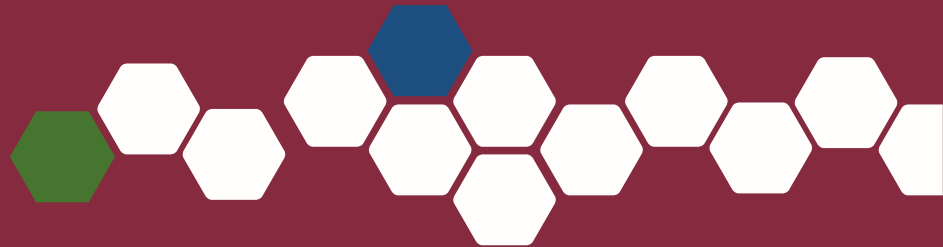




Evaluation of the Children, Young People & Families Early Intervention and Adult Learning & Empowering Communities Fund - Interim Report



CHILDREN, EDUCATION AND SKILLS

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Introduction

The Scottish Government established the Children, Young People & Families Early Intervention and Adult Learning & Empowering Communities (CYPFEI & ALEC) Fund to enhance the core services and infrastructure of third sector organisations in relevant policy areas during the period 2016-19. In total 118 third sector organisations were awarded core funding of approximately £14m for 2016/17 with subsequent funding dependent on satisfactory progress towards their stated outcomes and Scottish Government budgets. Further annual core funding awards of £14m followed in 2017/18 and 2018/19. In March 2018, Scottish Government announced the CYPFEI & ALEC Fund would continue for a fourth year to the end of March 2020 during which the future of funding in this policy area would be set out.

Iconic Consulting is conducting a formative evaluation of the core funding awards made by the CYPFEI & ALEC Fund. The aim of the evaluation is to assess whether the overall vision for the Fund is achieved and to help inform future decisions around this area of funding. The evaluation does not cover the project funding awards made separately by the CYPFEI & ALEC Fund in 2017. A Baseline Report was published in September 2016 summarising the initial evaluation findings. This Interim Report assesses progress to mid-2018 and the emerging impact. The report is intended to inform discussions regarding the future of funding in this policy area.

Fund overview

The overall vision of the CYPFEI & ALEC Fund is to:

- Deliver nationally on improved outcomes for children, families, young people and adult learners through supporting the Third Sector in prevention and early intervention approaches.
- Strengthen the Third Sector to increase the effectiveness of services and policies that prioritise prevention and early intervention in the areas of children, young people and families and adult learning, at a national level through:
 - Developing the third sector's national level infrastructure to support local service delivery.
 - Establishing mechanisms that support sharing of information and intelligence between Scottish Government and the third sector to improve policy development and the use of evidence in policy making.
 - Increasing the intrinsic capacity and skills of third sector organisations across a range of features (including through experience sharing between organisations).
 - Increase the number of formal and informal partnerships between third sector organisations.

The Fund aims to contribute to the following national outcomes:

- Our children have the best start in life and are ready to succeed.

- Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
- We have improved the life chances for children, young people and families at risk.
- We have tackled significant inequalities in Scottish society.
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
- We are better educated, more skilled and more successful.

The CYPFEI element of the Fund is expected to improve outcomes for children, young people and their families through: 1) the delivery of prevention and early intervention; 2) building parenting and family capacity and skills; and 3) contributing to positive and sustained support for children and young people to achieve their potential under the GIRFEC Wellbeing indicators. The ALEC element of the Fund is expected to improve outcomes for adult learners and building community capacity through: 1) prevention and early intervention through adult learning and community capacity building; 2) support to, and delivery of, lifewide, lifelong, learner-centred adult learning as outlined in the Statement of Ambition for Adult Learning in Scotland; and 3) using an asset based approach, work with adult learners or with communities to plan and co-design learning or capacity building opportunities. The CYPFEI & ALEC Fund objectives are aligned with, and expected to contribute to, delivery of Scottish Government policy in these key areas.

The Fund is supporting third sector organisations across nine key policy areas:

- Parenting, Play and Family Support
- Early Learning and Childcare
- Looked After Children
- Children's rights and well-being
- Child protection
- Child Health
- Adult Learning and Empowering Communities
- Youthwork
- Gender based violence.

The Fund is overseen by the Scottish Government Promoting Prevention Team. The Corra Foundation (formerly Lloyds TSB Foundation for Scotland) was commissioned by the Scottish Government to deliver the grant management and monitoring aspects of the Fund and provide support to the funded organisations. The Foundation's role has been extended into the fourth year of funding.

Background and policy context

The Baseline Report summarised the Fund's background and policy context at that time. Key references included GIRFEC, The Children and Young People (Scotland)

Act 2014, the Scottish Attainment Challenge, the Adult Learning in Scotland Statement of Ambition, and The Community Empowerment (Scotland) Act 2015. Early intervention and prevention was highlighted as a cross-cutting issue that the establishment of the CYPFEI & ALEC Fund aimed to address. Key policy developments since publication of the Baseline Report are summarised below.

The Scottish Government published the Fairer Scotland Action Plan in October 2016 following widespread consultation around how Scotland could be a fairer and more equal place to live (The Fairer Scotland Conversation). The Action Plan contained five broad ambitions for 2030 and 50 detailed actions up to 2020 to tackle poverty, reduce inequality and build a fairer and more inclusive Scotland. Of the five ambitions, Ending Child Poverty and A Strong Start for All Young People are particularly pertinent to the CYPFEI & ALEC Fund and the organisations it supports; the other ambitions (A Fairer Scotland for All, Fairer Working Lives and a Thriving Third Age) are also relevant to the Fund. The Plan stated 'to end child poverty, we will strengthen our approach, which focuses on maximising family incomes, boosting life chances and helping build sustainable communities in which to grow up'. The first action was to introduce a Child Poverty Bill which the Scottish Government achieved with the Child Poverty (Scotland) Act 2017. The Act contains four targets to reduce child poverty that the Scottish Government has a statutory obligation to meet. In March 2018, the Scottish Government published 'Every Child, Every Chance, The Tackling Child Poverty Delivery Plan 2018-22' setting out a series of actions to meet the 2030 statutory targets.

In December 2016, the Scottish Government published Community Empowerment (Scotland) Act 2015 Community Planning Guidance to aid the introduction of the Act. The National Standards for Community Engagement were also revised in 2016 to take account of the 2015 Act.

In November 2017, Education Scotland issued a Revised Guidance Note on Community Learning & Development (CLD) Planning 2018-21. The guidance aims to support local authorities and their partners to meet the requirements of the Community Learning and Development (Scotland) Regulations 2013. The guidance has been revised to take account of learning from the development of the 2015-18 CLD Plans, a HM Inspectors aspect review and CLD Inspections during 2016/17. Following a commitment to expand entitlement to free early learning and childcare to 1,140 hours per year for all three and four years olds and some two year olds by 2020, the Scottish Government and CoSLA¹ published a joint consultation paper in March 2018 on the proposed service model. Proposals include a 'funding follows the child' approach and new National Standards for Funded Early Learning and Childcare Provision.

Pupil Equity Funding (PEF) of £120m per annum in 2017/18 and 2018/19 has been a key feature of the implementation of the Scottish Attainment Challenge. The funding is allocated directly to primary and secondary schools across Scotland and a number of the CYPFEI & ALEC funded organisations have subsequently

¹ Convention of Scottish Local Authorities (CoSLA)

benefitted from PEF. Education Scotland produced guidance to assist third sector organisations to access PEF opportunities. A number of CYPFEI & ALEC funded organisations have also implemented a range of initiatives throughout 2018 to celebrate the Year of Young People.

Scottish Government published a revised National Performance Framework in June 2018. Following widespread consultation, the Framework sets out a vision for national wellbeing in Scotland across a range of economic, social and environmental factors. It contains 11 National Outcomes including the following which are the most relevant to the CYPFEI & ALEC Fund:

- We grow up loved, safe and respected so that we reach our full potential.
- We live in communities that are inclusive, empowered, resilient and safe.
- We are well educated, skilled and able to contribute to society.
- We are healthy and active.

Evaluation

The specific questions to be addressed by the CYPFEI & ALEC Fund evaluation are:

- How has this fund as a whole contributed at a national level towards improving outcomes for beneficiaries?
- Has the embedding of early intervention and prevention in the ethos of organisations supported through this fund been sustained or improved. If so, what was the contribution of this fund, and what has the impact been?
- Has the fund impacted on internal Scottish Government processes and ways of working, including third sector having opportunities to co-produce and add value to the development of Scottish Government policy?
- Have the capacity, skills and knowledge of the third sector improved as a result of being part of this funding programme. If so, what has the impact been?
- Have formal and informal partnerships between third sector organisations arisen as a result of being part of this fund? If so, what has the impact of these partnerships been?

In addition, the Scottish Government identified the Policy Officer role as a specific area of interest for this Interim Report. The role is an integral part to the CYPFEI & ALEC Fund and the Scottish Government requested evidence on its emerging impact was incorporated into the formative evaluation.

This Interim Report is based on evidence gathered via the following research:

- A group discussion with the Scottish Government Promoting Prevention Team overseeing the Fund and a separate group discussion with the Corra Foundation team responsible for grant management, monitoring and support.
- A review of Fund documents including Quarterly Reports produced by a sample of 20 funded organisations, the Corra Foundation's Quarterly and Annual Overview Reports and annual summaries of the Support and

Engagement Programme, minutes of the Stakeholder Group, and 2018/19 funding award recommendations.

- An online self-assessment exercise completed by 104 of the 118 funded organisations in November 2017 (the original mid-point of the Fund), a response rate of 88%. The self-assessment exercise was designed as the central part of the evaluation methods and the form was co-produced with the Scottish Government at the outset of the evaluation to focus on seven themes that reflected the Fund's outcomes and the evaluation aims. The survey was first undertaken in May 2016 for the Baseline Report and the updated findings are intended to indicate changes in third sector views. Appendix 1 contains further details on the survey.
- A confidential survey completed by 24 of 40 Policy Officers from Scottish Government and Education Scotland, a response rate of 60%.
- Depth interviews conducted in person and by telephone with representatives from 18 funded organisations selected at the outset of the evaluation to cover a cross-section of grant holders.
- Detailed analysis of the quantitative and qualitative evidence gathered from the research described above. The evaluation questions provided the overarching framework for the analysis. Responses to the self-assessment exercise were analysed in Excel. Noteworthy changes in responses from 2016 to 2017 are highlighted in this report as potential indicators of change rather than definitive, statistically significant findings. These findings are complemented by the qualitative findings which were analysed using a thematic approach that identified recurring or notable issues.

