Supporting young carers:

Evaluation of progress towards sustainability of the Hampshire Young Carers Alliance (HYCA) collaboration

University of Winchester

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Acknowledgements

Citation

This report should be cited as:

Phelps, D (2019), Supporting young carers: Evaluation of progress towards sustainability of the Hampshire Young Carers Alliance (HYCA) collaboration. University of Winchester.

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Annexes to this report are published separately.

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- The Hampshire Young Carers Alliance website, https://hyca.org.uk/ and
- www.youngcarers.info

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Executive Summary

Using an allocation of The Big Lottery funding, HYCA commissioned the University of Winchester to undertake an independent evaluation of the work of the Alliance over the three year period from September 2016 to August 2019. The evaluation presented HYCA with an opportunity to explore their service delivery and how the individual services worked together as an alliance.

The evaluation had several aims including evaluating the impact that the HYCA collaboration has made to young carers and families, the impact of the collaborative approach, an evaluation of value for money and of the progress made towards sustainability.

The aim of this part of the evaluation was to focus on the **progress made towards sustainability** and builds on the initial research that was undertaken on the sustainability of HYCA in December 2017. This second report on sustainability should be read alongside the initial HYCA Sustainability Report, the HYCA Sustainability Report (version 2) and the report on the impact of the HYCA collaborative approach.[1]

The evaluation included the following:

Questionnaire 1 on sustainability
- In December 2017 a questionnaire was developed and administered to the staff from the 10 HYCA projects.
- A separate shorter questionnaire was completed by the HYCA Lead to complete on behalf of the HYCA collaboration. In January 2018 a short report was produced.
- In October 2018 a revised sustainability report, based on the original data from the questionnaires, was produced which included draft recommendations.

Questionnaire 2 on sustainability:
- Two further questionnaires (one for staff from the individual projects (online) and one for the HYCA Lead) were administered in January 2019.
- Data from notes and minutes taken from HYCA meetings was used for cross-referencing.
- Analysis: Results from the questionnaire in January 2019 were compared to the results from the December 2017 questionnaire. Data from each of the free response questions from both questionnaires was summarised using categories.

The main finding is that there are a range of indicators that show that progress has been made by the HYCA collaboration towards sustainability in a variety of

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[1] Phelps, D (2019), Supporting young carers: The impact of the Hampshire Young Carers Alliance (HYCA) collaborative approach. University of Winchester.

ways. HYCA has taken some important concrete steps (e.g. centralising the bid development function) that should improve the sustainability of the collaboration in the future. Important lessons have also been learned including the importance of early 'buy-in' from services and recognising the differences between projects. Both of these will now be taken into consideration in future collaborative bids.

Furthermore, some of the individual projects have made progress with their sustainability planning, funding activities, with securing funding for the next financial year and building their reserves. A few of the projects are now clearly more aware of the need to grow their projects in a more sustainable way and to focus on the sustainability of priority areas of delivery. Some projects have also developed a broader view of sustainability which includes improving the cost effectiveness of their projects, developing new ways of working, building collaborations and raising the profile of projects.

However, projects themselves have not achieved similar levels of sustainability and there are significant differences between projects. For example there was a large variation in the financial robustness of services with only three or four of the projects being in a more comfortable financial position than at the start of the project. There were also found to be particular challenges to the sustainability of HYCA and the individual projects.

Progress by individual projects
There is evidence that individual projects had made some general progress in building their capacity and becoming more sustainable:

- A few of the projects were now more aware of the need to grow their projects in a more sustainable way and although projects primarily focussed on funding in relation to sustainability, some projects clearly viewed sustainability in a broader way.
- Projects reported that they had a clear picture of where they would like their project to be at the end of the current funding period.
- There had been a positive shift in the confidence of the HYCA staff in relation to the sustainability of their projects.
- There was an increase in the number of projects reporting that they now had a plan/strategy for achieving sustainability and a minor increase in the number of projects (n=4) reporting that they now had a 'sustainability plan' in place.
- Some projects had increased their capacity in a range of ways, in particular through employing new staff, developing staff skills, building or developing their volunteer base and through planning and business development.
- Projects had taken a range of steps towards sustainability that came under the following themes:
    - Developed foundations; Funding
    - New funding methods and streams
    - Building profile and relationships

- o New ways of working
- o Maintaining status quo
- o Scaling back
- o Cost effectiveness
- o Using reserves
- o Further development

Reliance on the Big Lottery funding
- There was however significant reliance by projects on the Big Lottery (BL) funding which accounted for over 50% of the budget of five of the projects.
- The majority of partners however reported that their project would still be running without the funding from the Big Lottery,
- If further funding was not secured, projects reported they would respond in three main ways: (1) They would have to use reserves (2) They would need to scale back and reduce their delivery or (3) that they would have to re-shape their project delivery.
- The majority of projects hoped to maintain the same level of work after the BL funding ended, however some projects felt they would have to reduce delivery.

Progress with funding and budgets
Although the majority of projects did not feel that they were in a more sustainable position than before the Big Lottery funding began in 2016, there was some evidence of progress towards sustainability.

- Projects reported taking steps forward by making fundraising a priority; diversifying their approach; applying for funding early, (18 months in advance for one project) identifying and applying for local or smaller funding pots. In addition, developing sponsorship ideas, creating fundraising activities for specific areas of work (schools work) and drawing in support through fundraising activities by trustees and volunteers had been planned by individual projects.
- Generally across the ten projects there was an increase in the proportion of project budgets that had been secured for the financial year 2019-2020. This varied however significantly across the projects (from 80% for one project, to just 5% in another).
- There was a positive shift towards earmarking funding to replace the Big Lottery funding and projects have made progress with their individual funding. There was however a large gap between the funding secured by some of the projects.
- This large difference between the financial health of the HYCA projects is also reflected in the amount of reserves that projects held and which have significantly increased. In January 2019 four of the projects held 12 months of reserves or above. However, there is a large gap between these four projects and the other six projects.
- Generally the amount that individual projects reported that was needed through HYCA joint funding was less than had been reported in 2017.

However, half the projects reported that they hoped to secure 50% or more of their budget as joint funding.

Challenges to sustainability

Partners reported that there were challenges for individual projects in developing their sustainability:

- The main barrier reported to developing a sustainability plan or strategy was a lack of time.
- To enable sustainable development way, projects reported their dependency on the importance of funders such as Hampshire County Council clearly communicating future funding opportunities in advance.

Projects reported a range of things that were needed to achieve sustainability and these fell under the following themes:

- Collaborative work: Strategy and direction
- Collaborative work: Partnerships and direction
- Clarity from funders
- Data
- Funding
- Time
- Other

Progress of the HYCA collaboration: lessons learned and steps taken

Several key decisions and concrete steps have been taken by the HYCA collaboration in an effort to work collaboratively towards sustainability:

- Positively for the collaboration itself, all ten services stated that they now wished to secure further joint funding through the HYCA collaborative.
- Although not recognised by the majority of projects, the collaboration had brought in significant additional funding through the NHS to train staff and to run the WRAP workshops.
- A meeting was held that focussed on sustainability with trustees and a collaborative approach was agreed to.
- The decision was taken to fund a member of staff from one service to lead on funding bids.
- Workshops have been run with projects which focussed on the development of outcomes.
- HYCA has learned to view and treat the projects differently, for example by recognising the capacity of the smaller projects when developing collaborative bids.
- Although no further joint finding had at the time of writing been secured by the collaboration, HYCA had by January 2019 made a further initial application to the Big Lottery and were planning to apply to the HCC Tender. Other options were also being scoped and a meeting with the CCG had been arranged to look at the possibility of health funding.

Projects identified a range of barriers to the sustainability of the collaboration:

- the commitment from partners
- lack of leadership time
- the size of the alliance
- the local differences between projects

Going forward
- In order for achieve sustainability going forward, the HYCA Lead felt that it was necessary that all projects worked together and for everyone to be *'on the same page moving forward'.*
- To achieve sustainability after March 2019 HYCA required *'commitment, 'buy in', honesty and openness from partners.'*

The findings in this report are important in that they provide a first overview of the different factors related to the sustainability of the HYCA collaboration and the projects. The report outlines the progress that HYCA has made towards sustainability and identifies key challenges to the sustainability of both the collaboration and the individual services. In doing so the report highlights specific areas of practice that relate to sustainability for projects and the collaboration to be aware of. Furthermore, the findings have led to recommendations and a framework for HYCA and the projects to use in planning for sustainability.

The report outlines the progress that the HYCA collaboration and the individual projects have made towards sustainability. It identifies key challenges to the sustainability of both the collaboration and the individual services and the variability between services. In doing so the report highlights specific areas of practice that relate to sustainability for projects and the collaboration to be aware of. Furthermore, the findings have led to recommendations and a framework for HYCA and the projects to use in planning for sustainability.

It would be helpful for HYCA to consider the sustainability of the collaboration and the projects separately, as well as the relationship between the two. It is recommended that HYCA develop and prioritise a more formal sustainability strategy and action plan using the recommendations from this report, and that protected time is allocated to monitoring and evaluating these. Importantly, for future collaborative bids, HYCA should define and agree on a 'common core of activity' that does not overstretch individual projects.

A future evaluation on the sustainability of HYCA might make further use of the framework that has been developed to support sustainability planning (See Appendix 2). It might also explore and compare the individual budgets of projects in greater detail. With a renewed recent focus on mental health by the Government and the NHS, with a particular focus on preventing mental health problems, HYCA and projects might wish to explore further funding opportunities in this area and build on the recent relationships developed with local CCGs.[2]

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[2] https://www.england.nhs.uk/five-year-forward-view/next-steps-on-the-nhs-five-year-forward-view/mental-health/ last accessed April 2019

1. Introduction

1.1 Background

1.1.1 The Hampshire Young Carers Alliance (HYCA)

The Hampshire Young Carers Alliance (HYCA) is an alliance of ten young carer services or 'projects' within Hampshire, with the common aim of supporting young carers within the county. One service is part of a national charity, four are local young carer specific charities and the other services form part of other local charities with broader remits.

Originally composed of five young carer projects, the Alliance was formed around 2005 in order for the individual services to work closer together, share good practice and resources, to develop a single county-wide voice, and to advocate and campaign for young carers within the county.

HYCA services are currently funded by a broad range of funding streams, including funding from the local authority. Historically, the services have had different capacities and have worked in varying ways to meet the local needs of young carers. As has taken place nationally over the last ten to fifteen years, some of the HYCA young carer services have complemented the respite activities, clubs and trips that they had generally offered (and that are common to most young carer services), with schools work and a 'whole family approach' to supporting young carers and their families. For some of the HYCA services, this has included employing specific staff to work with families and other staff to provide targeted work in schools.

Between 2011 and 2014, HYCA received funding from the Big Lottery 'Youth in Focus' (YiF) grant for a pilot county-wide project. At the time, only seven of the HYCA services were in a position to join this 'Hampshire Young Carers (HYC)' project. This pilot project employed seven 'Schools Workers' and five 'Family Workers' within the seven funded areas and delivered support to over 1300 young carers and their families. During this period HYCA also developed and advanced what it describes as a **'3-pronged support model'**, with its services offering respite activities, family support and support for young carers in schools.

> **The 3-pronged support model**
>
> This consists of three areas of intervention:
>
> 1. Family support: Aims to support the needs of the whole family and not the needs of young carers in isolation
> 2. Respite support: providing opportunities to young carers to have time away from their caring role, to experience new opportunities and to create peer networks
> 3. School support: Providing awareness, advocacy and opportunities for young carers to engage positively with education

1.1.2   Current provision of HYCA services

HYCA services are currently in contact with 1596 young carers across Hampshire. They are actively providing support to 1109 young carers, including 570 within schools.[3] Services cover both rural and urban areas, with more urban areas covered by services such as Basingstoke, Fareham and Gosport and Havant and more rural areas covered by the New Forest and Romsey.

