

Our Insight and Response to COVID-19



JOHN LYON'S CHARITY





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OUR RESPONSE TIMELINE



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27 March
2020

Contacted grantees
to give assurances on
flexibility:

- Adapting Activities
- Discussing Dates
- Financial Flexibility
- Listening

Wave 1 of LCRF
• Emergency
Response

May
2020

Wave 2 of LCRF

- Crisis Response
- Delivering
Differently

Launch of newsletter:
Lyon Bites

Adapting our
processes to respond
in lockdown

- Bank statements
- Approval procedure
- NYA guidelines

June/July
2020

Wave 3 of LCRF

- Crisis
- Enable
- Adapt

June Grants Round as
normal

COVID SHAFs

November
2020

November Grants
Round as normal

Increased flexibility
on repeat grant
requests

Developing a future
strategy:
Home – School -
Community

Ongoing conversations with grantees

OUR APPROACH TO COVID-19



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Flexible

Working with our grantees to ensure continuity of our funding and being as **flexible** as possible around reporting requirements and outcomes. This has allowed us to be nimble and pragmatic in our grant making.

Integrity

We are a funder with **integrity** shown by how we listened and collated intelligence and lived experience from each of our grantees on their current situation.

Collaborative

We have supported and **collaborated** with infrastructure organisations including London Funders, BBC Children in Need, Youth Futures, ACEVO, ACF and NCVO to provide information, support and advocacy for the voluntary sector.

Ambitious

We were **ambitious** by taking a calculated risk to support emergency grant funding while keeping our regular grants programmes remained open.

Fair

We have been transparent and **fair** with grantees, balancing current need against the capacity to sustain longer term grant making.

