

Appendix

Table A1. Variables, Operationalisation and Sources

Variable definitions	Sources
Research Question 1: Functional resilience <i>Functional resilience displayed by:</i> <ul style="list-style-type: none"> Project continued to provide core services adapted to virtual and/or distanced delivery (precursor resilience) Project introduced new services to meet additional needs (recovery resilience) Project developed new methods for the future (adaptive resilience) <i>Lack of functional resilience displayed by:</i> <ul style="list-style-type: none"> Project reduced to basic levels of services Project temporarily paused services Project dropped out of LCF process 	Sources for Research Question 1 <ul style="list-style-type: none"> Covid-19 project plans Covid-19 risk registers and supporting documents Project update report from LCF investor on service adaptations Internal LCF monitoring reports from TNCLF and Traverse consultancy Interviews with two TNLCF funding officers
Research Question 2: Structural resilience <i>Structural resilience displayed by:</i> <ul style="list-style-type: none"> Project continued on outcome-based contract <i>Lack of structural resilience displayed by:</i> <ul style="list-style-type: none"> Project switched to activity-based or grant payments based on medium outcomes scenario Project paused services or delayed launch 	Sources for Research Question 2 <ul style="list-style-type: none"> Covid-19 project plans Monitoring data gathered by TNLCF DCMS Data Portal for LCF
Potential drivers of (or barriers to) resilience: <i>Governance:</i> <ul style="list-style-type: none"> Complexity (number of partner organizations reported by lead organization) Lead organization type (local commissioner, service provider, intermediary or investor) Special Purpose Vehicle (SPV) as main contract holder with local commissioner <i>Resources:</i> <ul style="list-style-type: none"> Service duration prior to UK lockdown (23 March 2020) Proportion of outcomes funding expected by end of March 2021 (pre-Covid expectations) Overall size of project (maximum projected outcomes payments agreed pre-Covid) Proportion of outcomes funding expected from LCF relative to local outcomes payers (pre-Covid expectations) <i>Human factors:</i> <ul style="list-style-type: none"> Qualitative data on inter- and intra-organizational relationships. 	Sources for resilience drivers <ul style="list-style-type: none"> DCMS Data Portal for LCF A survey conducted by <i>redacted</i> in 2018-19 of the first 19 projects to be launched. <p>For the purposes of this analysis, <i>Resources</i> were calculate from forecasts of the maximum anticipated outcome payments as updated in Jan-Feb 2020. This allows us to relate the funding decisions at the outset of the pandemic to the funding information available to projects at that time.</p>

Table A2: Characteristics of projects that continued or launched on outcome contracts

Project Name	INDIGO project ID	Policy Area	Service duration to 23 March 2020 (months) or launch date if later	Total projected max outcomes funding £million	% of projected max outcomes payments from LCF	% of max outcomes payments projected by end of FY 2020/21	Special Purpose Vehicle (SPV) as contract holder with local commissioners	Project lead	Number of local outcome payers	Number of providers	Number of investors	Number of intermediaries	Total stakeholder organisations (including DCMS as outcome payer)
Stronger Families Norfolk	INDIGO-POJ-0178	Child & family welfare	13.5	8.9	13.8	23.0	Yes	Commissioner	1	1	1	0	4
Promoting Independence	INDIGO-POJ-0181	Homelessness	4	3.0	25.0	11.9	Yes	Commissioner	1	1	1	0	4
Midlands Regional Pause Hub	INDIGO-POJ-0177	Child & family welfare	1.5	5.0	40.0	1.3	Yes	Intermediary	3	2	1	0	7
Opening Doors ¹	INDIGO-POJ-0179	Homelessness	4.5	1.7	22.0	4.6	No	Commissioner	1	2	1	0	5
Reducing the prevalence of mothers experiencing recurrent care proceedings	INDIGO-POJ-0180	Child & family welfare	11.5	1.3	40.5	36.8	No	Commissioner	1	1	1	0	4
Stronger Families Suffolk	INDIGO-POJ-0183	Child & family welfare	12	3.7	11.4	27.9	Yes	Commissioner	1	1	1	1	5
Fostering Better Outcomes	INDIGO-POJ-0171	Child & family welfare	21	4.4	21.5	48.4	No	Commissioner	1	1	1	0	4
Single Homelessness Prevention Scheme	INDIGO-POJ-0182	Homelessness	8	10.2	35.0	8.5	Yes	Intermediary	6	3	1	1	12
Pyramid Project- Step down from Residential Care Provision	INDIGO-POJ-0194	Child & family welfare	Launched on 01/04/2020	14.4	16.5	1.9	Yes	Commissioner	5	1	1	2	10
A Norfolk SIB for Carers	INDIGO-POJ-0200	Child & family welfare	Launched on 01/09/2020	9.2	44.5	4.1	Yes	Commissioner	1	5	1	0	8

Note 1. The Opening Doors project withdrew from the LCF in 2021.