1.1.3   Big Lottery Funding 2016 – 2019

In 2016 HYCA was awarded additional funding from The Big Lottery in order to roll out and further embed the '3-pronged' support model across *each* of the ten districts within the county where the HYCA services operated and to bring about a more consistent county-wide service. HYCA aimed to achieve this enhanced and consistent service by further developing and strengthening its collaborative working and through sharing resources, such as a new shared database, whilst still maintaining the support delivered by the individual HYCA services that targeted local needs.

1.1.4   The evaluation and aims

Using an allocation of The Big Lottery funding, HYCA commissioned the University of Winchester to undertake an independent evaluation of the work of the Alliance over the three year period from September 2016 to August 2019. The evaluation presented HYCA with an opportunity to explore their service delivery and how the individual services worked together as an alliance. The evaluation had several aims including evaluating the impact that the HYCA collaboration has made to young carers and families, the impact of the collaborative approach, an evaluation of value for money and of the progress made towards sustainability.

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[3] These figures are the most accurate figures that were provided by HYCA .from the database in October 2018. Figures used do not necessarily reflect variations in how individual HYCA services define and record support for young carers.

The aim of this part of the evaluation was to focus on the **progress made towards sustainability** and builds on the initial research that was undertaken on the sustainability of HYCA in December 2017.

This second report on sustainability should be read alongside the initial HYCA Sustainability Report, the HYCA Sustainability Report (version 2) and the report on the impact of the HYCA collaboration.[4]

2. Method

Sustainability of the collaboration and individual projects

For the collaboration to function well and be sustainable, the individual projects themselves must also be in a position to function well, contribute to the collaboration and be sustainable. It was therefore necessary to consider the sustainability of both the individual projects as well as the HYCA collaboration itself.

Questionnaire 1 on sustainability

In December 2017 a questionnaire was developed and administered to the staff from the 10 HYCA projects. A separate shorter questionnaire was completed by the HYCA Lead to complete on behalf of the HYCA collaboration. In January 2018 **a short report was produced**.

Revised sustainability report 1

In October 2018 a revised sustainability report, based on the original data from the questionnaires, was produced which included draft recommendations.

Questionnaire 2 on sustainability and report 1

Two further questionnaires (one for staff from the individual projects (online) and one for the HYCA Lead) were administered in January 2019.

Data from notes and minutes taken from HYCA meetings was used for cross-referencing.

Analysis

Results from the questionnaire in January 2019 were compared to the results from the December 2017 questionnaire. Data from each of the free response questions from both questionnaires was summarised using categories.

Limitations of the methodology

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[4] Phelps, D (2019), Supporting young carers: The impact of the Hampshire Young Carers Alliance (HYCA) collaborative approach. University of Winchester.

- One potential challenge to the methodology is that it relied upon the subjective views of HYCA staff. Where projects were in a difficult financial position this may have impacted personally on staff and therefore might have elicited emotionally biased responses.
- Secondly, it is likely that staff in varying roles completed the questionnaires across the projects. It is likely therefore that their knowledge and understanding of the financial position of their individual projects would vary. Although it was suggested that HYCA staff could complete the questionnaire with a colleague to support them with the financial questions, this had not been stipulated.

3. Results: The Individual Projects

3.1 General sustainability

5

December 2017   January 2019
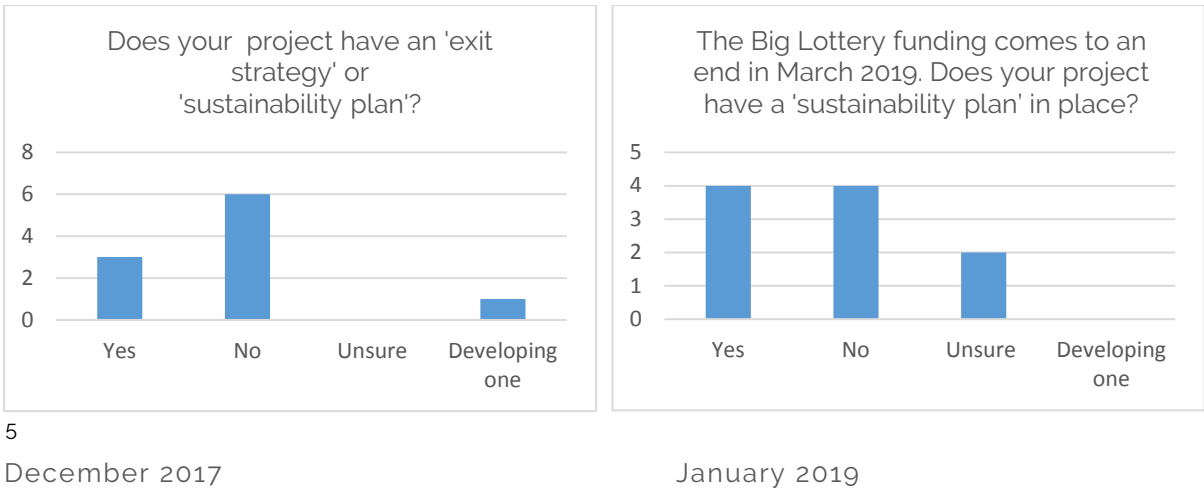
Figure 1: Does your project have an 'exit strategy' or 'sustainability plan'?[6]
(Note the modification of this question in January 2019)

In December 2017, there had been general awareness by projects of the need for a sustainability plan or exit strategy, with 4 projects either having one in place, or in development. However this had not always resulted in any actions by projects. By January 2019 there was a slight shift with how this question was answered by projects. 4 projects now had a sustainability plan in place, however the majority (n=6) still either did not have a plan in place, or were unsure about this.

December 2017   January 2019
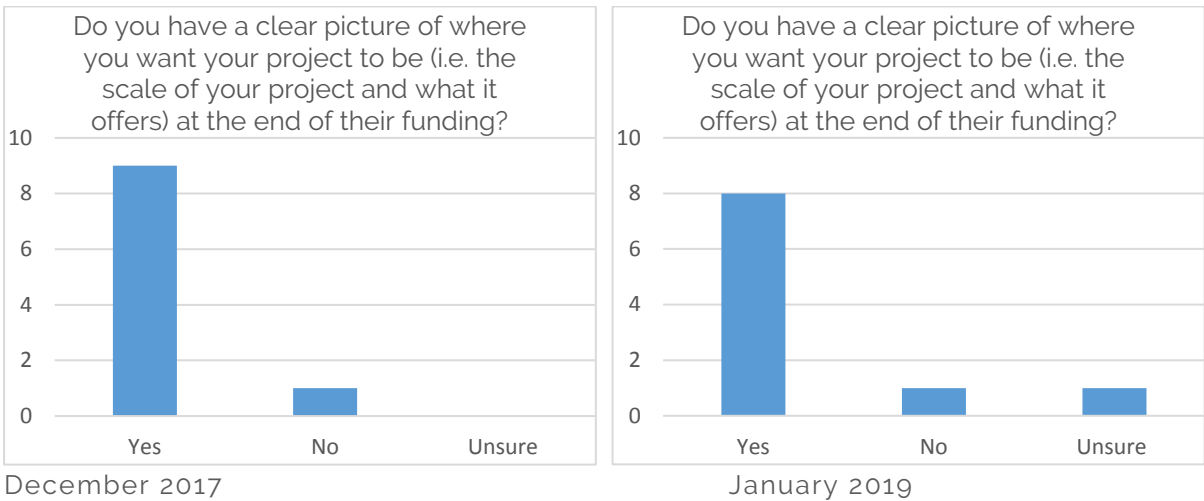
Figure 2: Do you have a clear picture of where you want your project to be (i.e. the scale of your project and what it offers) at the end of their funding?

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[6] Compare this to the question on page 19

All but one of the projects had initially responded that they had a clear picture about the scale of their project and what it should offer at the end of their funding. A couple of projects had indicated that there was a need to further expand their projects. The follow up questionnaire had a similar finding with the majority of projects still reporting that they had a clear picture of where they would like their project to be at the end of the current funding period.
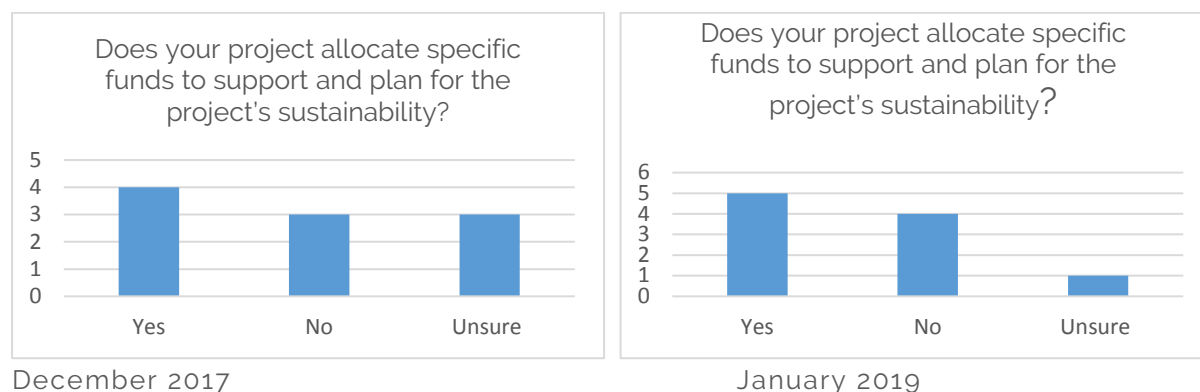
Figure 3: Does your project allocate specific funds to support and plan for the project's sustainability?

In 2017 2 of the projects reporting they had allocated specific funding towards sustainability were referring to 'reserves' being set aside. In 2019 5 projects were allocating specific funds to sustainability and only one project (n=1) (compared with n=3 in 2017) reported that they were unsure whether or not specific funds were being to support and plan for sustainability.
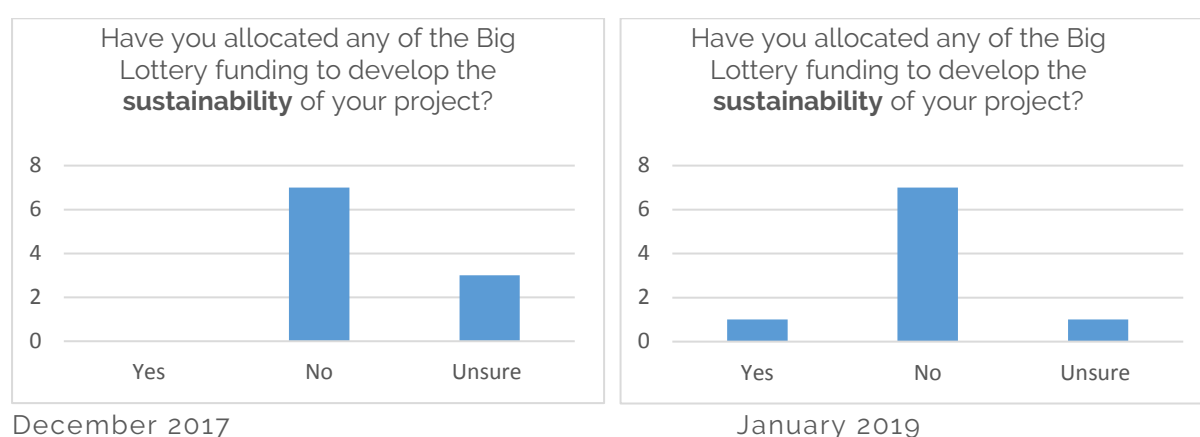
Figure 4: Have you allocated any of the Big Lottery funding to develop the sustainability of your project?

Responses changed little between 2017 and 2019 as to whether or not individual projects had allocated specific funds from the Big Lottery funding to support and plan for sustainability. Big Lottery funding did not appear to have been used at a

project level directly to build sustainability over the long-term, with only one project reporting that it had done so.

Have you allocated any of the Big Lottery funding to develop the **capacity** of your project?

December 2017

Have you allocated any of the Big Lottery funding to develop the **capacity** of your project?