Report Structure

This report is structured as follows:

- Summarises progress to date and the support provided by the Corra Foundation (Section 2).
- Assesses the emerging impact and challenges among the funded organisations (Section 3).
- Examines the Policy Officer role (Section 4).
- Presents our overall conclusions (Section 5).

Progress and Support

This section focuses on the implementation of the CYPFEI & ALEC Fund since it was launched in April 2016. It provides an overview of progress among the funded organisations and summarises the support provided by the Corra Foundation.

Overview

Overall, monitoring information submitted by the funded organisations demonstrates good progress against their stated outcomes. At the end of the second year of the Fund (end of March 2018) 111 of the 119 grant recipients² (93%) reported they were 'on track' to meet their outcomes; a similar situation had been reported at the end of the first year when 91% of grant recipients stated progress was 'on track'.

Six grant recipients reported progress was 'probably (on track) but we have some concerns' at the end of 2017/18. However, their concerns appeared to be relatively minor and tended to involve issues the organisations had faced and largely overcome such as challenges developing new services or generating referrals from partner agencies or where other time commitments had temporarily affected CYPFEI & ALEC funded activities.

Only two grant recipients reported that they were not on track to achieve their outcomes. One of the organisations had experienced significant funding issues which had, at one point, led to concerns about their ongoing viability; these issues were subsequently addressed with support from the Scottish Government and the Corra Foundation. The other organisation had also experienced funding issues following the loss of a significant contract although there was no concern about this organisation's viability.

The Corra Foundation provided additional assistance to the above organisations that reported progress was not 'on track'.

The Foundation had also raised concerns about one organisation that reported it was 'on track' to meet its outcomes. Their concerns related to the organisation's ability to gather robust evidence to back up the reported impact and additional support was provided to support them with their evidence gathering.

The CYPFEI & ALEC Fund has supported a significant number of beneficiaries during 2016/17 and 2017/18. As part of their end of year monitoring submissions to the Corra Foundation, funded organisations are required to report on the number of: 1) children and young people, 2) families, and 3) adults including practitioners. The Foundation's analysis of this data found over one million children and young

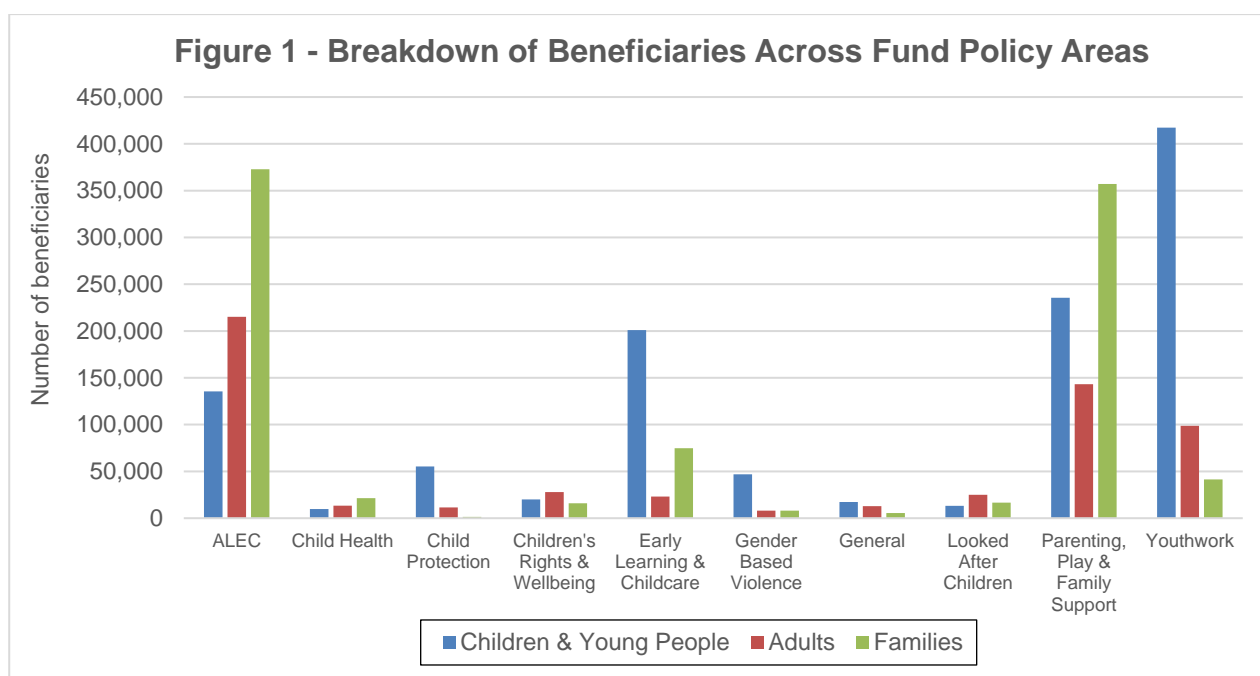
² One of the 118 funded organisations was awarded two separate grants.

people, over 900,000 families, and over half a million adults were supported by the Fund³.

Beneficiaries	Cumulative total for 2016/17 and 2017/18
Children & Young People	1,151,954
Adults	578,709
Families	915,498

Source: Corra Foundation Annual Report 2017/18

The breakdown of beneficiaries across the Fund’s specific policy areas is shown in the figure below.



Delivery

CYPFEI & ALEC funding is supporting a wide variety of core services and infrastructure costs. Examples follow although it should be noted that a distinction has tended not to be made between core services and infrastructure as some funded organisations reportedly found this confusing and unhelpful.

Core services include one-to-one and group support to beneficiaries (children and young people, families, and adults including practitioners) delivered directly by the funded organisation. Examples include: Article 12 in Scotland providing SQA accredited learning opportunities for young people from the Gypsy/Traveller

³ The Corra Foundation revised the figures submitted by some funded organisations to take account of suspected inaccuracies. Some organisations had supplied annual data not the cumulative figures requested. One organisation reported that all children and young people in Scotland (690,000) had benefitted from their activity and this figure was excluded from the analysis as it skewed the results.

community, One Parent Families Scotland's Fathers' Support Service, and Save the Children's Eat, Sleep, Learn, Play! Programme.

Infrastructure costs are very broad. A number of organisations have funded or part-funded central posts including strategic posts such as Director, Co-ordinator, Policy Officer, Head of Communications, and Development Officer. For example, Children's Health Scotland has part-funded the National Co-ordinator and Development Officer posts (as well as other core costs) which has enabled the organisation to promote their work, identify and promote good practice, develop a new workstream (for looked after and accommodated children), and engage hard to reach groups including minority ethnic families. Some organisations have utilised infrastructure funding to support other central posts such as finance, HR, administration, and fundraising. In addition, some organisations have used funding to contribute to other costs such as Enable Scotland facilitating the involvement of young people with learning disabilities in the organisation's self advocacy groups and the Boys Brigade delivering a comprehensive volunteer training programme across Scotland.

Corra Foundation

The Corra Foundation has supported funded organisations via visits, Networking and Learning Exchange events, Support and Engagement Programme, and Annual Conferences.

The support has been extensive and has produced several significant outputs. For example, 123 face to face meetings took place with funded organisations during 2017/18, 18 individuals attended a 'Mental Wellbeing of Children and Young People' session which was part of the Networking and Learning Exchange, and 10 individuals attended a full day workshop on 'Improving Monitoring & Evaluation Practice: Logic Modelling' delivered by Evaluation Support Scotland which was part of the Support and Engagement Programme. Two Annual Conferences have been held – the first focused on 'Exploring Organisational Sustainability' attended by 132 individuals, the second on 'Evidencing Your Impact' attended by 154 individuals. Presentations from Ministers, funded organisations and external speakers were complemented by a range of workshops and informal networking opportunities. Feedback on both conferences was overwhelmingly positive.

Funded organisations praised the Corra Foundation for the smooth operation of the grant management and the comprehensive support provided. They complimented the team on their knowledge, understanding, communication and speed of response.

"The delivery of the administration and support and learning programme by the Corra Foundation has been fantastic and has been a very obvious positive difference to this funding programme". (Third sector organisation)

"We have always received really excellent support from LTSB / Corra Foundation - across a range of difficulties - very much appreciated!". (Third sector organisation)

Monitoring

Overall, the funded organisations' monitoring reports have been of a high standard. The reports tend to contain comprehensive information drawing on both quantitative and qualitative sources and in many cases this is supported by additional evidence such as case studies or examples of their output.

During the first two years of the Fund, the majority of funded organisations have submitted their quarterly monitoring returns by the specified deadline. However, on average 14 funded organisations per quarter have submitted late monitoring returns. The overall trend of late submissions is increasing, rising from five in the first quarter of 2016/17 to 33 in the fourth quarter of 2017/18. Staff illness and holidays were the main reasons (where one was provided) for late submissions. Workload also appears to be a factor as the annual peak in late submissions occurred in the final quarter of both years.

Most organisations supported by the CYPFEI & ALEC Fund stated that the reporting requirements were not overly time consuming and the shorter requirements in the first and third quarters were welcomed. However, there were some concerns expressed by organisations receiving relatively small CYPFEI & ALEC core funding awards about the time involved being disproportionate to the level of funding as they have the same reporting requirements as organisations receiving more substantial awards. For example, one organisation described the process as "way beyond what we'd consider to be proportionate". Taking into account the significant variation between the largest CYPFEI & ALEC Fund core funding award (£1.5m in 2018/19) and the smallest (£7,500 in 2018/19) we recommend future reporting requirements reflect the level of award. This could for example, involve less frequent and/or less detailed reporting requirements on organisations receiving less than a set amount, or a sliding scale of requirements reflecting differing awards.

Some (mainly smaller) organisations also stated that compiling the information could be time consuming irrespective of the amount of funding. For example, one organisation reported it could take up to a week although most organisations stated the reports took a day or less to compile. A small number of funded organisations reported that investment in software had significantly improved the monitoring process by reducing the time involved and providing the specific information required. Other organisations that already had such software also stated it helped complete the quarterly reports.

