

Investing in Transformation: **Improving Lives**

Life Changes Trust
Business Strategy
2014-2023

Executive Summary



The Life Changes Trust was established by the Big Lottery Fund with a National Lottery grant of £50 million to drive transformational improvements in the quality of life, well-being and inclusion of people affected by dementia and young people with experience of being in care.

foreword

The Trust is firmly committed to investing in transformational and sustainable improvements to the quality of life and well-being of our beneficiary groups – people affected by dementia and care experienced young people. We are delighted to present the Trust’s Business Strategy for 2014-23, which sets out our approach and high level plans to achieve this ambition.

This strategy sets out an exciting framework for establishing the Trust as an effective funding and influencing organisation in the years ahead.

We are already involving beneficiaries in our work, and funding and collaborating with other organisations. We look forward to this involvement and collaboration growing and strengthening during the life of this plan, as it is these relationships that will enable the Trust to deliver its mission.

The Trust is extremely grateful to the Big Lottery Fund for its vision and commitment in endowing and establishing the Trust, and providing Scotland with such an important opportunity to make a difference to the lives of people affected by dementia and care experienced young people.



Maddy Halliday, CEO
Life Changes Trust



Edel Harris, Chair
Life Changes Trust Board

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Introduction

This document presents a summary of the Trust's Business Strategy until 2023, which comprises three elements:

- a corporate strategic plan which sets out the Trust's mission, vision, values, strategic approach, objectives, outcomes and delivery arrangements
- two programme strategies, one for Care Experienced Young People and one for People Affected by Dementia, which set out our funding priorities

The Trust's Business Strategy has been developed and informed by consultation with beneficiaries and a wide range of key stakeholders as well as review of relevant information and research.

The full version of the Trust's Business Strategy is available on our website.

Endowment and Funder

The Life Changes Trust was established in early 2013 with a £50 million "spend-out" endowment from the Big Lottery Fund. The purpose of the Trust is to use this endowment to drive transformational improvement in the quality of life of two key groups in Scotland: care experienced young people and people affected by dementia.

2011-13: Development

In 2011, the Big Lottery Fund commissioned several organisations ('Founding Partners') to develop plans for the Trust and to help establish

the Trust as a legal entity: the Health and Social Care Alliance; Foundation Scotland; Who Cares? Scotland; Glasgow Council for Voluntary Service. Additional support was provided by management consultancy, EKOS. The Founding Partners formed an interim Board, with an independent chair appointed by the Big Lottery Fund, to manage the development phase.

Consultation with beneficiaries and stakeholders and a review of relevant information was undertaken by Founding Partners to develop an initial three year business plan. The Big Lottery Fund approved this plan and, in February 2013, the Trust was formally established as a charity.

The interim Board recruited the Trust's new Trustees and CEO. Trustees started in post in March 2013 and the CEO in June 2013.

June 2013-December 2014: Set Up, Consultation and Initial Funding Awards

Between June 2013 and December 2014, the Trust's focus was on establishing effective governance, management and operational arrangements – including recruitment of staff – to allow the Trust to become an effective funder.

The Trust also consulted more widely with beneficiaries and stakeholders to inform development of our Business Strategy to 2023.

The Trust was also able to make some initial funding awards, including piloting individual grants.

Please see our Performance Reports for 2013-14 for more information, available on our website.

Section 1

Life Changes Trust Corporate Strategic Plan

A Summary

Section 1: Corporate Strategic Plan

The Trust's Corporate Strategic Plan sets out:

- the Trust's vision, mission and values
- its strategic approach to deliver its mission
- how the Trust will be governed and managed
- our financial plans, including level of funding awards

This Corporate Strategic Plan provides the framework for two programme strategies which set out our funding priorities for each of our beneficiary groups – care experienced young people and people affected by dementia.



Vision, Mission and Values

Our Vision

The Trust's vision is for a Scotland where all care experienced young people and people affected by dementia are valued as full and equal citizens, able to live good quality lives and receive the right support when they need it.

Our Mission

The Life Changes Trust will drive transformational and sustainable improvements in the quality of life, well-being, empowerment and social inclusion of care experienced young people and people affected by dementia.

Our Values

The Trust's core values define who we are, what we stand for, provide the basis for our decision-making and inform our expectations of others. Our values are: People Centred; Authoritative and Influential; Independent; Open and Collaborative; Honest and Responsible; Pioneering.

Beneficiary Groups

The Trust currently supports two beneficiary groups.

Care experienced young people, which includes:

- young people from the age of 14 who are **“looked after”** by the local authority (including young people looked after at home, by foster carers, kinship carers and in residential care)
- young people who have left care up to age 26

People affected by dementia, which includes:

- people with dementia and their unpaid carers

Both groups experience a range of challenges and unmet needs which need to be addressed if their quality of life and well-being is to be improved. These include: physical and mental health difficulties; difficulties with aspects of daily living; housing problems; social isolation; and inadequate health or social care support.

Despite these challenges, the Trust’s beneficiary groups also have personal resources and assets that can be strengthened to empower them to improve their lives and become more active citizens.

Strategic Approach

The Trust is committed to being an informed, engaged and influential funder. We aim to drive transformational and sustainable improvements in the lives of our beneficiaries through our funding provision and through complementary activities, such as sharing learning and influencing improvements to policy and practice. This is reflected in our **“Knowledge into Action”** approach, which frames our Business Strategy.

