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**CRM, programmes and grant management system**

**Scoping and requirements document**

**August 2025**

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# Introduction

This document details the scope and requirements of a project to implement a new CRM, programmes and grant management system at Access – the Foundation for Social Investment (‘Access’). The document is set out under the following main headings:

* Purpose of the document - which explains the reasons for the document and how it will be used during the selection and implementation of the new system.
* Organisational and strategic background - which provides an overview of Access’s work and the context for the new system.
* Project scope – which sets out the organisational, audience and functional scope of the new CRM, programmes and grant management system.
* Broader data, digital and technology context - which sets out the potential broader context within which a new CRM, programmes and grant management system is expected to operate.
* CRM, programmes and grant management requirements - which describes the business areas and processes - and other requirements - that the new system needs to support.

All information contained in this document is confidential to Access.

# Purpose of requirements document

The requirements document will be used throughout the project:

1. During the selection phase: to record the processes, user journeys and high-level requirements; to analyse the ability of solutions to support the processes; to prioritise the functional requirements.
2. During the implementation phase(s): to monitor delivery of new processes and solutions to support the processes; to record any changes in requirements; to phase the implementation based on agreed priority for each of the functional requirements.

The purpose of the document is to:

* Document the scope
* Capture requirements
* Indicate criticality to project success
* Manage changes to requirements
* Provide a reference point for traceability

# 3. Organisational and strategic background

**Organisational overview**

Access helps charities and social enterprises in England get the finance they need to make a difference, with the objective of seeing an investment eco-system that works - particularly for those in need of patient and flexible investment - helping to create stronger communities, especially in underserved places.

Alongside partner organisations, Access does three things:

* Funds enterprise development and blended finance in England.
* Shares knowledge and data and translates it into practical insight that others can use.
* Mobilises others who share their goal of making capital work for communities.

**2024 Strategy Refresh**

A key document[[1]](#footnote-2) produced as part of a refresh of the organisations strategy in 2024 indicated some of the areas of focus for the next strategic period:

*“Through our example, data, insight and advocacy we hope that over time the role we play will be*

*picked up by others and our funding will no longer be needed. Over the next few years, we will measure our success by tracking:*

* *Flows of finance to organisations who would not otherwise be able to access it, and the strengthening of their resilience.*
* *The increase in finance flowing to left behind communities and protected groups*
* *Wider engagement of public, private and philanthropic organisations in blended finance and enterprise development.*
* *The resilience of our partners”.*

This same document also states:

*“Access’s four main funding types of intervention of Blended Finance, Pre and Post Investment Support, Enterprise Grants, Market Development will continue, but with a focus on eliminating silos between them. In particular, ‘we will ensure greater alignment between enterprise development and blended finance initiatives.*

* *In all of what we fund, we will place more focus on leveraging both concessional and non-concessional finance alongside our own funding from a wider range of partners.*
* *Our funding will be designed with more emphasis on building the resilience of our delivery partners.*
* *Direct funding for projects which develop the social investment market’s infrastructure will be more focused on the specific challenges identified in our strategy.*
* *We will continue to share learning widely and build the evidence for our work. Going forwards our advocacy will have a clearer focus on the areas where we have the greatest levers for change: promoting knowledge and familiarity with blended finance structures through the Community of Practice, encouraging more foundations and funders to support the enterprise agenda through the Enterprise Grants Taskforce and work on total impact endowment approaches”.*

**Further observations on the strategic context**

During a meeting between Access and Adapta’s consultants on 22 January 2025, some of the following themes were discussed as being key to the delivery of organisational strategic objectives:

* A shift from transactional relationships with partners to more relational and trust-based approaches. This involves supporting various aspects of partners' operational strategies and focusing on long-term strategic investments rather than individual project grants.
* Supporting partners' growth and development, help them become stronger and more resilient. This includes understanding partners' challenges, strengths, and weaknesses, and providing support to help them grow and develop.

# 4. CRM, programmes and grant management project scope

**Organisational scope**

The following departments and teams within Access are included within the scope of the CRM, programmes, and grant management project – as users of the system or the data it manages:

* Programmes – focused on developing the ability of delivery partners to support the financial resilience of charities and social enterprises, while making sure more of the money flows to underserved places and communities.
* Partnerships and Advocacy – focused on mobilising the social investment ecosystem, so it can direct its assets and efforts towards meeting the real needs of the sector – for the long term.
* Impact and Evaluation – focused on assessing and evaluating the impact of the work done by Access and the wider social investment ecosystem, and sharing these learnings and building the evidence for the work.
* Finance and Operations – focused in particular on the management of financial business processes related to grants management, blended finance etc.

In total there are expected to be approximately 13-15 staff members using the new CRM, programmes and grant management system, although this could increase over time.

Access has 11 programmes (6 of these currently live and deploying); these programmes are made up of 69 key partnerships, consisting of 128 unique organisations. Some 3,226 voluntary, community and social enterprises (VCSEs) have received an investment through Access’s programmes. This number is expected to increase, with Access having recently [received](https://access-socialinvestment.org.uk/news-and-insights/blog/2025-dormant-assets-allocation-consultation-outcome-and-next-steps) a commitment of a new round of funding (£87.5m).

**Audience scope**

Access engages with a number of key audiences and operates within a number of wider networks – with whom relationships need to be managed using the CRM, programmes and grant management system and related digital and technology platforms.

