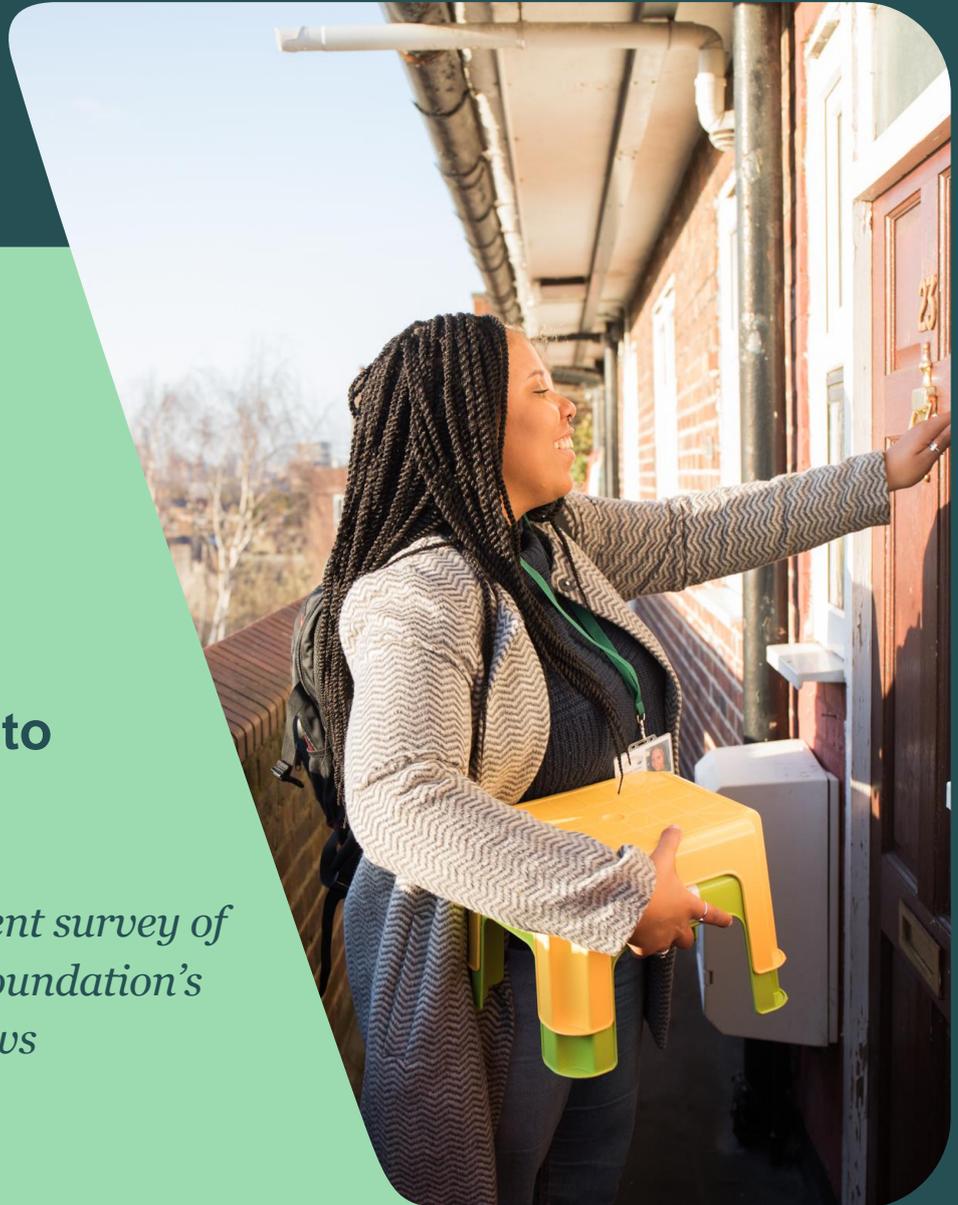


## Listening to grantees

*An independent survey of  
the Walcot Foundation's  
grantees' views*

*April 2022*



Commissioned by:

**WALCOT**FOUNDATION



# Authorship and acknowledgements

This report has been written by Sonakshi Anand, Katie Turner and Keeva Rooney, based on research with the Walcot Foundation grantees during January and February 2022; and scoping interviews and analysis session with the Walcot Foundation staff.

We would like to thank the grantees and the Walcot Foundation staff for their time and for sharing their experiences and insights in an open and honest way.

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# Contents

Executive Summary .....	4
1. Introduction.....	7
2. Feedback from individual grantees .....	8
3. Feedback from grantee organisations.....	16
4. Concluding remarks.....	29
Appendix One: Individual survey data.....	31
Appendix Two: Organisation survey data.....	37

# Executive Summary

This research set out to gather grantee experiences of the Walcot Foundation's (hereafter, referred to as 'the Foundation') grant-making practices and processes. 164 participants responded to the survey – 107 were students at college or university, and 57 were organisations, including registered charities, community interest companies (CICs) and schools. 24 grantees who completed the survey also participated in focus groups, sharing their experience of the Foundation's grant-making.

## Key findings of grantees' experience

### Application process

In general, grantees found the application process straightforward and flexible. They appreciated the support provided by the Foundation staff. Organisations valued having Expression of Interest conversations prior to a full application. For students, the support<sup>1</sup> provided was essential, as some found the online application process overwhelming, due to the amount of information that had to be digested. Possible areas for adaptation include:

- Amending the information and documentation asked for in the application process. Aside from the students mentioned above, it was also challenging for organisations with an income of less than £250k, as they are less likely to have dedicated resource for fundraising.
- Reviewing the application form, including its wording, as it was not considered accessible for those with disabilities, or for whom English is a second language.
- Considering simplifying processes further and setting clear expectations for grantees.

### Reporting

The majority of individual and organisational grantees said that reporting arrangements were straightforward and appropriate to the grant: '*We are treated as partners rather than some top-down reporting requirement*'. Possible areas for adaptation include:

- Revisiting the requirement for detailed expenditure receipts for individual grants, as, for example, for some college students, this was difficult to comply with.
- The Foundation staff supporting organisational applicants, for example, by sharing previous reports and end of year evaluations to help manage expectations.

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<sup>1</sup> The Foundation offers a service for individuals who struggle with online forms to meet up with an adviser and fill them out 'in person' through Centre 70.



Photo credit: Ebony Horse Club

## Non-financial support offer

Just under half of students who responded, had accessed the non-financial support and the majority found it 'very', 'extremely' or 'slightly helpful'. For organisations, feedback about peer support was very positive: *'They organise a Peer Support Network group through which I have made loads of connections with other groups and organisations'*. Those organisations that were not aware of the peer spaces would like to access them.

## Communication

The Foundation staff were supportive, and human. The majority of individual grantees *'felt listened to and treated as an individual'*. Similarly, the majority of organisations felt that the Foundation *'responds promptly to communications'* (e.g. emails, queries, end of year reports) and they appreciated being able to speak directly to grant officers.

## Commitment to Lambeth

Grantees recognise the genuine commitment that the Foundation has to Lambeth and its residents as a local place-based funder: *'Their strength is that they know Lambeth and the people of the area – they certainly get what we do'*.

## Concluding remarks

Grantees of the Foundation (both students and organisations) shared positive feedback about their experiences of the application process, various aspects of grant management, and their interactions with the Foundation staff. Building on these findings and drawing on related work on grant-making with other foundations (including work on applications<sup>2</sup>, unrestricted funding<sup>3</sup> and reporting<sup>4</sup>), we highlight four areas which might benefit from further reflection and possible adaptation.

### Flexibility

A move towards greater flexibility in grant-making is at the heart of the [Open & Trusting](#) grant-making community<sup>5</sup>, of which the Foundation is a member. Minor adjustments to processes can make a real difference to applicants and grantees, especially if they are rooted directly in their experiences and preferences. For the Foundation, this might include:

- Some flexibility in the documentation required from individual grantees
- A more straightforward process for college students to report on their grants
- Simplification of the application form
- More choice about grantees' preferred mode of reporting
- Exploration of longer-term and unrestricted funding

### Clarity and transparency

Setting and communicating clearer expectations has the potential to make the application process less daunting and more straightforward (in line with Open & Trusting commitments).

### Language

There may be merit in follow-up conversations with grantees, as part of wider efforts to ensure that language (e.g. for potential applicants and in grant agreements) is properly aligned with the commitment to a 'relational approach'.

### Peer learning

The Foundation using its potential to convene and host conversations (it already runs a Peer Support Network); and promote peer learning and collaboration for grantees by drawing on its position as a key 'hub' within Lambeth.

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<sup>2</sup> [Funding applications and assessments - Funding process - IVAR](#)

<sup>3</sup> [The holy grail of funding - Unrestricted funding - IVAR](#)

<sup>4</sup> [Better Reporting - Grant Reporting Principles - IVAR](#)

<sup>5</sup> [Towards more flexible funding - IVAR](#)

# 1. Introduction

The Walcot Foundation (hereafter, referred to as ‘the Foundation’) is an endowed Lambeth-based foundation that gives c.£2 million a year in grants to organisations, schools, and individuals. It aims to improve ‘*the whole-life prospects*’ of Lambeth residents from low-income households by giving grants to: individuals who wish to pursue further studies and technical qualifications; and schools and organisations running programmes and activities that support Lambeth residents.

In November 2021, the Foundation commissioned IVAR to conduct an independent survey gathering grantee experiences of the grant-making process, including: applications; grant payments; communications; and reporting requirements.

## 1.1 Our approach

We undertook the following activities:

- **Scoping interviews** with the Foundation staff in December 2021, to better understand current grant-making process and help frame the survey questions for grantees.
- **Two online surveys of grantees** (one for individuals and one for organisations/schools), during January and February 2022. Participation in these was anonymous.

A total of 164 participants (individuals and organisations) responded. Of these, 107 were individuals (students at college or university) and 57 were organisations (charities, community interest companies and schools)<sup>6</sup>, of whom 18 had previously been unsuccessful (at least once) in applying to the Foundation. 16 of these 18 respondents were currently in receipt of a grant from the Foundation.

- **Two focus groups** (one with individuals and one with organisations/schools) to provide more in-depth insight into grantee experiences of the Foundation. Participation was anonymous and 24 grantees took part.
- **Share and Build session** in March 2022 with the Foundation staff to review and analyse emerging findings from the fieldwork, with a focus on exploring challenges and suggestions for change as shared by grantees.

## 1.2 About the report

This report begins by outlining findings from the fieldwork before drawing out implications for the Foundation’s future grant-making practices and processes. Anonymised quotations are presented in italics and used throughout the report to illustrate key points.

Appendices with survey data have been included at the end of the report.<sup>7</sup>

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<sup>6</sup> See Appendix Two (Figures 4 and 5; Tables 5-8) for a full breakdown of sample characteristics.

<sup>7</sup> Please note that due to rounding up or down, percentages in the figures and tables may not add up to 100.