A number of funded organisations highlighted difficulties in monitoring and reporting on outcomes when the Fund supported infrastructure costs, for example, where the Fund supported 'back-office' functions there was a limit to what the organisations could report on a quarterly basis. Some of these organisations questioned the rationale for setting outcomes in such circumstances, although they acknowledged the broader outcome-focused approach adopted by the Scottish Government. We recommend this issue is discussed by the Scottish Government as part of deliberations on the future of the Fund. In addition, some funded organisations and

Policy Officers noted that the layout of the monitoring forms made them difficult to read, although they acknowledged this was a relatively minor issue.

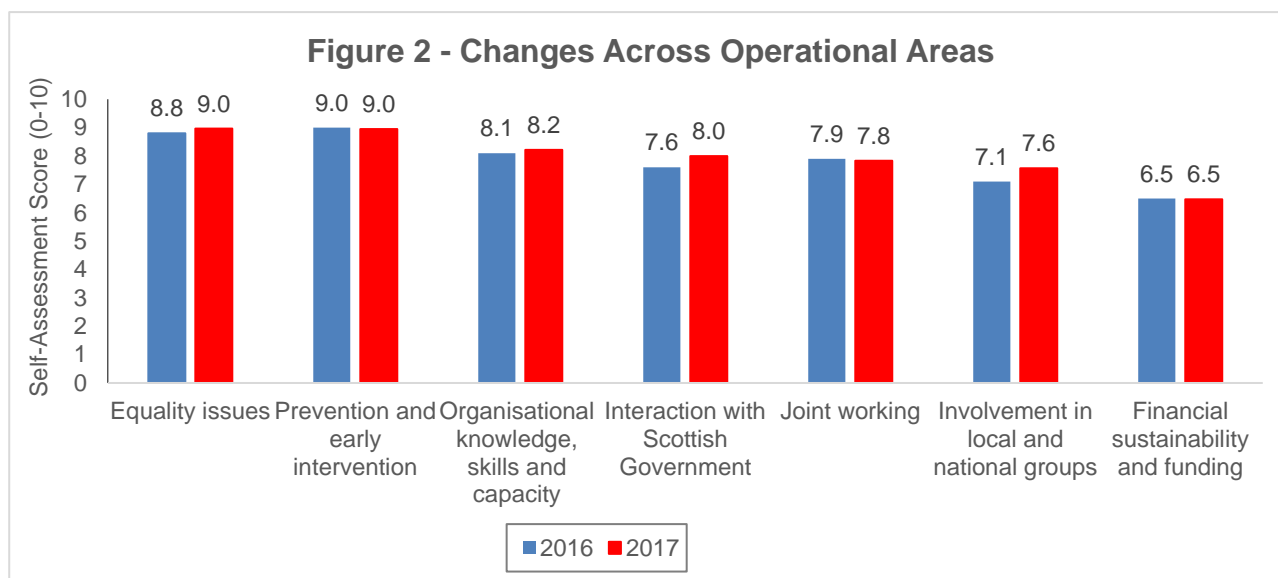
Emerging impact and challenges among funded organisations

This section assesses the emerging impact of the CYPFEI & ALEC Fund on the 118 third sector organisations supported by it. The section also highlights some of the ongoing challenges faced by the organisations.

Overview

Evidence is emerging on the positive impact of the CYPFEI & ALEC Fund on the third sector organisations it supports. The self-assessment exercise focused on key issues addressed by the Fund and the findings suggest some improvements in the way they operate, with the qualitative findings provide supporting, and in some cases, additional evidence of change. This emerging impact may be, at least partly, attributed to the Fund alongside that of other funds, internal developments at the third sector organisations and broader policy developments.

“It’s the first time that we’ve had a really long term investment into our core infrastructure, so it’s really helped us develop the work that we do over the last few years and we feel like we are just in a much more stable place as an organisation as a result of this funding and it means that as a staff team we’ve been able to grow and to take on other opportunities that we wouldn’t have been able to take on otherwise”. (Third sector organisation)



The self-assessment form gathered evidence on seven operational areas that the Fund aims to strengthen among third sector organisations. The November 2017 survey findings show ratings varied from a high of 9.0 (out of 10) for equalities, and prevention and early intervention, to 6.5 for financial sustainability and funding. Since the baseline survey in May 2016, third sector organisations reported an improvement in four of the seven operational areas. The greatest improvements

were evident in third sector organisations’ involvement in local and national groups (+0.5) and interaction with Scottish Government (+0.4). Improvements were also reported in equality issues (+0.2) and organisational knowledge, capacity and skills (+0.1) although they were minor and could be due to natural variation. No change was reported in two of the seven operational areas: prevention and early intervention, and financial sustainability and funding. A slight decrease was reported in joint working (-0.1). Each of the operational elements are discussed in more detail below.

Involvement in local and national groups

Funded organisations’ involvement in local and national groups has improved by the greatest margin (+0.5) of the seven operational areas covered by the self-assessment form. The overall change was the result of a marked increase in involvement in local groups (+0.8) and a slight increase in involvement in national structures (+0.2). While there has been a notable change in this area since 2016 it should be noted that the overall rating of 7.6 is the second lowest of the seven operational areas suggesting third sector organisations involvement in local and national groups could potentially be greater.

On a scale of one to ten, please rate...	2017 rating	2016 rating	Change 2016 to 2017
Your organisation's involvement in national structures	7.9	7.7	+0.2
Your organisation's involvement in local groups	7.3	6.5	+0.8
Overall	7.6	7.1	+0.5

Many third sector organisations reported extensive involvement in national structures and local groups, in part facilitated by core funding from the CYPFEI & ALEC Fund, as illustrated by the following example.

“We are actively involved in: Learning Link Scotland, Voluntary Action Fund Cluster Groups, Glasgow Local Integration Networks, African Housing Forum, BEMIS, CEMVO, Big Lottery Networking Events. Money Advice Scotland, Early Years, CLD and CAD”. (Third sector organisation)

Feedback from funded organisations identified some of the key factors aiding their increased involvement in national structures and local groups. The first was the additional staff time and capacity resulting from CYPFEI & ALEC funding. Another important factor was the Fund’s focus on core services and infrastructure that frees up senior staff’s time to engage with national structures and local groups compared to other funding which tends to be project-focused and less conducive to such activity. Increased awareness, particularly of national structures, was also identified by some funded organisations that highlighted the importance of their interaction with Scottish Government, Education Scotland and the Corra Foundation as an important factor in their improved awareness of such structures and groups.

In terms of challenges, despite CYPFEI & ALEC funding providing additional capacity, several funded organisations reported that capacity was the main constraint on their involvement in national structures and local groups (this may have contributed to the overall rating of 7.6). Some national organisations reported specific challenges trying to achieve or maintain involvement in local groups. Conversely smaller organisations reported challenges engaging in national structures.

“Our involvement is restricted due to pressure on staffing resources”. (Third sector organisation)

“As a small national intermediary organisation we would like greater involvement locally but don't have the resources to achieve this so focus on ensuring a national voice and involvement”. (Third sector organisation)

"Our work is community based so our staff teams interact with local structures. Due to capacity (lack of staff working at national level) it is difficult to have the impact that we believe we are capable of". (Third sector organisation)

Interaction with Scottish Government

Funded organisations reported an improvement (+0.4) in their interaction with Scottish Government and Policy Officers appear to have been an important factor in this. The overall improvement in this issue masks a more complex situation involving improvements in information sharing but a reduced rating in terms of policy influence.

On a scale of one to ten, please rate...	2017 rating	2016 rating	Change 2016 to 2017
The way the Scottish Government / Education Scotland disseminates information and intelligence to your organisation	7.4	6.7	+0.7
The way your organisation shares information and intelligence with the Scottish Government / Education Scotland	8.2	7.8	+0.4
Your organisation's ability to influence the development of Scottish Government policy	7.3	7.8	-0.5
The extent to which your organisation's core services align with National Outcomes	9.1	9.0	+0.1
Overall	8.0	7.6	+0.4

Third sector organisations reported a two-way improvement in information sharing with an increased rating of 0.7 in the way the Scottish Government and Education Scotland disseminates information and intelligence to the organisations, as well as an improvement of 0.4 in the opposite direction i.e. the way they share information and intelligence with the Scottish Government and Education Scotland. For many

funded organisations, communications were channelled via their Policy Officers although several organisations also reported good communications with other Scottish Government and Education Scotland staff. A number of funded organisations reported feeling increasingly valued and respected by Scottish Government and Education Scotland.

“You can think you’ve got good contacts with the Scottish Government but what we’ve found is our Policy Officer has opened up new opportunities. This relationship has definitely taken us closer to them. For example, we’ve had discussions with the Policy Officer about the most appropriate named person for children and the role of health professionals”. (Third sector organisation)

“We are very pro-active in sharing our progress with the government and responding to their requests for evidence and consultation responses. Through our participation in a number of working groups and committees we receive information from the government and can begin to inform policy and shape practice”. (Third sector organisation)

Despite the apparently healthy two-way information and intelligence sharing, funded organisations rated their ability to influence the development of Scottish Government policy lower (at 7.3 out of 10) than the other aspects, and this rating was 0.5 less than it was in 2016. Communications and staff changes within the Scottish Government, as well as funded organisations’ capacity were raised as challenges in achieving greater policy influence. Several funded organisations stated that they would welcome greater interaction with the Scottish Government around policy development.

“We engage with various colleagues from across Scottish Government, and appreciate the opportunities we have to contribute to discussions regarding national policy. We do, however, find it frustrating at times that communications within Scottish Government can be fragmented”. (Third sector organisation)

“For charities, it is all about the people you know. As the teams change on a fairly regular cycle in the Scottish Government, we have some links that were well established and then the personnel changed and we lost that key contact”. (Third sector organisation)

“As a small team we are limited in our capacity to influence national policy”. (Third sector organisation)

Several funded organisations described quite extensive engagement with Scottish Government officials and Ministers. It is possible they may be unaware of the extent to which their contact and information exchange has influenced government policy development.

Respondents from a diverse range of third sector organisations reinforced the view that their core services align with National Outcomes. This issue was highly rated at 9.1 out of 10, a very slight increase of 0.1 since 2016.

“Our planning cycle starts with articulating Scottish Government outcomes with our own outcomes as part of a filter mapping exercise. The next filter is local community needs, so we believe our alignment is strong”. (Third sector organisation)

Equality issues

Understanding and integration of equality issues remains highly rated at 9.0 out of 10, a slight increase of 0.2 since 2016. The extent to which equality issues are integrated in the way funded organisations’ core services are planned and delivered both improved by 0.3 since 2016 to stand at 8.9 out of 10 in 2017. Understanding among staff was unchanged at 9.1.

