Financial Resilience and the Role of Small Charities





Introduction

This report presents joint research by Lloyds Banking Group and its four charitable Foundations – Lloyds Bank Foundation for the Channel Islands, Lloyds Bank Foundation for England and Wales, Bank of Scotland Foundation and Halifax Foundation for Northern Ireland – to mark 40 years of supporting communities across the UK and Channel Islands.

Together, we set out to better understand the role small charities play in supporting financially vulnerable people, and how we can strengthen that support.

This research explores the experiences of those who turn to charities when facing financial challenges, identifies barriers charities face in delivering services, and highlights opportunities for deeper collaboration.

Who we spoke to

Consumer survey

Potentially financially vulnerable consumers (900 online survey, 100 telephone survey) are defined within this research as individuals with household incomes of less than £50,000 and less than three months of essential spending saved.

Small charity survey

Small charities are defined within this research as those with annual incomes under £500,000 and those that support individuals' financial wellbeing, regardless of their primary mission.

Contents

- 40 years of supporting communities together
- 04 Our findings at a glance
- O5 Charities are a vital and trusted resource when people face financial challenges
- O7 Case Study
 The Oswin Project
- Small charities can, and do, change people's lives for the better
- O9 Case Study
 Hope and Vision Communities
- 10 Small charities face significant challenges of their own
- 11 Together we can do more
- Case Study WODIN
- 15 Conclusion
- Profiles of our Charitable Foundations and case studies
- 23 Research methodology

Cover image: MOHATU, Lloyds Bank Foundation for England and Wales

40 years of supporting communities together



Over the last 40 years, Lloyds Banking Group has donated £800 million to its four charitable Foundations. They have supported nearly 70,000 charities across the UK and Channel Islands.



By working together, we play a part in helping communities prosper. We're building on this partnership and that's why the Group has committed to a further £100 million between now and 2030.

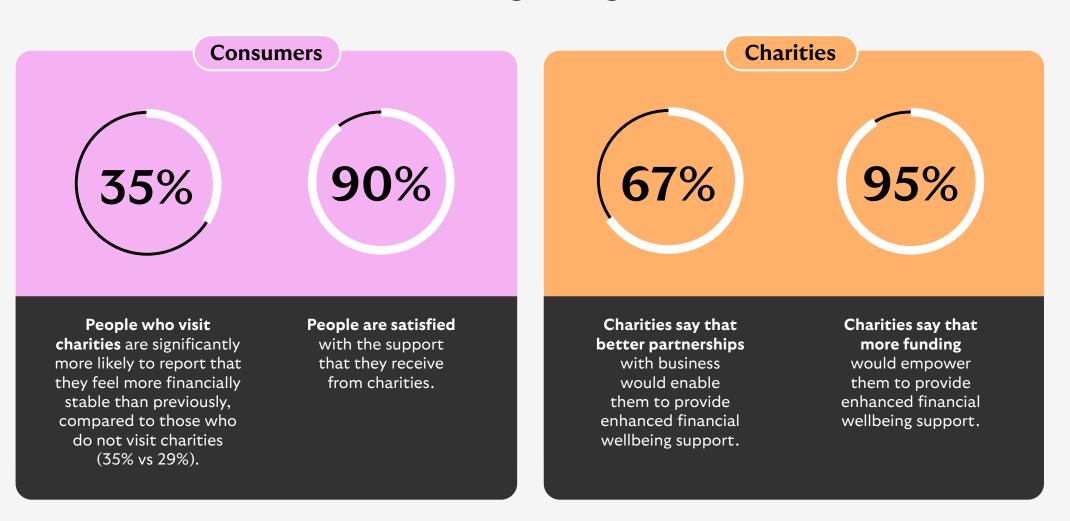


Charities have a powerful impact on helping people re-build their financial resilience. To mark this milestone, we are committing to more support for small charities as they carry out this vital work.





Our findings at a glance



Charities are a vital and trusted resource when people face financial challenges

Previous insight from Lloyds Banking Group shows that the most financially vulnerable consumers in society are more likely to turn a charity than their bank¹.



According to our research, **4.3 million people** have visited a charity in the past three years when facing financial challenges.