January 2019
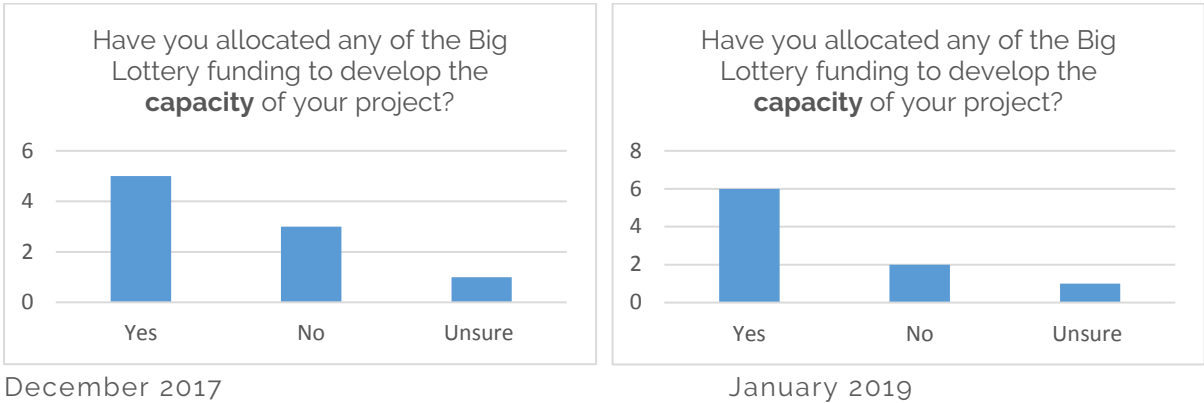
Figure 5: Have you allocated any of the Big Lottery funding to develop the capacity of your project?

In 2019 questionnaire one more project (n=6) than in the previous questionnaire reported that they had increased the capacity of their projects with the funding.

During this period of Big Lottery funding, the project has built its capacity by

December 2017

During this period of Big Lottery funding, the project has built its capacity by:

January 2019
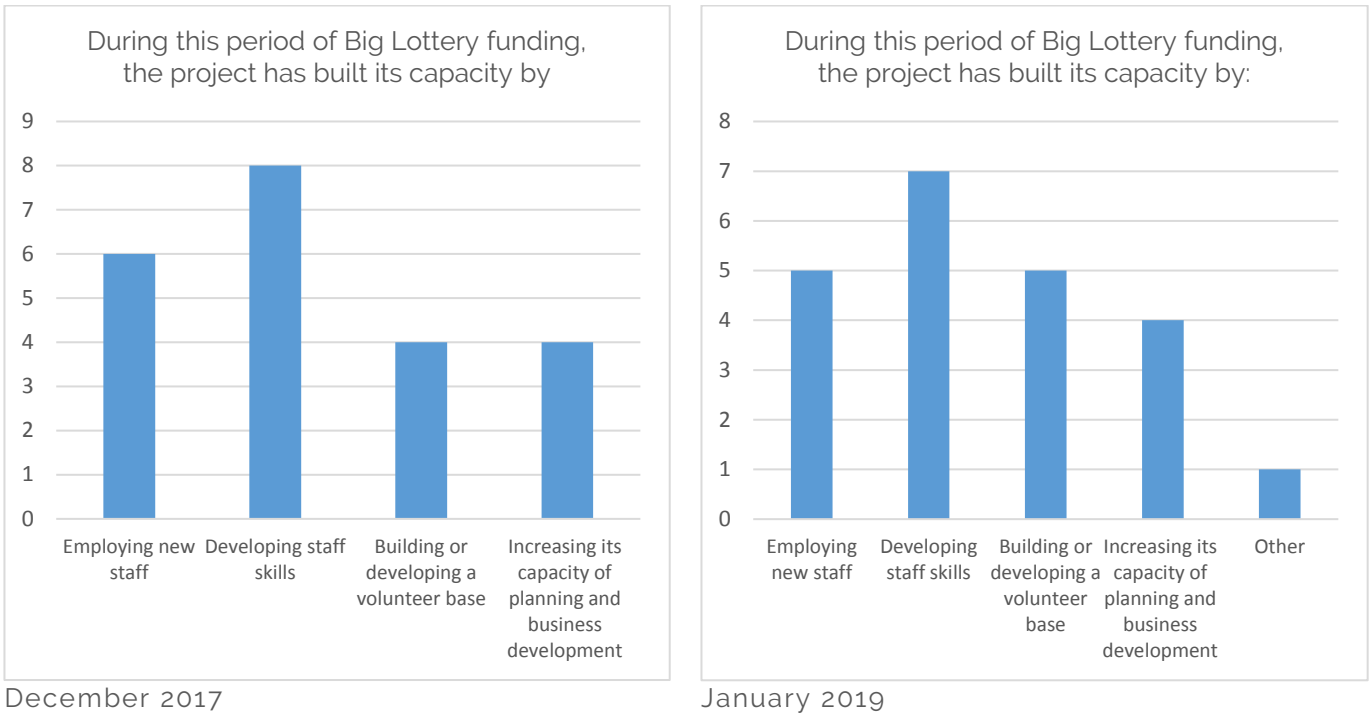
Figure 6: During this period of Big Lottery funding, the project has built its capacity by

Fairly similar responses were given by projects in 2019 and 2017 as to how they had developed their capacity. This was being done in a range of ways, in particular through employing new staff and developing staff skills. Half the projects in 2019 were building or developing their volunteer base and n=4

projects were increasing their capacity through planning and business development.

3.2 Building capacity and sustainable growth

3.2.1 Business planning and development

The responsibility for the business planning and management for the projects was the responsibility in the majority of projects of the managers. For some projects this responsibility was jointly held by a Chief Executive, Treasurer or by an Executive Board or Management Committee.

December 2017   January 2019
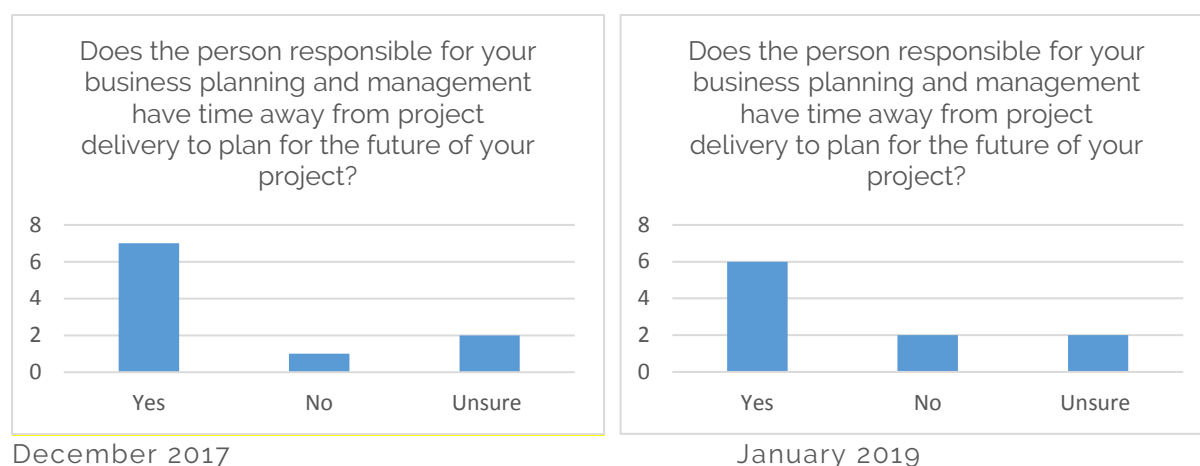
Figure 7: Does the person responsible for your business planning and management have time away from project delivery to plan for the future of your project?

There was little change between 2017 and 2019 in regard to whether the person responsible for business planning and management had time to plan for the future of the project. N=6 projects reported that this was the case, compared to n=7 in 2017. N=4 of the projects in the latest questionnaire reported that this person either did not have enough time or that they were unsure whether they did.

December 2017   January 2019
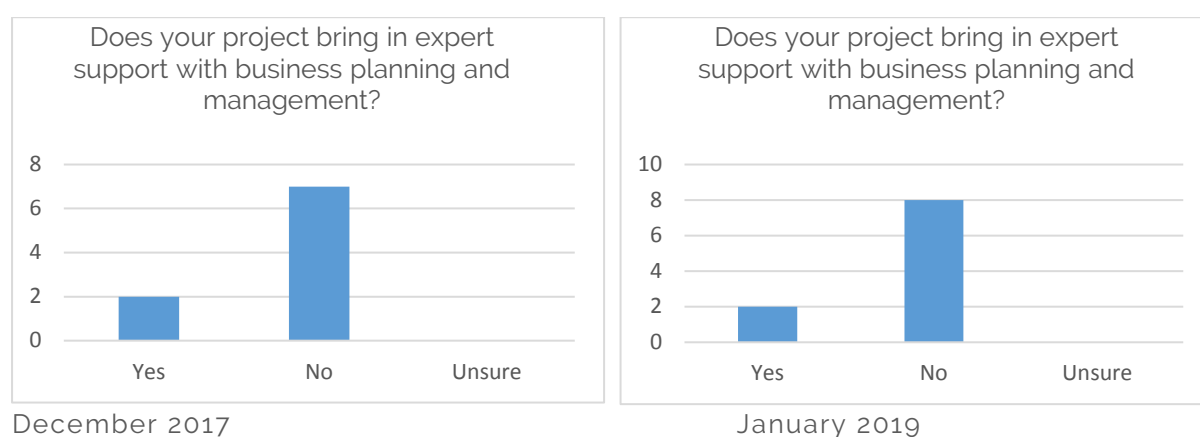
Figure 8: Does your project bring in expert support with business planning and management?

Similarly there was little change between the questionnaire responses in regard to the whether the project brought in dedicated expert support with business planning and management. In 2017 n=3 projects reported that these skills are accessed through trustees and management committee members.

December 2017   January 2019
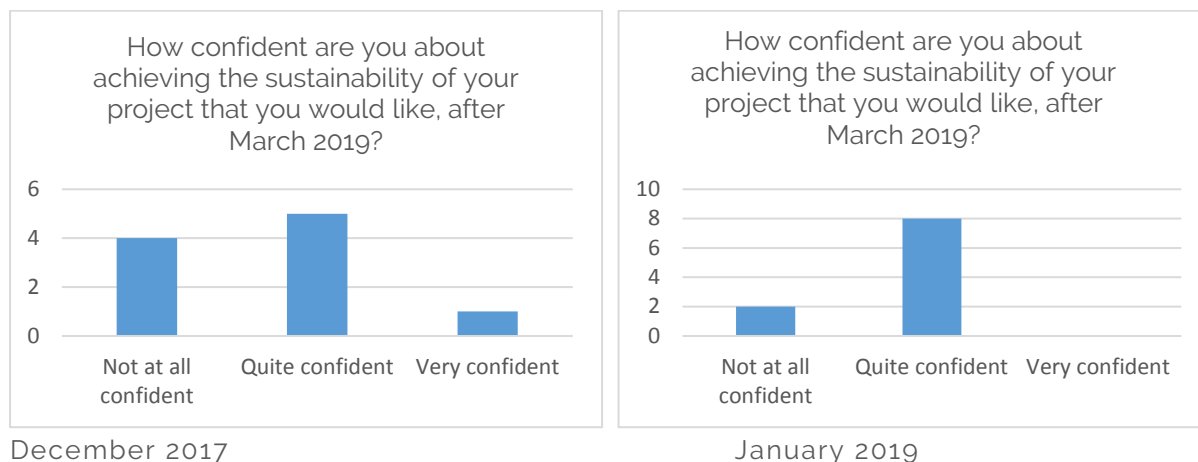
Figure 9: How confident are you about achieving the sustainability of your project that you would like, after March 2019?

Between 2017 and 2019 there was a shift to a more positive view of achieving sustainability by some projects. The most recent questionnaire found that n=8 of the projects were 'quite confident' about achieving the sustainability that they would like after March 2019, However, unlike in 2017 none of the projects were 'very confident'. One of those projects that was 'not at all' confident in 2017 highlighted the need to work in partnership with other local providers and with Hampshire County Council.