On a scale of one to ten, please rate...	2017 rating	2016 rating	Change 2016 to 2017
The extent to which your organisation's staff understand equality issues	9.1	9.1	0.0
The extent to which equality issues are integrated in the way your organisation's core services are delivered	8.9	8.6	+0.3
The extent to which equality issues are integrated in the planning of your organisation's core services	8.9	8.6	+0.3
Overall	9.0	8.8	+0.2

Overall equality issues appear to be embedded in the way funded organisations operate. The organisations highlighted some of the specific actions they had taken with the aid of CYPFEI & ALEC core funding to integrate these issues such as in staff and volunteer recruitment, undertaking equality assessments for projects, and in roles and responsibilities.

“The organisation has human resource policy and protocols at the core of our activity. We have ISO 9001 quality assurance status and all staff have equalities training. We equality proof all of our services”. (Third sector organisation)

“We are aware that we need to address potential barriers people may have in accessing our service and a staff member has been appointed to help us with these issues”. (Third sector organisation)

“Recent investment in management information has enabled us to have a much more accurate picture of participation, and the associated gaps through a geographic and demographic lens. With this level of accurate data we are able to pinpoint areas for priority - we have increased our overall participation in this areas by 3% in the last year alone based on this targeted approach”. (Third sector organisation)

A small number of funded organisations identified specific equalities issues that they are seeking to improve in the future. These issues included broadening staff understanding to encompass all equalities issues, helping service users overcome language and cultural barriers, and improving equalities monitoring.

Some funded organisations identified organisational size and capacity as challenges to fully embedding equalities issues. Some smaller organisations or those with limited capacity reported challenges in enhancing staff knowledge or fully integrating equalities into service delivery.

Organisational knowledge, skills, and capacity

Numerous funded organisations reported that CYPFEI & ALEC funding had enhanced organisational capacity, particularly among senior staff, which in turn aided the development of staff knowledge and skills. The Fund's multi-annual awards were regarded as important factors here as they aided staff retention and organisational stability which can otherwise be significant challenges for third sector organisations reliant on short-term funding. Several organisations commented on how the core funding and enhanced capacity allows them to be more strategic in their decision making.

“The extra capacity in the centre means we can look across the organisation. For example, using evidence gathered by our Policy Officer (CYPFEI & ALEC funded) and the local workers, our Depute Director (also CYPFEI & ALEC funded) secured external funding of £1m to address low level mental health issues”. (Third sector organisation)

“Our strategic work would slip off the radar without this funding as it provides us with the extra capacity to do it. As part of this we have a higher profile now and there's been a change in attitude among local authorities, the NHS and other third sector organisations – people now acknowledge that we know what we are talking about”. (Third sector organisation)

“The senior post that is funded by the Fund has spent some time working with managers on how to capture the lived experience of the children and young people who use our services. Our approach now is much more about listening and writing up their lived experience, it's an art that involves listening and encouraging young people to share their experiences. In the past we've maybe not always been orientated as an organisation in listening to service users, we always had a strong policy side but lived experience lagged behind a bit. We're now documenting that and using the evidence to strengthen services and develop new ones”. (Third sector organisation)

“It (the CYPFEI & ALEC Fund) allows us to be strategic in Scotland, otherwise we'd just be part of a UK-wide organisation. It gives us the ability to work on policy and influencing”. (Third sector organisation)

The cases studies shown in Appendix 2 demonstrate how three CYPFEI & ALEC funded organisations benefitted from enhanced organisational capacity, as well as benefitting in other ways.

Funded organisations rated knowledge, skills and capacity relatively highly at 8.2 out of 10 on the 2017 self-assessment survey; this was a very slight increase (of 0.1) from May 2016. Staff knowledge and skills were highly rated at 8.9 and 8.7 out of 10 respectively. Capacity was not as highly rated at 7.1 despite the qualitative evidence summarised above about improved capacity among funded organisations. It is worth noting that capacity was rated higher in 2017 than it was previously (albeit only 0.2 higher) and it may be that wider concerns about capacity still influence their rating of this issue despite the additional capacity brought about by the Fund.

On a scale of one to ten, please rate...	2017 rating	2016 rating	Change 2016 to 2017
The knowledge available in your organisation to deliver your core aims	8.9	8.8	+0.1
The skills available in your organisation to deliver your core aims	8.7	8.5	+0.2
Your organisation's capacity to deliver your core aims within an organisation including staff, buildings and equipment	7.1	6.9	+0.2
Overall	8.2	8.1	+0.1

Although funded organisations rated staff skills and knowledge highly, especially those related to supporting beneficiaries, they also identified challenges and potential areas for improvement. These included generic skills such as IT and communications as well as specialised skills such as evaluation techniques, marketing, fundraising and database management. A small number of organisations also highlighted stress as an issue facing staff in the sector which can be exacerbated where capacity is limited.

“We are trapped in that classic catch 22 situation, whereby we have the skills and knowledge to expand our offer to our service users but we do not have the capacity to do so fully and without more capacity to bring in the funds, or manage those funds, we cannot develop that capacity”. (Third sector organisation)

“We are quite well placed at the moment but as we develop and grow the core business more in-depth skills and knowledge will certainly be required”. (Third sector organisation)

Prevention and early intervention

Funded organisations consistently reported how prevention and early intervention are at the core of what they do and stressed that CYPFEI & ALEC core funding helped them to maintain this focus. Several organisations emphasised their efforts to break a cycle of problems or disadvantage.

“Virtually every service and project we deliver is either prevention or early intervention”. (Third sector organisation)

“Our users typically come to us because things have already started going wrong for their children or families, often seriously wrong. Therefore, our interventions are more accurately described as helping to avoid or minimise a worsening of the situation, and then slowly starting a process of repair and rebuilding, rather than being strictly speaking 'preventative', as such”. (Third sector organisation)

“We cannot prevent the disability, but what we really try hard to do is to let people know that we're here when they do get a diagnosis, or we help people get an early diagnosis, so we can prevent the development of comorbid disorders and the onset of depression both of which are common in people who don't get a timely diagnosis and/or don't get timely support. (Third sector organisation)

The continuing importance of prevention and early intervention was confirmed by the 2017 self-assessment survey as funded organisations rated the issue highly at 8.9 out of 10 (in 2016 the issue was also highly rated at 9.0 out of 10). Third sector organisations continue to recognise the importance of prevention and early intervention (unchanged at 9.3), though the extent to which they are embedded in the delivery of core services was marginally lower at 8.6 (a very slight decrease of -0.1 since 2016).

On a scale of one to ten, please rate...	2017 rating	2016 rating	Change 2016 to 2017
The importance of prevention and early intervention to your organisation	9.3	9.3	0.0
The extent to which prevention and early intervention are embedded in the delivery your organisation's core services	8.6	8.7	-0.1
Overall	8.9	9.0	-0.1

A small number of funded organisations reported that challenges making and receiving referrals from statutory partners can impact on their efforts to deliver early intervention to disadvantaged children and young people or families.

“Our home-visiting volunteer delivered service is based on a philosophy of asset based community development with engagement as early as possible before problems become entrenched. But we are limited by the referral system and the lack of timely access to other services - if families fall beneath the radar and referrers do not engage us until problems are acute or mental health services are not available, we cannot always have the impact we'd like at a really early stage. In short we are often referred families in great difficulty who have not been able to access support sooner”. (Third sector organisation)

Some of the funded intermediary organisations emphasised the importance of their campaigning, representation and research work to the early intervention and prevention agenda. They added that CYPFEI & ALEC funding helped them to fulfil this role.

Financial sustainability and funding

The funded organisations warmly welcomed the financial support provided by the CYPFEI & ALEC Fund. They specifically highlighted the multi-annual commitment (subject to satisfactory performance) and the Fund's support for core services and infrastructure that were difficult to fund from other external sources.

“We are very grateful for this fund as it has allowed us to expand and grow as an organisation. To feel confident that our core staff and office costs are covered means that we can concentrate on our work with children and families and not having to constantly worry where we are getting funds to continue”. (Third sector organisation)

“The three years gives us the confidence and time to plan what we do, to stabilize and develop, and be more strategic”. (Third sector organisation)

“Core funding is extremely difficult to source and would be very problematic if we did not have support of Scottish Government”. (Third sector organisation)

“It (the Fund) is uniquely flexible and it is becoming increasingly difficult for us to fund our core costs”. (Third sector organisation)

Several funded organisations also acknowledge the added importance that financial support from the Scottish Government gives them. They reported this can reassure other funders and provides a mutually beneficial link with the Scottish Government.

“Our Scottish Government funding has been very influential in our ability to bring in other funding. One of our major individual donors wanted reassurance that the Scottish Government had invested prior to making an award”. (Third sector organisation)

“Having the stability of three year core funding and a strategic partnership with the Scottish Government enables us to operate”. (Third sector organisation)

“The Scottish Government grant provides a key plank of being able to develop a broader supporter base whilst maintaining and engaging at national level”. (Third sector organisation)

One organisation suggested Scottish Government funding had “helped to attract good quality Board members who can see we are a well-run organisation”. Although CYPFEI & ALEC funding was warmly welcomed and is having a positive impact on funded organisations, financial sustainability and funding remain ongoing challenges for third sector organisations. This is evident in the self-assessment

survey findings which show that financial sustainability and funding was the lowest ranked of the issues at 6.5 out of 10, a rating which was unchanged from 2016.

On a scale of one to ten, please rate...	2017 rating	2016 rating	Change 2016 to 2017
How equipped your organisation is to apply for alternative sources of funding	7.2	7.1	+0.1
The financial sustainability of your organisation	4.8	4.9	-0.1
Your awareness of alternative sources of funding for your organisation's work	7.0	7.1	-0.1
The extent to which your organisation has been successful in securing external funding to date	6.9	6.9	0.0
Overall	6.5	6.5	0.0

For the purposes of the self-assessment survey, financial sustainability was defined as follows: an organisation is financially sustainable if its core work will continue even if Scottish Government core funding was withdrawn. In 2017, funded organisations rated their financial sustainability at only 4.8 out of 10 and this was the lowest rating given to any of the statements covered in the survey; this rating was very slightly lower than it had been in 2016. Many organisations commented on the importance of CYPFEI & ALEC funding towards their core services and infrastructure costs, and described how withdrawal of the funding would affect their organisation including, in some cases, threatening their continued existence. One organisation suggested the situation would be worse for intermediary organisations which can be particularly difficult to fund; another organisation suggested securing funding (core or project) for adult learning organisations was challenging. Some smaller third sector organisations raised concerns about service commissioning including block commissioning or call off contracts and the impact this could have on their sustainability.

