

STRATEGIC PLAN

2016-2020




CarnegieUK
TRUST

CHANGING MINDS • CHANGING LIVES

PURPOSE:

Improve the wellbeing of the people of the UK and Ireland with particular regard to people who are disadvantaged.

MISSION:

Changing minds through influencing policy and by changing lives through innovative practice and partnership work.

STRATEGIC OBJECTIVES (2016-2020)

- Be a recognised leader in wellbeing and its links public policy.
- Be a champion for sharing learning between all jurisdictions of the UK and Ireland.
- Make working across the public, private and voluntary sector more normal and valued.

THEMATIC PRIORITIES (2016-2017)

- Digital Futures
- Flourishing Towns
- Fulfilling Work

MANAGEMENT PRIORITIES (2016-2020)

- Explore innovative ways of advocating policy and practice learning
- Introduce competency based pay progression
- Be a recognised leader in measuring impact

FINANCIAL PRIORITIES (2016-2020)

- To implement a total return investment policy
- To set a fixed cash budget for five years
- To attract external funding to enhance our income

1. INTRODUCTION

The Carnegie UK Trust deed sets out Andrew Carnegie's purpose in establishing the Trust in 1913. The Trust's purpose is to seek:

Improvement of the wellbeing of the masses of the people of Great Britain and Ireland by such means as are embraced within the meaning of the word "charitable" ... and which the Trustees may from time to time select as best fitted from age to age for securing these purposes, remembering that new needs are constantly arising as the masses advance.

(Carnegie A. 1913)

The Trustees are committed to a regular review of the work of the organisation and planning its future work. They have chosen a five-year planning cycle. One of the strengths of the Trust is commitment to a thoughtful and proportionate planning process, while retaining the flexibility to respond to particular issues which may arise during the planning period.

This flexibility, exercised by a review every five years of what should be the major activities of the Trust, is a salutary manifestation of vitality and of refusal to get 'fossilised'. (Wolfenden 1976).

The Trustees remain committed to the original aim of improving the wellbeing of the people. During the past decade, there has been an explosion of interest in wellbeing; how it is defined and how it can be improved. The Carnegie UK Trust takes the view that wellbeing is a holistic concept that brings together a range of social, economic, environmental and democratic outcomes. It includes the concepts of objective and subjective wellbeing. There are uplifting definitions of wellbeing which reflect both the legacy and the current work of the Trust "to promote the good life: a flourishing society, where citizens are happy, healthy, capable and engaged". We have spent part of the 2011-2015 strategic plan period exploring and proposing how to embed wellbeing into

public policy. In developing our strategic plan for 2016-2020, we have sought to build on this deepening understanding of wellbeing to guide all our activities over the five years.

Our stakeholder review was conducted by an independent research company and took in views from over 300 people. Their responses were overwhelmingly positive, endorsing our theory of change and ways of working. This level of positive achievement encouraged the Board to continue to build on the key messages from 2011-2015 and continue the main delivery structure to 2020.

The Trust will therefore continue to be an "operating foundation" over this period. Operating foundations are:

Foundations or trusts that use the bulk of their income to provide charitable services or to run charitable activities of their own. They make few if any grants to outside organisations.

(Dow)

Figure 1: What is wellbeing?



KEY MESSAGES FROM OUR 2011-2015 STRATEGIC REVIEW

1. OUR USP IS CROSS-JURISDICTIONAL AND CROSS-SECTORAL...

In a complex world, people value comparative insights from other places and other sectors. Our aim is not to transfer policies from one place or sector to another, but to translate the learning in a way that others can act upon.

2. ...AND AS A CRITICAL FRIEND TO THOSE IN POWER

Relationships matter when influencing systems change. We use our convening authority to bring together senior leaders and thinkers to explore issues. We rarely start out with an answer, but rather seek a process of uncovering solutions through both evidence and dialogue. Understanding this role and focusing on a shared endeavour is essential.

3. PARTNERSHIPS TAKE TIME, THOUGHT AND TREASURE...

Our contribution is most valuable when we are creating time and space for discussion, providing new information and thought-leadership. We blend this with the ability to use our funding to make things happen, but funding is never the first step in our conversations. Our experience in 2011–2015 shows this approach maximises our impact.