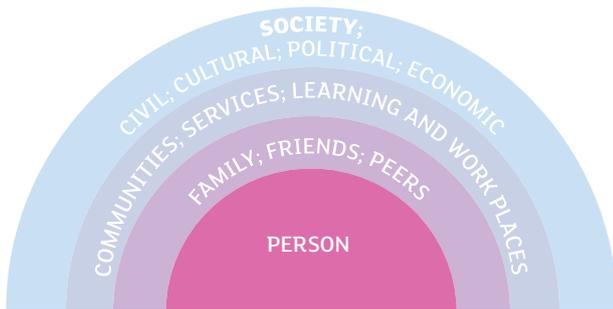
Knowledge into Action



Approach and Principles

The Trust’s approach to achieving its mission is underpinned by a commitment to: improve our beneficiaries’ personal strengths, assets and capacity; promote supportive and caring relationships; enhance person-centred support and services; strengthen active citizenship and social inclusion, with a focus on supportive communities; strengthen prevention and early intervention. The Trust aims to invest in mutually supportive and linked improvements at individual, group, community and organisational levels.

Linked improvements at every level



All of the Trust's activities and funding decisions are under-pinned by a number of key principles.

- Informed - all of our activities and funding will be informed by: sound insight into the needs, priorities and strengths of our beneficiary groups; the policy and practice landscape in Scotland; and theories and evidence of how transformational and sustainable change happens (sometimes referred to as “theories of change”).
- People-centred and “Whole Life”- the Trust understands the links between all aspects of life and well-being, and that improvements in one key aspect of life can enable significant improvements in people's overall quality of life.
- Collaborative and Influential - the Trust is committed to working collaboratively with beneficiaries, stakeholders and other funders to maximise effectiveness and impact.

- Pioneering and Transformational - the Trust will invest in activities where there is evidence that significant benefit for our beneficiaries could be achieved, as well as in new approaches and innovation to develop new evidence of what works.
- Open and Fair - the Trust will work in an open and transparent way, providing clear information about our strategy, plans and funding opportunities, as well as impact and learning.
- Flexible, Responsible and Supportive - the Trust will provide funding to individuals and organisations, through grants and/or low interest loans. We will ensure that we award funding to viable, reliable organisations and will develop positive links with our funded organisations.





Strategic Objectives

The following strategic objectives provide the foundation and framework for all the Trust's activities. Working with beneficiaries and stakeholders, the Trust will:

- Develop, share and promote insight and learning to guide Trust funding decisions and inform improved practice and policy more widely.

This will include insight into context, needs, evidence of what works and innovation opportunities.

- Fund initiatives which empower individual beneficiaries and strengthen their personal capacity, resources and resilience.

This will include: development of beneficiaries' learning, life and self-management skills; improving access to financial and money management training; improving access to employment; and strengthening beneficiaries' ability to be active citizens.

- Fund improvement and innovation in key services to transform experience and outcomes for our beneficiaries.

This could include improvement in a current service through work-force and organisational development or a new, innovative activity.

- Fund initiatives which strengthen beneficiaries' inclusion and participation across society.

This will include promotion and protection of beneficiaries' human rights, equality and active citizenship as well as promotion of positive social attitudes towards our beneficiary groups.

- Work with beneficiaries and stakeholders to influence improvements to practice and policy.

This will be supported through delivery of all the above strategic objectives, complemented by focussed influencing activities where appropriate.

- Ensure the Trust is effectively governed and managed to deliver its mission and Business Strategy.

As summarised in the **"delivery"** section of this plan.

Trust Impact and Outcomes

The Trust is committed to demonstrating its effectiveness through measuring and reporting on its performance against the following impact and outcome measures.

High Level Impact

The Trust will measure the high-level, overall impact of its funding and other activities through the following key performance measures:

- Improved quality of life, well-being, empowerment and social inclusion of both beneficiary groups.
- Improved community support and inclusion for our beneficiary groups, as well as improved community capacity to support and include our beneficiary groups.
- Increased commitment, capacity and ability of provider organisations to improve support and care to our beneficiary groups.
- Improved policy and practice environment for our beneficiary groups.
- Improved positive public awareness and attitudes.

The Trust will assess progress on these high level impact measures through evaluation of a range of more specific outcome measures, which are summarised below.

Beneficiary Outcomes

- Beneficiaries see an improvement in one or more of the following: mental health/emotional well-being; physical health; life skills; self-management skills; supportive relationships.
- Beneficiaries secure improved support and/or participation in at least one of the following: active citizenship; education; employment; accommodation; financial management; health and social care; healthy living.

Outcomes for Trust-funded Organisations

- Trust-funded organisations are committed to improving care and support for beneficiaries into the future in ways which will improve their experience and outcomes, protect their human rights and promote equality.
- Trust-funded organisations show enhanced knowledge, capacity and skills to provide improved care and support to beneficiaries.
- Trust-funded organisations have identified mechanisms and resources for sustaining improvements beyond Trust funding.

Public Awareness and Attitudes Outcomes

Trust-funded initiatives and Trust activities have contributed to an improvement in public awareness and attitudes about our beneficiaries.

Policy Outcomes

Trust-funded initiatives and Trust influencing activities have contributed to improved public policy for our beneficiary groups.

