



UNIVERSITY OF  
**WINCHESTER**

# HYCA SUSTAINABILITY REPORT (VERSION 2)

Daniel Phelps, October 2018

[Abstract](#)

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

## Sustainability Report 1 (Version 2)

October 2018

### Background

One aim of the evaluation of the HYCA collaboration was to:

**'Evaluate the progress made towards sustainability.'**

#### Mutual Dependency and Planning

One challenge for HYCA which is self-evident, is that without individual projects there would be no collaboration. For the collaboration to function well and be sustainable, then the individual projects must also be in a position to function well, contribute to the collaboration and be sustainable.

It was therefore necessary to evaluate both the individual projects as well as the HYCA collaboration itself

#### Method

In December 2017 a survey was developed and administered to the 10 HYCA projects and a separate shorter survey for the HYCA Lead to complete on behalf of the HYCA collaboration. In January 2018 a short report was produced.

In October 2018 a revised report, based on the original data from the surveys, was produced with draft recommendations.

This revised first report on sustainability should be read in conjunction with the original report produced in January 2017.

## The Individual Projects

### Section A: General

#### Survey 1

All but one of the projects stated 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 indicated that there was a need to further expand their projects.

There was 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 (December 2017).

There was some indication that the focus was on future funding, rather than on a **broader approach to sustainability** such as developing specific collaborative activity, marketing or promotion of services, or developing the skills of staff, or the recruitment of volunteers.

Responding to the question, 'Does your project allocate specific funds to support and plan for the project's sustainability?' four projects stated 'Yes', however for 2 of these projects this was referring to 'reserves' being set aside. Two projects stated that general management costs provided allocated time for 'back-office' support or seeking funding. Big Lottery funding however did not appear to have been used *at a project level directly* to build sustainability over the long-term.

#### Confidence in sustainability

Only one project was confident about achieving the sustainability that they would like after March 2019, 5 were 'quite confident' and 4 were 'not at all confident'.

One of those projects that was 'not at all' confident highlighted the need to work in partnership with other local providers and with Hampshire County Council.

#### Capacity

By the first survey in December 2017, projects had developed their capacity in a range of different ways. The majority of projects had both employed new staff (n=6) and developed staff skills (n=8). Projects had also developed their capacity by 'Building or developing a volunteer base (n=4) as well as by:

- 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

It was unclear from the survey which parts of the services that had been developed would be sustainable, or whether these developments would support the sustainability of the projects. One project *stated 'Increasing its expertise of planning and business development'* as an area in development, which has the potential to improve its sustainability. This also applies to the employment of new staff and upskilling staff, depending on the skills developed and the staff employed. On the other hand, increasing number of clubs, the number of schools supported, focus sessions and young people attending, despite being beneficial would not build sustainability for the services directly and might only achieve this through increased awareness and future opportunities.

## Section B: Building capacity and sustainable growth

### Survey 1

#### Business planning and development

##### Business planning skills and capacity

Responsibility for business planning and management of the projects was varied which is unsurprising since the composition of projects is so variable. Managers were generally supported by trustees, CEOs or a management committee. Only one project stated that the person who was responsible for business planning and management, did not have sufficient time away from project delivery, to plan for the future of your project, although two projects were unsure about this.

The majority of projects (n=7) did not bring in dedicated expert support with business planning and management, although a couple of services indicated that these skills could be accessed through Trustees and Management committee members. (December 2017)

##### Collecting evidence

There was confidence amongst HYCA members that the evidence to show the effectiveness of their projects was being collected. However, it should be noted that the question was not about 'how' the evidence might be used effectively. One project noted that they had concerns regarding the use of the database and knowing how to collate their own project data

##### Sustainability planning

Half the projects stated that they had a plan/strategy for achieving sustainability. As HYCA staff progressed through the survey broader views on sustainability than those indicated at the start of the survey became evident. Plans fell into nine different categories.

