

Fulfilling lives: Supporting people with multiple and complex needs

Questions and Answers

23 July 2012

Definition of multiple and complex needs

1 What do you mean by multiple and complex needs?

For this investment we have defined people with multiple and complex needs as individuals who experience at least two of the following: homelessness, reoffending, problematic substance misuse and mental ill health.

2 What specific definition have you used for the four areas that you have identified?

We have used the broadest possible definition for the four areas that have been highlighted. The funding is looking to target those individuals with the most entrenched needs who have already reached crisis point.

However individual areas can further define their target group within their local areas if they feel that this is appropriate for example by focusing on a particular age group, gender or BME community.

3 What do we mean by tailored or person centred support services?

When we speak of tailored or bespoke support services we want to see a personalised service that is unique to the needs of each individual.

This is why we want to fund a partnership of organisations that are able to support all the issues an individual is facing.

4 Will you fund preventative services?

Because we will fund services to become more joined up with better systems for sharing information and a strong focus on learning it is likely that this will also benefit preventative services. However the focus of this funding is specifically on those people with the most entrenched needs who have already reached crisis point. This is why we have defined the people we want to work with as those who are experiencing two or more of the following: homelessness, reoffending, problematic substance misuse and mental ill health.

5 What age group is this funding targeted at?

We're looking to support adults through this programme but we won't be restrictive on this. It will be up to each partnership to decide where their focus should be, for example they might decide to also work with young people whose experiences fit with our definition of multiple and complex needs. If this is the case each partnership will need to ensure they include the relevant organisations to work with their target group.

Target areas

6 How have you chosen the areas that will benefit?

We want to use this investment to learn about what works for people with multiple and complex needs. We are therefore making large grants available over long periods of time. Our funds are limited and we cannot support every area of England. Some areas that are not on our list will also contain high numbers of people experiencing multiple and complex needs. This investment is intended to help those most in need, but our targeting also takes into account other factors.

We based our initial targeting decisions on a range of data from a number of different sources (such as statistics on homelessness and offending). We used a range of sources because data on people experiencing multiple and complex needs is not collected systematically across England.

To supplement this we spoke to local and national stakeholders and considered a range of geographical characteristics which will enable us to learn from a range of different approaches.

Areas that we are not targeting under this investment will still be able to apply for other funding from BIG for similar projects through our Reaching Communities strand.

7 How strict are you going to be over the geographical locations?

We've selected these areas because we want to focus our funding in order to make a big impact. However it will be up to the individual partnership to define the areas that they will work in based on their understanding of the needs of people with multiple and complex needs within their locality. Partnerships will be expected to, where appropriate, work with the surrounding area to ensure that the needs of people experiencing multiple and complex needs in their area are fully met. This may include rural areas as well as nearby towns.

8 What happens if beneficiaries move out of the target area?

Although we will be looking for projects to track the progress of beneficiaries over the duration of our funding, if beneficiaries move out of the area, it would be unrealistic for us to expect that grant holders track these individuals. We will be working with our external evaluator to ensure that we collect enough information to ensure that the learning from the funding is as robust as possible.

9 Is each of the 15 areas guaranteed funding?

We do not guarantee funding to the areas that we have identified. We will expect all partnerships to use their local knowledge to demonstrate a good understanding of need and opportunities in their areas. We will fund proposals where we can see there is a strong likelihood of meeting our funding outcomes.

Assessment and management

10 What criteria will BIG use to assess each application against?

Applications will be assessed against the likelihood of it being able to meet our funding outcomes and how well it is likely to be delivered.

11 How much can projects apply for?

We will consider applications for between £4 and £10million. We expect applicants to request grant sizes that will allow them to address local needs in their area, realise their vision for integrated and holistic services while also reflecting a strong commitment to efficiency and value for money.

12 Will there be a ceiling on the level of funding that can be allocated towards the running of the project?

We have not set a specific guideline about management costs for this programme. In your application you will be asked to tell us how any funding will be spent; for example, you will be asked to indicate the level of management costs you require and why.

We expect proposals to represent good value for money with as much funding as possible to be spent on costs that directly help beneficiaries.

There is a guide to our policy on full cost recovery here:

http://www.biglotteryfund.org.uk/pub_full_cost_recovery.pdf

13 Does partnership or match-funding need to be secured?

We can fund all or some of your project costs. Although match funding isn't a requirement on this programme, we encourage you to get some of your funding from other sources, including partners, if you can. This helps to show a wide range of support for your project and may help it to be more sustainable.

