



UNIVERSITY OF
WINCHESTER

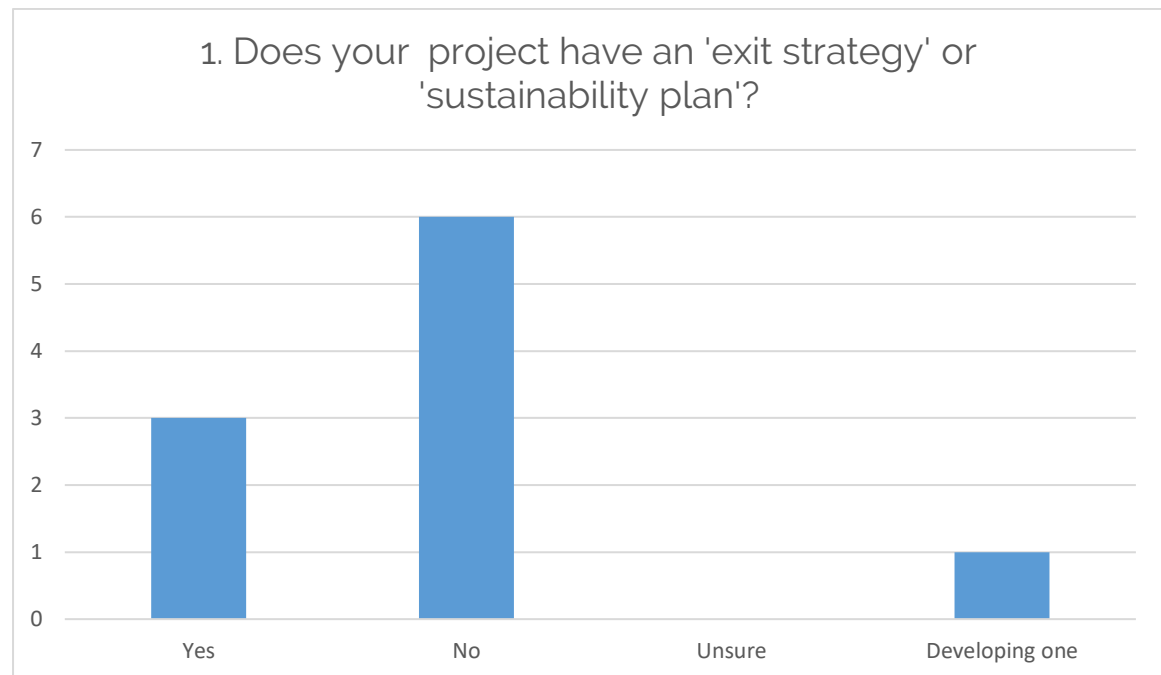
HYCA SUSTAINABILITY REPORT

Daniel Phelps, January 2018

[Abstract](#)

Internal report: based on sustainability survey to HYCA projects
in December 2018

A. General



Additional responses

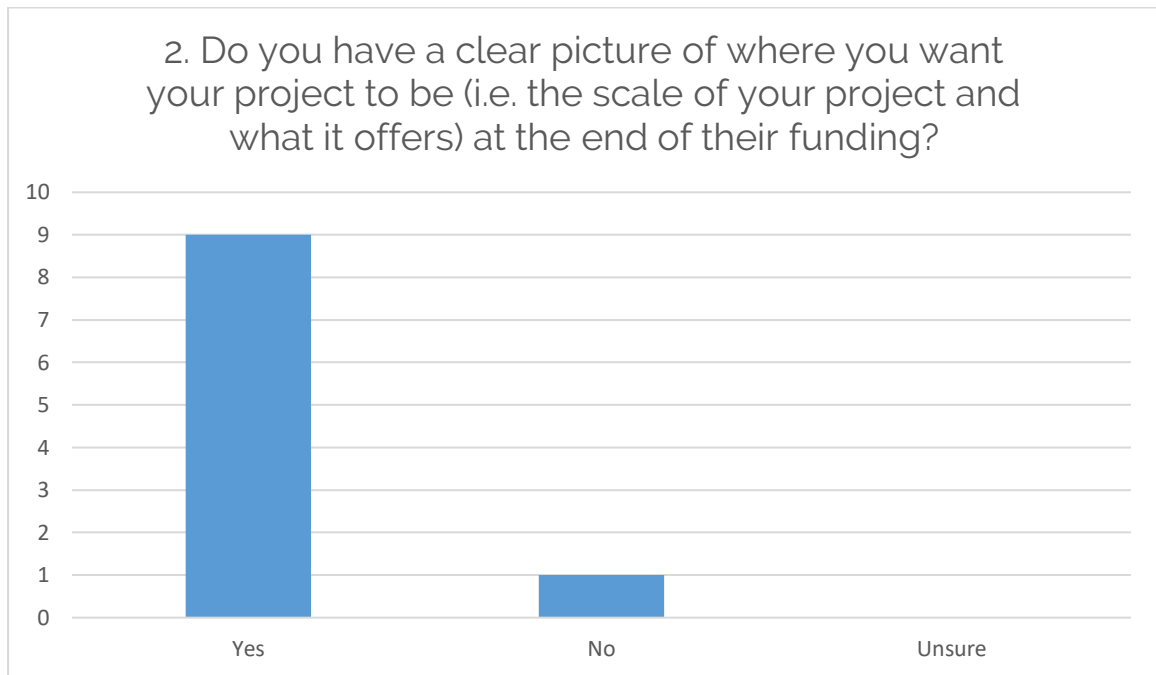
Yes: We have started applying for alternative funding while we still have time to hopefully allow for a smoother transition than when the last Lottery funding came to an end.

No: We have a national fundraising team and they have been tasked with seeking continuation of funding for [projects] but to date have not been successful in applications.

No: No exit strategy as yet. Need to explore with HYCA partners and Hampshire the authorities needs and plans and need to explore with additional funders how we could begin to meet the growing need.

A sustainability plan for the young carers' project, will be part of the overall charity's sustainability/business plan and is in development for implementation during 2018/19 and beyond.

There is general awareness of the need of a sustainability plan or exit strategy, however this has not always resulted in any actions by projects at this point in time. There is some indication that the focus is on future funding, rather than a broader approach to sustainability.



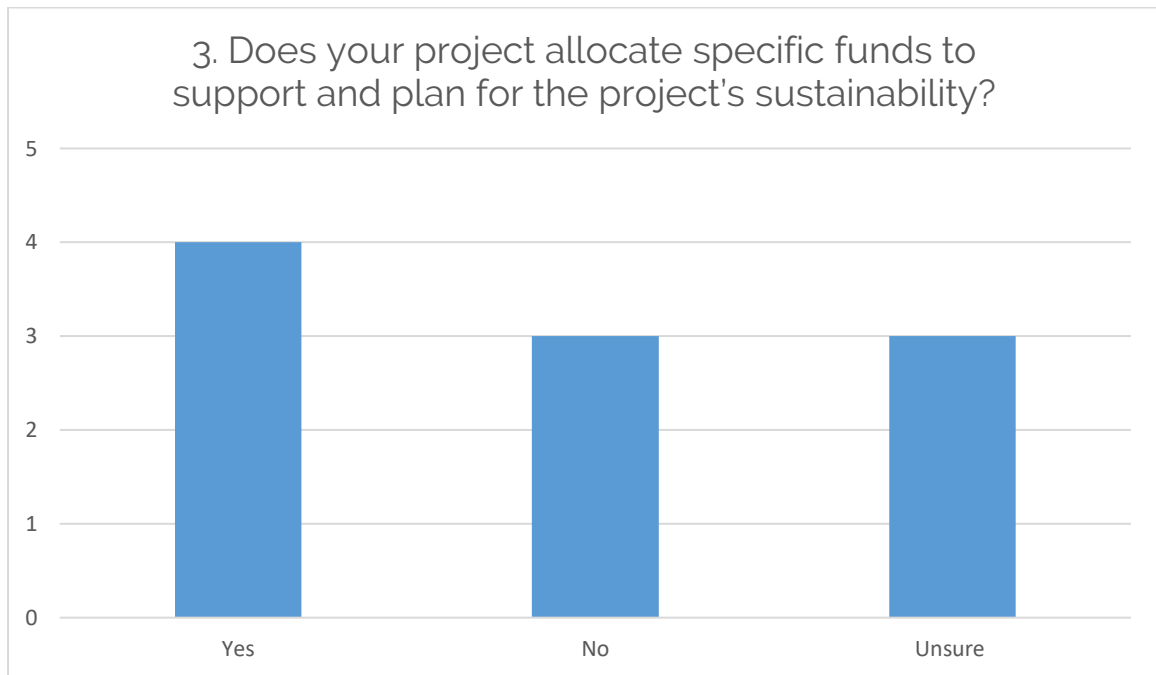
Additional responses

Yes: I feel that we have reached the potential of the project without having any additional funding to provide more support so by the end of the funding I would like to have had a period of maintaining the support at the current level.

