
Supporting Londoners
beyond Covid-19

AFTER THE STORM DECEMBER 2020

LONDON FUNDERS

OVERVIEW

In response to the crisis caused by the coronavirus pandemic, members of the London Funders network provided much-needed support to organisations and communities across London.

For many funders, this meant pausing their strategies in 2020 and focusing on distributing emergency grants. Others were able to continue implementing their strategies in parallel but had to be more flexible about timelines.

As the peak of the crisis has passed and with expectations of a mass vaccination programme in 2021, but also a continued recession, funders have started looking to the future and how best to support the renewal of London's civil society. London Funders commissioned this research as part of its work to understand what plans funders are putting in place, what challenges and opportunities they anticipate and how they are responding to them.

The report is based on findings from a survey run by London Funders and from a series of interviews with members of the network exploring their current and future strategies. It identifies three areas

that funders are focusing on: The need to plan in a flexible way; changing ways of working; and supporting capacity building. It also identifies three key challenges: The expectation of a second wave of demand as unemployment rises and recession takes hold; navigating the sector and identifying gaps, overlaps and commonalities; and the financial precariousness of the sector and what that means for maintaining social infrastructure.

The research also identified funders' interest in supporting more relational approaches and the need to create opportunities and to think big where possible, with a focus on providing more longer-term funding. The report makes the case that funders need to reflect on what they have learned over the course of 2020, and that this will help open up conversations about what they might do differently and how they plan to act on the ideas being generated by their peers and the organisations and initiatives they are supporting.





BACKGROUND

In March of 2020, over 400 organisations from across the funding spectrum came together to sign a joint statement pledging to offer support to civil society groups affected by the coronavirus outbreak.¹

Coordinated by London Funders, the statement recognised that Covid-19 is an exceptional event that has impacted organisations' ability to continue their work, as well as the needs of the people and places they are supporting.

The signatories emphasised their ongoing support for communities and civil society in the years ahead. They also committed to four main ways of working:

1. **Adapting activities** – acknowledging that agreed outcomes may not be achieved in the timeframes originally set.
2. **Discussing dates** – not adding pressure on organisations to meet tight reporting deadlines.
3. **Financial flexibility** – allowing organisations to use money differently, e.g. buying equipment.
4. **Listening** – encouraging frank conversations between funders and grantees, with funders being supportive of their needs.

One clear message stands out: the desire for funders to continue collaborating and to champion the sector as it enters a period of economic uncertainty

This report builds on that joint statement and explores what funders are thinking and doing as they consider how best to support the renewal of London's civil society. Information that has helped shape this report includes findings from a survey run by London Funders and feedback shared in a series of interviews with members of the network. Interviewees were selected from across the membership to ensure that views were captured from a wide range of funders with different governance, budget and funding models. They were asked questions on their organisation's strategy for 2021 and beyond, what they think the biggest challenges are facing London's civil society and how they are responding to those challenges.

On the following pages, funders' concerns and plans for the future are outlined. From both the survey and the interviews, one clear message stands out: the desire for funders to continue collaborating and to champion the sector as it enters a period of economic uncertainty.



THE WIDER ECONOMIC CONTEXT

There has been much talk about the economic scars the pandemic will leave.

The ongoing costs of responding to coronavirus, coupled with reduced tax revenues, means that by the end of 2020 the UK economy is expected to contract by 11% – the largest annual fall in over 300 years. Many people have experienced cuts to their income, with increased unemployment disproportionately impacting the lowest paid, least skilled and youngest in society. The number of workers on payroll has already fallen by 782,000 and the Bank of England forecasts the peak in unemployment is unlikely to be reached until early summer 2021.²

This change in economic circumstances has impacted the voluntary sector and will continue to do so in the years to come. Public donations have held up well, but this has been offset by losses of other types of income, most notably from fundraising events and trading activities.