Delivery

The Trust will deliver this Corporate Strategy through its Programme Strategies – which together form our Business Strategy - and a range of other supporting processes, which are outlined below.

Financial Resources

Big Lottery Fund Endowment

The Trust was established with a £50 million “**spend out**” endowment from The Big Lottery Fund. This must be spent by 2023, to deliver benefit to our two beneficiary groups. This endowment will be divided equally between each group.

Other Funding

The Trust will also work with other funders to increase the total available funds for our beneficiaries. The Trust may also raise additional funding in the medium to longer term, so it can achieve more over a longer period of time than its initial endowment allows.

Financial Management and Accountability

The Trust has established sound financial management and reporting arrangements, including: annual budgets approved by the Board; quarterly financial reports to Trustees; and annual audit and approved annual accounts.

Given June 2013-December 2014 was focussed on the set up of the Trust, approved expenditure for the financial years 2013-14 and 2014-15 was significantly lower than it will be in future years. From April 2015, the Trust expects to allocate total funding awards of at least £5 million a year – that is at least £2.5 million a year for each programme.

The Trust has also agreed a ratio of operating costs to total expenditure of 15%. Operating costs refer to the Trust’s direct running costs for its activities including governance, insight, funding management, communications and influencing.

The Trust will invest its unused capital each year with the aim of generating additional income from interest while minimising risk to our capital. The interest we earn will be used to meet our operating costs.

Leadership and Governance

Leadership and governance of the Trust is provided by its Charity Trustees, supported by three senior staff – the Chief Executive and two Programme Directors.

The Trust is governed in full compliance with charity and other relevant law and applies good governance practice. Trustees are voluntary, and are recruited through an open, competitive process. Their decisions are made collectively through the Board and sub-committees, which meet quarterly and operate within agreed terms of reference. Trustees are supported by a Trust Protector, an independent person appointed by the Big Lottery Fund to provide oversight of the Trust to help ensure it is fulfilling its purpose and is effectively governed. The Protector does not make decisions but provides comment and guidance.

Management and Operations

Executive management of the Trust is led by the CEO, supported by two Programme Directors, who collectively form the Trust's Senior Management Team. The work of the Trust is delivered by the Senior Management Team and other staff in a range of roles spanning programme support, communications, finance and administration.

Communications, Engagement and Influencing

Effective communication and engagement with beneficiaries and stakeholders and successful influencing activities are critical to the achievement of the Trust's mission and effective delivery of this Business Strategy, as they will help the Trust to:

- better understand the needs, experiences and priorities of our beneficiaries
- better understand the role of stakeholder organisations in supporting our beneficiaries and opportunities for improvement
- provide opportunities for beneficiaries and stakeholders to inform the Trust's plans and priorities and provide feedback
- develop positive and productive relationships to support delivery of our work
- share information and knowledge with beneficiaries and stakeholders and influence improved practice and policy
- create a positive profile for the Trust and our beneficiary groups

Performance Management and Evaluation

The Trust will support performance management and improvement of all its activities (for example, leadership and governance, and financial and funding management) through corporate use of the Public Service Improvement Framework (PSIF). The Trust will be implementing PSIF from early 2015 with the aim of securing initial accreditation by 2017.

The Trust will also ensure effective evaluation of its funding awards, including outcomes and impact. This will be supported by the Trust's Evaluation Framework and guidance.

The Trust will report on its performance and impact through quarterly performance and annual reports and evaluation reports for specific funding initiatives. Our performance reporting will assess performance against specified milestones and performance measures, including the high level impacts and outcomes set out here.

The Trust will use the information it gathers through performance management and evaluation to: monitor, review and improve its own activities; monitor and guide improvements to the work of the organisations it funds; guide future funding decisions of the Trust; and inform and influence improvements to practice and policy more widely.



