EXPLORING THE FUTURE OF INVESTING FOR IMPACT USING SCENARIOS – SUMMARY

JULY 2020
Why this and why now?

As Covid-19 and associated societal lockdowns impacted across Europe, investors for impact engaged in mostly reactive, emergency funding, rightfully and understandably focused on strengthening and supporting existing partners and responding to immediate needs.

As a new normal began to emerge, conversations across the EVPA network and wider started to look towards how to engage going forwards. How to balance the need to act now, with finding space to stop, reflect and plan for the longer term.

Common themes started to surface – while a non-linear crisis, organisations mostly felt they were likely to be moving into a new phase of intervention in the near future. A commonality in language and approach suggested an opportunity for shared thinking.

In this environment Social Finance and EVPA saw the potential in testing scenario planning methodologies successfully deployed in local government in a wider investors for impact environment. We ran pilot sessions with a small group of capital deployers to assess the potential for wider application into different geographies or stakeholder groups.

What follows is the output of that pilot. We would welcome any thoughts, inputs or interest in any or all parts of this, as we look to develop something of value for investors for impact globally.
Using scenarios to explore the future for investors for impact post-Covid

In July 2020 Social Finance and EVPA co-facilitated a scenario planning process with members of EVPA in the UK.

The aim of this process was to provide participants with the time and space to step back from the operational challenges of the Covid-19 response, take stock of what had changed so far, and explore possible futures for the impact sector. Using scenarios created to then reflect on actions and decisions that investors for impact, both individually and collectively as part of EVPA, can take to learn lessons and rebuild positively from the crisis.

This document summarises the discussion and outputs of the scenario planning working sessions and the insights and recommendations that emerged to help continue conversations within EVPA and beyond.

**Approach:**

1. **Map changes and uncertainties within complex systems**
2. **Create 4 scenarios and a detailed 2-year timeline for selected scenarios**
3. **Reflect on scenarios’ implications for planning and decisions now**

*Thanks to all the participants from Barrow Cadbury Trust, CAF Global Alliance, CAF Venturesome, Duke Street Capital, Impact Agora, Lloyds Bank Foundation, and The National Lottery Community Fund for their insightful and challenging contributions!*
What is scenario planning and why is it useful now?

A lot has been said and written about the opportunities presented by the Covid-19 crisis to learn lessons, leave old paradigms and ways of working behind, and establish ‘new normals’.

But the immediate challenges posed by Covid can leave little headspace for reflection, and the current state of continual change and ongoing uncertainty can make strategic planning for the future seem overwhelming.

Scenario planning is an established approach that provides teams with a space and structure to engage with future uncertainty in a manageable, meaningful way.

Social Finance has created an engaging scenario planning process to help think long-term about the changes they want to make to adapt to an uncertain future, and to understand what proactive action can shape localities for the better.

“Really appreciated the chance to think over the slightly longer term after so much focus on reacting /emergency response” - Participant 2

“I found the session really interactive and nice to have a small group that could then get into some deeper discussions” - Participant 1
An overview of scenario planning for crisis response

Scenario planning – what it is and what is isn’t

- Scenarios describe plausible futures: what could happen, not what we want to happen; not forecasts
- The process is valuable, helping teams make sense of complex systems and challenge assumptions
- Scenarios can help organisations identify actions and strategies in the present to shape the systems they operate in

Benefits of scenario planning

1. Manage uncertainty – identify knowledge gaps for research; build contingency for key unknowns
2. Learn from the crisis – which activities should quickly return to normal vs. build back better
3. Communicate – the scenario process and outputs are a useful workforce and partner communication tool
4. Adapt to change – make relevant decisions and transformations for both short and long-term
5. Set new objectives – evaluate and update plans and strategies in light of new realities
How can investors for impact balance their response to the immediate impacts of Covid-19 alongside initiatives to support the future impact of the social sector?
And set a ‘base case’ for Covid-19 epidemiology and the government response

- **Apr 20**: Phased reduction of social isolation
- **Jul 20**: Gradual unwinding of lockdown, maintaining social distancing
- **Oct 20**: One further shorter lockdown period
- **Jan 21**: Intermittent, localised lockdowns throughout 2021
- **Apr 21**
With the assumption that a U-Shaped economic recession was most likely
Summary findings from the scenario planning process
What’s changed and what’s still uncertain?