December 2017   January 2019
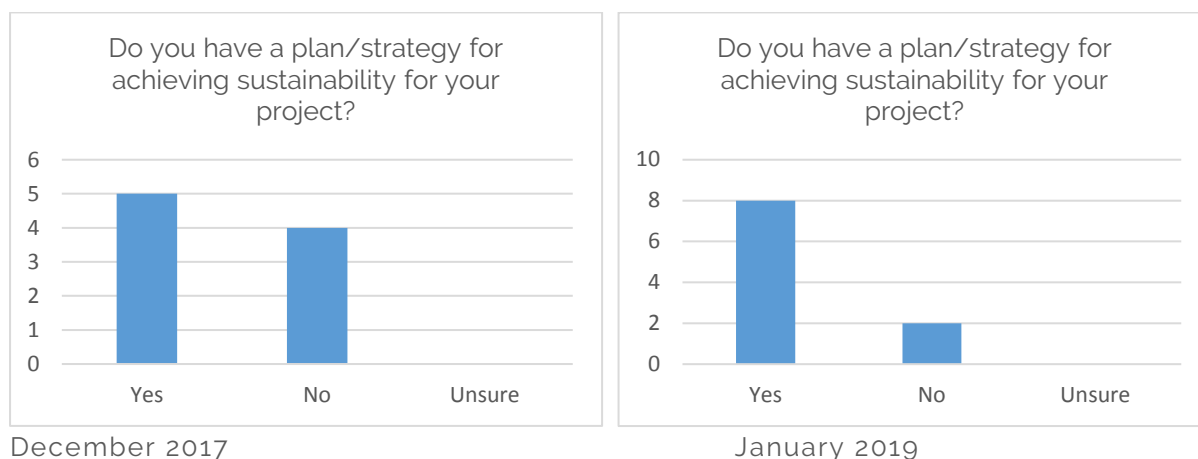
Figure 10: Do you have a plan/strategy for achieving sustainability for your project?

There was an increase in the number of projects (from n=5 to n=8) reporting they now had a plan/strategy for achieving sustainability. Only one project in the latest questionnaire responded that they did not.

Table 1 D: Main steps that projects have taken or plans to develop sustainability are listed in the table below under different themes.

	December 2017	January 2019
1: Developed foundations	• Fundraising strategy in development as part of wider business planning • Have developed better understanding and have better evidence need for a larger service going forward. • Have more confidence about how we deliver the project. Working with HYCA has also given us more shared tools more monitoring and evaluation and sharing good practice.	• Focus on sustaining the core activity of the project, i.e. respite support for young carers. • We have allocated specific time and have a plan in place for the future. • The uncertainty of the Big Lottery and HCC funding makes it very difficult as we can apply elsewhere but if we get both then it becomes impossible to double our programme over a short period of time and then have sustainability going forward. • We look to have a level of provision that we know we [the project] can sustain without trying to grow without future proofing.
2: Funding	• We are constantly seeking funding for different parts of the project and constantly fundraising • We still plan to apply for Big Lottery funding, whether as part of HYCA or alone • Will apply for other funding • Our local team will be supporting our national fundraisers • Being more strategic about our funding applications and the way we breakdown the different areas of our work/sums required to be more achievable • Our fundraisers have the young carers' project as a priority to raise income for it in their business plan • Improved our fundraising • Prepared and planned future small bids	• Started applying for other funding with eighteen months of this funding to go. • Put in other funding bids locally • The project is on the [charity] priority funding list for fundraisers to look for funding • We have identified smaller funding pots to apply to • Apply for future funding with HYCA, apply though [own charity] fundraisers for additional funding. • Securing further funding.
3: New funding methods and streams	• Looking at ways of involving corporate sponsorship to tap into other sources of potential funding	• *Diversification* of funding sources with greater focus on local funding. • Looking at other funding streams, have already secured

	• Develop ways of working with other services within our organisation to look at intergenerational work/activities as there is potential funding/revenue contributions available • Use WRAP training as an income stream • We are looking for alternative methods • Looking at in-kind contributions to the project such as volunteer drivers	some other funding and hoping to develop some *sponsorship ideas*. • Look to *alternative smaller trusts* and funding pots that I have yet not applied to and continue to link with commercial business • *Create fundraising activities* to ensure schools support work continues • Spread of funding; use of *volunteers* • Getting more involvement from the trustees to generate income, so it's not just down to the manager to sustain the service. Increase volunteers base and expertise to support governance and day to day activities
4: Building profile and relationships	• We have worked hard on building our profile and working with community organisations, local businesses and schools in the area to embed the need for the project in the community • Launched the Young Carers service new website • Developed relationships with our CCG who have also facilitated links with other agencies • General awareness raising • New link with a local social enterprise which supports corporate social responsibility activities to support charities. (This will take the form of a partnership with corporates to provide material and financial support to the project.) • The service is now known to all agencies and organisations in the area and working in partnership/networking on all levels.	• Increased partnership working with other agencies/organisations. HYCA collaboration working across Hampshire; Increased awareness; Assisted another project in their delivery by supplying staff and expertise • To work with HYCA but also to look at our local community and continue to build upon those links we have made.
5:	• Develop transition support for young carers aged 16-17	• Replacing staff or expand on volunteer expertise.

New ways of working	and young adult carers 18-24 years; • Look at feasibility of building family support into linked local services, such as social prescribing service funded by our local CCG and managed by our charity as a lead agency • Maximised links to other agencies, developed new ways or working, streamlined several aspects • We have tried to develop some partnership work to help share the costs of activities	• I was given a small amount of extra time to look into ideas and apply for funding.
6: Maintaining status quo	• Sustain respite support element of the project.	• Few [steps taken] as directed by board that funding would not be an issue
7: Scaling Back	• Scale back family support • Scale back in-school support to be manageable within existing means • We have staff on fixed term contracts • We have projects which will finish before 2019	
8: Cost effectiveness		• Continuing to verify that we are getting value for money e.g. venue hire, and maximising all opportunities for gifts in kind from local support sources.
9: Using reserves	• Using reserves to bridge any gap in funding • Increasing our reserves by £40,000 to ensure we have 12 months running costs	
10: Further development	• Building networks, piloting parent services, using staff skills from main charity to support HYCA work	• Developing post 16 transition support programme with our local Clinical Commissioning Group. • Young Carers Support and respite; Whole Family Support; School Support.

3.2.2 Barriers to developing a sustainability plan or strategy

As in the first questionnaire (60% of the projects stated that 'time' was the greatest barrier to developing a sustainability plan/strategy), the main reason in 2019 cited as a barrier to developing a sustainability plan was lack of time.

> 'Time, there is little time left over in such a demanding field to allocate time to this.'

Other responses were 'lack of higher support' and 'communication with trustees'.

3.2.3   What else do projects need to achieve sustainability?

The responses to the question about what else projects needed to achieve sustainability after March 2019 are listed in the table below under different themes.

Table 2: What is needed to achieve sustainability based on HYCA responses to survey. (See original report on sustainability for full list of responses to Questionnaire 1.

	December 2017	January 2019
1: Collaborative work: Strategy and direction	• Strategic clarity – re HYCA • Direction and collaborative work from HYCA to apply for future consortium applications • Sustainability plan • To do some focussed work on sustainability, to start actually working on post 2019	• Cooperation from HYCA partners for the joint funding. We already have a clear idea of where we would like to be. • Continue to diversify and look to new avenues for the provision of our service • Clarity on the direction HYCA is taking in terms of identifying shared outcomes and how we can respond locally to those delivering on this
2: Collaborative work: Partnerships and direction	• Strategic clarity – re other potential partnerships • Ongoing membership of the HYCA partnership, so that we continue to engage with key stakeholders such as Hampshire County Council both for strategic and funding purposes • Key partners brought into work in alliance	
3: Clarity from funders	• For Hampshire to take their statutory responsibilities seriously • Meeting with Hampshire planners re children services, funding for young carers etc., open frank communication about budget allocation in this area for 19/20, Hampshire's support service plan if no new tender/contract	• An urgent answer from the Big Lottery and HCC
4: Data	• Project data • Hampshire data • The ability to use monitoring and evaluation data and information to inform project	

	development plans and fundraising	
5: Funding	• A large 3 year grant for core funding • Funding • Further long-term funding	• Diverse sources of income. • We need some more funding to maintain current staffing levels but could cut some hours and scale back slightly with the current funding we have in place. • funding • Financial assistance • Funding • Large grant funding to replace lottery,
6: Time	• Time allocated to future business planning	
7: Other	• Free own/shared premises (peppercorn rent)	• Exit strategy for certain areas of work to bring us down to a staffing level we can realistically fund

3.3   Following the Big Lottery Funding

What proportion of your overall budget comes from the Big Lottery Funding?

December 2017

What proportion of your overall budget comes from the Big Lottery Funding?
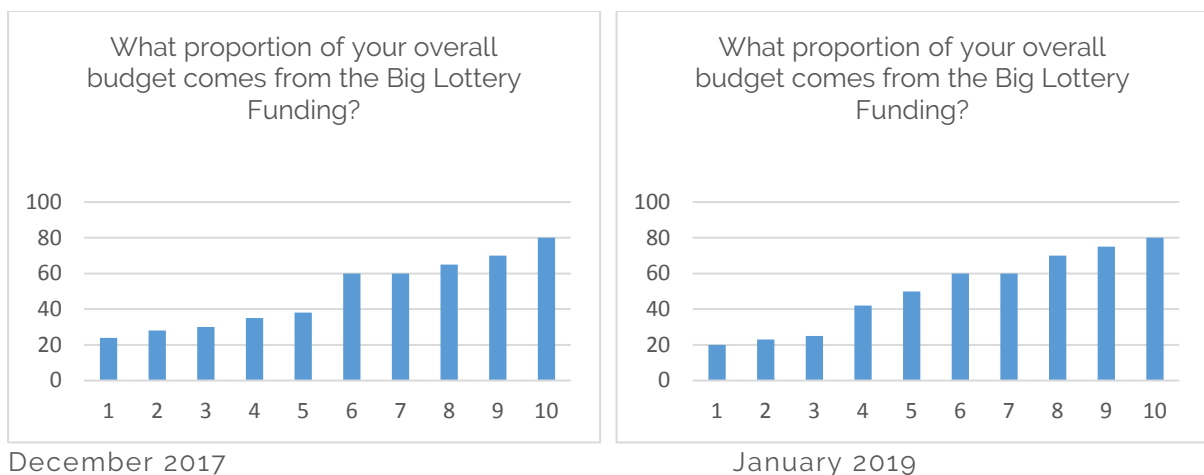
January 2019

Figure 11: What proportion of your overall budget comes from the Big Lottery Funding?

The results in January 2019 were very similar to those in December 2017. The proportion of the projects' budgets coming from the Big Lottery funding was very varied, ranging from 20% in one project to 80% in another and the mean being 50.5%. There was significant reliance by projects on this funding, and as it was in 2017, the Big Lottery funding accounted for over 50% of the budget of five of the projects.

3.3.1 The effect of the Big Lottery funding ending

| December 2017 | January 2019 |
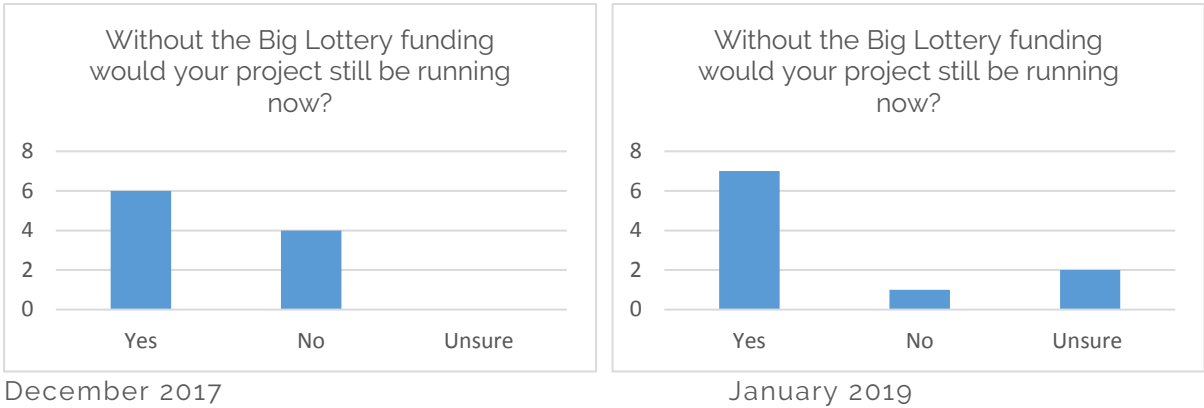
Figure 12: Without the Big Lottery funding would your project still be running now?