Framework for developing sustainability (based on HYCA responses to the survey)

|   |  |
|---|--|
| <p><b>1:<br/>Developed foundations</b></p>              | <ul style="list-style-type: none"> <li>• Fundraising strategy in development as part of wider business planning</li> <li>• Have developed better understanding and have better evidence need for a larger service going forward.</li> <li>• 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.</li> </ul>  |
| <p><b>2:<br/>Funding</b></p>                            | <ul style="list-style-type: none"> <li>• We are constantly seeking funding for different parts of the project and constantly fundraising</li> <li>• We still plan to apply for Big Lottery funding, whether as part of HYCA or alone</li> <li>• Will apply for other funding</li> <li>• Our local team will be supporting our national fundraisers</li> <li>• Being more strategic about our funding applications and the way we breakdown the different areas of our work/sums required to be more achievable</li> <li>• Our fundraisers have the young carers' project as a priority to raise income for it in their business plan</li> <li>• Improved our fundraising</li> <li>• Prepared and planned future small bids</li> </ul>  |
| <p><b>3:<br/>Building profile and relationships</b></p> | <ul style="list-style-type: none"> <li>• We have worked hard on <b>building our profile</b> and working with community organisations, local businesses and <b>schools in the area</b> to embed the need for the project in the community</li> <li>• Launched the Young Carers service new website</li> <li>• Developed relationships with our CCG who have also facilitated links with other agencies</li> <li>• General awareness raising</li> <li>• 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.)</li> <li>• The service is now known to all agencies and organisations in the area and working in partnership/networking on all levels.</li> </ul> |
| <p><b>4:<br/>New funding methods and streams</b></p>    | <ul style="list-style-type: none"> <li>• Looking at ways of involving corporate sponsorship to tap into other sources of potential funding</li> </ul>  |

|                                       |  |
|---------------------------------------|--|
|                                       | <ul style="list-style-type: none"> <li>• Develop ways of working with other services within our organisation to look at intergenerational work/activities as there is potential funding/revenue contributions available</li> <li>• Use WRAP training as an income stream</li> <li>• We are looking for alternative methods</li> <li>• Looking at in-kind contributions to the project such as volunteer drivers</li> </ul>   |
| <b>5:<br/>New ways of<br/>working</b> | <ul style="list-style-type: none"> <li>• Develop transition support for young carers aged 16-17 and young adult carers 18-24 years;</li> <li>• 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</li> <li>• Maximised links to other agencies, developed new ways or working, streamlined several aspects</li> <li>• We have tried to develop some partnership work to help share the costs of activities</li> </ul> |
| <b>6:<br/>Further<br/>development</b> | <ul style="list-style-type: none"> <li>• Building networks, piloting parent services, using staff skills from main charity to support HYCA work</li> </ul>   |
| <b>7:<br/>Status quo</b>              | <ul style="list-style-type: none"> <li>• Sustain respite support element of the project.</li> </ul>  |
| <b>8:<br/>Scaling Back</b>            | <ul style="list-style-type: none"> <li>• Scale back family support</li> <li>• Scale back in-school support to be manageable within existing means</li> <li>• We have staff on fixed term contracts</li> <li>• We have projects which will finish before 2019</li> </ul>  |
| <b>9:<br/>Using reserves</b>          | <ul style="list-style-type: none"> <li>• Using reserves to bridge any gap in funding</li> <li>• Increasing our reserves by £40,000 to ensure we have 12 months running costs</li> </ul>  |

See original report on sustainability for full list of responses. Some not included in this table as it was unclear how they might lead to improved sustainability.

### Barriers to developing a sustainability plan or strategy

#### Time

60% of the projects stated that **'time' was the greatest barrier** to developing a sustainability plan/strategy, despite the fact that only one project had previously responded that the person who was responsible for business planning and management, did not have sufficient time away from project delivery, to plan for the future of your project.

