dependency

#### **The value of support**

Closer scrutiny of the fund would encourage:

- a) Performance management of providers

b) Evaluation, identification of good and best practice

- 61% of providers agreed that 'readiness' support had a positive long-term effect.
- 15% of SSOs said that they would pay for providers in future.
- Ecorys in particular suggested that the ICRF programme has strengthened the provider market.
- Improve (360 degree) feedback from the Investor panel to applicants.
- Increase transparency of provider performance - consider publishing more information about the providers, including their performance in the Fund so far, to better inform the market.

### **Improving quality**

- More detailed feedback was required from the Investor Panel to unsuccessful applicants alongside a streamlined re-submission process for unsuccessful applicants.
- Broaden expertise of panel: commissioner representation on the panel would enhance contract readiness knowledge and experience.
- Parts of the evaluations suggested that a reduction in grant amounts to SSOs would help to build a more sustainable market.
- There is space for a more enhanced programme manager role, including in relation to screening and eligibility checks.

### Impact Readiness 1 & 2

#### **Resilience is key**

- Peer groups created around common process would greatly benefit SSOs receiving impact capacity building support.
- Funders could consider providing smaller, feasibility grants for small-medium size SSOs.

#### **The value of support**

- Providers should ensure that the project involves staff and beneficiaries where possible with particular emphases on involvement of board members – in order for interest and expertise around impact measurement to be cultivated.
- Provider-SSO relationship should be one of 'co-creation'.
- Providers could increase their transparency around how their fee structures operate and work to diffuse the common held perception by SSOs that rates are excessive in relation to the work completed.

### **Improving quality**

- Programme manager/funder should ensure that CEO commitment is assured, this could be through the form of a personal statement submitted with the application.
- Staff backfill is crucial for internal 'buy in', funders should ensure adequate costs are allocated to SSO.

- Funders should acknowledge that funding impact readiness is not likely to result in significant increase in contracts won/investment secured. The priority should be that the impact metrics improve the relationship between commissioner and SSO.
- Post grant monitoring is key for both programme management and provider learning. Funders could make it a requirement for providers to collect this information.

### Big Potential Breakthrough & Advanced

The Institute for Social Innovation and Impact, part of the University of Northampton, has undertaken a thorough, ongoing evaluation of both Big Potential (Breakthrough and Advanced) funding programmes. Whilst the year three reports had not yet been finalised, we have reviewed the initial findings from years one and two.

The following are key insights arranged according to our themes:

#### **Resilience is key**

- The sustainability of smaller SSOs remains questionable.
- A metric for improvement of sustainability for SSOs is also needed to ascertain financial impacts of support.
- A common framework/metric is needed for improved social impact measurement.
- Contract readiness applicants had much higher success rate (78%) compared to investment readiness applicants (58%).

#### **The value of support**

- Commonality across both of the programmes is that SSOs have consistently questioned and seemingly cannot afford Provider day-rates – although the evaluation relates this to an over-reliance from SSOs on limited funding streams.
- There is limited evident potential for SSOs to become ‘investment ready’ due to limited engagement of investors. Although, this is true for Big Potential Breakthrough, it is not as relevant to Big Potential Advanced.
- Due to capacity constraints, SSOs maintain a need for ongoing third-party Provider support.
- Capacity building and ‘readiness’ programmes continue to contribute to the development of the provider and SIFI intermediary market.

#### **Improving quality**

- More detailed feedback on unsuccessful bids could be provided by the Investor panel.
- Growing need for longitudinal data to be produced during post grant phase.
- More emphasis should be placed on monitoring interventions according to region and sector to produce learnings which can be shared with a broader range of stakeholders.
- Participation of Female led SSOs has been below average, but there has been above average participation from BAME led groups. There has been low participation from disability led VCSEs. Future programmes should consider targeted marketing for harder to reach groups including engagement of sector infrastructure organisations.



- Ongoing need throughout programme for objectives of the different strands (Preliminary, Investment plan etc) to be clarified.
- Programme manager could consider facilitating Commissioner/SSO events to reach out to this specific group of stakeholders.