Section 2

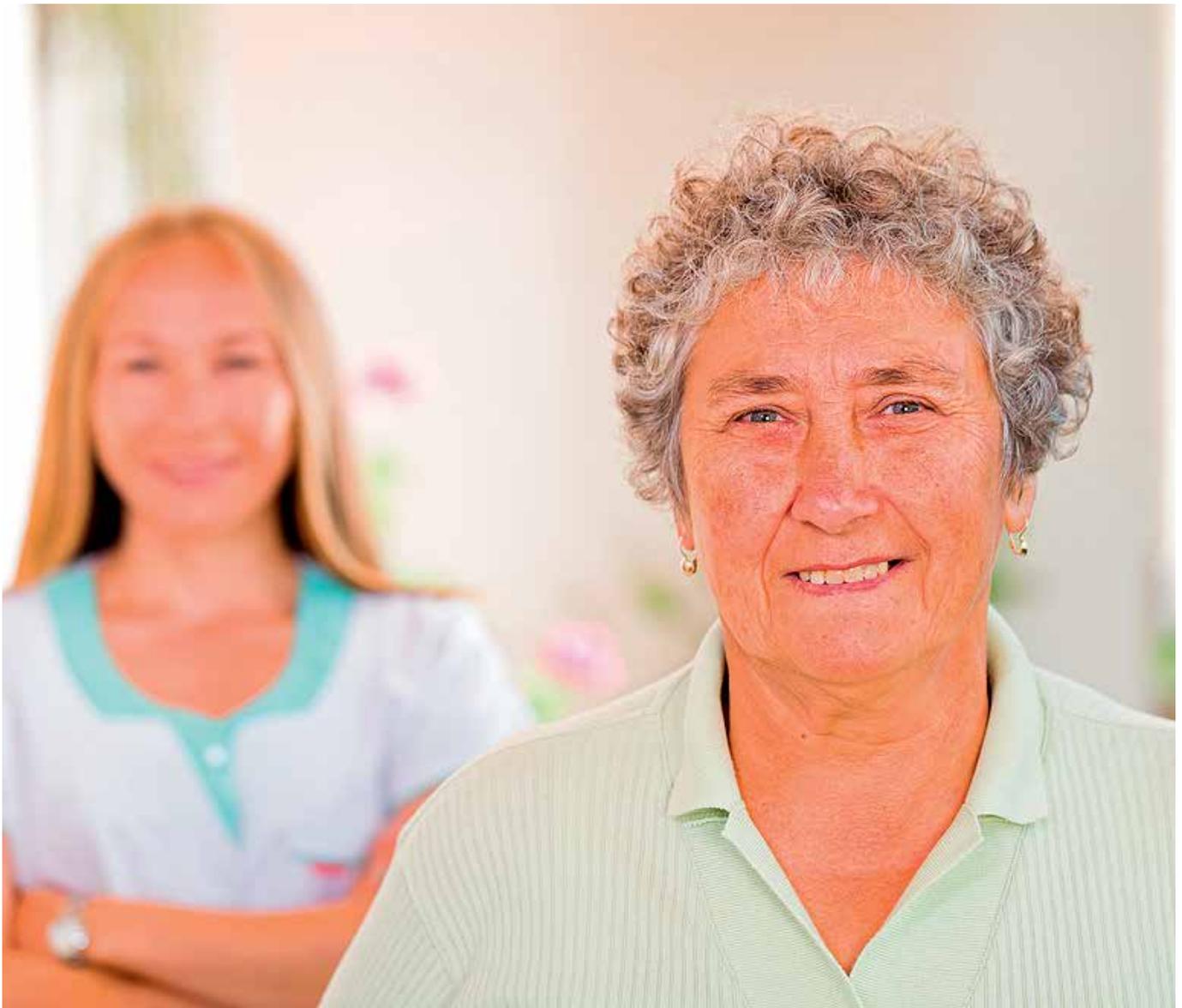
Life Changes Trust
Strategy for creating
better lives for people
affected by dementia

A Summary

Section 2: Strategy for creating better lives for people affected by dementia

Our vision is that all people affected by dementia in Scotland are valued as full and equal citizens, able to live good quality lives and receive the right support when they need it. This strategy, based on what people with dementia and their carers have said matters to them, outlines the Trust's investment priorities for our dementia programme.

Dementia has become a national public health priority in Scotland. The Trust has an important role in this national context - not just as a funder but also as a strategic leader, working together with others who share our aim of creating better lives for those affected by dementia.



People Affected by Dementia Programme: Aims and focus

The Trust will use the resources it has to drive transformational and sustainable improvements in the quality of life, well-being, inclusion and empowerment of people in Scotland whose lives are affected by dementia.

The Trust aims to support people affected by dementia living anywhere in Scotland who:

- have any type of dementia, of any age
- care for and support a person with dementia and are not paid for doing so

Quality of life and well-being

Most people share common views about what is important for quality of life and well-being. People whose lives are affected by dementia are no different. They want to be able – and should be able – to say:

- I live in a place that suits me and my needs
- I am able to be as independent as possible
- I get the help I need when I need it
- I feel safe, listened to, valued and respected
- I am empowered to do the things that are important to me



Seeing the whole person

The Life Changes Trust is committed to seeing the whole person and ensuring that he or she is central to decisions that affect their life.

The Trust will listen carefully to the voices of those affected by dementia and those who legitimately speak on their behalf.

This people-centred approach means that the Trust will invest funding to help people affected by dementia live in a place that suits their needs, where they can be as independent as possible, where they can experience a good quality of life and are enabled to do the things that are important to them.

We will also invest funds to promote positive and inclusive social attitudes to dementia, helping to reduce stigma and prejudice that people with dementia and their carers can sometimes face, and the erosion of their rights which can place them in positions of extreme vulnerability.

The Trust's plans

A primary role for the Trust is to develop an informed overview of the lives of those affected by dementia in Scotland, and invest purposefully in a number of elements which, when drawn together, lead to transformational change. As well as awarding grants, the Trust also plans to provide social investment loans and will team up with other funders to jointly fund projects where appropriate.

Funding and insight

When deciding what to fund, the Trust will consider important information such as:

- what people with dementia and carers tell us is important to them
- reliable published reports and research
- learning from others and the activities funded by the Trust

To ensure we hear from and involve people with dementia and carers, we will provide a range of opportunities for them to share their thoughts, opinions and experiences with the Trust. We will also appoint voluntary, specialist advisors, including people affected by dementia.

The Trust is committed to funding initiatives that have been shown to work, but will also actively seek out and fund ground-breaking initiatives that encourage new ways of thinking and working, to create better understanding of the issues that affect people living with dementia.

The Trust also understands the importance of dementia friendly communities and will invest a significant amount of money in these so that a diverse range is developed. The Trust will also invest funds in a number of other areas which will complement our investment in dementia friendly communities.



