Scottish Government Challenge Fund 2018/19
Guidance notes for applicants

Before you start

All proposals must be signed off by the chair of your local Alcohol and Drug Partnership (ADP) or Integrated Authority (IA). This is to ensure that proposals align with strategic objectives in the area, and to encourage collaborative working. You are advised to discuss your proposals with I/A or ADP Reps at the earliest opportunity as you begin to develop your plans. It is also recommended to contact Rowan Anderson at Corra Foundation, who will be able to offer support and guidance during the application process. Rowan's details are:

rowan@corra.scot   0131 444 4025   @rowan_corra

Section 1: Contact Information

Please complete contact details. We recommend that the Primary Contact is someone closely associated with the proposed project, a Project Manager, ADP Lead Officer or Charity Manager for example. This person will act as a primary contact for any questions Corra Foundation may have about the proposal and project.

Section 2: Funding Category

You are asked to identify which category you wish to apply for, the 'Getting Ready for Change' or 'Implementing Change' streams. Please tick only one box.

Getting Read for Change: Up to £35,000

The "Getting Ready for Change" category will enable local areas a small pot of funding which will support the reflection and review of their current operating systems. For example, this could mean mapping their systems, identifying blocks in the system, or areas of the system which are not functioning well for people who use their services. This could mean funding for external consultancy, or salaries for staffing to undertake mapping, review or system re-design work. This funding can be used to implement small scale changes, if that is what local areas need.

Applications which are successful in obtaining funding under the 'getting ready for change' category will be able to apply for 'implementing change' funding in 2019/20. This means consortia could apply for £35,000 in 2018/19 to analyse need, then for a larger under amount 'implementing change' to implement resulting recommendations in 2019/20.

Implementing Change: £35,000 - £150,000

Support for Change is funding to test ideas that are ready for implementation. To apply under this category, applicants will be expected to demonstrate significant evidence of work already undertaken to identify the need for change – for example a recent service review or a clear plan based in improvement methodology.

'Implementing Change' funding can be used to deliver the required changes to systems and ways of working evidenced by prior service reviews or needs analysis. This could be, for example – the development or reshaping of a service, restructuring of staffing, workforce development costs to upskill or re-train staff.

Applicants should note that this funding is a one off – and that assessment of the sustainability and future-proofing plans will be closely scrutinized as part of the application process. If the changes implemented are successful, the reporting process will include analysis of how these changes have been mainlined or sustained through core statutory funding.

Section 3: Please tell us more about how the fund will help

If you choose to apply for 'Getting Read for Change':

What issues are caused by the current way of working? (250 words max)
Please tell us what the issues are that have led you to want to look at systemic change. This could be a perception that pathways are not optimal and so people find it hard to access support, or a belief that there may be a gap in support for a particular group for example. We recognise that the 'Getting Ready for Change' fund is for making a start or taking smaller steps, so we understand that you may only be able to outline anecdotal evidence.
How have you identified this need (max 200 words)
Please tell us how you have identified this need. Again, we understand you may only be at the early stages of identifying or thinking about this – so anecdotal evidence is fine. You could tell us that you have recognised need through practitioner or service user feedback; or through a needs assessment or service review.

What is the test or change you want to investigate (max 500 words)
Please tell us about what it is you want to change, implement or investigate.

How will you do this? (max 500 words)
Please give us details of how you intend to do this. Who will do the work? What will it entail?

What will happen next? How will you implement the findings/recommendations? (Max 500 words)
We are interested in what you plan to do after you have completed the work. If it is successful, what will you do? How will you build upon or implement the findings/successes/learning?

If you choose to apply for 'Implementing Change':

What change have you identified that needs implemented? (max 400 words)
Please tell us what change you have identified that you want to implement, giving details of the background of current ways of working/approaches and why you want to change them. Please tell us why making this change is important and how it might improve outcomes for people.

How did you identify this need? (max 400 words)
Assessment of the 'Implementing Change' stream of this fund will include detailed analysis of how the need for change was identified. Please tell us about the work that you have already undertaken which shows the need for this change. This is likely to include significant groundwork which identified the need for change; like recent services reviews or mappings, commissioning reviews, or detailed consultation processes with stakeholders for example.

Why is this change important to improving outcomes for people? (400 words max)

This fund seeks novel or innovative ways of implementing systemic change that will improve the quality of support people receive. Please use this section to illustrate how the proposal would improve outcomes for people – what will be the positive difference these changes make for people?

How do you envisage this improvement/change being implemented? (400 words max)

Please give us an overview of your implementation plans.

