



The Robertson Trust

**An independent funder's journey
towards taking an evidence-based
approach to reducing reoffending**

Christine Scullion, Head of Development



Content

- Background to The Robertson Trust
- Development Approach and Journey
- Why the Third Sector?
- Lessons Learned – the Hard Way
- Using the Evidence Base and Logic Modelling
- Logic Models in Practice: RRCF, Women Centres & the Model Framework
- Promoting the Use of Evidence in Policy and Practice



The Robertson Trust

- Established in 1961 by the three Robertson sisters, Elspeth, Agnes & Ethel who donated their shares in the family business, The Edrington Group.
- Currently the largest Independent Trust in Scotland
- Has to date given away over £125m to Scottish Charities with over £16m awarded in 2013/14



Priorities

7 Priority Areas:

- Health,
- Care,
- Education and Training,
- Community Art,
- Community Sport,
- Alcohol Misuse, and
- Criminal Justice



Development Areas

- Criminal Justice
(throughcare, support for families)
- Community Sport
(diversionary activities for young people)
- Alcohol Misuse
(prevention and education)



Development Approach

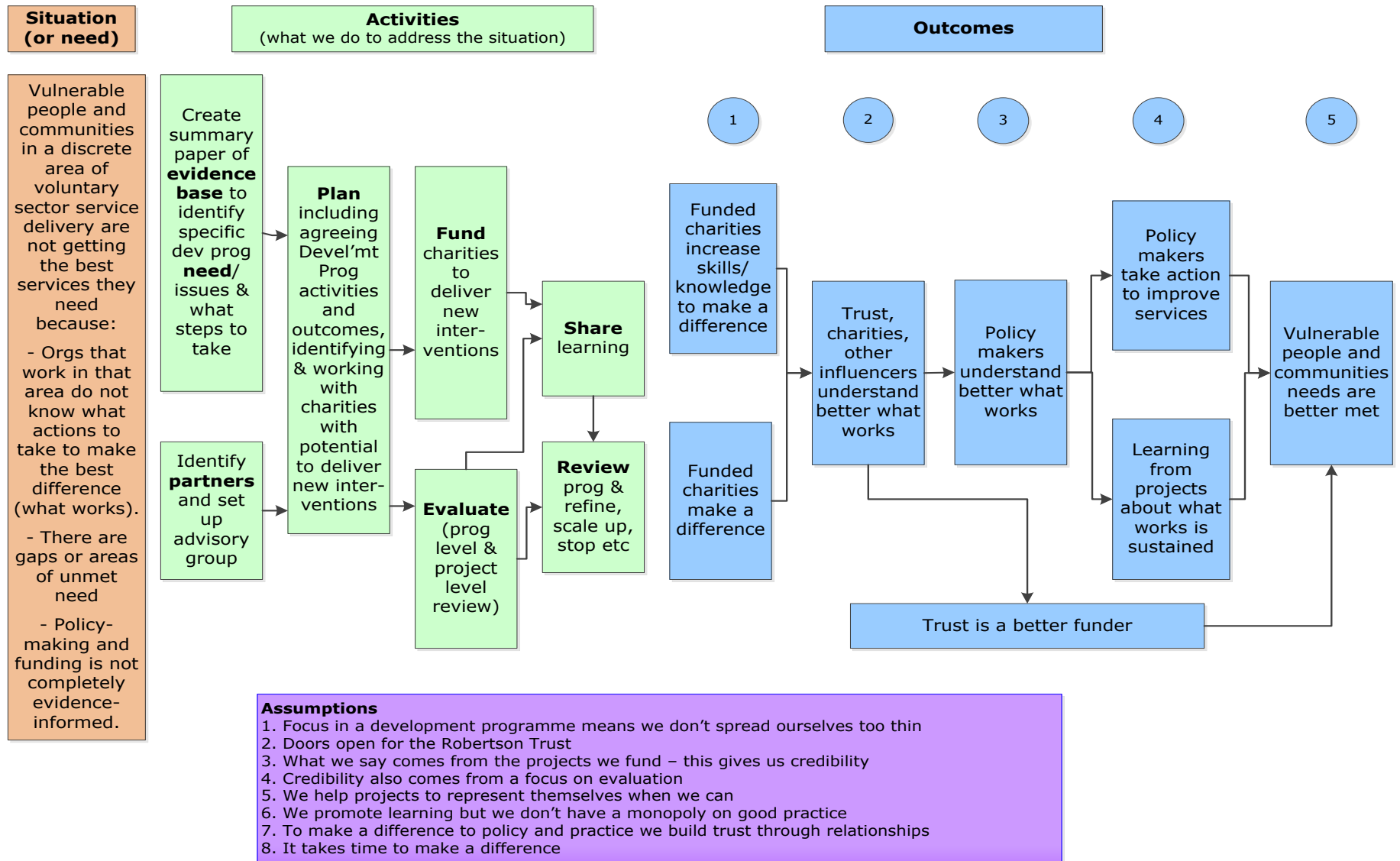
- We look at hard issues where no-one else has gone and identify gaps in service provision where our resources can have the greatest impact
- Undertake initial research to identify any existing evidence-base
- Take a partnership approach to co-design services with third sector delivery agencies
- Seek engagement at design stage with statutory partners to ensure longer term uptake



