

A group of four young people are on a basketball court. A young man in a maroon shirt is high-fiving a young woman in a white shirt. A young man in a dark blue shirt is on the left, and a young woman in a black and white striped shirt is in the center, smiling. A basketball hoop is visible in the background.

IMPACT REPORT

2022-24

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Foreword

We hope you enjoy reading this impact report which looks at a hugely productive and busy period for Social Investment Business (SIB), as we continue to undertake a wide range of activities in pursuit of our vision of a fairer and more equal society.

The report makes clear the substantial progress Social Investment Business has made in recent years in a whole range of areas – be that external investment, partnership working, data-led design and decision-making, internal systems, or diverse talent recruitment.

Our track record of building resilience and strengthening charities and social enterprises through investment, grant-

making and non-financial support continues to grow: with more active social investment funds, with effective grant and support programmes, and, most notably in this period, with the Youth Investment Fund (YIF) – the largest fund by total amount that the organisation has ever managed. For comparison, in 2018-19, we disbursed just under £5m; in the period this report covers, we disbursed just over £81m.

The addition of YIF has also led to a significant growth in the team, doubling in size within a year, and the progress and impact detailed in this report serves as a credit and recognition to all of our colleagues, and to their dedication and commitment. It also couldn't be achieved without the support and flexibility of our funders, investors and partners – and, most important of all, the organisations we exist to support.

Finally, we would like to pay tribute to Hazel Blears, who stepped down as Chair in March 2024, having served a full eight year term. Her leadership and passion for our purpose has been the foundation of all we have achieved in recent years. In combination with Jenny North and Jim Rice, who joined (and leave) the board at the same time, she has made a vital and significant contribution to our work and impact.



Nick Temple
CEO



Sonali Siriwardena
Chair

About Social Investment Business

Social Investment Business believes in the power of the social economy to build a more equal society.

Social investment supports organisations across the country to change people's lives, build fairer communities and create a more resilient society.

We offer funding and flexible, adaptive support to the organisations that make up the social economy, providing them with the tools they need to make a positive difference to the communities they work within.



OUR VISION

For an equal society that operates fairly, in which people can participate freely and fully.



OUR MISSION

To build a more resilient, diverse, and distributed social economy that contributes to a more equal society.



OUR VALUES

We are inspired by our five core values. They are fundamental to the relationships with the charities and social enterprises we support, our behaviour towards each other and the manner in which we conduct our everyday work.

Our Values



Curious

We are curious. We're not afraid to ask questions and think about new ways of doing things.



Putting people first

We believe in putting people first, people are at the heart of all we do.



Bold

We are bold. We're confident in the value of our experience and are willing to take risks and are to do things differently to improve people's lives.



Collaborative

We are collaborative. We know we can achieve more working with partners than we can alone.



Accountable

We are accountable. We deliver what we say we will, we are open and honest and take responsibility for what we do and the impact we make.

Our current strategy

Our current strategy runs from April 2022 to end March 2025, and was created to give stronger focus and impetus to achieving our mission. It segments our work into four main strategic areas of priority:

Making progress in these areas is underpinned by our continual pursuit of operational excellence – customer focus, high quality systems and processes, talented, diverse, motivated people, and robust finances.

This impact report is therefore similarly divided into those four main strategic areas, followed by a section on operational excellence.

Throughout the report is evidence of progress against this strategy.



REACH

We will focus on funding a more widely distributed social economy, with more diverse leadership.



RESILIENCE

We will focus on the social economy's resilience and adaptation to Net Zero.



CREDIBILITY

We will focus on publishing open data and working with partners to promote a credible social economy, through evidence and collaboration.



INFLUENCE

We will focus on expanding appropriate funding from public, private & philanthropic sources of capital.



REACH ↗

Initiatives like Flexible Finance and the Enterprise Development Programme have helped diversify the organisations we have supported, while the Youth Investment Fund has extended and expanded our reach to the communities that need it most.

RESILIENCE ↗

The establishment and delivery of the Recovery Loan Fund and Thrive Together have created more opportunities to strengthen organisations and build their financial resilience, while our work in energy and environment continues to expand rapidly. The Reach Fund and Enterprise Development Programme contribute strongly to individual organisational resilience at an earlier stage of development.

CREDIBILITY ↗

Meanwhile, our commitment to evidence and partnership is clear from the central role of data across our portfolio of activity – in design, delivery, decision-making - and the myriad of effective partnerships which we create, convene, and co-ordinate.

INFLUENCE ↗

The Youth Investment Fund brings all of the above elements together, as well as being the largest single fund we have ever run. We also have the greatest number of external private investors in our investment funds since we were established. In combination with our other activities, this all provides an opportunity for greater influence in the years ahead.

Social Investment Business: At a glance

Delivering tangible impact through our grant and loan programmes

Social Investment Business has worked closely with partners to support the ever-changing social economy by delivering grants and loans to charities and social enterprises on a large scale.

Our investment funds have supported charities and social enterprises to achieve their ambitions, to develop stronger, more sustainable organisations delivering social impact, and to make a lasting difference to people's lives in local communities.

Our enterprise development and capacity building programmes have helped organisations strengthen their operations, support and develop their teams, and increase their financial resilience through trading.

We have also delivered the Youth Investment Fund in association with the Department of Culture, Media and Sport, which has is expanding youth provision in England's most underserved communities.

Between the period 1st November 2022 and 31st March 2024, £81,592,894 was disbursed.



Little Miracles

Little Miracles is a multi-award-winning registered charity dedicated to providing support to families that have children with additional needs, disabilities, and life-limiting conditions from birth to young adulthood.

The Enterprise Development Programme provided vital financial and consultancy support to Little Miracles,

empowering the organisation to expand its service delivery, and provided them with learning opportunities to aid the development of the organisation. With the programme funding they have been able to recruit an additional member of staff, enabling the CEO Michelle King to concentrate on securing contracts and creating essential connections to increase overall turnover.



I cannot begin to explain just how much better I can sleep at night having in place an extra member of the team who can take on responsibility and also deputise for me."

MICHELLE KING
CEO FOR LITTLE MIRACLES

Recording Diversity

In 2022, we changed Social Investment Business's core diversity questions to expand the sample size for our research. This revised diversity question is less restrictive and improved our audience understanding. 2023 is the first full year that we have operated with our new diversity questions.

We ask the following questions:

Do you consider your organisation to be diversity-led?

- Black, Asian, Minoritised Ethnic communities-led
- Women-led
- LGBTQ+-led
- Disability-led

We provide the following options to show to what extent an organisation diversity-led, giving customers more flexibility.

- 0%
- 1-25%
- 26% - 50%
- 51% - 75%
- 76% - 100%
- Prefer not to say

These options allow us to build a more accurate picture of organisations which apply for funding, providing valuable data to inform our decision making.





REACH

We will focus on funding a more widely distributed social economy, with more diverse leadership



Diversity Dashboard

We have a commitment to being open and honest with our data. This extends to the diversity data we gather. Social Investment Business publishes its diversity data through a diversity dashboard with our wide range of partners, including Access – The Foundation for Social Investment, Power to Change, and many more. It is also included in other individual programme and fund dashboards.

This interactive dashboard allows exploration of data, including how much funding went to Black, Asian, and Minoritised Ethnic-led organisations, Women-led, Disability-led, and LGBTQ+-led organisations. It also allows for an examination of more granular data such as region and organisation type.