“As we enter the longer-term period of renewal, with focus on rolling out a vaccine programme and rebuilding the economy, funders are shifting away from making crisis grants and looking to the future”

Pro Bono Economics (PBE) estimates that the funding gap for the year is approximately £10bn, leaving the sector in a fragile financial state. A survey by PBE found that three quarters of charities expect demand for their services to rise over the next year while more than 80% expect income to fall.³ Put simply, the sector is facing a difficult future and not all organisations will survive.

UNDERSTANDING THE NEEDS OF LONDONERS

Various surveys have been run in order to understand the impact Covid-19 is having on people and their communities.

This includes the London Community Response Survey run by the Greater London Authority (GLA) so it could better understand and map the changing needs of Londoners.⁴

A questionnaire has been sent to a cohort of frontline civil society organisations (CSOs) since April 2020, initially on a weekly basis and then bi-weekly from July. The results are being used alongside a range of other intelligence to inform the pan-London response to Covid-19. Questions focus on patterns of need the CSOs are seeing amongst their beneficiary groups. The responses are analysed to see how they vary between different types of organisations. Figure 1 below shows the top five needs identified by respondents between May and November 2020.

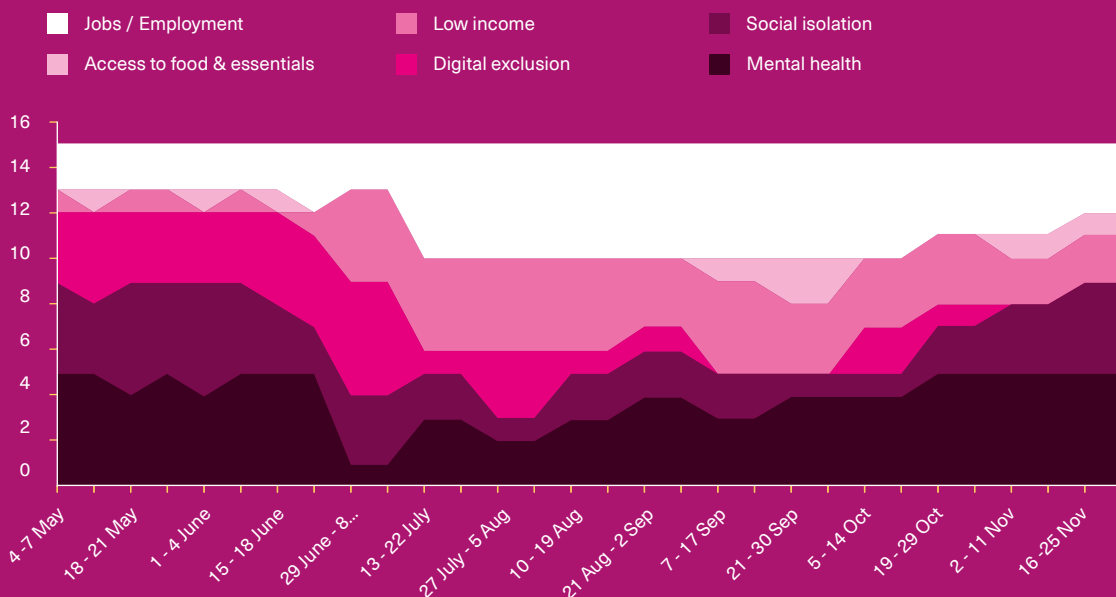
Mental health has remained fairly steady, with a slight dip in demand seen after the end of the first lockdown in June. Digital exclusion peaked at the start of the crisis and has gradually reduced over time, with a noticeable

reduction once schools reopened in September. Support with jobs and employment and for low income households has increased over time. However, once this data is analysed by type of organisation, the most recent set of results for November show that those working with Black, Asian and minority ethnic (BAME) Londoners are more likely to cite financial insecurity and digital exclusion as the biggest challenge for their beneficiaries. Organisations that work with young people were more likely to identify loss of jobs and mental health as the biggest challenge for their beneficiaries.