Table A3: Characteristics of projects that switched to or launched on grants

Project Name	INDIGO project ID	Policy Area	Service duration to 23 March 2020 (months) or launch date if later	Total projected max outcomes funding £million	% of projected max outcomes payments from LCF	% of max outcomes payments projected by end of FY 2020/21	Special Purpose Vehicle (SPV) as contract holder with local commissioners	Project lead	Number of local outcome payers	Number of providers	Number of investors	Number of intermediaries	Total stakeholder organisations (including DCMS as outcome payer)
Mental Health and Employment Partnership (MHEP) Haringey & Barnet	INDIGO-POJ-0176	Employment & training	10.5	1.4	42.0	50.0	Yes	Intermediary	1	1	1	1	5
MHEP Tower Hamlets Mental Health	INDIGO-POJ-0193	Employment & training	Launched on 01/04/2020	2.1	42.0	25.0	Yes	Intermediary	1	1	1	1	5
MHEP Enfield	INDIGO-POJ-0188	Employment & training	Launched on 01/04/2020	0.6	42.0	20.7	Yes	Intermediary	1	1	1	1	5
MHEP Shropshire	INDIGO-POJ-0189	Employment & training	Launched on 01/04/2020	1.0	42.0	9.4	Yes	Intermediary	1	1	1	1	5
MHEP Tower Hamlets Learning Disabilities	INDIGO-POJ-0192	Employment & training	Launched on 01/07/2020	1.3	42.0	22.4	Yes	Intermediary	1	1	1	1	5
IPS employment support for people with drug and alcohol addictions	INDIGO-POJ-0190	Employment & training	14.5	2.4	45.3	43.8	Yes	Commissioner	4	1	1	1	8
ParentChild+	INDIGO-POJ-0174	Education & early years	9	0.8	30.0	29.1	No	Commissioner	1	1	1	2	6
FutureImpact	INDIGO-POJ-0172	Employment & training	20.5	2.5	35.0	43.1	No	Provider	2	1	2	1	7
Kirklees Integrated Support Services	INDIGO-POJ-0175	Homelessness	6.5	22.3	29.6	20.7	Yes	Commissioner	1	10	1	0	13
West London Zone, place-based support for children and young people: scale up	INDIGO-POJ-0184	Education & early years	7	14.4	29.4	8.2	No	Provider	4	1	1	0	7
Cornwall Frequent Attenders Project	INDIGO-POJ-0167	Health & wellbeing	16.5	2.2	35.0	35.4	No	Provider	1	1	1	0	4
DFN-MoveForward	INDIGO-POJ-0169	Employment & training	18.5	1.7	40.6	44.0	Yes	Provider	1	1	1	0	4
Integrated Family Support Service	INDIGO-POJ-0173	Child & family welfare	23.5	4.7	40.0	25.4	No	Commissioner	1	1	1	0	4
Enhanced Dementia Care Service	INDIGO-POJ-0170	Health & wellbeing	6.5	1.6	26.1	17.3	No	Commissioner	1	3	1	1	7