Participants shared experiences of what had *changed across the funding landscape, community needs, ways of working, and social sector organisations*; and what *remained uncertain* to develop a collective understanding of complex systems.

<table>
<thead>
<tr>
<th>What’s changed?</th>
<th>What’s still uncertain?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ways of working</strong>: faster pace &amp; more collaborative decision making, willingness to share and to look for solutions together, transparency, quick adaptation of business models, removal of organisational egos</td>
<td><strong>Government response</strong>: What will the government priorities be over next year? Where will social sector, investors for impact need to pick up areas left out by government?</td>
</tr>
<tr>
<td><strong>Digital and virtual working</strong>: use of technology to keep running, home-working managed well, but some organisations not set up to work virtually</td>
<td><strong>Power dynamics and role of the community</strong>: Is the shift in power dynamics temporary? How to empower communities to continue to have their voices heard and lead changes in their own lives? What is the future of volunteerism?</td>
</tr>
<tr>
<td><strong>Social sector/funded organisations</strong>: existing partners and customers are accessing most of the funding, “those that shout loudest get heard”, gaps highlighted e.g. low representation of BAME-led and smaller organisations, resilience shown during crisis, risk of burnout/overworked staff</td>
<td><strong>Investment priorities</strong>: What will the effects be of less risk taking in new investments? Which organisations are the most fragile? Which geographic/thematic communities are likely to be left behind?</td>
</tr>
<tr>
<td><strong>New needs emerging</strong>: increased demand, time lag means response often late, difficult to know where sector can best respond, priorities hard to discern as some organisations reluctant to disclose financial difficulty</td>
<td><strong>Effects of social distancing</strong>: How do we practically connect with people outside our bubbles if virtual/remote working continues? How to protect people’s mental health, address social isolation?</td>
</tr>
</tbody>
</table>

**Some certainties**: the recession will cause higher need, with higher levels of unemployment. Some social sector organisations will fail. The risk/reward balance has changed. Winners will include disruptors who are moving with the common trend, e.g. tech startups.
We then picked two major uncertainties from the session to form a scenario matrix, comprised of two axes describing two extreme versions of the future.
Low Tide

A restrictive environment for investors for impact as government takes the lead on many central policy initiatives leaving the sector crowded out.

Investors for impact continue to support their existing funding recipients and maintain their thematic focus. The risk is that the sector focusses on quick wins and fails to recognise new needs, however there is opportunity to use existing expertise to support those who were already disadvantaged before the crisis and are in danger of being further excluded.

Spring Tide

As new needs emerge the impact sector adapts its priorities. There is appetite for transformative change and government is open to new ideas.

Investors for impact have the opportunity to influence policy in more significant ways than before (e.g. long-term solutions to rough sleeping, universal basic income, green growth) however there is a risk that the sector is co-opted by government priorities.

Trade Winds

Investors for impact look to new areas to deploy their capital as the landscape changes. Communities are at the heart of addressing their own needs, with more focus on agency and co-production.

Place-based, personalised solutions emerge, but there is a risk that change becomes fragmented if communities increasingly look inward. Investors for impact develop networks to support knowledge sharing, connectivity and resilience.

Doldrums

Admin heavy, siloed, ego-driven ways of working return but community engagement continues, centred on issues most relevant to people at a local level.

Investors for impact lack the capacity, mandate and willingness to adapt their instruments to the new environment. The sector increasingly operates within a bubble; playing it safe ultimately leads to less transformational impact.
### Detailed scenario timeline

Participants selected *Trade Winds* and *Spring Tide* to discuss in more detail. They then identified some key events and decision points, then reflected on the actions and plans to respond to the scenarios.