Funders supporting civil society groups in London were quick to respond during the peak of the crisis. At the time of writing, the London Community Response (LCR) is running a fourth funding round with a fifth round expected in early 2021⁵; but as we enter the longer-term period of renewal, with focus on rolling out a vaccine programme and rebuilding the economy, funders are shifting away from making crisis grants and looking to the future. This report provides an overview of some of the challenges and opportunities funders anticipate and the support they would welcome from their peers.

FIGURE 1. TOP FIVE NEEDS, LONDON COMMUNITY RESPONSE SURVEY, MAY-NOVEMBER 2020

What is the biggest challenge Londoners are facing this week?



FINDINGS



London Funders ran two surveys during October 2020 focusing on how their members are responding to the crisis.

The first survey asked questions about what members did at the start of the crisis.

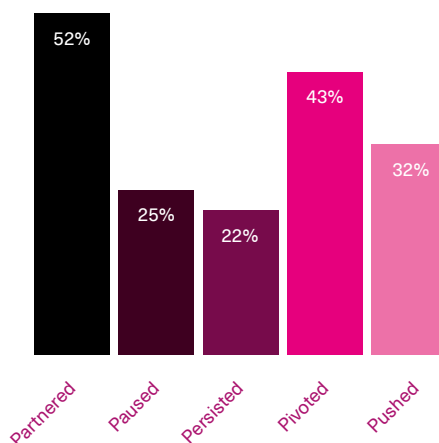
This was followed up by asking members what they anticipate doing between November 2020 and March 2021 with regards to their strategy, as the first step away from crisis and towards longer-term thinking.

The responses to the first survey showed that the majority of respondents (52%) had moved to partner with others, with 25% having paused the programmes they had running before Covid-19. Responses to the second survey show that the majority of respondents anticipate having to continue to pivot their strategies or to partner more with others, or that they are planning to persist with the strategy they had before the crisis. A minority expect to continue pausing their strategies.

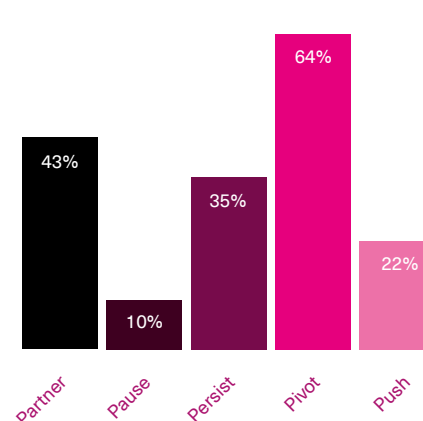
In both surveys, funders were asked to select which best described their response (multiple choices were possible) – did they:

- **Partner** – contribute to funder collaborations (such as the London Community Response)
- **Pause** – stop taking new applications
- **Persist** – continue with their grant programme as before the crisis
- **Pivot** – change their priorities or way of delivering grants
- **Push** – increase grants and support for existing grantees

AT THE START OF THE CRISIS FUNDERS:



LOOKING AHEAD TO THE PERIOD TO MARCH 2021 FUNDERS EXPECTED TO:



Coming together: London Community Response

The London Community Response (LCR) has seen London Funders bring together 67 funders from across sectors to collaboratively respond to the needs of Londoners through and beyond the Covid-19 crisis.

Launched four days after the first lockdown in March 2020, the partnership has gone on to deliver four waves of funding, providing grants of over £46m to civil society organisations across all London boroughs, all communities, and against priority themes identified through a

shared needs analysis. Funders have been supported to share insights, due diligence, application processes and monitoring requirements, which has helped deliver a quick and effective funding programme that has seen decisions on grants taken in as little as two days from receipt of the application.

Over 100 people across the funding community have given their time to support the process, from reviewing the £147m worth of applications received, to making grants to over 2,700 organisations, supported by the small core team at London Funders. Working with equity and inclusion partner organisations has enabled the collaboration to ensure funding reached groups most affected by Covid-19, with 48.9% of grants going to groups led by people from BAME communities, 11.1% to groups led by Deaf and Disabled people, and 5.8% to organisations led by members of the LGBT+ community.