## 2. Feedback from individual grantees

### The sample

- 107 individual grantees responded to the survey. Of these, 81 were university students and 26 were college students. 28% were funded by the Foundation for 3-4 years, 43% for 1-2 years, and 29% for less than a year.
- 12 individual grantees participated in a focus group: four were college students and eight were university students.

In this section, we share findings from research with 107 individual grantees. We look, in turn, at the application process; reporting; ongoing communication; non-financial support; and benefits.

### 2.1 Application process

Overall, grantees had a positive experience of the Foundation's application process. They responded to a series of statements about the process, including application guidance, documentation, making the application and award of the grant.

#### Application guidance and documentation

Individual grantees felt that the application process was clear and straightforward:

- 96% of survey respondents 'agreed' or 'strongly agreed' that: *'It was clear what documentation and information was required from me'*.
- 91% 'agreed' or 'strongly agreed' that: *'The information/documents asked for in the application process (such as proof of Lambeth residence, academic reference, proof of low income) felt reasonable'*.
- Out of the 51 students (university and college) that accessed childcare support<sup>8</sup>, 80% found the documentation requested reasonable.

There was some variation between the experience of university and college students regarding grant eligibility information. 94% of university students felt that the *'Walcot Foundation's guidance is clear on who is eligible for a grant and how the grant can be used'* compared with 85% of college students.

In the survey and focus group, some grantees shared challenges in relation to providing the eligibility documentation required to apply for a grant, describing it as an administrative burden, e.g. needing to physically go to the bank to print off bank statements and send them in the post.

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<sup>8</sup> 56 students were not eligible for this grant.

For others, it was unclear what documentation was required, or it was difficult to provide:

*'Providing bank statements from the head of the household is difficult if the grantee is estranged or the parent refuses to provide their documents.'*

*'Sometimes it can be difficult to understand the financial information for parents on the application and what they need to provide in terms of documents. Maybe this could be simplified or explained better.'*

Grantees suggested that alternative documents for proving financial status might include student finance letters and proof of or receipt of Universal Credit.

## Making the application

91% of university students and 85% of college students found the online application process 'straightforward' and 'flexible':

*'I could do it in parts, i.e., could come back to sections later which was good.'*

*'The application process was very easy to navigate and required reasonable information.'*

The majority of survey respondents (83%) 'strongly disagreed' or 'disagreed' that: *'I have found it difficult to contact the Walcot Foundation if I have an issue or query'*, suggesting that the Foundation staff were available and responded to questions or queries during the application process. Grantees valued this support; some described it as essential to navigate an otherwise overwhelming process:

*'I was supported by [the Foundation staff member] when I didn't have the correct information ... I felt guided through it and was supported every step of the way.'*

*'I have dyslexia, so found [the] online application form overwhelming, but [the Foundation staff member] supported me.'*

*'I was talked through the [application] process step by step ... If I had to do it by myself, I wouldn't have followed it through.'*

However, grantees were not always aware that they could contact the Foundation for support:

*'I didn't know about phone help; I did it myself and was struggling on bank statements. I found it confusing and had a back and forth over email. I didn't know about phone assistance which would have been helpful.'*

83% of grantees felt that being able to apply for funding for multiple years, rather than a single year, was useful and saved time. College students (12%) were more likely to

'disagree' or 'strongly disagree' about this than university students (2%). This can be attributed to the fact that most college courses are only one year (with the exception of some Level 4 Counselling courses).

## Awarding the grant

Most grantees (93%) 'strongly agreed' or 'agreed' that: *'My grant payment was received promptly after agreeing to and meeting grant conditions'*.

Grantees in the focus group had found the grant award process straightforward and timely, and felt that they had been kept informed about the progress of their application:

*'I didn't have to chase for information, I was kept informed throughout.'*

Some students are required to meet certain special conditions prior to the release of funding, for example, confirmation of student finance; confirmation of continued enrolment prior to the release of the second instalment of travel costs, etc. 12% of college students disagreed that the special conditions added to the grant were reasonable in comparison to 2% of university students.

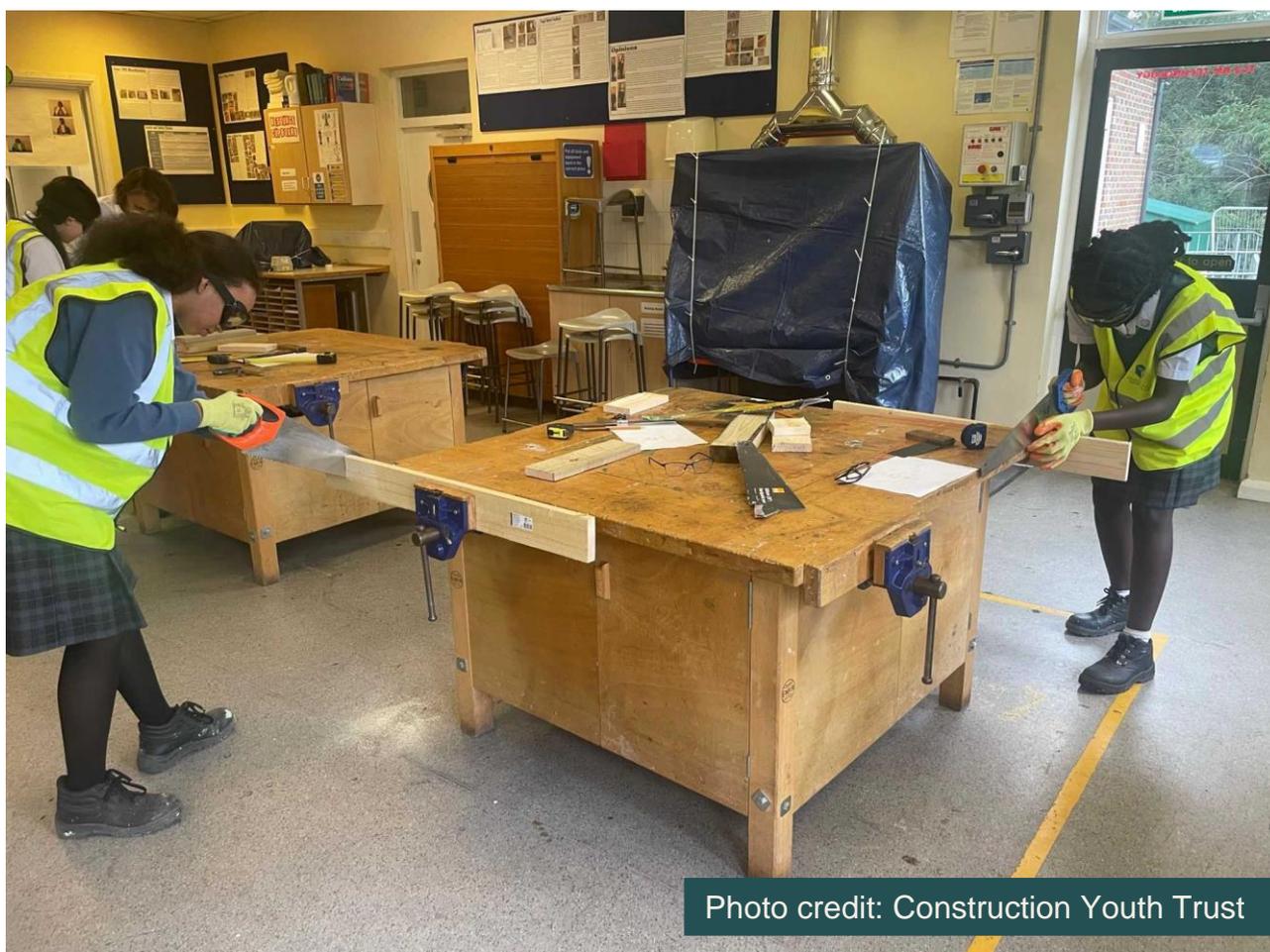


Photo credit: Construction Youth Trust

## 2.2 Reporting

The majority (79%) of individual grantees found the reporting arrangements straightforward and appropriate for their grant. However, respondents' opinions varied about the reporting method, with 90% of university students but just 62% of college students agreeing that they found: *'The use of online forms the most useful format for reporting on progress'*.

College students are required to provide receipts of expenditure (e.g. materials and equipment) to receive their grant and some found this difficult to comply with (This is not a requirement for university students). For example, 12% disagreed/strongly disagreed that: *'The receipts required feel reasonable for the grant provided'*:

*'I was asked to scan and send in the receipt of my purchase before my next payment but because I didn't have access to this method of sending [a] receipt, I wasn't able to receive my other payment. I wished there was another way to hand in receipts like taking it to an office to hand in person.'*

*'There should be a way that when [receipts are] lost you can give a reason for this, instead of strictly demanding receipts.'*

This may account for the higher proportion of overall negative responses from college students about the reporting process.

University students also thought that the process could be more flexible:

*'You can't say 'this bit of money went to that' – hard to fill out a form on this, as it's a pool of money.'*

*'First time I applied, I lost my receipts [proof of fee payment], so my second-year application was rejected because of this ... I had the certificate to prove that I finished the course, so that should be enough to prove that I spent the money on the course.'*

As with the application process, grantees appreciated personal contact from the Foundation during the grant:

*'[The Foundation staff member] would send me emails asking me "How is your course going", which was very nice and helpful.'*

*'During my time at university they would email to see my progress which I found very motivating.'*

## 2.3 Ongoing communication

The majority of the Foundation's communication with grantees is at the application and reporting stages, with limited contact in between, unless it is initiated by the grantee. The Foundation was interested in whether this felt sufficient to grantees.

A slight majority (60%) of respondents (college and university) said it was sufficient, but 19% would like more regular communication.

