

Here

Start-up fund guidance

Guidance for applicants

December 2016

hereweare.org.uk

OUR PURPOSE

unbound.
create more
ibilities for
e in every
moment.



1. Financial principles

The total fund that is available in any one year is £250k - we are suggesting that HERE fund up to 5 projects per year, with the maximum that a single proposal can bid for is £50k; however, we could be flexible on the maximum amount should less bids be applied for / the project is unique and innovative.

The money becomes available from 1st April 2016 and is available on a first come first served basis.

Applicants can apply at any time during the period from 1st April 2016 to the 31st March 2018, subject to the availability of the resources within the pool.

The start-up investment is an interest free loan with tailored agreed repayment terms, over a long period of time.

Access to the funds is for a maximum of 2 years (Wave 1 16/17 and Wave 2 17/18), and the repayment terms will be agreed on a bespoke basis and can be paid back over a longer period than the initial investment.

If the projects face difficulties, there is no consequence of a failure of a project if advice and support has been actively sought from HERE. This would mean that Directors and many other staff would have engaged in helping this project before it was agreed that it could not repay its investment.

2. Principles governing application

Any member or collection of members can apply for the start-up fund, which is an interest free investment. The applying member must stay a member of HERE during the life time of the pump priming agreement and is governed by the articles of association of HERE.

The use of this money will be governed by the HERE Standing Financial Instructions,(we need to hyperlink to these on our website please, hidden but available), these are the rules which govern how money is spent, financial control and management. As such the resource will be accounted for as a budget within HERE, even if the budget holder is a Practice Manager or a GP of a Practice, or some of the partner applicants are from other organisations.

As most of HERE services are run as autonomous business units, it is possible for repayment to be made from within income or lower costs as a result of implementing the new idea. For primary care shareholders who wish to utilise this resource, they would also need to ensure costs are reduced as a result of implementing the project or increased income was achieved to able to repay the start-up fund.

3. Application process

The application process will be overseen by a Group of Mentors (who will vary depending on the project), and some experts in the field of the idea or application. The Mentors will be drawn from the HERE membership and from other partner organisations if appropriate.

There will be only three tests for each application:

1. Adherence and ambition to the purpose of HERE.
2. The application will be tested for whether advice, expert input or collaboration with others has been sought or obtained, and from whom. Applicants may be asked to seek more advice from others before proceeding.
3. That the plan for repayment, and therefore return on investment, is robust enough for repayment but not without risks, and the Group of Mentors need to be able to balance the risk of non-payment with the ambition of the idea or project. This needs to be proportional in response to the level of funds being requested.

As the resources are available on a first come first served basis, the Group of Mentors will be drawn as needed, and as each application may need a different set of experiences and expertise.

4. Requirements from applicants

The requirements for applicants will be simple, and easy to understand. They are designed to be supportive and enabling learning rather than performance management.

Applicants and their teams or partner applicants will be expected to:

- Agree to operate within the terms of the HERE SFI's and any other relevant policy; this is as much for the protection of the applicant as it is for the organisation.
- Reach a simple written agreement with the Group of Mentors on the repayment terms based on their own plan or business case, and have made this transparent to the wider HERE membership. This will be facilitated by regular updates on the HERE website.
- Share their learning on a regular basis as agreed by the applicant/s, and seek the collaboration and support of others to maintain the success of the project. If needed, action learning support or reflective practice sessions can also be supported to facilitate shared learning.
- If the repayment plan or project becomes at risk, there is no consequence of a failure of a project if advice and support has been actively sought from HERE.

5. Support process for applicants and projects

There will be no application form or business case - the applicants can ask for advice and should seek support from peers in drawing up their own business plans from the HERE teams, in order to present their application to the Group of Mentors.

To support the success of projects or services the applicants will be able to call upon the advice and support of all of the resources within HERE and sometimes outside of it (national and local friends and co supporters). This will include all teams, Directors, finance, legal and other resources available within HERE. Each applicant will have a dedicated Coach to draw on from within HERE, to support the success of the project, and if required or needed a finance team member to support them.

6. Commitments from Here

We will share with applicants the HERE advice process and commit to providing support to all applicants throughout the duration of the project.

We commit to sharing learning from the projects funded via the Start Up fund, through the HERE website and regular blogs.

We will define the qualities required to be on the Group of Mentors, so that a support and guardianship role is in place for all projects.

7. Some worked examples

Service Team

A team of people which contains a HERE shareholder has an idea to test a new model of delivery within an existing service, that requires a small amount of pump priming, £5k over 2 years they think that this idea would enable greater savings within the service and they need the resource to test if this is the case. They build the idea together with the support of a HERE Director or manager, they ask for finance support and advice to build the business case; they seek the Peer Review Group approval and are given approval for the allocation. They then work on a repayment plan over a 5 year period. The money transfer to their budget and they have control over its expenditure according to the SFI's of HERE. As the idea is implemented they monitor its success and they know by the middle of year 2 that the repayment plan is going to be successful. The team repays the £5k and secures the benefit of the reduction in costs over a longer time period.