4. ...AND CHANGE MEANS FINDING PARTNERS IN UNUSUAL PLACES

During 2011-2015, the Trust has continued to speak to and work with those in the third sector, but we are increasingly aware that the key to change is building coalitions of support outwith the sector. Our key determinant in finding partners is whether they share our objectives, not what sector they come from.

5. OUR EVIDENCE MATTERS...

We are known for our high-quality and easily-digested reports on key social policy issues. We communicate in simple language, but our concepts are not simplistic. Our challenge is to take this evidence base and translate it into meaningful change in policy and practice.

6. ...BUT SO DO OUR VALUES

CUKT is not a campaigning organisation. We have no natural constituency, we argue from a place of independence. Our values shape our views and we believe strongly in social justice. Improving the wellbeing of the people requires a focus on those who are most disadvantaged.

2. OUR CHARACTERISTICS

The characteristics of the Carnegie UK Trust are:

- **Independent and evidence-based**

We have no vested-interest to promote and base our opinions on the best available evidence.

- **Positive and asset-based**

We have a positive view of people and organisations focusing our contribution on building on strengths.

- **Questioning and challenging**

We actively seek out and explore new issues and innovative solutions.

- **Relevant across the UK and Ireland**

We build networks and alliances across the UK and Ireland and with our wider Carnegie family of institutions around the world.

- **Open and transparent**

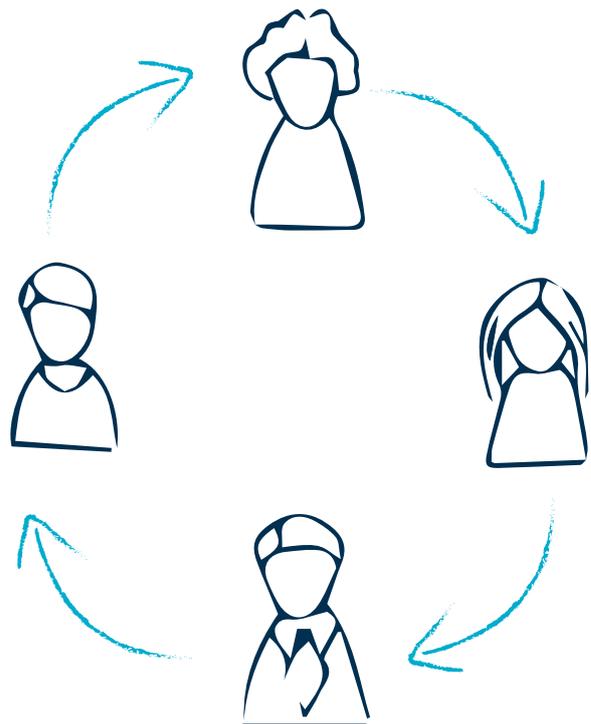
We willingly share information and experiences, even where we have failed.

The role of the Trust Board

An appropriate relationship between the governing board of the Trust and its Chief Executive is essential to allow the Board to set the strategic direction and the Chief Executive to lead on the delivery of that strategy. The Chief Executive will ensure all the work of the staff of the Trust is open to regular, clear and effective scrutiny by the Board. The Trust Board, on the advice of the Chief Executive, will:

1. Periodically set and review the strategic direction for the Trust.
2. Analyse and propose potential activities, including policy, advocacy and practical development, to create an annual work plan.
3. Ensure there is clear and transparent evaluation of the impact of the outputs from the annual plans.

"Our contribution is most valuable when we are creating time and space for discussion, providing new information and thought-leadership."



3. OUR THEORY OF CHANGE

The Carnegie UK Trust works to improve the lives of people throughout the UK and Ireland, by changing minds through influencing policy, and by changing lives through innovative practice and partnership work.

Our approach (Figure 2) is informed by our experience over the past five years and by insights gathered from other organisations and theorists on understanding and influencing social change. We believe that sustainable change is best achieved by a combination of influencing policy change and supporting innovative practice (either directly or indirectly). While the process in Figure 2 is linear, it is important to note that there is continued feedback between policy development and practical work: policy work feeds into practical projects, and the outcomes of practice affect our thinking and provide detailed evidence on what works and why.