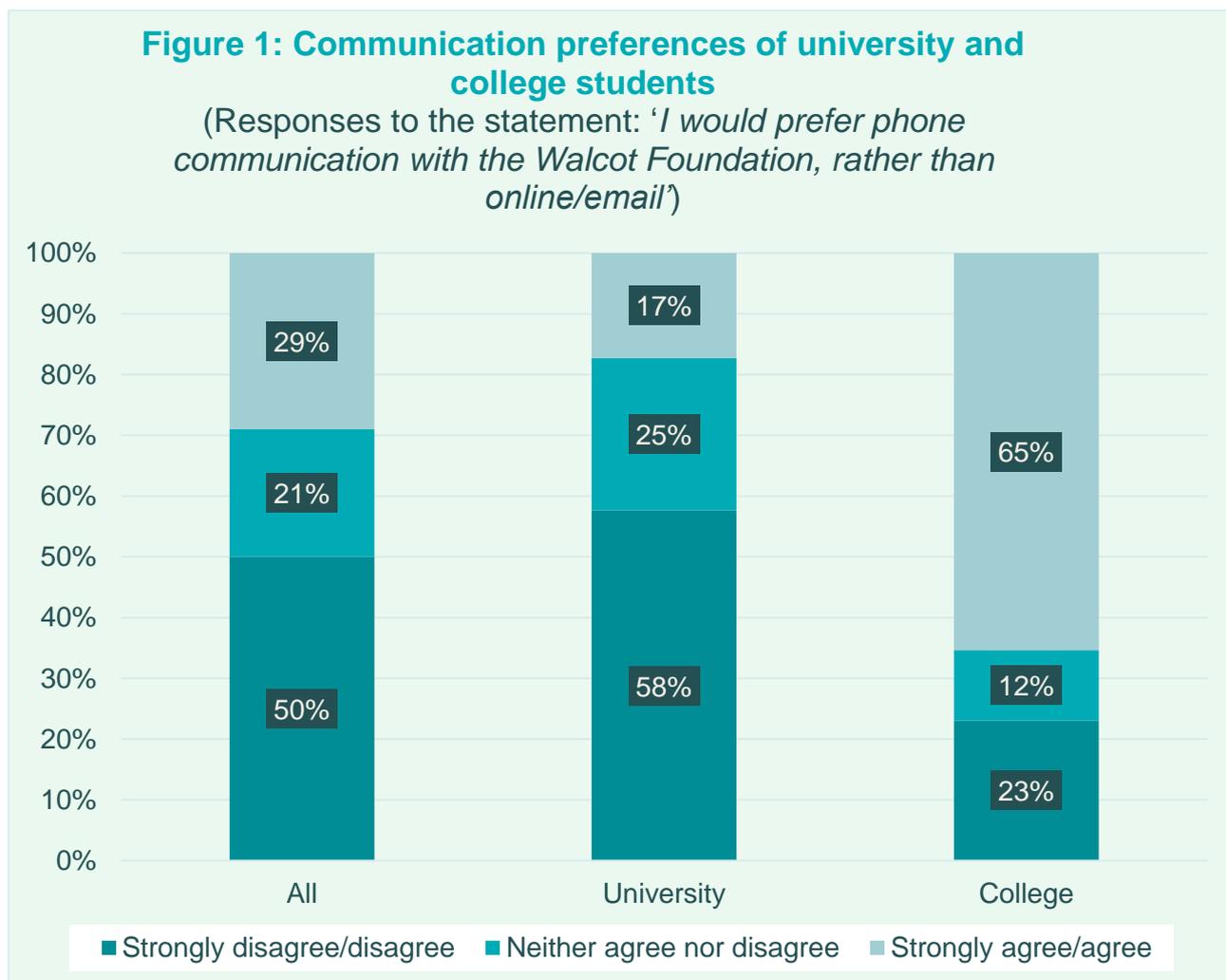
In terms of the quality of their interactions with the Foundation, 89% of university students and 77% of college students ‘strongly agreed’ or ‘agreed’ that: ‘When I contacted the Walcot Foundation, I felt listened to and treated as an individual’. This was reflected in some of the comments:

*‘I liked the communication and email responses – very quick.’*

*‘She [the Foundation staff member] was so friendly, helpful, and professional and thanks to her being there for me, I had a great and successful year at college. Thank you, Walcot Foundation.’*

College and university students differed in how they would like to be contacted. Figure 1 below shows the responses of individual grantees to the statement ‘I would prefer phone communication with the Walcot Foundation, rather than online/email’, with university students preferring online/ email (58%) and college students preferring phone contact (65%). One university student said:

*‘... The use of emails to contact helps me to keep records of communication and focus on what needs addressing.’*

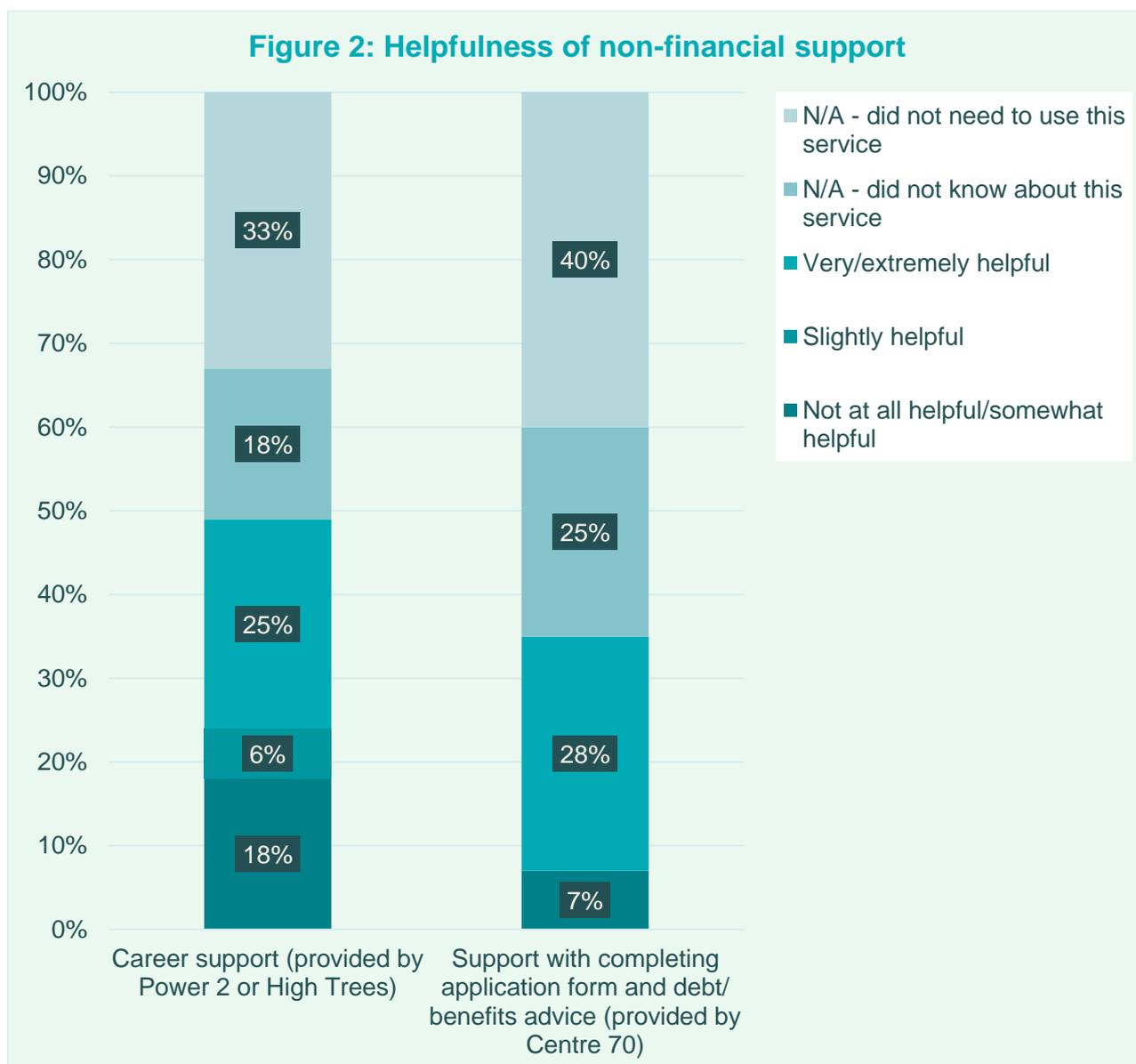


## 2.4 Non-financial support

Non-financial support offered by the Foundation to individual grantees includes career support provided by [Power 2](#) and [High Trees](#); and debt/benefits advice and support in completing application processes by [Centre 70](#).

Individual grantees were asked how helpful they found the non-financial support offered by the Foundation. Just under half of respondents had accessed this. For example, 49% had accessed career support and 35% had accessed support for completing application forms and debt/benefits advice, both of which were provided by external organisations.

Of the 51 individuals who had accessed the career support, 63% found it 'very', 'extremely' or 'slightly helpful'. Of the 36 individuals who had accessed support for completing application forms and debts/benefits advice, 81% found it 'very', 'extremely' or 'slightly helpful' (Figure 2 below shows the responses of individuals on the '*helpfulness of the non-financial support*').



Grantees would like to be asked about support needs during the application process and that the Foundation could tailor the support offer based on these conversations. They suggested that other useful non-financial support could include:

- Study skills support tailored to courses such as proofreading, writing support and strategies for learning (particularly for those with learning difficulties and students with autism)
- Career support to update CVs, prepare for interviews, support with internships and work experience, and support with entrepreneurial ventures
- Mental health support (e.g. counselling)
- Spaces to meet other students and for peer support

Some grantees also listed other financial support that the Foundation could offer, such as additional childcare costs, contributing to household bills/rent, and grants for students pursuing a masters' programme.

## 2.5 The difference made to grantees

Many individual grantees wanted to share their gratitude and the impact that the grant had on them and their lives:

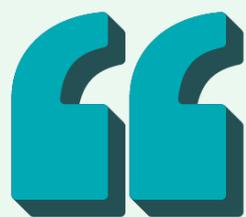
*'The Walcot Foundation did extremely great for me and my children. You contributed to what I am today (Registered Nurse). Thank you all.'*

*'The Walcot Foundation grant was an amazing help throughout university.'*

*'Without the grant, I would have struggled financially. The Walcot Foundation is a great foundation, and it has helped so many of us from low-income backgrounds.'*

*'It [the Foundation grant] has made my educational experience so much easier and for that I'm very grateful ... Thank you.'*

Individual grantees wanted other students in Lambeth to benefit from these grants and made some suggestions for how the Foundation could raise awareness of the offer, for example, by advertising and marketing more in schools. These suggestions were discussed at the Share and Build session with the Foundation staff, where it was decided that further 'blanket' awareness-raising would risk oversubscription to an already full grant fund. The Foundation often considers more focussed outreach initiatives, such as sharing the grant information in local colleges.



*I am very grateful. The opportunities opened up to us are vast. It's not just about financial support, it's also giving confidence and raising self-esteem and self-worth ... We are better positioned because of the Walcot Foundation."*

A student (individual grantee)

Photo credit: Rathbone Society



### 3. Feedback from grantee organisations

#### The sample

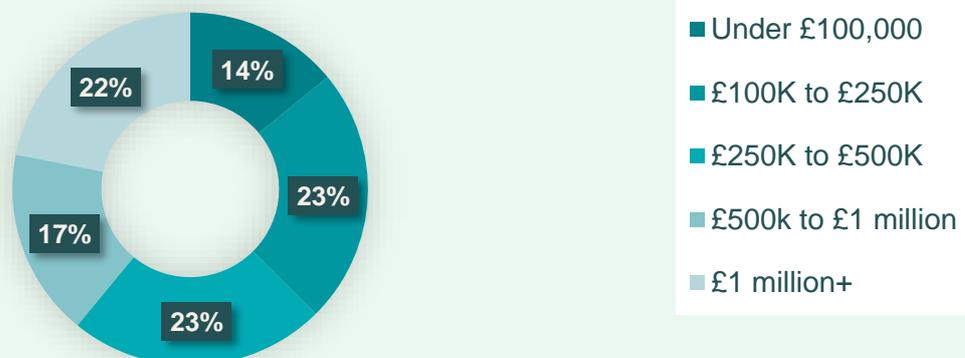
- 57 organisations responded to the survey. A breakdown is provided in Figures 3 and 4 below.
- 18 of these organisations had previously been unsuccessful in applying to the Foundation. 16 of the 18 were in receipt of a grant at the point of responding to the survey.
- 12 organisations participated in the focus group: six registered charities, two CICs, two social enterprises, and two schools (one primary school and one school cluster).