The most financially vulnerable people in society are those living with complex and multifaceted needs, for example, homelessness, addiction, and disability.

They are likely to turn to multiple sources for support. The top three being family members (59%), charities (50%), and friends (39%). Over half (51%) of financially vulnerable people feel embarrassed to seek financial support.

Charities with a wide range of remits respond to service-users' financial challenges as they provide holistic support, further underlining that financial wellbeing cuts across multiple, complex social issues.

Only 5% of the charities we surveyed had financial wellbeing as their primary focus, but 50% suggest that all or most of the cases they deal with relate to financial issues.



Caring Cooks, Lloyds Bank Foundation for the Channel Islands

Gusto Research. October 2023

Caithness Mental Health Support Group, Bank of Scotland Foundation



The support offered focuses on immediate, essential needs and financial support - reflecting service-user concerns. Education, including financial and digital literacy, plays an important role in building future financial resilience.

69% of charity users within our survey cited financial advice as a key reason for turning to a charity for support.

Top three places consumers turn to for financial advice and support:	
1. Family and friends	59%
2. Charities offering advice	50%
3. Friends	39%
Credit: Societal Wellbeing Segmentation Research,	

Type of financial support provided (%)		
Help with government benefits	58	
Food vouchers / food bank	55	
Housing costs or rent arrears	31	
Direct financial assistance	30	
Finding employment	28	
Debt advice / financial literacy	26	
Poverty alleviation	18	
Money management	17	
Access to financial services	17	
Digital access / skills	14	

The Oswin Project Newcastle

"The Northeast of England faces a 67% reoffending rate, but for those who have engaged with The Oswin Project, it is lower than 4%."



Building a bridge of opportunity between prison and the outside world

Through setting up a bakery, café and horticultural project within HMP Northumberland, The Oswin Project provides prisoners with the opportunity to develop new skills and gain qualifications.

The goods made in the bakery by prisoners are sold in The Oswin Project's public café in Newcastle Cathedral, and the vegetable gardens supply their farm shop just outside the prison gates.

Upon release from prison, The Oswin Project offers volunteering or work opportunities in their café or farm shop, as well as options to train in forestry, painting and decorating, landscaping, and general building maintenance.

The Northeast of England faces a 67% reoffending rate, but for those who have engaged with The Oswin Project, it is lower than 4%.

Providing financial support is not their primary remit, but it's common for people to turn to

them for advice and support around setting up a bank account, budgeting, or handling financial difficulties. Alongside funding and development support, Lloyds Bank Foundation for England and Wales have connected The Oswin Project with Lloyds Banking Group to help the people they support.

James Stoddart, Project Coordinator at The Oswin Project says:

"The connection with Lloyds Bank has been useful. A common issue that people have coming out of prison is they don't have sufficient ID so it can be a challenge to open a bank account. But we've been able to connect with local Lloyds Bank Branch Managers to have a conversation about this and explain the issues. Now, if someone we work with has a problem opening a bank account, we can call a local branch manager and they can support that person with banking access, which is incredibly helpful."

The Oswin Project, Lloyds Bank Foundation for England and Wales

Small charities can, and do, change people's lives for the better



Shelter NI. Halifax Foundation for Northern Ireland



When people receive financial advice and support, their experience is positive. 90% of people who visited charities for help were satisfied with the support they received.

People who visited charities were also significantly more likely to say that they feel more financially stable than previously, compared to their peers who haven't visited charities (35% vs 29%).

This was also reflected in the comments that people returned when we asked them about their experiences. It is clear that small charities play a crucial role in increasing financial resilience, having a positive impact on peoples' lives.

"Without them, I would be hungry and homeless."**

"I am now able to feed my family."**

**guotes from anonymous survey respondents

"I was in rehab for three months after being on drugs over 20 years. [Charity] gave me three cooked meals a day. I now have my own flat from the council and everything is getting better." **

Hope and Vision CommunitiesReading

"It's a safe environment to take on more responsibility and accountability while learning valuable skills and gaining work experience."



Providing accommodation and support to people who are recovering from addiction.

Hope and Vision Communities support people to sustainably transition into independence and escape the cycle of addiction.