Priority 1

Enable people affected by dementia to live in a place that suits them and their needs

People with dementia live in a variety of places – in their own home either alone or with a partner or family, in a care home, and a number find that they spend substantial periods of time in hospital. Wherever a person lives, it is important that their living environment meets their health and care needs and helps them be as independent as possible.

Care homes and hospitals must also ensure that they are **‘dementia friendly’**. People affected by dementia are also part of wider communities, and it is critical that they are enabled to remain active within, and contribute to, their communities.

The Trust will strategically invest funds in order to:

- increase and develop knowledge and understanding about how people with dementia can be enabled to stay in their own homes and communities for longer, and demonstrate how this knowledge can be put into practice
- better understand and demonstrate what a good quality of life looks like for people with dementia living in a care home or receiving care in their own home

- facilitate development of dementia friendly communities across Scotland that support people affected by dementia to live well in the place they choose, and be included in their local and wider community. This will include support for a Scottish national learning and improvement community to enable all dementia friendly communities to learn from each other and improve practice and mentor new initiatives. Our dementia friendly community investments will support delivery of all our other priorities



Priority 2

Protect and promote the independence of people affected by dementia

Dementia causes difficulties with memory and thinking, which can lead to people withdrawing from day-to-day activities and routines. Lack of independence can also lead to isolation and loneliness for both the person who has dementia and those who care for them, which can affect their mental well-being and can lead to depression.

Maintaining confidence and independence is vital to sustaining a good quality of life for both people with dementia and their carers, and it is important that ways of sustaining and building their confidence and supporting their independence are explored and established early on in their dementia journey.

It is also important that both the general public and people affected by dementia are aware of the potential benefits of making healthy life choices in preventing diseases that can lead to dementia.

The Trust will strategically invest funds in order to:

- strengthen the personal resources of people with dementia and their carers to empower them to manage the condition with confidence
- increase and develop understanding about confidence and independence and demonstrate how this can be put into action
- discover innovations and ways of working that contribute to the independence of people affected by dementia
- raise awareness of the potential benefits of healthy life choices in preventing diseases that can lead to dementia
- promote timely diagnosis and early intervention



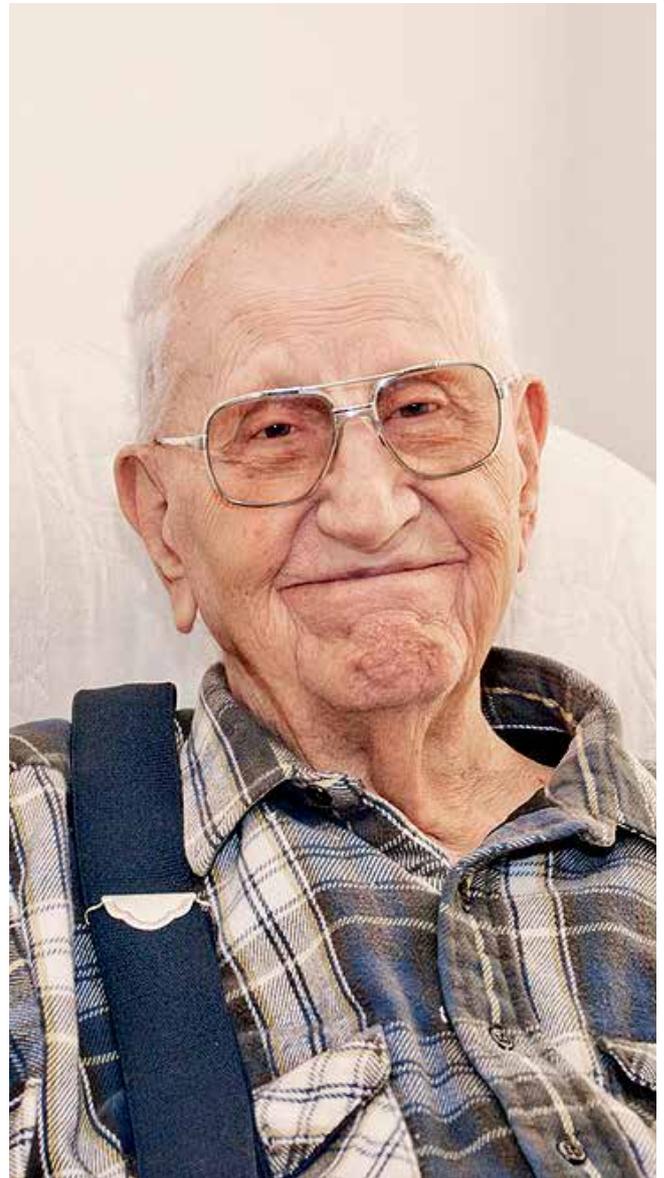
Priority 3

Support work that will guarantee that people affected by dementia get the help they need when they need it

People affected by dementia often encounter a 'maze' of systems and services with which they must interact in order to get the help they need, which can delay access to support. Our systems, processes, 'pathways' and services in Scotland need to become more **'people-shaped'** so that they fit the real needs of people with dementia and carers.