The most important audiences are:

* **Social investment and enterprise support providers** – Access works with all shapes and sizes of social investors and enterprise support providers to deliver finance and support to charities and social enterprises. We also fund initiatives that strengthen the social investment market. Currently there are 55 active[[2]](#footnote-3) partnerships – made up from the 156 partner organisations that Access has relationships with.
* **Blended Finance Collective contacts** – this is a community to learn, connect and collaborate on blended finance. Based in the UK, Access brings together practitioners from every corner of the globe, across sectors and geographies. Currently there are around 260 individuals signed up to the collective.
* **Capital providers** – Access works closely with several capital providers, often utilising our grant as first-loss capital in blended finance structures.
* **Foundations and grant makers** – Access works with foundations and grant makers in various ways. We co-invest directly or connect them with our delivery partners. Beyond this, we seek to align our approaches - for example, by promoting enterprise grants, raising awareness of blended finance benefits, or encouraging responsible investment practices.
* **Infrastructure and networks –** Access’s work with this wide range of national and local membership bodies, networks and support organisations includes working with them on influencing, advocacy and lobbying work. These organisations also have access to knowledge and insights from grassroots organisations that can help Access with their own work. Access sometimes provides grants/funds to these organisations.
* **Government –** Access’s main relationship has been with the Department for Culture, Media & Sport, and often related to the use of funds from the Dormant Assets Scheme[[3]](#footnote-4). Going forwards Access would also like to build stronger relationships at local and regional levels of government.
* **Enterprise support organisations –** Access works in partnership with specialist providers of learning, consultancy and advice for charities and social enterprises, helping develop enterprise activity and support capital raising.

**Functional scope**

A new CRM, programmes and grant management system is expected to provide functionality to support the following activities:

* **Programmes management and administration** – management of the complete cycle from the engagement with government over funding, through to the development of the programme, liaison with partners over funding applications, approval, funding agreement and drawdowns, deployment and close.
* **Organisational and individual contact management** – management of relationships with all audiences and related individual contacts.
* **Account management** – noting key relationship management roles at Access with partners and with all organisations across all audience groups.
* **Engagement stage management** – using an organisationally-agreed set of ‘journey stages’ to actively monitor and nurture relationships with organisations throughout the social investment ecosystem.
* **Advocacy and communications** – enabling Access to mobilise the social investment ecosystem, so it can direct its assets and efforts towards meeting the real needs of the sector.
* **Events and conferences management** – Access currently run a number of events and conferences, with invitations issued by email and registrations currently facilitated by tools such as Eventbrite, and Mailchimp.
* **Integration with office productivity tools**[[4]](#footnote-5) – bringing intelligence of interactions from day-to-day activity to create a history of engagement with every organisation and contact - i.e. emails sent/received, event attendance, meetings/conversations held.
* **Integration with digital marketing tools –** enabling Access to manage and track engagement with their various newsletters and other key communications, and to monitor activity and engagement across key social media platforms – i.e. BlueSky, LinkedIn. For email marketing, Access uses Mailchimp both for Access’ general newsletter, as well as for a more targeted focus with the Blended Finance Collective.
* **Reporting and analytics** – Access receives data from partners operating across all programmes, enabling reporting[[5]](#footnote-6) on all activity and on the impact of the work done from each partnership. There are believed to be significant opportunities for CRM/digital tools to support the more efficient collection of data, and for new business intelligence tools and capabilities to enable more effective and efficient aggregation and reporting on data. Access anticipates this latter need to be a separate technology concern to the CRM/programmes/grant management solution, but using data generated from it.

# 5. Broader data, digital and technology context

As well as the areas of integration noted above (i.e. with office productivity suites, digital marketing solutions and business intelligence tools) the new CRM, programmes and grant management system is expected to operate within the context of wider data, digital and technology arrangements at Access, including the following current (and planned) systems and tools:

* Finance system – Access currently uses Twinfield (supplied by Wolters Kluwer[[6]](#footnote-7)) as their accounting system.
* Website – Access have worked with a web agency – Mud[[7]](#footnote-8) – and have recently launched a new website built in the Craft CMS.

# 6. Requirements

This section of the document provides a narrative overview of the key areas of functionality required from a new CRM, programmes, and grant management system.

## 6.1 Organisation and individual contact management – overview and background

In the context of the strategic objective of Access shifting from *“transactional relationships with partners to more relational and trust-based approaches”* the new CRM/programmes/grant management system will need to be used by staff working across the entire organisation to manage details of relevant organisations and related key contacts.

Whilst the need to manage relationships from a business-to-business perspective is particularly important – i.e. tracking engagement with social investment providers, capital providers etc. – there is also a need to manage and track engagement with individual contacts, taking into account the likelihood of key people working within different organisations and roles within the ‘social investment ecosystem’ over time.

## 6.2 Account management – overview and background

Access appoints a Relationship Manager to oversee the management of the work undertaken by any particular partner within the context of the various programmes. The CRM/programmes/grant management system must identify the ‘account management’ responsibilities, and track any changes that take place over time.

## 6.3 Engagement stage management – overview and background

Access is interested in adopting and using an organisationally-agreed set of ‘journey stages’ to actively monitor and nurture relationships with organisations throughout the social investment ecosystem. An example of how Access’ partner organisation Better Society Capital has adopted such an approach - and how it relates to the specific activities that might be used to engage an organisation – is included as Appendix A.

## 6.4 Programmes and grant management and administration – overview and background

Access has developed different types of programmes, each with different characteristics. Some of the programmes are closed, though Access will continue to gather feedback and impact data on those historical programmes. The areas of priority, governance and ways that the programmes are delivered vary, depending on the type of fund and partnership model for programme delivery. While Access is seeking a system that provides more workflow and automated processes, the system needs to be able to meet these differing needs as well as to provide the relevant monitoring and reporting capabilities. It is also worth noting that historically we have had programmes which we will need to continue tracking, but in future we’ll just have one single, rolling funding programme.

Appendix D is a summary of the current live programmes, Appendix E gives an overview of the governance structures, and Appendix F provides more detailed information about Access’s requirements.

## 6.5 Events and conferences management – overview and background

Access runs a number of events and conferences throughout the year, examples of which can be found in Appendix B. These events include processes relating to the issuing of invitations, registrations and logistics such as venue hire and expenses management.