As of 2024, the dashboard includes 11 funds.

The funds are:

Youth Investment Fund (YIF)

Recovery Loan Fund (RLF)

Thrive Together Fund

Resilient Communities Fund

Covid-19 Community-Led Organisation Recovery Scheme (CCLORS)

Enterprise Development Programme (EDP)

The Reach Fund

Community Business Renewal Fund

C-19 Emergency Trading Income Support Scheme (TISS)

Resilience and Recovery Loan Fund (RRLF)

Youth Endowment Fund COVID-19 Emergency Round



By monitoring our diversity data, we can ensure we track our progress to improve the diversity of applications we fund. We have identified ways to ensure greater diversity through data we gather.

- **Lowering the turnover thresholds requirements** for BAME-led organisations in some of our funds, enabling more BAME-led organisations to apply for and secure funding.
- **Creating new partnerships** to target traditionally underfunded communities.
- Asking a broader set of social background questions amongst our colleagues to help **address hidden barriers**, such as socioeconomic group.

We will continue to monitor the data we publish to address systematic barriers in social investment funding.

The Reach Fund

The Reach Fund supports our aim of creating a fair and accessible social economy.

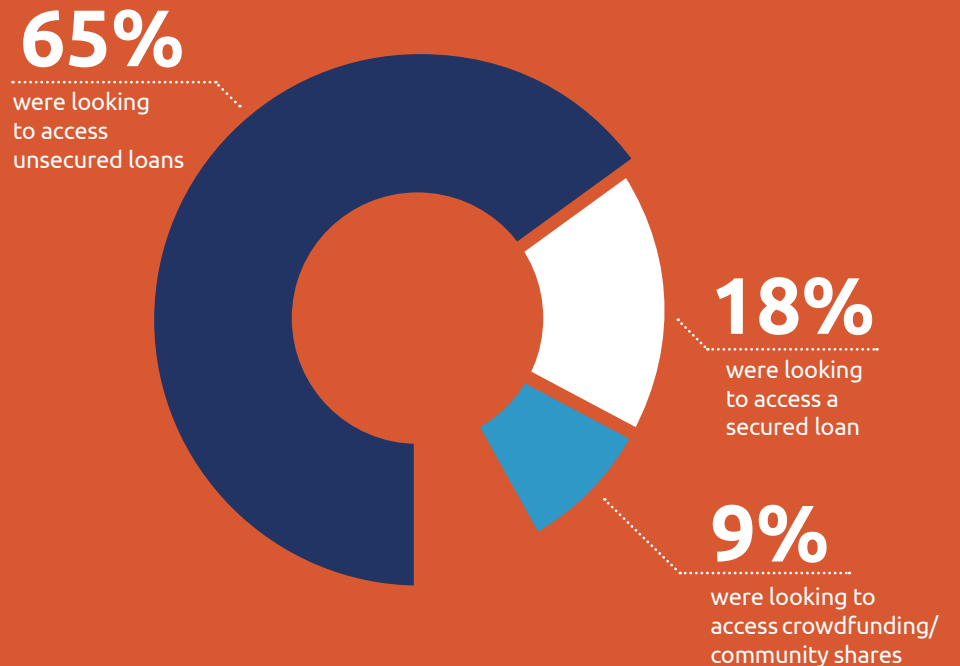
Social investors are often approached by charities and social enterprises who require extra support to raise investment. The Reach Fund is a grant programme that helps charities and social enterprises raise that investment. It's funded by Access- The Foundation for Social Investment and is open to organisations in England.

Through this programme, social investors can refer these organisations to the Reach Fund to apply for the support they need. It offers grants on average between £5,000 and £15,000. It enables a wide range of social investors to refer organisations to the fund, providing an organisation with a grant aimed at helping them provide the final information that investors need before they can invest. **The Reach Fund has supported 170 organisations from 1 December 22 to 31 March 2024 with £1,922,475.50 worth of grants.**

The Reach Fund has worked with 33 social investors who are supporting organisations at different stages of their journey and has been a vital tool in their armoury to increase access to social investment. Providing readiness grants to organisations supports them to overcome barriers to investment, with many benefiting from external expertise and capacity to prepare business plans, financial forecasts, governance improvements, marketing plans or work to demonstrate social impact. These activities not only support organisations to access social investment, but also strengthen the organisations themselves, giving them greater understanding and control over their future.

The grants provided this year have been to a range of regions across England, for diverse purposes such as a women's centre in the West Midlands, and a community energy organisation in London.

Of the **170 organisations** supported from **1 Dec 2022 to 31 March 2024**:



The Enterprise Development Programme

Funded by Access – The Foundation for Social Investment, the Enterprise Development Programme (EDP) is a grant and learning support programme for organisations that are looking to become more enterprising and generate additional income from trading.

The programme is delivered with six sector specific partners: **The Centre for Youth Impact, Homeless Link, The Association of Mental Health Providers, Equally Ours, Groundwork UK and The Ubele Initiative.** Organisations apply to the programme and, if accepted, work alongside the relevant sector lead to outline a package of support that best fits with their specific needs.

“

Without the funding for a dedicated member of staff to spend the time required designing, trialing and implementing the model we would not be where we are and would not have the excellent local reputation we have as a provider of supported accommodation”.

HOMELESS SECTOR ORGANISATION





“

I am hugely grateful to the EDP for the support we have received. We have asked questions of ourselves which would not have been possible without the knowledge we have gained and the guidance we have received”.

MENTAL HEALTH SECTOR ORGANISATION

EDP started in 2018 and is now in its final year of delivery. As of 31st October 2023, EDP has provided grants and support to over **330 organisations** with over **£8m in grants**. Of the £8million, **£1.3m each** went to the **Black, Asian & Minoritised Ethnicity, Environment, Equality and Mental Health cohorts** of organisations; with slightly more to the Homelessness (£1.6m) and Youth (£1.5m) cohorts, as they were involved in earlier pilots.

For Stage 1 decisions, we used the data collected from the application stage to create a dashboard for decision-making. Alongside the expertise of the sector lead, the dashboard is used to check eligibility across the whole cohort. This helps speed up decision-making and allows the priorities of the round to be applied fairly across the whole cohort, making sure the most suitable organisations progress.

The successful organisations in round four for Environmental organisations and Black, Asian and Minoritised Ethnic communities were mainly based in more deprived areas of the country, with 46% being in the 20% most deprived areas.

