



# Respond, recover, reset: the voluntary sector and COVID-19

November 2021



Funded by



# Project partners



Nottingham Trent  
University

## The Centre of People, Work and Organisational Practice at Nottingham Trent University

The Centre of People, Work and Organisational Practice is based at Nottingham Trent University and works with organisations and policy-makers to understand and to seek to improve how people are managed within organisations. We are committed to producing theoretically rigorous work that is not only published in top academic journals but also transforms lives and society. Working with collaborators from different parts of the world, CPWOP has conducted research with and for organisations such as the CIPD, Department for Digital, Culture, Media and Sport, the Government Equality Office and the Lloyds Foundation. The centre focuses on the way in which people are managed in the face of critical challenges facing the economy and society, given growing concerns about work quality and a proliferation of insecure and precarious jobs within the UK economy.

**Sheffield  
Hallam  
University**  
Knowledge Applied

## The Voluntary Action Research Group at Sheffield Hallam University

The Voluntary Action Research Group (VARG) brings together researchers from across Sheffield Hallam University. VARG serves as a forum to showcase and build on internationally significant research and evaluation and shaping debates about the past, present and future of voluntary action.

**NCVO**

## National Council for Voluntary Organisations (NCVO)

With over 15,500 members, NCVO is the largest membership body for the voluntary sector in England. It supports voluntary organisations (as well as social enterprises and community interest companies), from large national bodies to community groups working at a local level. NCVO believes its members, and those with a stake in civil society, need the best quality evidence base to help them inform policy and practice, and plan for the future.

# Introduction

Funding has been a concern throughout the pandemic. With public fundraising curtailed and face-to-face delivery paused at the start of the pandemic, many Voluntary, Community and Social Enterprise (VCSE) organisations were concerned about falling incomes and how this might impact their organisation's survival and ability to meet the needs of service users and communities.

In response, many foundations, trusts, local authorities and contractors of services to VCSE organisations made changes to their funding processes and practices. Contracts were extended, grants were re-purposed, monitoring and evaluation requirements were dropped or made more light-touch, and additional funds were offered. However, these changes have not been experienced by all and some organisations have struggled to access emergency funding or saw their grants suspended and funding programmes closed. Amongst those who responded to our survey, 9% of organisations saw a reduction in funding from their existing funders since March 2020, while 58% reported their existing funders offered additional funding.

This month's report focuses on how funders responded to the pandemic and changes in their behaviour and practices. For the purposes of this report, a 'funder' is understood as an organisation which provides or distributes money to VCSE organisations or groups and includes grantmaking organisations, lottery distributors and central, devolved and local government.

“ Amongst those who responded to our survey, 9% of organisations saw a reduction in funding from their existing funders since March 2020, while 58% reported their existing funders offered additional funding. ”

The qualitative element of this research is informed by interviews with 25 funders including grantmaking trusts and foundations, community foundations and local authorities, in addition to interviews with a wide range of VCSE organisations from across the UK.

# Covid-19 voluntary sector impact barometer, November 2021

## The monthly barometer survey

The purpose of the monthly barometer survey is to produce timely snapshots of the condition of the voluntary and community sector (VCSE) throughout the life of this project. We have tried to create a survey that is inclusive, quick and easy to complete. In this wave we will be focusing on the experiences of VCSE organisations with funders during the pandemic.

This information will also be available online via the [data dashboard](#). The dashboard now includes an analysis of trends across the 12 waves of the survey completed so far.

Wave 12 of the barometer survey was completed between 11th October and 25th October. This generated responses from 336 organisations across the UK.

## The sample

As we saw in the last eleven waves of the survey, a wide range of organisation types and a hugely diverse range of activities are represented in our sample. In Wave 12, 75% of the organisations identified as registered charities, 26% indicated that they have limited company status and a total of 9% of participants reported being community interest companies or voluntary associations.

**21%** of organisations (70) identified themselves as a social enterprise

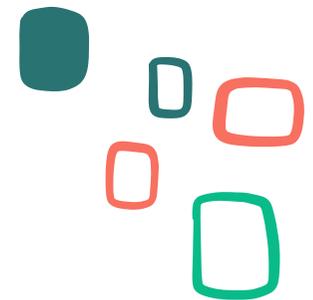
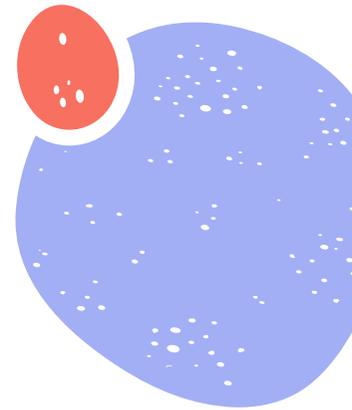
**17%** (57) describe themselves as age-specific