“Like many organisations our core/infrastructure funding is likely to remain dependent on Scottish Government funding”. (Third sector organisation)

“We are successful in funding applications but would not be able to survive without core funding as none of the funding we receive covers this”. (Third sector organisation)

“As an intermediary securing funding from other sources such as trusts can be more challenging as they wish to fund direct service provision, although we are able to earn some income from our work but without government support we wouldn't be able to continue our core services as they are at present”. (Third sector organisation)

“We're a national organisation. Our Policy Officer suggested we look to local authorities and Health Boards for funding but there are 32 and 14 of them

respectively all with separate and different approaches to funding and why would they fund a national organisation. Surely there's an obligation on government to fund organisations with a national remit. Everyone thinks third sector organisations need to be trained to be sustainable but that's just not the case". (Third sector organisation)

"It's that core infrastructure funding that enables us to leverage everything else. If you take away that core infrastructure funding, then there simply isn't enough ways of generating sufficient contribution to sustain the organisation in terms for the projects that we've got.... we would at a stroke become unsustainable". (Third sector organisation)

Several funded organisations explained how they were aiming to improve their sustainability. Their actions/plans tend to include controlling or reducing costs, developing income generating activities, and diversifying income streams. Other organisations were pursuing different approaches:

"Currently we are 100% Scottish Government funded and realise that this is an unsustainable position. Accordingly, we have been preparing to become more sustainable. The first step on this journey has been to become a SCIO so that we can apply for funds in our right and we heard recently that we have been awarded charitable status. We will now be working on developing a sustainability plan which attracts additional resources". (Third sector organisation)

"We're confident we'll be able to sustain our impact in this area as we've delivered trained to professionals across Scotland. So rather than roll out a short-term project across Scotland we've transferred learning to professionals. We also developed e-learning resources for professionals so they can access information in the future – again we're trying to sustain learning". (Third sector organisation)

"We've been upskilling some of our previous service users to provide peer support to current beneficiaries. It's a logical way for us to increase our capacity as if they can provide a couple of hours practical or emotional support to someone it makes a huge difference to us as we're a really small team. We've around thirty peer supporters now". (Third sector organisation)

Several funded organisations commented on how time consuming fundraising can be although some highlighted the benefits of multi-annual awards via the CYPFEI & ALEC Fund in reducing the time involved in fundraising. Other funded organisations explained how CYPFEI & ALEC funding had allowed them to dedicate staff resources to fundraising. Some organisations highlighted, and very much welcomed, the support of Policy Officers and the Corra Foundation in identifying alternative funding sources. The case study in Appendix 3 provides an example of how this support has benefitted one of the funded organisations.

Numerous funded organisations expressed a strong desire for further multi-annual funding from the Scottish Government for core services and infrastructure beyond

March 2020. Funded organisations recognised this was likely to involve the submission of a new funding application which led many of the organisations to call on the Scottish Government to provide information on the process at the earliest opportunity. Some consultees questioned the validity of setting outcomes where funding was entirely focused on infrastructure, and to a lesser extent core services, although they acknowledged the broader outcome-focused approach adopted by the Scottish Government. There was a suggestion that in future the outcomes should focus more directly on the Fund’s aims of supporting and developing organisational capacity, resilience, and sustainability.

Joint working

Funded organisations report on partnership working as part of their quarterly reports. They have highlighted significant partnership working with numerous examples of new or sustained joint working.

Joint working was the only issue that funded organisations rated lower in 2017 than they had the previous year although the decrease was very minor (-0.1). The overall result stems from small decreases (-0.2) in the rating of informal partnership working with other third sector organisations and the way organisations share information with other third sector organisations. This was partly offset by an increase (+0.3) in the rating of formal partnership working with other third sector organisations. Informal partnership working with other third sector organisations was scored higher (8.2 out of 10) than formal partnership working (7.5) and several funded organisations commented on the relative merits of the former.

On a scale of one to ten, please rate...	2017 rating	2016 rating	Change 2016 to 2017
Your organisation's informal partnership working with other third sector organisations	8.2	8.4	-0.2
Your organisation's formal partnership working with other third sector organisations	7.5	7.2	+0.3
The way your organisation shares information with other third sector organisations	7.8	8.0	-0.2
Overall	7.8	7.9	-0.1

Funded organisations shared their experiences of joint working which were predominantly positive. They highlighted the extent and benefits of joint working.

“There are members of our organisation who are part of various fora that helps be a conduit for information sharing between the third sector such as Third Sector interfaces, or Children and Family Forums. My experience with such fora is positive and it has been rich in information sharing and support to one another at times, including co-delivering multi agency training on GIRFEC for example”. (Third sector organisation)

“As a third sector organisation we recognise that resources are squeezed but the need and gaps in communities remain. As such, partnerships provide the

opportunity to explore creative and innovative ways to meet those needs and fill those gaps - an opportunity to do things differently". (Third sector organisation)

"Our best work comes when likeminded groups get together to make something work - whether this be strategic policy work or collaboration". (Third sector organisation)

"Almost all our projects and services are either delivered in formal partnership or use informal partnerships". (Third sector organisation)

In addition, funded organisations also provided an insight into some of the challenges faced in joint working with other third sector organisations. The process was seen by some as time consuming whereas others reported competition for funding and contracts could discourage joint working. For example, one organisation described how its information was misused by another in funding bids to demonstrate expertise which they did not have. Another organisation commented on how their efforts to be a good partner were not always reciprocated.

"We often find that the willingness to work in partnership is stronger than capacity to do so". (Third sector organisation)

"Our operational partnerships, formal and informal are good. What we are less good at are strategic partnerships and this is a challenge we will be working on in the future. The ALEC fund networking meetings have helped highlight this and also begin to make more fruitful strategic alliances". (Third sector organisation)

A small number of funded organisations highlighted examples of how the Corra Foundation had facilitated contact with other CYPFEI & ALEC funded organisations.

"We raised the challenges we were facing in delivering sessions to carers of disabled children and young people. Our Corra Foundation contact recommended getting in touch with organisations with this kind of expertise and they gave us five or six suggestions. Our Development Officer took this up, met one of them and we ended up having a couple of learning exchange sessions with them". (Third sector organisation)

Policy Officers

The Scottish Government identified the Policy Officer role as a specific area of interest for this Interim Report given the integral function it has in the CYPFEI & ALEC Fund. This section therefore assesses the benefits for Scottish Government and Education Scotland staff fulfilling the Policy Officer role and the impact it has had on their workload.

Policy Officer role

To date, over 50 staff from Scottish Government and Education Scotland have taken on the role of CYPFEI & ALEC Policy Officer. The role provides funded organisations with a named point of contact within Scottish Government or Education Scotland. Scottish Government developed an overview of the role which included the following minimum requirements:

- Build relationships with organisations.
- Share relevant Scottish Government policy developments / events / consultations with organisations within your or other policy areas.
- Facilitate contact between organisations and other relevant areas of Scottish Government / Education Scotland where required.
- Read the funded organisation's quarterly reports and provide feedback to Corra Foundation.
- Read external evaluation reports and Corra Foundation annual report.
- Organise a meeting – at least once a year to touch base and get an update on progress.

Policy Officers also make recommendations on annual funding allocations, and are expected to take the lead on meetings with Scottish Government officials and Ministers. They are also invited to attend the Corra Foundation's various activities.

An annual meeting of Policy Officers takes place to discuss any issues and provide ongoing support staff. For example, the 2017 meeting included presentation of case studies which shared good practice and examples of the support provided by Policy Officers.

New Policy Officers received information about the role via a combination of a verbal explanation from their line manager, briefing sessions from the Promoting Prevention Team overseeing the Fund, and an information pack. The Policy Officers' survey found they were generally satisfied with the explanation of the role they received – 18 of the 21 respondents were either satisfied (14) or very satisfied (4).

“I received a good explanation from my line manager at the time and was able to discuss the role with Education Scotland colleagues who were also fulfilling that role. We have regularly discussed our Policy Officer roles as a team as they have developed”. (Policy Officer)

“I felt the verbal and written guidance I received clearly explained the purpose of the Policy Officer and most importantly the role they play in supporting their allocated organisation”. (Policy Officer)

Only 2 out of 21 Policy Officers stated they were neither satisfied nor dissatisfied with the explanation of the role they received and one said they were very dissatisfied.

“It was a bit ad hoc and there was some information I found out later that would have been useful earlier on in the year”. (Policy Officer)

The number of funded organisations Policy Officers support varies. Information provided by Scottish Government shows that most Policy Officers support only one or two organisations although a handful of senior staff are the named contact for as many as 13 funded organisations. Some Policy officers suggested there should be a limit

“There is probably a maximum number of organisations that any one staff member should be allocated to support, maybe four or five”. (Policy Officer)

Contact with funded organisations

Contact between Policy Officers and their funded organisations has varied over the first two years of the Fund. Some organisations reported comprehensive support from their Policy Officer consisting of regular face-to-face, email and telephone support for example to discuss progress, highlight good practice, address problems, and identify partnership working or funding opportunities. On the other hand, some funded organisations reported limited contact with their Policy Officer including two organisations that reportedly had not met their Policy Officer.

Limited Policy Officer contact was not a concern to some funded organisations that had an existing relationship with other Scottish Government / Education Scotland staff in other sections or departments. For example, one organisation had an existing relationship with staff in the Justice department and reported there was “a bit of a disconnect” with their Policy Officer who had a number of other pressing areas of work. There was a suggestion from some of these organisations that their existing contact would be better placed to take on the role of CYPFEI & ALEC Policy Officer and we recommend this proposal is considered by the Scottish Government.

“It would be great if the leads of the fund would consider widening the net to other directorates in the search for lead officers as I’m certain there are Policy Officers across Scottish Government that are completely unaware that their stakeholders are being funded. It would also lessen the burden on those with organisations who aren’t doing so well”. (Policy Officer)

Other funded organisations were concerned about the limited contact with their Policy Officer and some highlighted the disparity in support they received compared to other organisations. For example, one described the limited interaction with their

Policy Officer as “frustrating” despite having several other contacts across Scottish Government. Some of the Policy Officers also highlighted the need for consistency in the way they and their colleagues carried out the role.