Yes: We would like to be in a position where we have secured funding to enable us to continue as we are, and possibly even grow slightly to address some of the geographical issues we face here.

No: We hope for secure funding to be gained to continue and extend services in school and outside school – we have evidence of the need and growing need and parents/whole family need.

Most respondents state that they have a clear picture about the scale of their project and what it should offer at the end of their funding. A couple of projects indicate the need to further expand their projects.



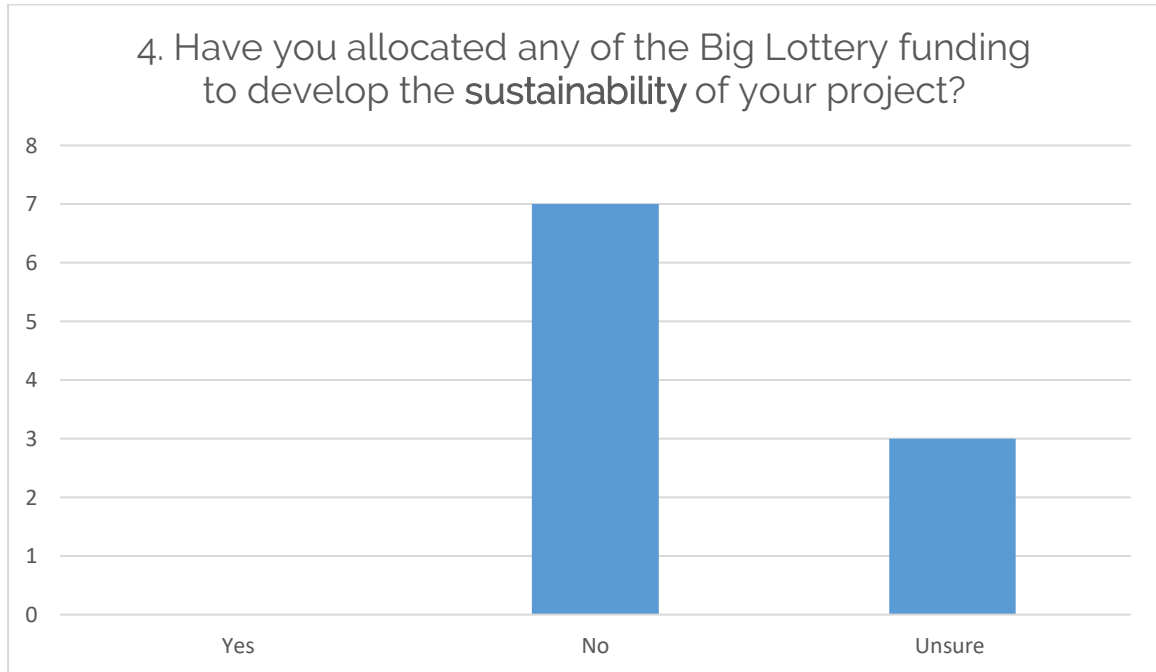
Additional responses

Yes: In that we have reserves allocated to continue the service on a smaller scale if required and to allow us more time to re-build if needed. Some of this money can also be used for additional staff hours to allow for development/planning/funding work without impacting on the day to day running of the project.

Yes: They are called reserves

Yes: As part of the management fee that the project pays to [parent charity] for all back-office and supervision support

No: Management time is allowed to spend time of seeking further funding streams and central fundraising also support with this but no specific funding is put aside to plan for project sustainability.



Additional responses

No: Not that I am aware of.

No: I don't think we have done this

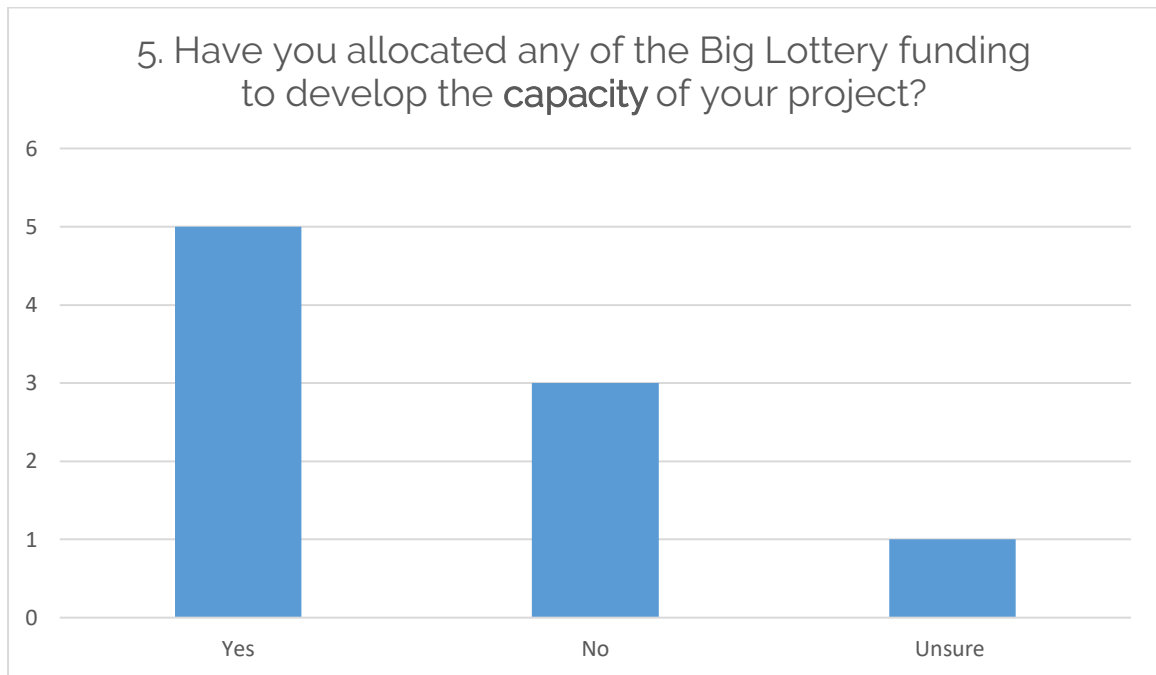
No: Not yet

Unsure: No funding allocated [but] staff continually network and try to expand service provision by the links they make – thus building the platform for evidence of need and likely partnerships.

Developing sustainability through the Big Lottery funding appears to not have been carried consciously out at a project level.

4a [If 'Yes'] how have you used it?

N.a.



9 responses in Y/N/Unsure form

Big lottery funding was allocated and used as per the lottery bid terms. [Not included in table]

Additional responses

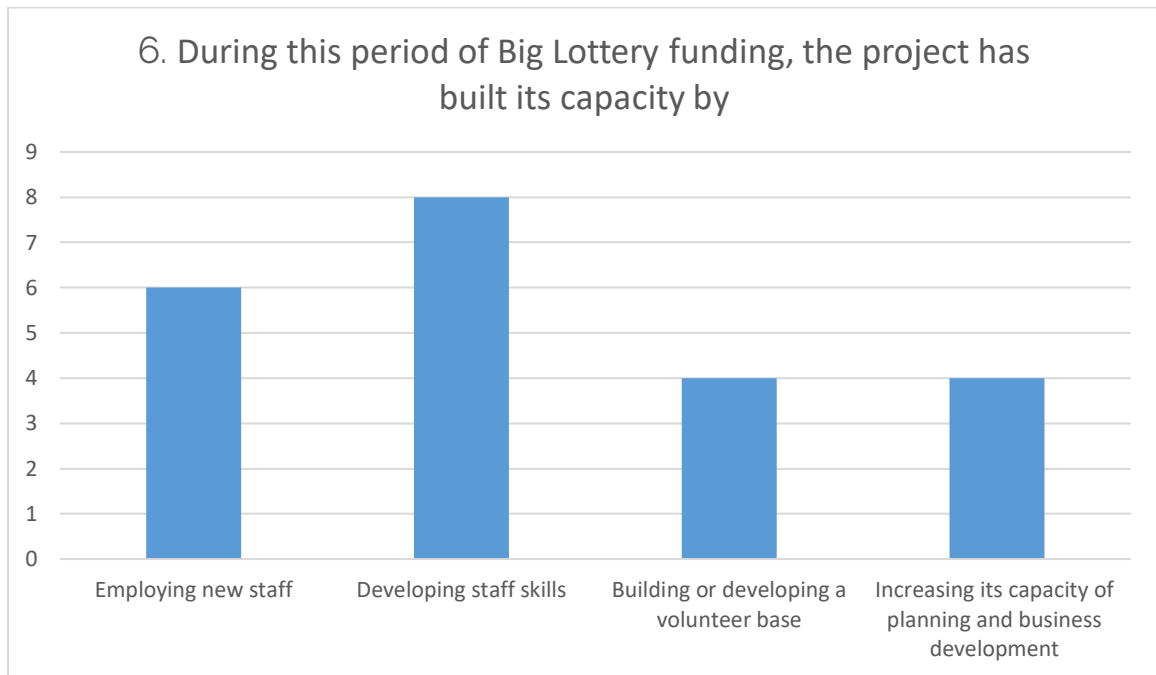
Yes: with BL and CSI funds.