Data from the common application form and monitoring questions has been used to help inform wider policy development, and provide a rich source of insight for the ongoing development of waves of funding to best meet the needs of communities. Learning partners have been commissioned by London Funders to provide an independent review of the process from the funder and civil society perspective, to inform future waves of funding through the LCR and longer-term funder responses.



A series of interviews were held over the course of November 2020 with 17 members of the London Funders network.⁶

The focus of the interviews was on future strategic plans and what the funders expected to pause, pivot or add to their approach given the changed context they are operating in from when they originally agreed their strategies.

Interviewees were selected from across the membership to ensure that views were captured from a wide range of funders with different governance, budget and funding models, including corporate funders, local authorities, fundraising charities and endowed trusts and foundations. Participants were asked eight questions:

1. Have you paused implementing your current strategy and/or added an emergency Covid fund to it?
2. Do you expect to return to your original strategy soon or to continue pivoting your work?
3. What are you currently thinking with regards to your strategy in Financial Year 2021 and beyond? Do you expect it to change much?
4. How do you see yourself in relation to the wider funding ecosystem – do you think you will need to change in relation to others?
5. What are your biggest concerns for your CSOs in 2021 and beyond?
6. What work is being done within your organisation to try to address those concerns?
7. What would you like your peers (other funders) and London Funders to help you with as you plan for the future?
8. Is there anything else you would like to share about your future plans or the challenges you face?

Planning in a flexible way during a period of change

The majority of interviewees added emergency funding schemes to their existing grant budget.

During the peak of the crisis some also paused their strategies so they could focus on disbursing emergency funds; but most expect to return to their strategies in 2021. Those funders whose strategies are coming to an end in the next 12 months are not planning to make any big decisions, with many deciding

to extend their strategy by a year so they have more time to review progress and consult with partners. Those funders with newer strategies (launched in the last two years) expect to return to them soon but with a sharpened focus, particularly as they anticipate increased demands for support.

“The need to be bolder and braver, explore shared motivations and break some of the more entrenched funding habits was recognised”

Changing ways of working

There was a broad acknowledgment of the need to avoid creating unnecessary processes and to challenge one another more as funders on this.

Overall, the need to be bolder and braver, explore shared motivations and break some of the more entrenched funding habits was recognised by all interviewees; with an emphasis on longer-term impact rather than short term outputs and indicators. To quote one interviewee, “how can we help people more, not just help more people”. Linked to this, several interviewees emphasised their willingness to continue to relax their delivery requirements as organisations recover and to be open to providing more unrestricted funding – as per the joint statement they signed earlier in the year with its commitments on ways of working.

The need for funders to be more deliberative about what they support and doing this in a more coordinated way was also emphasised by several interviewees, with requests for peers to actively work with others on developing and sharing strategies in ways that take account of what others are doing. There was also acknowledgment that the LCR model had shown that funders can move quickly and that joining up systems is possible and reduces the burden on grantees. There is a desire to continue some of the collaboration associated with the LCR in the future – through aligning rather than pooling their funds, with mechanisms that reduce inefficiencies and help funders understand what their peers are doing.

Another message that came through was the need to develop a clearer shared voice as funders that stand with the sector. This links in to a desire to give grantees a voice and access to power that they may not have; and in some cases, funders taking a more public position on issues than they might have done previously.

“How can we help people more, not just help more people”

FROM FUNDER INTERVIEWS

Supporting capacity building

Several funders highlighted the need to support capacity building, either via their grant-making or via Funder Plus schemes.

There is lots of demand for skills training and business planning as organisations reshape themselves. For some, this might mean having to amalgamate with another organisation or closing down, and funders are keen to help grantees do this well. Another area of demand is on improving digital skills so organisations that have started providing digital services can continue to do this. The need to support capacity building within smaller, frontline organisations was cited as particularly important, with fundraising strategies, monitoring and evaluation and digital safeguarding all noted as areas where there is demand for support and training. Supporting digital adaptation consistently came up as an issue, and although many organisations did this more quickly than expected, there are concerns about a digital skills gap within the sector, particularly in smaller organisations.