<table>
<thead>
<tr>
<th>3 months</th>
<th>6 months</th>
<th>12 months</th>
<th>24 months</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>External events</strong></td>
<td><strong>Schools return</strong></td>
<td><strong>Scottish election</strong></td>
<td><strong>Tech-enabled and cashless society</strong></td>
</tr>
<tr>
<td>• Covid-19 second wave/local spikes</td>
<td>• Brexit</td>
<td>• Resilience and recovery loan fund ends</td>
<td>• The next Covid?</td>
</tr>
<tr>
<td><strong>Government policy</strong></td>
<td><strong>Social housing fund launched and push on digital infrastructure</strong></td>
<td><strong>Local government budgets set - risk of 114 notices</strong></td>
<td><strong>Build back green</strong></td>
</tr>
<tr>
<td>• Levelling up and employment programmes focused on youth</td>
<td>• Spending review sets agenda and priorities</td>
<td>• Steps to improve health and social care funding</td>
<td><strong>Next election mode begins</strong></td>
</tr>
<tr>
<td>• Time to influence spending review</td>
<td>• Recognition of CS and Philanthropy as strategic partners</td>
<td>• 2021-22 spending plans and budget cuts</td>
<td></td>
</tr>
<tr>
<td>• Recognition that social orgs need tailored support packages</td>
<td><strong>Emerging needs</strong></td>
<td><strong>Role of investors for impact</strong></td>
<td><strong>Role of EVPA</strong></td>
</tr>
<tr>
<td></td>
<td>• High unemployment as economy continues to contract</td>
<td>• Drive openness and ensure space for new ideas</td>
<td>• Map good and bad practice from across the European network</td>
</tr>
<tr>
<td></td>
<td>• Focus is on priority areas</td>
<td>• More patient capital, core funding and hybrid models of grants and investment</td>
<td>• Bring networks together around BLM and racial equity</td>
</tr>
<tr>
<td></td>
<td>• NHS backlog and fragmentation of adult social care sector</td>
<td>• Racial equality funds</td>
<td>• Influence European thinking on fiscal policy and social economy</td>
</tr>
<tr>
<td></td>
<td>• Resilience — lockdowns take toll on mental health and family tensions</td>
<td>• Support organisations as business and service models change</td>
<td>• Connect with other networks and advocacy groups</td>
</tr>
<tr>
<td></td>
<td>• Intermediaries and social organisations at risk of failure — increase in mergers</td>
<td>• Facilitate good mergers</td>
<td>• Elevate and embed the importance of unrestricted funding for core costs</td>
</tr>
<tr>
<td></td>
<td>• Risk that racial equality drops off priorities</td>
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<tr>
<td></td>
<td>• Rising inequality, long-term social isolation/exclusion from society, feels like a different country</td>
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</tbody>
</table>
## Insights and recommendations

### Government policy

<table>
<thead>
<tr>
<th>3 months</th>
<th>6 months</th>
<th>12 months</th>
<th>24 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish where influence lies</td>
<td>Ensure levelling up at fore</td>
<td>Schools return</td>
<td>Brexit (UK)</td>
</tr>
<tr>
<td>Influence spending</td>
<td>Spending review</td>
<td>some organisations closing due to social distance - higher demand, needs not working</td>
<td>Local government budgets set - risk of 11% cuts</td>
</tr>
<tr>
<td>Recognition that social organisations</td>
<td>Social housing has proven resilient - will gmt reopen housing fund?</td>
<td>smart influencing govt red walls, priorities for addressing need</td>
<td>2021/22 budget cuts, spending plans</td>
</tr>
<tr>
<td>Next election mode</td>
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</tr>
</tbody>
</table>

### Emerging needs/social issues with higher demand

- Increase unemployment as furlough starts to roll back
- Increase in public spending
- Racial equity continues to be a pressing issue
- Youth and family issues as tensions on family continue
- Risk of racial equality drops off priorities
- Some intermediaries (in social sector) at risk of closing

### Potential increase in mergers

- Health system and social care concrete steps to improve funding
- Foundation and investors, coordinating around areas where they can influence and are asking for resources to be leveraged - in areas of need

### Role of investors for impact

- Amplify voices - relaying warning signs from others
- Providing space (financial support) to allow organisations to thrive
- Frame debate around broader levelling up agenda - not just funding
- Support for organisations in a busy market with a lot of government backing
- Ensure space for new ideas to be heard. Not just new ideas with a policy

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Insights and Recommendations (1/2)

1. Supporting the social sector

Investors for Impact can play an important role to support the sustainability of the social sector for example:

- For many social sector organisations to survive, investors will need to change their approach to funding, with more emphasis on unrestricted core funding and funding organisational overheads.
- Investors for impact can anticipate and mobilise around expected “cliff edges”, when central funding initiatives come to an end.
- As organisations start to struggle there is likely to be an increase in mergers, and investors for impact could be instrumental in supporting proactive ‘good’ mergers between socially motivated organisations.
- The sector has been providing capacity building and support to organisations that have needed to revise their business plans and strategies. This will likely need to increase and learnings shared.