Our **changing minds** work is led by the policy team. We invest in robust and high-quality evidence to inform the policy development and evaluation of policies implemented by other organisations, governments and parliaments. In doing so, we both *support the converted* (who share our arguments and objectives) and *convert the sceptics*, targeting stakeholders that are likely to have most influence on decision-makers. As we have developed our expertise and reputation in key areas, we have focused less on external commissioning of research and more on direct research and analysis. Over the course of 2016–2020, we expect this to continue with

Figure 2: Changing minds and changing lives

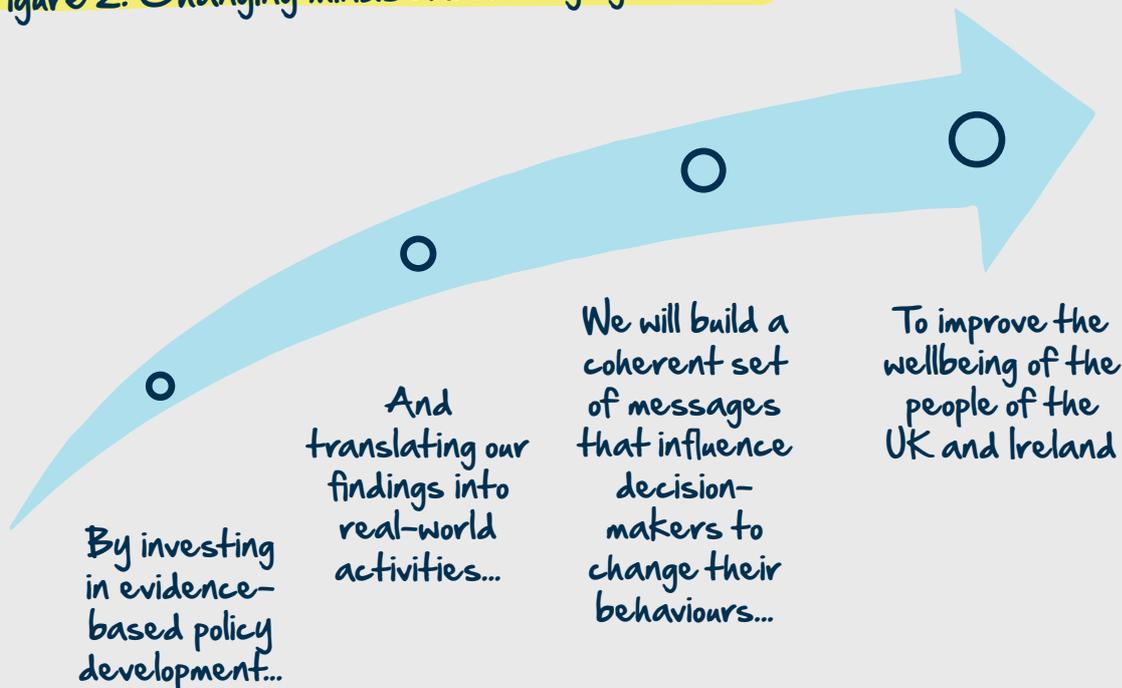


Figure 3: Ways of Working



more emphasis on our own proactive research and evidence-gathering (see Figure 3).

Our **changing lives** work is led by the practice team. We test real-life solutions that improve wellbeing in communities across the UK and Ireland. We often work in partnership with other organisations who share our objectives, with a focus on working with government and socially-engaged business organisations. Our project work will call on partners to commit financial investments to meeting shared objectives, matched by inputs and assets like staffing, facilities, marketing resources and expert advice. Over the course of 2016-2020, we will work to construct longer-term partnerships (3-5 years)

that will cumulatively achieve our objectives, and by working on a more strategically-planned level, ensuring jurisdictional reach and maximising outcomes.

Changing minds and changing lives both rely heavily on **advocacy**, the clear and consistent messaging which influence policy, practice and behaviour. Our advocacy work helps us to present complex information in a way that can be digested and acted on by decision-makers. Our advocacy activities depend on the nature of the work we are carrying out, but include social media, blogs, traditional media and public events. We will continue to invest in this approach in 2016-2020.

"Changing minds, changing lives"



4. OUR STRATEGIC OBJECTIVES

Through stakeholder engagement and reviews of our own and others' work, we have identified three strategic objectives. These priorities guide our work and are embedded across all our projects and work themes.