In this section, we share findings from research with 57 organisations. We look, in turn, at the application process; reporting; communication; non-financial support; the grant; and the relational approach.

Figure 3: Type of organisations



Figure 4: Income of organisations



### 3.1 Application process

Participants were asked to what extent they ‘agreed’ or ‘disagreed’ with a series of statements about the application process. 50 survey respondents replied. We also discussed the application process with the 12 focus group participants. The majority of organisations described the application process as a positive experience.

#### Verbal Expression of Interest

Grantee organisations liked the opportunity to have an Expression of Interest conversation. 94% felt that: ‘The verbal Expression of Interest process is helpful, as it creates a space to talk to the Walcot Foundation staff first before time is spent on the written application process’. This was particularly appreciated by organisations with an income of less than £250k.

The process was seen as helpful for reflection and refinement of proposals. Many felt that it was respectful of their time and made the application process more accessible:

*‘A very reasonable way of controlling the amount of time that organisations spend on possibly fruitless bids.’*

*'Respectful and aware of charity time and was incredibly supportive.'*

*'Able to express a project idea in a dynamic way that allowed for responsiveness and question-posing by the Walcot team.'*

*'It was dyslexic friendly with the telephone calls and the Expression of Interest.'*

A first-time grantee felt that some prompts and guidance on the process would be helpful to prepare for this conversation, as it felt *'too open and unstructured'*.

## Eligibility criteria and documentation

90% of grantee organisations felt that the information and documentation asked for in the application process was appropriate and proportionate to the grant provided. The highest proportion of those that found it challenging were organisations with an income of less than £250k. This is perhaps because smaller organisations are likely to have less dedicated resource for aspects like fundraising and associated tasks. Some would like a clearer idea of the Foundation's funding priorities before applying, expressing frustration at applying but then being told that their area was not a priority.

The Foundation stipulates that those organisations already in receipt of two three-year grants (organisations that have been funded for six years consecutively) must wait one year before reapplying. Some grantees questioned this policy, and talked about how the gap had made some elements of their work difficult to maintain:

*'Being shut out from reapplying for a year is harsh, particularly given our long-standing relationship with [the] Walcot [Foundation] and the extent we went to continue delivering our Walcot [Foundation] funded young people's programming over the past two Covid affected years.'*

There was also some frustration that schools could only be in receipt of one grant at a time, rather than being able to apply for grants related to different programmes or groups:

*'We have seen [the] Walcot [Foundation] priorities become narrower and narrower of what they want to support for children's learning. There are now very few places schools can get funding to support arts, creative activities and out-of-school activities.'*

*'Whilst I agree that [the] Walcot Foundation provide opportunity to collaborate with other grantees, the more recent grant stipulations around schools only being able to benefit from one funded application (direct or indirect) works against this.'*



## Making the application

At the application stage, there is a further opportunity for grantees to receive feedback and input from the Foundation staff, prior to a final decision by the Foundation Governors. The majority of respondents (86%) agreed or strongly agreed that: *'The feedback and input we receive from the Walcot Foundation (including on the outputs and outcomes statements) is helpful and supportive'*, and appreciated the lead-in conversations with the Foundation's staff:

*'[The Foundation staff member] made it as flexible and easy as possible for the charity to get into the position to deliver on the outcomes.'*

However, some grantees had found the application form a challenge to fill out, using words like *'long'*, *'heavily texted'*, and *'daunting'* to describe their experience. The form was not considered to be accessible for those with disabilities, or for whom English is a second language:

*'I do find the written application slightly too long for the funding available. I think there are places for slimming down the written application. The way some questions are worded leaves them open to repetitiveness, even though the questions are seeking different information. It sometime needs reading a few times.'*

Ideas from grantee organisations for simplifying the application process included:

- Having a word limit to manage expectations
- The option to submit a video application
- Standardising application forms across different funders, with questions from specific funders added at the end.

Of the 18 organisations that had previously been unsuccessful in applying, 89% had received feedback from the Foundation. Most found the feedback ‘clear’, ‘concise’, ‘informative’, and ‘helpful’, and some had then successfully re-applied:

*[The Foundation staff member] was extremely helpful in every way and communicated the bad news on this occasion expertly.’*

*‘We did not really fit into what they wanted to fund in that particular round of grants, so it was not surprising, and we were successful in the round that was more suitable for us.’*

## Awarding the grant

The majority of organisations (82%) felt that decisions about grant awards were made by the Foundation in a timely manner and that grant payments were made promptly after meeting grant conditions (91%). A small number felt that the process had been slow which had created difficulties, such as keeping other funding applications on pause while waiting for the Foundation’s decision.

67% of organisations felt that the special conditions (such as grants to be released on confirmation that schools have signed up for the next academic year; recruitment of a Teaching Assistant to cover for the project, etc.) added to the grant were reasonable.<sup>9</sup>

The greatest area of concern was where adaptations to budgets were made by the Foundation during the latter stages of an application when it had been presented to the Governors. The Foundation’s grants data shows that, since April 2017, 27 organisations (out of 245 grants) received a lower amount than requested. Of these, 17 had moderate/significant changes (greater than £500) to their budget, and 10 organisations had minor changes (£500 or less difference in the approved amount compared to requested).

Five grantees gave examples of this (one of whom had experienced it several times). In some cases, grantees were delivering the same level of outputs and outcomes but with a smaller budget:

*‘The scale of delivery is the same, but budgets are cut short, which is hard for small organisations.’*

*‘These last minutes cuts made the project delivery difficult.’*

*‘I think because it was at the board stage, I was under pressure to take the lower amount but, thinking back, I have agreed to something quite ambitious but [with] not much funding.’*

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<sup>9</sup> For 20%, this question was not applicable.

A small number of grantees expressed a desire for greater flexibility to be shown by the Foundation in relation to being able *'to adapt activities related to the grant'* during the grant period:

*'We have been a grantee for several years now and are now on their new programme. Given that we have built trust and a relationship with [the] Walcot Foundation, I would like to see some more flexibility ... Taking the extra step to say, "We trust you to make the right decision, report back to us as you think appropriate", would be a great step forward for them.'*

*'The rigour in reporting via 'outcomes' and 'measurability' is something other funders are moving away from. Many of our projects evolve across the course of [a] year/series and it can be difficult to report on and show actual impact through such rigid structures. We'd love to see more flexibility around reporting.'*

## 3.2 Communication

The majority (98%) of grantees 'agreed' or 'strongly agreed' that: *'The Walcot Foundation responds promptly to communications (e.g. emails, queries, end of year reports)'*.

Grantees also appreciated being able to speak directly to grant officers:

*'I have always found grants officers to be very approachable and open to hearing and learning about grass roots experience.'*

*'They [grant officers] are human beings and they do understand our situation well which I appreciate.'*

*'In my experience, [the] Walcot [Foundation] grant managers are extremely approachable and the relationship feels collaborative, which is a big plus.'*

*'All [the] Walcot Foundation individuals I have dealt with have been polite and professional but also importantly understand that there is a human being at the other end of the conversation.'*



### 3.3 Reporting

87% of the organisation grantees<sup>10</sup> ‘agreed’ or ‘strongly agreed’ that: *‘The level of grant reporting required feels proportionate to the grant provided’*:

*‘I have always found our meetings with Walcot very helpful – they usually reassure that we’re meeting the funders’ expectations and allow us to discuss any concerns or adjustments to the projects.’*

*‘We have always found that there is a helpful dialogue where we have needed to adapt our projects. We have been able to work collaboratively to make adjustments to outcomes.’*

Some organisations would like more support from the Foundation staff to provide reporting information, with 13% agreeing that: *‘It is difficult to find and compile the reporting data requested’*. A slightly higher proportion of BAME-led<sup>11</sup> organisations agreed with this statement.

Grantees suggested that the Foundation could share examples of previous reports and end of year evaluations to help them understand what might be expected.

<sup>10</sup> 55 organisation grantees responded to a series of statements about grant reporting.

<sup>11</sup> We use BAME-led throughout this report, as it is the Foundation’s preferred term. We define ‘led by’ as when more than 50% of an organisation’s trustees and senior management are people with lived experience.

Grantee organisations differed in their reporting preferences. The majority (60%) found *'written reports the most useful format'*, but 14% of organisations with an annual income of less than £250k disagreed with this and would welcome alternative methods:

*'Written reports are useful, but it is always good to have face-to-face conversations where you can.'*

*'As a dyslexic, I would prefer a Teams or Zoom meeting on the monitoring progress.'*

Prior to Covid, the Foundation carried out in-person grantee visits to discuss progress. We asked grantees about their preference to return to in-person visits or continue with online conversations. 22% of the total grantees selected online conversations, 16% chose a return to in-person visits, while 61% did not express a preference.

Out of those organisations that shared their preference, a slightly higher proportion of BAME-led organisations preferred online conversations to in-person visits. While many were undecided about this, 71% of organisations with an annual income of less than £250k did not express a preference.

There was a similar split in preferences expressed by focus group participants:

*'I've never had a visit from a funder before, during which we discussed outputs and outcomes, this was lovely.'*

*'In-person relationships are good and can give a better sense of the work we are doing.'*

### 3.4 Non-financial support

The Foundation offers three different types of non-financial support to organisations, such as bespoke organisational consultancy, training sessions and Peer Support Network meetings.

Of the organisations that responded to this question<sup>12</sup> and accessed non-financial support offers:

- 30% had attended a Peer Support Network meeting
- 28% had accessed bespoke organisational consultancy
- 26% had attended a free training session.

Just over half of grantees felt that non-financial offers were either *'very important'* or *'extremely important'*. Figure 5 below gives a detailed breakdown of the extent to which organisations found these offers helpful.