“There are concerns about a digital skills gaps within the sector, particularly in smaller organisations”



A second wave of demand

There is a broad expectation of a second wave of demand in 2021, particularly from organisations that are second tier responders, such as social justice organisations or those that are supporting people with more complex needs.

Several funders are planning for this second wave and setting aside funds, either to contribute to the LCR or to award directly to existing grantees so they can meet this new demand. There is also a concern that a second wave risks vision drift within organisations, many of which have been forced to pivot since March 2020. Linked to this, several interviewees noted that the grassroots organisations that were able to pick things up quickly at the start of the crisis are now exhausted and their staff may not be able to cope with a second wave. The need to support frontline staff so

they don't burn out and can remain close to their beneficiaries was highlighted by several funders. This was a theme that was discussed by London Funders members before the crisis and is now seen as increasingly important⁷.

There is also concern about the ripple effects of Covid in 2022 when the crisis funding has gone; with one interviewee citing learning from the Grenfell Tower and other crises and the need to encourage organisations to plan for the future, even if they may not feel ready to. Helping grantees move back to their core purpose and the need to retain specialism in the sector is seen as a priority. There has been so much firefighting that work on policy change and social justice has suffered and there is a desire to see this start up again, particularly given some of the policy and legislative changes that are expected post-Brexit.

Navigating the sector

There are 170 members of London Funders and there are other philanthropic and statutory funding bodies outside of the network

Similarly, there are hundreds of civil society groups operating across London's 33 boroughs, some of which offer complementary or overlapping services. Navigating these two sectors can be challenging and building practical working relationships focusing on a place or a sector takes time. Several interviewees noted the role that local authorities and the local Council for Voluntary Service (CVS) can play to

help understand work happening at borough level; along with the stark reality that more organisations may need to be encouraged to join forces. Understanding which organisations remain key, who else is funding them and which are best-placed to deliver is information funders are starting to gather in anticipation of increased demand for support but also as they review their strategies. Several interviewees noted the need to collaborate more with others working on issues and topics similar to their mission. In practical terms, this includes consulting on and sharing strategies, sharing intelligence and co-commissioning research.

Financial viability

An issue highlighted by all interviewees was the financial viability of organisations and the need to start providing longer-term funding again.

Grantees' cash flow may look healthy but it's often due to short term funding (grants of less than six months), and many have reported spending some or all of their reserves. Many charities did not have much in the way of reserves to start with, particularly newer or smaller charities⁸.

The financial constraints of funders that also fundraise was mentioned, as they plan for a couple of lean years due to cancelled fundraising events and reduced trading income. This uncertainty of income makes it hard to plan their grant spend. Public funders also expect their grants budget to remain static or to reduce. Despite the acknowledgment that funders need to help bolster the sector's sustainability – supporting organisations and their ability to continue – they also want to start focusing on other issues again; they also know they can't fund everyone. Tough decisions lie ahead on how to meet demand and not let key organisations

go under; but as mentioned above, there is also the difficulty of identifying these organisations and understanding who else is supporting what and where. Many funders have spent their "rainy day funds" and dipped into their reserves but they can't keep doing this. The uncertainty of income streams is affecting everyone in one way or another, be that how well their investments continue to perform; reduced income from fundraising; or reduced funding to apply for. There is wide acknowledgment that there will be a retrenchment of public funding that will negatively impact a sector that already felt precarious and there is a risk of losing some of the social infrastructure within the city as a result.

There were lots of opportunities identified throughout the course of the interviews, with references to focusing more on purpose, not process; providing more unrestricted funding (for the first time in the case of some funders); and an openness to being more creative. There was also an understanding of the need to provide longer-term grants and run longer-term programmes where possible, as this not only gives grantees more security but also supports more meaningful outcomes and impact.

Many funders have spent their "rainy day funds" and dipped into their reserves but they can't keep doing this.