The Trust will strategically invest funds in order to:

- develop a deeper understanding of the support that people with dementia and their carers say they need
- identify the points at which people with dementia are not getting the help they need, the reasons why, and the solutions
- help organisations which support and assist people with dementia to better meet their needs in ways that are person centred and timely



Priority 4

Create a culture in Scotland where people affected by dementia feel safe, listened to, valued and respected

We must not treat people with dementia as a group apart – they are the people who may have raised us, taught us, cared for us and kept us safe, and we have a duty to do the same. They have a right to be treated with dignity and respect.

There are also particular challenges for people affected by dementia who already experience discrimination and marginalisation due to, for example, their race or religion, disability or sexual orientation. Age discrimination can add to the difficulties already experienced.

The Trust will strategically invest funds in order to:

- develop a clearer understanding of public attitudes amongst Scottish people towards those with dementia and their carers, and promote positive attitudes and understanding about dementia
- empower those who work with people with dementia and carers so that they too feel safe, listened to, valued and respected and, therefore, more able to improve the support they provide
- enhance understanding about the human rights of people affected by dementia and demonstrate how these rights should be practically applied by public services and others who provide services
- increase understanding about the particular issues that people from certain 'protected characteristic' groups may face when they are affected by dementia



Priority 5

Empower people affected by dementia so that they can do the things that are important to them

People who live with dementia want to continue living life to the full for as long as possible – thriving, growing, developing and learning. They also want to live their life and not a life imposed upon them by dementia. This is easier to do if a person has the resources they need: money, a **‘circle of support’** and the ability to shape services and other initiatives that will empower them.

The Trust will strategically invest funds in order to:

- resource people affected by dementia to meet their identified needs in a way of their choosing and within their control, ensuring they have voices that are heard by decision makers
- increase and improve the personal support available to people affected by dementia, for example through peer support, befriending, independent advocacy and mentoring
- involve people with dementia and carers in the design of new services and initiatives in Scotland, as well as in the improvement of those that already exist

Making a difference

This strategy is ambitious and the Trust will need to work with the people and organisations it funds to show what its funding and support has achieved. The Trust will ensure that there is robust evaluation of how our money is used, demonstrating the difference our funding has made to individuals, communities and society.



Section 3

Life Changes Trust
Strategy for creating
better lives for care
experienced young
people

A Summary

Section 3: Strategy for creating better lives for care experienced young people

Our vision is that all care experienced young people in Scotland are valued as full and equal citizens, able to live good quality lives and receive the right support when they need it.

This strategy, which is based on what care experienced young people have said matters to them, outlines the Trust's investment priorities for our care experienced young people programme.

The journey into adulthood has become increasingly difficult for all young people, but for young people making the transition out of the care system, those challenges are huge. They face even greater obstacles and difficulties than their peers, and are at far greater risk of experiencing poor life outcomes in the short, medium and longer term - outcomes linked to education, health, employment and criminal justice. Poor outcomes for care experienced young people have been linked by research to the abrupt transition experienced when they leave care.



Care Experienced Young People Programme: Aim and focus

The Trust will use the resources it has to drive transformational and sustainable improvements in the quality of life, well-being, inclusion and empowerment of care experienced young people in Scotland.

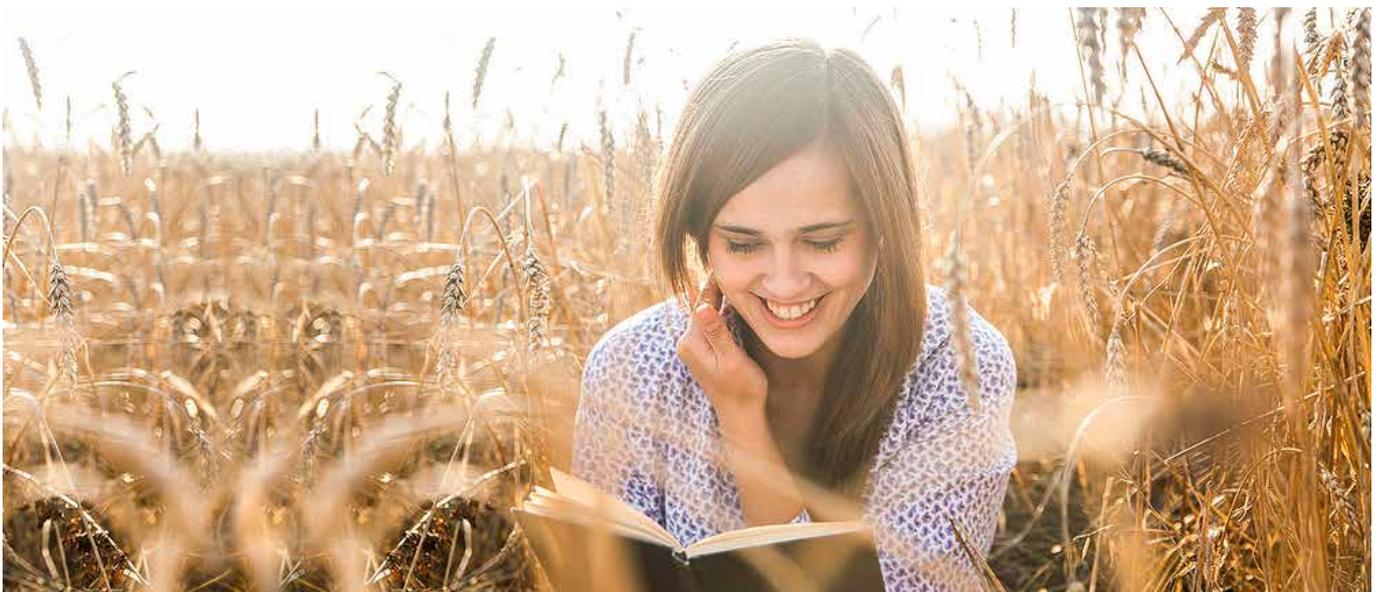
We will also work with others to challenge the stigma that is often attached to care experienced young people and highlight their ability to overcome adversity with courage and fortitude.