Many residents of Hope and Vision require support with managing their finances, with some of them having little to no experience of formal employment. To address this they are piloting a work programme where they employ the people they support to help maintain their properties. They take on jobs such as painting, decorating, gardening, and landscaping. They support people through the process of setting up as self-employed and filing tax returns, which many have never done before.

It's a safe environment to take on more responsibility and accountability while learning valuable skills and gaining work experience.

Myron says:

"Hope and Vision has given me the space and the opportunity to grow and develop. It's given me the opportunity to make mistakes, and then in a very loving and compassionate way, to be guided and supported in how to navigate things. It's helped me learn life skills like paying my bills on time, going to work properly, without having to be fearful of the outside world. It's given me that space, that hub and that community to build me up and develop me and grow me into being a responsible adult."

Tom says:

"Hope and Vision has given me a home and a family. I'd lost pretty much everything, and this has given me the time to rebuild my life. Being part of the work programme has helped me grow my confidence and self-esteem as well."

Hope and Vision, Lloyds Bank Foundation for England and Wales

Small charities face significant challenges of their own

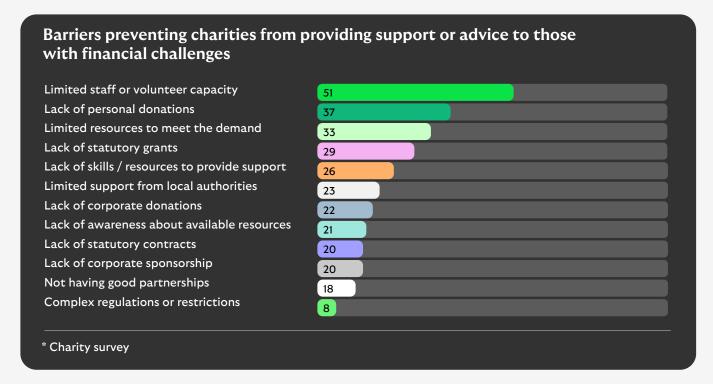
Over the last five years the charity sector has been under unprecedented pressure, facing reductions in donations¹ alongside falling volunteer levels² that have yet to return to pre-pandemic levels, while demand has continued to rise.



Within our research 58%³ of charities report lack of funding as a barrier to providing support or advice to those with financial challenges.

The biggest barriers preventing charities from providing support or advice to those with financial difficulties include limited staff or volunteer capacity (51%), a lack of personal donations (37%), and limited resources to meet the demand (33%).

This is reflected in small charities expressing lower levels of confidence in their ability to meet people's needs, contradicting the strongly positive experience of users.





"We are restricted because of the lack of funding, we would like to do more"



"All costs have increased, and that makes long-term provision of services challenging"

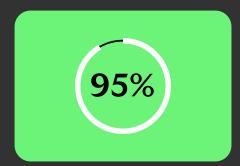
¹uk_giving_report_2025.pdf

² Community Life Survey 2023/24: Volunteering and charitable giving - GOV.UK

³ At least one element of 'funding concerns' was mentioned by 58% of the charities surveyed

Together we can do more





Charities told us that more funding would help them to enhance financial wellbeing support services.



Charities indicated that training for staff and volunteers would enhance their offerings.



Charities say that better partnerships would help them to enhance existing financial wellbeing services. Only 14% have partnerships with a financial institution and 6% with a tech company.



Charities cite the need for stronger referral networks with other charities.

Supporting Communities Together | 1985–2025

Funding is key for all, however training and partnerships will also enhance financial wellbeing services.

We are committed to working together to target and support financial resilience and the vital work of small charities.



To boost funding opportunities, the four charitable Foundations are announcing a

£4 million shared fund.

to support charities providing financial wellbeing advice and support.



Every year, Lloyds Banking
Group colleagues give their
time to volunteer their
expertise and support small
charities through
our skills-based
volunteering programmes.
We can combine this
expertise with that of small
charities, working together to
build the financial resilience
of vulnerable people.



Our Lloyds Bank Academy resources are available to all. This online learning hub provides individual lessons, training, and webinars on a range of areas, boosting skills and building confidence.