Yes: We have used the lottery funding to expand the project so it is now running at its full capacity but this could not continue without continuation funding.

No: again, I don't think we have done this with this funding specifically although we are trying to build more of this into our long term planning.

Unsure: no specific funding but our approach is to use our resources in the counselling side of our work and our groupwork to support and compliment the young carers. Staff skills and contacts support all parts of the charity. Strengthening of the main charity supports the young carers programme, e.g. trustees with business skills, organisational focus on GDPR.

Half of the projects have used the funding to build their capacity.



Additional responses

- Building a volunteer base of drivers and cooks
- Increasing its expertise of planning and business development – in development
- Increasing number of clubs, schools supporting
- Attendance at EHH
- Focus sessions for young carers and increase in number of young people attending

Projects have developed their capacity in a range of different ways, particularly focussing on skills and staff and volunteers.

B. Business planning and development

1. Who is responsible for your business planning and management of the project? (What is their role?)

Management committee made up of members, Chief Executive and trustees

Service Manager and Coordinator

General Manager for the Charity and the Board of Trustees

The Chief Executive, Board of Trustees – strategic development and funding management/generation

Young Carers Manager with support from CEO and finance

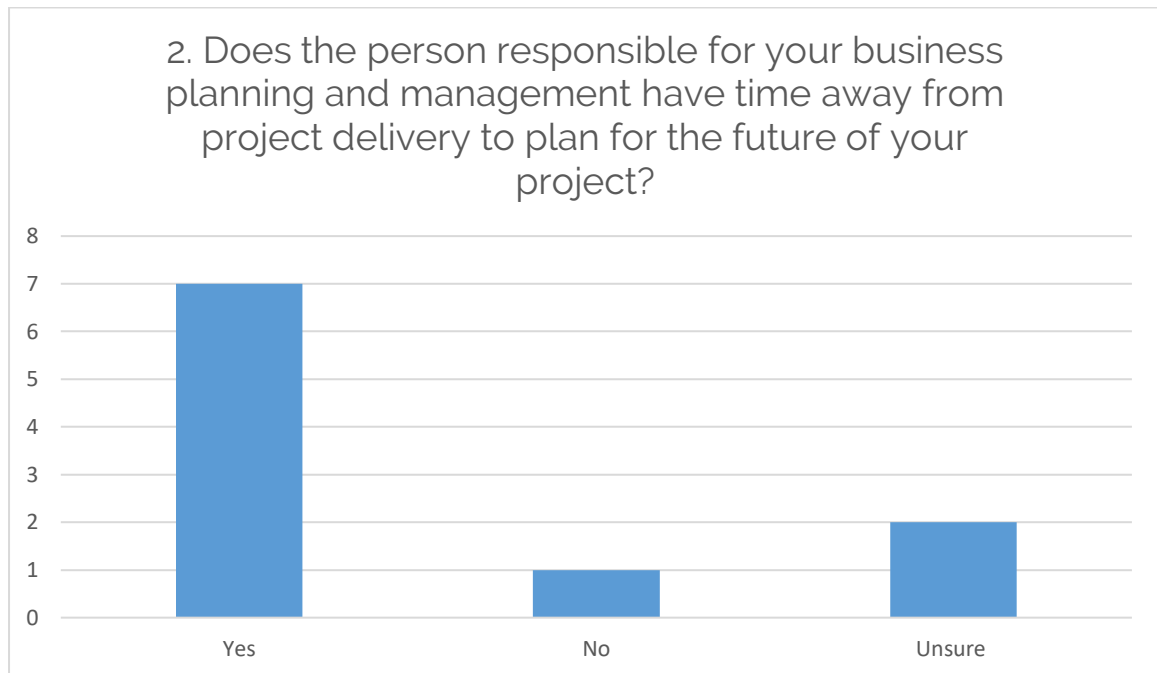
We have an overall Chief Executive and trustees who have to approve everything but generally the planning and the management of the project is done by the Young Carers Coordinator

Our operations manager is responsible for the business planning and I (Target Work Manager) am responsible for managing

Family Services Manager – responsible for the day to day and overseeing the project. The Manager is responsible for securing future funding and ensuring the project is meeting the needs of the young carers and the outcomes of the funders.

Board of trustees including project manager

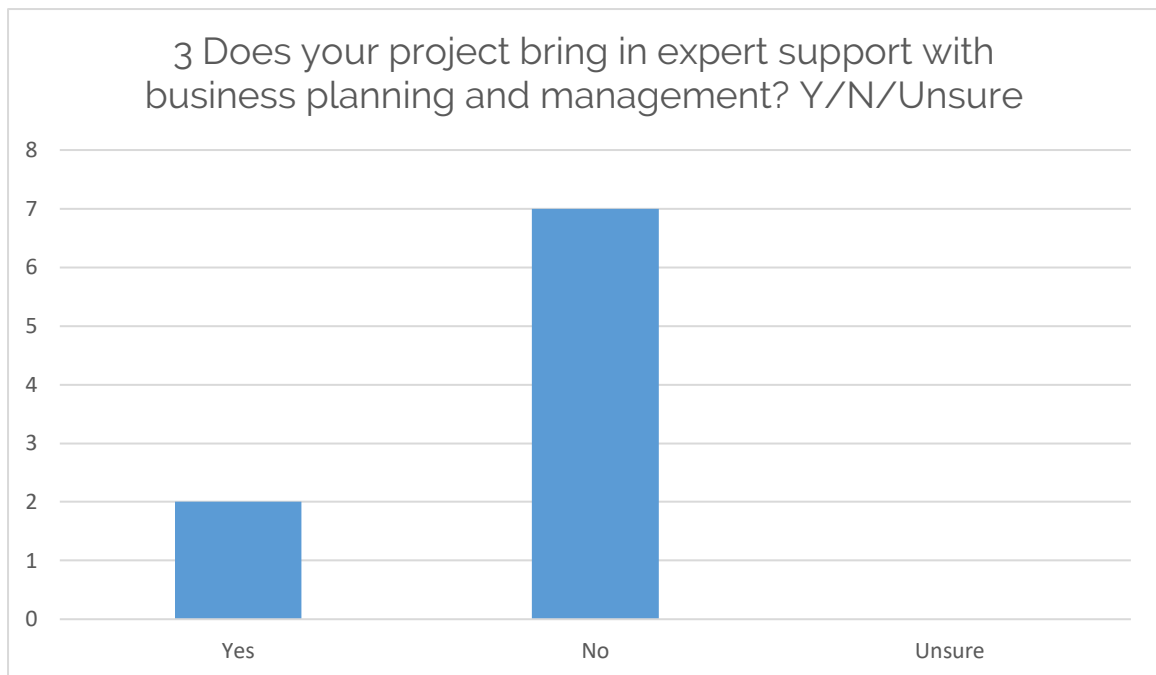
Manager



Additional responses

Yes: Although not as much as we would like due to work pressures and restrictions on time/staff shortages etc.