LOOKING TO THE FUTURE



We have seen true collaboration over the past few months, with several interviewees noting that Covid-19 demonstrated how collaboration helps both them and their grantees.



An example of this is the Help Harrow site set up by Young Harrow Foundation in collaboration with Harrow Council and Harrow CVS.⁹ It brings together 49 organisations operating in the borough focused on food poverty, advice and mental health.

Some of the partners have been historically reluctant to work together prior to the crisis. The plan is to retain the site and increase the support offered in the longer-term as it helps people navigate the services available to them and for the organisations providing it to streamline referrals and requests for support and coordinate their response. Similar initiatives can be seen across London's boroughs and there is an optimism that many of them will continue.

“There is a chance to create more of an opportunity narrative, helping to open up conversations about what funders might do differently and how they plan to act on the ideas being generated”

SUPPORTING RELATIONAL APPROACHES

“I have greatly appreciated the space for sharing learning and getting inspiration. And to steal ideas! We want to focus more on the how, not the why, and to support more relational approaches”

Many funders demonstrated that they could move quickly in response to coronavirus; but there is now a tension between needing to think big, simplify systems and collaborate more and not making any big changes given the uncertainty the sector faces.

Several interviewees acknowledged that collaboration can be hard but that it needs to continue so the wider landscape is easier to see and understand. Funders involved in the LCR noted that it's not necessarily about pooled funding and shared strategies, but about taking a more relational approach that involves skills and intelligence sharing and commissioning research that the wider funder community can benefit from. To quote one interviewee, “I have greatly appreciated the space for sharing learning and getting inspiration. And to steal ideas! We want to focus more on the how, not the why, and to support more relational approaches.”

The GLA Engagement Collaborative

A new multi-stakeholder initiative was established by the GLA in September 2020, called the Engagement Collaborative.

The Collaborative brings together local authorities, civil society, equality led organisations, faith groups, housing associations, health bodies and funders to improve systems for engagement and insights activity across the capital. It aims to:

1. Improve the understanding of needs, interests and priorities for Londoners and the city's recovery;
2. Support the better use of resources and reduce the duplication of efforts to understand priorities;
3. Provide a clearer opportunity for Londoners, communities and civil society to influence, shape and participate fully in London's recovery.

During the response phase of the crisis, a huge amount of engagement was carried out by every part of the system in order to understand the impact of Covid-19. This included the London Community Response Survey run by the GLA.

These different initiatives created rapid insights and helped understand vulnerabilities. However, there was also duplication, areas where data standards or a common approach would have created a more comprehensive picture, and significant demand on communities and civil society to respond to numerous requests for their insights.

The Engagement Collaborative seeks to learn from the successes and challenges posed by the response phase and develop systems to better coordinate engagement and insight activities for collective understanding, to build strong communities and strengthen the safety net for Londoners. Specifically, it seeks to support and shape the missions of the London Recovery Board, the Strategic Coordination Group and the London Community Response funder

collaboration – which has recently completed its fourth funding round.

Expected outputs from the Collaborative include:

- The development of cross-sectoral approaches to engagement
- The identification of shared areas of inquiry about recovery to be explored at a regional level (in addition to local, community or sectoral)
- The creation of open systems for sharing insights and community voice
- Trialling of methodologies for collective sense making

To find out more about the Collaborative and its different projects, email farah.elahi@london.gov.uk

CREATING OPPORTUNITIES

There is lots of discussion about funder collaboration at the moment and we have seen this previously following the Grenfell Tower fire and the London Bridge attacks¹⁰.

The dust needs to settle before it's clear what this will lead to with regards to longer-term strategic approaches. Rather than the deficit narrative which is emerging, there is a chance to create more of an opportunity narrative, helping to open up conversations about what funders might do differently and how they plan to act on the ideas being generated.