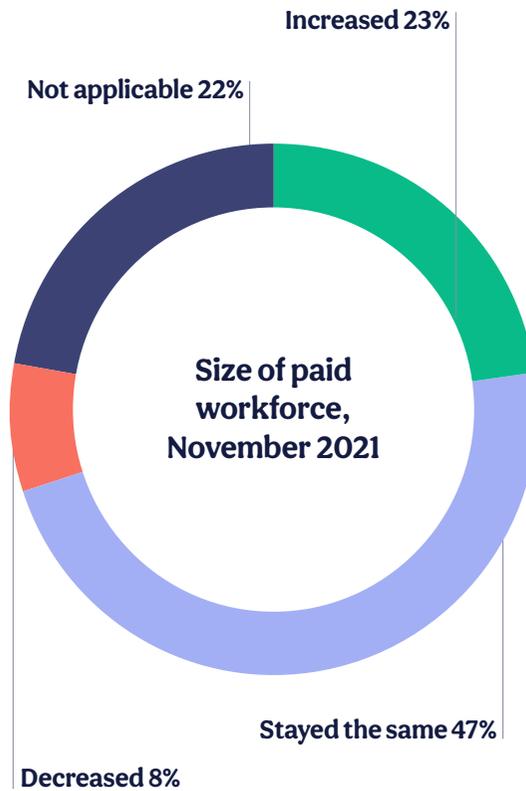
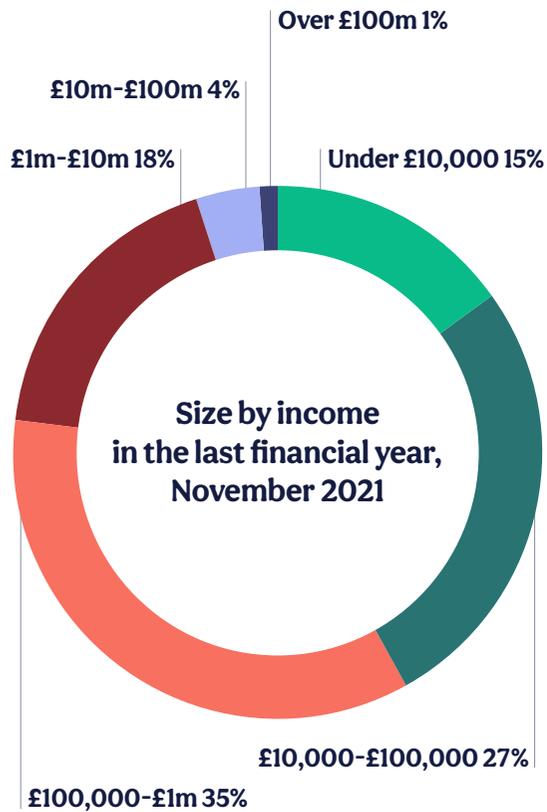
**8%** (28) described themselves as a deaf and disabled peoples' organisation

**10%** (33) described themselves as a BAME organisation

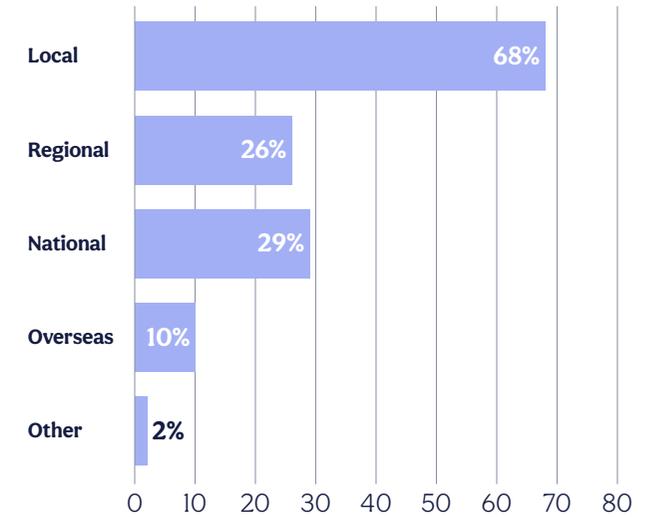
**8%** (27) described themselves as a women's organisation

**5%** (16) described themselves as LGBTIQ+ organisations

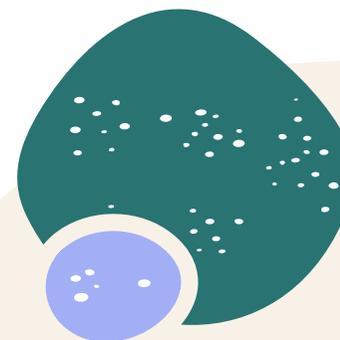




**At what level does your organisation operate?  
November 2021**



The most common activity types for organisations reported by survey respondents were in health, hospitals and nursing homes (including mental health) (11%), community and economic development (9%), umbrella bodies, philanthropic intermediaries and voluntarism promotion (9%), individual and family (7%) and education (7%).



## Headlines

### People

**336** organisations responded to the survey

**233** of these organisations employ paid workforce

### Finances

**21%** reported a deteriorating financial position in the last month

**26%** saw their financial position in the last month improve

**52%** reported a stable financial position in the last month

**60%** expect their financial position to remain the same over the next month

**17%** expect their financial position to deteriorate over the next month

**22%** expect their financial position to improve over the next month

### Services

**61%** of the organisations experienced increased demand for their services over the last month

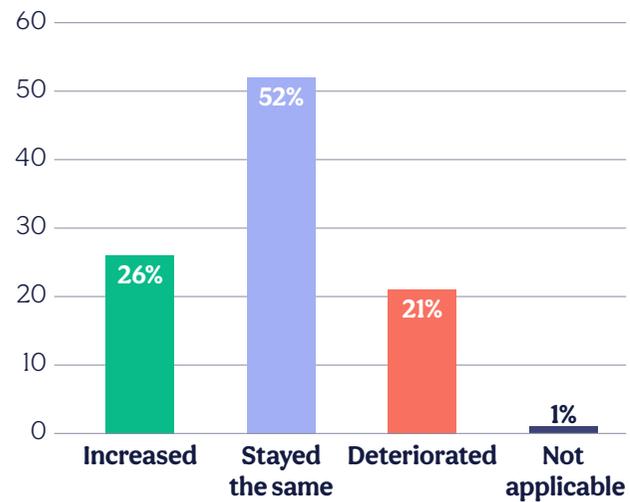
**62%** expect increased demand for their services over the next month

Only **3%** of the respondents are expecting a decrease in demand for their services over the next month

## Finances and Operations

In Wave 12, 21% of the organisations reported that their financial position has deteriorated in the last month compared to 26% in the previous wave. 26% of the organisations have reported an improvement in their financial position.