“It needs a basic uniform approach so that no organisation is disadvantaged because their Policy Officer is too busy or not interested. This is a vital role and links these organisations directly to government, policy development and Ministers. In turn, they should expect quality support, advice and guidance in order to articulate the breadth and depth of work they do to benefit the people they support and transparency over the funding they've been allocated”.
(Policy Officer)

The views of one funded organisation demonstrate that some third sector organisations do not want a lot of contact with their Policy Officer and a one-size fits all approach may not be appropriate. This organisation felt their Policy Officer was “too hands-on and wanted to know what was going on or meet up all the time”. Some funded organisations noted that their Policy Officer had changed during the course of the Fund as the member of staff had moved jobs. In most cases the changeover had been smooth. However, other funded organisations reported this had created some challenges as they needed to build new relationships and understanding. It also created similar challenges for the Corra Foundation. A small number of organisations reported that the change of Policy Officer led to less frequent contact with Scottish Government / Education Scotland.

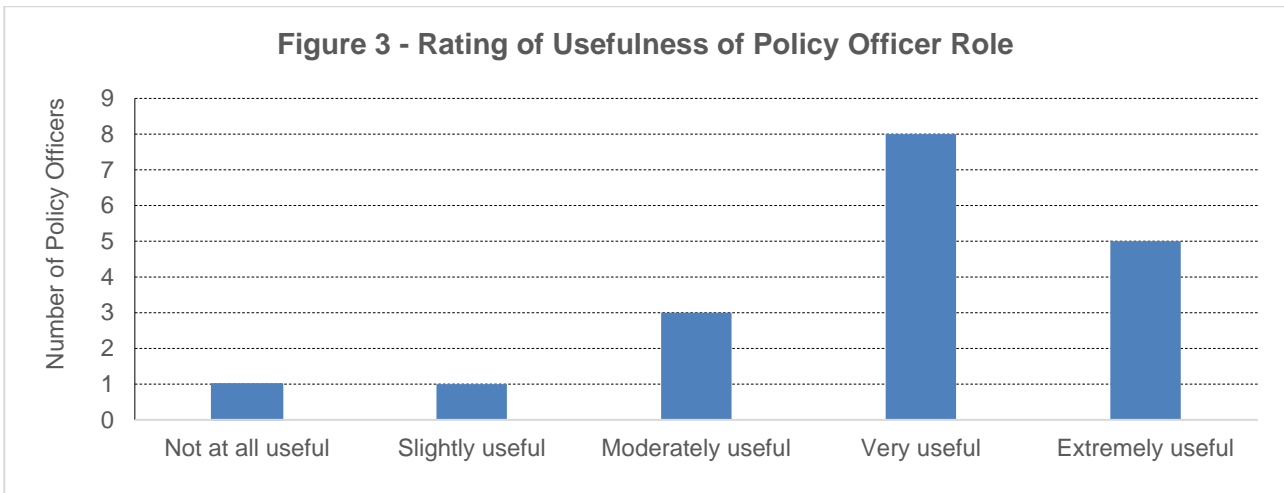
A small number of funded organisations that had limited contact with their Policy Officer expressed concern that they made recommendations on annual funding. In 2017/18, nine Policy Officers supporting 17 funded organisations did not submit feedback. One of the Policy Officers also noted the difficulties they face inputting to the process

“It is difficult to fully assess whether the Scottish Government is getting value for money and to therefore recommend whether organisations should continue to be funded at the same level or not”. (Policy Officer)

Benefits

The majority of Policy Officers reported that the role was useful including 8 (out of 18 who responded to the survey question) who stated it was ‘very useful’ and 5 who reported it was ‘extremely useful’. Only one of the Policy Officers who took part in the survey rated the role as ‘not at all useful’.

Figure 3 - Rating of Usefulness of Policy Officer Role



The following comments help illustrate why Policy Officers found the role useful. They also demonstrate the additionality of the benefits the role creates that may not occur without the Fund:

“I love my Policy Officer role as I get to see the impact of the work of the organisations”. (Policy Officer)

“This has allowed me to be involved with monitoring and supporting an organisation with work they are delivering. It has allowed me to see links that I may not have been able to see before such as around the work they do and who is involved to help deliver this. Also seeing the impact their work has is very satisfying. It is nice to know that I can be that bridge to help support the organisation if I was ever needed”. (Policy Officer)

“The Policy Officer role is certainly not perfect and it relies on both parties being sufficiently proactive but overall I certainly think that it provides a good link between Education Scotland and the Scottish Government and the third sector organisations involved that may not exist otherwise”. (Policy Officer)

“I feel it gives the organisation that peace of mind that Scottish Government are very much with them in what they deliver as a service. The Policy Officers’ role within this allows for direct contact with government creating a bridge that was not always there in the past”. (Policy Officer)

One Policy Officer highlighted the importance of the Corra Foundation in the success of the role.

“The support role that Corra has played has been crucial to the success of the fund and of the Policy Officer model. I have found the model of arranging joint visits between Corra and the Policy Officer extremely helpful for me and more time efficient for the funded organisations”. (Policy Officer)

Policy Officers shared their views on the role’s impact on information sharing and policy development, and identified a number of other specific benefits.

Information and intelligence sharing

In total 13 of 18 Policy Officers agreed the role had enhanced information sharing and intelligence between Scottish Government / Education Scotland and the third sector. The following comments help illustrate how the information and intelligence sharing process works and how benefits arise for all those involved.

“My annual meeting with the organisation provides me with an opportunity to highlight any current policy developments within our area that might be of interest to the organisation. In turn it also allows me to hear more about the work within the organisation that can't be put down on a report”. (Policy Officer)

“I work closely with all of the organisations I lead with. It's meant that they have a voice more widely in my area of work. It's been win-win situation in that respect”. (Policy Officer)

“This role keeps me in touch with great practice and I can share knowledge between the organisation and with others. I also feel part of my role is to promote the organisations and their work wherever I can which has been useful”. (Policy Officer)

Two Policy Officers neither agreed nor disagreed the role had enhanced information sharing and intelligence between Scottish Government / Education Scotland and the third sector and three disagreed. Some of these Policy Officers explained they already had a relationship with their funded organisations and the role had not therefore enhanced the sharing of information and intelligence. One Policy Officer highlighted that the role is only beneficial to organisations if undertaken effectively commenting that the Policy Officer “must take an interest and be supportive and not be faceless, rarely or even never having face to face meetings with them”.

Policy development

Half of the Policy Officers agreed the role improved policy development and use of evidence in policy making in Scottish Government / Education Scotland; seven neither agreed nor disagreed and two disagreed.

“Views from engagement with funded organisations certainly does inform CLD policy in Education Scotland such as input into the consultation for revised guidance on CLD planning in 2017. We have also helped some funded organisations to engage with Scottish Government Ministers”. (Policy Officer)

“On the ground practice can inform development and thinking”. (Policy Officer)

“Having a good relationship with the organisations means that you can involve them in anything to do with policy development or Ministerial visits

relatively easily. This raises their profile with politicians and some have been the focus of Parliamentary debates”. (Policy Officer)

Seven Policy Officers neither agreed nor disagreed that the role improved policy development and use of evidence in policy making in Scottish Government / Education Scotland; two disagreed.

“I feel I monitor what they do but I’m not sure if it has influenced any policy making decisions. I am positive they are making a difference but in my opinion, I can't say it has improved policy”. (Policy Officer)

Understanding of the third sector

Policy Officers’ comments show that one of the main benefits of the role has been a better understanding of the third sector. This covered a number of elements such as the services funded organisations deliver, challenges facing the third sector, how organisations operate, the sector’s unique culture, and how organisations collaborate and co-operate with others.

“The role has allowed me to become more aware about the service they provide. It also has allowed me to see who they work with to help deliver the best service they can for the people they support. Our annual meetings has allowed me to highlight how, if needed, I can put the organisation in touch with relevant people within government if they had a question outwith my remit. The reports have allowed me to measure milestones against the outcomes informing me if the organisation are on track to meet what they agreed at the start of the Fund. Looking at these reports has improved my skills further by helping me identify what information is key to inform my end of year report”. (Policy Officer)

“It provides knowledge and insight into the work of third sector organisations, as well as an insight into the challenges they face in relation to funding”. (Policy Officer)

“Very helpful to be able to develop positive relationships with key voluntary sector partners who I may not have had any links with otherwise. I am now much more aware of work being done by voluntary sector organisations in a range of areas including: homelessness, community development and regeneration, employability, youth work, work with BME communities, and gender violence. It also helped me identify case studies of good practice”. (Policy Officer)

“It gives more of an insight in to the fundraising strategies and evaluation techniques that charities and third sector organisations can use”. (Policy Officer)

“Understanding of the organisations and how they meet government objectives. There’s also an appreciation of the pressures and challenges these organisations face”. (Policy Officer)

It was noteworthy that funded organisations also highlighted Policy Officers understanding of the third sector as an important benefit.

“The Policy Officer link has been really, really worthwhile, they are much more aware of us and what we do – that’s got to benefit them”. (Third sector organisation)

Impact on Workload

Relevant Scottish Government and Education Scotland staff spend an average of approximately 10 hours and 20 minutes per month fulfilling the role of CYPFEI & ALEC Fund Policy Officer⁴. The total time takes account of phone calls, emails and meetings with their funded organisation(s) including joint meetings with the Corra Foundation, internal discussions and meetings with colleagues about the funded organisation, reading quarterly reports, and any other tasks specifically related to the Policy Officer role.

There was marked variation in the amount of time Policy Officers spend fulfilling the role with the monthly totals ranging from 25 minutes to three days. Taking account of the number of funded organisations supported, on average Policy Officers spend 3 hours 45 minutes per month per organisation fulfilling the role of CYPFEI & ALEC Fund Policy Officer⁵.

It was noteworthy however that the amount of time Scottish Government and Education Scotland staff spend fulfilling the role of CYPFEI & ALEC Fund Policy Officer is not directly related to the number of funded organisations they support. For example, three Policy Officers reported they spend approximately three days per month fulfilling the role however one of them supported six organisations while one of the others supported only one organisation and the other supported two organisations. Consultations with funded organisations and Policy Officers highlighted that time commitments can stem from both requests for support from funded organisations as well as from proactive input from Policy Officers.

The majority of Policy Officers (11 of 18) reported that fulfilling the role had only a minor impact on their workload. However, a third of Policy Officers reported the role had a significant (3) or very significant (3) impact on their workload. One Policy Officer stated the role had no impact on their workload.