As in December 2017 the majority of project staff reported that their project would still be running without the funding from the Big Lottery, Only one project (compared to n=4 projects in 2017) reported that they would not still be running without this funding, however a couple were unsure.

| December 2017 | January 2019 |
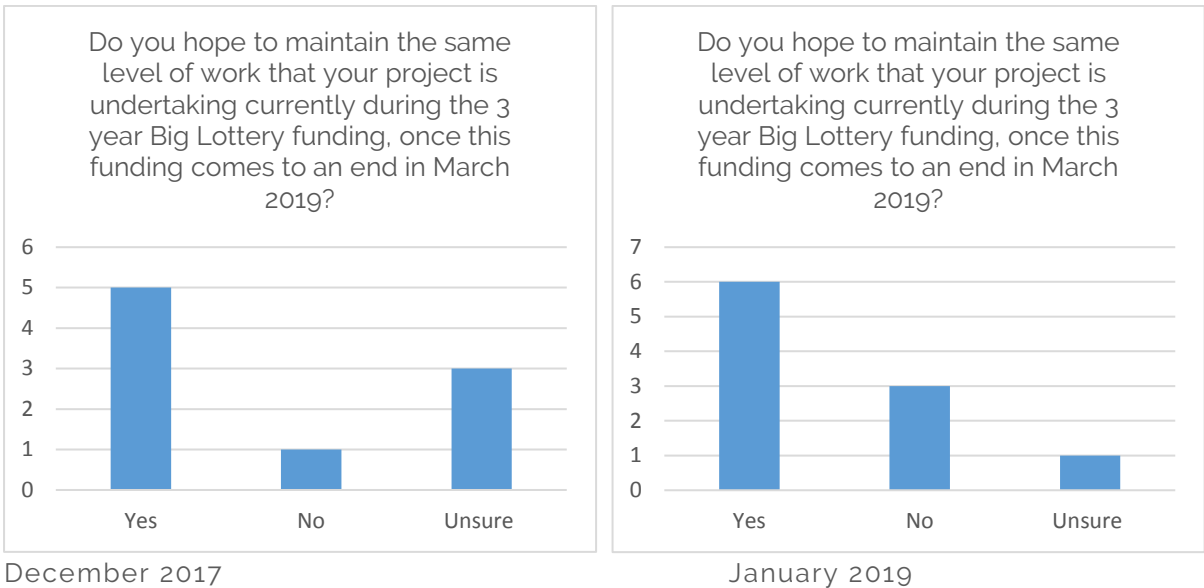
Figure13: Do you hope to maintain the same level of work that your project is undertaking currently during the 3 year Big Lottery funding, once this funding comes to an end in March 2019?

In the most recent questionnaire six of the projects reported that they hoped to maintain the same level of delivery after the Big Lottery funding ended in March. Four projects however (as in 2017) did not hope to maintain the same level of work, or were unsure about this.

Once the Big Lottery funding ends in March 2019, will your project have to reduce its delivery (as things stand currently) ?

December 2017

Once the Big Lottery funding ends in March 2019, will your project have to reduce its delivery (as things stand currently) ?

January 2019
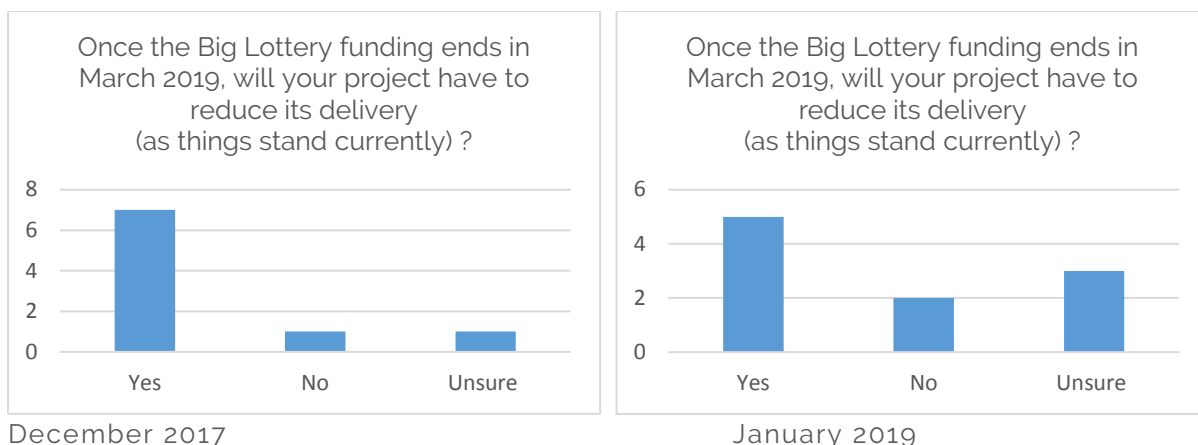
Figure14: Once the Big Lottery funding ends in March 2019, will your project have to reduce its delivery (as things stand currently)?

Despite the majority of projects hoping to maintain the same level of work after the March, (see above) only n=2 projects reported that they would not have to reduce what they delivered as projects. Five of the projects felt they would have to reduce their project delivery and n=3 were unsure whether they would.

Responding to the question in January 2019 about what the effect would be on their project further if funding was not secured, projects responded in three main ways: (1) They would have to use reserves (2) They would need to scale back and reduce their delivery or (3) that they would have to re-shape their project delivery.

Use of reserves

- *We would have to look to reserves for the short term*
- *We'd have to use our reserves until will found additional funding*

Scaling back and reduction in service

- *We will be able to continue to an extent but things and staff hours may need to be scaled back as we haven't completely secured enough funding at the moment to maintain the service as it is*
- *Skeleton service funding permitted*
- *Short term reduction in provision*
- *We would have to reduce the amount of time spent on family support.*
- *Some projects across Hampshire cease. Reduced delivery. No support for young carers and their families as a whole*
- *A reduced project, staff cuts, longer waiting lists for home visits and accessing the project. Reduction in support young people receive. Reduction in time spent in meeting e.g. hubs, HYCA, child protection*

Re-shaping

- *It would mean we may need to re-shape how we work to fit alternative funding*
- *I believe we were naive to believe that the level of delivery could be continued, the work needed to raise the funds is disproportionate to the value of some of the work (i.e. we could easily withdraw from non-essential work to take pressure off extra fundraising). We will reduce delivery whatever our financial situation.*

3.4 Status of future funding for individual projects and views about future joint HYCA funding

December 2017   January 2019
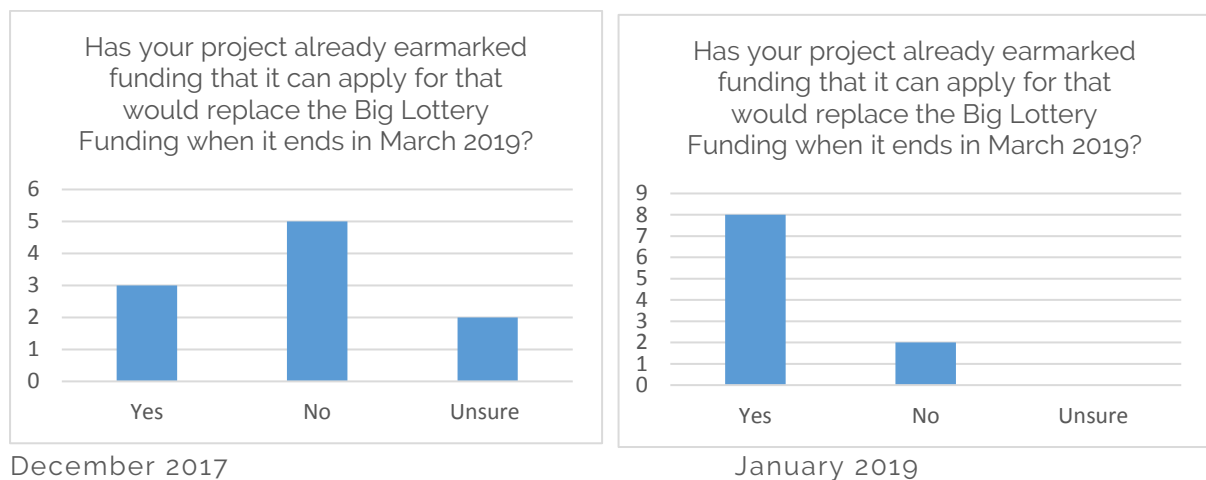
Figure15: Has your project already earmarked funding that it can apply for that would replace the Big Lottery Funding when it ends in March 2019?

There was a positive shift between the two questionnaires with regard to whether projects had earmarked funding to replace the Big Lottery funding. Compared to n=3 projects in 2017, a majority (n=8 projects) reported having earmarked replacement funding.

In January 2019, the proportion of the Big Lottery funding that these other funding sources would replace for projects were reported to be (in descending order):

1: 100%   6: 60%
2: 100%   7: (Already have about 50-60% secured, waiting to hear about some other funding)
3: 80-100%   8: 50%
4: 85%   9: 25%
5: 75%

From n=9 responses

For the year (April) 2019-2020 what proportion of your budget is secured?

120
100
80
60
40
20
0

1 2 3 4 5 6 7 8 9 10

December 2017

For the year (April) 2019-2020 what proportion of your budget is secured?

100
80
60
40
20
0

1 2 3 4 5 6 7 8 9 10

January 2019
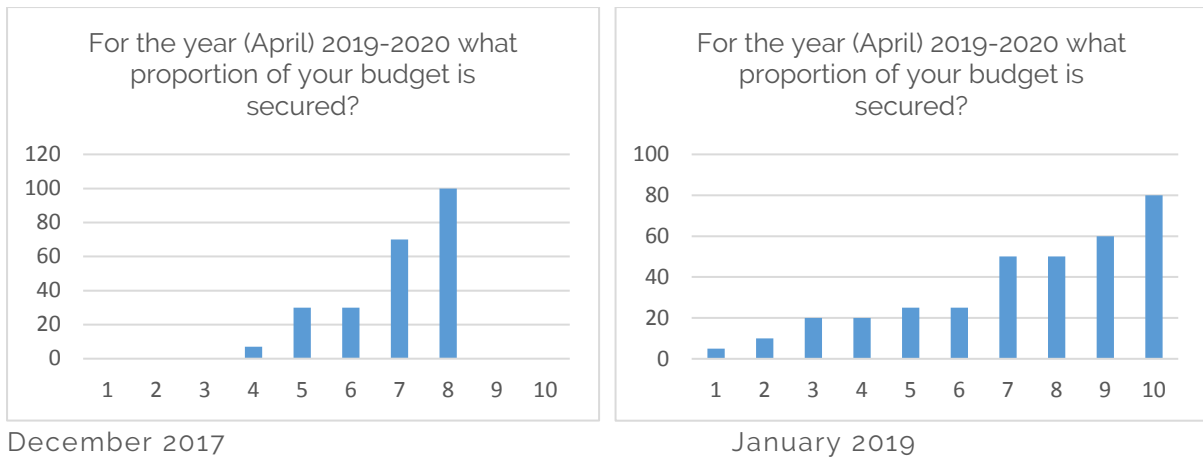
Figure 16: For the year (April) 2019-2020 what proportion of your budget is secured?