These are tried-and-tested areas, and with continued focus, we can have an important impact.

Voices in Exile, Lloyds Bank Foundation for England and Wales



WODIN Liverpool

"WODIN have created an online cost-of-living solutions hub, helping their community to build financial resilience."



Ending digital poverty in black communities

Lloyds Bank Foundation for England and Wales have provided a £75,000 unrestricted grant to WODIN (Women and Digital Inclusion), a charity run by and for migrant women in Liverpool, supporting women with digital skills training alongside practical and emotional support. The charity started as a small group meeting in their homes and has developed organically to respond to the direct needs of thousands of people in the community.

In the past 18 months, WODIN have helped 47 women secure paid or voluntary work, provided emergency support to 185 families, and delivered cultural ethnic food parcels that have reached more than 1,900 people across Merseyside. Many of the people WODIN support are living in poverty with no recourse to public funds.

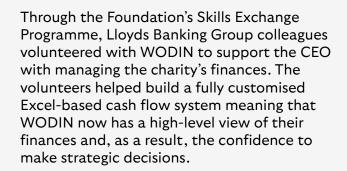
Recognising the need for support around finances, WODIN's digital skills training programme includes advice around budgeting and setting up online banking. WODIN have also created an online Cost-of-Living Solutions Hub, helping their community to build financial

resilience. This includes online workshops and resources covering topics such as budgeting, managing utility bills, investing and saving, applying for benefits and debt management. Thousands of people have accessed this hub in the past three months alone.

WODIN Client says:

"This organisation has helped me and many other people change lives. I can now use technical gadgets to communicate and also use the provided education to empower others. They are very professional, cheerful and make you feel loved, valued and empowered. They are a force to reckon with in empowering black women in Liverpool and beyond."

"To date, more than 30 people experiencing digital poverty at WODIN have taken part in the Digital Inclusion Initiative."



WODIN joined the Liverpool City Region Digital Inclusion Initiative (DII) in 2024. A cross-industry programme committed to bridging the digital divide in Liverpool City Region by improving digital skills and stimulating economic growth. Lloyds Banking Group, Vodafone UK, and Assurant have fully funded the initiative.

To date, more than 30 people experiencing digital poverty at WODIN have taken part in the initiative. Receiving tablet devices alongside in person training from Lloyds Bank Academy on how to use them and how to stay safe online. Through Lloyds Bank Academy's train-the-trainer programme, a member of WODIN's staff has been equipped to deliver these sessions to future WODIN clients.

Carole Cullen, Group Audit and Conduct Investigations, Lloyds Banking Group Volunteer says:

"You can see the lightbulb moments. The relationship started off reserved, but as the rapport grew so did the confidence. What WODIN is doing is instrumental in supporting women and I'm humbled to play a part in that."

CEO and Founder, Sylvia Kalungi says:

"The asylum seekers we work with will always appreciate a bag of food because they are constantly trying to decide whether to eat or heat. It's one of the two. It's cold and they need to keep their children warm. But then, their children are hungry. So, they are always juggling in their head which to choose. So, when you give them that bag of food, they want to hug you."



WODIN,
Lloyds Bank Foundation for England and Wales

Conclusion

With more than four million people seeking charities to support them through financial challenges, it is clear that the charity sector is a vital means of tackling financial vulnerability and building resilient communities.

The overwhelmingly positive sentiment and trust that people have for the charities that help them is a testament to determined efforts by dedicated staff and volunteers.

For 40 years, Lloyds Banking Group and its four charitable Foundations have been standing by the sides of small charities. In that time, we have donated more than £800 million, with the Foundations supporting more than 70,000 small charities across the UK and Channel Islands through direct funding and developmental resource.

Together, we are committed to doing even more in the years ahead. This includes a new shared £4 million fund, dedicated to building financially resilient communities.

Over the next five years our charitable Foundations will be supported by a further £100 million from Lloyds Banking Group, continuing to support charities with what they need to transform lives, and to play an even bigger role in helping Britain prosper.



The Shelter Trust, Jersey, Lloyds Bank Foundation for the Channel Islands

Profile

Lloyds Bank Foundation for England & Wales



"For 40 years the Foundation has been investing in community-led organisations transforming people's lives."