2. Openness and partnership with funded organisations

The Covid-19 crisis has precipitated a greater degree of transparency, collaboration and openness in the sector, particularly in relationships with grantees/funded organisations where communication and trust has improved.

Investors for impact will need to work to maintain partnership-based ways of working and avoid a return to ego-driven, top-down power structures.
3. Race equity initiatives

The Black Lives Matter movement and importance of racial equality was a recurring theme in the sessions. Ideas for how investors for impact could contribute to this movement include:

• Using the social capital within the sector to establish a network specifically focused on race equity
• Deliberately driving more capital toward BAME-led organisations, which are underrepresented among funded organisations, as part of a long-term strategic plan with measurable targets
• Improving data availability and the sharing of good and bad practice with regard to diversity and inclusion within the sector and the impact of its work

4. Collaboration across and between sectors

Cross-sectoral collaboration and coordination has been key to the initial Covid-19 crisis response. Investors for impact should build on existing networks to share learning, coordinate around joint lobbying initiatives and amplify the voices of frontline organisations they work with.

EVPA specifically has a role to play in gathering learnings from across Europe and connecting with other networks to build a stronger collective voice.
Next steps

We hope that this was the first of many sessions where the Impact community can come together to reflect on what the future may hold and how we can best enable positive transformation in a changing world.

We are keen to continue the conversation and hear your feedback on the themes and outputs from this initial exercise, as well as any ideas for where it may have value to run it next.

Please reach out to Peter Cafferkey (PCafferkey@evpa.eu.com) or Taro Kili (osutaro.kili@socialfinance.org.uk).

The European Venture Philanthropy Association (EVPA) is a lively community of organisations sharing the same vision and a common goal: creating positive societal impact through venture philanthropy.

EVPA helps investors and grantmakers connect and learn from each other in their pursuit of deeper societal impact.

Social Finance is not-for-profit social change incubator. We work in partnership with governments, funders and the social sector to tackle entrenched social problems in the UK and internationally.

We have mobilised over £500m to support social and economic impact projects.
Appendix – detailed outputs from the working sessions
### What’s changed – positive changes

<table>
<thead>
<tr>
<th>Positive</th>
<th>Ways of working</th>
<th>Community needs / funding priorities</th>
<th>Charitable / social sector organisations</th>
<th>Relationships with funded organisations</th>
<th>Relationships with other partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distance doesn't matter - power of zoom bringing more voices to table (outside of London Bubble)</td>
<td>Removal of organisational egos - more collaboration</td>
<td>willingness to share and to look for solutions</td>
<td>Some people are more generous and aware of their privilege</td>
<td>Greater degree of openness &amp; realism?</td>
<td>Willingness to work together and work it out afterwards increased. Ego removal/scale of problem</td>
</tr>
<tr>
<td>Openness and availability of all</td>
<td>More flexible working options</td>
<td>Rise in community response - identifying needs and action</td>
<td>Value of charitable orgs in supporting communities recognised?</td>
<td>quick response with emergency funding also trying to adapt so emergency funding will support longer term sustainability</td>
<td>greater collaboration and openness</td>
</tr>
<tr>
<td>Faster pace &amp; more collaborative decision making across the organisation as staff united by common goal</td>
<td>greater use of individuals expertise/knowledge to address the emergency</td>
<td>BLM movement - question of equity in who receives funding</td>
<td>Where foundations already had relationships they were able to move fast; and vice versa</td>
<td>more transparency</td>
<td></td>
</tr>
<tr>
<td>Quick adaptation - organisations changing/adapting business models</td>
<td>Volunteerism</td>
<td>crisis is revealing organisational resilience - governance and ability to feel is really important. Challenging for boards but good boards have been willing to make bold decisions</td>
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</tbody>
</table>

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What's changed – neutral and negative changes

Ways of working

- Neutral: Fundraiser held same. No major adaptation or approaches. Have deployed existing funding mechanisms.
- Negative: It's all virtual – doesn't suit all types of people.