Be a recognised leader in wellbeing and public policy



"A key strand of our work is on how governments (local, devolved and UK) can take a more enabling approach to their work, empowering citizens to take more control, whether that is over their own lives or within communities."

Why is this important?

Improving the wellbeing of the people has been at the heart of the Carnegie UK Trust for over 100 years. The Trust has worked in a number of ways to improve wellbeing, through investing in libraries, further education, social work, children's rights, rural development and many more.

Since 2010, we have been involved in the developing field of measuring and understanding wellbeing. We are leading advocates for wellbeing frameworks which allow governments to measure social progress and outcomes for citizens in a meaningful way. We have developed the approach of international academic experts and the OECD and translated it into the UK context, focusing particularly on the devolved jurisdictions. Over the next five years, we will continue this aspect of our work, focusing on its application to innovative policy design and development.

Taking a wellbeing approach to public policy is about far more than measurement however. We know that one of the most important factors in personal wellbeing is the ability to have control and make choices about our own lives and those of our families. Public policy in the UK has not always recognised the importance of agency. A key strand of our work is therefore on how governments (local, devolved and UK) can take a more enabling approach to their work, empowering citizens to take more control, whether that is over their own lives or within communities.

To share learning
between the
jurisdictions of the
UK and Ireland

To make
cross-sectoral working
across government,
civil society & business
normal and valued

Why is this important?

Devolution to Northern Ireland, Wales and Scotland is now well-established and further devolution to regions in England is gathering pace. In public policy terms, there is no longer an identifiable UK model of public policy, but rather at least four and potentially more variations.

Based outside of London and with a responsibility that spreads across the UK and to the Republic of Ireland, we are in a unique position within the foundation community to explore and understand these changes. We believe that our shared history and culture means that the jurisdictions of the UK and Ireland (however constitutionally defined) can learn a significant amount from each other.

Sharing learning does not happen naturally, though, and we have found that sustained effort is required to encourage others to take an interest in cross-jurisdictional evidence. Throughout our work, we will show the importance of sharing policy and evidence between the jurisdictions of the UK and Ireland to design and deliver better wellbeing outcomes for citizens.

In addition to cross-jurisdictional working, we will solidify our commitment to each jurisdiction by investing in at least one major project in each of the jurisdictions of the UK and Ireland across this strategic plan.

Why is this important?

Our experience in 2011-2015 is that real and sustainable social change is the result of the coming together of a range of public and private interests and actions. Too often, however, we continue to see policy through silos, whether those relate to role (funders, providers, recipients and so on) or to areas of expertise (health, education, business and so on).

This approach has led to significant improvements in wellbeing over the 20th century. It has not, however, succeeded in identifying solutions to complex or intractable issues (sometimes called wicked issues). Further, each sector becomes increasingly frustrated that the others do not wish to implement the solutions that they can see.

We believe that creativity is unleashed by bringing people into contact with others from different backgrounds and perspectives to share information and explore possibilities. We have explored this in 2011-2015 in relation to academics and third sector interactions. In the next five years, we will take this further, embedding a cross-sectoral approach to all our work and ensuring that we harness the skills, knowledge and enthusiasm of unusual suspects.

5. 2016-2017 THEMATIC PRIORITIES

As wellbeing is a broad concept, there are many areas that the Carnegie UK Trust could seek to influence. All our work will have an emphasis on social wellbeing as a critical outcome.

Our decisions are based on the following factors:

- **Making a difference** – the extent to which our work could add value and impact on the wellbeing of the people, particularly those who experience disadvantage. This impact may be direct (social change outcomes) or indirect (policy and advocacy outcomes).
- **Balancing legacy areas with new work** – the Trust has a long history and we are proud of our contributions to various fields. However, we do not restrict ourselves to working on legacy issues and seek a balance between these and new areas of concern.
- **Gap analysis** – whether others are better able and willing to influence change. We actively avoid crowded fields and where others do work for the same objectives, we seek to add value, not replicate.

Public policy is moving at a fast pace and the Carnegie UK Trust wishes to maintain flexibility to respond to emerging issues. We have selected three work areas which are our priorities for 2016-2017. The Chief Executive will ensure a costed annual workplan is compiled under each area to meet the stated objectives, based on a suite of proposed business cases for work to be undertaken and delivered. Business cases follow project-based logic models and include risk and achievability assessments. Objectives under each work area will be reviewed annually following the joint policy and practice impact report to the Board.