**Change in the financial position over the last month, November 2021**

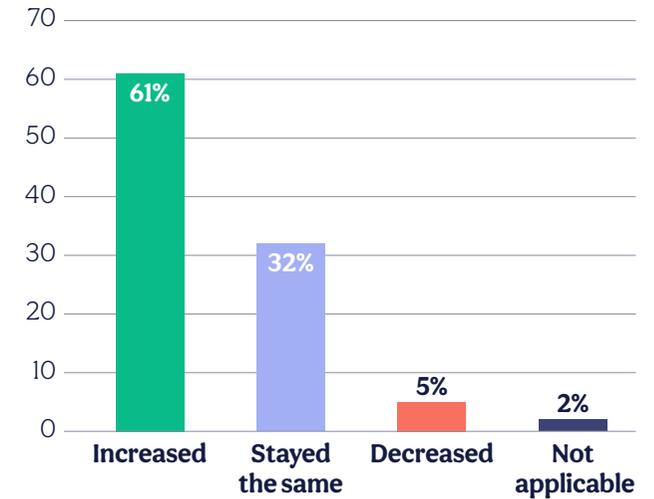


Interestingly, the net balance of +5% suggests an overall improvement in the financial position of responding organisations. This contrasts with the marked softening of indicators of private business confidence over the last month – largely seen as a response to input price pressures, logistics and labour supply problems that have been widely reported in recent weeks. It will be interesting to see if this contrast will be sustained in Wave 13 or whether the VCSE sector will move back into line with the private sector.

Financial change within the sector was a major theme in our research and different aspects of this were explored in-depth over the last 12 months – through this barometer survey, the panel survey and in-depth interviews that were conducted as part of this project.

In October 2021, the experience of demand for services provided by the voluntary and community sector maintained the same trajectory revealed in the previous waves – with 61% of organisations reporting an increase in demand for their services. Expectations of future demand for services provided by the sector remain extremely strong – as indeed has been consistently the case through every survey wave over the past year.

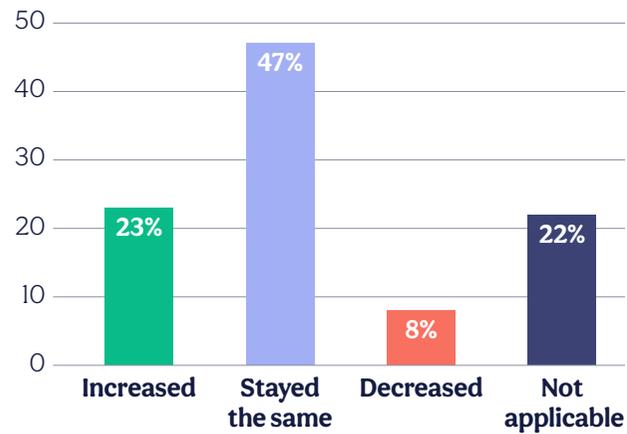
**Demand for services over the last month, November 2021**



## Workforce and Volunteers

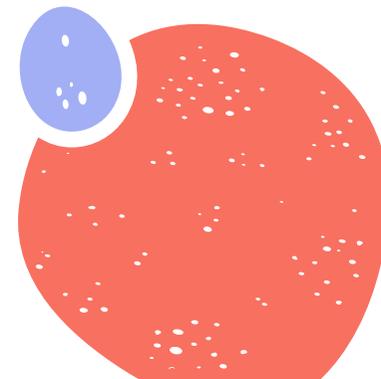
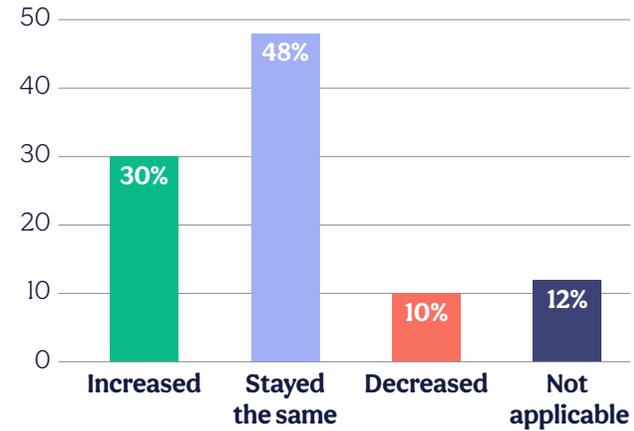
Over the last month, the employment position in the sector is reported as relatively stable, with 47% reporting the same number of paid employees compared to previous months and 23% reporting an increase in the number of their employees which can be linked to the full reopening of the economy.

**Paid workforce over the last month,  
November 2021**



In Wave 12, 30% of organisations saw an increase in the number of their volunteers which is a considerable increase compared to the previous wave. This increase may be related to major changes to lockdown rules which have taken effect across the UK in the last few months.