Generally across the ten projects there was an increase in the proportion of project budgets that had been secured for the financial year 2019-2020. This varied however significantly across the projects (from 80% for one project, to just 5% in another). Only n=4 of the projects had secured 50% or over for this upcoming financial year, although this had increased by two projects since December 2017.

How many months of reserves does your project have?

14
12
10
8
6
4
2
0

1 2 3 4 5 6 7 8 9 10

December 2017

How many months of reserves does your project have?

20
18
16
14
12
10
8
6
4
2
0

1 2 3 4 5 6 7 8 9 10
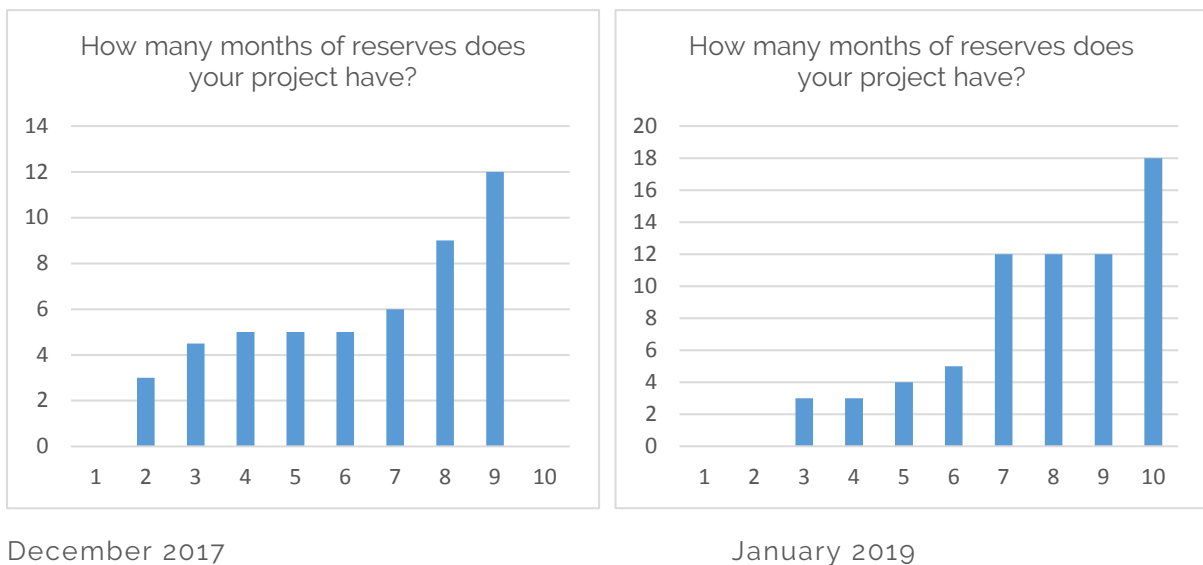
January 2019

Figure 17: How many months of reserves does your project have?

There has been a significant increase in the number of months of reserve funding that projects held. Four projects in January 2019 held 12 months of reserves or above, with one project holding reserves of 18 months. However, there is a large gap between these four projects and the other six projects. Two of these held no reserves at all and the other four had between three and five months' worth of reserves.

December 2017   January 2019
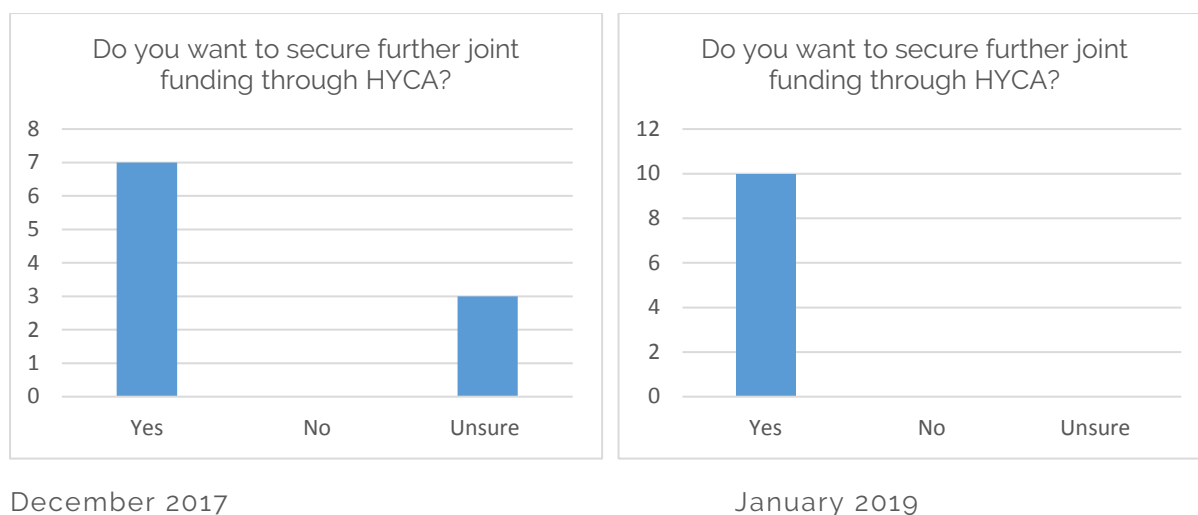
Figure 18: Do you want to secure further joint funding through HYCA?

All ten projects stated that they wished to secure further joint funding through the HYCA collaborative. Three projects had therefore changed their position on this since December 2017.

December 2017   January 2019
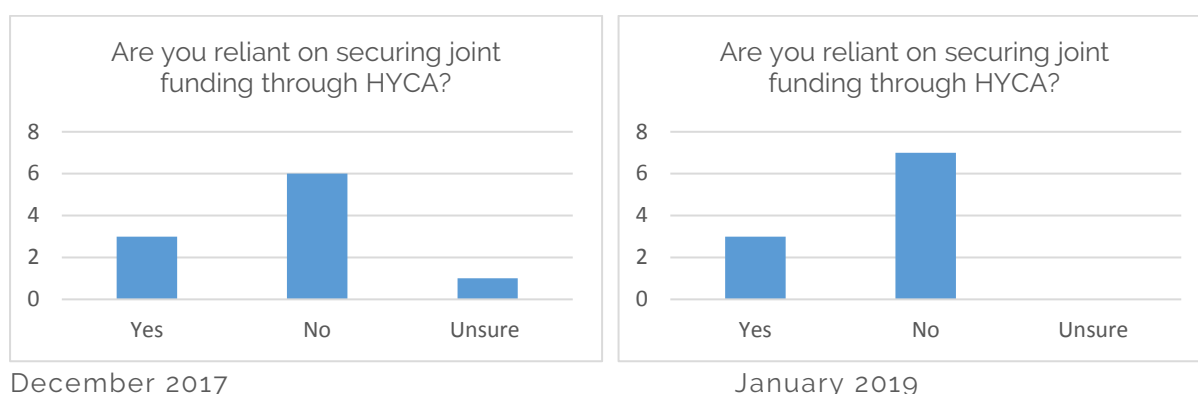
Figure 19: Are you reliant on securing joint funding through HYCA?

As in December 2017, in the latest questionnaire n=3 projects still saw themselves as being reliant on securing joint funding through HYCA. Generally the amount that individual projects reported was needed through HYCA joint funding was less than had been reported in 2017. The four valid responses to the question 'If 'yes' how much per annum do you need?' were:

- £27,000; £37,000; £20,000; 25,000 (approx.)

What proportion of your total budget do you hope to secure as joint funding through HYCA?

December 2017

What proportion of your total budget do you hope to secure as joint funding through HYCA?

January 2019[7]
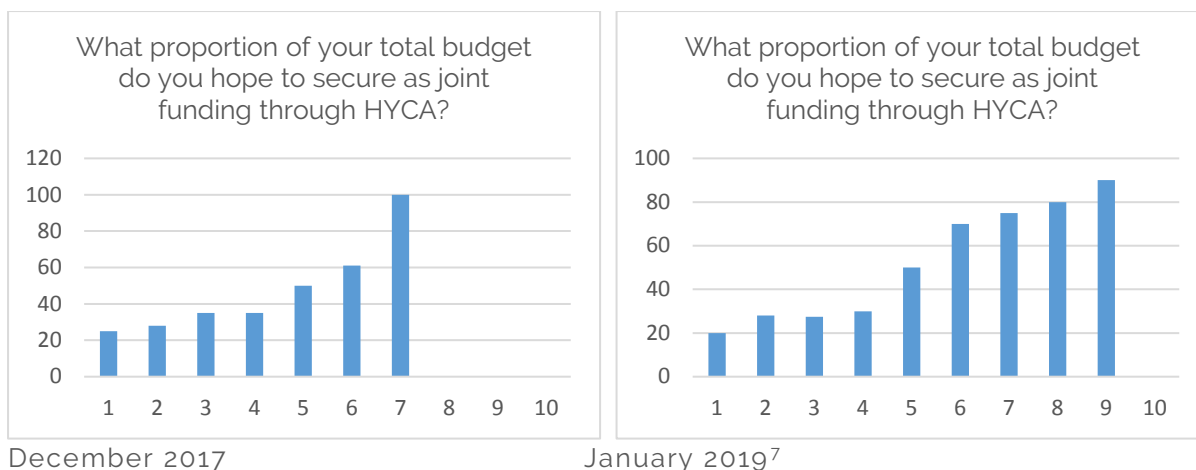
Figure 20: What proportion of your total budget do you hope to secure as joint funding through HYCA?

In the latest questionnaire, half the projects (n=5) reported that they hoped to secure 50% or more of their budget as joint funding through HYCA. For six of these projects (n=6) the proportion of their total budget that they hoped to secure through HYCA was higher than the current level with one project hoping to secure 90% of their budget through collaborative joint funding.

Do you think your service is in a more sustainable position than before the Big Lottery funding began in 2016?

January 2019
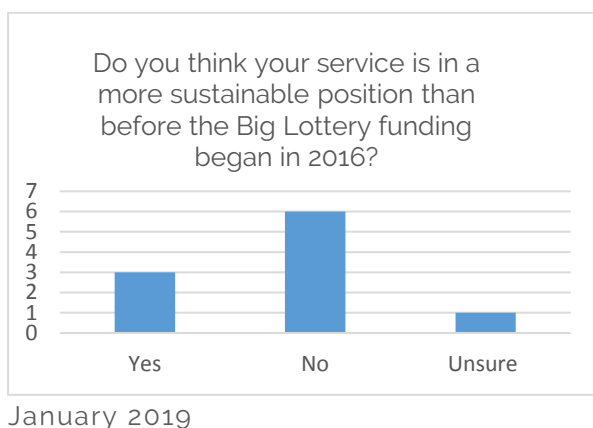
Figure 21: Do you think your service is in a more sustainable position than before the Big Lottery funding began in 2016?

Asked whether they felt that they were in a more sustainable position than before the Big Lottery funding began in 2016 only n=3 project staff reported that their projects were. The majority (n=6) did not.

Reasons given for why projects were in a more sustainable position:
- We started planning for the end of the funding much earlier, as I didn't want to be in the same position that we were last time. I think the

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[7] Mean taken when a range was reported

database is a massive improvement as well and makes reporting and collating information easier.
- We have become a more robust service and have been able to offer different services.
- Higher profile of the project. Greater confidence and competence to deliver young carers' respite provision locally. Good connections with Children's Services and schools developed. New connections with our Clinical Commissioning Group and other agencies dealing with carers/young adult carers.

Has the HYCA collaboration brought in further funding for your service?

	Yes	No	Unsure
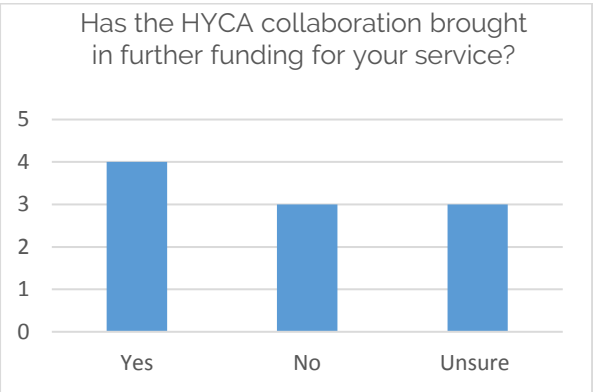
January 2019

Figure 22: Has the HYCA collaboration brought in further funding for your service?