## 6.6 Advocacy and communications – overview and background

Access’s advocacy and communications work is focused on promoting blended finance, sharing sector knowledge, influencing policy, building partnerships, and ensuring that the needs and voices of underserved communities are represented and addressed in the social investment landscape.

* *Championing blended finance and enterprise development* - Access advocates for the use of blended finance—combining grants with loans—to make social investment more accessible, especially for smaller organisations and those in disadvantaged areas. Access actively demonstrates the value of this approach through programmes like the Growth Fund and Local Access, and by convening discussions with other funders and stakeholders to promote the model.
* *Sharing Knowledge and data* - Access places a strong emphasis on sharing learning and practical insights from its programmes, publishing regular reports, dashboards, and blog updates to inform the sector. Access also supports sector-wide resources such as Good Finance, which helps charities and social enterprises navigate the social investment market.
* *Influencing policy and building partnerships* - Through its Partnerships and Advocacy team, Access engages in communications, media relations, public affairs, and stakeholder management to influence public policy and sector practice. Access works closely with government, foundations, social investors, and sector support agencies to build a more resilient social investment ecosystem.
* *Convening and community engagement* - Access organises and co-funds events like The Gathering, bringing together leaders from across the UK social investment market to discuss challenges and opportunities, leading to new sector initiatives. Access also supports organisations addressing urgent issues such as the cost-of-living crisis and rising energy bills, ensuring communications highlight these impacts.
* *Communications channels* - Access maintains a visible presence through its website, regular newsletters, blog posts, and social media - providing updates, insights, and sector news.

## 6.7 Integration with office productivity tools – overview and background

Access staff regularly hold meetings and issue/receive correspondence – predominantly via email – as part of their work managing relationships and engaging with all of the organisations within the social investment ecosystem.

Key to the success of a new CRM/programmes/grant management system will be the system using those interactions from day-to-day activity to create a history of engagement with every organisation and contact - i.e. emails sent/received, event attendance, meetings/conversations held. Access uses Microsoft 365 as their office productivity suite, so this will be a key system for the purposes of this areas of integration.

## 6.8 Integration with digital marketing tools – overview and background

Access uses a range of digital communications to their audiences, including email newsletters and communications across key social media platforms – i.e. BlueSky, LinkedIn. The new CRM/programmes/grant management solution must enable Access to manage and track engagement with their digital communications across all these channels, enabling the delivery of more relevant, personalised content. There are currently 2,118 subscribers to the email newsletter, and there is an open rate of 30-60%.

## 6.9 Reporting and analytics – overview and background

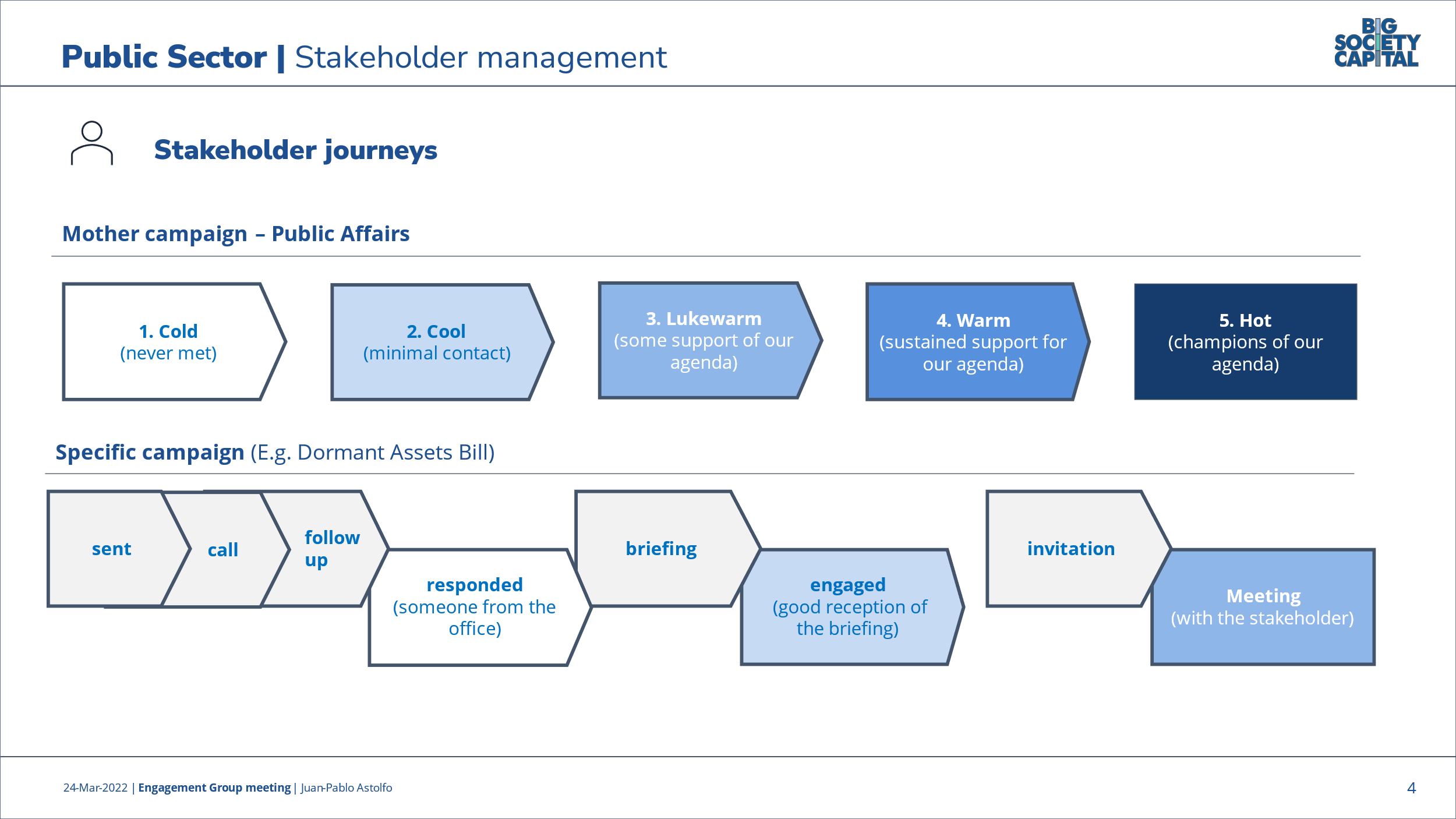
Access receives data from social investors operating across all programmes, enabling reporting on all activity and on the impact of the work done with each partner. An anonymised example of the data that needs to be provided from a partner for a particular programme is included as Appendix C.