Flourishing Towns

Town communities can struggle to secure attention in the public policy arena: for funding, to draw in innovation, and to build partnerships to support reform and progress. Towns can too often be crowded out by powerful voices representing both rural and metropolitan interests. The contemporary discussion about towns can focus negatively on "saving" or "preserving", rather than "progressing" or "rethinking".

Yet two-thirds of people live in small and medium-sized towns in the UK and Ireland. Half of all businesses are based in towns, and a huge proportion of public and voluntary services are provided through them. They are critical to the wellbeing and prosperity of the population.

Ensuring that towns continue to be dynamic and resilient places is a significant contemporary challenge. Towns need to capitalise – just as much as great cities – on the opportunities presented by entrepreneurial and flexible working; on technology to enable residents to work and collaborate differently; and on better local control and use of key assets, space, and community resources.

The Trust is one of the largest policy and practice institutions in the UK to be towns-based, and to have taken strategic responsibility for leading innovation for towns. From policy work on the role of towns in providing lifeline services to practical initiatives on enterprising towns and understanding places through better data, our work has already had a significant impact in advancing towns issues and building new coalitions to support towns to grow and experiment.



Fulfilling Work

Fulfilling work has a major influence on wellbeing; it impacts on economic wellbeing by the provision of secure income, and social wellbeing by providing meaning, social connections and personal agency. But it is increasingly recognised that work is no longer a guarantee of greater wellbeing, with in-work poverty rates rising sharply and job insecurity impacting heavily.

Over the past 10 years, the UK and Ireland have experienced large and unprecedented reductions in real wage growth and the growth of less secure work, both for those who are employed and self-employed. Overall employment levels have improved in the past two years but problems persist for both countries in relation to youth unemployment, earning inequality, income mobility and productivity. For those in work, international evidence shows the positive impact that a focus on economic and social wellbeing at work can have on productivity and innovation. Levers for creating more fulfilling work centre on skills development, job security and work-life balance.

Policy development across the UK and Ireland will undoubtedly focus on tackling these issues over the next five years. The Trust will explore the links between work and wellbeing and mechanisms for ensuring that work enhances, rather than harms wellbeing

" Overall employment levels have improved in the past 2 years but problems persist in relation to youth unemployment, earning inequality, income mobility and productivity."

Digital Futures

The world has rapidly become digital. This brings great potential for improved wellbeing through better access to services, goods and products; the development of new, faster, more responsive, personalised services; new ways for people to communicate and cooperate; greater choice and convenience; and improved access to knowledge and information.

In the UK, people now spend an average of three hours a day online. Over 90% of data in the world was created in the past two years – we now create as much information every two days as from the start of human history to the end of the 20th century. The volume of data captured by business doubles every year. There are 40,000 Google searches every second, while it would take 15 years to watch every video uploaded to the web in a single day. The "Internet of Things" means that by 2020 there will be 50 billion in devices that are connected online.

Digital is not simply a channel – it is a transformation in how society operates and organises. The changes that digital technology brings have been compared to the industrial revolution in their scale and disruption.

The impact on our public services, economy, communities and personal lives has already been significant and is set to grow exponentially in the future. This process brings many opportunities for citizens and communities. However, there are also risks involved, with implications for inclusion, equality, skills, privacy, family life, employment and public services.

Our digital theme will explore how the rapid advances in digital technology can be exploited to optimise improvements in the wellbeing of people across the UK and Ireland, highlighting the many opportunities and possibilities while navigating key issues and concerns. Our work on the future of public libraries will continue as an important feature of this theme.



6. MANAGEMENT PRIORITIES

To support the delivery of the strategic plan, the Carnegie UK Trust has identified three internal management priorities which impact on all areas of our work.

Explore innovative ways of advocating policy and practice learning

Our approach is to present complex information in a way that can be digested and acted upon by decision-makers. Stakeholders report that they value our approach to communicating our key messages and our investment in ensuring the reach of our work.

We will continue to invest in advocacy in 2016-2020, including investment in a new website to better communicate our messages.

The Trust will seek to work with the other Carnegie Trusts based in Scotland to ensure there are at least two high profile events in Dunfermline each year showcasing the work of the Carnegie Trusts and promoting their cooperation.