OUR FIRST RESPONSE

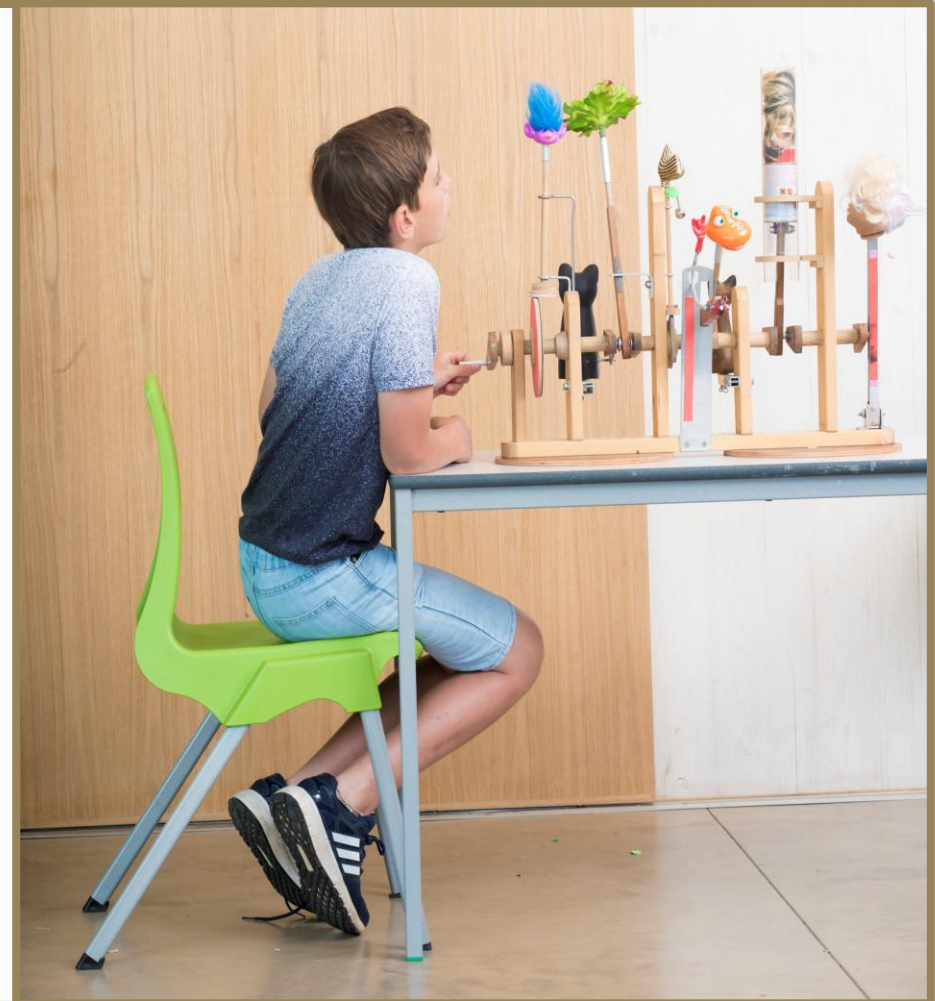


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The team quickly adapted to home working with previous investment in working practice enabling a smooth transition.

With the outbreak of COVID-19 in the UK and the subsequent national lockdown, the funding community responded quickly and collectively. London Funders (*the membership network for funders and investors in London's civil society – 160 members across all sectors and all 33 boroughs*) released a funder statement: [*We stand with the Sector*](#), which made clear that the funding community would be as flexible and understanding as possible in this time of national crisis, working with grantees to ensure they felt supported to be able to respond to their local communities. The statement also reassured grantees and organisations that funders would understand the additional pressures the voluntary sector finances would be under in this time.

The Charity was one of the initial five funders that signed up to the London Funders Pledge and all eight YPFs signed up within the first two days.



LEARNING FROM GRENFELL



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- Following the statement from London Funders, the next step was to act. The experience the Charity gained as a result of the Grenfell Tower tragedy led to the resurrection of the funding portal.
- The Grenfell Tower Fire Funder Collaboration was established by John Lyon's Charity, London Funders and Tudor Trust, with support from 10 additional funders.
- Central to that collaboration (where the Charity led on the Children and Young People response) was the establishment of a Funder Portal and a single application form.
- Applications were triaged by the Charity Grants Team and then uploaded onto the Portal, making applications readily available to all funders who wished to contribute to the response.
- Most importantly, the model also made it much simpler for applicant organisations to access the funding rapidly.
- With the introduction of the COVID-19 lockdown and the growing crisis, the portal was quickly resurrected and enabled the LCR collaboration to respond swiftly and efficiently.
- The Charity played a leading role in the collaboration and has also put in significant time and resource to make this work, with representation on the LCR Strategy group, Communication group and CYP task group.
- One of the Charity's Senior Grants Manager took the lead on the CYP task group with two additional members of the grants team part of the sifting and assessment team.



WAVE 1 EMERGENCY GRANTS

- Funding was focused on immediate and urgent needs (e.g. food and essentials)
- Launched on 27 March 2020 and open for ten days
- 773 applications were received onto the portal requesting £8.2 million of grants
 - 440 approved as eligible for upload (57%) requesting **£2.1 million**
 - **415** have been funded (**£1.9 million**)



£8.2 million



There were two strands within the second wave of funding:

- ***Crisis response*** – grants of up to £10,000 to enable grantees to meet the immediate needs of communities, from food and essentials, to equipment and additional short-term staff costs (extension of Wave One)
- ***Delivering differently*** – grants of between £10,000 and £50,000 to enable grantees to change the way they deliver their work to ensure it continues to meet the needs of its communities, from switching to digital channels to redeploying staff to boosting their capacity at a time of increased demand.