Lloyds Bank Foundation for England and Wales is an independent charitable foundation funded by Lloyds Banking Group and together we are working on helping communities prosper.

For forty years the Foundation has been investing in community-led organisations transforming people's lives. These organisations know what it takes to support people facing some of the toughest challenges like homelessness, domestic abuse and addiction.

Through funding and organisational development support, we help these organisations to grow and innovate so they can continue to show up for people when they're needed most. We push for policy change to prevent social issues from taking root, and support charities to influence policy so that those that work directly with communities are shaping the change we need. By working in partnership, we want to make sure that everyone in England and Wales is in a good place.



Profile

Bank of Scotland Foundation



"In 2024, the Foundation launched its five-year strategy 'Building a Brighter Future for Scotland', reinforcing its long-term commitment to the Scottish charity sector."

Bank of Scotland Foundation, an independent charity funded solely by Lloyds Banking Group, is dedicated to tackling social challenges and supporting vulnerable communities across Scotland. The needs and aspirations of vulnerable people drive the Foundation's work as it aims to fund, support and champion the small and local charities that work to improve their quality of life.

In 2024, the Foundation launched its

their quality of life.

In 2024, the Foundation launched its five-year strategy 'Building a Brighter Future for Scotland', reinforcing its long-term commitment to the Scottish charity sector. In the first year of the new strategy, the Foundation experienced the most successful year of funding awarded since the Foundation was established, supporting 192 charities throughout Scotland with funding of over

Beyond grants, the Foundation's Matched Giving Programme, and Enhance Charity Mentoring Programme encourage Lloyds Banking Group's colleagues to engage with Scottish charities. Through colleague

£6.3 million addressing issues such as poverty,

social isolation, and mental health.

volunteering and fundraising efforts, nearly £470,000 was distributed in Matched Giving in 2024, supporting over 1,250 claims. In 2025, the Foundation matched its 100th Group colleague with a charity mentee. Colleague mentors offer strategic support, guidance, advice, and motivation - all the elements necessary for building success.

Through targeted grant-making and strategic partnerships, Bank of Scotland Foundation remains committed to helping those in vulnerable circumstances, driving lasting positive change across Scotland.



The Anchor, Bank of Scotland Foundation

Citizens Advice Bureau

Cumbernauld & Kilsyth

"In a significant boost, Cumbernauld & Kilsyth CAB received £150,000 from Bank of Scotland Foundation as part of the 2024 Empower grants programme."



Bank of Scotland Foundation case study

Cumbernauld & Kilsyth Citizens Advice Bureau (CAB) serves as a crucial lifeline for individuals facing financial difficulties, offering free, impartial, and confidential advice. As the cost of living continues to rise, more people are seeking financial guidance, making sustained funding essential for the charity's continued operations and long-term impact on their local community.

In a significant boost, Cumbernauld & Kilsyth CAB received £150,000 from Bank of Scotland Foundation as part of the 2024 Empower grants programme. This unrestricted funding, provided over three years, ensures financial stability and offers the flexibility needed to address emerging financial wellbeing and resilience challenges. The grant has enabled Cumbernauld & Kilsyth CAB to expand its services, allowing more people to receive tailored financial advice and support when they find themselves facing financial difficulties.

One of the most notable improvements made with the funding from Bank of Scotland Foundation has been the ability of the CAB to enhance their outreach efforts, strengthening engagement with financially vulnerable individuals who rapidly require financial advice and assistance. By proactively reaching out to those most at risk, the charity ensures that

they receive support before their financial challenges escalate beyond a manageable level. Additionally, the Empower funding has allowed for an increase in staffing and volunteer resources, improving service capacity and response times. More advisors are now available to provide expert support, ensuring that everyone receives the attention and advice they need from the charity to make informed financial decisions.

The funding has already made a significant difference, directly benefiting hundreds of individuals and families in the local area facing financial crises. From debt management solutions to assistance with benefits and budgeting, Cumbernauld & Kilsyth CAB's expanded services educate and empower people to take control of their finances. By equipping people with financial knowledge and resources, the charity helps individuals to build a more financially secure future.