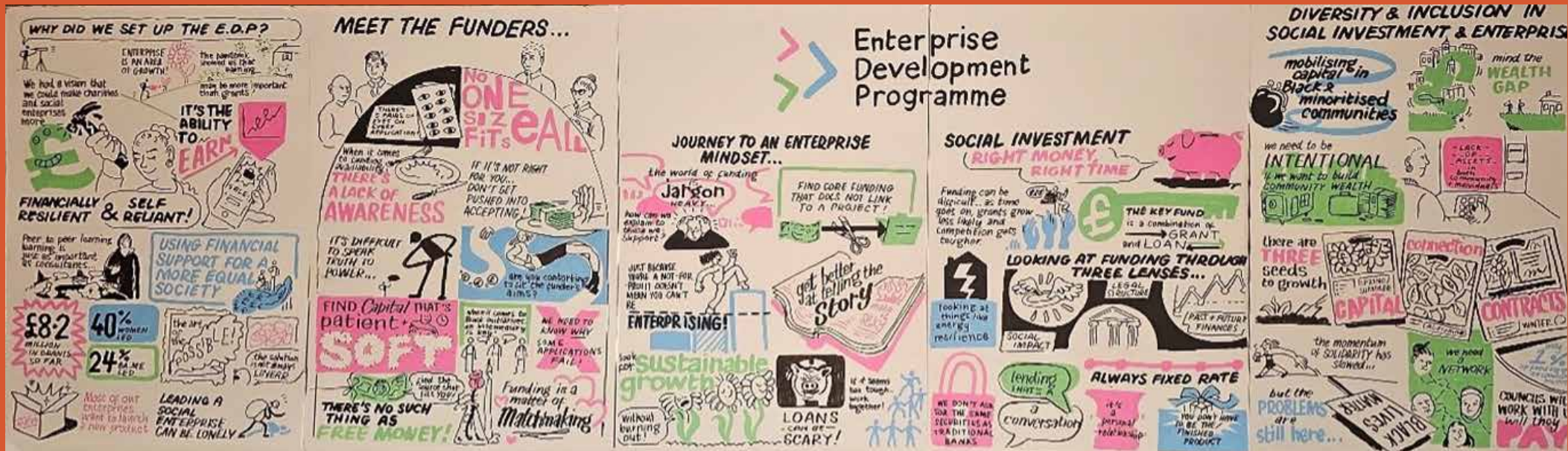
Feedback about the support received from organisations who have completed their time on the programme has been overwhelmingly positive.

As part of our work to fully understand the impact of EDP on the charities and social enterprises that have been supported, we have commissioned an evaluation of the programme in partnership with Access - The Foundation for Social Investment which is due to report next year. We are already seeing positive outcomes for many EDP grantees in the growth of their impact, increased turnover and sustainability and have included a case study of one such organisation below:



Whitley Bay
Big Local





Celebrating success

We held a cross-sector event in September 2023 to celebrate the success of EDP and to hear from grantees, funders and sector partners. The event took place at the Priory Rooms in Birmingham and was attended by just under 100 people.

The day included sessions on the journey to an Enterprise Mindset, How Social Investment can be used, Board Coaching and Measuring Impact, as well as keynote speeches from Seb Elsworth the CEO at Access - the Foundation for Social Investment, and Nick Temple, CEO for Social Investment Business. Feedback from the event was very positive with particular focus on how valuable the networking opportunities were.

Flexible Finance

We know that Black, Asian and Minoritised Ethnic-led organisations tend to be smaller in size and have experienced systemic and historic underinvestment.

Our research into organisations applying for the Resilience and Recovery Loan Fund found that:

- Only **3.6%** of Resilience and Recovery Loan Fund approvals were BAME-led
- **77%** of BAME-led applicants did not meet the eligibility criteria – with annual turnover under the **£400k threshold** and sub **£100k levels** of finance requested
- Those recommended to Investment Committee had a **100% approval** rate suggesting lower eligibility thresholds could enable more BAME-led applications to be funded.

In response, and along with partners, Social Investment Business has now developed a £2m pot of grant and support funding to be used alongside the Recovery Loan Fund ([see section 3: Resilience](#)).



This Flexible Finance programme is deployed to address these historical imbalances, offering the following:

- Unrestricted grants alongside loans with up to **100% of the loan value** if needed
- Bespoke business support
- Eligibility for Recovery Loan Fund reduced from **£400k turnover** to **£200k** turnover
- Minimum loan size reduced to **£50k** from **£100k**.

This tailored funding and support is delivered in partnership with The Ubele Initiative and Create Equity. These partners bring their networks, expertise and understanding to the project, and provide support to organisations throughout the funding application and assessment process.

Since the fund's launch in late 2021, 14 grants worth £1.4m have been awarded to Black, Asian and Minoritised Ethnic-led applicants (100% disbursed to-date).

This means that the percentage of investments into Black, Asian & Minority-Led organisations has been tracking at around 30% - a huge and substantial change from the 4% under its predecessor fund. Its success is testament to a number of things:

- the evidence-led approach to designing the Fund
- the credibility and expertise of our delivery partners
- the flexibility of the funding provided by Access
- the operational capability of the SIB team.



RESILIENCE

We will focus on the social economy's resilience and adaption to Net Zero

Recovery Loan Fund

The Recovery Loan Fund (RLF) is for charities and social enterprises based in England, Wales and Scotland who are working to improve people's lives, or the environment they live in. It does this by offering loans of between £150,000 and £1.5m. The fund is supported by the Government's Recovery Loan Guarantee Scheme.

Initially we set up the Recovery Loan Fund in October 2021, with investment from Social Investment Business and the Fusion21 Foundation – the charity parent and social investor of the procurement social enterprise provider Fusion21.

In January 2022, The Archbishop's Council, Better Society Capital, MFS Investment Management and Treebeard Trust were announced as further investors. In December 2023, some of the existing investors increased their commitments alongside new investment from The Clothworkers' Foundation and the Ceniarth (a family office), taking funds raised to date to £17m. Access – The Foundation for Social Investment also provides grant funding, alongside the loans, for Black, Asian and Minoritised Ethnic-led organisations (see [page 18](#) in the Reach section on Flexible Finance).

More recently, we successfully bid for £1m of additional grant money from Access – The Foundation for Social Investment that enabled us to launch the Cost of Living Fund in October 2023.

The £1m of grant funding is being provided alongside around £2.5m in loans from the Recovery Loan Fund to support organisations looking to deliver products and services to people impacted by the cost-of-living crisis.

The grant money will be targeted to those operating in Index of Multiple Deprivation areas 1 to 3 (the 30% most deprived areas in England). Poorer households in the UK are often the worst affected by the cost-of-living crisis because they spend a higher share of their income on energy and food. Multiple studies find that not being able to afford these essentials has wide-ranging negative impacts on mental and physical health and overall well-being.

To the end March 2024, five projects have been funded under the Cost of Living Fund totalling £313,500 of grant funding and £727,000 of loan funding.

Since launching, the Recovery Loan Fund has approved almost £12.8m to 52 organisations

This has supported a range of groups working across training and education, employment, physical and mental health and wellbeing and housing and community facilities.

The external funding environment and inflation have changed significantly over the last year, but as our loans are offered at a fixed rate, organisations can borrow with certainty for up to six years, knowing that the interest cost will not increase, even though rates have risen sharply in the wider economy.



Responding to audiences

We are committed to ensuring our application processes are as simple as possible and easy to understand. Before publishing our Cost of Living Fund guidance, we sought feedback from our customers and made changes to ensure organisations could easily understand what was being asked. This allowed them to minimise the time needed to secure funding and helps us continue to provide accessible funding.



Sunderland Bangladesh International Centre

Sunderland Bangladesh International Centre (SBIC) has long been a cornerstone for Henden's diverse community, providing a safe, inclusive space since 1999. Using the Recovery Loan Fund and Flexible Finance, SBIC renovated parts of its building to expand its services. With a focus on co-production and collaborative work, the Centre supports black and ethnic minority communities in tackling racial and social injustice. Its services include cultural activities, training, and youth development, all grounded in community-driven principles.

Recent funding from the Youth Investment Fund and additional loans will enable SBIC to enhance its youth services, offering skills development, training, and recreational activities. The Centre is also expanding its training spaces, upgrading its kitchen for community cooking classes, and investing in digital inclusion initiatives. This funding supports SBIC's mission to be a hub of opportunity, giving young people and the wider community access to essential life skills and training.