Unsure: Some capacity



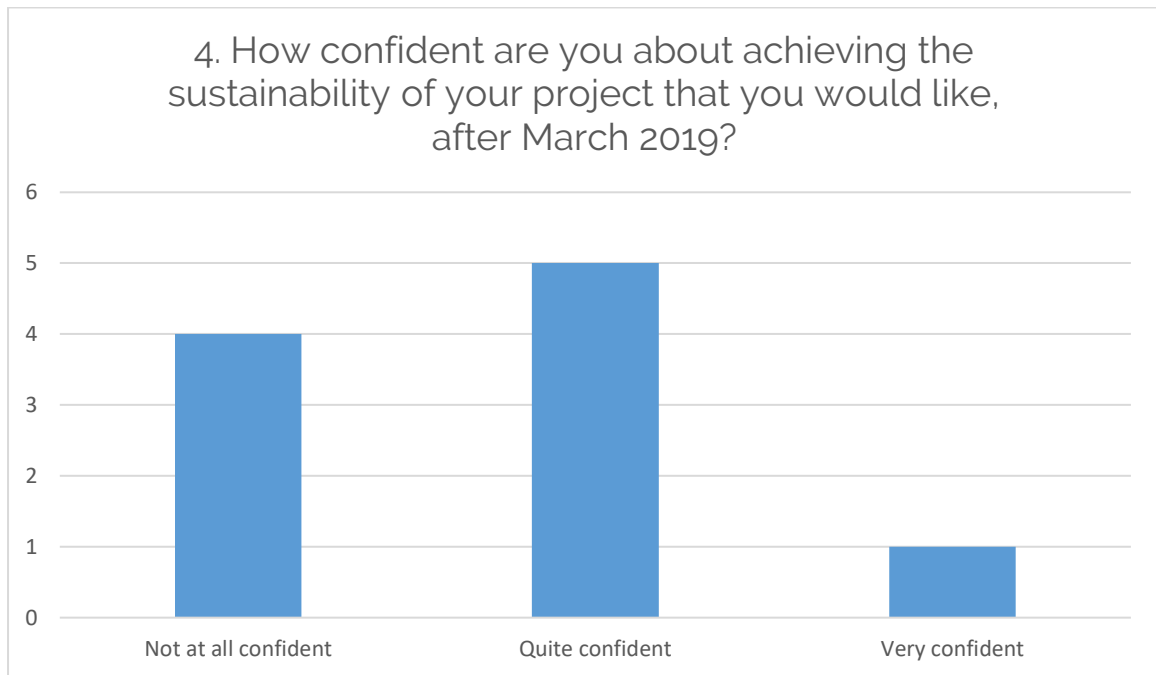
Additional responses

Management committee expert skills [Not included in table]

Yes: Trustee skills from the world of business

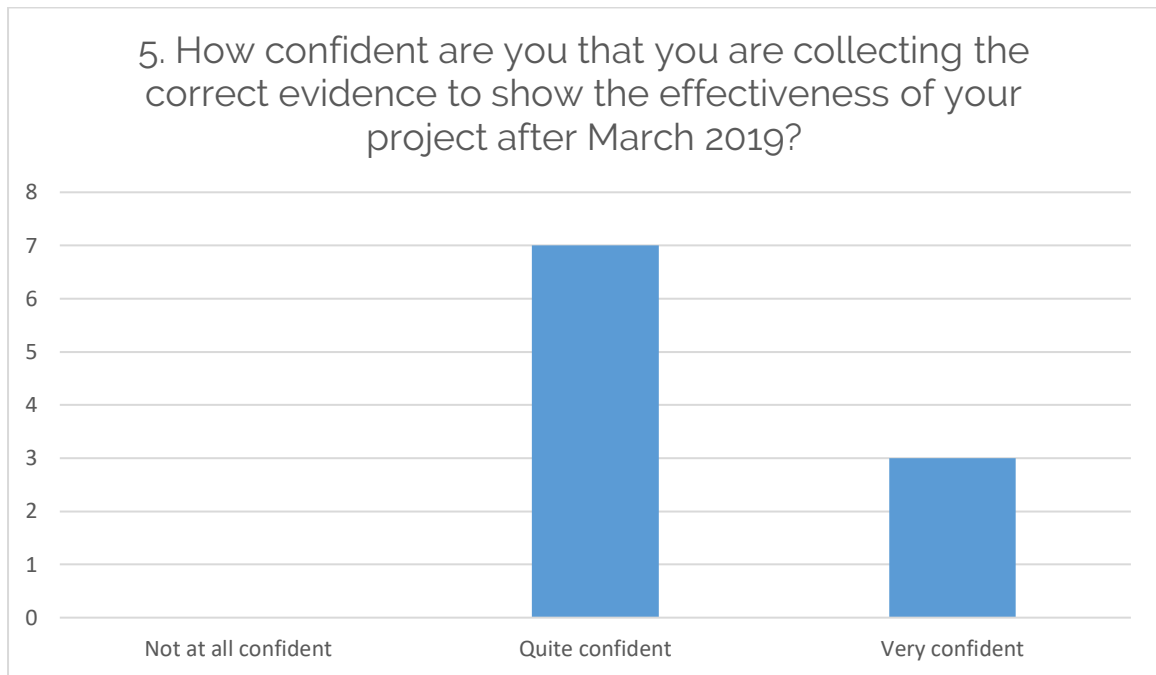
No: Although technically the Trustees should be able to help with this kind of thing

The majority of projects do not bring in dedicated expert support with business planning and management. Some indicate that these skills are accessed through Trustees and Management committee members.



Additional responses

Not at all confident: Determined to retain a service but not to the level of need that exists – we need to work in partnership with other local providers and with Hampshire County Council.



Additional responses

Very confident: However we do have concerns regarding the use of the database and knowing how to collate our own project data

Quite confident and very confident

There is confidence amongst HYCA members that the evidence to show the effectiveness of their projects is being collected. However, it should be noted that the question was not about 'how' the evidence might be used.



9 responses only

Additional responses

Yes: Although not as much as we would like due to work pressures and restrictions on time/staff shortages etc.

No: Not yet

If 'Yes' what are the main plans?

- We still plan to **apply for Big Lottery funding**, whether as part of HYCA or alone. If this does not prove to be feasible we will **apply for other funding**
- Sustain respite support element of the project.
- Develop transition support for young carers aged 16-17 and young adult carers 18-24 years
- **Scale back** family support or 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
- Our local team will be supporting our **national fundraisers** in seeking future funding to ensure project viability
- Scale back in-school support to be manageable within existing means
- Yes: We are **being more strategic** about our funding applications and the way we breakdown the different areas of our work/sums required to be more achievable and we have more time to be targeted about this.

- We are also looking at ways of involving **corporate sponsorship** to tap into other sources of potential funding; and ways we can develop ways of working with other services within our organisation to look at intergenerational work/activities as there is potential funding/revenue contributions available through this which could subsidise our core work.
- There is also scope for us to **use WRAP training as an income stream** although this needs to be explored more.
- **Using reserves** to bridge any gap in funding

7. What steps have you taken to develop the sustainability of your project, during this funding period?

- We have staff on **fixed term contracts**, we have projects which will finish before 2019, We are also looking for alternative methods
- We are constantly **seeking funding** for different parts of the project and we are constantly fundraising
- We are looking **to create these plans in early 2018**. 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
- Our **fundraisers** have the young carers' project as a priority to raise income for it in their business plan
- **Building networks**, piloting parent services, **using staff skill from main charity** to support HYCA work
- Worked with [name of project] Young Carers on shared staff team to manage the Lottery funded element of the project, which has enabled us to respond to demand, particularly from Children's Services and Schools for support to young carers. This has enabled us to have a **better understanding** of and to **better evidence need** for a larger service going forward.
- Working with [name of community voluntary services] has also helped us 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**.
- **Developed relationships with our CCG** who will be supporting us financially with a new project from April 2018 to work with young carers transitioning to being adult carers. CCG has also **facilitated links with other agencies** [name withheld] which should lead to additional funding support from local sources as well as general awareness raising.
- New **link with a local social enterprise** which supports corporate social responsibility activities to support charities in the [name withheld] area. During 2018, this take the form of a **partnership with corporates** to provide material and financial support to the project.
- **Fundraising strategy** in development as part of wider business planning for the charity to look at sustaining all of our projects of which [name withheld] Young Carers is one project.

- We have tried to develop some **partnership work** to help share the costs of activities and also improved our **fundraising** to pay for this side of our work.
- Our coordinator has become an Advanced Level **WRAP** facilitator which **could be an income stream** to subsidise our main work.
- Looking at **in-kind contributions** to the project such as **volunteer drivers** being provided by our local Lions Club, which will reduce our volunteer drivers' expenses.
- Maximised **links to other agencies**, developed new ways of working, **streamlined several aspects**, prepared and planned **future small bids**
- **Increasing our reserves** by £40,000 to ensure we have 12 months running costs
- Referral numbers have increased, 3 respite clubs are still maintained, Family Support and Activity Worker in place since the Lottery Funding.
- EHH Hubs are attended
- Worker to be trained in Home Visit - due the increased referrals
- Increased school work for both Primary Schools and Secondary Schools, for 1-2-1 support.
- Increased Children Services meetings – staff are attending these meetings.
- [The service] are now known to all Agencies and Organisations in [the area] and working in partnership/networking on all levels.
- Jan 2018 launched [service] **Young Carers new website**

8. If you don't have a sustainability plan/strategy, what are the barriers to developing one?

Time, all time is spent actually running the organisation and achieving the desired outcomes as per the strategic plan

We haven't created one due to **time** issues, due to lack of knowledge and difficulty to find a good example of a plan

Time is a barrier

Time and other work commitments/staff shortages make it difficult to develop this as much as we would like – when it feels like you are constantly fire-fighting and offering crisis support, you don't have much chance to plan and think

Money, knowledge of **Hampshire** statutory duty, knowledge of Hampshire willingness to support young carers e.g. age, in school, disabilities???