The Trust's focus will be predominantly on young people with at least 3 months of care experience aged 14-26 years old.

Quality of life and well-being

Most people share common views about what is important for quality of life and well-being. Like all young people moving into adulthood, young people moving out of the care system want to be able to say:

- I live in a place that suits me and my needs
- I am able to be as independent as possible
- I get the help I need when I need it
- I feel safe, listened to, valued and respected
- I am empowered to do the things that are important to me



Seeing the Whole person

The Life Changes Trust is committed to seeing the whole person and ensuring that he or she is central to decisions that affect their life.

Young people have told us that they often feel pushed into leaving care prematurely, have poor housing choices, face discrimination and do not feel listened to or valued. The Trust is committed to actively listening to and collaborating with care experienced young people so that they are empowered to play a significant part in shaping their own lives and influencing how things are shaped in the future for others. We also want to support the work of organisations who value this approach.

The Trust's Plans

A primary role for the Trust is to take an informed overview of the lives of care experienced young people in Scotland and invest purposefully in a number of elements which, when drawn together, lead to transformational change. As well as awarding grants, the Trust also plans to provide social investment loans and will team up with other funders to jointly fund projects where that is appropriate.



Funding and insight

When deciding what to fund, the Trust will consider important information such as:

- what care experienced young people tell us is important to them
- reliable published reports and research
- learning from others and the activities funded by the Trust

To ensure we hear from and involve care experienced young people, we will provide a range of opportunities for them to share their thoughts, opinions and experiences. We will take advice from those working alongside care experienced young people and those with experience in other relevant areas.

Care experienced young people have identified inadequate support in areas such as housing, health, employment and education as major barriers to positive life progress. They have also identified a lack of opportunity to articulate their own needs and instigate their own solutions. The Life Changes Trust is committed to funding interventions that will improve the support provided to care experienced young people and that will empower them so that they are more able to exercise choice and control over their own lives and become active citizens.

To that end, one key, overarching priority area for our strategic investment will be the development of **“Champions Boards”** across Scotland, which will empower young people to drive transformational and sustainable improvements in all areas of their lives.

We envisage that we would fund the development of a network of regional/local Champions Boards across Scotland, which would drive improvements in those geographical areas, and also support improvements at national level. We plan to support:

- care experienced young people and local and national agencies to develop and establish effective Champions Boards
- sound evaluation and learning to encourage good practice and long term commitment to this way of working, in order to sustain continued improvements

Champions Boards, which are already developing in a number of areas across Scotland, will put care experienced young people **“in the driving seat”**. They will allow young people to draw on their lived experience and to work in partnership with politicians, planners and commissioners, managers and front-line staff to improve the design and delivery of local services, and influence national policy.

Our investment in Champions Boards will underpin and guide delivery of our five programme priorities.

Priority 1

Care experienced young people are loved, respected, valued, listened to

Many young people's experience of being looked after can leave them feeling that they are not valued and respected. Where young people with care experience have made successful transitions into adult life, they frequently describe a close relationship with a key person – a foster carer, a support worker, an advocate – which made a difference and helped them to believe in a positive future.

Young people also tell us about the importance of family and how more could be done to support their relationships with parents, grandparents, siblings and other family members. This can make a huge difference to them into their adult lives and is important to their sense of identity and self-worth.

The Trust will strategically invest funds in order to:

- engage and empower care experienced young people, giving them opportunities to come together with peers, develop their personal skills and have their say on what matters to them
- support relationship-based developments for care experienced young people, including peer mentoring and befriending, and the provision of person centred, caring support
- support grassroots community initiatives to include care experienced young people and improve awareness and understanding at community level



Priority 2

Care experienced young people are in safe and settled accommodation

For young people leaving care, who may already have experienced disruption and loss, finding themselves in safe, settled accommodation is fundamentally important. However, many feel forced to leave care before they are ready. Care experienced young people have said that their priorities are a choice of when to leave care, that they are properly prepared and that they feel safe and supported. Being in settled, safe accommodation increases the chances of accessing education, training and employment and contributes to better health and well-being.