“

The Youth Investment Fund, together with our Recovery Loan with Flexible Finance, is giving us the best of both worlds...our centre will be a beacon of hope for the whole community.”

ABU SHAMA
CEO AT THE SUNDERLAND BANGLADESH
INTERNATIONAL CENTRE

Resilient Communities Fund

The Resilient Communities Fund was a fund to help community organisations with assets that have been impacted by the cost-of-living crisis. It was funded by Power to Change and was open to community organisations in England.

Through joint work with Power to Change, we used data-led decisions to enable the grant awards to be as responsive and objective as possible. We identified risk factors that were likely to impact an organisation's resilience such as area of deprivation (IMD 1-3), energy costs and turnover, utilising this data to ensure funding went to those most in need. This ensured we had an efficient data driven approach to allocating this fund. The fund provided a flexible grant of up to £10,000 to help community businesses navigate the cost-of-living and energy crisis and improve the energy resilience of community buildings. Over £1.3m was provided in funding to 137 organisations.

£1.3m was provided
in funding to
137 organisations

The grant could be used for:

- Paying off excess energy bills over the winter
- Activities and development work to improve the sustainability and energy resilience of community business (e.g. building energy audits, renewable energy feasibility studies)
- Investments in building energy performance improvements (e.g. insulation, heating controls, low energy lighting upgrades)
- Additional goods and services to support local people with the cost-of-living and energy crises (e.g. food banks, warm banks, fuel poverty initiatives)
- Covering core staff costs or paying for cost-of-living pay allowance to staff.

Community businesses also received access to the Centre for Sustainable Energy's online resources, events and bespoke one-to-one support to help them improve their sustainability and energy resilience, reduce costs and carbon emissions.



Resilient Communities

198 Contemporary Arts and Learning Ltd are an organisation that support emerging creatives of colour into the creative and cultural industries. They aim to make visible hidden issues regarding social change and emerging cultural identities through programming and partnerships. They received a Power to Change Resilient Communities Grant in January 2023. The grant supported the organisation with

their plans to install solar panels. The project included researching four suppliers and working with Centre for Sustainable Energy to compare proposals and identify the best supplier. This could lead to an energy reduction of 50%. They stated that the PTC Resilient Communities Fund was the only grant that they received in recent times that provided support solely for core costs.

[← PREVIOUS](#)

[NEXT >](#)

Thrive Together Fund

The Thrive Together Fund, launched in July 2023, provides unrestricted funding to unlock the growth of small and medium sized charities and social enterprises.

The fund is operated through a delivery partnership made up of Social Investment Business working with and through the Architectural Heritage Fund, Co-operative and Community Finance, Fredericks Foundation, Groundwork and Homeless Link.

With £6.6m available, the Fund combines grant funding with repayable finance providing a funding package of 75% loan and 25% grant to eligible organisations in England that are improving people's lives, or the environment in which they live.

Through blending funding in this way, the partnership expands the reach of social investment to smaller organisations or those based in disadvantaged areas, targeting funding where it can be most effective at promoting equitable outcomes, and ensuring that any interventions enhance the social and economic capacity of an area.

The Fund is supported by £3.6m from Access – The Foundation for Social Investment through their Enterprise Growth for Communities Programme, alongside a £3m investment of our own funds.

Despite only being launched recently, the fund has attracted significant interest and to date, **£3.6m to 34 organisations** have been approved.

Working with sector specific partners has helped us reach more customers who were completely new to social finance, with 38% of successful applications from organisations which had never applied to social finance before. Over 56% of the grants awarded have been to organisations in the places that need it most (IMD 1-3).

Youth Investment Fund

In May 2022 Social Investment Business was selected by the UK Government to deliver its £300M+ Youth Investment Fund to invest in young people and help transform youth services where needed most. Since then, we have been powering ahead with delivery partners Key Fund, National Youth Agency and Resonance, and with colleagues at the Department for Culture, Media and Sport. The Fund opened in August 2022, and when we closed the fund to new applications in June 2023, we had received more than 1000 applications for a total of well over £1bn: more than three times what we could fund.

Between March 2023 and February 2024 £250million in grants, benefitting 227 youth services have already been announced publicly: from large local authority projects to renovated scout huts, and from extended community hubs to brand new youth centres; from Liverpool to Lowestoft and Southampton to Sunderland. The funding committed so far is intended to reach an additional 48,500 young people, offering high quality, open access youth provision in their local communities.

It's been a huge effort from all concerned to deliver the £300M plus fund at pace with the volumes of applications we've received – and it now needs to be matched by a similarly concerted effort to both get that money out of the door and to ensure all the buildings are finished by the end of March 2025. Our experience of working with youth services, is that in many parts of the country where there is little or no alternative youth provision, the Fund is proving to be a lifeline.

£250m in grants,
benefitting **227** youth services

The Chichester Shed

In February 2024, The Shed, funded by the Youth Investment Fund, was the first new build youth centre to complete and open its door to young people. The Chichester Shed youth centre is run by Chichester Community Development Trust and based in a deprived and under resourced area.

The Shed received a Youth Investment Fund grant of £421,375.00 in August 2023, and work started on site in late August. It was a rapid build project, taking just six months to complete. The Shed is a custom-built space, accommodating both workspaces and social spaces enabling the provision of a range of activities and opportunities for young people that is completely lacking in the city. The Shed is a lifeline to local young people giving them a safe haven they can call their own; somewhere to meet friends, be themselves and have every opportunity to thrive.



The Shed received a Youth Investment Fund grant of £421,375

“

The building of the Chichester Shed will provide an informal, dynamic and versatile space where young people can connect, learn and experience new activities. The space will be a haven for all ages and backgrounds to use throughout the school day and holidays, including intergenerational activities where boundaries can be broken down as well as adult education sessions and group workshops delivered. The Youth Investment Fund grant has enabled the project ideas to be brought to a reality and we cannot wait to open the doors!”

CLARE DE BATHE
CEO FOR THE CHICHESTER COMMUNITY DEVELOPMENT TRUST



An agile, responsive and data driven approach

Data has been at the heart of the decision-making process, with a dedicated contextual data pack coming to each Grant Committee, including the size of the the local youth population, the geographical concentration of funding, or the cost per square foot of a build. This enabled decisions to be made with available objective comparators and benchmarks, and with local insight and information taken into account.

We've had a responsive approach to delivering the Youth Investment Fund, adapting the fund to maximise impact. Alongside the large capital funding pot, we developed two additional funding approaches to ensure every youth service, no matter how small, had the best chance of securing a Youth Investment Fund grant: Pre-Construction Grants and Refurbishments Grants.

Youth Investment Fund Pre-Construction Grants

In response to listening to feedback and analysing the data, we developed a feasibility element of the grant process, to get Youth Investment Fund applicants up to RIBA Stage 4.

By early December 2022 we launched the Youth Investment Fund Pre-Construction Grant scheme. Grants were offered to applicants already in the pipeline to cover upfront costs, enabling applicants to move closer to the procurement and construction phase. Receiving a Pre-Construction Grant gave youth services the best opportunity to secure a capital Youth Investment Fund grant, however their success was not guaranteed.

- Sixty-three Pre-Construction Grants were approved worth over £2.4million.
- Forty youth services (63%) went on to successfully complete their large capital Youth Investment Fund and between them were awarded £71, 877,797.00 (£64,041,385 Capital and £6,836,412.00 Revenue)
- Once the awarded youth services have completed their capital project, they will be able to reach an additional 11, 254 young people.
- Twenty-three of the sixty-three applicants awarded a Pre-Construction Grant did not make it through to securing a capital grant for a range of reasons, including not being able to secure a lease, and with some applicants pulling out of the grant programme.