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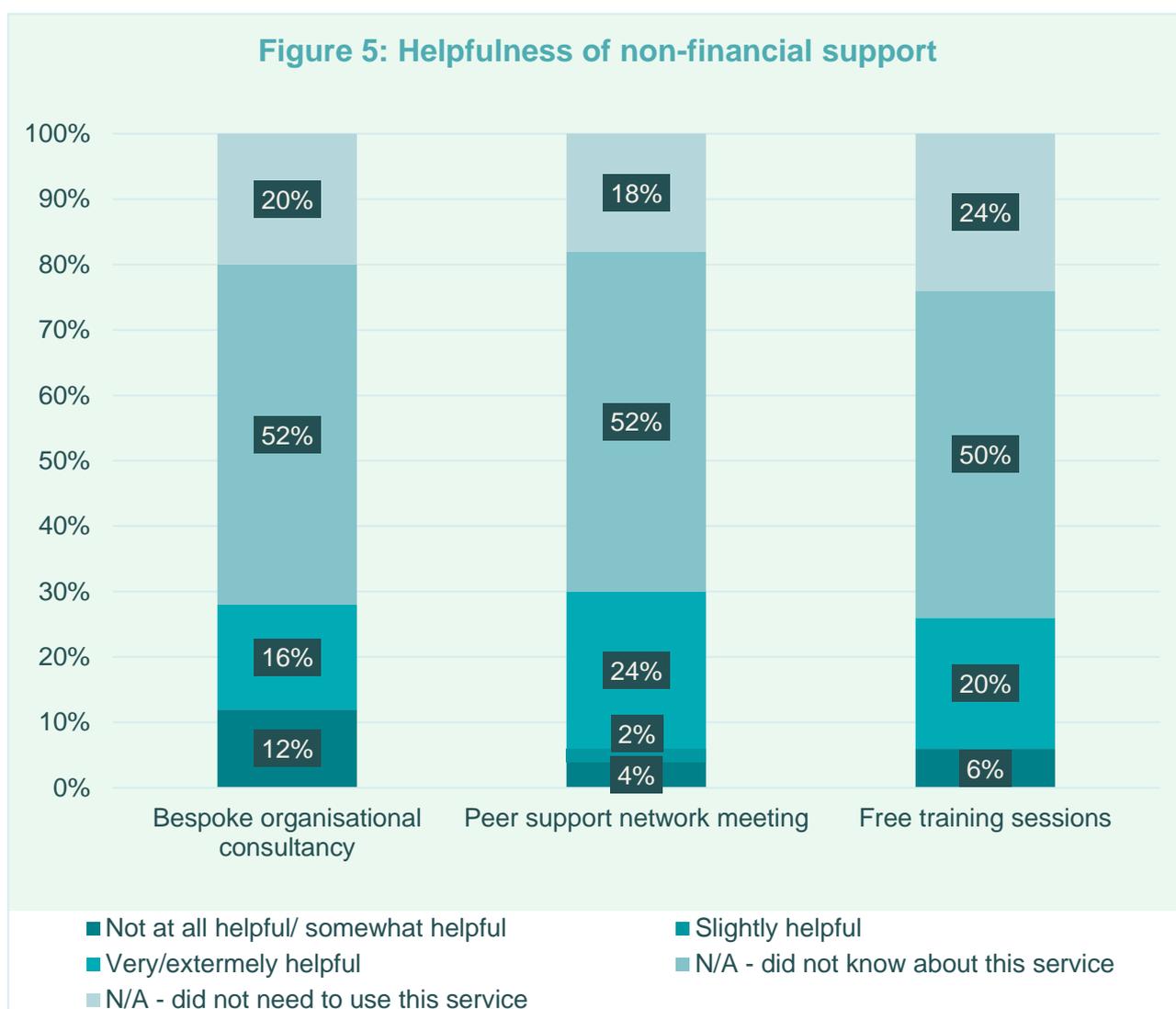
<sup>12</sup> 50 organisational grantees answered questions on how helpful and important they found the non-financial support offered by the Foundation.

In particular, there was considerable appetite for the peer spaces that the Foundation currently provides, as well as a request from some organisations not currently part of a peer network to join one, or host a peer group at their organisation:

*‘They [the Foundation] organise a Peer Support Network group through which I have made loads of connections with other groups and organisations.’*

*‘[The] Walcot Foundation does such great work and is well-connected with amazing organisations; [it] would be great to get help and support through learning from other organisations.’*

When asked to respond to the statement ‘The Walcot Foundation provides the opportunity to collaborate with other grantees’, out of the total number of BAME-led organisations that responded, 62% ‘strongly agreed’ or ‘agreed’ with the statement, as compared to 41% of other organisations<sup>13</sup>.



<sup>13</sup> A total of 55 organisations responded to this question, of these 21 were BAME-led organisations and 34 were other organisations.

## 3.5 The grant

Some grantees shared thoughts on adaptations that they would welcome from the Foundation. The majority of these focused on long-term and unrestricted funding:

*'We would appreciate, as with every funder, unrestricted funding, as it gives us greater flexibility.'*

*'Long-term funding helps with programme continuity in the voluntary sector, especially when you are a small organisation, making it harder to keep an officer in post without funding for a year.'*

*'It's always about more funding for longer periods! Meeting core costs fully would be great.'*

There was also some specific feedback from schools, for example:

*'Walcot are such important supporters for many in [the] Lambeth community. A more strategic outlook around schools' networks, e.g. funding cluster partnership manager posts to support all Lambeth schools to engage better with opportunities locally, would be a massive benefit.'*

One school commented separately on the enrichment activities that the Foundation used to fund and would like funding for these activities to return:

*'Access to a breadth of enriching opportunities in school are often the only way that children from financially disadvantaged backgrounds will get to experience these, with all the accompanying benefits of broadening horizons and encouraging vision and creativity, etc. ... Please, please fund these opportunities again, as schools have no finances to do so and they provide such important skills and learning opportunities for children and young people.'*

## 3.6 A relational approach

The Foundation strives to take a 'relational approach' to its grant-making, which encompasses the following features:

- Encouraging open and honest conversations
- Demonstrating flexibility
- Using inclusive and empowering language
- Providing the opportunity to collaborate with other grantees
- Funding proven concepts and not asking grantees to constantly '*reinvent*'.

Broadly speaking, grantees recognised and felt that they had experienced this relational approach (See Table 1 below). However, there was less agreement about whether the language and communication the Foundation uses feels inclusive and the extent to which

the Foundation provides opportunities to collaborate with other grantees. The latter point reflects similar comments made about the non-financial offer.

**Table 1: Grantees’ responses to a series of statements about the Foundation’s ‘relational approach’.**

Statements on relational approaches	Disagree/strongly disagree	Neither agree nor disagree	Agree/strongly agree	Not applicable (N/A)
The Walcot Foundation demonstrates flexibility, e.g. our organisation is trusted to adapt activities related to the grant.	4%	13%	80%	4%
The language used and communication by the Walcot Foundation feels inclusive and empowering.	4%	27%	69%	0%
The Walcot Foundation provides the opportunity to collaborate with other grantees.	22%	24%	49%	5%
I feel that we have to reinvent our programmes in order to get funding from the Walcot Foundation.	73%	18%	4%	5%
I find it difficult to have honest conversations with the Walcot Foundation staff, e.g. share the challenges that we’re facing, as well as the achievements.	87%	9%	2%	2%

## Honest conversations (and inclusive and empowering language)

The majority of organisations (87%) ‘agreed’ or ‘strongly agreed’ that it was easy to have honest conversations with the Foundation:

*‘Some years back, when we had an issue that impacted our ability to deliver, we had an honest conversation, and all was resolved. We appreciated that.’*

*‘Our experience has been one of inclusive and honest conversations with Walcot funders that have been ever so helpful.’*

Some organisations would like to have a more honest conversation with the Foundation:

*‘We haven’t spoken to the Walcot Foundation other than about our grant. We have not been aware of opportunities to feedback or input. It would be good to know how to do this.’*

27% of organisations neither agreed nor disagreed that: *'The language used and communication by the Walcot Foundation feels inclusive and empowering'* and 4% disagreed with this statement. This may be a feature of the Foundation's relational approach that would merit further exploration and conversation, potentially requiring conversations with grantees to understand better their experiences and suggestions on this topic.

## Commitment to Lambeth

A number of organisations talked about the Foundation's demonstrable commitment to Lambeth and its residents. Local organisations value having a funder that is committed long-term to the Borough and that really understands them:

*'Goodness, if it wasn't for [the] Walcot Foundation, many of us would not be surviving today. They are a really important funder for Lambeth.'*

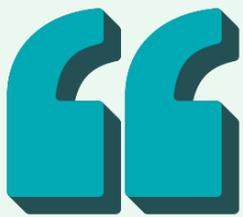
*'The personal relationships built up with Walcot staff make it a unique funder. They understand local organisations and they understand Lambeth.'*

*'Their strength is that they know Lambeth and the people of the area – they certainly get what we do.'*

*'Walcot are very good at understanding the needs of the demographic that we serve.'*

*'Our sincere thank you to [the] Walcot Foundation for the generous support for the Lambeth community and the organisations that support the community.'*

*'[The] Walcot [Foundation] is an important, approachable, local funder.'*



*This [building relationships] has been my experience. Interactions with the Walcot Foundation have felt human, fair and honest, which is not always our experience with grant-makers. It felt like you could ask questions and not be afraid of asking silly questions or 'getting it wrong' to the detriment of your application.”*

A grantee organisation

Photo credit: Vauxhall City Farm

## 4. Concluding remarks

Grantees of the Foundation (both students and organisations) shared positive feedback about their experiences of the application process, different aspects of grant management, and their interactions with the Foundation staff. Building on these findings and drawing on related work on grant-making with other foundations (including work on applications<sup>14</sup>, unrestricted funding<sup>15</sup> and reporting<sup>16</sup>), we highlight four areas which might benefit from further reflection and possible adaptation.

### Flexibility

A move towards greater flexibility in grant-making is at the heart of the [Open and Trusting](#) grant-making community<sup>17</sup>, of which the Foundation is a member. Minor adjustments to processes can make a real difference to applicants and grantees, especially if they are rooted directly in their experiences and preferences. For the Foundation, this might include:

#### For individuals

- Some flexibility in the documentation required, e.g. proof of their parents' situation (2.1 Application guidance and documentation)
- A more straightforward process for college students to report on their grants (2.2 Reporting)

#### For organisations

- Simplification of the application form, e.g. to make it accessible for those with disabilities, or for whom English is a second language (3.1 Making the application)
- More choice about grantees' preferred mode of reporting (3.3 Reporting)
- More dialogue with grantees when the Foundation proposes budget changes (3.1 Awarding the grant)
- Exploration of longer-term and unrestricted funding (3.4 The grant)

### Clarity and transparency

Those organisations who have received funding over a period of years are now familiar with the processes of applying for funding and reporting. For newer applicants grantees, these can be '*daunting processes*' and, for some, this difficulty can be exacerbated by a lack of clarity of the Foundation's expectations and funding priorities. Setting and communicating clearer expectations has the potential to make the application process less daunting and more straightforward (in line with Open & Trusting's eight commitments).

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<sup>14</sup> [Funding applications and assessments - Funding process - IVAR](#)

<sup>15</sup> [The holy grail of funding - Unrestricted funding - IVAR](#)

<sup>16</sup> [Better Reporting - Grant Reporting Principles - IVAR](#)

<sup>17</sup> [Towards more flexible funding - IVAR](#)



## Language

In light of the levels of agreement around the Foundation’s use of ‘empowering and inclusive’ language, and the commitment to further develop the ‘relational approach’, there may be merit in follow-up conversations with grantees as part of wider efforts to ensure that grant-making processes, including the language used (e.g. for potential applicants and in grant agreements), are properly aligned with the essence of being relational.<sup>18</sup>

## Peer learning

Organisations who had attended peer learning spaces generally found it very helpful to learn and obtain support from other organisations. The Foundation should use its potential to convene and host conversations and promote peer learning and collaboration for grantees by drawing on its position as a key ‘hub’ within Lambeth.