3,233 applications were received,
of which 2,089 were eligible, totaling
£40.6m

Over 1,300 grants were awarded,
totaling just over
£20m

WAVE 3



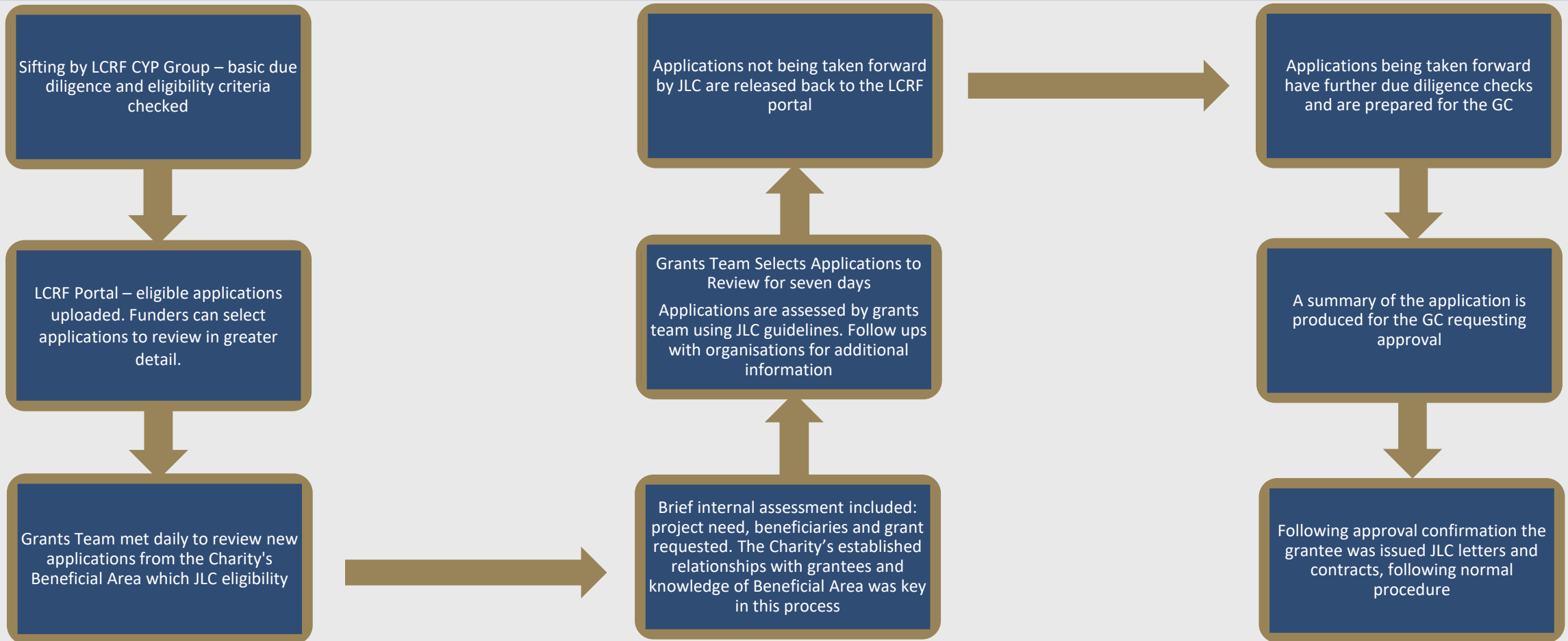
Open for five weeks, Wave 3 consisted of three strands, with funding available to cover a period of up to six months:

- Crisis: grants of up to £10,000 to provide food, essentials and support through crisis;
- Enable: grants up to £50,000 to prevent difficulties escalating, and enabling people to emerge from crisis;
- Adapt: grants of up to £50,000 to help groups to restart, adapt or collaborate for the future.

2,521 applications were received and 2,073 applications requesting £48.2m were eligible

Over 800 grants have been offered to date, with a value of nearly £19m

LCRF DECISION MAKING PROCESS



WHAT DID THIS MEAN FOR JOHN LYON'S CHARITY



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The Charity ringfenced up to £1m for the immediate COVID response and subsequently awarded:

Wave 1: 5 grants
totaling **£23,100**

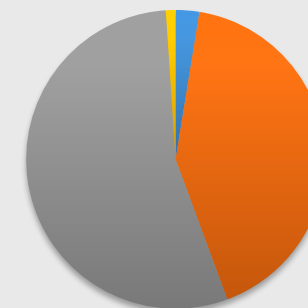
Wave 2: 21 grants
totaling **£377,610**

Wave 3: 32 grants
totaling **£492,670**

Direct applications to
the Charity: **2 grants**
totaling **£9,500**



Total:
60 grants totaling
£902,880



■ Wave1 ■ Wave 2 ■ Wave 3 ■ Direct



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HOW DID WE ALLOCATE FUNDING?