Table A4: Characteristics of projects that paused services or delayed launch

Project Name	INDIGO project ID	Policy Area	Service duration to 23 March 2020 (months) or launch date if later	Total projected max outcomes funding £million	% of projected max outcomes payments from LCF	% of max outcomes payments projected by end of FY 2020/21	Special Purpose Vehicle (SPV) as contract holder with local commissioners	Project lead	Number of local outcome payers	Number of providers	Number of investors	Number of intermediaries	Total stakeholder organisations (including DCMS as outcome payer)
Big Picture Learning in Doncaster	INDIGO-POJ-0168	Education & early years	14.5	6.3	28.5	41.6	Yes	Commissioner	1	1	1	0	4
Adults with Complex Needs ¹	N/A	Health & wellbeing	Pending launch	5.8	25.0	1.9	Yes	Commissioner	3	2	1	0	7
Gloucestershire Positive Behaviour Support	INDIGO-POJ-0199	Child & family welfare	Launch delayed until 05/10/2020	1.8	19.0	0.0	No	Commissioner	2	1	1	1	6
Chances	INDIGO-POJ-0198	Health & wellbeing	Launch delayed until 07/09/2020	4.1	29.8	0.0	No	Provider	16	14	1	0	32
The Skill Mill	INDIGO-POJ-0195	Criminal Justice	Launch delayed until 03/08/2020	2.9	42.8	11.5	Yes	Provider	7	1	4	0	13
DN2 Childrens Services Social Impact Bond	INDIGO-POJ-0201	Child & family welfare	Launch delayed until 01/10/2020	11.6	25.7	4.9	No	Commissioner	3	1	2	0	7
Provision of a social prescribing framework and offer at scale across Northamptonshire	N/A	Health & wellbeing	Pending launch	14.5	24.7	3.3	Yes	Commissioner	3	0	1	0	5

Note 1. The Adults with Complex Needs project withdrew from the LCF in 2021

Table A5: Funding decisions and service adaptations for projects that continued or launched on outcome contracts (shaded cells represent insufficient information).

			Funding Decisions			Service adaptations during 2020			
Project Name	INDIGO project ID	Policy Area	Payment option (1 Apr - 30 Sept 2020)	Payment option (1 Oct - 31 Dec 2020)	Payment option (1 Jan 2021 - 31 Mar 2021)	Suspended activities	Core services moved to virtual or distanced delivery	Additional services and crisis support	Challenges and concerns
Stronger Families Norfolk	INDIGO-POJ-0178	Child & family welfare	Continued on outcomes contract	Continued on outcomes contract	Continued on outcomes contract	Face-to-face home visits	Online counselling and family conferences; distanced face-to-face contact where possible	IT-supply; booster sessions and re-referrals being considered	Surge or decrease in referrals possible; changing family needs; difficulty sustaining engagement
Promoting Independence	INDIGO-POJ-0181	Homelessness	Continued on outcomes contract	Continued on outcomes contract	Continued on outcomes contract	Almost all face-to-face engagement, residential visits etc.	Online and phone housing and benefits support; referrals to housing providers; identify new providers	Mental wellbeing support; focus on communication and engagement	Difficulty achieving outcomes; reduction in referrals; difficulty visiting potential beneficiaries in residential homes
Midlands Regional Pause Hub	INDIGO-POJ-0177	Child & family welfare	Continued on outcomes contract	Continued on outcomes contract	Continued on outcomes contract				
Opening Doors ¹	INDIGO-POJ-0179	Homelessness	Continued on outcomes contract	Continued on outcomes contract	Continued on outcomes contract	Almost all face-to-face engagement, housing visits etc.	Online referrals to housing providers and landlords	Mental wellbeing support; IT-supply and training; questionnaire to understand additional cohort needs; referral to specialist services based on questionnaire	Reduced referrals; ensuring service quality of remote delivery; difficulty engaging with cohort due to limited technology ownership and digital literacy; difficulty securing tenancies (increased risk aversion by landlords); additional cohort needs
Reducing the prevalence of mothers experiencing recurrent care proceedings	INDIGO-POJ-0180	Child & family welfare	Continued on outcomes contract	Continued on outcomes contract	Continued on outcomes contract	Activities in Service Centre and home visits mostly suspended	Online 1:1 and group counselling; online social activities; some socially distanced in-person activities; social media peer support group	IT-supply; signpost to additional services	Reduced impact of virtual delivery; difficulty achieving outcomes; reduced referrals
Stronger Families Suffolk	INDIGO-POJ-0183	Child & family welfare	Continued on outcomes contract	Continued on outcomes contract	Continued on outcomes contract	Face-to-face home visits	Virtual family therapy sessions	Booster sessions and re-referrals being considered	Surge in referral numbers; changing family needs; difficulty sustaining engagement
Fostering Better Outcomes	INDIGO-POJ-0171	Child & family welfare	Continued on outcomes contract	Continued on outcomes contract	Continued on outcomes contract	Face-to-face home visits; in-person carer assessments	Virtual support to carers and children; video conferencing for foster parent assessment		Reduced recruitment of foster carers
Single Homelessness Prevention Scheme	INDIGO-POJ-0182	Homelessness	Continued on outcomes contract	Continued on outcomes contract	Continued on outcomes contract	Face-to-face engagement	Online service delivery	Participant survey to understand impact of remote service delivery; work with clients placed in emergency accommodation to prepare for long-term housing	Difficulty achieving outcomes; uncertainty over referral numbers