Pre-Construction Grants in action

105th Sheffield Scout Group were awarded a Pre-Construction Grant of £52,000 to help them fast-track securing a large capital grant. Their 60-year-old timber frame scout building was falling apart; it had no insulation was very expensive to heat and insure. The Scout Group is very popular, and there's a long waiting list. Their Pre-Construction Grant enabled them to secure a full Youth Investment Fund grant of over £1.8million. It would have been challenging for the Scout group to make the leap without start-up funding. Securing the grant has paid for a completely new building and once complete they will be able to increase their reach to young people from 69 to around 267 a week. The new Scout building completed in June 2024.

Refurbishment Grants

Not long after launching the Youth Investment Fund, we recognised that some youth services only required a more modest investment to improve, update and refurbish their offer to young people. In response to that demand we developed a Refurbishment Grants stream, with a simpler and fast track application process to appeal to smaller youth services, who didn't need planning permission and may not have the capacity to deliver large capital projects. Grants of up to £150K were awarded to youth projects wanting to increase their sustainability, renovate their building and reach more young people. Typically, Refurbishment Grants included works such as improving accessibility, insulation, plastering, fitting a new kitchen or bathroom, roof repairs, replacing doors or windows, asbestos removal, damp proofing, fitting a new boiler, rewiring or electrical works or anything else that will enable them to reach more young people and preserve their youth service.

As of March 2024, Refurbishment Grants have been granted to 84 youth services worth around £8m

Tom Hague, Assistant Group Scout Leader and Project Lead, explains the transformational impact of accessing a Pre-Construction Grant:

“The Youth Investment Fund Pre-Construction Grant facilitated our project significantly, enabling us to develop our project design to RIBA stage 4, putting us in the best possible position for our grant submission to the Assessment Panel and Grant Committees. Without the Pre-Construction Grant, the Scout group would have spent all their savings to achieve RIBA stage 4, which was a huge risk for a small charity. Instead, the savings can now be spent on kitting out the new facility with resources, tables, chairs and IT, audio and visual equipment.

The Pre-Construction Grant transformed our position, from being at risk, to being in a strong position not only for the grant submission, but in the long-term future, in delivering our aim of teaching skills for life to more young people in our community.”



CREDIBILITY

We will focus on publishing open data and working with partners to promote a credible social economy, through evidence and collaboration

Our Research

Social Investment Business is committed to evidence-led decision-making; using research and data analysis to improve practice and build evidence across the social sector. We are committed to being open and honest with our data. A data-led approach helps to ensure that funding reaches the most vulnerable communities and enables us to develop initiatives that drive effective and impactful support for social sector organisations.



Data led decision-making

Social Investment Business believes that as grant-makers we have a responsibility to improve our processes and decision-making practices and make it easier for organisations to apply for and secure grants and loans.

We have developed strategies to:

- Mitigate bias and break down barriers to funding.
- Ensure funding gets to those most vulnerable communities through the social sector organisations we support.
- Improve the efficiency of grant processes.
- Improve accountability and transparency in grant-making.

Addressing barriers

We address funding barriers by using data to inform decision-making to enable fairer choices in funding. For example, lowering the turnover thresholds requirements for Black, Asian and Minority Ethnic-led organisations in some of our funds. We also work creatively through new partnerships to help us reach traditionally underfunded communities. Some examples of data-led design and decision-making in action in this report include the Enterprise Development Programme, Flexible Finance, the Resilient Communities Fund, and the Youth Investment Fund.



Energy Research

We have invested in research to better understand the social sector's readiness to meet the challenge of Net Zero. Our research shows that the social sector is falling behind the rapid pace of change in energy efficiency that is currently needed.

- Our data team conducted analysis using 1.29million open access Energy Performance Certificate (EPC) records. We identified over 13,000 buildings with a strong community role, likely to be used by the social sector.
- Our analysis revealed that (as of 30 June 2023), there are just 18 'Net Zero' ready community buildings across England (those with an A+ rating in their EPC).
- We also found a large imbalance in the number of highly energy efficient buildings in England's most and least deprived areas.

Our research has been instrumental in shaping our approach to energy strategy and investment decisions. Greater support needs to be provided to social sector community buildings. Our research shows the importance of investing in this sector, as the current rate of improvements will not keep the community sector ahead of improving regulations.

We identified over
13,000 buildings
with a strong **community role**



How important is owning assets in the charity sector?

In March 2024 we published new research that shows the social sector depends on owning or leasing buildings.

Our data team looked at the open access data of the 146,000 charities held by the Charity Commission. We compared the charity data with the Index of Multiple Deprivation (IMD) deciles. The data shows whether a charity owns or leases any land or buildings, and the IMD deciles rank areas by deprivation from 1 (most deprived) to 10 (least deprived).

Our research found a clear picture. In more deprived areas of the country a higher proportion of charities own land. The important additional piece of context here is that the proportion of ownership is higher, but the number of charities formed in each decile is roughly the same.

That means the same number of charities are founded, but the survivors in poorer areas are much more likely to own a building or land. We found that owning land is correlated strongly with charity survival, and this holds particularly true when deprivation levels increase.

Our findings:

- 41% of charities in IMD 1 own land, compared to 28% in IMD 10. As deprivation falls, the percentage of charities owning land also falls, indicating the importance of asset ownership in marginalised communities.
- The number of charities formed in each IMD band is roughly equal across England, regardless of the IMD rating.
- Only 8,000 charities exist in the most deprived parts of England, but an average of 16,000 exist in the least deprived areas. The wealthier the area, the easier it is for charities to persist without assets on their balance sheet.

Taken together, the data shows just how much buildings matter. And the poorer the place, the more they matter.

Futurebuilders England Fund research

In 2023 we completed a new piece of research that shows social investment can have a significant impact in lowering deprivation and boosting economic output and productivity in communities. The findings are part of a learning project between the Department for Culture, Media and Sport and Social Investment Business into the historic portfolio data of the Futurebuilders England Fund.

The Futurebuilders England Fund was a groundbreaking, government-backed social investment fund that provided repayable finance blended with grant to charities and social enterprises in England. This was to help them bid for, win and deliver public service contracts. The fund saw £142million of loan, grant and blended finance invested into 406 charities and social enterprises between 2004 – 2010.

The research looked at the areas that received Futurebuilders England Fund investments and examined the impact it had on local economic development. The research used a hyper local analysis, looking at small geographies of around 1,000 and 3,000 residents.



Download the
full report



Findings from the research revealed the following:

- The data found deprivation levels had improved in areas receiving social investment compared to nearby ones that had not benefitted. The average difference was 12% and over 17% when the investment exceeded £3million and £4million respectively (between 2010-2019).
- A notable trend was that the larger the investment, the greater the improvement in deprivation compared to non-Futurebuilders England Fund areas.
- To measure the impact of social investment on economic output and productivity, the research compared changes in Gross Value Added (GVA). GVA measures the value of products and services produced minus the costs incurred in production. The Office for National Statistics has begun releasing experimental data that provides GVA at a much smaller spatial scale enabling analysis of smaller neighbourhoods. This data was used for this analysis.
- The data shows that increases were higher in areas receiving social investment compared to areas that had not. The difference in GVA change between them is 14%, where areas received at least £500,000 of social investment (between 2010-2019).
- Similar to the trend seen with the deprivation data, the difference (measured through percentage changes in GVA) is higher when the amount of social investment is larger.
- The GVA change between Futurebuilders England Fund areas and areas that had not benefitted from the programme rises to 42% and 106% for social investments exceeding £3million and £4million respectively (between 2010-2019).