The majority of projects (n=6) reported that the HYCA collaboration had not brought in further funding for their service or were unsure whether it had. A couple of the projects reported the extra money (£195 000) brought in from NHS England for training and running the WRAP[8] programme.

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[8] Wellness Recovery Action Programme

4. Results: The HYCA Collaboration

4.1 Barriers to sustainability

Little if any progress towards sustainability had been made by December 2017. At that point, no plans for securing future joint funding through HYCA following the Big Lottery funding had been made (although the CCGs had been identified as a potential funder) and a sustainability plan had not been developed for HYCA. Central funding had been allocated at the start of the project for the HYCA Lead to oversee the strategic role and the sustainability of the collaboration, although it was felt by the HYCA Lead that there had been insufficient time to lead the projects as well as focus on sustainability.

> *'There are not enough hours to lead the projects and focus on the sustainability element of the project.'*
> (HYCA Lead)

In December 2017 the barriers to developing a sustainability plan/strategy for HYCA were described by the HYCA Lead as *the lack of understanding regarding commitment of partners, lack of 'buy in', time, commitment.* These issues were also regarded at that point as barriers to the sustainability of the HYCA Alliance itself, along with finding a suitable funder for the size of the [HYCA] collaborative project. One year later, the commitment from partners and lack of leadership time were still both regarded by the HYCA Lead as barriers to sustainability, however they also identified the size of the alliance and the local differences between projects as being additional barriers.

The responsibility for securing joint funding for HYCA in December 2017 according to the HYCA Lead was on all partners and to achieve sustainability after March 2019 was HYCA required *'commitment, 'buy in', honesty and openness from partners.'*

4.2 Steps towards sustainability

Following the initial report on sustainability, a sustainability meeting was held with project trustees in June 2018. It was agreed that HYCA projects would continue to work together to source funding and that central funding would be allocated specifically to fund a member of staff to lead on fundraising for HYCA; to work on an application for the Big Lottery, a future HCC Tender as well as on other funding bids. This funding was also used to run workshops with partners with a focus on determining activities to be run by HYCA and common outcomes that HYCA should work towards. At the time of writing it was agreed upon that future bids would take into consideration the smaller projects within HYCA to ensure that they would be able to meet any proposed outcomes.

Furthermore, plans for achieving sustainability were currently being finalised.

Although no further joint finding had at the time of writing been secured by the collaboration, HYCA had by January 2019 made further initial application to the

Big Lottery and were planning to apply to the HCC Tender as soon as this was released. Other options were also being scoped and a meeting with the CCG had been arranged to look at the possibility of health funding.

All partners were still deemed responsible for securing joint funding for HYCA the following year, however following the decision to allocate funding specifically for this work, two projects were now taking the lead on this until the end of the current project. In order for achieve sustainability going forward, the Lead felt that it was necessary that all projects worked together and for everyone to be *'on the same page moving forward'.*

> *'I think we have learnt a lot and so now know what works and what hasn't worked to ensure we can improve the partnership moving forward.'*
> (HYCA Lead)

5. Discussion

The overall aim of this part of the evaluation was to evaluate the progress that HYCA has made towards sustainability. The main finding is that there are a range of indicators that show progress by the HYCA collaboration has taken place during the three year project. Progress has been made by HYCA as a collaboration, as well as by individual projects, however, the projects themselves have not achieved similar levels of sustainability.

5.1 Lessons learned and steps taken by the collaboration

Several key decisions and steps have been taken by the HYCA collaboration in an effort to work collaboratively towards sustainability. Firstly, the fact that a meeting was held that focussed on sustainability and which trustees attended, shows not only that sustainability has been taken seriously by HYCA projects, but that a collaborative solution is viewed as preferable. Secondly, the concrete steps that have been taken by the HYCA collaboration to fund a member of staff to lead on funding bids (and lead on a subsequent application to the Big Lottery) would seem to be a logical step forward in line with the principle of collaboration. Centralising this function has the potential (if successful in drawing in joint funding) to significantly reduce the workload of individual projects and is likely to be particularly beneficial to the smaller projects.

The workshops that have already been run with projects and which focussed on the development of outcomes is a good indication that HYCA is responding to the lesson learned during the project that early 'buy-in' and consensus by projects is crucial. It will be important for future funding bids (especially for large funding applications) for HYCA to allocate adequate time to this process to enable a consensus to be arrived at among the projects. Another lesson that HYCA has learned has been to view and treat the projects differently for example by recognising the capacity of the smaller projects when developing proposed outcomes for collaborative bids.

5.1.1 Additional collaborative funding and sustainable development

Although not recognised by the majority of projects, the collaboration had brought in significant additional funding through the NHS to train staff and to run the WRAP workshops. These workshops however had not been maintained by the majority of services. Furthermore, in the first questionnaire it had been proposed that the WRAP training itself might have opened up an income stream for projects. This appears however not to have happened.

This is an interesting example of successful development work by the collaboration (and a further successful collaborative bid) which had not however, as yet, been made sustainable. It would be useful for individual projects and HYCA to consider together the reasons for this. Lessons learned may be helpful in developing sustainability plans for each new piece of work that is developed.

5.2   Lessons learned and steps taken by individual projects

As discussed previously, for the collaboration to function well and be sustainable, the individual projects themselves must also be in a position to function well, contribute to the collaboration and be sustainable as individual projects.

As with the HYCA collaboration, there are indications that progress towards sustainability has been made by individual projects. This is despite only three projects *reporting* that they were in a more sustainable position than before the Big Lottery funding began. Firstly, and positively for the collaboration itself, all ten services stated that they now wished to secure further joint funding through the HYCA collaborative. Secondly, based on other responses to questions about the status of projects following the Big Lottery funding, there had been a positive shift in the confidence of the HYCA staff in relation to the sustainability of their projects. Eight of the projects for example were 'quite confident' about achieving the sustainability that they would like after March 2019 and more importantly there is evidence that individual projects have begun to focus more on sustainability and had either taken steps, or had planned to take steps, towards becoming more sustainable in a range of different ways:

5.2.1   Sustainable planning

The number of projects reporting that they now had a plan/strategy for achieving sustainability had increased by three from the previous year. Only one project in the latest questionnaire responded that they did not have a plan/strategy. However, this differed from responses to the similar question asking whether projects had a 'sustainability plan' in place. Only four projects (still an increase of one) answered positively to this question. One explanation of this is that although the majority of projects do have a plan/strategy for sustainability, not all of these have developed this plan into a *formal* sustainability plan.

A few of the projects were now clearly more aware of the need to grow their projects in a more sustainable way, for example by allocating additional staff time to fundraising, focussing on value for money and profiting from in-kind support from local sources, as well as building or developing their volunteer base (which half the projects were now doing). One project lead highlighted the need to *'focus on sustaining the core activity of the project'* whilst another stated they were looking to have *'a level of provision that we can sustain'*.

Similarly, some of the projects had recognised the need to focus on the sustainability of priority areas of delivery, rather than expanding into other areas that could not be sustained.

5.2.2   Progress with funding and budgets

Projects have also made progress with their individual funding. Eight projects compared to just three in December 2017, had earmarked funding to replace the funding from the Big Lottery and generally across the ten projects, there was an increase in the proportion of project budgets that had been secured for the

financial year 2019-2020. By January 2019, four projects had secured over 50% of their budgets which was double the number in December 2017. There was however a large gap between the funding secured by these four projects and that secured by the other six projects (which had only secured 25% or less of their budget). This large difference between the financial health of the HYCA projects is also reflected in the amount of reserves that projects held. Four projects held over 12 months of funding, whereas none of the other projects reported more than 5 months of reserves. Three of the projects had *both* significantly more reserves *and* a significantly high proportion of their budget secured than the other projects.

The current funding landscape often necessitates services diversifying their fundraising strategy and thinking creatively about new ways to draw in funding. Several of the projects seemed to be doing just that and reported making progress with their approach towards fundraising. Projects reported taking steps forward by making fundraising a priority; diversifying their approach; applying for funding early, (18 months in advance for one project) identifying and applying for local or smaller funding pots. In addition, developing sponsorship ideas, creating fundraising activities for specific areas of work (schools work) and drawing in support through fundraising activities by trustees and volunteers had been planned by individual projects. All of these innovations however require time to implement and this is something that projects report is lacking. It might be helpful for HYCA to consider whether any of these innovations in approaches to fundraising (such as volunteer recruitment) could be centralised, and whether new funding models could be trialled by individual projects and resources and tools developed, before the model is rolled out to the other projects.

5.2.3   Strengthening profile and collaborations

Some of the projects had invested time in building their profile and forging new local collaborations. These developments were highlighted by a few projects as steps towards sustainability. Although it is hard to make direct links, these activities can create further funding opportunities and therefore create potential to build sustainability in the long-term. At least one these new collaborations had developed a further strand of working, (supporting the transition of young adult carers). It was unclear however from the questionnaire whether or not this or the other collaborations were sustainable.

Although responses to the questionnaire by HYCA projects primarily focussed on funding, some projects clearly held a broader view of sustainability which is important since sustainability depends on multiple factors. Long-term sustainability is likely to be strengthened where sustainability planning is multi-pronged and includes for example cost effectiveness, developing new ways of working, building collaborations and raising the profile of projects (See Annex 1).

5.3   Challenges to sustainability

5.3.1   Reality of the funding environment

The progress and level of sustainability achieved by projects must be considered in the context of the reality of the current funding environment and this was highlighted by project staff as being a challenge. Indeed, the current funding climate presents challenges for services such as the young carer projects since they are generally providing a free service for young carers and families.

> *'However, financial sustainability will always be a challenge for services which are supplied free at the point of delivery.'*
> (HYCA staff)

The reality is that funding is difficult to acquire, and generally services must continually develop 'new projects' and rotate funding applications for large pots of funding. This can lead to services arriving at a 'cliff-edge' with regards to funding and needing to reduce their level of delivery before increasing it once again if and when they are successful with subsequent funding bids. This makes the long-term development of services challenging and can necessitate services addressing an immediate funding 'cliff-edge' whilst in parallel developing a broader and more long-term sustainability plan.

5.3.2   Challenges to the sustainability of individual services

There were challenges for projects in developing sustainability. The most common challenge cited by project staff (echoing findings from the questionnaire that focussed on collaboration) was not being able to allocate sufficient time to address sustainability.

> *'Time, there is little time left over in such a demanding field to allocate time to this.'*
> (HYCA staff)

As stated above, at least one project had ring-fenced additional time for staff to develop their funding strategy but generally it appears that the person responsible for your business planning and management did not have sufficient time to undertake this aspect of their work. It would be helpful for projects to look into the reasons why this is the case. Is there simply not sufficient time for this aspect of their work, or are there other reasons why staff feel that time is a barrier? Is it perhaps that this essential development work is not being protected (ring-fenced) by projects? Although developing sustainability is viewed as important, is there a lack of urgency (relative to the ongoing delivery of a service) preventing it from being prioritised until it becomes critical? Allocating sufficient time to the development and sustainability of projects is essential and if this is not prioritised and embedded into the ongoing work of a project then the level of urgency for this is likely to become critical at some point. Projects therefore should reflect on how to protect and fund time for staff to work on developing

and sustaining projects and consider whether management costs are really providing the time necessary for this essential work.

5.3.3   Reliance on the Big Lottery

There was significant reliance by projects on the funding from the Big Lottery, and as it was in 2017, this funding accounted for over 50% of the budget of five of the projects. Without this funding one project reported that it would not still be running and two others were unsure whether this was true. Furthermore, five of the projects stated that they would have to reduce their service delivery once this funding had ended. The large Big Lottery funding has been hugely beneficial to the services however, when this comes to an end, this has the potential of impacting considerably on some of the projects. Going forward, it would be worth individual projects considering the most appropriate level of funding for their own project from large collaborative bids and not necessarily seeking the highest amount available. Furthermore, where possible, tiered and tapered funding models could be considered which are bespoke for individual projects and which complement their own individual current funding position.