Framework for what is needed to achieve sustainability (based on HYCA responses to survey)

The responses to the question about what else projects needed to achieve sustainability can be categorised as follows:

|   |  |
|---|--|
| 1:<br>Collaborative<br>work: Strategy<br>and direction        | <ul style="list-style-type: none"> <li>• Strategic clarity – re HYCA</li> <li>• Direction and collaborative work from HYCA to apply for future consortium applications</li> <li>• Sustainability plan</li> <li>• To do some focussed work on sustainability, to start actually working on post 2019</li> <li>• <b>Commitment, 'buy in', honesty, openness</b></li> </ul> |
| 2:<br>Collaborative<br>work:<br>partnerships<br>and direction | <ul style="list-style-type: none"> <li>• Strategic clarity – re other potential partnerships</li> <li>• 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</li> <li>• Key partners brought into work in alliance</li> </ul>                        |
| 3:<br>Clarity from<br>HCC                                     | <ul style="list-style-type: none"> <li>• For Hampshire to take their statutory responsibilities seriously</li> <li>• 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</li> </ul>                 |
| 4:<br>Data  | <ul style="list-style-type: none"> <li>• Project data</li> <li>• Hampshire data</li> <li>• The ability to use monitoring and evaluation data and information to inform project development plans and fundraising</li> </ul>  |
| 5:<br>Funding   | <ul style="list-style-type: none"> <li>• A large 3 year grant for core funding</li> <li>• Funding</li> <li>• Further long-term funding</li> </ul>  |
| 6:<br>Time  | <ul style="list-style-type: none"> <li>• Time allocated to future business planning</li> </ul>   |
| 7:<br>Other   | <ul style="list-style-type: none"> <li>• Free own/shared premises (peppercorn rent)</li> </ul>   |

See original report on sustainability for full list of responses.

**Bold = from HYCA Lead**



## Section C: Following the Big Lottery Funding

### Survey 1

#### Reliance on collaborative funding

There was significant reliance on the collaborative funding from the Big Lottery. For five of the projects funding from the Big Lottery accounted for **over 50%** of their budget (December 2017).

Six of the projects believed that without funding from the Big Lottery, they would not still be running or that they would have to scale back their delivery.

#### Cliff edge

As it stood in December 2017, the majority of services were on a 'cliff-edge' in relation to continuing their current level of service.

One project thought that it would not be able to main the same level of support and three projects were unsure whether they would be able to maintain the same level of work when the funding from the Big Lottery came to an end. Only one project thought that it would not have to reduce its service delivery. Were further funding not secured, the projects' assessment of their service delivery was fairly stark. The following terms were used to describe how their service delivery would be affected:

*The project would **be significantly smaller**;*

*Likely **to reduce or end the project***

*We would have to **significantly reduce our offer***

*We would **have to streamline** at the very least and **cut back** in some areas*

***Complete reduction of project***

*We would have to **scale back** our offer to young carers*

*It would **drastically reduce the support***

*We would have to very **seriously looking at reducing the numbers we support**,*

At least one project is supported by a national fundraising arm and is therefore perhaps less reliant on HYCA collaborative funding. Where there is unequal reliance on collaborative funding this has the potential for unequal investment by projects in seeking collaborative funding. On the other hand, this facility that benefits this individual project, has at least the potential to benefit the wider collaboration by highlighting potential funding schemes. *Moreover, there is potential perhaps for exploring how this facility might even be used to support*

*the collaboration as a whole, for example directly by sourcing funding or in another supportive, or training capacity.*

## Section D: Status of future funding for individual projects and Section E: Views about future joint HYCA funding

A minority of projects (n=3) had earmarked funding for when the Big Lottery funding ends in March 2019. Only two projects responded that over 50% of their budget for 2019-2020 was secured, with some projects having no secured funding.

Only two projects had over had over 6 months of reserves.

None of the projects *does not want to* secure future joint funding through HYCA although 3 were unsure and three projects stated that they were reliant on securing joint funding through HYCA

Projects cited a range of £40K - £60K for the amount they needed to secure through joint HYCA funding (although the responses to this question were unclear and would need to be verified).

Two projects stated that they hoped to secure over 50% of their funding through HYCA.

## The HYCA Collaboration

At December 2017 HYCA had had allocated specific funds for a HYCA Lead to oversee the strategic role and the sustainability of the collaboration. However, it was felt by the HYCA Lead that there was insufficient time to lead the projects and include a focus on sustainability at the same time.

*'there are not enough hours to lead the projects and focus on the sustainability element of the project.'*

Little if any progress towards sustainability had been made by December 2017 and a sustainability plan had not been developed for HYCA.

The HYCA Lead described the barriers to developing a sustainability plan/strategy for HYCA as:

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