The Empower grant from Bank of Scotland Foundation has strengthened the CAB's ability to support financial resilience in Cumbernauld & Kilsyth. The £150,000 Empower funding ensures the charity can continue its mission of helping the local community achieve financial security and independence.

Cumbernauld & Kilsyth, Bank of Scotland Foundation

Profile

Halifax Foundation for Northern Ireland

The Halifax Foundation for Northern Ireland is an independent grant making trust dedicated to supporting charities across Northern Ireland, funded exclusively from Lloyds Banking Group's pre-tax profits. Its overarching purpose is to empower communities in greatest need, fostering a more inclusive and sustainable Northern Ireland where everyone has the opportunity to thrive.

Operating under the strategic framework "Better Together," the Foundation focuses on strengthening the voluntary and community sector by providing flexible, accessible funding. It supports a wide range of causes through the **Community Flex Programme**, including poverty alleviation, mental health, disability services, youth development, and community cohesion. The Foundation is particularly committed to helping charities whose core mission is to support vulnerable or marginalised groups.

One of its flagship initiatives is the **Collaborate** grant programme, designed to support joint initiatives between two or more small charities working together to address pressing social issues at a local level. The programme reflects the Foundation's belief that **collaboration** strengthens impact, aligning with its

overarching Better Together strategy. In addition, the Foundation has recently launched '40 Invest' to celebrate 40 years of grant-giving in Northern Ireland. 40 INVEST provides support of up to £40,000 over 2 years to 10 charities, helping them to grow stronger and more resilient – to thrive beyond the lifetime of their grant. An additional £5,000 is available to each grantee to support organisational development initiatives. The Foundation's flexible approach allows charities to adapt their funding use as circumstances change, provided they consult with their grants officer.

The Foundation also invests in capacity-building and infrastructure support through the **Empower** programme, helping regional or subregional infrastructure charities to become more resilient and sustainable. It encourages collaboration and innovation, often funding joint initiatives and community-led projects that demonstrate strong local impact.

Through its responsive and inclusive funding model, the Halifax Foundation for Northern Ireland plays a vital role in strengthening the social fabric of communities, ensuring that grassroots organisations have the resources they need to make a lasting difference. They are proud of their past, dedicated to the present and positive about the future.



"The Foundation's flexible approach allows charities to adapt their funding use as circumstances change, provided they consult with their grants officer."



Bangor Foodbank Bangor

"The charity supports in the region of 2,000 users throughout all their services."



Halifax Foundation case study

Bangor Foodbank & Community Support has been established since 2012 and works across the North Down area in Northern Ireland. They are supported by a network of businesses, churches, and individuals and are a member of The Trussel Trust. The charity supports in the region of 2,000 users throughout all their services. The Foodbank receive referrals from social services, Community Advice NI, Women's Aid, GP's and schools.

Crisis can strike anyone at any time and it can be difficult to think about walking through a foodbank door, the foodbank volunteers aim to welcome everyone who comes in with compassion, kindness and a listening ear. The referral agent issues those in need with a foodbank voucher which entitles the family to receive a foodbank parcel for three days for emergency support.

Bangor Foodbank & Community Support received £3,000 towards constructing a purpose built computer training room within their own premises, where they can host a range of workshops. The group partnered with Community Advice Ards & North Down to provide a Financial Inclusion Welfare Service which will deliver advice and case work around benefits, debt and money related issues. In addition to these workshops, they will also host workshops to address the increasing issue of digital deprivation within the local community.

Profile

Lloyds Bank Foundation for the Channel Islands

"We fund, support and champion charities in the Channel Island's that make a positive difference to the lives

of people."



Lloyds Bank Foundation for the Channel

<u>Islands</u> fund, support and champion charities in the Channel Islands that make a positive difference to the lives of people who are socially excluded and disadvantaged, enabling them to play a fuller role in the community.

We support charities that demonstrate good governance and sustainable activities measured against identifiable outcomes addressing the priority issues of: health including mental health issues or a disability, homelessness, people leaving institutional care to live independently, addiction and dependency, loneliness and isolation, employment, literacy, financial literacy and debt problems, domestic violence, and human rights.