Despite a general increase in the confidence of staff about the sustainability of their projects, several projects were unsure whether they would have to reduce their service delivery after March 2019. This uncertainly for projects, just a few months before potentially cutting services, is unhelpful for those receiving services, staff and does not help projects in planning their delivery and developing their service.

Uncertainty of funding can also force projects to make multiple funding applications for large amounts of money and potentially commit themselves (if they do not wish to turn funding down) to an unrealistic delivery model that can't be sustained in the future. This potential expansion and contraction of service delivery is clearly a challenge for the projects with the current funding landscape and is not helpful for the young carers and families receiving services, nor for staff who are on short term contracts. This can be mitigated perhaps by diversification and staggering of funding streams and achieving a more sustainable base from which to develop.

5.3.4   Dependence on communications from funders

Projects were also found to be very dependent on funders such as Hampshire County Council clearly communicating future funding opportunities in advance, and projects highlighted the importance of this in enabling them to build in a sustainable way.

'The uncertainty of the Big Lottery and HCC funding makes it very difficult as we can apply elsewhere but if we get both then it becomes impossible to double our programme over a short period of time and then have sustainability going forward.'
(HYCA staff)

5.4 Challenges to the sustainability of the collaboration

5.4.1 Mutual dependency and planning

There is a mutual dependency between the HYCA projects, and as previously stated, for the collaboration to function well and be sustainable, then individual projects not only need to be committed to the collaboration but must also be in a position to function well, contribute to the collaboration and be sustainable themselves.

5.4.2 Differences in services

> *'Honestly, understanding that we're not at the same level as some of the rest…'*
> (Staff) [9]

The significant differences in the financial robustness of the HYCA projects as described above could impact on the future collaboration itself, if for example one of the projects were to fold. Other differences between the projects such as how they are funded and how reliant they are on collaborative funding bids might also vary how committed individual projects are to the collaboration.

This imbalance between the projects also has implications for the collaboration itself as well for future collaborative funding bids and when these are submitted. For one project there may be no particular urgency to submit a funding application, whereas for another project this may not be the case. They maybe on a funding cliff-edge and needing to submit an immediate funding application in order to make decisions about their service delivery and staffing levels.

5.4.3 Individualism versus collaboration

Another challenge for HYCA is the 'collaboration versus individualism dynamic' which should at least be acknowledged. There are potentially funding streams for which HYCA projects could be competing against each other. This might be overtly, or it may take the form of projects being aware of funding opportunities and not sharing those opportunities with the other partners in the collaboration. There is no easy 'answer' to this scenario, however, HYCA may wish to:

- Discuss different scenarios and develop guidelines for projects
- Develop mechanisms that facilitate how all projects feed into and support a centralised funding function

The more the collaboration deepens and the more robust individual projects become, it is perhaps more likely that collaborative approaches will be taken.

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[9] Quote taken from the initial report Phelps, D (2017), Supporting young carers: The provision of county-wide support for young carers, University of Winchester.

6. Conclusion

Using an allocation of The Big Lottery funding, HYCA commissioned the University of Winchester to undertake an independent evaluation of the work of the Alliance over the three year period from September 2016 to August 2019. The aim of this part of the evaluation was to focus on the progress made towards sustainability and builds on the initial research that was undertaken on the sustainability of HYCA in December 2017.

The main finding is that the HYCA collaboration has made progress towards sustainability in a variety of ways and has taken some important concrete steps (e.g. centralising the bid development function) that should improve the sustainability of the collaboration in the future. Important lessons have also been learned including the importance of early 'buy-in' from services and recognising the differences between projects. Both of these will now be taken into consideration in future collaborative bids.

Furthermore, some of the individual projects had made progress with their sustainability planning, funding activities, with securing funding for the next financial year and building their reserves. A few of the projects were now clearly more aware of the need to grow their projects in a more sustainable way and to focus on the sustainability of priority areas of delivery. Some projects had also developed a broader view of sustainability which included improving the cost effectiveness of their projects, developing new ways of working, building collaborations and raising the profile of projects.

However, projects themselves have not achieved similar levels of sustainability and there are significant differences between projects. For example there was a large variation in the financial robustness of services with only three or four of the projects being in a more comfortable financial position than at the start of the project.

There were also found to be particular challenges to the sustainability of the collaboration and the individual projects, including the reality of the funding environment, the large reliance on the Big Lottery funding, (accounting for over 50% of the budget of five projects) and a dependence on clear and timely communication about funding opportunities by significant funders. Other challenges were the significant differences that existed between the projects, (e.g. their financial robustness and their commitment to the collaboration) and the ability of projects to allocate sufficient time to develop their sustainability.

The findings in this report are important in that they provide a first overview of the different factors related to the sustainability of the HYCA collaboration and the projects. The report outlines the progress that HYCA has made towards sustainability and identifies key challenges to the sustainability of both the collaboration and the individual services. In doing so the report highlights specific areas of practice that relate to sustainability for projects and the collaboration to

be aware of. Furthermore, the findings have led to recommendations and a framework for HYCA and the projects to use in planning for sustainability. It would be helpful to consider the sustainability of HYCA and the projects separately as well as the relationship between the two. It is recommended that HYCA develop and prioritise a more formal sustainability strategy and action plan using the recommendations from this report and that protected time is allocated to monitoring and evaluating these. Importantly, for future collaborative bids, HYCA should define and agree on a 'common core of activity' that does not overstretch individual projects.

A future evaluation on the sustainability of HYCA might make further use of the framework that has been developed to support sustainability planning (See Appendix 2). It might also explore and compare the individual budgets of projects in greater detail.

With a renewed recent focus on mental health by the Government and the NHS, with a particular focus on preventing mental health problems, HYCA and projects might wish to explore further funding opportunities in this area and build on the recent relationships developed with local CCGs. [10]

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[10] https://www.england.nhs.uk/five-year-forward-view/next-steps-on-the-nhs-five-year-forward-view/mental-health/ last accessed April 2019

7. Appendices

Appendix 1: Recommendations

General recommendations:

- Separately consider:
  - o The sustainability of the HYCA collaboration
  - o The sustainability of individual projects
  - o The sustainability of the projects and the collaboration together
- Develop a 'sustainability strategy' for the HYCA collaboration and for individual projects with SMART targets
- Take a broad view of sustainability and consider using the 'Framework for planning sustainability' (Appendix 2)
- Prioritise sustainability on an ongoing basis even when it is not urgent
- Monitor and evaluate sustainability

Funding recommendations: General

- Whilst acknowledging the current funding landscape, HYCA (and projects) should aim to reduce their reliance on individual funding sources and develop a broad spread of income with staggered funding periods
- Diversify funding: As young carers and families sit across health, education, youth work and social care, seek funding from all these channels
- Reference evidence from the other evaluation reports when developing funding bids
- Build strong relationships with funders
- Consider trialling new funding models within individual projects

Funding recommendations: Collaboration

- HYCA should consider the implications of any new service delivery on the sustainability of projects and the collaboration as a whole
- Allocate collaborative funding to individual projects for maintaining a 'common core of activity'
- Before making collaborative bids, issues related to working as a collaboration should be resolved e.g.:
  - o The partnership agreement
  - o How funding should be divided up between projects (having regard to differences between projects such as capacity)
  - o What collaborative funding should be focussed on
- Discuss different scenarios and develop guidelines for projects that address how individual and collaborative fundraising work together

Develop a collaborative approach to fundraising

- Consider establishing a centralised HYCA funding strategy and funding team for example by:
    - Employing a HYCA fundraiser for the collaboration
    - Allocating money to fund an existing member of staff or team to fundraise for HYCA (and or projects)[11]
    - Contracting an external fundraiser to fundraise for the collaboration
- Consider how the fundraising expertise and facilities of individual projects could be used more collaboratively
- Consider developing and sharing fundraising resources and tools with individual projects
- Share the workload for fundraising between projects
- Develop mechanisms that facilitate how all projects feed into and support a centralised funding function (e.g. a more systematic way for projects to share potential funders with the HYCA collaboration)
- Develop a central bank of resources and information to support funding applications for individual projects to draw on

Recommendations for supporting the sustainability of individual projects:

- Ensure that individual projects have capacity to engage collaboratively with HYCA as an alliance
- Support individual projects to develop their own sustainability plans and exit plans
- Individual project sustainability plans should be transparent
- HYCA should monitor the sustainability of individual projects
- Projects should prioritise funding for their 'core offer'
- Consider applying for tiered and tapered funding which complement the current funding position of .individual projects
- Projects should compare and learn from the composition of funding from the other projects

Planning for loss of individual projects:

- Develop emergency procedures to be taken if individual services are struggling
- HYCA should plan for the eventuality of individual HYCA projects ceasing to exist due to lack of funding and consider:
    - Develop procedures to be taken if an individual project folds
    - What happens to any collaborative funding?
    - How are young carers supported in the area covered by the project?

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[11] HYCA is already currently doing this

Business development and planning

- Consider the individual circumstances of projects (including capacity and current funding position) when allocating collaborative funding
- Projects should develop a growth strategy that is sustainable
- Projects should consider at an early stage how any new development in practice could be sustained and develop a sustainability plan for each new piece of work as early as possible.
- Projects should invest in areas of growth that support their sustainability such as:
    - Bringing in business and planning skills by employing staff, training staff or building their volunteer base
- Projects should accurately assess their capacity and allocation of time for development and sustainability and ensure time is adequately allocated, funded and protected
- Include additional lines to the costing of new projects to include 'Iceberg Costs' (See Annex 1):
    - Start-up costs for new projects (intelligence gathering; development; planning; analysis)
    - Ongoing core work that is necessary to 'feed' the project
    - Legacy work (work required to maintain after its funding has ended)

Skills

- Consider drawing up a list of key skill requirements to improve the sustainability of HYCA and individual projects
- Consider undertaking an audit of staff, volunteers , trustees and committee members to understand the skills available within projects
- Aim specifically to recruit staff, volunteers, trustees and committee members where gaps are found
- Consider how business skills could be shared across HYCA projects

Cost effectiveness

- Consider establishing a HYCA collaborative marketing arm
- Request (in kind) training, for example from HCC
- Consider centralising volunteer recruitment,
- Consider what could be purchased in bulk as a collaborative (e.g. joint activities resources and equipment, contracts e.g. for phones etc.)
- Consider what administration functions could be centralised

Appendix 2: Framework for planning sustainability

The following framework has evolved from steps taken and plans that HYCA services have made to develop sustainability:

Framework for planning sustainability:	
1: Foundations	
2: Funding	
3: New funding methods and streams	
4: Building profile and relationships	
5: New ways of working	
6: Maintaining status quo	
7: Scaling Back	
8: Cost effectiveness	
9: Using reserves	
10: Further development	

Appendix 3: Recommendations from Report 1[12] relating to sustainability

- Develop a sustainability plan for the HYCA collaboration and identify opportunities for further joint funding bids at an early point.

- All services should prioritise the core areas for the development of HYCA that are required and/or set out in the collaborative bid to the Big Lottery:

- HYCA should consider how best to support the development of those HYCA services with less infrastructure than the larger services. This might be achieved through a buddy system.

- HYCA needs to acknowledge the infrastructures of individual HYCA services and consider how best to allocate any future joint funding across services.

- Plan timescales for the development of HYCA that accommodate all HYCA services.

- Develop a shared HYCA knowledge bank of resources, tools and forms.

- Capitalise on greater buying power when purchasing resources.

- Develop a joint HYCA county wide awareness raising strategy and action plan

Developing activities collaboratively

- Develop a shared bank of resources for activities and clubs and a shared contact list for activity providers.

- Capitalise on greater buying power when booking activities and trips

Promotion of service

- Further develop joint HYCA promotional literature for stakeholders.

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[12] Phelps, D (2017), Supporting young carers: The provision of county-wide support for young carers, University of Winchester.

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