Time is a barrier

Time and other work commitments/staff shortages make it difficult to develop this as much as we would like – when it feels like you are constantly fire-fighting and offering crisis support, you don't have much chance to plan and think

Overall the **time** and knowledge of larger grants that could be used for core funding

Project management and organisational management **time** and focus (demands day to day project management gets in the way).

Time is by far the biggest barrier to developing a sustainability plan cited by HYCA members.

9. What else does your project need now, in order to help it achieve the desired sustainability after March 2019?

Funding and project data

A **sustainability plan**, for Hampshire to take their statutory responsibilities seriously

Direction and collaborative work from HYCA to apply for future consortium applications

Hampshire data, 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

To do some **focussed work** on sustainability, to start actually working on post 2019

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.

The ability to use monitoring and evaluation data and information to inform project development plans and fundraising

A large 3 year grant for core **funding**

Funding

Strategic clarity – re HYCA and other potential partnerships

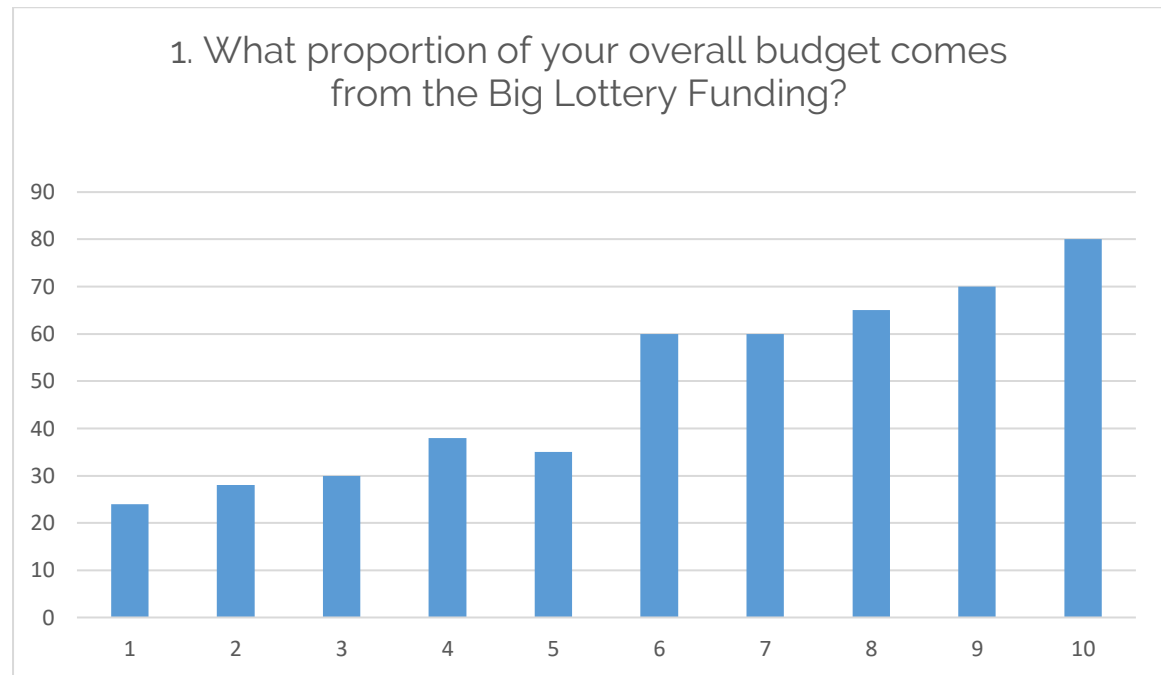
Time allocated to future business planning and **key partners brought into work in alliance**

Free own/shared premises (peppercorn rent)

Further long-term **funding**

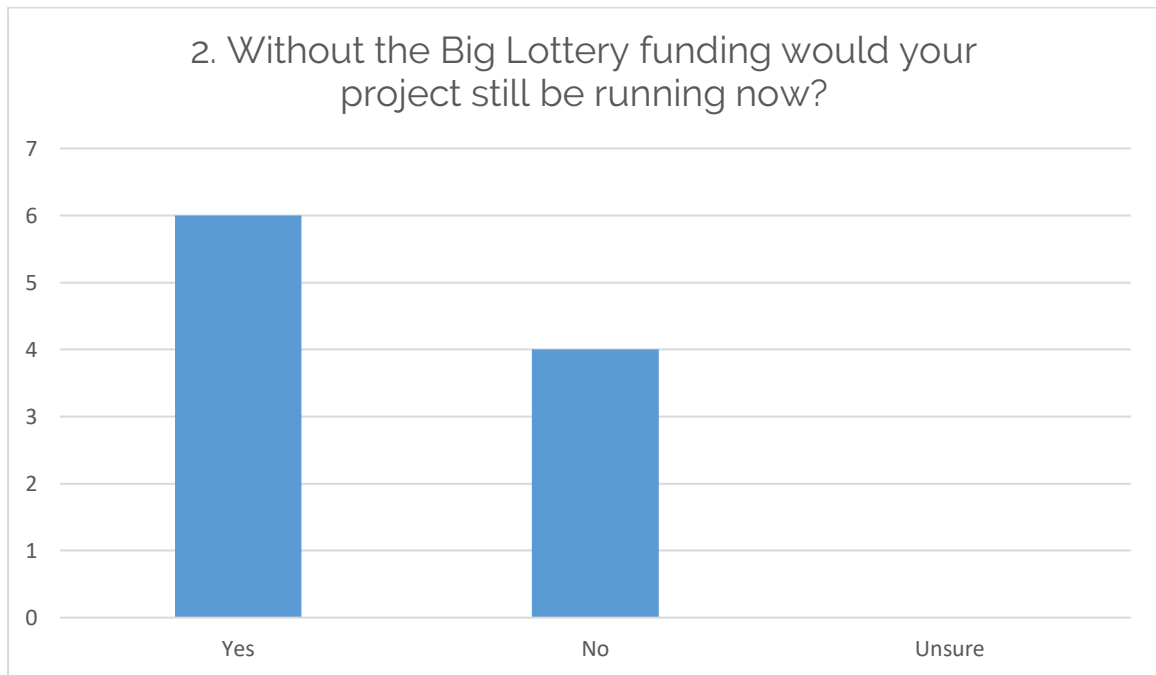
One key need cited by HYCA members is to have clarity the engagement with Hampshire County Council, including clarity of Hampshire's planned support for young carers.

C. Following the Big Lottery Funding



Range of the proportions of project budgets coming from the Big Lottery funding:

% : 24; 28; 30; 35; 38; 60; 60; 65; 70; 80



Additional responses

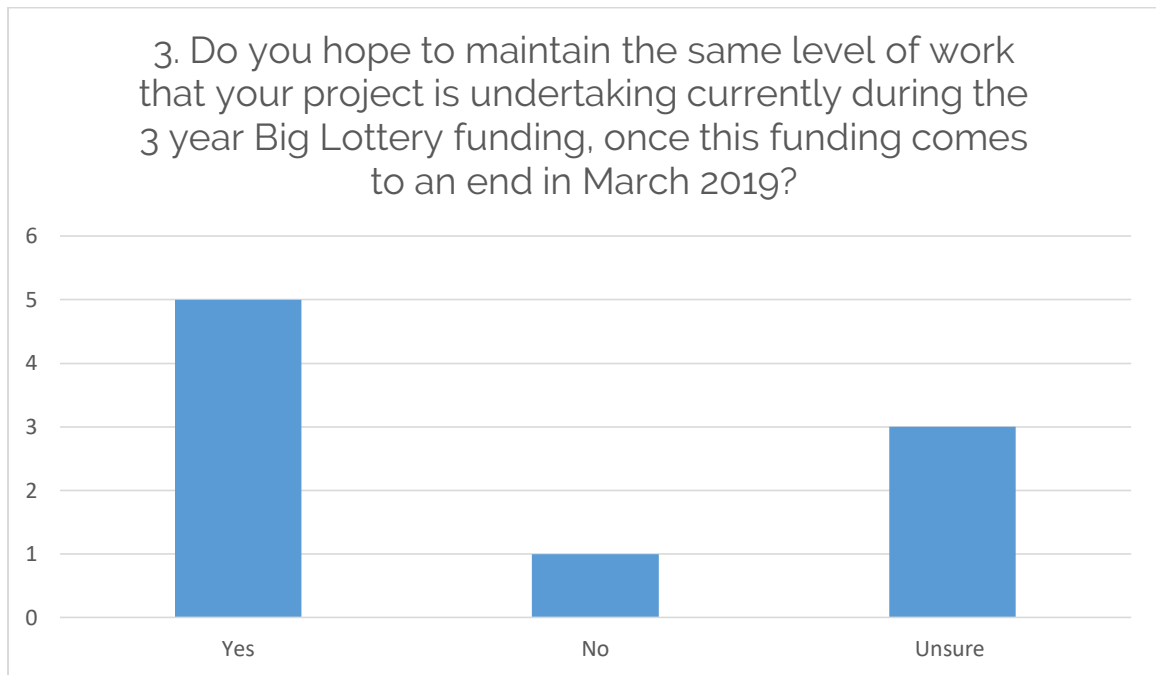
Yes: But it would be significantly smaller in terms of service offered to young people and families and staff team

Yes: But on a much restricted level with no real development or improvements having taken place

No: I don't think we would be able to, without some massive scaling down of support/staffing

No: Not in the same way, less young people would be seen, even schools work may not be able to be supported to the same degree – schools payments are only a contribution

HYCA members stated that their project would still be running without the funding from the Big Lottery, however, several projects stated that they would have to scale down their delivery.