If you are invited to submit a business plan, you will need to provide evidence of joint funding or an 'in principle' approval for any joint funding you have obtained, or evidence that applications for partnership funding have been made and decision dates established.

14 Can part of the money be spent on capital?

We expect the majority of funding to be for revenue costs used for funding staff posts, training etc. There will be a small amount available for capital items such as capital equipment, specialist vehicles or small scale refurbishment that is absolutely essential to the delivery of the project. You will be expected to set out in your Vision & Strategy the levels of capital that you require what it's for and why.

15 How will changes over the life of the grant be dealt with?

This funding is available for between 5- 8 years. Clearly there will be changes in the external environment which will impact on projects. Additionally partnerships will be required to regularly adapt their plans as a result of their learning. Partnerships will have the chance to review their business plan every two years to ensure that plans remain responsive to external changes.

We would expect that sustainability and exit plans are considered throughout the grant and considered in the business plan.

16 Will BIG be adopting a payment by results approach for this work?

We will not be adopting a payment by results approach for this funding. BIG is an outcomes funder, payments will be linked to a regular review of the progress of your project against the milestones that you tell us about in your business plan.

Partnership working- roles, responsibilities & requirements

17 What do you mean by partnership?

We want those involved in the partnership to have a role in the delivery of its outcomes. BIG will expect a draft partnership agreement to be prepared, and if you are awarded funding, to be finalised before funding is released.

18 Who should be included and how developed do you expect the partnership to be?

Partnerships should be led by a voluntary sector organisation with a strong track record of supporting people with multiple and complex needs in the local area; they may be new or existing. They should include a range of other voluntary and community sector partners - for example, those that deal with housing, mental health, justice and other relevant issues. Service users should also be represented.

Partnerships should include appropriate public services and local authorities.

19 Does the lead organisation in a project have to have a track record in the local area?

We have made no assumptions about the size of the lead organisation - the key is to have a strong track record of supporting people with multiple and complex needs in the local area and to have the capacity and systems in place to manage a grant of this size.

Where there is no suitable lead organisation with a track record of working with this group, an alternative VCS lead organisation could be proposed, but the partnership overall would still need to demonstrate the strength of their track record and experience.

20 What do you mean by voluntary and community sector (VCS)?

This initiative will only fund partnerships led by a voluntary and community sector organisation that is established in England. By voluntary and community sector organisations we mean registered charities, charitable or not-for-profit organisations and social enterprises (businesses where profits are mainly reinvested for community benefit).

Statutory or profit-making organisations can be included in the partnership that delivers the project but they cannot be the lead organisation.

21 We are a national or regional organisation with local branches. Can we do a single national or regional bid?

This initiative has been conceived as a funding opportunity to support local voluntary sector-led partnerships that can meet the needs of people with multiple and complex needs in their area. We want to see strong local partnerships that engage a range of voluntary sector organisations, and public services and others as appropriate, to make a difference in this area.

Therefore national or regional organisations would be advised to lead or join local partnerships (they can be involved in more than one partnership but you can only lead in one), rather than aiming to coordinate a single overarching proposal.

22 What about projects that cross local authority boundaries?

Projects can cross local authority (LA) boundaries. Only one statutory body needs to be involved in the partnership but we strongly advise that you secure support of all relevant local authorities and involve them in plans for disseminating and sharing learning.

23 Can my organisation be the lead applicant for a number of bids?

No. You can only be the lead applicant for one bid. However you can be part of the partnership on more than one bid. We expect to fund local partnerships with a strong understanding of local needs and established roots into local communities. Projects that don't possess local knowledge and understanding are unlikely to be funded through this initiative.

24 Are there any audit parameters or due diligence that you will undertake for the programme lead partners?

Yes - we will follow our normal procedures and as the grant could be for up to £10 million the lead partner will need to have sufficient infrastructure and governance procedures in place for us to be satisfied that our funding will not be placed under undue or unacceptable levels of risk. We will judge and assess the suitability of the lead partner once it has been identified.