Development Approach

- Seek appropriate funding partners
- Stay alongside the project(s) for as long as required to enable learning to be consolidated
- Commission independent evaluation to identify good practice, what has and hasn't worked and use findings to inform local and national policy

The Robertson Trust's Development Journey





Criminal Justice

Areas of Investment:

- Support for families affected by imprisonment
- Throughcare support for offenders serving sentences of 4 years or less, particularly young offenders and women
- Social Enterprise
- Reducing Reoffending Change Fund
- £7M invested over the past 8 years



Value of the Third Sector

- Responsiveness
 - Flexibility
 - Persistence
 - Relationship
 - Choice
 - Innovation
-
- But funding is often short-term and insecure so projects can come and go



Emerging Findings

- It takes time to embed new services within a prison environment
- Services work best if a designated individual engages with an offender at the point they enter custody and continues to work with them for a significant period of time on release
- Multi-agency planning and in particular the involvement of universal services such as housing, health and benefits are vital as these can be important gaps



Evaluation – Lessons Learned

- Be clear about the aims of the evaluation
- Identify research questions and ensure the evaluation answers them
- Begin by putting in some context including how the service fits into the existing evidence base
- Include key information such as the project's activities, intended outcomes and how much it cost
- Clearly outline the methods used in the evaluation and acknowledge what they can and cannot demonstrate
- Do not to make sweeping conclusions on the basis of the outcomes achieved by small numbers of people



Public Social Partnership (PSP) Model

- A Public Social Partnership (PSP) is a model where public sector commissioners, third sector delivery agencies and service users work together to co-design a service to meet an identified need
- PSPs typically consist of three stages:
 - Design: co-design a service that maximises social benefit, with outcomes and targets agreed by all stakeholders
 - Piloting: the service is delivered for a limited time with adjustments made as required to achieve maximum social benefit
 - Tendering: there is an expectation that interventions which successfully meet the agreed outcomes will receive mainstream funding from the previously identified public sector partners, which can be based on evidence of preventative savings.



Reducing Reoffending Change Fund

- £18m investment from Scottish Government, SPS and The Robertson Trust. The programme was originally intended to run from 2012 – 2015, but it has now been extended to March 2017.
- Aims to:
 - provide offenders with substantial one-to-one support through evidence-based mentoring schemes; &
 - promote strong, equal partnership working between third and public sector organisations.
- 6 PSPs funded to work with prolific young male and women offenders

THE 5 STEP APPROACH TO EVALUATION



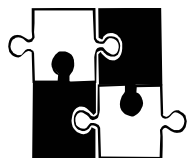
Identify the problem

- ◀ If your ultimate aim is to change people's behaviour, you need to be clear what it is you are trying to change and why there is currently a need for this to happen.



Review the evidence

- ◀ What you intend to do should be grounded in the evidence of 'what works' and why. Service providers should review the available evidence in order to plan activities which can be expected to achieve the intended behaviour change. The evidence should guide what you do and help you to understand the process through which it should work.



Draw a logic model

- ◀ A logic model is a diagram which shows, step-by-step, why the activities you plan should achieve your aims. The logic model forms the basis for evaluating the *whole* project – you are going to test whether these steps happened as you predicted.



Identify Indicators and monitor your model

- ◀ Use the logic model to identify indicators (i.e. measurements or observations) that things actually happen as you predicted. You will need to collect data about your project FROM THE START on inputs, activities, users, short, medium and long-term outcomes.