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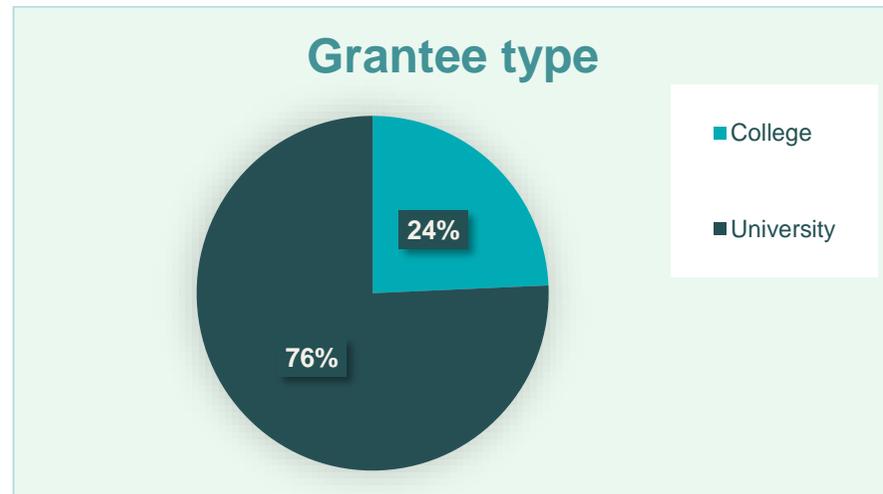
<sup>18</sup> [Where to start when everything is so uncertain - IVAR](#)

# Appendix One: Individual survey data

The following tables and figures are based on data from 107 individual grantees who responded to the survey. Not all 107 grantees answered all the questions, so base sizes are different and are noted below each table and chart.

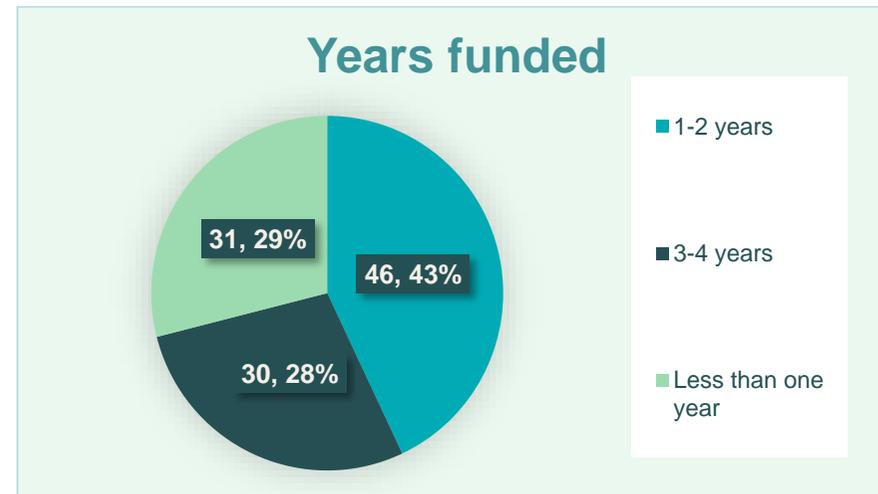
The figures shown sometimes represent a slightly higher or lower figure than the total number of respondents. This is due to respondents choosing not to answer certain questions, or where they were asked to select more than one option. Please note that due to rounding up or down, percentages in the figures and tables may not add up to 100.

**Figure 1: Grantee type**  
[Responses to Question 1: 'Where were you studying when you made your most recent grant application to the Walcot Foundation?']



\*Base size = 107

**Figure 2: Years funded**  
[Responses to Question 2: 'How long have you been a grantee of the Walcot Foundation?']



\*Base size = 107

**Table 1: Application process [All responses to Question 3: ‘The following statements set out some features of the application process and your experience, which cover a range of positive and critical observations. To what extent do you agree or disagree with them?’]**

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	N/A
The Walcot Foundation’s guidance is clear on who is eligible for a grant and how the grant can be used.	5%	0%	4%	30%	62%	0%
I found the online application process straightforward.	4%	0%	6%	36%	53%	1%
The information/documents asked for in the application process (such as proof of Lambeth residence, academic reference, proof of low income) felt reasonable.	2%	3%	5%	43%	48%	0%
It was clear what documentation and information was required from me.	2%	2%	0%	41%	55%	0%
The Walcot Foundation’s documentation required for a childcare grant is reasonable.	2%	0%	7%	19%	20%	52%
I did not have to wait long to find out if my grant application was successful.	3%	2%	9%	43%	43%	0%
Being able to apply for funding for multiple years, rather than a single year, is useful and saves time.	4%	1%	3%	20%	64%	9%
I would prefer phone communication with the Walcot Foundation, rather than online/email.	19%	31%	21%	15%	14%	0%
I have found it difficult to contact the Walcot Foundation if I have an issue or query.	42%	41%	5%	4%	5%	4%
When I contacted the Walcot Foundation, I felt listened to and treated as an individual	2%	1%	4%	28%	58%	7%

\*Base size = 107

**Table 2: Application process [Responses by grantee type to Question 3]**

	University				College			
	Strongly disagree/disagree	Neither agree nor disagree	Strongly agree/agree	N/A	Strongly disagree/disagree	Neither agree nor disagree	Strongly agree/agree	N/A
It was clear what documentation and information was required from me.	4%	0%	96%	0%	4%	0%	96%	0%
The Walcot Foundation's guidance is clear on who is eligible for a grant and how the grant can be used.	4%	2%	94%	0%	8%	8%	85%	0%
The information/documents asked for in the application process (such as proof of Lambeth residence, academic reference, proof of low income) felt reasonable.	4%	6%	90%	0%	8%	0%	92%	0%
I found the online application process straightforward.	4%	4%	91%	1%	4%	12%	85%	0%
I did not have to wait long to find out if my grant application was successful.	1%	10%	89%	0%	15%	8%	77%	0%
When I contacted the Walcot Foundation, I felt listened to and treated as an individual.	0%	2%	89%	9%	12%	8%	77%	4%
Being able to apply for funding for multiple years, rather than a single year, is useful and saves time.	2%	1%	88%	9%	12%	8%	69%	12%
The Walcot Foundation's documentation required for a childcare grant is reasonable.	1%	6%	37%	56%	4%	12%	42%	42%
I would prefer phone communication with the Walcot Foundation, rather than online/email.	58%	25%	17%	0%	23%	12%	65%	0%
I have found it difficult to contact the Walcot Foundation if I have an issue or query.	81%	5%	9%	5%	88%	4%	8%	0%

*\*Base size = 81 university students, 26 college students*

**Table 3: Reporting [All responses to Question 4: ‘In relation to the grant reporting required (e.g. end of year reports, university term release forms), to what extent do you agree or disagree with the following statements which cover a range of positive and critical observations?']**

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	N/A
Special conditions added to the grant were reasonable.	2%	3%	16%	40%	21%	19%
My grant payment was received promptly after agreeing to and meeting grant conditions.	3%	1%	3%	40%	53%	0%
The level of grant reporting I am required to do is the right amount.	1%	6%	12%	48%	32%	2%
I find the use of online forms the most useful format for reporting on progress.	2%	2%	10%	37%	46%	3%
I have not had enough contact with the Walcot Foundation staff over the duration of the funding.	21%	38%	20%	11%	7%	2%
The receipts required feel reasonable for the grant provided (college only – n=26).	4%	8%	12%	50%	23%	4%

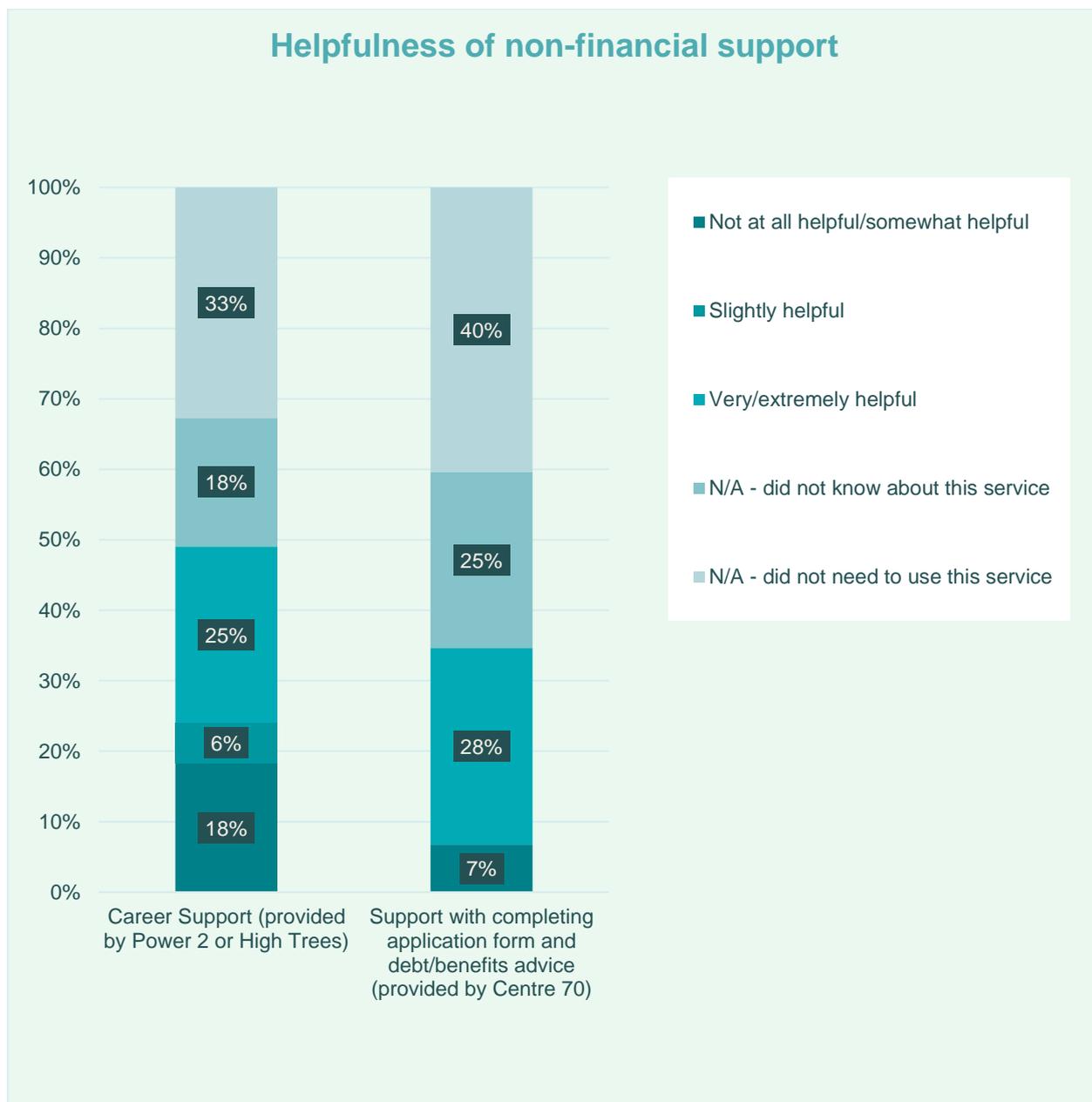
\*Base size = 107

**Table 4: Reporting [Responses by grantee type to Question 4]**

	University				College			
	Strongly disagree/disagree	Neither agree nor disagree	Strongly agree/agree	N/A	Strongly disagree/disagree	Neither agree nor disagree	Strongly agree/agree	N/A
My grant payment was received promptly after agreeing to and meeting grant conditions.	4%	4%	93%	0%	4%	0%	96%	0%
I find the use of online forms the most useful format for reporting on progress.	1%	5%	90%	4%	12%	27%	62%	0%
The level of grant reporting I am required to do is the right amount.	2%	11%	84%	2%	19%	15%	65%	0%
Special conditions added to the grant were reasonable.	2%	15%	62%	21%	12%	19%	58%	12%
I have not had enough contact with the Walcot Foundation staff over the duration of the funding.	62%	20%	17%	1%	54%	19%	23%	4%
The receipts required feel reasonable for the grant provided (college only).	0%	0%	0%	100%	12%	12%	73%	4%