25 Will applications from Special Purpose Vehicles (SPV) or Consortium be accepted?

We are unable to accept an application from a consortium. A 'lead organisation' should submit the application to us on behalf of the partnership. This should be the organisation that will co-ordinate, manage and deliver the project. If we decide to fund the project we will enter into a legally binding grant agreement with the lead organisation. This organisation must accept our terms and conditions of grant and will be accountable to us for how all the money is spent. In turn the lead partner can enter into formal partnerships with other organisations through a partnership agreement.

You could consider setting up a Special Purpose Vehicle, these are often lengthy and complex to establish and you are advised to seek legal advice. It is unlikely that one could be established within our application timescales. We would need to conduct an assessment of any new entity that was created in the future before being able to transfer legal responsibility to it.

26 What will happen if there is a dispute that arises between two bids and what part will BIG play in helping to resolve it?

We will only accept one application from each area. We will involve ourselves in local disputes as a last resort after all avenues have been taken locally to try and resolve the issue.

We have selected 15 target areas for this funding but we don't expect to fund all areas, this maybe because an area cannot agree on a lead partner or how a partnership will work. We will also assess how well the project will address our outcomes and how well it is likely to be delivered.

27 Will being part of this partnership adversely affect a group's potential to apply for other sources of funding from BIG?

No - however, the activities for which you request funding must be different from what you are already receiving funding for. We would also check an organisation's capacity to manage multiple grants to ensure that there is no adverse risk to public monies.

What is the funding for?

28 What are the grants for?

The grants will be for a partnership of local organisations, working together to improve services for people with multiple and complex needs, so that services are more coordinated, targeted at those with the most entrenched needs and focused on the specific needs of each person.

For example, we would expect to see proposals that build upon the importance of a 'lead professional' who can commission joined-up support services for individuals, drawing on the breadth of expertise in their partnership and from other providers as appropriate. Responsiveness to each person's specific needs will be crucial as is ensuring that services are accessible to service users. This could include the infrastructure and training that supports a lead professional.

The grants will allow partnerships to ensure that service users are at the heart of design and delivery, for example by training and employing ex service users, providing peer- to peer support and developing and managing service user forums.

The grant will also allow partnerships to develop processes for sharing data and undertake joint needs assessment as well as sharing learning about their approaches to feed into a wider study of what works in supporting people with multiple and complex needs, in order to influence future policy and practice in this work.

BIG's Consultation and development

29 Who has been involved in developing the approach to this investment?

- We have held a number of 'BIG Insight' meetings and had conversations with a range of stakeholders from across the voluntary and community sector, as well as service users and government departments. Through these meetings we developed and tested our approach, and were advised on how to link with and build upon current and previous initiatives.
- We have also drawn upon reports and analysis from organisations who work with people with multiple and complex needs.

30 How will this investment differ from statutory provision?

BIG funding must be additional to statutory or Government funding. We see this as an advantage; enabling us to support approaches to deep rooted social challenges from a new angle. With public finances tightening and social challenges mounting, Lottery funding presents an opportunity to try fresh approaches and alternative solutions without diverting resources from core or frontline services.

This funding is not about funding new services, it is about funding organisations to better work together so that they are able to provide coordinated and blended services so that people receive help that is person centred and relevant.

31 How will this link with government funding for families with multiple needs?

This investment is different to the recently announced support for Troubled Families which is being funded by the government. This investment will be funded from money raised by the Lottery and is separate from government run programmes.

The Big Lottery's investment is aiming to work with individuals who experience at least two of the following: homelessness, reoffending, problematic substance misuse and mental ill health. The government is using a different definition to identify troubled families. We expect partnerships, when identifying the individuals they will work with, to ensure that support complements but does not duplicate support that individuals may receive as part of the 'Troubled Families' programme.

Learning and Evaluation

32 What is BIG's approach to measuring outcomes for this initiative?

Learning is an important part of what we're trying to achieve, we want to collect learning that makes it easier for organisations to make the case to funders and commissioners in the future for investment in joined up, person centred services. We will put a significant amount of funding into ensuring that we are able to measure the impact of our funding. This will help organisations make the case for future funding based on strong empirical evidence.

A robust evaluation of this initiative will be crucial to enable sharing of emerging practice and support the case for sustaining the best provision over the longer-term. BIG will commission an independent evaluation partner who will be closely engaged with the programme throughout its duration.

We have identified three outcomes that we want each project to meet.

Those partnerships invited to submit a full business plan will be expected to agree a suite of qualitative and quantitative indicators by which the success of their project can be evaluated - these indicators will be discussed with BIG and its evaluation partner.