7. Some worked examples

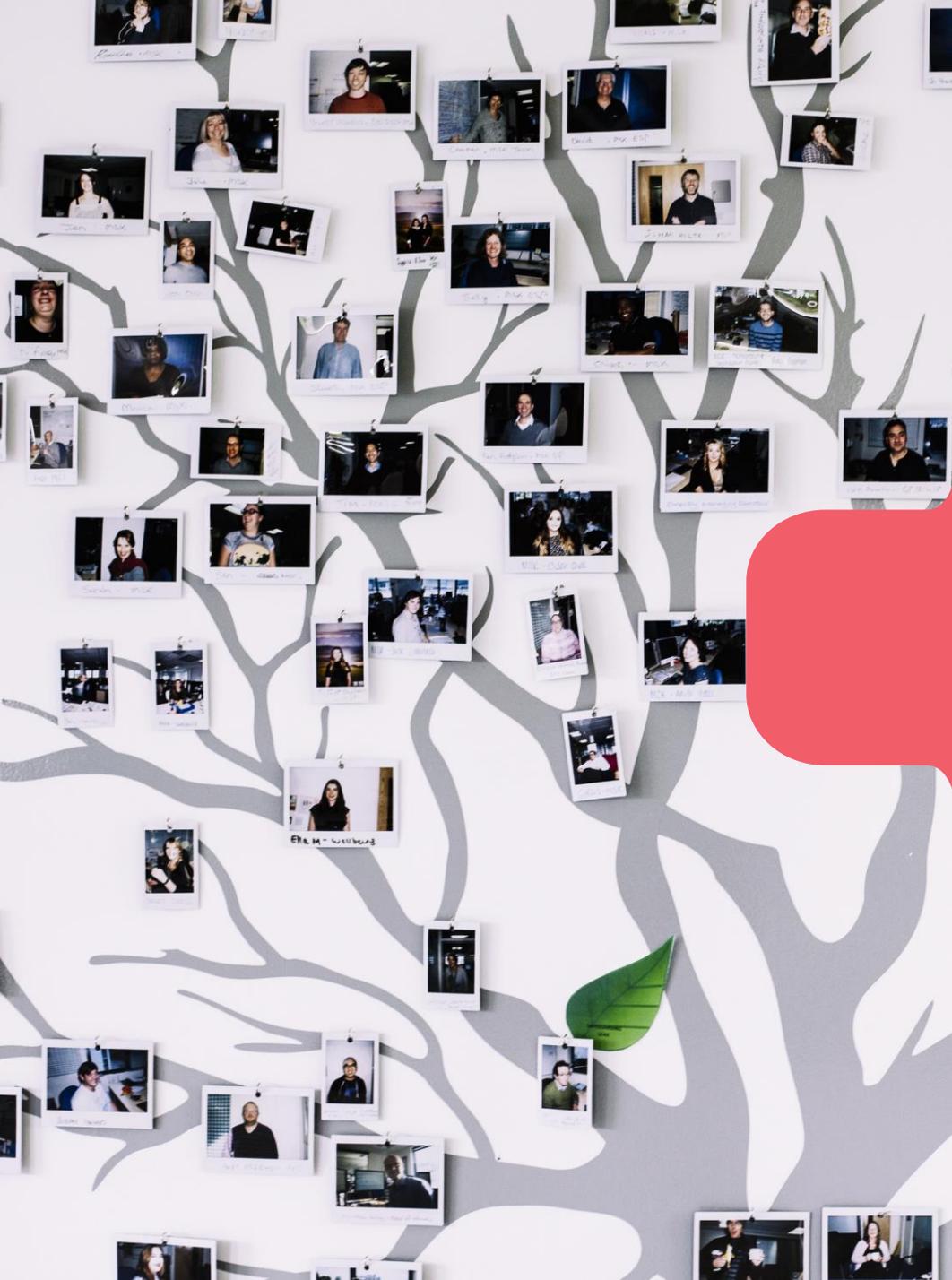
Cluster of GP Practices

A Cluster of GP Practices which contains one or more HERE shareholders wishes to receive additional support to collaborate or federate. They decide to request investment in staff or their own staff to support their efforts to work together, this amounts to £50k a year for 2 years. They believe that this investment will put them in a better place to increase income and reduce costs over a longer period of time, and will give them additional benefits to the resources being made available through the LCS and other contracts that may be coming in the future. They use the same process as above with a HERE staff member team and develop their own case, financial model and plan. They seek the Peer Review Group approval and are giving approval for the allocation. The repayment plan is over 5 years, subject to some assumptions about contract growth. A HERE budget is created and a nominated applying member is appointed as the budget holder for the expenditure. The SFIs of HERE applies. By the end of year 2 they are clear that repayment is necessary over a longer time period, this is then re-set to 7 years, with an annual monitoring process in place.

7. Some worked examples

An individual member

An individual shareholding member has an idea that requires pump priming in order to bid/seek funding for a new service or even to sell a new service. They need to seek others to develop this idea with before they apply, and they can ask for help from the HERE Director team in working through their thinking. The same process as above applies.



Here

Fourth Floor, 177 Preston
Rd, Brighton, BN1 6AG

+44 (0)1273 560 243
info@hereweare.org.uk

hereweare.org.uk