Alongside funding for charities in Jersey, Guernsey, and Alderney, we provide developmental support including mentoring to help charities to improve their resilience and sustainability. The developmental support engages bank colleagues with Foundation charity partners through the sharing of time, skills, and expertise. As well as resourcing charities, colleagues benefit from testing and stretching their skills in new settings, developing new capabilities, and building stronger ties to the islands' communities. We work together with other funders to build a greater trust, respect, and appreciation by senior stakeholders including Governments, for the charity sectors, contribution to our islands' communities.

Mill Street Community Cafe, Lloyds Bank Foundation for the Channel Islands

Guernsey Community SavingsGuernsey

"Since opening its doors in September 2020, Guernsey Community Savings has provided life-changing support to more than 100 islanders."



Lloyds Bank Foundation for the Channel Islands case study

Guernsey Community Savings (GCS) is a non-profit making charitable organisation that aims to help customers manage their finances, play a full role in society, and ultimately gain access to mainstream banking. In 2022, the Foundation awarded Guernsey Community Savings a grant of £53,500 to go towards the salary of a part-time member of staff over two years.

Although supported by several volunteers and a Board of Directors, GCS has only two members of staff. It's their job to meet the clients, handle issues that arise, run financial education courses and liaise with referral agencies and other key stakeholders.

Peter Neville, Chair of GCS, said, "Our vision is that no one in the Bailiwick of Guernsey will be financially excluded from being part of and contributing to their community."

"We simply could not operate without our members of staff. We were fortunate to receive a grant from Lloyds Bank Foundation Channel Islands in 2020, which was critical to getting the service off the ground. We are now extremely grateful for the new grant which enables us to pay the salary of one of our staff members for the next two years."

Since opening in September 2020, GCS has provided life-changing support to more than 100 islanders who had not previously had a bank account. GCS ensures that clients have an easy-to-use online account, debit card and means of building savings.

GCS also offers financial management education, including six-week programmes with the education department at Guernsey Prison.

Susan's* Story:

A first client was Susan. Without a bank account, her benefits were being received and managed by a relative. While there was no suggestion of anything improper, Susan felt out of control of her finances and unable to save.

GCS set up an account and after a few months of managing her own money, Susan bought a second-hand electric wheelchair, giving her yet more freedom.

*Please note, names and details have been changed to protect individuals' identities.

GCS, Lloyds Bank Foundation for the Channel Islands

Research methodology

Aims and objectives

- Understand the role that small charities currently play in supporting financially vulnerable people
- Understand the experiences of financially vulnerable people
- Identify barriers to and gaps in provision

Consumer survey

This research was undertaken by Gusto Research for Lloyds Banking Group. Gusto Research conducted a survey with an online sample of 900 UK adults 18+ between 25th March and 8th April 2025 and a telephone sample of 100 UK low or no digital usage adults 18+ between 4th and 14th April 2025. All were potentially low financial resilient with less than three months of essential spend saved, and a household income of less than £50,000. Quotas applied: 50% of the sample had used a charity in the last three years when facing financial challenges and 50% not to have used a charity in the last three years.

Charities survey

This research was undertaken by Gusto Research for Lloyds Banking Group. Gusto Research conducted a survey with a telephone sample of 200 small charities with an income of less than £500,000 who provide support for individuals' financial wellbeing between 24th March and 17th April 2025.

Consumer survey on nationally representative sample

This research was undertaken by Gusto Research/Yonder for Lloyds Banking Group. Gusto Research/Yonder conducted a survey with an online sample of 2091 UK adults 18+ between 4th and 5th June 2025. Data is weighted to be representative of the population of the UK. Targets for quotas and weights are taken from the latest ONS Census data (2021/22) and the PAMCO survey, a random probability F2F survey conducted annually with 35,000 adults. Yonder is a founding member of the British Polling Council and abides by its rules.

For further information see http://www.britishpollingcouncil.org/



Cancer Connect NI, Halifax Foundation for Northern Ireland

Financial Resilience and the Role of Small Charities

Supporting Communities Together | 1985–2025

Commissioned by:









