



# Strategic Plan 2011-2015

The Trust will use the strapline 'Changing Minds, Changing Lives' to reflect our strategic direction 2011-2015



CHANGING MINDS • CHANGING LIVES

## About us

The Carnegie UK Trust was established by Scots-American philanthropist, Andrew Carnegie, in 1913. The Trust works to improve the wellbeing of people throughout the UK and Ireland, by changing minds through influencing policy, and by changing lives through innovative practice and partnership work. Our Royal Charter sets out formally our charitable objectives and purpose.

We are one of over twenty foundations worldwide founded by Andrew Carnegie in the early years of the twentieth century.

## 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 well-being 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( our emphasis) 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)

## 2. Strategic Planning Cycle

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)

## 3. The Mission selected by the Trust

The Carnegie UK Trust will work 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.

## 4. What the Trust will do

The Trust will 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)

The Trust will undertake the following 'operations':

- Undertake research
- Develop policy
- Identify innovative practice
- Develop practical projects
- Advocate for Trust policies
- Influence decision makers

## 5. The working approach of the Trust

In whatever area the Trust is working, it will take every reasonable opportunity to:

- work in partnership with others
- have a long term impact

- promote social justice
- promote participation and involvement

## 6. The strategic focus of the Trust

The Trust's work over the next five year period will be focused on a set of three themes which all have the potential to contribute in a positive way to the wellbeing of people in their communities, in the regions and in the nations of the UK and Ireland. The three themes are:

### 1. People and Place

### 2. Enterprise and Society

### 3. Knowledge and Culture

#### People and Place

From its earliest days, the Trust has had a concern for creating strong communities – the settings within which people can lead fulfilling lives. The Trust has also always had an interest in the kind of public services which support healthy communities, for example, its early support for child welfare and social work as an emerging profession. City regions will become increasingly important, and there will be a trend towards the integration of urban, suburban and rural interests. Remote communities will be at greater risk. In addition, moves towards cost-reflective pricing will threaten social cohesion.

#### Enterprise and Society

The Trust has an interest in what new business or financial models are needed to support communities in a sustainable way both now, but increasingly in the future. Regulated markets play a major role in delivering wellbeing, and rely on social and community acceptance and understanding. In an increasingly globalised world this regulated control over many markets seems distant and unaccountable to many.

#### Knowledge and Culture

This covers some of the key concerns which have been addressed throughout the history of the Trust, as well as others which are more relevant to contemporary society. The role of libraries, access to knowledge and cultural life has always been on the Trust's agenda. Culture is today increasingly used as a tool to support social change, to create social capital, or in therapeutic interventions. In a digital age access to broadband and its successors which will be a major determinant of wellbeing and engagement in society. Public service broadcasting and general news gathering and dissemination are likely to under increasing scrutiny and pressure.

## 7. 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 the work of the staff of the Trust is open to regular, clear and effective scrutiny by the Board.

The Board will move to quarterly meetings during the planning period. The Trust Board, on the advice of the Chief Executive, will:

- Periodically set and review a strategic direction for the Trust (the current policy of the Trust is to adopt a five year strategic planning cycle)
- Analyse and propose potential activities including research, policy and practical development to create an annual workplan
- Ensure there is clear and transparent evaluation of the impact of the outputs from the annual plans
- Make decisions when to cease the activity in an efficient manner.
- Require regular updates of annual plan progress with interim approval being sought for changes needed as circumstances change
- Oversee a more effective project management procedure initiated by the Chief executive with business cases being prepared and requiring approval by Trustees
- Review the governing structure of the Trust

## 8. The attitudes and behaviours of the Trust staff

The Trust will ask its staff to be:

- Flexible
- Future-focused
- Questioning
- Practical

## 9. The role of the Trust staff

### Annual work-plan

The Chief Executive will ensure a costed annual work-plan is compiled based on a suite of proposed 'business cases' for work to be undertaken and delivered in each calendar year. The first will be prepared for Board approval in November 2011 and each year of the plan thereafter.

### Structured staff development

For all staff, the strategic plan 2011-2015 will present new challenges and opportunities for which many will require support and encouragement. As part of the organisational development work to be undertaken the Chief Executive will develop a clear training plan, staff appraisal and performance pay process for 2011 onwards. Staff will start 2011 with new employment contracts and staff policies.

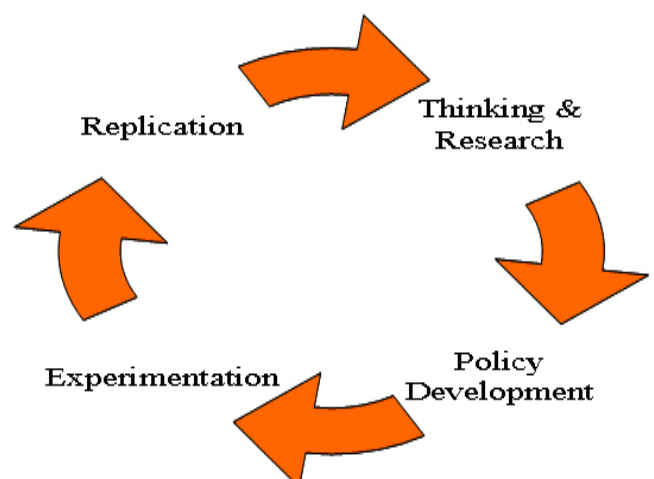
### Delivery process

The staff of the Trust will work in two main divisions with shared corporate services support.