Our Partnerships

An important part of our approach to our work is to build and foster effective, trusted partnerships which complement and supplement our existing capabilities. These partners bring additional expertise, insight, experience, reach and legitimacy across a range of sectors, communities and geographies.



This partnership working has grown significantly in the period this report covers:

- On the Enterprise Development Programme, working with six sector partners – Association of Mental Health Practitioners, Equally Ours, Groundwork, Homeless Link, the Ubele Initiative, YMCA George Williams / Centre for Youth Impact
- On Flexible Finance, working closely with Create Equity and the Ubele Initiative
- On the Reach Fund, working collaboratively with over 30 different social investment intermediaries (known as Access Points)
- On Thrive Together, working with Architectural Heritage Fund, Co-operative and Community Finance, Fredericks Foundation, Groundwork and Homeless Link
- On the Youth Investment Fund, working with delivery partners Key Fund, National Youth Agency and Resonance; and technical specialists Fusion 21 (procurement), Sharpe Pritchard (legal) and Turner & Townsend (construction)

Added to these are the broader influence partnerships we contribute to or co-ordinate (see section 4 below), and the crucial partnerships we have with our funders and investors – particularly Access - The Foundation for Social Investment, Better Society Capital, Department of Culture, Media & Sport, and Power to Change.



INFLUENCE

We will focus on expanding appropriate funding from public, private and philanthropic sources



Diversity Forum for Social Investment

Social Investment Business has hosted the Diversity Forum since 2018. The Diversity Forum aims to drive inclusive social investment in the UK. The Diversity Forum has been working with others across the sector to promote and embed equity, diversity and inclusion (EDI) whilst also aspiring to lead through demonstrating good practice. The Diversity Forum was funded by the Connect Fund, a £3m fund managed by the Barrow Cadbury Trust in partnership with Access – The Foundation for Social Investment.

a £3m fund managed by the Barrow Cadbury Trust in partnership with Access

Key areas of impact include:

- Reaching 25 signatories for the revised Manifesto 2.0 - A bold new manifesto which outlines 7 clear commitments, 10 initial actions, and regular check-ins.
- Completing an independent evaluation of the Manifesto 2.0 with the consultancy, Communicate Inclusively, and achieving a Net Promoter Score (NPS) of 54 as 'Excellent'.
- Convening the sector through five in-person events, two in partnership with others and nine online events including our webinars on topical EDI subjects
- Being awarded an additional £60k from the Connect Fund for a project on Diversity and Data collection in the social investment sector. This is in partnership with Clearview Research, For Business Sake, Shift Design, The Pathway Fund, Access – the Foundation for Social Investment, Better Society Capital and the Social Investment Business data team.

The partnership has collaborated on events, projects and worked with 28 partner organisations, including seven signatories and nine that are new to the sector .



Social Investment Forum

Social Investment Business continues to be the host and secretariat for the Social Investment Forum, which brings together the full range of social investors and intermediaries together to improve shared learning, collaboration, and advocacy.

In 2023 the focus was increasing the visibility of social investment to politicians and policymakers as well as working with the Department of Culture, Media and Sport on how best to utilise the £87.5m of funds available from the Dormant Assets Scheme that has been designated for social investment use.

In addition, the Forum helped contribute to a networking event called The Gathering, which brings together social investors and provides them with the opportunity to raise sector challenges, identify market gaps, and propose solutions.

Future Economy Alliance

The Future Economy Alliance (FEA) unites champions of change across business sectors working to build a stronger, fairer, greener economic climate for the UK. The FEA represents activists, entrepreneurs, investors, and business leaders who understand that profit must also benefit people and the planet.

This pioneering partnership brings together social enterprises, co-operatives, mutuals, employee-owned businesses, social investors, community-led organisations, fundraisers, and third sector experts united in the vision of an economy where our entire society profits.

As a member of this alliance, Social Investment Business attended the House of Lords with colleagues, partners and collaborators to meet with politicians and policymakers to discuss how British business can deliver better for our economy and society.

The Alliance has also helped generate a 'Business Plan for Britain' campaign which seeks to elevate the social economy agenda before and shortly after a general election.



Wider Policy Work

We have undertaken a wide range of policy and influencing work in this period which includes:

- Advocating with others for the Community Enterprise Growth Plan, which makes the case for further use of government dormant assets in social investment
- Engaging with a wide variety of politicians, particularly Ministers in the government and, in the months before an election, Shadow Ministers and Prospective Parliamentary Candidates.
- Holding events at both the Conservative and Labour party conferences – on the role of private capital in public good, and on how social investment can strengthen communities.
- Writing articles and posts in a wide variety of sector and mainstream media; this included pieces by our then Chair Hazel Blears in [Politics Home](#) (on the social economy and ‘securonomics’), our CEO Nick Temple in [Public Sector Executive](#) (on learning from the Youth Investment Fund) and an article in [the Guardian](#), covering our Futurebuilders research into its long-term benefits to deprived areas.

Advocating for future dormant assets cash for a community enterprise growth plan



OPERATIONAL EXCELLENCE

[< PREVIOUS](#)

[NEXT >](#)

Customers

Social Investment Business continues to ensure feedback from customers is collected, shared and acted upon. We continue to gather customer feedback at various stages of the application process that is tracked in our CRM system. This provides clear oversight of our engagement with customers to all stakeholders.

In 2023, we recruited a Customer Feedback Analyst who is responsible for ensuring the efficient collection and analysis of customer feedback. This builds on the feedback processes established in previous years and encourages the transition to a systematic practice of feedback collection supported by response-oriented action.

Systematic Action:

We regularly collect exit surveys from customers measuring ease of application forms and overall satisfaction. Between December 1, 2022 and March 31, 2024, we received 1592 completed surveys.

Ease of Application:



Overall Satisfaction:



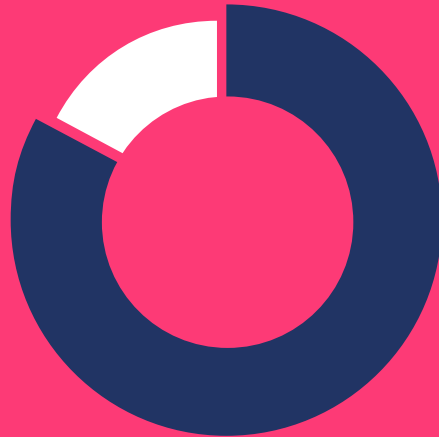
Responsive Action:

We continue to rely on our CRM system to track all customer enquiries and feedback, and to provide oversight of engagement with customers. With this data, we decide on response actions and address any complaints.



41%

of our customers were
"Very Satisfied" by the services
they accessed



83%

were either "Satisfied" or
"Very Satisfied"



60%

of our customers said it was
"Easy" or "Very Easy" to complete
the application

Complaints

Social Investment Business follows a Customer Complaints Procedure, published on our website. We received three formal complaints up to 31 March 2024, all of which were investigated and responded to within the 10-day deadline.