Evaluate logic model

- ◀ Analyse the data you've collected on your various indicators to evaluate how well your project worked for your various users. Report on whether your data suggests the logic model worked as planned. Be honest about any areas which were less effective. Use this to improve your service.

Evidence Based Commissioning: The Reducing Reoffending Change Fund

The RRCF Partnership used the 5 step approach to commissioning RRCF projects:

1. **IDENTIFY THE PROBLEM:** Offending rates showed that prolific male offenders and women offenders needed better support to stay out of the criminal justice system.
2. **REVIEW THE EXISTING EVIDENCE BASE:** 'The What Works to Reduce Reoffending Evidence Review' highlighted 'mentoring' as an approach that may be successful in reducing reoffending but was under researched.
3. **DRAW A LOGIC MODEL:** A template logic model was developed for the programme and each PSP has produced their own project logic model
4. **IDENTIFY INDICATORS & MONITOR MODEL:** A data collection tool was produced for the PSPs identifying their project indicators
5. **EVALUATE LOGIC MODEL:** Ipsos MORI have been commissioned to evaluate whether the programmes inputs, outputs and outcomes have taken place as planned and identify key learning and recommendations

Desired intermediate outcomes (based on criminogenic needs)



WHAT WORKS TO REDUCE REOFFENDING

The Reducing Reoffending Evidence review published by Justice Analytical Services in 2011 found that,

- Community sentences are more effective at reducing reoffending in the long term than short term prison sentences.
- Respectful, skilled, participatory and flexible contact with a supervisor can trigger positive changes in offenders.
- The effectiveness of prison-based interventions is enhanced when aftercare support is provided following release.
- Holistic interventions that target offenders' multiple needs and involve work with offenders' families and the wider community (e.g. employers) are more likely to be effective at reducing reoffending.
- Interventions for women offenders are more likely to be successful if they target financial and family needs.
- Cognitive Behaviour Therapy (CBT) programmes have proven effective in reducing reoffending.
- Stable and quality employment protects against reoffending especially if accompanied with other forms of support.
- Drug treatment programmes have, on average a positive impact on reoffending