There are believed to be significant opportunities for CRM/digital tools to support a) the more efficient collection of data, b) for new business intelligence tools and potentially, data engineering capabilities to enable more effective and efficient aggregation and reporting on data, and c) potentially supporting the reporting of Access’ annual Key Performance Indicators.

* **Data collection** - one key area of functionality required by the new CRM/programmes/grant management system is to improve the efficiency of data collection for Access while at the same time improving partners’ efficiency of data collection as partners may have varying resources and systems for gathering the data. This means that Access would like to offer flexible provision of self-service capabilities for the data collection. While Access is looking to gather the details regarding social investors’ investments, and reporting on the work they have done as part of the delivery of work with any particular organisation, Access is equally keen to minimise partners’ duplication of data collection and recording in the process. It is likely that Access will look to involve partners in understanding their capacity to provide this information and the systems that they use to maximise the information gathered without this becoming onerous for the partners and to ensure that data collection and sharing is mutually beneficial. In Appendix C, it can be seen that the information Access would like includes an update of the social enterprises or charities that have been funded, as well as an update on the impact of the work that has been delivered.
* **Data engineering and business intelligence** – the other key area of improvement required in this area is to make the process of managing, aggregating and analysing monitoring and evaluation data more efficient and effective. Alongside the new CRM/programmes/grant management system, Access anticipates that they will need to invest in new business intelligence/data engineering tools to replace the current manual processes that clean, aggregate and – ultimately – provide data analytics and reporting.
* **Key Performance Indicators** – Access currently uses the data it collects through quarterly monitoring from its partners, and from its programme evaluations to report annually on its KPIs. Ideally a CRM system would provide support with measuring some of these higher level outcomes and indicators.

# Appendix A – Example engagement stage management approach

This appendix shows an example of how Access’ partner organisation Better Society Capital has adopted an approach to stakeholder engagement. Although this is not an actual Access process, it is still relevant to note that Access is developing a strategy that will influence how they engage with partners. Any future process might follow a similar format – albeit simplified with perhaps more of a focus on relationship building.



# Appendix B – Example events and conferences

Attached are examples of conferences and events managed by Access.

There are two types of events:

* Communications/advocacy events including those for the Blended Finance Collective, events, outreach, learning and capacity building events.
* Programmes events are often part of the activities involved in partnerships related to themes such as ‘local access’ or as part of partnerships with organisations such as Better Society Capital.

Processes include the issuing of invitations, registrations and logistics such as venue hire and expenses management.



# Appendix C – Example social investor data update

This appendix provides an anonymised example of the data that needs to be provided from a social investor for a particular programme. Currently, this spreadsheet is completed by each partnership that Access partners with, both at the start of the investment and on an ongoing basis thereafter, quarterly. The information provided by the investor includes:

* Details of the organisation invested in – e.g. organisation name, company/charity registration number, organisation address, organisation financial details, leadership/diversity information.
* Details of the investment itself – e.g. purposes of the investment, target beneficiary groups and numbers, geodemographic information relevant to the investment, financial and performance details of the investment itself.

Note that other programmes require different additional data so this list is an example and does not present a generalised list of data. For example, the Energy Efficiency programme collects information on energy usage and savings from a retrofit and the data for that programme is different to that of this example.



# Appendix D – Summary of current live programmes

The table below shows the live programmes in summer 2025, and some programmes will have closed by the time a new system is implemented. Access is planning to move away from a programmatic approach, but details are included in this list because Access will require the system to hold data on past programmes; the following programmes have been archived so far:

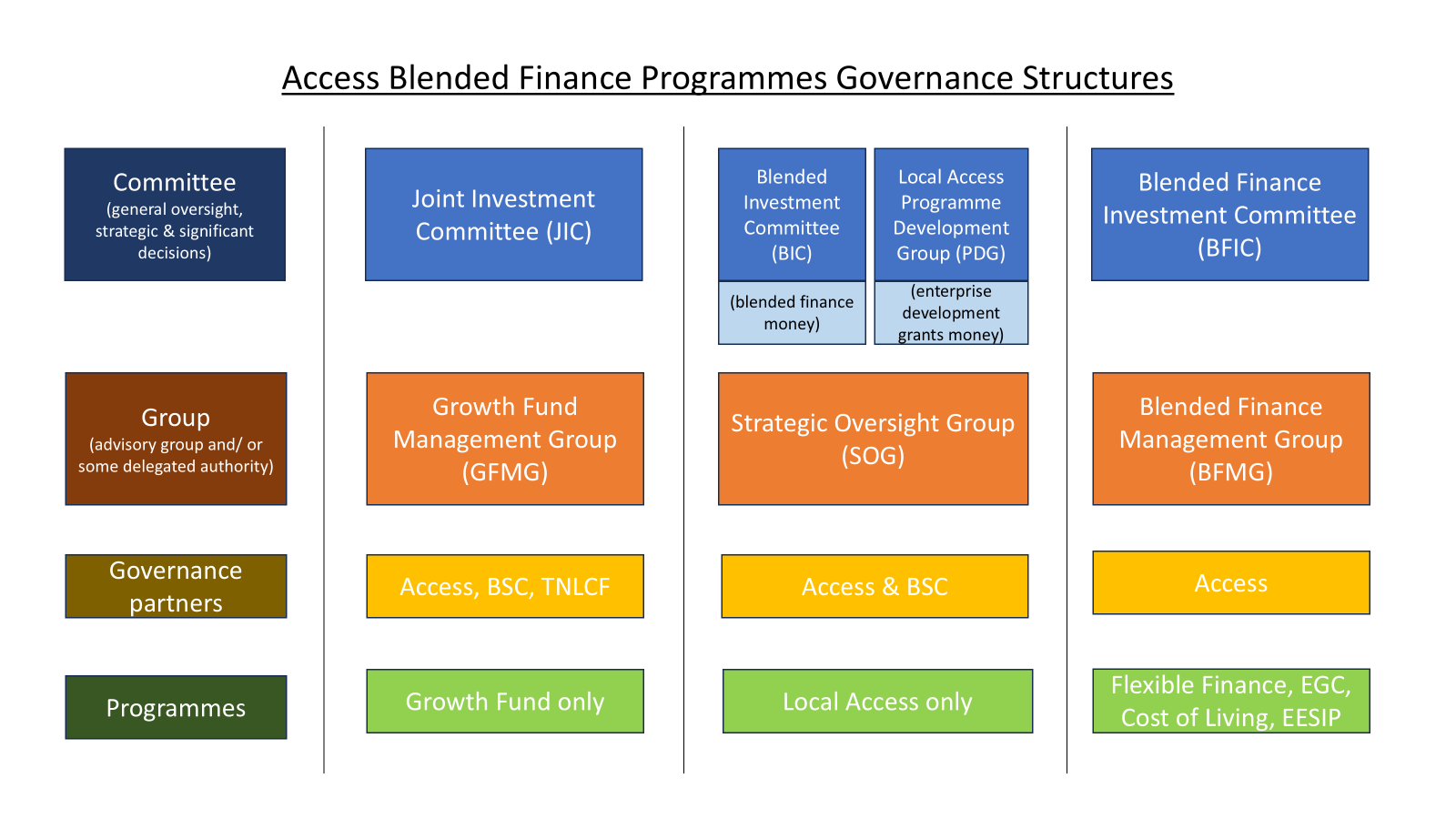
* Connect Fund
* Impact Management Programme
* Emergency Lending
* Enterprise Development Programme

The Growth Fund is past its deployment phase, but data is still being collected on a quarterly basis.

| **Access programme (full title)** | **Acronym/ abbreviation sometimes known by** | **Type of programme** | **Main external partners** | **Governance body(s)/ advisory body** | **Brief description** |
| --- | --- | --- | --- | --- | --- |
| **Local Access** | * LA * LAP (Local Access Programme) | Both – enterprise development (grants/ support) and blended finance | One co-funder  Six ‘places’ each with their own partnership made up of multiple local organisations:   * Bradford * Bristol * Gainsborough * Greater Manchester (four boroughs – Bolton, Oldham, Stockport & Wigan) * Redcar, Hartlepool & Cleveland * Southwark, London | Blended Investment Committee (BIC)  Local Access Programme Development Group (LAPDG)  Strategic Oversight Group (SOG) | * Our first place-based programme and our first programme combining enterprise development with blended finance * Programme set-up and funded by Access and BSC, but aims to put as much power as possible in the hands of the places themselves * Launched 2019/20 * All places have an Enterprise Development budget (funded by Access) to provide grant/ other support to local charities and social enterprise… * …and a blended finance budget (funded by Access and BSC) to provide social investment. Some places are yet to launch this aspect of their offer. * Funded by Dormant Assets |
| **Flexible Finance for the Recovery** | * Flexible Finance (most commonly known as this) * FF | Blended Finance | Up to 11 social investors/ fund managers (each with their own co-investors)  Plus one more in development. | Blended Finance Investment Committee (BFIC)  & Blended Finance Management Group (BFMG) | * Launched during covid as a ‘recovery’ programme * Three aims: * *Delivering sources of finance to the market which are patient and/or flexible, and different to what is currently available* * *Effectively facilitating the flow of capital, demonstrating efficient use of subsidy to ensure capital can flow from different sources or in a different way* * *Reaching parts of the market still underserved, usually including diverse-led organisations, and committing to strong equalities practices within both the blended fund and the investor/partnership as a whole* * So this programme is a collection of very different funds/ products * Funded by Dormant Assets |
| **Enterprise Growth for Communities** | * EGC | Blended Finance | Six funds currently | Blended Finance Investment Committee (BFIC)  & Blended Finance Management Group (BFMG) | * Designed as a Growth Fund follow-on programme, to continue to meet the demand for simple, small and (mainly) unsecured finance once the Growth Fund closed * Funded by Dormant Assets |
| **Cost of Living Social Investment Support Fund** | * Cost of Living * CoL | This programme straddles blended finance and grants | 12 funds currently | Blended Finance Investment Committee (BFIC)  & Blended Finance Management Group (BFMG) | * New programme to enable social investors to offer a broader range of products to support charities and social enterprises in underserved parts of the country to meet the needs of the communities they support in relation to challenges caused by the rising cost of living * The social investors can provide the grant to charities and social enterprise alongside investment or as grant-only products * Funded by Dormant Assets |
| **Energy Efficiency Social Investment Programme** | * EESIP * Energy Efficiency fund | Blended finance | Four funds currently  Plus commissions. | Blended Finance Investment Committee (BFIC)  & Blended Finance Management Group (BFMG) | * To support social and community enterprises to reduce their energy bills and their energy efficiency * Consultation on programme design has recently come to a close and we are preparing to launch a pilot fund with Key Fund before opening to other applications soon. * Funded by Dormant Assets |
| **Reach Fund** | * Reach * RF | Grant programme (investment readiness) | Social Investment Business (SIB) manage the programme.  Approx. 30 social investor ‘Access Points’ | Programme Development Group (PDG) | * Programme launched in 2016 * Investment readiness grants programme. * Access Points (social investors) can refer charities and social enterprises to apply for grants to help them to become ‘investment ready’ * Funded by our endowment |

# Appendix E – Programme governance structures

We’re in the process of launching our [new funding](https://access-socialinvestment.org.uk/what-we-do/2025-dormant-assets-release) and the structures below will be changing somewhat as a result of that.