We view every complaint as an opportunity to learn and we analyse the complaint to look at root cause, lessons learned and if there any opportunities to improve the process(es).

All this information is captured in our Continuous Improvement Register, which we use to keep teams informed of improvements made and the link to impact.

Quality



ISO Quality Assurance

Social Investment Business ensures quality across its work, maintaining ISO 9001 standard developed by the International Organisation for Standardisation.

This is renewed every three years and Social Investment Business's certification was successfully reviewed and recertified in 2022.

In 2023 we had:

- **Two External Audits** that took place – these are carried out by British Standards Institute (BSI) in Feb 2023 and August 2023
- **One External Audit** took place in February 2024
- These audits are a requirement to maintain our **ISO9001-2015 Quality Management Accreditation**

ISO External Audit 1 February 2023

Overall, a positive audit with the following areas highlighted as areas where improvement has been evidenced and highlighted:

1. Business Objectives and KPI's
2. Loans Management
3. CRM and Data Management - Salesforce
4. Employee Wellbeing
5. Customer Satisfaction (Feedback)
6. Customer Complaints

Whilst audits are around business processes, in terms of relevance to impact, all the feedback from ISO audits and monitoring are added to our Continuous Improvement Register and actions are followed through on to drive the changes needed to evidence improvement.

ISO External Audit 2 August 2023

Overall, another positive audit with the following areas highlighted as areas where improvement has been evidenced and highlighted:

1. Business Objectives and KPI's
2. CRM and Data Management – Salesforce
3. People and Values

People

Our team almost doubled in size in 2023 to meet the demands associated with delivering an increased amount of funds. We have continued to be a fully remote, flexible and office free organisation. This has enabled us to attract an even more diverse and talented workforce from across the UK.

Every year, Social Investment Business carries out an employee engagement survey. We find it hugely valuable to help us understand how our team feel about working at Social Investment Business: what we are doing well, what we are doing less well and how we can improve. It includes questions we ask every year so that we can compare year-on-year, but also includes specific questions relevant to that period.

The survey is anonymous, but the findings are gathered and shared internally and with the Board and any actions required are put in place. The results in this year are extremely positive: staff feel motivated by the mission and purpose and 100% of staff say their line manager cares about them.

Last year's metrics



Mission and purpose

96%

no change



New ways of doing

89%

up 1%



Do what I do best

91%

down 5%



Quality work

98%

down 2%



Learn and Develop

91%

down 5%



Recognition/Praise

89%

down 7%



Line manager cares

100%

up 4%



Can share concerns/feelings

96%

up 4%

Staff numbers

Gender pay gap across all roles (Without CEO)

| | Male hourly (£) | Female hourly (£) | Difference (£) | Single figure pay gap (%) |
|--------|-----------------|-------------------|----------------|---------------------------|
| Median | 25.26 | 22.05 | 3.21 | 14.56% |
| Mean | 27.79 | 23.54 | 4.25 | 15.29% |

Gender pay gap across all roles (With CEO)

| | Male hourly (£) | Female hourly (£) | Difference (£) | Single figure pay gap (%) |
|--------|-----------------|-------------------|----------------|---------------------------|
| Median | 25.64 | 22.05 | 3.59 | 16.28% |
| Mean | 29.76 | 23.54 | 6.22 | 20.90% |

Turnover is
9.7% YTD

Pay ratio **5.2:1**
between CEO to
lowest paid employee

44 female / 21 male
= 65 full time employees (68% F 32% M)

Our lowest paid employee earns
£13.33 per hour.

The UK Living Wage currently stands at **£12.00 p/h** and London Living Wage **£13.15 p/h** for 2022-24.

Gender pay gap across salary bands

| Salary band | Mean Male hourly earnings (£) | Mean Female hourly earnings (£) | Difference (£) | Single figure pay gap (%) |
|-------------|-------------------------------|---------------------------------|----------------|---------------------------|
| 4 | 13.85 | 14.98 | -1.13 | -7.54% |
| 3 | 21.53 | 22.07 | -0.54 | -2.45% |
| 2 | 33.58 | 33.37 | 0.21 | 0.63% |
| 1 | 53.59 | 47.39 | 6.20 | 13.08% |

Ethnicity Pay Gap

| | White | Non-white | Difference (£) | Single figure pay gap (%) |
|--------------------|-------|-----------|----------------|---------------------------|
| Median hourly rate | 22.97 | 20.24 | 2.73 | 13.49% |
| Mean hourly rate | 26.08 | 26.11 | -0.03 | -0.11% |

Diversity data for current employees

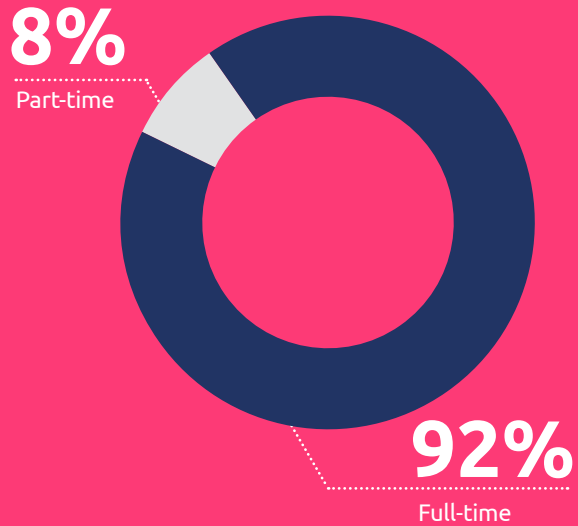
Peer Groups

Social Investment Business co-created a set of Terms of Reference and guidance for an internal equity, diversity and inclusion (EDI) structure consisting of team-led Peer Networks and an organisational EDI Action Group.

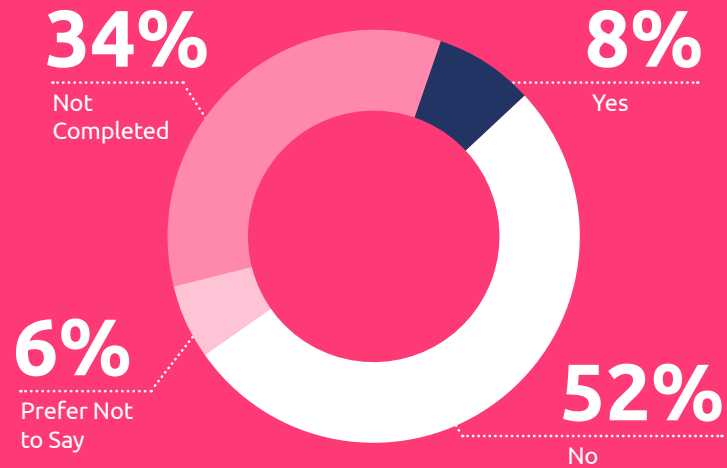
The Terms of Reference were approved at Board level and launched alongside the Peer Network guidance. There are now four established networks with further ones being developed, each with a different format and audience at present. These are:

- The Women's Network has 21 members with a good attendance at monthly meetings for training and talks on subjects of interest. The Network has a Living Library, where titles are passed on to other interested readers at face to face events. In March four members attended the Natwest WISE100: Leading Women event for International Women's Day, an event to support women in social enterprise.
- The Mental Health and In/Visible Disabilities Network launched in May 2023. The group is open to anyone who identifies as having mental health and/or an invisible or visible disability or supports someone who does. The group has contributed to Social Investment Business's ongoing review of procedures and support in place.
- The Social Justice Awareness Network has grown to nine members. They have a Teams channel to discuss topical issues relating to current affairs.
- The Look Beyond What You Can See Network is a group which aims to 'travel' to a different country to encourage values-based conversations to celebrate and learn from each other's individual cultures and life experiences.