Two full reviews of what works to reduce reoffending are available here

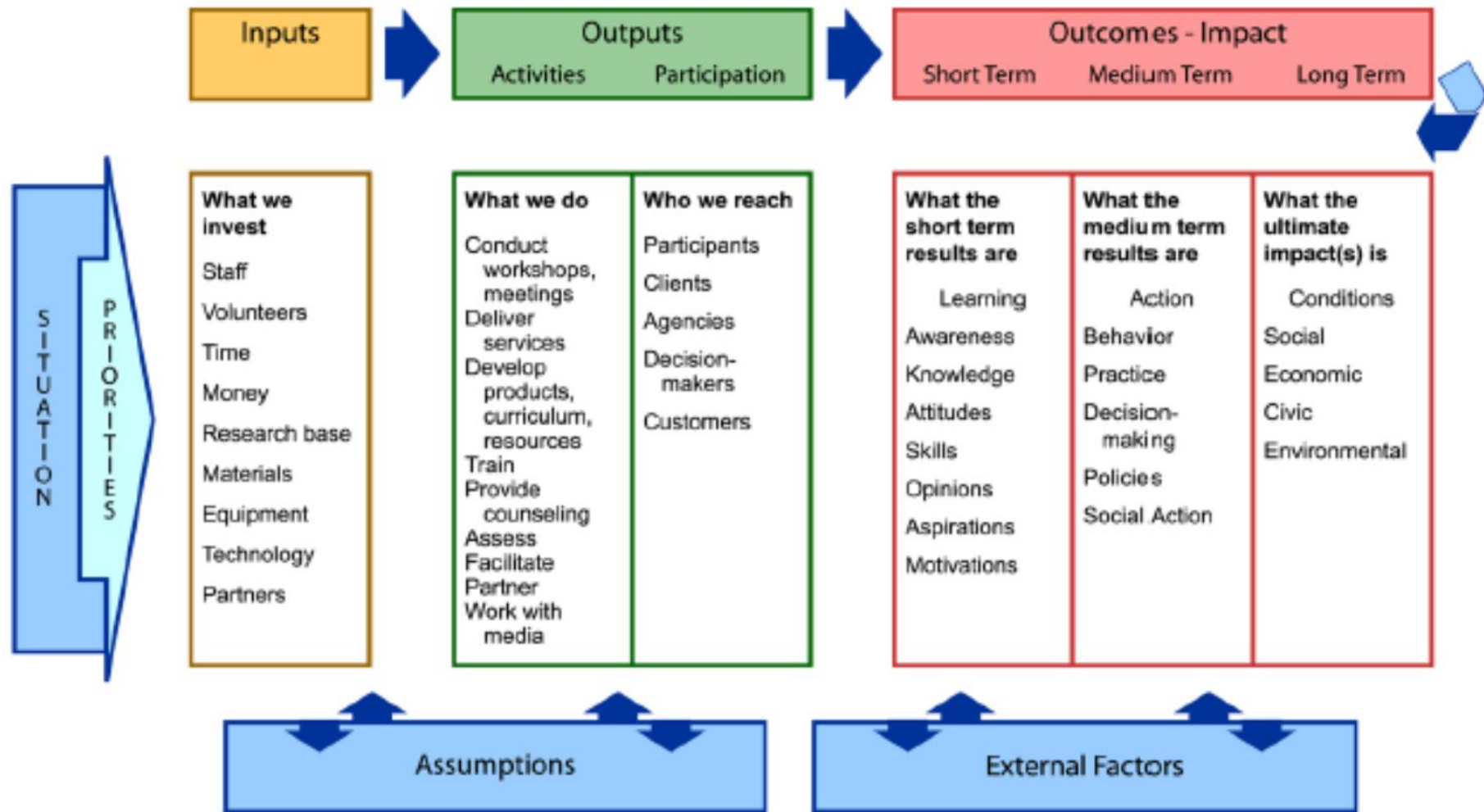
Reducing Reoffending Review

<http://www.scotland.gov.uk/Resource/0038/00385880.pdf>

Strengthening Transnational Approaches to Reducing Reoffending

http://www.cepprobation.org/uploaded_files/Rep%20STARR%20ENG.pdf

A LOGIC MODEL TEMPLATE TO USE

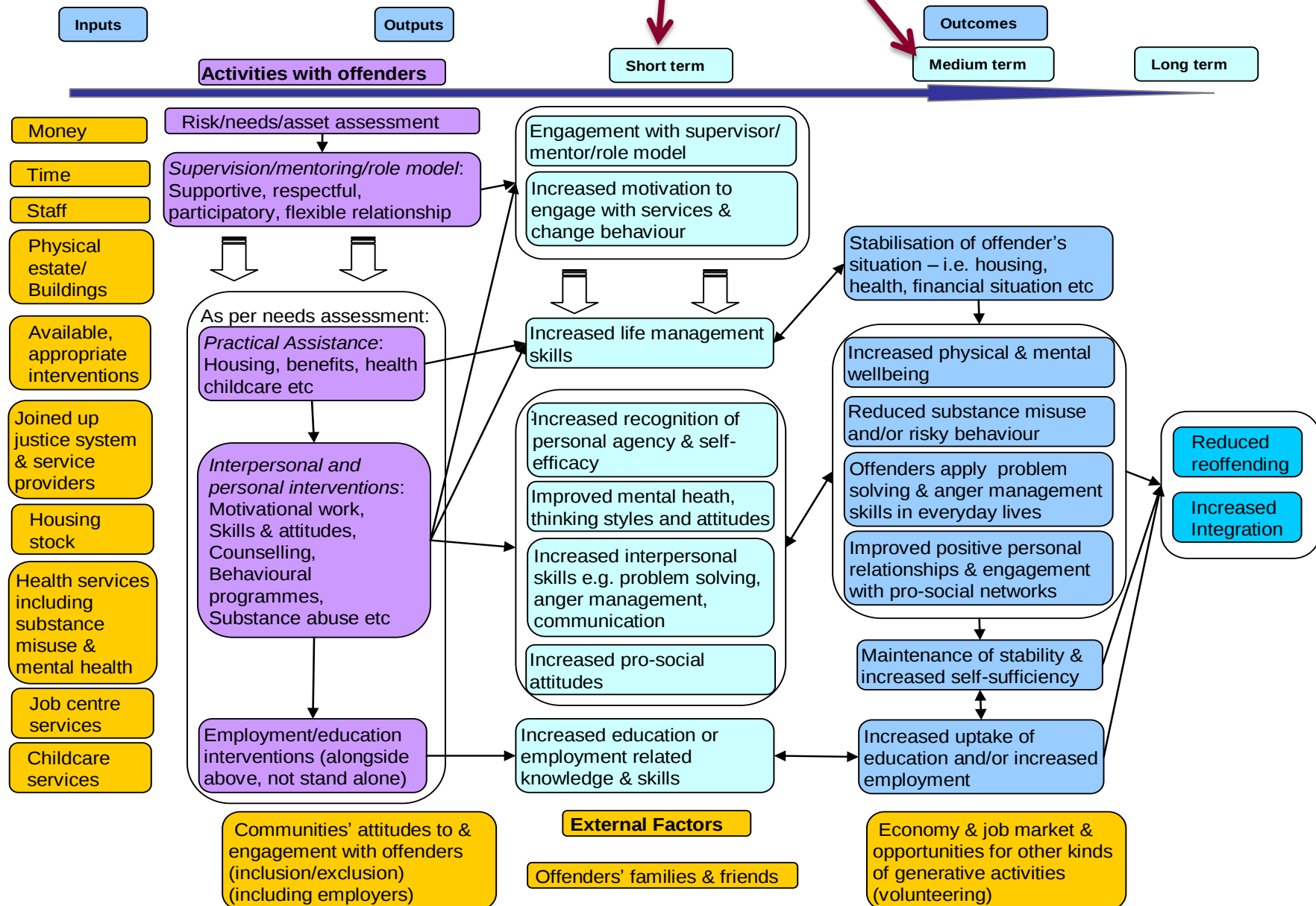


This blank template can be found here

<http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html>

the Reducing Reoffending Evidence Model

Short and medium term outcomes are also known as 'intermediate' outcomes or criminogenic needs which should be addressed



Reducing Reoffending Change Fund

Inputs

- **Economy**
- Evidence-based commissioning of services.
- The budget of each PSP is known.
- Consumption of inputs to be addressed in final evaluation report.
- Under-spending PSPs have surplus resources (were any under-funded?)
- Problem: time it has taken to build relationships with new delivery partners, local authorities and prisons

Activities and Outputs

Efficiency

- 1,698 mentees in total so far; 1,095 are still involved
- Number of meetings per week varies with mentee need.
- We can derive cost per mentee.

Output effectiveness

- Data collection framework in place from outset.
- 56% of mentees have been signposted to other interventions e.g. education, employment, drugs/ alcohol.
- Mentees' universal positive view of mentors.
- > 80% mentors satisfied with training and support.

Outcomes

Outcome effectiveness

- Evaluation not designed to calculate cost/benefit.
- Financial viability to be addressed in Mainstreaming phase (2017).
- Qual and quant evidence, from mentors and mentees, of progress towards ST and MT outcomes.