Community needs / funding priorities

- Neutral: User as an example to navigate the multiple announcements of policy funding support.
- Negative: Focus on response efforts could mean that some CSOs may not survive as not seen as crucial in the response efforts.

Charitable / social sector organisations

- Neutral: No consensus of where sector needs to respond to best effect - cross sectoral response.
- Negative: Cross-subsidy models not working (i.e., nurseries).

Relationships with funded organisations

- Neutral: Organisations are themselves in stress i.e. funders responding to needs of fundees and delivery organisations coping with changing delivery models and sustainability.
- Negative: Power dynamics between funders and grantees restricted funding.
Major uncertainties

- Volunteerism - what's the future?
  - Earlier stage startups/smaller charities do not get off ground
  - More tech enabled startups/disruptive in line with trends are winners

- Funder's own resources? How long support the crisis response?

- Increased in demand on charities?
  - Low cost lenders grappling with their client demand - bad debt and unsuitable demand from e.g. orgs w/ good credit rating
  - Social enterprises see opportunities; need to determine whether new opportunities reasonable. Risk/reward has changed

- Increased and visible need... vs. longer term rebuild
  - Focus - new vulnerability versus historically left behind communities. How empower these communities?

- How to overcome time restraints?
  - Takes time to build change from bottom up
  - Can move fast where there is trust - how to build it where it doesn't exist and bring people in?

- Geographic/ thematic communities left behind?
  - Agency - will people continue to be "done to"?
  - Will voice be heard less in future? Command in control?

- Earned income - social investment recipients
  - Which orgs are most fragile? Asset backed vs. revenue earning?

- Less risk taking in new investments?

- Government support for / coordination with foundation/social investment sector
  - Where will social sector, investors for impact need to pick up areas left out by government?

- Sector response overall
  - Trust in government - will power move to the community?
  - How do we practically connect with people outside our bubbles if virtual/remote working continues indefinitely?
  - How to protect mental health if distancing continues?

Recommendation: consider what we need to put in place now to be able to respond quickly and well to new cases
### Scenario Timeline - key events and decision points

<table>
<thead>
<tr>
<th>Government policy</th>
<th>3 months</th>
<th>6 months</th>
<th>12 months</th>
<th>24 months</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Influencing spending review is now</strong></td>
<td><strong>Establish where influence lies</strong></td>
<td><strong>Ensure levelling up at fore</strong></td>
<td><strong>Schools return</strong></td>
<td><strong>Brexit (UK)</strong></td>
</tr>
<tr>
<td><strong>Information starts to flow on areas of increased demand, as schools reopen etc.</strong></td>
<td></td>
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<td></td>
<td><strong>Levelling Up/Red-Blue Wall</strong></td>
</tr>
<tr>
<td><strong>Some organisations closing down doors - social distance + higher demand. Models not working.</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>Local government budgets set - risk of 114 notices</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Social housing has proven resilient - will govt reopen housing fund?</strong></td>
<td><strong>Spending review? - sets spending agenda and priorities we can focus efforts on</strong></td>
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<td></td>
<td><strong>Second wave of COVID-19</strong></td>
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</tbody>
</table>
Scenario timeline (2/5)

**Scenario Timeline - key events and decision points**

<table>
<thead>
<tr>
<th>Emerging needs/social issues with higher demand</th>
<th>3 months</th>
<th>6 months</th>
<th>12 months</th>
<th>24 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>increase unemployment as furlough starts to roll back</td>
<td>economic continues to contract</td>
<td>fragmentation of care homes and adult social care sector</td>
<td>Backlog - NHS/Health Mental health</td>
<td>Societal theme of resilience - ongoing lockdowns become normal or take toll on mental health</td>
</tr>
<tr>
<td>Racial equity continues to be a pressing issue</td>
<td>focus on priority areas</td>
<td>Marginalised people and places</td>
<td>youth and family issues as tensions on family continue</td>
<td>foundations and investors collaborating around areas where they can influence and are willing for resources to be leveraged - key area of need</td>
</tr>
<tr>
<td>Resource conflicts / Rising inequality / Increased forced migration / Refugee movement</td>
<td>Potential increase in mergers</td>
<td>Some intermediaries (in social sector) at risk of closing</td>
<td>Risk Racial equality drops off priorities</td>
<td>Long term exclusion from society, removal of connection to society or hope or trust</td>
</tr>
</tbody>
</table>
## Scenario timeline (3/5)