**Volunteers over the last month,  
November 2021**



## Relationships with funders in the past 18 months

In Wave 12, we explored the experience of the organisations in relation to their funders over the course of the pandemic and how grantmaking behaviour and practices have changed in response to the pandemic to support organisations and their communities during the crisis.

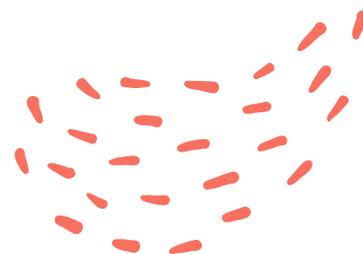
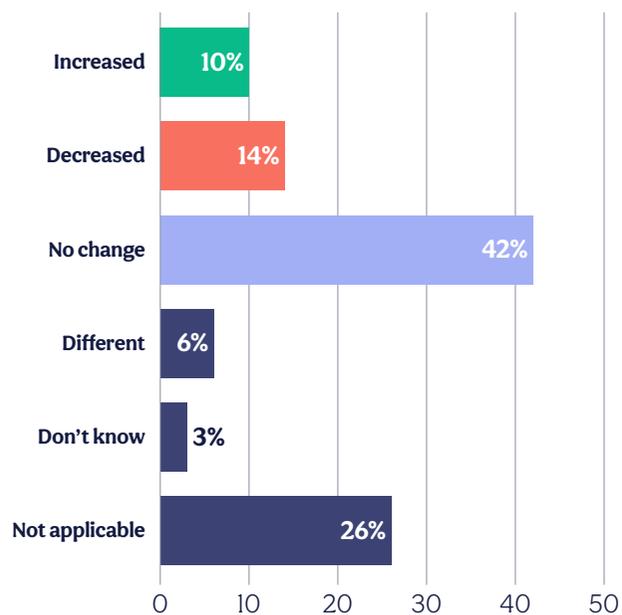
33% of the organisations who participated in this wave reported an improvement in their relationship with funders since March 2020 and only 6% reported a deterioration in their relationship with funders.

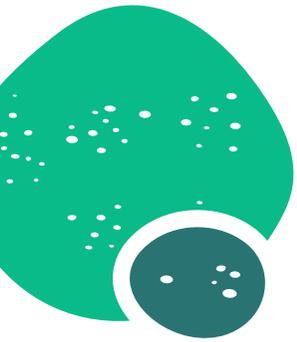
58% of the organisations who were in receipt of grant funding before March 2020, stated that their existing funder(s) offered additional funding to them in response to the pandemic, whilst 9% of these organisations reported a reduction in their level of funding from their existing funder.

When asked about the terms of their existing grants, 36% of the respondents said that their funders changed the duration, targets or reporting requirements of their grant in response to the pandemic.

Among those organisations who experienced changes in the funding requirements, 10% mentioned increased expectation from their funders for reporting, monitoring or evaluation associated with their grants during the course of the pandemic, compared to 14% who experienced a reduction in these requirements.

## Change in funders' requirements for reporting, monitoring or evaluations during the pandemic, November 2021

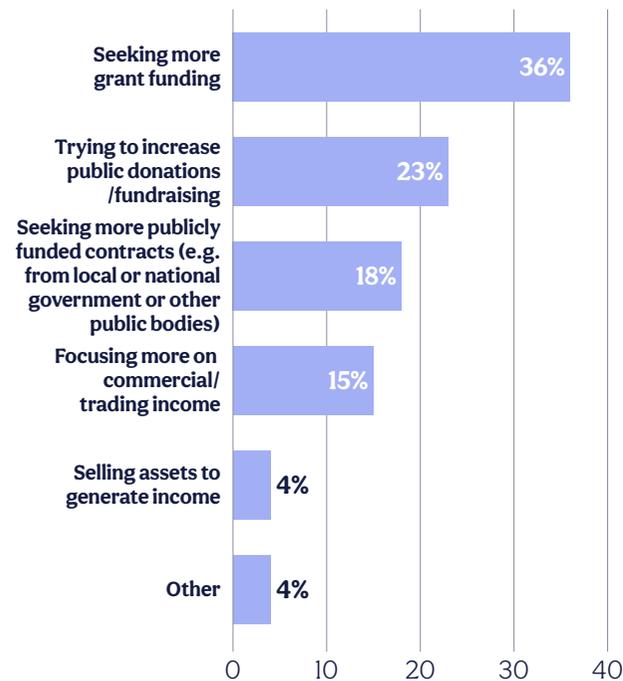




During the course of the pandemic, advice and guidance (21%), networking opportunities (13%), training (9%) and consultancy support (7%) were some of the most common forms of non-financial support provided by existing funders to VCSE organisations who were in receipt of grant funding before March 2020.

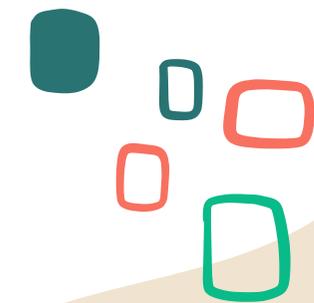
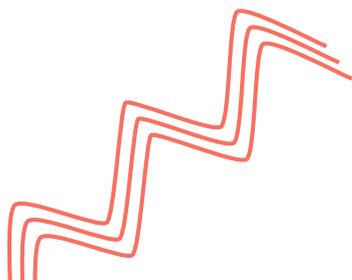
In terms of grantmaking strategies, 42% of the respondents said that their primary strategy has changed since the beginning of the pandemic and the most common approaches they have taken are:

### Strategies to increase funding during the pandemic, November 2021



Reflecting on their experience over the course of the pandemic, VCSE organisations believed that simpler application processes, better communication with grantees, focusing more on funding of core costs and providing more flexibility rather than prescriptive funding are some of the main ways to improve funding practice in the future.