How will you do this? (max 400 words)

This should detail your operational plans, including who, what, where and when details. Please detail the approaches and actions you plan to take throughout your project.

What will be the outcome? (max 400 words)

Please tell us what the difference will be after you have completed the project. Please focus this answer on what difference your work will make to people who use your services.

How will you share the success/learning from your project? (max 400 words)

Because the Challenge Fund is open to innovative or new ways of working, we will have a keen focus on understanding the learning from projects. Whilst Corra Foundation will be in close contact with successful applicants throughout the life of the project for reporting/monitoring, we would like to understand your own plans for sharing learning and practice developments. Please tell us about how you will share learning with local colleagues and statutory bodies, but also on a wider scale to relevant bodies/organisations/groups across Scotland if appropriate.

Section 4 . Governance and Partnerships

Applications to the Challenge Fund will, in part, be assessed on the demonstration of strong partnership working and meaningful consultation with people who use services. This section will ask you to demonstrate these issues.

If you tick yes to 'have you consulted with people who use services', you are asked to demonstrate how you have consulted with people (max 200 words)
The Challenge Fund seeks to facilitate improvements to outcomes for people affected by alcohol or drugs. Please tell us how you have meaningfully consulted with people who use services, or their families/children during the development of your proposal.
Please detail the role and responsibility each partner will take (max 300 words)
Please outline each partner's role in implementing this project. Who will do what?
How will you develop this partnership? (max 300 words)
We recognise that sustained collaboration and partnership working will be integral to the success of any systemic change. For this reason, we ask you to demonstrate how you will develop the partnership as the project continues. Please tell us how you identify key stakeholders, and how you will foster good partnership working.
How will you collaborate as the project progresses? (max 300 words)
Implementing systemic change rests on continued collaboration between all partners. Please outline how partners will collaborate and share information during the implementation of this project. This could be details of how you will co-work or share information for example.

Section 5: Reporting

How will the project be governed and managed? (max 300 words)
This funding is associated with implementing innovative new ways of working, applicants must demonstrate how their project will be managed and governed appropriately. Please tell us about who will govern and manage this project at a strategic level, for example which IA Boards or ADP sub-groups the project progress will be reviewed at.

How will you monitor progress? (max 300 words)
Please tell us your plans for monitoring. This could include details of your plans for progress review and reporting at operational level.

How will you measure change (outcomes) (max 300 words)
Please outline what information you collect and how it will be used to show outcomes for individuals and for the project as a whole. What will success or change look like and how will you measure it?

How will you ask service users their experiences of this change? (max 300 words)
Proactively seeking the experiences of people who use services (or their families and children) is a critical part of implementing systemic change. Please tell us how you intend to seek the views of people who use the service about what the changes have meant for them.

What monitoring/learning/evaluation tools will you use to track changes and improvements? (max 250 words)
This could be Outcome Stars, client feedback sheets or more statistical data depending on your project.

Section 6: Links to strategy

How does this fit within strategic intentions? (max 300 words)
This funding is associated with implementing innovative new ways of working but must also be balanced with sustainability and future planning. Successful projects must be suitably aligned with local strategic plans (which is why the IA/ADP links are critical in developing this project application). Please tell us a little about how your proposal reflects the agreed current and future local strategic frameworks/needs. You could give details of Local Improvement Plans or HSCP development plans for example.

How will the success/learning from this work inform future strategy? (max 300 words)
The Challenge Fund is short term, and so we need to understand how work undertaken as a result of a successful bid will influence future work and strategic direction. Please tell us how you will ensure learning from your project will influence strategic developments.

If successful, how will these changes be mainstreamed or be made sustainable in the long term? (max 300 words)
Please outline your sustainability plans. This may include the project becoming standard practice if successful, or a commitment from a strategic body to fund or mainstream the project after the Challenge Fund is complete.

Section 7: Funding Breakdown

Please provide as detailed costings as possible for the project. Although match funding or funding in kind is not a requirement, you can detail here if appropriate.

Section 8: Authorisation

The Chair of the Alcohol and Drug Partnership, or Chair of an IA/IJB must authorise this application.

Section 8 declarations ask for details of this person, and we will take this as evidence that they have reviewed and approved the application.

Section 9: Enclosures

We ask for two enclosures as part of this application.

If the lead applicant is a Charity, we ask for annual reports and accounts to be uploaded.

For all applications, we request a copy of a Partnership Agreement. This should be written evidence (signed by relevant senior officers) which outlines an agreement that this proposal has strategic support, and that partner organisations agree to work collaboratively on the project.

Section 10: Bank Account Information

Please provide bank details as requested.