**Grant programme(s) summary comments:**

a) Resilience is key – focus should be shifting away from ‘readiness’ towards building SSO resilience.

b) The value of support – there is a trend towards longer, deeper support for SSOs, not necessarily via providers.

c) Improving quality – decision making bodies (Investor Panels) and metrics for success measurement have been inadequate.

Ultimately, the evaluations collectively state that any future programmes should build on the legacy of previous programmes. It is crucial that the key findings and recommendations are used to develop future programmes. We explore the above comments throughout the report and have endeavoured to use previous evaluation findings to inform insights from our own research questions.

## Appendix 4: List of roundtable and workshop attendees

We would like to thank the following individuals for giving their time to attend our regional workshops and roundtables. They are listed alongside the organisations they represented.

- Alex Jarman – Investing For Good
- Alexandra Shilkoff – Sheffield City Council
- Andrew Laird – Mutual Ventures
- Andy Thomas – Bath & North East Somerset Council
- Asif Hussain – Bradnet
- Ben McLaughlin – North East LEP
- Ben Pearce – CAN Invest
- Bridget Kelly – SHIFT media
- Carol Botten – VONNE
- Chris Plant – Arbourthorne Tiddlywinks
- Clare Haynes – Bradnet
- Clare Jennings – Sunna Healthcare
- Dan Lyus – We Care & Repair
- David Nelthorpe - DISC (County Durham VCS Working Together Forum)
- David Parker – Newcastle United Foundation
- Dominic Llewellyn – Numbers for Good
- Ed Rowberry – Bristol & Bath Regional Capital
- Edward Hickman - ATQ
- Emma Collier – South Gloucestershire CVS
- Emma Steele – Eastside Primetimers
- Gemma Rocyn Jones – Big Lottery Fund
- Geoff Burnand – Investing for Good
- Gordon Hunter & James Murphy - Lincolnshire Community Foundation
- Gulaim Mohammed – Sunna Healthcare
- Hamish Elliot - Double T
- Helen Hall – Specialist Autism Services/SAKAR
- Helen Sims – Voluntary Action Sheffield
- Jenny Hand – Reaching People
- Jeremy Rogers – Big Society Capital
- Jessica Brown – Barrow Cadbury Trust
- Jim Beirne – Live Theatre
- Jim Brooks – Cogent Ventures
- Jonathan Flory – Social Finance
- Julie Wake – Keyfund
- Karen Dineen – All About You
- Karen Wood - New Leaf New Life
- Kate & James – Chandos House
- Kieran Whiteside - Big Society Capital
- Lahari Pachuri – Groundwork South Yorkshire
- Lauren Robinson - Darlington Association on Disability

- Lekan Ojumu – CAF Venturesome
- Lhosa Daly – Spike Island Artspace
- Linda Whitfield – Gateshead Council
- Lucy House – Manor & Castle Trust
- Lucy Lord – Women’s Aid
- Maureen Greaves – Mustard Seed CIC
- Maxine Johnston – UNW LLP
- Michelle Cooper – Northstar Ventures
- Natalie Pinon – Social and Sustainable Capital
- Nick Gregory – Faith Hope Enterprise
- Osmond Okungboya - East Midlands Home Co-operative
- Paul Marriott – St Cuthberts Hospice
- Paul Silvester – Foresight North East Lincolnshire
- Paul Simpson – Barton Hill Settlement
- Philip Bethel – Voluntary Community Action Sunderland
- Rachel Memmot – Specialist Autism Services
- Richard Frost – Resonance
- Richard O’Brien – Triodos
- Richard Speak – Sporting Assets
- Richard Thickpenny & David – Ashley Community Housing
- Rukhsar Shafiq – Sunna Healthcare
- Sado Jirde – Black South West Network
- Sally Davis – Be Inspired
- Simon Hankins – The Southville Centre
- Sonja Woodhouse – Carers Trust East Midlands
- Steve Mitton – Country Durham Furniture Help Scheme
- Tim Wilson – City Bridge Trust
- Tom Goodwin - Investing For Good
- Tom Laidler – Tickets for good
- Tracey Morel – Northamptonshire Carers
- Will Prochaska – Baxendale