*\*Base size = 81 university students, 26 college students*

**Figure 3: Non-financial support [Responses to Question 5: ‘The Walcot Foundation offers the below non-financial support. Please can you give your views.’]**



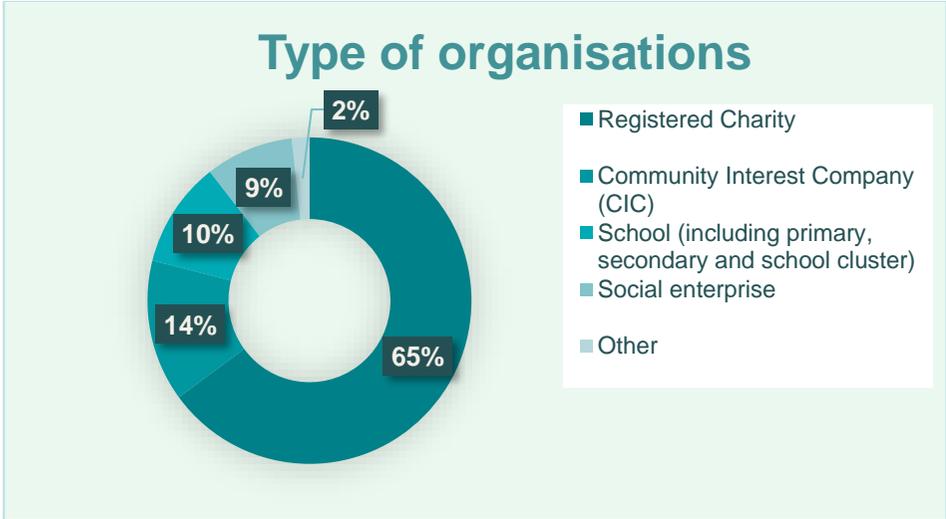
\*Base size = 104

# Appendix Two: Organisation survey data

The following figures are based on data from 57 organisation grantees who responded to the survey. Not all 57 organisations answered every question, so base sizes are noted below each table and chart.

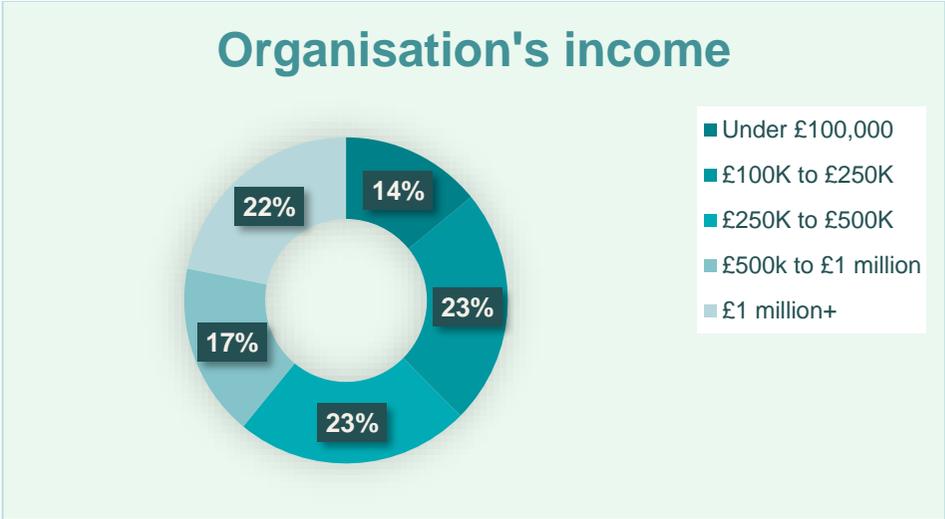
The figures shown sometimes represent a slightly higher or lower figure than the total number of respondents. This is due to respondents choosing not to answer certain questions, or where they were asked to select more than one option. Please note that due to rounding up or down, percentages in the figures and tables may not add up to 100.

**Figure 4: Organisation type**  
 [Responses to Question 1: 'Which of the following best describes your organisation?']



\*Base size = 57

**Figure 5: Organisation's income**  
 [Responses to Question 2: 'What was your recent annual income?']



\*Base size = 57

**Table 5: Led by a community [Responses to Question 3: ‘Do you consider your organisation to be led by any of the following communities? We define ‘led by’ as when more than 50% of an organisation’s trustees and senior management are people with lived experience. Please tick as many as apply.’]**

Community	N	%
Women	28	44%
Black, Asian and minority ethnic	23	36%
Deaf and disabled	1	2%
Lesbian, gay, bisexual, and transgender	1	2%
None of the above	21	33%

\*Base size = 57

\*\* Participants could select multiple responses, so percentages will not add up to 100% and responses will not add up to 57

**Table 6: Grant status [Responses to Question 4: ‘Which of the below statements best define your journey as a grantee with the Walcot Foundation?’]**

Grant status	N	%
Applied for a grant in the last five years and was not successful	1	2%
Involved in the verbal Expression of Interest process, but not invited for the application round	1	2%
Received a grant in the last five years	55	96%

\*Base size = 57

**Table 7: Years funded [Responses to Question 5: ‘How many years have you been funded by the Walcot Foundation since April 2016?’]**

No of years	N	%
1 year	12	22%
2-3 years	22	40%
4 years +	21	38%

\*Base size = 55

**Table 8: How many times applicants have been declined [Responses to Question 6: ‘How many times have you been declined since April 2016 (either Expression of Interest or full decline)’?]**

No of times	N	%
0	32	64%
1	16	32%
2-3	2	4%

\*Base size = 50

**Table 9: If declined applicants have received feedback on their unsuccessful application [Responses to Question 7: ‘Did you receive feedback on why your application was unsuccessful’?]**

Feedback received on unsuccessful application	N	%
No	2	11%
Yes	16	89%

\*Base size = 18

**Table 10: How helpful declined applicants found the feedback (scored out of 100) [Responses to Question 7a: ‘Was this feedback helpful or unhelpful?’]**

	Average score (out of 100)
Was this feedback helpful or unhelpful?	80

**Table 11: Application process [All responses to Question 8: ‘The following statements set out some features of the application process and your experience. To what extent do you agree or disagree with these statements which cover a range of positive and critical observations’?]**

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	N/A
The verbal Expression of Interest process is helpful as it creates a space to talk to the Walcot Foundation staff first before time is spent on the written application process.	2%	2%	2%	20%	74%	0%
The input we receive from the Walcot Foundation (including on the outputs and outcomes) is helpful in getting the proposal ready for decision by the Walcot Governors.	2%	4%	8%	22%	64%	0%
We received too much input from the Walcot Foundation on our application.	40%	44%	14%	0%	0%	2%
The information and documentation asked for in the application process feels appropriate and proportionate to the grant provided.	2%	2%	6%	32%	58%	0%
It takes too long for the Walcot Foundation to make and communicate a decision about grant applications.	30%	52%	10%	6%	0%	2%

\*Base size = 50

**Table 12: Application process [Responses by income range of organisations to Question 8]**

Statement	Income	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	N/A
The verbal Expression of Interest process is helpful as it creates a space to talk to the Walcot Foundation staff first before time is spent on the written application process.	Under £250K	0%	0%	0%	17%	83%	0%
	£250k+	3%	3%	3%	22%	69%	0%
	All	2%	2%	2%	20%	74%	0%
The input we receive from the Walcot Foundation (including on the outputs and outcomes) is helpful in getting the proposal ready for a decision by the Walcot Governors.	Under £250K	0%	6%	11%	22%	61%	0%
	£250k+	3%	3%	6%	22%	66%	0%
	All	2%	4%	8%	22%	64%	0%
We received too much input from the Walcot Foundation on our application.	Under £250K	44%	44%	11%	0%	0%	0%
	£250k+	38%	44%	16%	0%	0%	3%
	All	40%	44%	14%	0%	0%	2%
The information and documentation asked for in the application process feels appropriate and proportionate to the grant provided.	Under £250K	6%	6%	0%	39%	50%	0%
	£250k+	0%	0%	9%	28%	63%	0%
	All	2%	2%	6%	32%	58%	0%
It takes too long for the Walcot Foundation to make and communicate a decision about grant applications.	Under £250K	39%	39%	11%	11%	0%	0%
	£250k+	25%	59%	9%	3%	0%	3%
	All	30%	52%	10%	6%	0%	2%

\*Base size = 50; 18 organisations with income under £250K and 32 organisations with income over £250K

**Table 13: Applicants who have been declined at least once, gave feedback on their Experience of Expression of Interest and input from the Walcot Foundation on their application [Responses to Question 8]**

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
The verbal Expression of Interest process is helpful as it creates a space to talk to the Walcot Foundation staff first before time is spent on the written application process.	6%	6%	0%	17%	72%
The input we receive from the Walcot Foundation (including on the outputs and outcomes) is helpful in getting the proposal ready for a decision by the Walcot Governors.	6%	11%	6%	11%	67%

\*Base size = 18

**Table 14: Reporting [All responses to Question 9: 'In relation to your grant reporting arrangements with the Walcot Foundation, to what extent do you agree or disagree with the following statements which cover a range of positive and critical observations?']**

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	N/A
Our grant payment was received promptly after agreeing to and meeting grant conditions.	0%	0%	5%	22%	69%	4%
The Walcot Foundation responds promptly to communications (e.g. emails, queries, end of year reports).	0%	0%	2%	36%	62%	0%
Special conditions added to the grant were reasonable.	0%	0%	13%	45%	22%	20%
The level of grant reporting required feels proportionate to the grant provided.	2%	4%	4%	49%	38%	4%
It is difficult to find and compile the reporting data requested by the Walcot Foundation.	18%	44%	20%	11%	2%	5%
I find written reports the most useful format for reporting on outputs and outcomes.	0%	7%	29%	44%	16%	4%
I would prefer a return to in-person visits as the format for monitoring on progress, rather than online conversations.	2%	20%	56%	9%	7%	5%