“Due to a reduction in the size of the CLD team in Education Scotland since 2016, there are fewer staff covering the Policy Officer role with the same number of organisations. I have increasingly struggled to devote the time required to the role for every organisation”. (Policy Officer)

⁴ This estimate is based on information provided by 15 Policy Officers who provided details of their time fulfilling the role.

⁵ This estimate is based on information provided by 14 Policy Officers who provided details of their time fulfilling the role and the number of organisations they support.

“It can be difficult to factor in quality time to scrutinise the returns. However, this is a time management issue for me to address”. (Policy Officer)

Conclusions

Scottish Government core funding awards of £14m per annum from the CYPFEI & ALEC Fund has sustained and enhanced the core services and infrastructure of 118 third sector organisations supported by the Fund since April 2016. Overall, the evidence presented in this report demonstrates that the awards are meeting the Fund's vision of strengthening the third sector and delivering improved outcomes for children, young people, families, adult learners and communities. The funded organisations reported that multi-annual funding for core services and infrastructure provides a degree of organisational stability which would otherwise be lacking. The organisational stability created by the Fund helps the funded organisations to address the Fund's aims to prioritise prevention and early intervention, increase capacity and skills within the sector, and enhance partnership working. The reported benefits were equally strong among the intermediary organisations supported by the CYPFEI & ALEC Fund as they were for the numerous service delivery organisations also supported by the Fund.

The self-assessment survey focused on key issues addressed by the Fund and was designed as a central element of the formative evaluation process, complemented by extensive qualitative research with funded organisations, Scottish Government, Education Scotland and the Corra Foundation. The survey findings indicate improvement in the funded organisations' involvement in local groups and national structures, their interaction with Scottish Government, equality issues and organisational knowledge, capacity and skills. Although the survey found only a marginal improvement in organisational knowledge, skills and capacity, consultation with the funded organisations demonstrated the importance of the Fund in this area. The organisations reported that funding, particularly funding for central posts was vital in building organisational capacity. In turn this capacity enabled organisations to undertake key tasks such as enhancing staff knowledge and skills, developing new services, securing additional funding, and building relationships with public and third sector organisations.

The organisational capacity facilitated by the Fund helped funded organisations to maintain their existing focus on early intervention and prevention, and to ensure equalities issues remain an important part of all aspects of their operations, directly through the delivery of core services and indirectly through strengthened infrastructure. It has also provided new opportunities for joint working and helped sustain and develop existing relationships.

Improvements in interaction with Scottish Government were reported and can be partly attributed to the Scottish Government and Education Scotland staff who have fulfilled the role of Policy Officer. Feedback from funded organisations illustrated the benefits of having a named contact to support them although variation in the level of contact, and changes in Policy Officer personnel created challenges for some organisations. Feedback from Policy Officers highlighted how the role has had a positive impact on them in terms of information and intelligence sharing, policy development, and their understanding of the third sector. The fact that Policy Officers highlighted an impact on policy development was noteworthy as the funded

organisations did not rate this issue highly; it may be that they are unaware of how they have influenced policy. The Corra Foundation has provided valuable support to the funded organisations on behalf of the Scottish Government.

Financial sustainability and funding were identified as ongoing concerns among the funded organisations although some interesting examples illustrated how organisations were trying to improve their sustainability. Given the challenges most third sector organisations face in generating income and the limited availability of other external funding sources for core services and infrastructure, funded organisations emphasised the ongoing need for Scottish Government funding of this nature. They called on the Scottish Government to clarify the future of the CYPFEI & ALEC Fund as soon as possible. The evidence presented in this report supports the funded organisations' view that the Fund is delivering on its vision of strengthening the third sector and delivering improved outcomes for children, young people, families, adult learners and communities.

Appendix 1 – Self-Assessment Form

An online self-assessment form has been an important research tool throughout the evaluation of the CYPFEI & ALEC Fund. It was initially distributed to all 118 funded organisations in May 2016 and the exercise was repeated in November 2017.

The survey covers the following key aspects of third sector organisations and the CYPFEI & ALEC Fund:

- Knowledge, skills and capacity
- Prevention and early intervention
- Third sector partnerships
- Local groups and national structures
- Interaction with Scottish Government / Education Scotland
- Financial sustainability
- Equality issues

Each theme consisted of between two and four questions. For each question, respondents were asked to rate their response to a statement on a scale of 1 to 10 where 10 was the highest/most positive response. An open-text question was also included for each theme to enable respondents to provide additional comments or further detail on their responses. An example is shown below.

Prevention and Early Intervention

Q1. On a scale of one to ten, please rate the importance of prevention and early intervention to your organisation.

1 - Prevention and early intervention are not at all important to my organisation

2

3

4

5

6

7

8

9

10 - Prevention and early intervention are very important to my organisation

Q2. On a scale of one to ten, please rate the extent to which prevention and early intervention are embedded in the delivery of your organisation's core services.

1 - Prevention and early intervention are not at all embedded in the delivery of my organisation's core services

2

3

4
5
6
7
8
9

10 - Prevention and early intervention are fully embedded in the delivery of my organisation's core services.

Q3. Please use the space below if you want to make any comments on prevention and early intervention in your organisation.

For each question the average (mean) and distribution of responses were calculated. An average was also produced for each theme to provide an overview of responses.

To try to aid continuity in responses, the 2017 survey was distributed to the same organisational contact as the baseline survey, where they remained in post. In some cases, the contact had changed and the form was completed by a different member of staff. It is possible that their interpretations of the question, as well as their personal views and experiences, may differ and this could be a factor in change in the findings over time.

Appendix 2 – Case Studies

Children's Parliament

The Children's Parliament is a rights-based organisation that aims to build relationships that allow children the opportunity to voice their ideas, thoughts and feelings; so that their concerns and opinions can be listened to and included in our social and political landscape. This rights-based approach supports early intervention and prevention. It has two key focuses to the work it does: working directly with children through projects and consultations; and educating and equipping adults with knowledge and skills to take a similar approach in their own organisations. The Children's Parliament received £200,000 of CYPFEI core funding in the first two years, and this year £235,000, with outcomes relating to children's knowledge and understanding of their human rights; increased opportunities to participate in democratic processes; public bodies' responsiveness to children's needs; and extending the reach of children's voices.

The funding has allowed the organisation to develop a higher profile and recognition in Scotland and internationally. These links and opportunities developed as a result of improved financial stability. In 2016 a first-time visit to Geneva with Scottish children led to better contacts and opportunities to share work at an international level. This year, 1,024 children have participated in a range of projects and consultations and 249 took part in events involving adults including the First Minister and the Scottish Cabinet, civil servants from Scottish Government and local authorities, colleagues from NHS and other public bodies, third sector organisations and universities.

“The funding provides the core stability and staffing that allows us to do this work and to draw in funding for more work – through having this core funding we are able to commit to these longer processes and programmes”. (Co-Director)

“The way we've been able to link what we do to national priorities, to developing policies and legislation, connecting to other things that are happening both nationally and internationally, has never been possible before just because we lacked the capacity”. (Children's Voices Manager)

Through the CYPFEI funding the Children's Parliament has been able to focus more energy on communications and relationship building. Its social media profile has grown significantly and generated profile and recognition that would not have been possible before due to lack of capacity. This improved profile is reflected in the number of requests now received to deliver consultations, deliver at conferences or events and other work across the Scottish public sector. There is now time and resource to explore additional ways to share what the organisation does.

The longer-term nature of the CYPFEI fund has impacted on staff retention and so improved retention and development of skills and knowledge. The funding also supports information sharing more widely than previously because of the improved profile and networks: for every activity the Children's Parliament produces a report or leaflet and these are shared through social media at much higher rates than before. For example, during an event one looked after young person said that he

wished that Social Workers wouldn't wear their badges into school, that was tweeted after the event and was one of the most retweeted and liked tweets in Children's Parliament history, making a huge impression and changing practice of some Social Workers.

"Because of the financial stability that we've had for the last 3 years, we've been able to grow at a rate that we wouldn't have been able to before".
(Children's Voices Manager)

"It's made us more calm and that we're not jumpy and twitchy, feeling that we can get out there and do it and not panicking all the time that we're about to lose our jobs". (Administrator)

Additional funding in this financial year has allowed the Children's Parliament to create an additional management post, much needed because the number of project workers has grown in last few years without a matching increase in capacity to support them and their work.

The link with the Scottish Government Policy Officer has resulted in a noticeable increase in interaction with the rights and participation team and many more Government departments are recognising importance of the voice of children and of rights-based approaches. The Policy Officer and her team are really helpful in highlighting the opportunities that Children's Parliament gives to others in Government and have facilitated a direct link to a cabinet meeting and other opportunities. The role of the Corra Foundation is also working well for the Children's Parliament, brokering connections with the Scottish Government and with other organisations.

"[Relationship with the government] was more remote before and it's got closer – it feels as if there's someone in the middle there that's enabling".
(Administrator)

Missing People

Missing People is the only UK lifeline for the 180,000 children and adults going missing each year, as well as for their families. In Scotland, over 12,500 individuals go missing each year, with Police Scotland receiving more than 20,000 reports of children going missing annually.

The organisation offers a free, 24-hour helpline for missing adults and children and live webchat (1-2-1 Chat) for children. For families, they offer emotional/practical support, help with the search, counselling and facilitate peer support.

In 2016, Missing People launched their plan to increase their reach in Scotland. They received £46,000 from the CYPFEIF fund in the first two years, with £50,000 awarded for 2018-19. Their stated outcomes for this core service funding include targets to increase the awareness and take-up of the Runaway Helpline, and extend the reach of police appeals for missing children through recruiting support partners. They also aim to ensure Police have more opportunities to find a child in a high risk situation by promoting Child Rescue Alerts to them, and increasing sign-up by the public.

The funding has been used to expand use of core services in Scotland, through raising awareness of the Runaway Helpline and live chat service as well as by developing more support partners and new media partners in Scotland. Missing People have been working closely with Police Scotland and also with partners such as Shelter Scotland to make sure that more young people are helped and kept safe, and know how to get the practical and emotional support they need. In 2017/18, 494 under 18s were sent a Textsafe® message; subscribers to Child Rescue Alerts now stand at 18,371 (mobile) 15,618 (email), and 176 children were helped. All of these outcomes are ahead of targets.