Even as restrictions are lifted our findings still show that organisations are concerned about their income, particularly around trading and investments, meaning that many organisations will still be vulnerable. Respondents want funders to recognise that the demand for services continues to increase and activities in the voluntary sector have not yet returned to pre-pandemic levels. The environment remains uncertain so additional funding support for VCSE organisations in the next 6 to 9 months is going to be crucially important.



# Funders' response to the pandemic

Early on in the pandemic, it became clear that many VCSE organisations were struggling. Facing an increased demand for services, higher delivery costs and reduction or uncertainty about income, many organisations needed help. Research carried out in March 2020 suggested that many charities were already in financial difficulties.

In response, many funders rapidly changed their approach to funding, shifting their practices in different ways to help support VCSE organisations through the crisis and enable organisations to respond to the changing needs of their services users and communities.

Some funders made a public commitment to 'stand with the sector' during the pandemic, with 350 signing up to the Covid19 Funders Pledge to listen, learn and work long-term with the sector. This, however, represents only a small proportion of grantmakers that fund the sector.

## Responding to need

Some funders pivoted quickly to provide 'emergency funding' to VCSE organisations and groups, providing additional funding to existing grantees and opening-up new short term funding opportunities. There were examples of funders significantly increasing the number of organisations supported. VCSE organisations highlighted how such funding enabled them to support the needs of their service users and 'keep the lights on'. However, the shift to emergency funding disrupted some existing programmes

and bids already in progress. Other funders consciously opted not to move to emergency support, instead focusing on providing additional support to their existing grantees.

Some funders were reportedly quick to get in touch with their grantees at the onset of the pandemic to "reassure them" and discuss the challenges they faced and how they would need to adapt their plans. Funders highlighted the importance of being "attentive" and "responsive" to the needs of organisations and working directly with individual grantees:

“ So, we treated it on a case-by-case basis, essentially. Again, that was well received. Lots of our grantees felt that that gave them the freedom to adapt when they needed to, or pause, because of their own internal capacity issues, or bring forward payments because of the loss of other financial income ”

Funder, independent grantmaking foundation, UK



There were also examples of funders creating more opportunities for continuation funding for existing grantees; enabling organisations to sustain their services without the added pressure of looking elsewhere for funding.

“ There were a number that were funded immediately after their grant ended, which I suppose added some consistency, and some security, and stability to their income, and their operations ”

**Funder, independent grantmaking foundation, UK**

Additional non-financial support was offered to some grantees in the form of advice, training, webinars, and opportunities for collaboration:

“ Much more support, much more focus, much more I guess attentiveness to what they were needing and trying to find that resource if we didn't have it inhouse, who could we get externally to deliver what they needed ”

**Funder, grantmaker, Scotland**

## Flexibility

Funder flexibility was a re-occurring theme in our research. Funders and VCSE organisations spoke about this in different ways but often this was in relation to organisations being given the flexibility to re-purpose their funding, and a shift to unrestricted funding. This allowed organisations to move funding for specific projects to running costs and where money was needed, acting as a life-line for some:

“ I think the big thing what we did was we de-restricted all of our grants. So, we recognised that people will be delivering a lot differently and what they said previously it's going to be blown out of the water by Covid. So, we did that at the end of March, so we acted pretty quickly ”

**Funder, grantmaker, UK**

Some VCSE organisations highlighted how funders were more flexible about targets and monitoring and evaluation requirements during COVID-19 and how this enabled them to focus on meeting the needs of services users and communities. They spoke about how funders had “stepped up and backed off”:

“ We had a lot of spontaneous conversations with our grantees about their needs during the first kind of few weeks of lockdown in response to a sort of general statement of support where we basically said we're not going to be asking for monitoring reports if you can't produce them. We're introducing greater flexibility about how you use your grant ”

**Funder, grantmaking foundation, England and Wales**

It was highlighted, however, that this shift to more flexible funding and processes was not universal and some organisations were still required during the pandemic to meet stringent requirements from their funders:

“ Some funders were more understanding than others. Some were clearer than others about what they need and don't need. Some funders are really happy to assess and work together and shift things and goals, and other funders have been slightly less flexible about things ”

**VCSE organisation, community development, local**



## Communications

Funders' communication practices also shifted and evolved during the pandemic.

Many VCSE organisations said they had more direct contact with their existing funders during COVID-19. Conversations focused more on the needs of organisations and their service users rather than monitoring and reporting back to funders. Funders we interviewed highlighted how they tried to ensure that they were easily accessible to grantees and expanded their digital communications to keep grantees informed and to answer their questions or address concerns.

VCSE organisations commented on how the pandemic had 'opened up' relationships with existing and new funders, giving them more freedom and license to approach funders directly:

“ And also, for me personally I was quite interested in the opportunity this creates and I suppose this was always a learning opportunity for me but the opportunity it creates just to drop an email or pick up the phone to people who I wouldn't ordinarily perhaps have confidence to phone up and say – can we have some money please? ”

**VCSE organisation, disability, UK**

Funders also adapted their wider communication strategies, for example, the development of social media campaigns in order to encourage prospective grantees to apply for funding or existing grantees to get in touch if they had problems. One funder told us that they wrote a regular blog to communicate information and provide support to grantees, demonstrating they were listening to the issues raised.

