



## Achieving lasting impact: learning and resources

This paper provides links to some resources about various aspects of sustainability and lasting impact, at different stages of a project life-cycle and for different types of projects.

### BIG definitions of sustainability

Our research paper [Early indications of sustainability at the Big Lottery Fund](#) defines sustainability as **the continuation of the benefits and/or activities of projects once BIG funding has ended**, dependent on the nature, objectives and context of individual projects. These included:

- the continued use of facilities provided as part of capital investment projects
- new services developed and delivered as a result of BIG funding
- the use of skills developed among project beneficiaries and project staff
- the establishment of new or strengthening of existing partnerships and other collaborative working arrangements
- sustained behavioural change among individuals
- contributing to the body of knowledge of effective approaches to meeting a range of needs – even if this knowledge was not utilised immediately.

This paper goes on to review in detail factors that are important for sustainability, in planning, delivery and in interacting with the external environment. [Click here](#) to read more.

### Resources on sustainability

#### From BIG and other organisations

- [Sustaining the benefits of capital funding](#)  
*Key findings from research to assess the longer term effects of BIG's capital funding and identify key factors that facilitate sustainable change.*
- [Learning from the MEND portfolio](#)  
*MEND are very clear on their website about what they offer a variety of clients.*
- [Unltd - the Foundation for Social Entrepreneurs](#)  
*Find out more about developing a business model and what sources of support might be available to you.*
- [Scaling up for the Big Society](#)  
*A paper by New Philanthropy Capital which includes guidance on decision-making processes to help identify a set of candidates for scaling up.*

- [Health and Social Enterprise: lessons for the future](#)  
*Findings and recommendations from a project to promote sustainability within Healthy Living Centres through social enterprise.*
- Link to [Engaging your stakeholders toolkit](#) for HLCs  
*This includes a Communications Guide for communicating with local and regional stakeholders*
- Presentation on [Mainstreaming into the statutory sector](#)  
*Whilst some of the detail will be out of date, there are some useful hints and tips for analysing opportunities and risks.*
- BIG Factsheet: [Sustainability – a short guide](#)  
*Most helpful for projects at the initial planning stages, or for projects planning the next phase of their work.*
- [Sustainability: Learning and Lessons from the NOPES Activities programme.](#)  
*Evaluation of the New Opportunities for PE and Sport programme – working paper 3.*

### **BIG Research: Learning from the Healthy Living Centre programme**

The evaluation of the Healthy Living Centres (HLC) programme in 2007 included a focus on sustainability. There are some useful insights in the evaluation for grant holders and for BIG to continue to reflect upon, whatever stage they are at.

**Significant factors** contributing to sustainability in HLCs included:

- Designing for sustainability from the beginning
- Owning buildings versus strong networks
- Approach to health inequalities
- Access to future funding by lead agency
- Partnerships
- Fund-raising and entrepreneurial staff
- Supportive attitude of the local statutory sector
- Flexibility and staff to take advantage of opportunities in the wider environment
- Support by BIG to networking and share good practice

Page 21-22 of the [Learning from Healthy Living Centres: final evaluation summary](#) looks at all these aspects in more detail, or you can download the full evaluation report [here](#).

**BIG Events: Presentations about sustainability from the *Future of Well-being conference for Well-being grant holders***

- [Well-being and Sustainability](#) presentation by Phil Conway at Cool2Care
- [Sustainability and Chances4Change](#) presentation by Mary Shek of Chances4Change.
- [Sustainability and South West Wellbeing](#) presentation by Jaine Keable of South West Wellbeing.
- [Scaling up](#) a well-being portfolio presentation by Gil Bailey and Tracey Bleakley from MEND

**Do you have learning about sustainability you could share?**

Please call Sally Taylor on 0121 345 7765 or on [sally.taylor@biglotteryfund.org.uk](mailto:sally.taylor@biglotteryfund.org.uk) to discuss how we can help you share your experiences or advice with other grant holders.