Introduce competency based pay progression

Our staff are our key asset. We recruit and develop the best and set demanding standards for them to be excellent, highly-influential communicators and deliver tangible results. We will continue to support staff through a range of benefits.

For all staff, the strategic plan 2016-2020 will present additional challenges and opportunities for which many will require support and encouragement. The Chief Executive will implement a competency-based pay progression policy to sit alongside the existing performance management system.

Be a recognised leader in measuring impact

The activities of the Trust are focused on influencing system change. As a result, our approach to impact goes beyond traditional evaluation of projects. In 2012, the Trust implemented a challenging and innovative organisation wide impact policy, based on the emerging thinking on measuring advocacy, policy and social change.

What is measurable in terms of impact depends on the type of project. For example, projects that focus on policy change may be around raising awareness of an issue to create the pre-conditions for a new or refined policy. Projects that have a strong practice element may aim to directly influence social change. The staff record impact in real time and the Board receives quarterly updates on activities that include process, output and outcome information to assist them in evaluating impact.

The Board uses this information to inform planning and support continuous improvement. Projects are assessed on whether they are:

- **Question marks** – where it is too early to ascertain impact
- **Rising stars** – where there is momentum and interest in the project
- **Steady states** – where progress is steady and positive
- **Brick walls** – where there is no discernible impact or likelihood in the foreseeable future

As an operating Trust, we are careful to focus our energies on where we can have the most impact. Therefore, we do not invest further in areas that have become brick walls and we seek a planned exit from areas of work which have entered a steady state where investment by the Trust begins to reap diminishing returns.

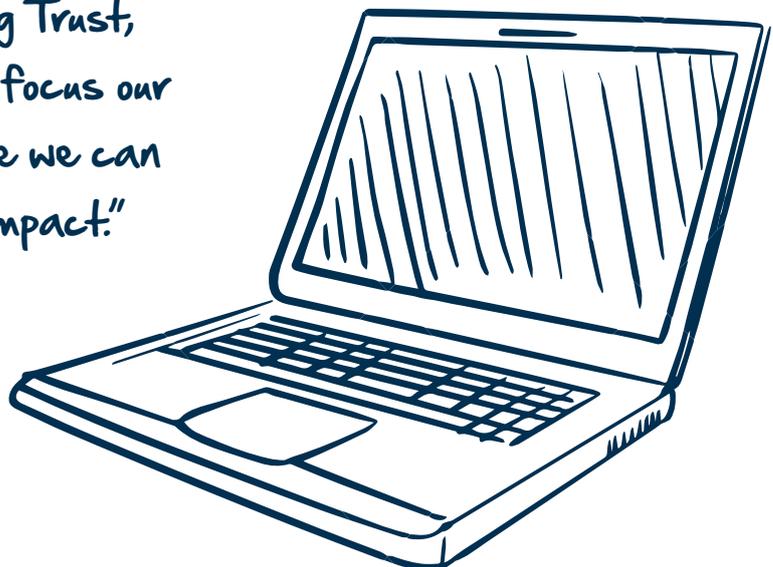
7. FINANCE

The Board has a clear **total return** investment policy. The key elements of the policy are to:

1. Maintain the capital value of the Trust investments at no less than their real value on 1 January 2011.
2. Generate an income (from the investments, capital growth and reserves) to meet the planned annual expenditure.
3. The budget will be set at a fixed amount for five years with no inflation.
4. The reserves (but not the endowment) may be used over the period to stabilise endowment income shortfalls.

| BUDGET | 2016 | 2017 | 2018 | 2019 | 2020 |
|--------------|------------------|------------------|------------------|------------------|------------------|
| Salaries | 821,801 | 867,763 | 895,886 | 922,634 | 942,878 |
| Other | 1,029,199 | 963,737 | 904,114 | 877,366 | 857,122 |
| Total | 1,851,000 | 1,831,500 | 1,800,000 | 1,800,000 | 1,800,000 |

"As an operating Trust, we are careful to focus our energies on where we can have the most impact."



The Carnegie UK Trust works to improve the lives of people throughout the UK and Ireland, by changing minds through influencing policy, and by changing lives through innovative practice and partnership work. The Carnegie UK Trust was established by Scots-American philanthropist Andrew Carnegie in 1913.

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