## Streamlined processes

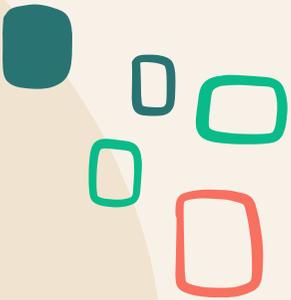
In response to the immediacy of the crisis, some funders significantly streamlined their grant application processes, making it easier and more light touch for VCSEs to apply for funding. For some this involved moving processes online and bringing in additional resources such as more assessors and increased regularity of board meetings to speed up the grantmaking decision process.

While some VCSE organisations felt that the process of applying for funding was easier with a quicker turn around in decision-making, others felt that it remained overly burdensome with long forms to complete for relatively small pots of money.

Some funders highlighted how their attitude to risk taking shifted during the pandemic, reflecting the urgent need to support communities and impetus to trust organisations and the work they were doing:

“ the decision-making approach didn't change, but I suppose the risk tolerance did, but very consciously, and the speed at which the decision making, the number of meetings, that changed and accelerated ”

**Funder, grantmaking foundation, UK**



## Collaboration

Funders spoke of how they worked more closely with their grantees during the pandemic but also how COVID-19 led to more cross funder interaction and collaborative working. This included involvement in the national funder coalition and engagement in forums and networking.

There were numerous examples of funders regularly sharing what they were doing with other funders to share ideas and learning. Some funders worked collaboratively to ease the burden on VCSE organisations by ensuring they did not have to apply for similar types of funding multiple times. Funders pooled funds and worked together to increase the access of funds to hard-to reach organisations and communities:

“So, we did do a couple of pooled funds with other funders, and that’s when we wanted to access, I suppose you could call it more harder to reach communities, we were concerned, might not be applying to us, but who might apply to a small funder, or if that small funder had more funds available to it, we could effectively get that money to people who might not have come to us directly”

**Funder, grantmaking trust, UK**

Funders reflected positively on the value of working more collaboratively with other funders, both for their own organisations and the sector more widely. In some cases, the sharing of information and learning from other funders stimulated change or informed funding practice within their own organisations.

## What were the outcomes?

Many VCSE organisations we spoke to reflected positively on the changes that funders had made during COVID-19. They welcomed the availability of funding, speed of decision-making, the flexibility of funding processes and improved relationships with funders. For many this allowed them to keep going during the initial stages of the pandemic and adapt their services. Commenting on this shift, one organisation noted:

“a behaviour change that moves beyond risk and governance to what’s needed and how”

**Local infrastructure organisation, Scotland**

Concerns were shared about whether these new funding practices would be and could be sustained beyond the crisis, with some VCSE organisations noting that some of the flexibility and responsiveness that characterised the funding environment during the peak of COVID-19 has ebbed away.

Issues were also raised concerning the equity of funding during the pandemic. There was a perception amongst some that the speed at which funding bodies allocated funding meant that some organisations, in particular those in hard-to-reach communities, lost out on funding opportunities.

In some cases, infrastructure organisations helped to raise awareness of funding opportunities and acted as a broker between funders and organisations. This raises issues, however, about whether the VCSE organisations most in need have access to, and are part of, the networks which know about funding, or how to effectively apply for it.

Questions concerning equity versus speed when rolling out emergency funding were noted by funders and VCSE organisations, including how funders can ensure more equitable access to funding opportunities both within and outside of a crisis situation.

## Funders and Racial Justice

The disproportionate impact of the pandemic on Black, Asian and Minority Ethnic communities and campaigns around racial justice in response to the murder of George Floyd has brought into sharper focus racial justice in the VCSE sector, and particularly the role that funders and foundations play (see our report on [equality, diversity and inclusion during the pandemic](#)).

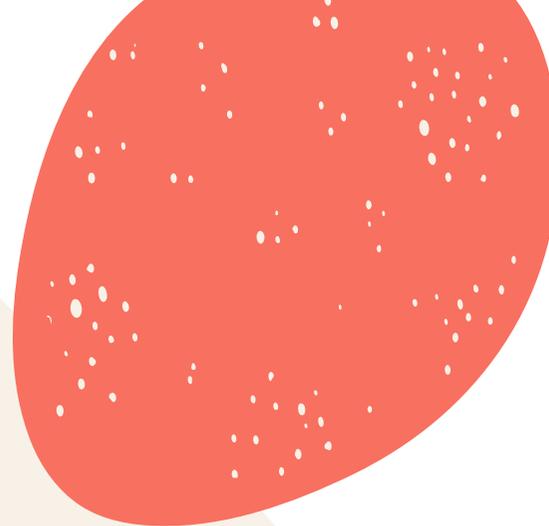
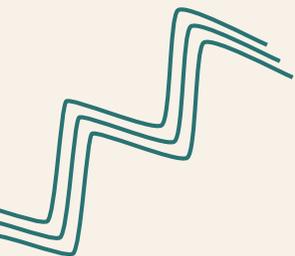
## Need for a more strategic response