The work of the London Recovery Board¹¹ means that funders are having to start thinking beyond 2021, including helping to ensure that the pan-London plans remain relevant at borough level. The Board welcomes inputs into this work and hopes funders will engage with it as a strategic-level body that can help align civic leadership and bring in business too. The Board provides an opportunity for funders to share their knowledge about what is and isn't working in the areas they support. Linked to this, there is a willingness from funders working in a place to act as conduits to the organisations operating there – and this not being about giving them funds to spend locally necessarily, but to help others navigate the places they know well.

IVAR Learning Review: Flexible support for voluntary organisations and their funders

IVAR has been supporting small and medium CSOs and their funders to respond to the coronavirus pandemic through online peer support sessions for civil society leaders and regular briefings and presentations on the challenges those leaders are facing, with questions and opportunities for funders to consider.

IVAR set up this support immediately after the first UK lockdown was announced in March 2020, as a flexible project that would evolve in response to need. By the end of November, it had heard from over 400 CSO leaders and published 12 briefings (see <https://www.ivar.org.uk/covid-19-briefings/>) on the challenges they are facing and the questions and opportunities that they raise for funders, including the importance of flexible, light touch, high trust practices and behaviours.

From the outset of this work, IVAR has had a third ambition: to learn for the future, by building on learning about emergency responses and further strengthen the case for 'stepping outside the normal' becoming routine practice.

This Learning Review is now a live piece of work, in partnership with London Funders and a group of UK trusts, foundations and small charities.* It will identify opportunities for sustainable adaptations and innovations to funding processes and practices, and support funders with implementation – paying particular attention to the needs of CSOs adversely affected by systemic barriers and burdensome practices. At its heart, will be two commitments. First, to make grants in a way that reflects the realities facing CSOs now and for the foreseeable future; second, to manage grants and relationships in a way that reflects funders' confidence in and respect for the responsiveness and capabilities of the organisations they fund. For more on the Review, visit: <https://www.ivar.org.uk/live-project/sustaining-simplified-funding/>

In 2021, IVAR and partners will be calling for funders to join this movement for greater trust and transparency in grant-making – recognising that 'how we fund matters'. For more information and to get involved, email emily@ivar.org.uk

* Barnardo's Scotland, Beatfrees, City Bridge Trust, Comic Relief, Community Foundation for Northern Ireland, Corra Foundation, Counselling All Nations, Esmée Fairbairn Foundation, IVAR, London Funders, Maslaha, the Mercer's Company as Corporate Trustees of the Mercer's Charitable Foundation, One25, Refugee Action, The Tudor Trust, The Ubele Initiative, United St Saviour's and Unlock.

“There is a chance to create more of an opportunity narrative, helping to open up conversations about what funders might do differently and how they plan to act on the ideas being generated”

Supporting learning

In terms of support that London Funders could provide, three areas were identified: Helping members understand the strategies of their peers; areas organisations are thinking of moving in to and who else is already in that space; and what funders are learning from grantees and helping to disseminate that better.

Supporting members of the network to work in plain sight of others and to draw out analysis of needs and what works was also an area interviewees would like London Funders to focus on. This will help with seeing how the pieces come together across London and so funders can better understand their place in the system.

London Funders has recently started working with IVAR on a learning review (see below) and encourages its members to get involved in this initiative. They also hope to explore how the network can leverage its combined knowledge and voice more and as members review their strategies and priorities in the years ahead. The learning partners that London Funders has commissioned to look at how to build on the LCR will bring further insights and ideas to help shape funder collaboration beyond the crisis¹². As London Funders looks ahead to its new strategy being developed through 2021, these opportunities provide a firm foundation to help reshape the support provided to the network as it navigates towards the future.

This report has been written by Rachel Rank, with case studies provided by Farah Elahi at the GLA and Emily Dyson-Hawkes at IVAR. The survey cited was run by London Funders in October 2020 and the interviews with 17 members of London Funders were carried out by Rachel Rank in November and December 2020.

