1. Introduction

Since establishment in 1985, the Lloyds TSB Foundation for Scotland has awarded over £100 million to charities across Scotland. The Foundation has made over 14,000 awards to charities across Scotland. Our mission is to make a difference to the lives of individuals and communities in Scotland, by encouraging positive change, opportunities, fairness and growth of aspirations, which improve quality of life.

We welcome this opportunity to update the Finance Committee on work the Foundation has been undertaking to support local communities via our strategic aims and through the delivery of our Partnership Drugs Initiative, the Henry Duncan Awards, and our Place Based programme which aims to reach communities that traditional grant-making can’t reach.

Our strategic aims are underpinned by a preventative approach which intends to empower local communities and groups with the belief that they can develop many of the solutions to their own problems with support (both financial and capacity building) from the Foundation and other partners.

2. The Christie Commission and the importance of prevention

Whilst the Foundation itself is not directly charged with the delivery of public services, we directly fund and work alongside many community groups and third sector organisations that do. We do recognise that many of the groups which we support have accepted the need to deliver more with less resource. This has brought about an approach where many organisations have sought to adopt a preventative approach out of necessity, as it is commonly accepted that a focus on prevention longer-term can be less resource intensive than dealing with a problem when it is fully developed.

Many of the organisations that we work with have experienced a number of ongoing financial challenges which include staffing costs, building maintenance and other continuing running costs.
Greater pressure on resources has led many organisations to place more emphasis on partnership working with other organisations who may have similar objectives and desired outcomes. There are many examples throughout the Foundation of partnership working from grassroots groups working together to help connect with appropriate support funded via the Henry Duncan Awards; the Partnership Drugs Initiative programme working alongside local Alcohol and Drug Partnerships to ensure funding contributes to locally agreed outcomes; and the Place Based work with the longer term vision of helping facilitate networks and connections both within communities and out with communities with those who are able to help those communities achieve their aspirations.

Partnership working is important, but it can represent many challenges, especially for the third sector and communities. One challenge is that many small to medium sized organisations are not in a strong financial position to adequately plan longer-term, and therefore are unable to commit to collaborative and preventative projects which may be two or three years in duration. Another is typically projects concerned with prevention will be working alongside individuals and communities to help develop sustained relationships to help people engage and then help to make positive choices. Again this can bring financial pressures to third sector groups in relation to long-term planning. Therefore for them to be successful and brought to fruition, local community groups must be able to plan for the future with a degree of certainty. Many of the organisations we deal with on a regular basis exist on a ‘hand to mouth’ basis.

The Christie Commission was right to suggest that there is a need to prioritise expenditure on public services which prevent negative outcomes from arising. However it is the view of the Foundation that the focus of the preventative agenda still remains too wide and therefore needs to be more focused on those most at risk and in need and help them to empower and support those individuals, groups and communities to identify solutions that will have longer-term positive outcomes.

The Foundation has developed the Place Based programme, which establishes a form of philanthropy, bringing together a variety of funding sources including Trusts and Foundations and High Net Worth individuals that focuses on supporting grass-root devised solutions to geographically specific needs, particularly in areas which we identify as being in high need but also in areas which do not generally tend to engage with grant-making bodies.

3. Changing the culture and the importance of digital technology

Changing cultures is a long term aspiration and must be recognised as such. It begins with changing attitudes at all levels of society. The first step in such a process is looking at how we empower local communities and local workers, in turn
building capacity to allow these communities to take greater responsibility for their own local needs and to develop the appropriate solutions.

Innovation means different things to different people. Innovation is the act of introducing something new but that definition doesn’t specify that something that has never existed before, implying that a modification of a current product can still be seen as innovative. Innovation also does not always have to come from the top and our approach at The Foundation, with particular reference to the Place Based model, has been quite the opposite where we seek to listen to the community’s voice and build on their capacity to drive their own improvements and innovation. It will also be important to consider how innovative practice which demonstrates effectiveness can be continued to be replicated and help support change.

As well as funding, communities need support on a range of areas to drive innovation and community empowerment. One of the most fundamental of these is access to, and knowledge of, how and what could assist them in achieving their own outcomes.

4. Community Planning

The central purpose of community planning should be how to make services and support as accessible to as wide a cross section of society as possible. Whilst it is generally accepted that Community Planning Partnerships work closely with local elected representatives, local authorities and other statutory partners, it is perhaps prudent to look at ways in which engagement can take place with those individuals and groups who do not traditionally engage in such processes but nonetheless have as much at stake in such decisions as the more traditional groups.

Community planning should also take cognisance of third sector organisations, especially those under severe financial pressures, and look at ways to engage and support groups who are doing good work in the community – work which many believe should be provided by the state but is not for a variety of reasons. The Foundation can play a role in helping to identify these ‘under pressure’ organisations by analysing grants from the Henry Duncan Awards which offers financial support to meet essential running and core costs. Only when such groups are adequately resourced can we be serious about implementing a preventative agenda.

5. Our approach

Our approach to supporting local groups is centred through our grant-making programmes, the Partnership Drugs Initiative and Henry Duncan Awards and our new innovative Placed Based programme. All are grounded in a prevention agenda.
Partnership Drugs Initiative (PDI)
The Partnership Drugs Initiative is a partnership funding programme whose current partners are the Lloyds TSB Foundation for Scotland, The Scottish Government and The Robertson Trust. Its two core aims are to improve the outcomes for children and young people affected by substance issues and to influence national and local policy through increased understanding of practice learning from funded groups.

One example of how the learning from practice has been shared nationally and locally is the joint piece of work with Evaluation Support Scotland entitled ‘Reversing the Trend’. This piece of work focused on the role that the youth sector plays in preventing risk taking behaviours and specifically problem substance use by young people. Its purpose was to offer an insight into what outcomes can be achieved by providing preventative approaches from universal help through to more specialist support for young people – and how to evaluate them.

What we found was that it can be challenging to evidence the direct impact of preventative and diversionary work on longer term substance misuse outcomes.

Evidence is clearly important to policy makers and funders, who want to understand what services and approaches are effective in preventing longer term problems. We believe that statistics and data sets held by public agencies are often limited because they may not be localised enough and also need careful interpretation to understand what has changed and why. Approaches like Reversing the Trend provide an additional perspective to the evidence of what is working in Scotland. It also supports the projects involved to be clearer on how they can contribute to local outcomes.

We are always mindful in evaluating the anecdotal evidence being provided by those directly impacted with regard to how these changes have impacted upon them. We suggest an evaluation-based approach as opposed to an evidence based approach.

The prevention agenda is based, in part, on the realisation that organisations now have to achieve more for less. We remain proud that our PDI funding model has a requirement that all projects/services must identify and mobilise a minimum of 50% in matched funding. This means that PDI has levered a minimum of an additional £21 million and for every £1 invested by the Scottish Government, the Foundation and The Robertson Trust contribute a further £1.46.

With matched funding, this investment is turned into at least £4.92 spent on local service provision for some of Scotland’s most vulnerable children and families. If the Scottish Government commitment remains the same it would equal a return of £2.28 for preventative projects designed to support vulnerable children and young people for future years. The PDI team continue to remain a valued partner working
alongside Scottish Government, especially on issues relating to early interventions and preventing pressures on the child protection systems.

**Henry Duncan Awards (HDA)**
Every year the Henry Duncan Awards give nearly £1 million to Scotland’s grassroots charities in the form of grants up to £7,000. The nature of the funding is geared towards delivering programmes or services to improve the quality of life for people who are disadvantaged.

Whilst the Henry Duncan Awards do not work collaboratively with other bodies on research directly related to policy or research on prevention, it does provide grassroots support to many organisations who do.

For example, the HDA provided funding in the region of £7,000 for Volunteer Midlothian towards the delivery of the Connect Online Project. This project supports and trains people to improve their computer literacy skills which allows them to better integrate into society and can reasonably assume that this will in turn be a preventative saving to the public purse.

A further example is £5,000 of funding which was awarded to Caring for Ex-Offenders Scotland (CFEO) towards the full-time salary of a Community Re-integration Co-ordinator. In one instance the project supported one man who was socially vulnerable on leaving Castle Huntly. He was supported to be introduced to his local church where he found regular routine volunteering work. He used the catering experience he had learned on a work placement from Castle Huntly to volunteer for food based activities in Glasgow City Mission. Without the support of the CFEO programme it could reasonably be assumed that this individual could re-offend and continue to remain a financial burden on public services. So in this circumstance a preventative approach has worked well.