Pyramid Project- Step down from Residential Care Provision	INDIGO-POJ- 0194	Child & family welfare	Launched on outcomes contract 01/04/2020	Continued on outcomes contract	Continued on outcomes contract		Online service delivery, counselling and support		
A Norfolk SIB for Carers	INDIGO-POJ- 0200	Child & family welfare	Launched on outcomes contract 01/09/2020	Continued on outcomes contract	Continued on outcomes contract				

Note 1. The Opening Doors project withdrew from the LCF in 2021

Table A6: Funding decisions and service adaptations for projects that switched to or launched on grants

			Funding Decisions			Service adaptations during 2020			
Project Name	INDIGO project ID	Policy Area	Payment option (1 Apr - 30 Sept 2020)	Payment option (1 Oct - 31 Dec 2020)	Payment option (1 Jan 2021 - 31 Mar 2021)	Suspended activities	Core services moved to virtual or distanced delivery	Additional services and crisis support	Challenges and concerns
Mental Health and Employment Partnership (MHEP) Haringey & Barnet	INDIGO-POJ-0176	Employment & training	Switched to grant	Switched back to outcomes contract	Continued on outcomes contract	Face-to-face activities and training	Online coaching, training sessions and webinars for clients and employers; online peer support groups; sustain engagement with clinical teams; sustain and develop relationships with local employers and business forums	Mental wellbeing support; welfare advice; signpost other services; sustain engagement with clients who wish to suspend job search during lockdown; support clients seeking employment, in employment, furloughed, or made redundant	Uncertainty over referral numbers (reduction or surge); difficulty sustaining client engagement and wellbeing
MHEP Tower Hamlets Mental Health	INDIGO-POJ-0193	Employment & training	Launched on grant 01/04/2020	Switched back to outcomes contract	Continued on outcomes contract				
MHEP Limited Enfield	INDIGO-POJ-0188	Employment & training	Launched on grant 01/04/2020	Switched back to outcomes contract	Continued on outcomes contract				
MHEP Shropshire	INDIGO-POJ-0189	Employment & training	Launched on grant 01/04/2020	Switched back to outcomes contract	Continued on outcomes contract				
MHEP Tower Hamlets Learning Disabilities	INDIGO-POJ-0192	Employment & training	Launched on grant 01/07/2020	Continued on grant	Switched back to outcomes contract				
IPS employment support for people with drug and alcohol addictions	INDIGO-POJ-0190	Employment & training	Switched to grant	Switched back to outcomes contract	Continued on outcomes contract	Face-to-face co-location with other agencies; in-person employment support services	Online training and job application support; development of online resources; regular group sessions moved online	Mental wellbeing support; focus on sustaining engagement through newsletters and group sessions	Difficulty achieving outcomes; reduction in employment opportunities; reduction in referrals
ParentChild+	INDIGO-POJ-0174	Education & early years	Switched to grant	Continued on grant	Continued on grant	Face-to-face home visits	Online counselling and family conferences; contactless delivery of engagement materials such as books and play-packs	Mental wellbeing support; welfare advice; IT-supply; food supply; home-schooling support; booster sessions for families who had recently completed the programme	Reduced impact of virtual delivery; difficulty achieving outcomes
FutureImpact	INDIGO-POJ-0172	Employment & training	Switched to grant	Switched back to outcomes contract	Continued on outcomes contract	Most office-based and face-to-face activities	Online learning support; video and phone training and assessments; socially distanced support for vulnerable clients with no access to IT	Mental wellbeing support; virtual group activities; signpost to online learning opportunities and certification	Reduced impact of virtual delivery; difficulty achieving outcomes; reduction in volunteering and employment opportunities; reduced referrals; reduced client engagement