The two divisions are:

- **Policy** – tasked with monitoring the policy landscape and providing targeted research on agreed topic areas. This research will be managed and undertaken through a broader set of tools including in-house and contracted research, stakeholder panels and study visits. The report sets out a range of possible methods of working.
- **Practice** – tasked with taking initiatives generated by policy and research (either the Trust's own research or that developed by others) and developing them into practical pilot projects to be undertaken in partnership with other organisations interested in working in the same areas.

The relationship between policy development and practical work is shown in the following diagram, with policy work feeding into practical projects, and outcomes of practice affecting thinking and future research.



## 10. Paying for the delivery

The Board will develop an investment policy to cover the period of the Strategic plan.

The key elements of the policy will be to:

- Maintain the capital value of the Trust investments at no less than their real value on 1 January 2011
- Generate an income (from the investments, capital growth and reserves) to meet the planned annual expenditure.

## 11. Measuring the impact

The Trust is keen to advance the measurement of its impact. The Social Return on Investment model (SROI) was the focus of the recent Labour Government. SROI is a method for measuring and communicating a broad concept of value that incorporates social, environmental and economic impacts. However SROI presents significant challenges to a Trust with the objectives and working methods of the Carnegie UK Trust.

*“Lobbying charities have perhaps the hardest task in quantifying their impacts and outcomes-firstly because it is difficult to quantify the impact of a piece of legislation being passed or a new enquiry being launched. More importantly there is an inherent causality and additionally problem-how can an organisation demonstrate its lobbying activities influenced government decisions? How can it prove the outcome would not have occurred without its particular contribution?” (Wood 2010)*

The Trust will establish a ‘logic model’ process for evaluation as part of the ‘business case’ process. A logic model sets out how an intervention (such as a project, a program, or a policy) is intended to produce particular results. We intend to follow the seven principles of SROI in this process. These principles are:

- Involve stakeholders.
- Understand what changes.
- Value the things that matter.
- Only include what is material.
- Do not over-claim.
- Be transparent.
- Verify the result.

The Trust will use the version of the logic model as four components in a linear sequence: inputs, activities, outputs, and outcomes. These represent the logical flow from:

1. Inputs (resources such as money, staff time, and equipment)
2. Work activities, programs or processes
3. The immediate outputs of the work that are delivered
4. Outcomes or results that are the long-term consequences of delivering outputs.

This is displayed in a diagram such as this:

INPUTS --> ACTIVITIES OR PROCESSES --> OUTPUTS  
--> OUTCOMES = IMPACT

See appendix 2 for more detail.

## 12. Communicating the work of the Trust

The 2010 internal communication plan will be rolled into the new strategic planning period. An external communication plan will be created in 2011 to ensure that all key stakeholders are informed of the new approach and the implications and opportunities that this represents for working with Carnegie UK Trust. The Trust website will be re-drawn to reflect the new staffing structure and three themes of the work of the Trust. The communication plan will also set out the proposed development of the Carnegie digital archive and advance plans for the 2013 centenary of the Trust.

### References

- Carnegie, Andrew: Trust Deed creating the Carnegie United Kingdom Trust, 1913
- Dow (Herbert) Foundation, Glossary of terms
- Wolfenden, John, Turning Points: the memoirs of Lord Wolfenden, Bodley Head, London, 1976
- Wood, Claudia, Measuring social value: the gap between policy and practice DEMOS 2010

**Approved by the Board of Carnegie UK Trust February 2011 ME/ML**

## Appendix 1: Characteristics of the Carnegie UK Trust

The Trust retains a strong link with its heritage through its location in Dunfermline, but it values the fact that it works in five jurisdictions, and has active links with international organisations, including other trusts founded by Andrew Carnegie.	<i>Scottish base. international perspective</i>
Independent	<i>Its own voice</i>
Thinking linked to practice – bringing policy and practice closer	<i>Thinking with muddy boots</i>
Work based on sound evidence	<i>Evidence-based</i>
Willing to be innovative and take risks	<i>Future focus</i>
Responsive to change, whether in the political, social, technological or economic environment, or in the course of carrying out work	<i>Flexible</i>
Self-critical and reflective	<i>Questioning</i>
Committed but challenging	<i>Challenging orthodoxy</i>
Able to adopt long term view, and provide sustainable support	<i>Sustainability</i>

## Appendix 2: Logic Strategy

The key stages in constructing a logic model are:

1. Identify the main strategic aims and the intended long-term outcomes (including any targets identified for these.)
2. Identify the main actions; group these under each of the strategic aims (useful to differentiate between actions related to the achievement of key outcomes and actions related to building capacity and infrastructural support for those involved in delivery.)
3. Identify what underlying assumptions are being made concerning the delivery of the actions.
4. Identify the short-term and medium-term outcomes that might be expected to arise from each strategic group of actions; agree timescale by which these are likely to be observed.
5. Check whether short-, medium- and long-term outcomes are logically linked and plausible, testable and do-able .
6. Identify the external factors that will influence the outcomes identified and in what ways/directions these are likely to impact.
7. Develop a framework for outcomes to guide data collection.

The Carnegie UK Trust is one of over 20 foundations worldwide set up by Scots-American philanthropist Andrew Carnegie working to support a more just, democratic, peaceful and sustainable world.

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