# Appendix F – Functional requirements relating to programmes and grants

This section provides more information – sometimes with high-level descriptions, at other times with more detailed functional requirements - relating to programmes and grants based on experience of the current business processes and expected future processes. There is currently a high level of duplication and use of Excel spreadsheets. Staff expect that the new system(s) will enable them to refine and improve these processes to meet the project aims and success criteria. The functional requirements are supported by process flowcharts where appropriate.

The tools that Access uses to deliver its funding (and need to be supported by the new system) are:

**Blended Finance**

***What we mean:*** Blended finance combines different types of funding—usually grants and repayable finance—to make social investment more accessible and effective. This approach enables charities and social enterprises to undertake projects that might be too risky or unprofitable for traditional investors. For instance, a loan fund might include grant subsidies to allow the fund manager to offer smaller loans and absorb more risk, or to provide grants alongside unsecured loans. By structuring finance in this way, organisations can access the capital they need to create social impact, while making investment opportunities more viable for social investors.

**Enterprise Grants (previously called enterprise development)**

***What we mean:*** Enterprise grants help charities and social enterprises strengthen their financial resilience by developing or expanding income-generating activities. These grants support organisations where repayable social investment isn’t yet the right fit, giving them the opportunity to grow and become more self-sufficient. This process includes providing finance (and sometimes advice and support – “technical assistance” alongside) to help these organisations transition to new enterprise models or grow existing ones. This enables them to sustain or grow their impact. We refer to this as Enterprise Grants. Unlike traditional grants, they are designed to drive growth in income and financial resilience. The funding and support provided encourage and enable enterprising activity, helping organisations build long-term sustainability.

**Market Development (previously called infrastructure support)**

***What we mean:*** Market Development refers to activities that make the social investment market more collaborative, efficient, and equitable. This includes developing networks, improving data and learning approaches, enhancing information and signposting, and supporting research and development to drive innovation and improve processes. Market Development focuses on benefits for the sector as a whole or for multiple organisations, rather than just the growth of individual organisations.

**Pre and post investment support (**previously investment readiness)

***What we mean:*** Technical Assistance (TA) includes advisory services, training, and support provided to charities and social enterprises either before (pre-) or after (post-) taking on social investment. The aim of this support can be varied, including to make the social investment experience smoother, help to reduce risks, or to improve impact. Pre-investment TA is often crucial for charities and social enterprises where there is often a lack of investment-ready projects, and can help businesses or projects become viable for investment, for example through improving financial forecasts and can also support them during the due diligence processes that social investors undertake. Post-investment TA focuses on strengthening the operational capacity of organisations to ensure long-term sustainability and success.

The functional requirements include:

* General relationship requirements
* Programme design and planning
* Applications
* Approval
* Deployment

Additionally, requirements are identified for how the new system needs to support both:

* Enterprise Grants (an intervention type)

and

* Local Access (a type of programme)

## F1 General relationship requirements

The system will need to capture information relating to the following organisations and individuals:

* Partners – organisations that Access works with to deliver the programmes; the partners have their own grant programmes and work directly with the organisations receiving the funds (either as grants or loans). Access is currently delivering 6 programmes through 41 key partnerships; the partnerships are made up of 87 unique organisations (
* Investees – “frontline” organisations (charities and social enterprises that are supported (via loans, grants and/or other support) by Access’s partners
* Governance committees that have regular oversight of the programmes including discussion and approval of applications and monitoring of deployment:
  + The Investment Committee made up of nine members: four trustees, the CEO and four independent third parties
  + The Blended Investment Committee
  + The Local Access programme

| **ID** | **Functional requirement** | **Additional information** | **Supplier response** |
| --- | --- | --- | --- |
|  | **General relationship requirements**  Access requires a system that: |  |  |
|  | Captures information about the partners including:   * + Organisation details   + Contact details for the various activities   + Changes in contact   + Visits made by Access   + EDI data for each partner |  |  |
|  | Captures information about investees; this can include:   * Case studies * Participation in governmental events/media days and other communications activities * Involvement in special activities * Whether they are on the newsletter list * Whether they have responded to consultations * Whether they have received funding from different programmes | Note that there are hundreds/ thousands of organisations / lines of data  Noting special activities that investees are involved in would be good for our upstream influencing and to also support strategies for bringing more people on board with our mission and influencing trusts and foundations |  |
|  | Supports the management and administration relating to the Investment Committee and Blended Investment Committee |  |  |
|  | Provides the ability to analyse against the theory of change at all levels |  |  |

## F2 Programme design and planning

Each programme is different and requires the capture of different information. Programmes have a start, middle and end, but the timing itself is unpredictable and there are often different phases. They start with the award from the government department. The government department may give a steer as to the types of programme that they are interested in (e.g. cost of living including energy prices); there are usually four competitors. It is worth noting that Access has minimal control over the process when there is a new release of funding from government, and therefore beyond the basic CRM capability this isn’t something we should prioritise in the scope.