There is a growing appreciation that practical support of the sort provided by third sector bodies are vital to ensuring that vulnerable and disadvantaged members of our communities don’t have to rely on more expensive public services. Yet there is far more than can be done, for example by developing partnership working between some local organisations with traditional public service providers.

**Place Based**
The Foundation has developed the Place Based programme which establishes a form of philanthropy that focuses on supporting communities to engage as widely as possible and develop grass-roots devised solutions to geographically specific needs, particularly in areas which we identify as being in high need but also in areas which do not generally tend to engage with grant-making bodies.
Place Based espouses a community empowerment approach which recognises that local communities themselves are the best judge of where funding and expertise can be most effectively targeted to achieve the desired outcomes. The design of the Place Based programme supports the facilitation of activity and work with a community co-ordinator based locally in ‘cold-spot communities’ which, due to a variety of reasons, have been overlooked or not engaged by independent grant-makers.

We believe the Place Based work aligns closely with the Scottish Government’s desire to foster stronger community empowerment by prioritising preventative measures to reduce demand and lessen inequalities. We do this by identifying and targeting supporting communities experiencing underlying issues to develop and achieve their aspirations. Existing Scottish Government priorities, particularly in the health and social care arena, are based around achieving outcomes linked to prevention and such a strategy can be informed by learning from grass-roots work. The Foundation can play an important role in conveying that information to government and policymakers.

Our work on the Place Based programme remains in its infancy but early indications from our first engagement working alongside East Ayrshire Vibrant Communities in Cumnock are promising and we would welcome the opportunity to inform the committee at a later stage of the merits of a place based approach and how it sits within a prevention agenda.

6. The need for sustained investment in prevention

As the committee itself has recognised, there are some signs of Scotland-wide progress in delivering a shift toward prevention in public service delivery but definitive evidence remains elusive. However, as stated in our ‘Reversing the Trend’ report, we feel that statistics and local data sets used by public bodies in Scotland are not robust enough to measure whether preventative initiatives are effective or not.

However, statistics and data are not the only way to collect evidence and greater weight should be given to the importance of anecdotal, qualitative assessment. A results-based approach rather than one which relies wholly on data is more helpful in our view. For example the key questions that we sought to answer in ‘Reversing the Trend’ were:

- Are we engaging and reaching the right young people (those at risk) and in a way that enables them to benefit from our preventative services?
- In the short term are young people engaging with support that could prevent them from drug and alcohol problems, achieving positive outcomes and increasing protective factors?
Are young people reducing risky behaviours and making more positive choices?

This stands in direct contrast to a statistical evidence based approach which may seek to identify that a given number of young people did not engage in substance misuse. It is our view that providing the evidence to support such a statement is extremely difficult.

We do however remain absolutely committed to ensuring that money is spent responsibly and we endeavour to look at devising appropriate means of measuring the success of our grant-making especially in relation to prevention.

Work and indeed investment in a prevention agenda must continue because the future cost of not doing so would be considerable. Prevention is a long term ambition and there is still much work to be done, particularly in disadvantaged communities, to foster a climate of community empowerment. Only when such communities begin to make progress will their neighbouring communities look to them as examples of best practice.

The Foundation’s approach is to work in close partnership with key partners as part of a coordinated team. Relationships are the key. The committee has noted, like Christie, that successful preventative interventions work best when those tasked with delivering work together, to a common purpose.

If the prevention agenda is to be successful then more funding must be provided to local groups in order to build capacity and to foster community empowerment. Consideration should be given at a governmental level to appoint a lead on the prevention agenda which can set a tone across the policy field and to drive forward the agenda as well as developing new ways of evaluating effectiveness. The clear lesson of this experience is that Prevention works when partnerships are formed.

Coordination is key, and agencies must be prepared to work together in ways that cross barriers for the common good. Duplication of work is in no-one’s best interests and risks wasting valuable resources.

At the same time though, partnership working must be practicable and that may mean that partners need to be innovative in developing new ways of working.

If you would like to learn more about Lloyds TSB Foundation for Scotland or any issues contained in this paper then please contact Elaine Wilson, PDI & Strategic Support Manager.