9 responses in yes/no/unsure format and:

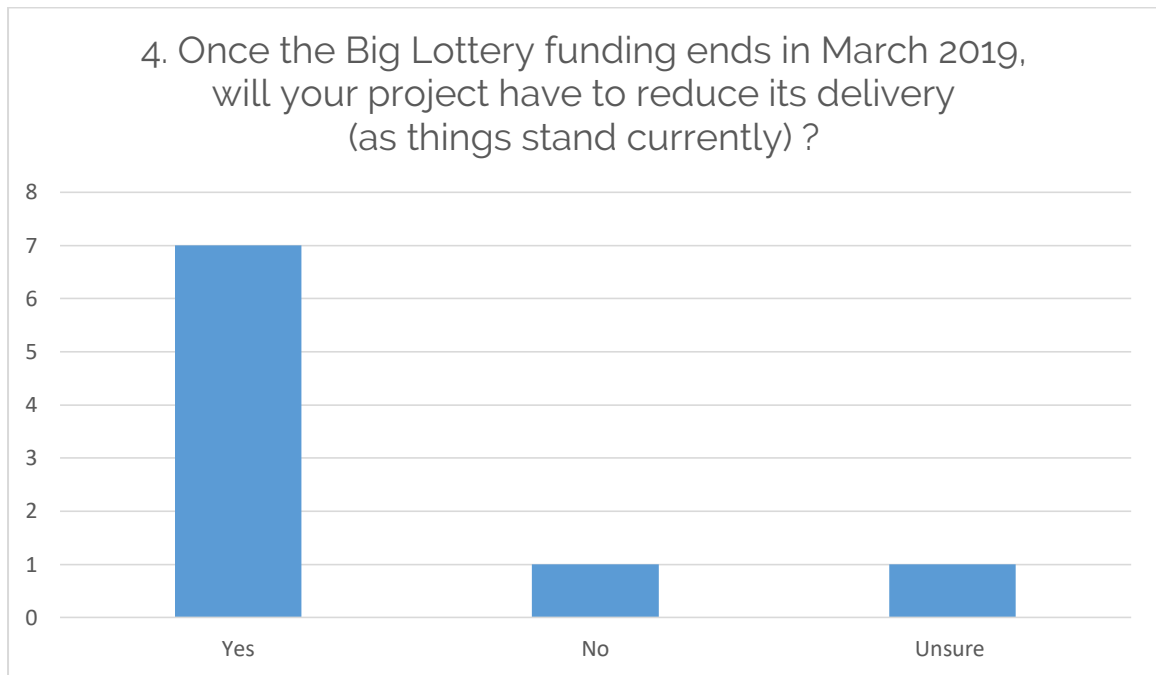
Ideally we hope to

[Additional responses](#)

Yes: If we can access additional funding we would hope to continue with the same level of work

Unsure: Only if equivalent funding was sought to replace the lottery funding when it comes to an end

Three projects were unsure whether they would be able to maintain the same level of work when the funding from the Big Lottery ends in 2019. One project did not hope to be able to main the same level.



9 responses in yes/no/unsure format and:

Hopefully not

Additional responses

Yes: As things currently stand we would, but we would hope to have secured other funding before the Lottery money runs out

Yes: as things currently stand

Yes: It would if we didn't get any of the alternative grants we will apply for

The majority of projects felt they would have to reduce their delivery when the Big Lottery funding ends in March 2019.

5. If no further funding is secured, what would be the effect of the Big Lottery funding ending in March 2019?

The project would **be significantly smaller** in terms of service offered to young people and families and staff team

Lack of BL support is likely **to reduce or end the project** – the scale of funding and resources needs to be sufficient to allow for a 'team of people' to work on the service – a funding mass is needed for at least two part-time workers to provide cover, manage high end work e.g. home visit, supervision for bereavement issues etc.

I don't see this an option

We would have to **significantly reduce our offer** what this will look like we are not sure at present

Hard to tell but if nothing else was secured we would **have to streamline** at the very least and **cut back** in some areas

Assuming, no further funding was secured in the next 18 months we'd still **have 12 months running costs**

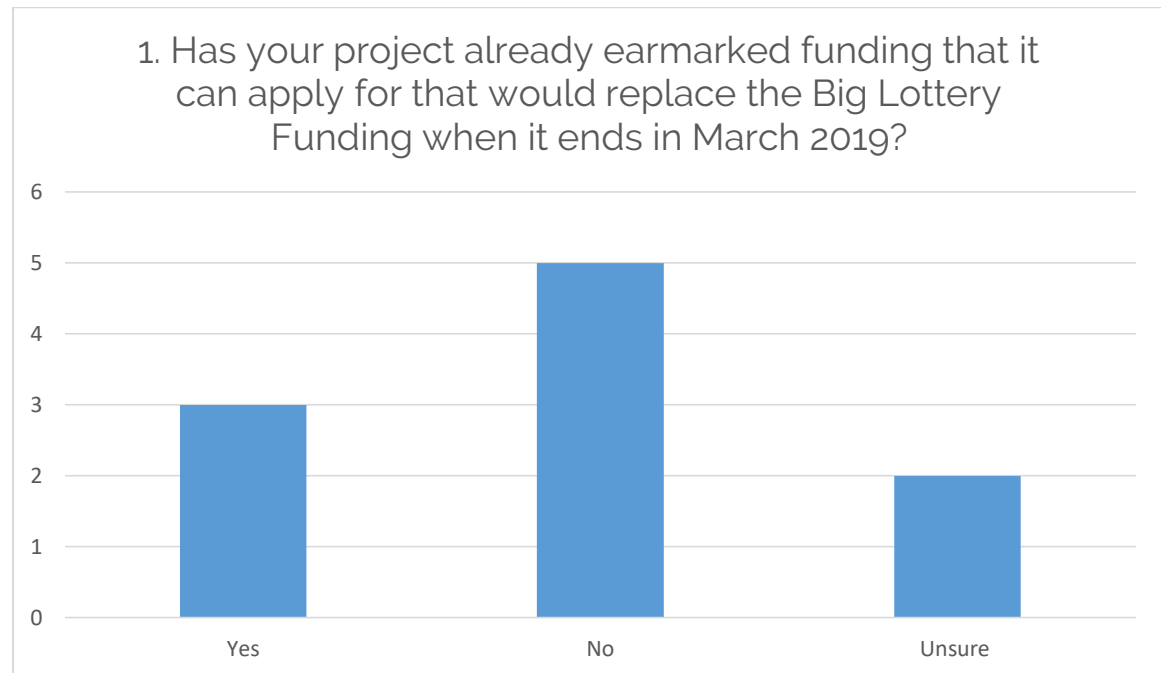
Complete reduction of project – would need completely new strategy to see if sustainable in any different form

We would have to **scale back** our offer to young carers, but we would be doing this with a better understanding about how to deliver a local service and what our priorities are. Based on our findings from Year 2 of working in partnership with [name withheld] Young Carers team, we think this will be respite activities for young carers with an increased focus on raising aspirations, and group and one-to-one support for parents/adult family members.

It would **drastically reduce the support** available to Young Carers and their families in this area. Yes, we can use donations and volunteers to try and continue some activities but you still need some funding to be able to offer the school support, the one to ones, pay volunteer expenses, help families access support etc.

At present we have 3 full time young carer support workers, all of whom are key workers, attend VIN, CP TAF meetings etc., All work at clubs and deliver on all activities. If we lost the big lottery funded post, we would have to very **seriously looking at reducing the numbers we support**, in a time when we see an increase in numbers this would be hugely damaging

D. Status of future funding for individual projects



Additional responses

Yes: We have a couple of funders in mind and are currently processing several applications

No: Not yet

Unsure exactly, but will seek alternative grant funding once decision has been made if HYCA will proceed with new joint application

1a.