When looking at how funders have responded to equality, diversity and inclusion (EDI) issues, we have seen that many have shown an interest in racial justice. Some joined networks such as the Funders for Race Equality Alliance which is looking at funder practice and how to get more funding not only to the black led sector but on active race equality, anti-racism action. However, there isn't yet a strong ecosystem of funders working together strategically to meet the needs of Black-led organisations. As one participant pointed out, there is a need to think more deeply about the different roles that funders have in supporting grassroots organisations and service delivery to ensure more opportunities for Black-led organisations. Respondents highlighted the structural barriers, inequality and racism that exist within the sector, alongside the attempts by some funders to work through these issues:

“ So for me it's really about how as a funding sector we can support, accelerate the growth and development of the black led sector. There are lots of organisations. They're mostly tiny, mostly just struggling hand to mouth, tiny grants, etc. There is loads of money being pumped in but I don't think it's being pumped in in a particularly strategic way so we're not really thinking about where is the general money, where's the infrastructure?

Where is the capacity support? Where is the influencing work? Where is the service provision work? Our thinking is about how remaining true to our model, what's the part that we can play? I think the part that we can play is ensuring that those people of colour and people with lived experience have their voices heard, so how do we elevate those, make opportunities, providing funding, support those organisations to become more influential ”

**Funder, independent charitable foundation, UK**



## Involving marginalised groups in decision making to eliminate barriers

Respondents argued there is a need to put the members of marginalised groups front and centre in making funding decisions. Some foundations acknowledged that there are barriers to funding that minority groups can face when applying for grants, with a perception that the application process is less accessible with more hoops to jump through. Some groups feel that they are subjected to a higher level of scrutiny than other organisations. Funding structures, systems and language can sometimes exclude certain groups, especially as there is a tendency to focus on how formalised these organisations are or their level of the English language. Some VCSE organisations can be perceived as more-risky to support as their management systems or ideas are unfamiliar and less tested. Further, it was highlighted that some funders may hesitate when it comes to supporting what they consider potentially political issues relating to Black, Asian and Minority Ethnic communities:

“ So, this guy who is doing the gang work, no-one’s ever heard of him before, it’s the first organisation he’s ever run..., he’s not recruited the trustees for status, he’s recruited them for what they know and the trustees are the people going out on the street talking to people to get them out of gang violence. It’s gritty, it’s ground level and I think so what happens is this person is perceived as risky so there’s a higher level of risk and he’s black and everybody he’s working with is black and the thing comes back from the funder “ah, it’s a bit political”. Why is it political? Because it’s for black people. What’s political about that? Well, they want to talk about their relationship with the police and with the State ”

**Funder, grantmaking foundation, UK**

## Future of funding and ‘good grant making’

The changes in the behaviour and practices of funders during the pandemic has opened-up and re-ignited questions about the future of funding and ‘good’ grant-making. As highlighted by wider research, COVID-19 has shown that “lighter, more flexible, more trusting practices are possible” ([The holy grail of funding \(IVAR 2021\)](#)). However, “there is no one-size-fits all-model of an open and trusting grantmaker” ([Towards more flexible funding \(IVAR 2021\)](#)); different approaches will be appropriate for different funders and those they support.

### More flexible funding

Funders and VCSE organisations talked about the value of more flexible funding and how this enabled organisations to better respond to the needs of their service users and communities during COVID-19. Funders recognised the appetite for more flexible funding amongst VCSE organisations and some noted how COVID-19 led to a shift in thinking about this in their own organisation:

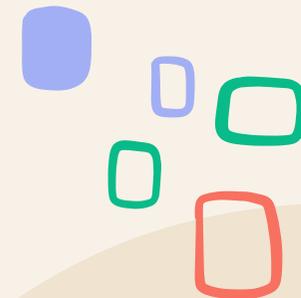
“ I think amongst organisations there is a look to unrestricted, totally unrestricted core costs. So, that would be a different application process, because you wouldn’t necessarily even need to ask about what they’re going to spend their money on. It would more about the stability, and the suitability of the organisation itself as a whole ”

**Funder, independent grantmaking foundation, UK**

“ And the feedback I’ve had over the years is, particularly smaller organisations or medium sized organisations, they just want their running costs. They’re happy doing what they currently do. They don’t want to do new projects, they’re not looking for money for new projects, they just want to keep the existing organisation running and the only way to do that is to support them with their core running costs ”

**Funder, Local Authority**

Wider research suggests that in the current uncertain climate “unrestricted funding” which is “genuinely no strings attached” is “the holy grail of funding that will give [organisations] the best chance of success” ([The holy grail of funding \(IVAR 2021\)](#)). This research identifies some of the opportunities and perceived barriers to offering unrestricted funding from the perspective of funders, including questions concerning equity and power and risk taking. Useful learning is identified to help support funders to move forward with an unrestricted funding approach, including the need to build directly on the experiences from the pandemic.



## Long term thinking

Many VCSE organisations are concerned about future funding and securing long term funding. Long term funding arrangements bring less uncertainty, enable organisations to better plan, develop the work they are doing and build relationships with their funder rather than entering a constant yearly cycle of applying for new funding to continue:

“ We are not going to be able to make a difference in a year. You can't, because by the time you're onboard with all your organisations, you get to know them, they start getting to know one another, you're just at that sweet spot and then suddenly the funding's taken away ”

**Funder, grantmaker, Scotland**

Wider research similarly points to the need to move away from a 'hand to mouth' approach “to more flexible and sustained support from funders. Without that, the stability of vital services will be at risk” ([Planning in uncertainty \(IVAR 2021\)](#))

Some funders recognised that a key part of long-term thinking needs to be about non-financial support and helping to develop the long-term capacity and sustainability of organisations. 'Funding Plus' support from foundations including 'critical friend' advice and guidance reportedly played an important role in supporting VCSE organisations during the pandemic.