Kirklees Integrated Support Services	INDIGO-POJ-0175	Homelessness	Switched to grant	Continued on grant	Switched back to outcomes contract	Almost all face-to-face activities, work placements, etc.	Online 1:1 and group support for clients and staff; online courses covering life-skills and finance; signpost online resources; remote engagement with housing providers and employers; develop new partnerships with local providers;	Mental wellbeing support; IT and wifi supply and training; delivery of food and medication; Covid-19 remote advice centre (for clients and wider community); domestic abuse help-line; specialist services referrals; shift of focus from short- to longer-term outcomes	Difficulty achieving outcomes; reduction in education, employment and housing opportunities; changing cohort needs; reduction in referral numbers followed by surge
West London Zone, place-based support for children and young people: scale up	INDIGO-POJ-0184	Education & early years	Switched to grant	Switched back to outcomes contract	Continued on outcomes contract	School-based delivery of services, other than for children of key-workers	Online tutoring and creative activities; phone and video mentoring; development of online learning/ engagement material; delivery of engagement materials; certification of awards achieved remotely	Mental wellbeing support; IT-supply; delivery of food and basic supplies; signpost to additional services; home-schooling support for parents; assisting schools with school meal voucher administration; fundraising for additional goods and services	Reduced impact of virtual delivery; limited partner capacity for remote service delivery; changing family needs; reduced referrals from some schools, increased demand from others.
Cornwall Frequent Attenders Project	INDIGO-POJ-0167	Health & wellbeing	Switched to grant	Switched back to outcomes contract	Continued on outcomes contract	Recruitment via A&E; most face-to-face engagement; accompanied visits to other agencies (e.g. housing, employment)	Phone and video counselling; harm-reduction interventions delivered online; some in-person services (with PPE)	Support for homeless clients to access temporary accommodation; signpost to community support services (e.g. GP); sustain client engagement and safety	Difficulty achieving outcomes; referrals substantially reduced
DFN-MoveForward	INDIGO-POJ-0169	Employment & training	Switched to grant	Switched back to outcomes contract	Continued on outcomes contract	BTEC qualification; face-to-face workshops, training and work experience	Video and phone mentoring, training; virtual work placements; focus on readiness-to-work skills such as interview and CV preparation	Mental wellbeing support; increased engagement with parents and carers; signpost to specialist services and educational opportunities; online peer support groups and newsletters; focus on sustaining client engagement	Difficulty achieving outcomes; reduction in education and employment opportunities; reduced referrals but higher demands from existing clients
Integrated Family Support Service	INDIGO-POJ-0173	Child & family welfare	Switched to grant	Continued on grant	Switched back to outcomes contract	Face-to-face home visits	Online and phone counselling; some outdoor meetings; basic services maintained in preparation for resumption of intensive therapy		Reduced impact of virtual delivery; only basic services provided with the intention to deliver full programme to families in the future

Enhanced Dementia Care Service	INDIGO-POJ-0170	Health & wellbeing	Switched to grant	Switched back to outcomes contract	Continued on outcomes contract	Most face-to-face support, observation and assessments	Structured phone support and assessment; online support and training sessions for carers; peer-support group for carers restarted online; some in-person visits (with PPE)	Welfare and covid advice by phone; signpost to other services; increased phone contact with relatives, carers and professional services	Difficulty achieving outcomes; additional client and carer needs
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Table A7: Funding decisions for projects that paused services or delayed launch (service adaptations not assessed for these projects).

			Funding Decisions		
Project Name	INDIGO project ID	Policy Area	Payment option (1 Apr - 30 Sept 2020)	Payment option (1 Oct – 31 Dec 2020)	Payment option (1 Jan – 31 Mar 2021)
Big Picture Learning in Doncaster	INDIGO-POJ-0168	Education & early years	Paused	Resumed on outcomes contract	Continued on outcomes contract
Adults with Complex Needs ¹	N/A	Health & wellbeing	Paused	Paused	Withdrawn from LCF after 1 Jan 2021
Gloucestershire Positive Behaviour Support	INDIGO-POJ-0199	Child & family welfare	Paused	Launched on outcomes contract 05/10/2020	Continued on outcomes contract
Chances	INDIGO-POJ-0198	Health & wellbeing	Launched on outcomes contract 07/09/2020	Continued on outcomes contract	Continued on outcomes contract
The Skill Mill	INDIGO-POJ-0195	Criminal Justice	Launched on outcomes contract 03/08/2020	Continued on outcomes contract	Continued on outcomes contract
DN2 Childrens Services Social Impact Bond	INDIGO-POJ-0201	Child & family welfare	Paused	Launched on grant 01/10/2020	Switched back to outcomes contract
Provision of a social prescribing framework and offer at scale across Northamptonshire	N/A	Health & wellbeing	Paused	Paused	Paused

Note 1. The Adults with Complex Needs project withdrew from the LCF in 2021