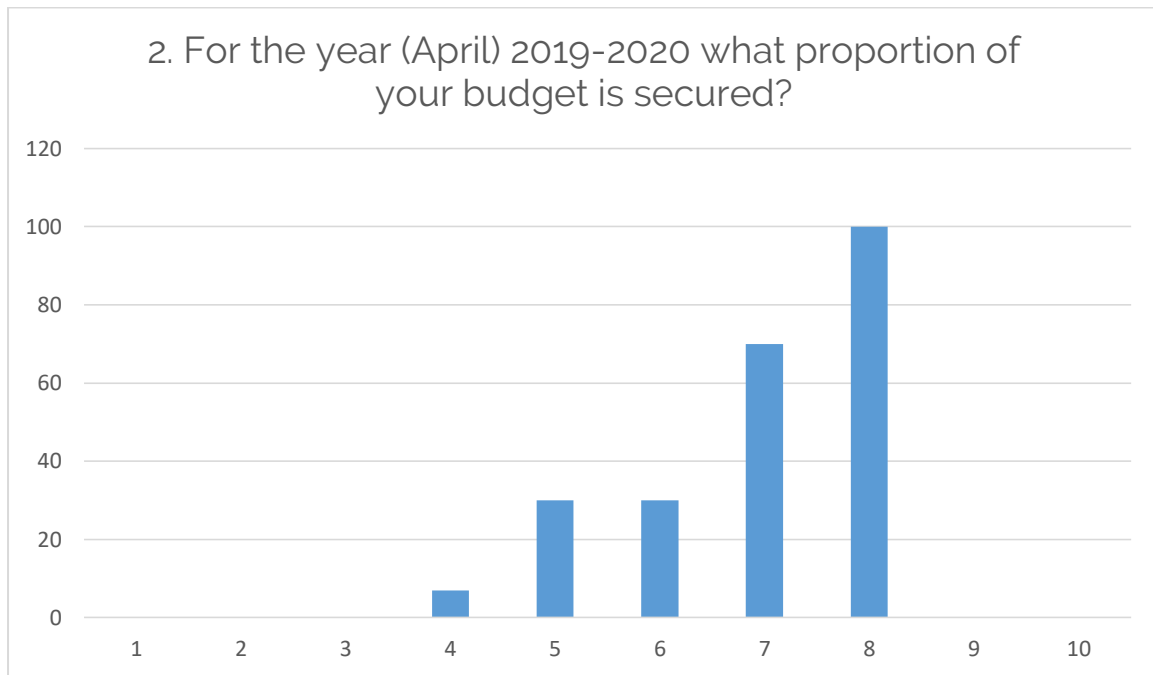
If so, what proportion of the Big Lottery funding would this/these other funding source/s replace?

All of it

Probably around 50%. Note we expect that we are also having to look at replacing funding provided by Hampshire County Council as well

These other funding sources would hopefully be replacing and potentially even increasing on our Lottery funding if we are successful

A minority of projects have earmarked funding for when the Big Lottery funding ends in March 2019.

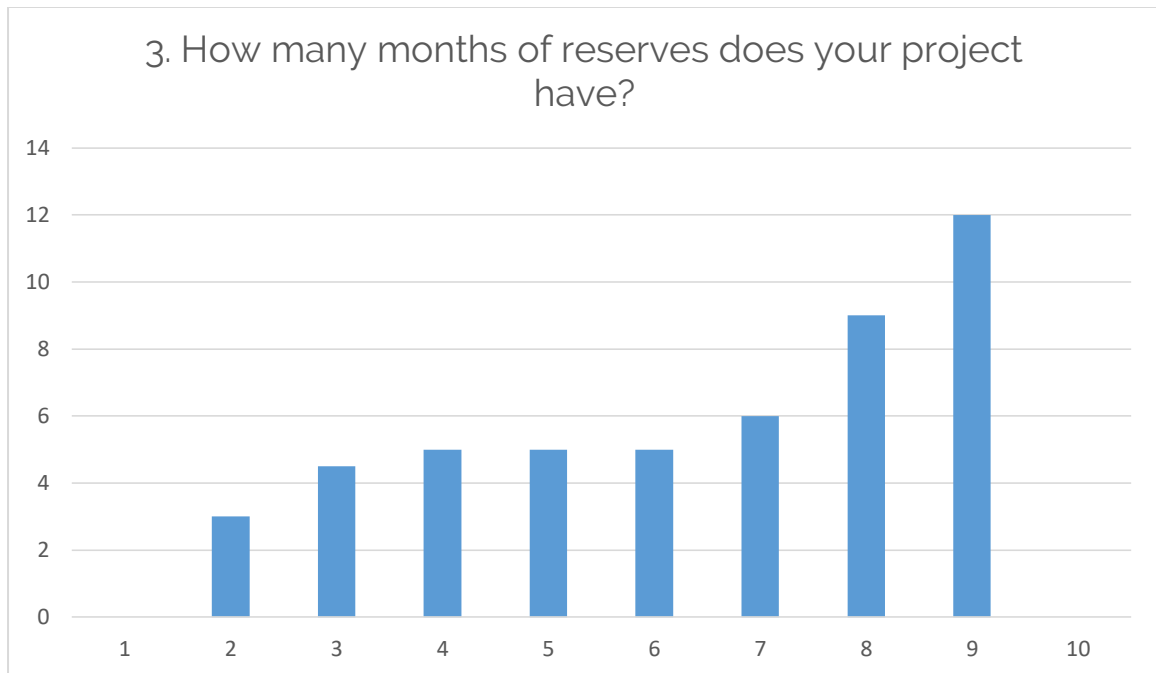


9 responses and only 8 responses with a % figure

Additional responses

Minimal – The whole charity is not in a position to consider that far in the future, currently we are still looking to raise funds to secure the desired budget for 18-19

*Only two projects have over 50% of their funding secured for the year 2019-2020.
Some projects have no funding secured.*



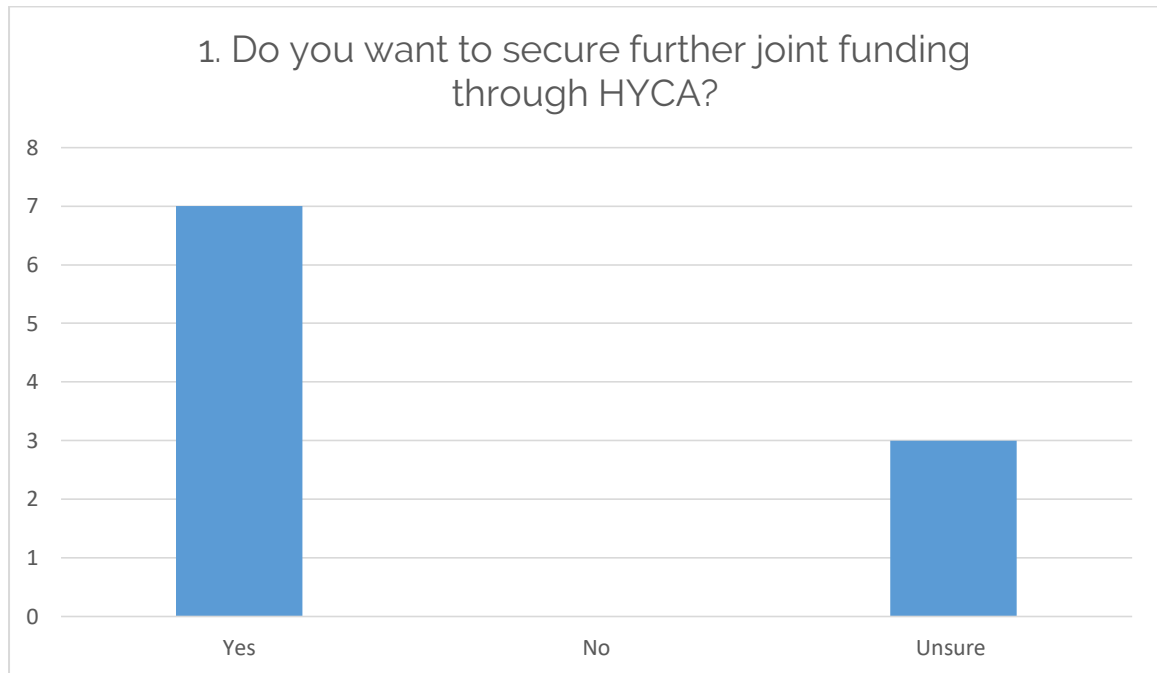
9 responses only

[Additional responses](#)