“ I think the answer has always been that investing in support for the sector to help them understand or consider how they can make themselves more longer term viable ”

**Funder, Local Authority**

“ I think what's been shown is that, yes..... we can do all of this transactional stuff and the Minister can sign off on hundreds of thousands of pounds for immediate support for whatever. Yeah, we can do that but that's not where we're adding value. So I think it has just reinforced our fundamental model, which is this critical friend, this consultancy type model, working alongside the organisations ”

**Funder, grantmaker**

## Simplified and lighter touch processes

VCSE organisations welcomed the streamlining of the funding application process, the speed of decision-making and relaxation of monitoring and reporting requirements during COVID-19. Some funding collaborations have discussed and trialled a system of organisations submitting a single application which would then be assessed by a range of different funders. This would cut the amount of time some organisations need to spend on applying for funding.

Wider research points to how a shift to more unrestricted funding could help to reduce the bureaucracy involved in the funding process both for funders and VCSE organisations, with lighter processes and less administration ([The holy grail of funding \(IVAR 2021\)](#)).

## Co-design and collaboration

A number of funders felt that there was a need to work more collaboratively with VCSE organisations and co-design future funding alongside organisations in the sector. Other research has highlighted similar findings pointing to the need for mutuality through “approaching challenges together” (Briefing 16: [Building a positive legacy together \(IVAR 2021\)](#)).

Funders thought that codesign, collaboration, and listening to those with lived experiences was fundamental to the funder/grantee relationship. A relationship that for many funders and grantees has been strengthened through the pandemic. Some funders and grantees are already starting from a good position to further build these relationships:

“ if you don’t talk directly and involve them directly in the work that you’re doing, then you’re not doing it properly ”

**Funder, independent grantmaking foundation, UK**

## Open, honest, and trusting relationships

Many VCSE organisations felt that the pandemic and the response of funders had led to more honest, open and constructive conversations with funders, in ways that did not seem possible prior to the pandemic. The universal nature of the pandemic, where everyone was experiencing things like lock-downs meant that many grantees highlighted that they could say, often for the first time, to funders that they were struggling and not able to meet their targets. This speaks to a change in the power-dynamic between some funders and grantees during COVID-19 and how the pandemic opened-up opportunities for more openness, transparency and trust:

“ We said we’re interested, we actually want to listen to you... I think that has helped us in terms of thinking about – and it feeds into the EDI, that whole area – where our grant making should go forward to and actually how we are empowering particularly some of those communities through our grantmaking and what it means to be a modern grantmaker in 2021, as opposed to perhaps where we’ve been before and perhaps more traditional use of grantmakers and questions around privilege and the whole questions around where the power sits and things like that ”

**Funder, Community Foundation**

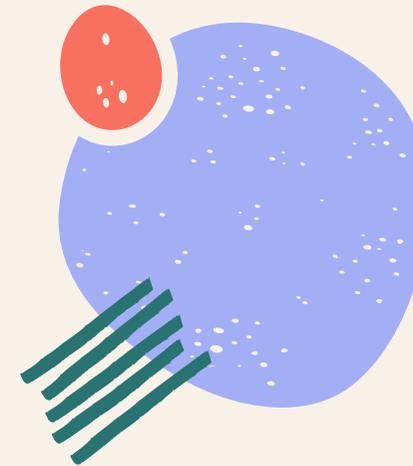
## The next report

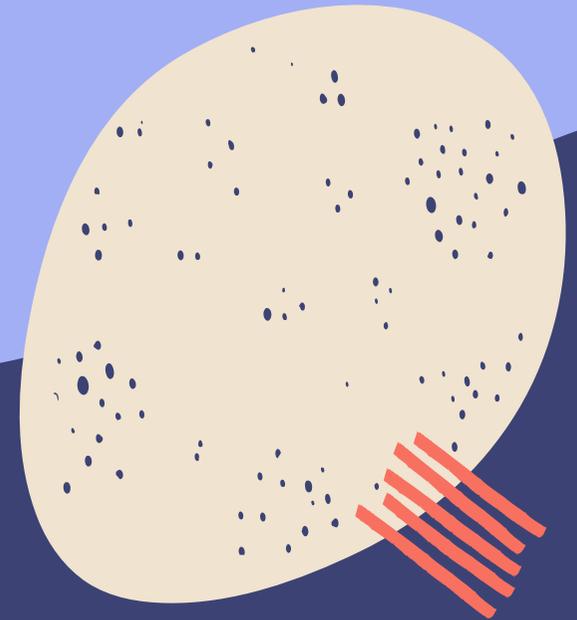
The next report is looking at the role of infrastructure organisations during the pandemic and the lessons that have been learnt about them. If you have something to say on this please contact us on [CPWOP@ntu.ac.uk](mailto:CPWOP@ntu.ac.uk)

## Acknowledgements

Thank you to all of the VCSE organisations and funders who shared their experiences and learning with us.

Thank you also to the Directory of Social Change for their invaluable help in shaping this report.





For further information:  
[CPWOP@ntu.ac.uk](mailto:CPWOP@ntu.ac.uk)