\*Base size = 55

**Table 15: Reporting [Responses by income range of organisations to Question 9]**

Statement	Income	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	N/A
Our grant payment was received promptly after agreeing to and meeting grant conditions.	Under £250K	0%	0%	0%	5%	90%	5%
	£250k+	0%	0%	9%	32%	56%	3%
	All	0%	0%	5%	22%	69%	4%
The Walcot Foundation responds promptly to communications (e.g. emails, queries, end of year reports).	Under £250K	0%	0%	5%	14%	81%	0%
	£250k+	0%	0%	0%	50%	50%	0%
	All	0%	0%	2%	36%	62%	0%
Special conditions added to the grant were reasonable.	Under £250K	0%	0%	5%	33%	43%	19%
	£250k+	0%	0%	18%	53%	9%	21%
	All	0%	0%	13%	45%	22%	20%
The level of grant reporting required feels proportionate to the grant provided.	Under £250K	0%	5%	5%	38%	43%	10%
	£250k+	3%	3%	3%	56%	35%	0%
	All	2%	4%	4%	49%	38%	4%
It is difficult to find and compile the reporting data requested by the Walcot Foundation.	Under £250K	29%	29%	14%	10%	5%	14%
	£250k+	12%	53%	24%	12%	0%	0%
	All	18%	44%	20%	11%	2%	5%
I find written reports the most useful format for reporting on outputs and outcomes.	Under £250K	0%	14%	14%	38%	24%	10%
	£250k+	0%	3%	38%	47%	12%	0%
	All	0%	7%	29%	44%	16%	4%
I would prefer a return to in-person visits as the format for monitoring on progress, rather than online conversations.	Under £250K	0%	14%	71%	0%	10%	5%
	£250k+	3%	24%	47%	15%	6%	6%
	All	2%	20%	56%	9%	7%	5%

*\*Base size = 55; 21 organisations with income under £250K and 34 organisations with income over £250K*

**Table 16: Feedback on relational approaches [All responses to Question 10: ‘The Walcot Foundation is interested in learning about how they can better support the organisations they fund. To help them understand this, could you tell us how much you agree with the following statements which cover a range of positive and critical observations?’]**

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	N/A
I find it difficult to have honest conversations with the Walcot Foundation staff, e.g. share the challenges that we’re facing as well as the achievements.	38%	49%	9%	2%	0%	2%
The Walcot Foundation demonstrates flexibility, e.g. our organisation is trusted to adapt activities related to the grant.	0%	4%	13%	45%	35%	4%
I feel that we have to reinvent our programmes in order to get funding from the Walcot Foundation.	25%	47%	18%	2%	2%	5%
The Walcot Foundation provides the opportunity to collaborate with other grantees.	2%	20%	24%	38%	11%	5%
The language used and communication by the Walcot Foundation feels inclusive and empowering.	0%	4%	27%	44%	25%	0%

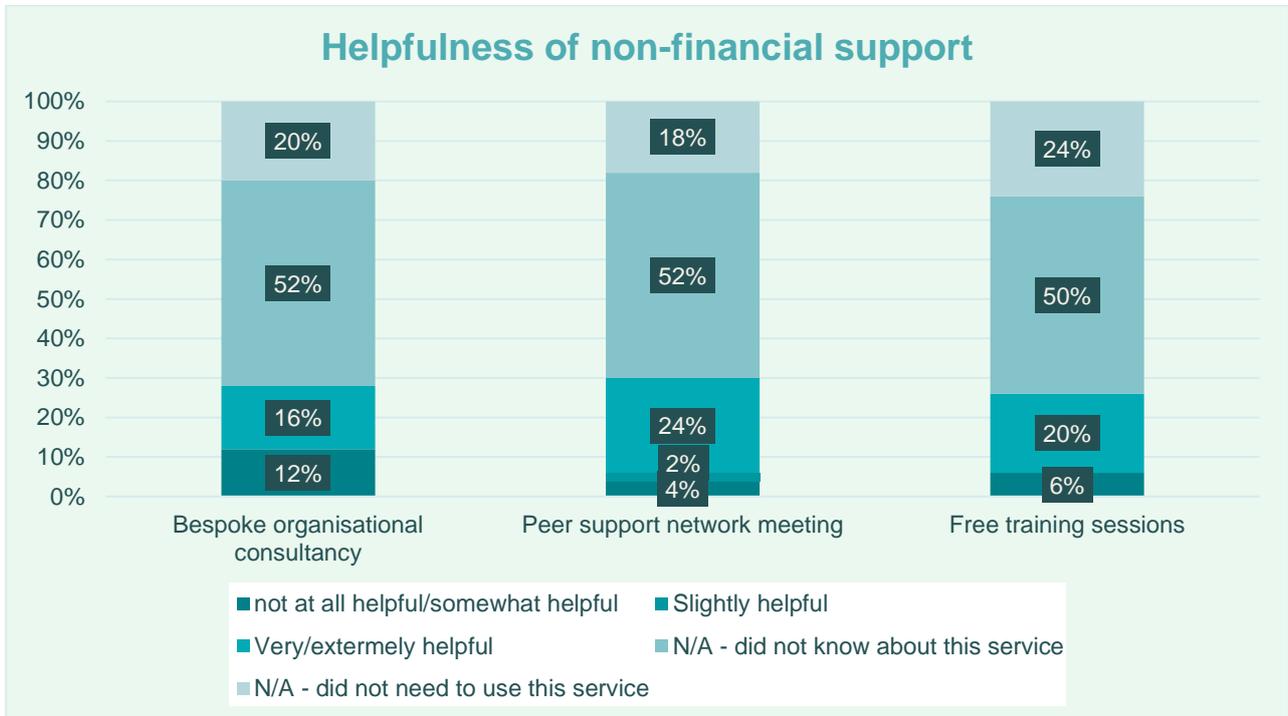
\*Base size = 55

**Table 17: Feedback on relational approaches by income [Responses by income range of organisations to question 10]**

Statement	Income	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	N/A
I find it difficult to have honest conversations with the Walcot Foundation staff, e.g. share the challenges that we're facing as well as the achievements.	Under £250K	52%	38%	5%	0%	0%	5%
	£250k+	29%	56%	12%	3%	0%	0%
	All	38%	49%	9%	2%	0%	2%
The Walcot Foundation demonstrates flexibility, e.g. our organisation is trusted to adapt activities related to the grant.	Under £250K	0%	5%	10%	29%	48%	10%
	£250k+	0%	3%	15%	56%	26%	0%
	All	0%	4%	13%	45%	35%	4%
I feel that we have to reinvent our programmes in order to get funding from the Walcot Foundation.	Under £250K	24%	43%	19%	5%	0%	10%
	£250k+	26%	50%	18%	0%	3%	3%
	All	25%	47%	18%	2%	2%	5%
The Walcot Foundation provides the opportunity to collaborate with other grantees.	Under £250K	0%	24%	24%	33%	14%	5%
	£250k+	3%	18%	24%	41%	9%	6%
	All	2%	20%	24%	38%	11%	5%
The language used and communication by the Walcot Foundation feels inclusive and empowering.	Under £250K	0%	0%	29%	43%	29%	0%
	£250k+	0%	6%	26%	44%	24%	0%
	All	0%	4%	27%	44%	25%	0%

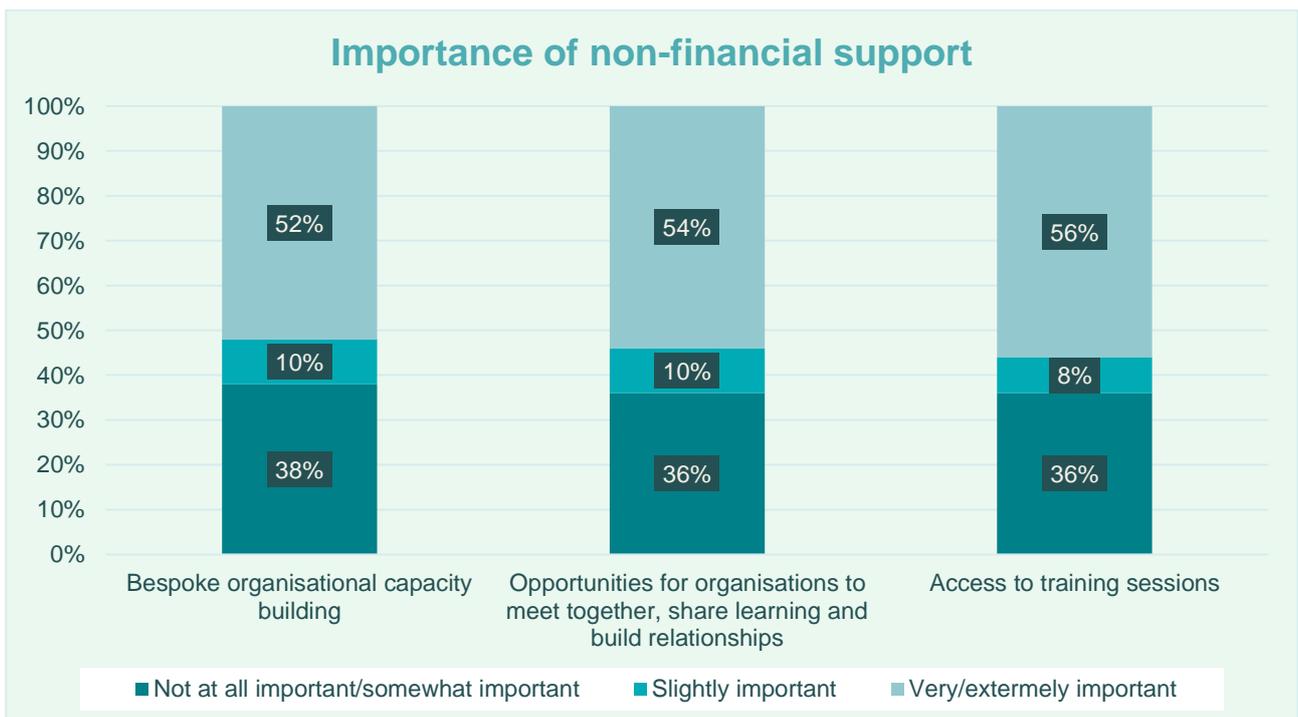
*\*Base size = 55; 21 organisations with income under £250K and 34 organisations with income over £250*

**Figure 6: Helpfulness of non-financial support [Responses to Question 11: ‘The Walcot Foundation offers non-financial capacity building support through Sam Obeng-Dokyi, Community Learning and Empowerment Network CIC (CLEN). Please can you give your views on how helpful these services are.’]**



\*Base size = 50

**Figure 7: Importance of non-financial support [Responses to Question 12: ‘How important do you think it is for the Walcot Foundation to offer non-financial capacity building support?’]**



\*Base size = 50