[Name withheld] have a stringent reserves policy in place so we have reasonably healthy reserves in place. It would fund another six months but it would be unlikely that the Board would approve using reserves without the service being reduced to possibly just one member of staff

Currently the whole charity has reserves of approx. 5 months for the years 16-17 and 17-18. Reserves for 18-19 not known (estimate slightly lower) 19-20 unknown

E. Views about future joint HYCA funding



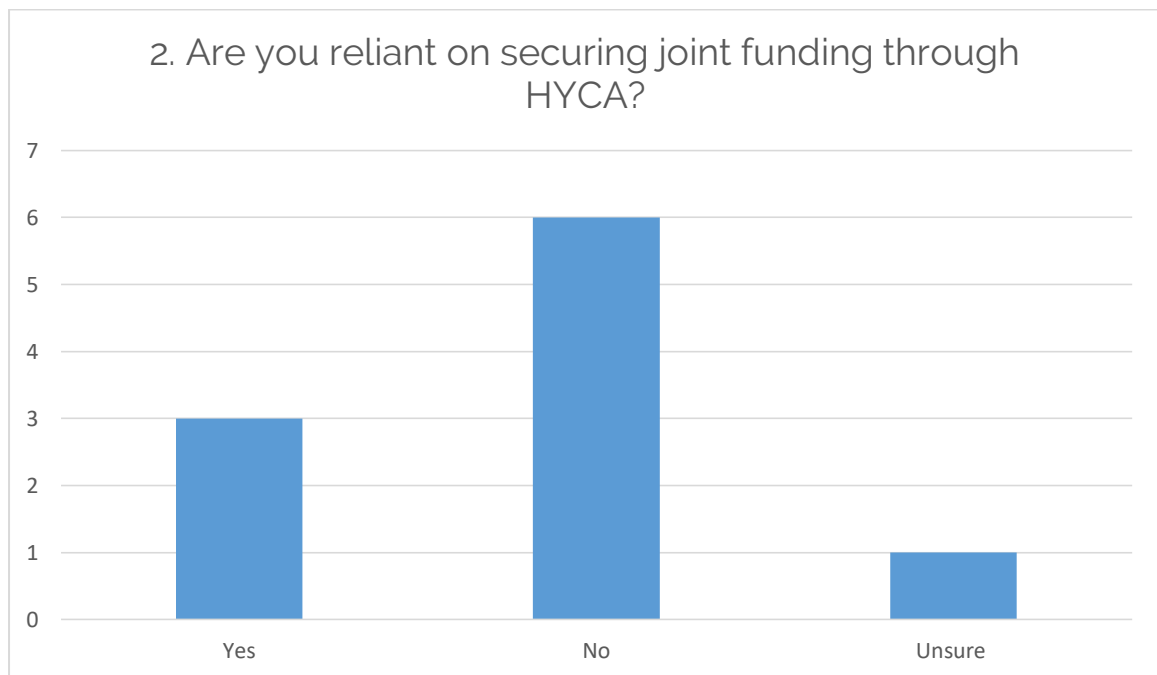
Additional responses

Yes: I think we have a lot to gain from joint working

Yes: But Management Committee unsure (They would like more information and have some concerns about the delivery of the partnership)

Yes: If possible

None of the projects does not want to secure future joint funding through HYCA. 3 however are unsure.



Additional responses

Yes if possible

No: We are looking to secure our own funding as we don't want to be left hanging like we were after the last Lottery funding ended. However, we would definitely be open to joint funding and have successfully secured joint funding for HYCA for WRAP/mental health support in the past

No: But if it is not joint funding it would need to be individual project's funding

Notes: 'Nos' amended from 7 to 6 Sept 2018 (error spotted)

2a. If so how much per annum do you need?

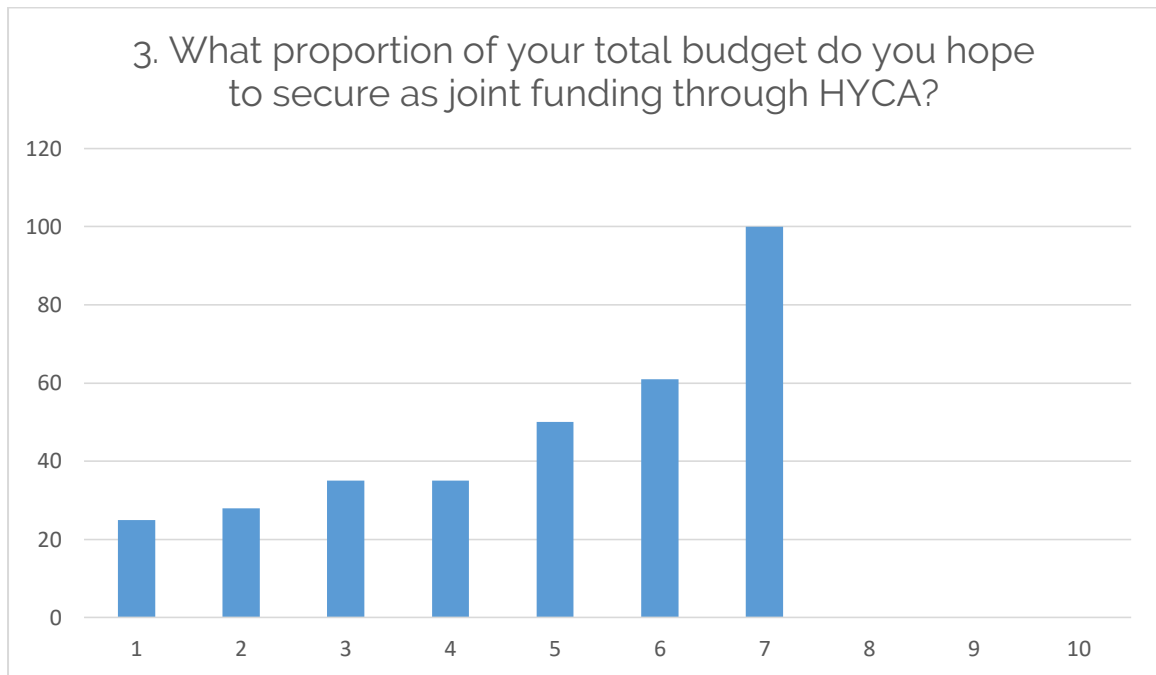
Depends on the service provision requested by funders – similar service need at least £40K

Approx. £80000

150,000 is the total amount needed per year. The funding needed to be topped up as a result of losing HYCA would be £55,000

£98k to run in line with this year's [budget] [£60 K through HYCA]

100%, [referring to budget] however I like the idea of joint practices, funding and common goals



Only 7 response in correct % form

50%: if we could secure 50 % as a result of HYCA that would be great but realistically 35%

And: 28% as currently

Same as now 25%

30%-40%

30%-40%

Additional responses

80% of young carers' budget would ideally come from statutory sources – to enable us to support young carers in school, protect vulnerable children (safeguarding etc.), maintain family unit with 20% derived from community fundraising to provide outings/fun events and social support [not included in table]

Not sure – it would depend on what other funding we can secure ourselves and what stipulations/commitments the funding came with.

Survey December 2017

HYCA Alliance (The central functioning and leadership of the Alliance. i.e. not at project level)

1. Has HYCA allocated specific funds to support and plan for the HYCA Alliance's sustainability?

Yes

- [If 'Yes' how have you used it? [If 'No' skip to question 2.]

Sort of, the strategic role should include sustainability but there are not enough hours to lead the projects and focus on the sustainability element of the project.

2. Has HYCA allocated any of the Big Lottery funding to develop the capacity of the HYCA Alliance (centrally)?

Yes

During this period of Big Lottery funding, the HYCA Alliance has built its capacity by (Tick all that apply):

- **Employing new staff**

3. Has any future joint funding been secured through HYCA, for after the Big Lottery funding ends in March 2019?

No

4. Are there any plans for securing future joint funding through HYCA, following the Big Lottery funding ending in March 2019?

No

5. Have any funders been identified by HYCA from which joint funding could be sourced?

Yes: Statutory funding from CCG must be sourced. Other than that no.

6. Who is responsible for securing joint funding for HYCA?

All partners

7. Do you have a plan/strategy for achieving sustainability for your project?

No

8. If you don't have a sustainability plan/strategy, what are the barriers to developing one?

The lack of understanding regarding commitment of partners, lack of 'buy in', time, commitment

9. What are the barriers to sustainability for the HYCA Alliance?

As above, alongside the amount of money it costs to run HYCA is large and whether we can find a suitable funder for this size project is unknown

10. What else does HYCA need now, in order to help it achieve the desired sustainability after March 2019?

Commitment, 'buy in', honesty, openness

Daniel Phelps, University of Winchester

January 2018