### Scenario Timeline - key events and decision points

<table>
<thead>
<tr>
<th>Role of investors for impact</th>
<th>3 months</th>
<th>6 months</th>
<th>12 months</th>
<th>24 months</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>collaborate with other social investors</strong></td>
<td>amplify voices - really warning signs from frontline</td>
<td>Providing space (financial support etc) to allow organisations to look up and think</td>
<td>Frame debate around broader levelling up agenda - not just lobby for sector itself</td>
<td>Support for organisations in a busy market with a lot of government backed schemes, advocacy to put a spotlight on areas of need - constructive dialogue</td>
</tr>
<tr>
<td><strong>collaborate with other funders as the funding/ fundraising ecosystem has been badly hit</strong></td>
<td>invest in local end cross-border infrastructure that support local CS and grows local giving</td>
<td>more patient capital and hybrid models of grant and investment funding?</td>
<td></td>
<td>Impact/social investors collaboration on racial equity/equality focussed fund</td>
</tr>
<tr>
<td><strong>Existing partnerships that can rapidly come together to influence?</strong></td>
<td>setting up multistakeholder platforms to discuss learnings and plan for when a crisis next happens - what must be different?</td>
<td>Role to facilitate good mergers?</td>
<td>Recovery and resilience loan fund ends - more defaults as business models fail</td>
<td>Drive openness and collaboration - lead by example and demand of invest</td>
</tr>
</tbody>
</table>
| **Unrestricted core funding and overheads needed to achieve impact and be forward looking - trust needs to shift** | | }
Scenario timeline (4/5)

Scenario Timeline - key events and decision points

<table>
<thead>
<tr>
<th>Role of EVPA</th>
<th>3 months</th>
<th>6 months</th>
<th>12 months</th>
<th>24 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>what can we learn from European countries</td>
<td>map good and bad practice examples from network that can be used as evidence to influence policy</td>
<td>Influencing European thinking on fiscal policy</td>
<td>who is having a &quot;good&quot; crisis?</td>
<td>Share/drive solutions that are working in one region to be shared (learnings if not programs)</td>
</tr>
<tr>
<td>Bring networks together around BLM and racial equity - data availability and driving more capital toward BAME-led organisations, good and bad practice</td>
<td>Connect with more advocacy focussed organisations?</td>
<td>Support for more patient capital for social organisations</td>
<td>social economy being discussed at EC level 0 budgets being set for the next few years - how can that be influenced?</td>
<td>elevate and embed the importance of unrestricted funding core costs and</td>
</tr>
<tr>
<td>Risk of Inward looking national naval gazing</td>
<td>collaborate with other networks to join the dots, see where there are overlaps and differences; stronger collective voice</td>
<td></td>
<td></td>
<td>find an effective way of communicating what good is that can be leveraged; perhaps by taking key thematics relevant to crisis (youth employment?/employment of marginalised groups)</td>
</tr>
</tbody>
</table>
Scenario timeline (5/5)

**Scenario Timeline - key events and decision points**

<table>
<thead>
<tr>
<th>Role of delivery organisations</th>
<th>3 months</th>
<th>6 months</th>
<th>12 months</th>
<th>24 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>To deliver: Difficult to be able to focus on this with other pressures/worries long term sustainability etc.</td>
<td>rapid response impact on infrastructure like community foundations - stretched too far?</td>
<td>collaborate not compete</td>
<td>social organisations start to fail as resources/contracts dry up</td>
<td>trading models have been impacted which have been promoted as a good funding diversification tool what will this mean for the future business models?</td>
</tr>
<tr>
<td>what about advocacy and human rights organisations?</td>
<td>Smaller or informal organisations disband or go under without financial support</td>
<td>Services focussing on f2f and peer support start to fail in impact and finances</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Other themes:**
- Green agenda
- Employment
- Digital and technology

**Build back Green**
- Internationalism v. nationalism
- Trade. Vaccine, etc
- Technology and cashless society
- The next covid?