The in-depth knowledge and relationships the grants team hold with grantees was crucial in ensuring the Charity's grants were directed to those most in need. The Charity also utilised the insight and real time intelligence of YPFs on the ground to assist in decisions making.

LCRF WAVE:

1

- All five grants awarded during this wave were all for emergency supplies working with children and families
- Four organisation were already known to the Charity. The fifth was supplementary school (NRCSE affiliated) and Young Brent member who were funded by the Charity for the first time

2

- 90% of grants awarded (19) were for adapting services for digital delivery (e.g. Safeguarding, training, IT licenses)
- 24% of grants awarded were to supplementary schools working with predominantly young people from BAME communities.

3

- 22% of grants awarded to were to organisations working with SEND CYP.
- Priorities centred around additional costs to deliver existing services (28%) and supporting Core costs (22%)

ACROSS ALL WAVES



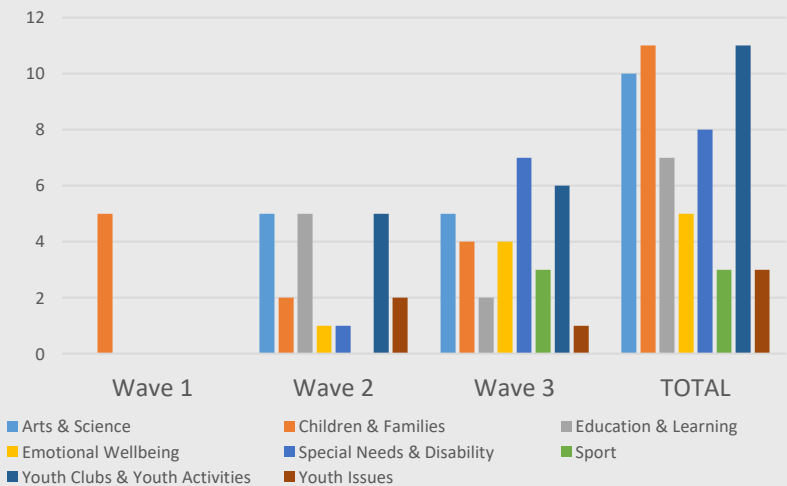
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97% of grants were awarded to organisations previously funded by the Charity.

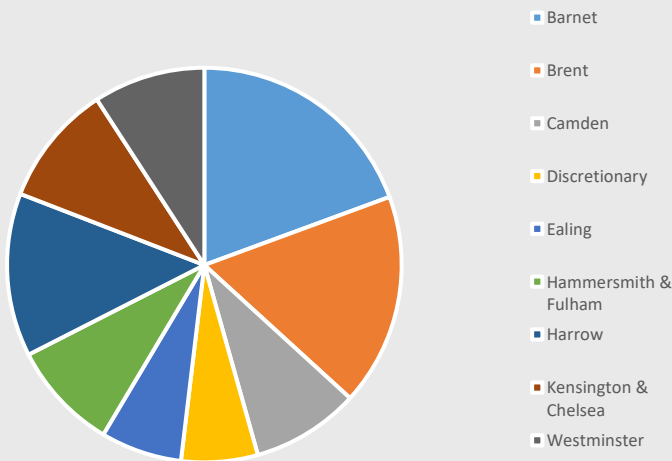
Reflecting where the impact of the pandemic was hardest, a large proportion of grants were awarded to organisations working with young people with SEND (9 – 15%) and families (7 – 12%).

The two outer boroughs of Brent and Barnet received the highest proportion of support from the Charity.

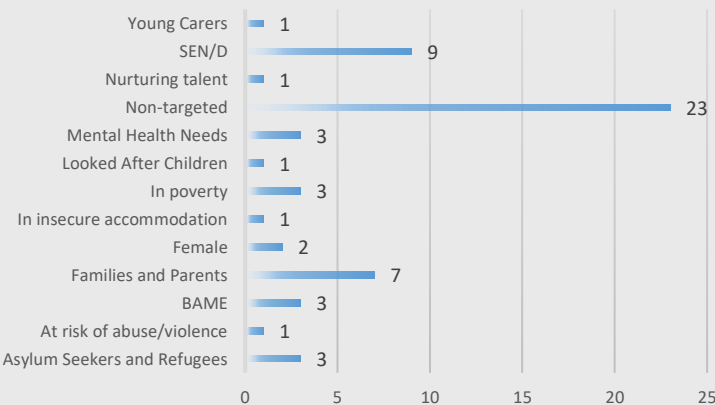
Grants awarded by Programme Area



Grant spend by Borough



GRANTS AWARDED BY POPULATION SERVED





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WHY COVID SHAFS?