The author would like to thank the interviewees who kindly agreed to share their insights and plans for the future. They are:

- **Emma Ackerman**, The National Lottery Community Fund
- **Ali Alsaraf**, Camden Council
- **Sarah Benioff** and **Anne Shewring**, Cripplegate Foundation
- **Kieron Boyle**, Guy's and St Thomas' Charity
- **Ciorsdan Brown**, The Goldsmiths' Company
- **Yolande Burgess**, London Councils
- **Dan Burke**, Young Harrow Foundation
- **Martyn Craddock**, United St Saviour's Charity
- **Edith Galliers**, Redbridge Council
- **John Gleeson**, Southern Housing
- **Lynne Guyton**, John Lyon's Charity
- **Manny Hothi**, Trust for London
- **Raji Hunjan**, Oak Foundation
- **Kate Markey**, London Community Foundation
- **Sarah Mulley**, Greater London Authority
- **Lin Richardson**, Vision Foundation
- **Matthew Smerdon**, The Legal Education Foundation

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When preparing this report, the author spoke with people involved with developing funding strategies for grant-making organisations. Their feedback, combined with London Funder's experience and research, has been used to shape the findings and proposals detailed in this report. Any errors or omissions are the responsibility of the author.

Rachel Rank, December 2020

Cairns, B., Firth, L., & Hennessey, C. (2017) *The possible, not the perfect: Learning from funder responses to emergencies*, IVAR: <https://www.ivar.org.uk/our-research/emergency-responses/>

Franklin, J., Graham, M., & Whittaker, M. (2020) *Is this time different? Charity funding in recession and recovery*, PBE: <https://www.probonoeconomics.com/is-this-time-different-charity-funding-in-recession-and-recovery>

Tiratelli, L. (2020) *Towards resilience: Redesigning our systems for a better future*, NLGN: <https://www.newlocal.org.uk/publications/towards-resilience-redesigning-our-systems-for-a-better-future/>

See also the London Funders Covid-19 Resource Hub: <https://londonfunders.org.uk/about/covid-19-0/covid-19-resource-hub>

London Funders blog series looking to the future: towards renewal: <https://londonfunders.org.uk/about/covid-19-0/towards-renewal>

The Resilience of People in Community-facing Organisations: What's the role of funders? <https://londonfunders.org.uk/our-blog/resilience-people-community-facing-organisations-what%E2%80%99s-role-funders>

Brexit Briefing (Autumn 2020): <https://londonfunders.org.uk/resources-funders/london-funders-publications/our-blog/london-funders-brexit-briefing-autumn-2020>

The Power of People, Partnerships and Place: <https://londonsgiving.org.uk/introducing-place-based-giving/news/power-people-partnerships-and-place-new-report-launched-londons>

London Community Response resources: <https://www.londoncommunityresponsefund.org.uk/news>

Endnotes

1 <http://covid19funders.org.uk/>

2 Spending review 2020: <https://www.gov.uk/government/publications/spending-review-2020-documents/spending-review-2020>

3 PBE Covid Charity Tracker. November 2020: <https://www.probonoeconomics.com/november-15-20-covid-charity-tracker-survey-results>

4 <https://data.london.gov.uk/dataset/london-community-response-survey>. N.B. The survey cohort is not fully representative of all CSOs in London therefore the results should not be used to make claims about civil society in London as a whole.

5 LCR will have disbursed £46m worth of grants during March-December 2020: <https://londoncommunityresponsefund.org.uk/>.

6 For the list of interviewees, see p.22

7 See <https://londonfunders.org.uk/our-blog/resilience-people-community-facing-organisations-what%E2%80%99s-role-funders>

8 See D. Clifford and J.Mohan, Assessing the financial reserves of English and Welsh charities on the eve of the Covid-19 pandemic: <https://www.birmingham.ac.uk/documents/college-social-sciences/social-policy/publications/assessing-financial-reserves.pdf>

9 <https://helpharrow.org/>

10 See *The possible, not the perfect*: <https://londonfunders.org.uk/resources-funders/london-funders-publications/possible-not-perfect>

11 <https://www.london.gov.uk/coronavirus/londons-recovery-coronavirus-crisis/london-recovery-board>

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