A programme ends when all the funds are ended. Some are short programmes; for some the deployment takes 3-5 years. Repayment (from the investee to the partner) can take up to 15 years. Each programme is made up of multiple funds that run on their own timeline. The first fund for flexible finance is an example:

* 2020 Launch
* 2021 Funds agreed
* 2022-23 Deployment started
* TBC Repayment period

None of the grants have reached the end of deployment. Therefore, even though some programmes have been closed, the future system will need to hold historic programme data.

| **ID** | **Functional requirement** | **Additional information** | **Supplier response** | |
| --- | --- | --- | --- | --- |
|  | **Programme design and planning**  Access requires a system that: | *See supporting process flowchart in appendix G* |  | |
|  | Captures information about the programme and development of ideas |  |  | |
|  | Holds communications with the government departments and enables staff to track conversations and movements within government that help Access strategise and understand more about what is needed from the government department’s perspective | Including audit trail to show development of ideas |  | |
|  | Supports staff in interacting with partners and gathering their feedback and findings | Through consultations and meetings |  | |
|  | Enables staff to record all steps in the engagement with partners including:   * Participation in roundtables * Written documents and responses | Including any supporting documents and information |  |
|  | Captures details of visits and case studies provided |  |  | |
|  | Holds historic programme data |  |  | |
|  | Holds repayment details |  |  | |

## F3 Applications

The future aims are for there to be a four-year settlement. There will be more engagement with partners over what they will be doing over the next five years, what Access can provide to enable them to grow, and what will fit with the strategy. This means that there will be more interaction with the partners.

In the future, the approach will start with discussion, understanding the strategy, needs, aspirations, and what difference the money would have. Access will work together with the delivery partner to develop a plan and application. They will co-design and co-develop the proposals. This means that there will be more frequent, and deeper, touch points. The system will need to be updated regularly, rather than quarterly as at present. There will be a need to look at the strengths of the partners and greater support for them in what is mutually identified as a need. As a result of this greater focus on the relationship, Access expects to have a better understanding of partners’ needs and ways of working so the support/engagement with them can be more bespoke and strategic – enabling them to deliver to both Access’s and their mission.

There can be several application stages – currently there are one or two but there may be up to four in the future, though it is not mandatory to go through all of the stages. There are usually a number of conditions, such as matching finance. In the future partners will be able to submit their application at any stage, but when they are confident in what they are proposing following discussion with Access. The Investment Committee sees the information provided and application at every stage in the process including feedback given to the partner, EDI information and changes. The intention is that the process is more fluid and collaborative and leads to a definitive decision. The relationship managers are the “gate keepers” to the Investment Committee. There is a team decision following assessment of the application, so that applications can be rejected before going to the Investment Committee. In the future staff want to make it easier for partners to understand why the application has been approved or rejected. Ultimately the aim is to be more transparent with partners, leading to a more collaborative supportive process and greater exchange of ideas – with more communications about expectations.

| **ID** | **Functional requirement** | **Additional information** | **Supplier response** |
| --- | --- | --- | --- |
|  | **Applications**  Access requires a system that: | *See supporting process flowchart in appendix G* |  |
|  | Holds details about the partners such as:   * Strategy * Difference that the funding would make to the organisation * Matching finance * EDI information |  |  |
|  | Allows Access and the partner to joint develop a proposal, or the partner to collaborate with other partners on a joint proposal |  |  |
|  | Supports workflows so that staff can monitor the status of the proposal development |  |  |
|  | Supports multi-stage application processes |  |  |
|  | At each stage of approval, provides the ability to benchmark this against agreements for similar funds, size of organisation, objectives etc so that there is the ability for staff to know what is more likely to be approved | Partners are notified if their application is unsuccessful both at EOI stage or full application |  |
|  | Holds information about decisions at each stage, including reasons why applications have been approved |  |  |

## F4 Approval

Following Committee approval, staff work with the partner to gather more information – e.g. information about the funding, including draw down, unless they have already provided this in the application. The funds can include different strands – for example, operating costs, set-up costs, other disbursements. In the future staff would like to discuss the conditions with the partner sooner so that there are no surprises, and the partner is fully aware of what conditions are non-negotiable.

An average award is £1.5 million, with £2 million raised elsewhere. There are different terms depending on the programme, and if there is co-investment. There is a template in the grant agreement for the partner to provide a range of data points relating to investments made, and the details need to be submitted quarterly.

| **ID** | **Functional requirement** | **Additional information** | **Supplier response** |
| --- | --- | --- | --- |
|  | **Approval**  Access requires a system that: | *See supporting process flowchart* |  |
|  | Supports workflows including identifying what information needs to be shared with the partner at each stage of the journey | Including automated reminders to partners about key dates |  |
|  | Holds supporting information including the partner’s relevant policies and procedures | e.g. investment policy |  |
|  | Holds the partner’s KPIs and targets with the ability to update on progress against these regularly | Including KPIs relating to the Index of Multiple Deprivation (IMD) |  |
|  | Holds details about funding and the draw-down schedule | e.g. holds details about the various amounts drawn down and the remaining balance and for this information to be available to the partner as well as Access – and to avoid over drawing down on the funds allocated |  |
|  | Holds or has a link to the signed contract |  |  |
|  | Enables Access and the partner to sign the contract electronically | e.g. Docusign or similar |  |
|  | Has the ability to flag who to contact about different aspects of the contract – e.g. finance, strategy, data |  |  |
|  | Provides the ability for partners to send documents easily, with appropriate permissions |  |  |
|  | Supports a workflow for approvals | i.e. reduction in reliance on emails for recording approval with a more automated process |  |
|  | Allows staff to see easily all the live legal grant agreements |  |  |
|  | Partner has achieved fundraising goals and is able to begin deployment |  |  |
|  | Provides information so that staff can monitor fundraising progress against target | Tracking may also be needed during deployment. Some programmes launch with capital still due to be raised. Therefore the investment raised will be monitored throughout a fund’s deployment and will need to be amended. This process usually happens with the Investment Committee’s approval/oversight |  |
|  | Provides information about the organisations that drop out of the programme | Beyond first close fundraising is achieved which unlocks further committed £ |  |
|  | Allows partners to provide updates on progress | e.g. update on their fundraising progress, update when they have confirmation of other funding |  |

## F5 Deployment

Deployment involves the carrying out of the programme, monitoring, reporting and funding. Grant agreements include a draw-down schedule. Staff carry out checks on the bank accounts and partners use a pro-forma form to request draw-down. Access has a 10-day commitment to pay following notification of request. Access makes weekly payments. Some 15-20 percent of organisations do not achieve the matched funding requirements and are therefore not able to meet their commitments.