Initially the Charity closed its School Holiday Activity Fund but as restrictions eased, it was clear there was a need to provide summer activities.

The National Youth Agency created comprehensive guidance on how CYP organisations could operate within government guidelines. This provided parameters for the reopening of our SHAF summer programme.



WHY COVID SHAFS? (continued)



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- The SHAF fund was reopened, later than usual, on 1st July until 31st July.
- Funding could cover all July and August, not just the usual six-week school holiday. Funding could also be provided retrospectively within the time frame, a first for the Charity.
- Organisations could apply for up to £6,000 rather than the usual £4,000, in recognition of the longer time frame and additional staffing/PPE costs incurred as a result of social distancing.
- All organisations had to adhere to the NYA guidance, provide a delivery plan to track how they would adjust their activities in line with changing guidance, ensure their safeguarding policy had appropriate digital inclusion and provide a risk assessment.
- Transport costs would not be provided unless it specifically related to SEND young people and large-scale trips were not encouraged (theme parks, go-karting etc).

Demand was just as high as previous summers, **with 82 applications** received and **58 grants awarded**, totaling **£297,750**.

For many groups this was their first tentative steps back to delivering face-to-face with young people.



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BEYOND FUNDING, WHAT DID GRANTEES NEED?



Deferral of a grant

Extension of a grant period

Diversion of grant purpose

Honouring staffing costs for work which could not take place, particularly freelancers

Relaxation around reporting timelines

A listening ear and reassurance

Advice: the Charity's in a unique position to share learning and compare grantee experiences

HOW HAVE ORGANISATIONS IN THE CYP SECTOR RESPONDED TO COVID-19?

MARCH



JULY

The grants team spoke to over 350 grantees between March and July.

Actions taken by the grantees include:

- Furloughing staff
- Moving services online
- Closing for a period of time
- Adapting or extending services – i.e. providing food or equipment for families, reconfiguring venues to ensure they could remain open
- Upskilling staff to include digital delivery, online safeguarding, mental health first aid training
- **Grantees have continued their work with an unwavering commitment and determination that young people should not unduly suffer as a result of the pandemic**



By listening to our grantees we understand where the impact is being most felt and what the future risks are for the sector

1. Decline in funds raised from multiple sources; increased competition for a reduced number of grants
2. Potential risks to collaboration as competition increases
3. Fall in earned income leading to the necessity to redesign business models
4. Poor cash flow and strain on reserves
5. The need to manage space differently and compliance with rapidly changing government guidelines
6. Increase in costs: PPE, more staffing to accommodate social distancing etc
7. Increase in demand for services especially in relation to young people's emotional wellbeing
8. Digital inequalities: both for the organisations and young people
9. Loss of staff and knowledge
10. Staff burnout
11. Ongoing uncertainty, inability to plan
12. Closure



WHAT WAS IMPORTANT?

1. Being **measured** in our response – helping with immediate emergency needs while also considering a longer term strategic response
2. **Nimble** – adapted our approvals and payments process to support grantee needs
3. Being **relational and visible** was crucial:
 1. It ensured grantees could have **open, honest conversations** with us
 2. It allowed the Charity to quickly identify LCRF applicants who would most benefit from our support
4. **Open** grant making – we maintained our regular grants rounds in addition to offering emergency support





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WHAT DOES THE FUTURE HOLD?



Home – School – Community

A new strategy for the next five years

Additional funding beyond our usual grantmaking to address some of the issues which COVID-19 has brought to the fore

With a focus on hotspots within the Charity's Beneficial Area which were disproportionately affected by the pandemic





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