The Trust will strategically invest funds in order to:

- increase knowledge and understanding of the needs of care experienced young people making the transition out of the care system and into safe, secure and settled accommodation
- support good practice and the development of innovation in relation to housing options for care experienced young people
- improve the prioritisation of care experienced young people within universal services such as Housing



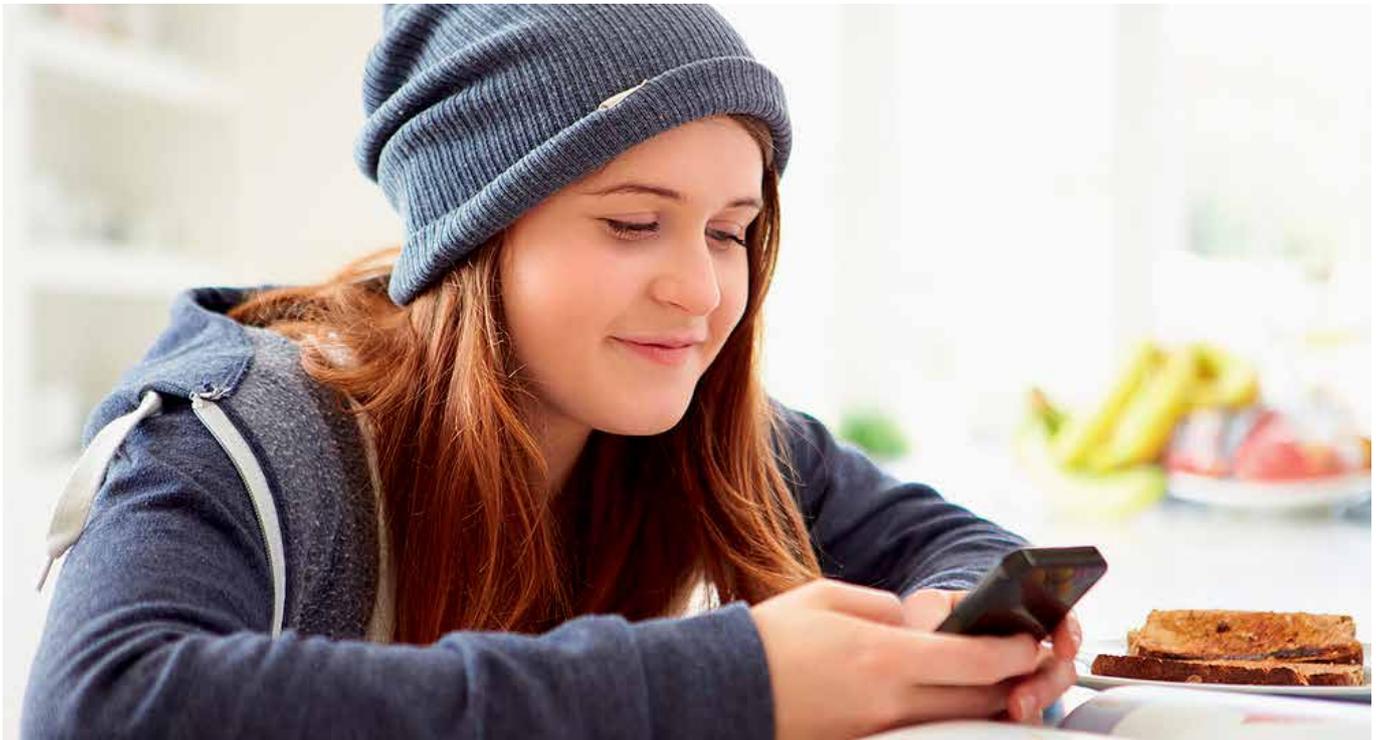
Priority 3

Care experienced young people have access to support and guidance when and where they need it

Care experienced young people's access to support and guidance can be highly dependent on where they live. It can be patchy and inconsistent and can be a bewildering and frustrating process at a time when they might be at their most vulnerable. Many care experienced young people are either not receiving any services when they are no longer classed as looked after, or they are receiving a limited service offer.

The Trust will strategically invest funds in order to:

- support increased opportunities for care experienced young people to lead service improvements
- develop improved skills and knowledge specific to meeting the needs and aspirations of care experienced young people across the relevant workforce, including carers and service managers
- increase and strengthen collaboration, information sharing and joint learning amongst partner organisations and service providers



Priority 4

Care experienced young people have increased access to education, training and employment

In the current economic climate, along with many other young people, young care leavers face more competition for education and training opportunities and access to employment than older adults. For young care leavers already struggling without familial support, these obstacles can make their transitional journey hazardous and at times feel quite hopeless. Much of this is as a result of educational under-achievement at school in comparison with their peers.

The Trust will strategically invest funds in order to:

- increase knowledge and understanding amongst educators and employers, of care experienced young people's needs and aspirations in relation to education, employment and training
- improve support for care experienced young people to attend and achieve at school
- influence further and higher education to create a more supportive environment for care experienced young people
- increase opportunities for care experienced young people to develop work-related skills and get a job



Priority 5

Care experienced young people lead healthy lives

Many looked after children and young people enter care with poor physical and mental health. These health issues may worsen during a time of transition when they are likely to experience higher levels of stress. Care experienced young people say their poor health is often related to their past experiences, housing problems, poor relationships and how they feel about life in general.

The Trust will strategically invest funds in order to:

- increase knowledge and understanding of the factors which protect and promote care experienced young people's health and well-being – amongst young people and those who support them
- support good practice and innovation in relation to health improvement activities for care experienced young people
- engage and empower relevant staff so that they are more able to provide effective informal support to promote care experienced young people's health and well-being

Making a difference

This strategy is ambitious and the Trust will need to work with the people and organisations it funds to show what its funding and support has achieved. The Trust will ensure that there is robust monitoring and evaluation of how our money is used, demonstrating the difference our funding has made to individuals, communities and society.



Getting in touch

If you have any queries or wish to share your views and ideas, you can contact us in a number of ways:

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