Currently the partners communicate in different ways about progress in relation to their funding. Occasionally staff liaise with co-investors and record the details regarding additional funding. In the future staff would like the ability to monitor details such as:

* How much of the funds has been drawn down
* How much money the partner has contributed
* If there is any money that is being returned and the amount

Staff are expecting that the future system will enable them to monitor and report more easily and in real time on the status of the grant and overall programme.

| **ID** | **Functional requirement** | **Additional information** | **Supplier response** |
| --- | --- | --- | --- |
|  | **Deployment**  Access requires a system that: | *See supporting process flowcharts in appendix G* |  |
|  | Provides information for ongoing assessment of fund performance, with a view for de-allocation, and further allocation to other funds |  |  |
|  | Holds bank account details, with permissions for the ability to view the details and controls regarding updating the bank details |  |  |
|  | Supports the payment schedules, with payments made according to the agreed dates, with 10-day notification period | e.g. through alerts |  |
|  | Captures the coding for draw-down payments | There are 3 cost categories: general ledger, cost centre (programme), project code (restricted/unrestricted) |  |
|  | Allows staff to select the fund and see the draw down over time |  |  |
|  | Enables staff to monitor, for example:   * The total of the fund remaining * A comparison with the proposed schedule * KPIs * Performance (repayment/default etc) |  |  |
|  | Provides a dashboard on the website for partners to update information regularly | e.g. targets for tracking against KPIs |  |
|  | Provides a facility to monitor IMDs (indices of multiple deprivation) | So that Access can understand whether the organisation is reaching areas of high deprivation and low deprivation |  |
|  | Enables staff to assign RAG ratings to the targets and to use the information to calculate overall RAG ratings for the programme |  |  |
|  | Provides a portal for Access and the partners to:   * Update and upload information and track the status in real time * Check when payments are due and the dates that payments have been made |  |  |
|  | Allows staff to track the partners’ levels of involvement | e.g. events attended, conversations, email threads, staff changes |  |
|  | Has the ability to record and report on variations in agreement | e.g. waivers, breach of terms, extensions agreed |  |
|  | Holds a diary reminder of key dates, - e.g. when deployment ends, deadlines for receipt of information |  |  |
|  | Supports staff in reporting to the Investment Committee, in requesting variations, recording approval of changes (and who approved) | Quarterly due diligence, ideally through dashboards with RAG ratings |  |
|  | Supports the variation process in line with Access’s variation policy | Including levels of approval and decision-making based on top-ups of funding, data extensions etc |  |

## F6 Enterprise Grant-making

This work – itself a type of intervention - involves the delivery of enterprise support or enterprise grants through intermediary organisations. The focus is on relationship management, creating resilience in the organisation. This is place-based support, supporting social enterprise charities to grow. As compared to other programmes, Access does not track the spend (i.e. the money given to deliver the service) but track the outcomes. Funds support at two levels: the organisation itself and the end organisations.

| **ID** | **Additional requirements** | **Additional information** | **Supplier response** |
| --- | --- | --- | --- |
|  | **Enterprise Grant-making**  Access requires a system that: |  |  |
|  | Records the type of organisation, the activities, and the support needs identified including:   * Finance * Types of financial product * Characteristics of organisations (e.g. whether they work with children, social areas) |  |  |
|  | Supports staff in producing the contract | Note that the contract is different to those of other programmes |  |
|  | Enables staff to record the support given to the organisation and the way the help was given | e.g. help with the business plan, help with business models |  |
|  | Holds details of funding given and how including:   * Upfront funding * Funding in arrears on receipt of quarterly invoice | Note that a drawdown schedule may not be needed, depending on the way funding is made |  |
|  | Monitors the change in resilience of the organisation and impact of the funding; through their assessments, staff create charts of trends in each organisation | Assessed when the organisation publishes their annual accounts; staff look at the balance sheet and ratios |  |
|  | Continues to support staff in gathering information even when deployment is complete | i.e. staff continue to maintain the relationship with the organisation and gather information about the difference the funding has made |  |
|  | Supports staff in scenario planning | e.g. to try to predict what difference funding would make to a particular organisation |  |

# Appendix G – Business process maps

The following business process maps are attached to support the following areas: Applications, Deployment, Payments, Programme design and planning

G1 Programme Design and PlanningA screenshot of a computer screen

Description automatically generated

A screenshot of a computer

Description automatically generated

# G2 Applications

A screenshot of a computer screen

Description automatically generated

A screenshot of a computer flowchart

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# G3 Deployment

A screenshot of a computer

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A screenshot of a computer

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# G4 Payments

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A screenshot of a computer

Description automatically generated

1. [Strategy 2025-2028](https://access-production.lon1.cdn.digitaloceanspaces.com/uploads/strategy-plans-annual-reports/Access-strategy-2025.pdf) [↑](#footnote-ref-2)
2. Active partnerships are those on live programmes, that are either deploying funds, or that have reporting duties to Access [↑](#footnote-ref-3)
3. https://www.gov.uk/government/publications/the-dormant-accounts-scheme [↑](#footnote-ref-4)
4. Access uses Microsoft 365 [↑](#footnote-ref-5)
5. Access SI used Microsoft PowerBI for data analysis [↑](#footnote-ref-6)
6. https://www.wolterskluwer.com/en-gb/solutions/twinfield-accounting [↑](#footnote-ref-7)
7. https://ournameismud.co.uk/ [↑](#footnote-ref-8)