Working with partners is a core activity for Missing People, including, for example, work with Police Scotland to improve publicity appeals for missing people. The longer-term nature and credibility of this funding helps to 'open doors', providing time to develop and build partnerships. Missing People have been involved with Police Scotland and the Scottish Government in developing the National Missing Persons Framework for Scotland.

“We have such a brilliant relationship with Police Scotland and the funding has allowed us to invest time and energy in that”. (Director of Policy, Research and People)

The majority of young people who contact Missing People's 1-2-1 live webchat through the Runaway Helpline are not yet missing, so webchat provides a key early intervention and prevention focus. Overall, the funding has allowed Missing People to develop networks in Scotland so that they can advise potential runaways about their risks of running away, what help they might get to prevent that happening and, if they do go missing, how to keep themselves safe.

“Directly the funding has led us to building our networks and developing our partnerships across Scotland... with the police, the Scottish Government and

also with other agencies such as Shelter Scotland and the Health and Social Care Alliance”. (Director of Policy, Research and People)

The funding has also enabled Missing People to reflect on their monitoring information gathering – a challenging problem, since contact with missing people is anonymous, confidential and caller-led. The longer-term nature of the funding and the support provided by the Corra Foundation has helped Missing People to review and develop measures and proxy measures to better monitor the reach and impact of services.

The support that Missing People has received from the Scottish Government Policy Officer has been appreciated and beneficial to the organisation. The Policy Officer provides good links to the Government policy team and others, shares helpful briefings, information and data, attends events and facilitates ministerial attendance. He has brokered additional funding for collaborative work with Shelter Scotland and Barnardo’s Scotland to deliver training for front line practitioners on how to support people who’ve come back from being missing (Return Discussions).

“He is a useful single point of contact in the government who can link us in with all sorts of other people. He’s also really approachable, responsive, engaged and cares about the issue, definitely”. (Director of Policy, Research and People)

The relationship with the government Policy Officer also allows Missing People to have an input to policy developments, such as the National Missing Persons Framework for Scotland, lending their expertise and perspective to the work of the Scottish Government.

“They benefit in getting that broader perspective from organisations like ours to feed into their policy work so it feels like a win-win and it’s wonderful to see how open they are to that”. (Director of Policy, Research and People)

The Corra Foundation have also provided helpful support in facilitating reporting, highlighting relevant events and conferences, useful web links and resources to support some of their work – Missing People find Corra to be open, interested and engaged in their work in a way that is ‘extremely helpful’.

“There’s a really open dialogue, very informed and informative... because they wear two hats they truly understand the challenges that we have as recipients.... it’s been very, very good”. (Grants Manager)

Peep

Peep's main purpose is 'to support parents/carers, babies and children to learn together - by valuing and building on what families already do'. Established in 1995 the charity aims to narrow the gap in children's outcomes by promoting the home learning environment through the delivery of Peep programmes including the Learning Together, Antenatal, and Early Communication Matters Programmes. Professionals from a wide range of sectors (including early years), trained in the programmes, use and promote the approach with families across the UK. Peep has received £110,000 per annum from the CYPFEI & ALEC Fund to contribute to adult learning and children's outcomes. The funding helps to sustain two full-time posts – a Development Manager and a Qualifications Manager – who are based in Peep's Scotland office.

The Development Manager is responsible for extending the reach of Peep's programmes in Scotland. Their remit includes raising awareness and promoting the programmes via various means including attending events and conferences across Scotland:

“We were recently in Shetland at a Play Scotland event and we provided workshops and met with local services like the College, a Family Centre and a pre-school play service to share information about the programme. There was really positive feedback from our workshops and we hope to have enough interest to get some practitioner training going”. (Development Manager)

The Development Manager is also responsible for practitioner training and during 2017/18, Peep trained 1,174 practitioners across Scotland - almost twice the target of 600. The post-holder also quality assures the training and very positive feedback has been recorded via post-course evaluation forms. In addition, the Manager has developed Training and Support Agreements with nine local authorities where comprehensive support and training is provided to practitioners to facilitate the roll out of Peep in a way that best suits the needs of the local authority. The Qualifications Manager is primarily responsible for rolling out the Peep Progression Pathway (parent qualifications). The Pathway consists of units that are SCQF credit rated by SQA (currently at SCQF levels 3, 4 and 5) that parents have the option to complete as part of their participation in the Learning Together Programme. The Qualifications Manager has enhanced the Pathway infrastructure in Scotland increasing the number of Delivery Centres from 4 in 2015 to 16 and this enabled 165 practitioners to be trained to deliver the Pathway to date. The post-holder works with the Centres to ensure suitable internal quality assurance officers and assessors are in place and provides ongoing support. To June 2018, 286 parents had completed at least one unit and 90 parents had progressed to further learning, volunteering and employment. The Manager has increased the number of College Agreements from 2 in 2015 to 10 and developed progression routes including guaranteed interviews and guaranteed places on childcare or health and social care courses. The post-holder is also working with a FE college to develop a SQA professional development award in family learning at SCQF level 7; this will address a gap which has been identified in current provision.

The Managers emphasised the importance of CYPFEI & ALEC funding in providing dedicated staff resources to enhance Peep's work in Scotland, and reported the positive experience has led Peep to seek to replicate the model in England:

“If you didn't have someone here as a named contact you wouldn't have the opportunity to build relationships and trust which we know are so important. That's one of the positives of having these posts. To be able to go and physically meet people is so much more effective for us as an organisation. Otherwise we'd be doing a lot of this work by email and telephone from our Oxford office. This came back really strongly when we did our How Good is Our Third Sector Evaluation – having named contacts in Scotland made a huge difference to our work because we were quick to respond as well as being proactive”. (Development Manager)

“Our Trustees now refer to the Scottish model and they see that as the beacon of quality within the organisation. They are looking for appropriate funding to replicate what we are doing in Scotland elsewhere. It's not rocket science, it's about building relationships, getting out on the ground”. (Qualifications Manager)

CYPFEI & ALEC's multi-annual funding was also highlighted as significant:

“The three years allows us to do things properly, it's about allowing it time to establish. Practitioners are our most important resource and the funding allows us to support them so they can roll out the Peep Programmes to a high standard. The two posts are complementary and having the time is really important because we tend to encourage newly trained practitioners to get Peep established first before they think about taking on an assessing role to deliver the parent qualifications.” (Development Manager)

In addition, CYPFEI & ALEC funding has allowed Peep to increase its strategic role in Scotland and input to policy development. Examples include delivering workshops at the Early Learning Summit in April 2018, contributing to Education Scotland's Family Learning Review and the 2020 Action Plan on Early Learning and Childcare, and a June 2018 meeting with the Minister for Children and Young People to showcase the Peep Learning Together Programme.

“The funding allows us the capacity to work at that strategic level which makes such a difference to us as an organisation. We have a good relationship with Scottish Government and Education Scotland – they really get what we are about and the importance of early education”. (Chief Executive Officer)

The organisation highlighted the positive impact of the Corra Foundation's support and suggested it added value to the Fund. For example, Corra introduced Peep to an external facilitator at the CYPFEI & ALEC conference who subsequently facilitated a Trustee and senior management away day.

Appendix 3 – Sustainability Case Study

LGBT Youth Scotland

LGBT Youth Scotland's mission is to play a leading role in the provision of quality youth work to LGBTI young people that promotes their health and wellbeing, and to be a valued and influential partner in LGBTI equality and human rights. The organisation's work takes a community learning and development approach to working directly with young people and with organisations and professionals to promote its aims. LGBT Youth Scotland has received £75000 infrastructure funding in each of the three award years, working towards outcomes related to improved access to non-formal learning opportunities for LGBTI young people; increasing the numbers of learning environments that are welcoming to LGBTI young people; improving understanding and knowledge of professionals and organisations and inclusiveness of services; and ensuring that LGBT Youth Scotland is an effective and enterprising charity.

Receipt of core funding has been 'hugely helpful' for LGBT Youth Scotland: this type of funding is difficult to obtain and although the organisation has a diverse range of funders (local authorities, trusts, NHS Boards, etc.), most are more focused on front line services and direct impact on young people.

"To run an effective organisation, focused on the quality of what we do, we need to support the core of the organisation and this funding is very important, even essential". (Chief Executive)

The recognition of the importance of core funding strengthens the link between the strategic 'space' and outcomes for young people, allowing resource to be devoted to reflecting on the range of funders and on ways to further develop and explore the sustainability of that model.

Through involvement in the CYPFEI & ALEC funding stream, LGBT Youth Scotland made a connection at the 2017 conference (workshop on sustainability) with Wren and Greyhound consultancy and their guide to sustainability *The Lasting Difference*, which led to some focussed strategic thinking. Part of this work involved considering the existing funding model, looking at ways to increase unrestricted (core) funding, increasing the focus on fundraising. This led to a significant piece of work involving the Board and whole organisation to develop the recently launched new strategy <https://www.lgbtyouth.org.uk/about-us/our-strategy/> which has sustainability at its core: one of the four guiding principles of and a key strategic objective for the organisation. The ALEC funding contributed to supporting the strategic team to devote resource to working with *The Lasting Difference* to think through, develop and consult on this new strategy.

"Sustainability is very much at the heart of it...we learned some things through that consultation and that process...one of which was about how we improve sustainability and sustainability not just being about cash...but also about how we think about the sustainability more broadly of our work and its impact; and that was a real help in how we looked at fundraising across the organisation". (Chief Executive)

LGBT Youth Scotland is now reaching organisations in a wider variety of sectors and beginning to work with new organisation types, including the corporate sector, to explore the value it can bring to its work with young people. This includes focus on opportunities and skills development for young people that LGBT Youth Scotland might not otherwise be able to link to or offer.

“What the core grant and the work of the Corra Foundation... has done is allowed us to use that in a strategic way - to be a multiplier if you like - to bring greater impact and capacity to what we do as an organisation”. (Chief Executive)

The ALEC funding supports the development of these wider partnerships, by freeing up time of the senior team to build further the capacity for direct provision to young people. The focus on sustainability this has allowed has resulted in an organisation that is moving towards being more sustainable in the future. For example, a greater proportion of overall funding is unrestricted (not linked specifically to project outcomes), than was the case in previous years. This in turn will allow the centre of the organisation to be better supported, compensating for the standstill ALEC funding over the last 3 years.

The involvement of the Corra Foundation in the funding stream has been a very helpful and supportive relationship for LGBT Youth Scotland. LGBT Youth Scotland has good links across teams in Education Scotland, including CLD and wellbeing.



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