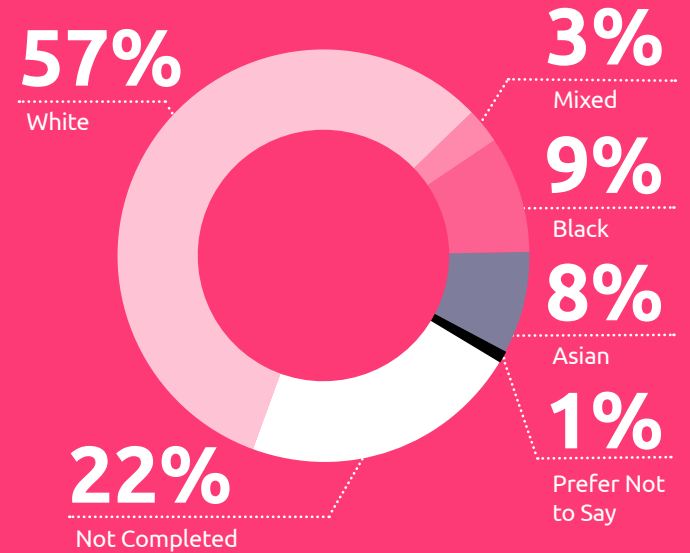
Current team working hours



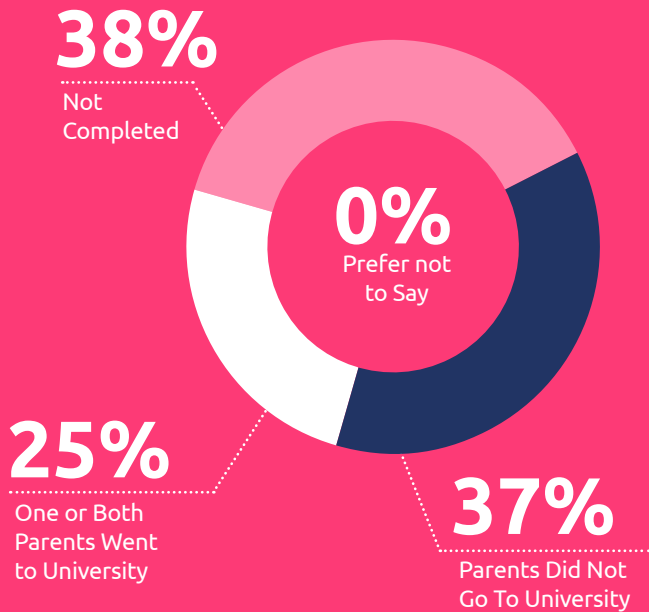
Current team disabilities



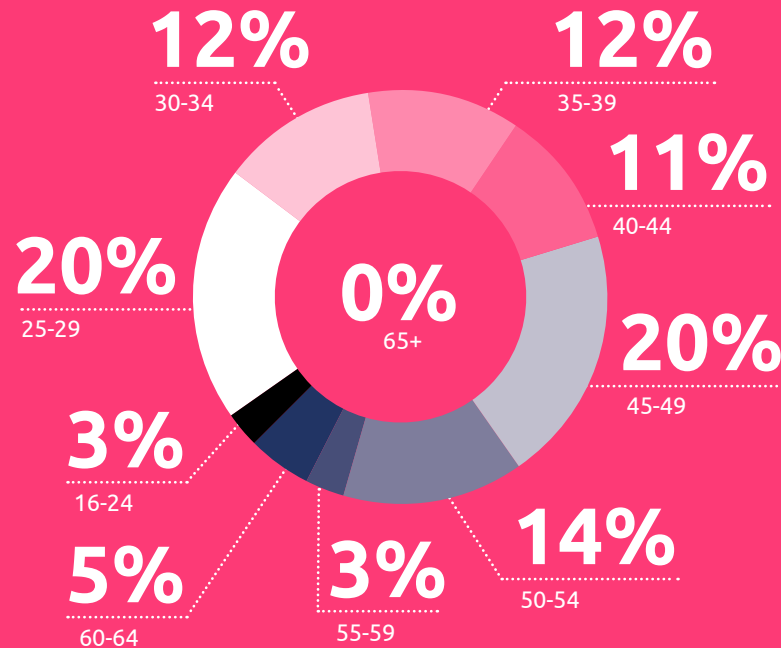
Current team ethnic origin



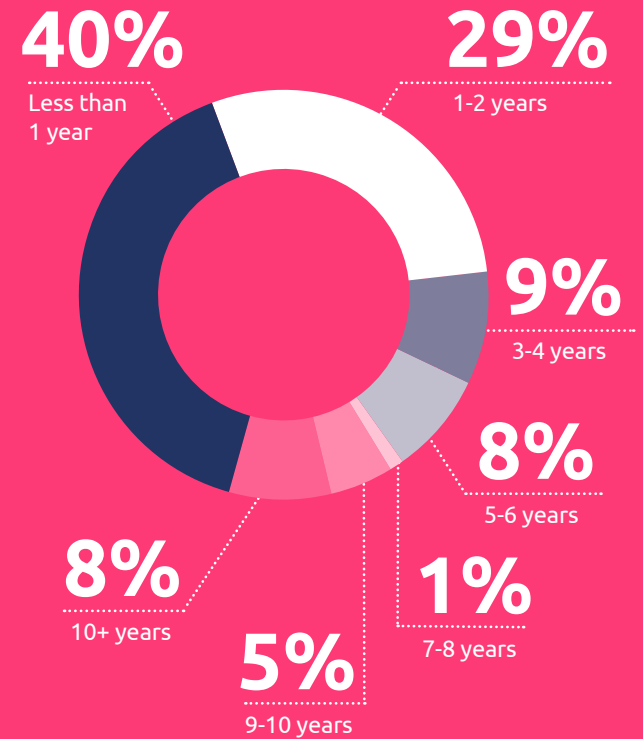
Current team background



Current team age



Current team length of service



Finance

Social Investment Business Group is made up of the parent charity Social Investment Business Foundation, trading subsidiary Social Investment Business Limited and additional fund vehicle legal structures.

The SIB Group is made up of:

- SIB Foundation (Charity)
- The SIB Limited
- SIB FM Limited
- SIB Loans Limited
- Thrive Together (SIB) Limited
- Energy Resilience (SIB) Limited
- Futurebuilders England Limited

Social Investment Business also strives to put its money to work. The Board approved back in January 2022 to create a £10m Strategic Designated Reserve to be invested for impact in line with the strategy by March 2026. So far, the Board have approved £4.9m worth of proposals to date, £3m of which is being used for Thrive Together (SIB) Ltd.

Simultaneously, in 2022 the Board also approved investing £10m of our available unrestricted cash resources with Cazenove's Charity specific Responsible Managed Asset Fund, chosen for its responsible and ethical credentials, as well as for financial return over the long term.





Social Investment Business believes in the power of the social economy to build a more equal society.

Social investment supports organisations across the country to change people's lives, build fairer communities and create a more resilient society.

We offer funding and flexible, adaptive support to the organisations that make up the social economy, providing them with the tools they need to make a positive difference to the communities they work within.

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