- ST: Greatest impact in "Ready to work on problems", with improvement recorded for 47%.
- MT: greatest impact on "Engaging with services" (42%).





The Partnership Development Initiative: A Model Framework for Third Sector Criminal Justice Services

- The PDI has developed The Model Framework Pack which is a tool to improve project planning, communication and co-ordination of services between prisons and third sector organisations that deliver within the prison.
- The packs have adopted a logic model approach that requires third sector organisations to outline the outcomes that their service will contribute towards and the specific activities they'll be undertaking to achieve these outcomes. It also includes a template for monitoring and evaluating their progress towards achieving these outcomes.
- The Model Framework has been formally embraced by the Scottish Prison Service who have stated that it now be used for all new non-purchased third sector work in prisons. As a result of the approach, prisons report having more confidence in third sector services and a greater understanding of how these services contribute to their overall objectives.

Adopting a Logic Model Approach: The Model Framework

[illegible]

Adopting a Logic Model Approach: The Model Framework (Cont)

4.18 Evaluation/ review questions (Now consider how this project will be reviewed/ evaluated. What questions will help you to understand if things are happening the way the model described and why/why not? Use this template to agree your research questions, based on the logic model agreed earlier)

Logic model element	Inputs		Outputs			Outcomes				
	What do we need to deliver the service?		Participation	Activities		Intermediate outcomes			Long term outcomes	
						Short term results		Medium term results		Long term impact
Example evaluation/ review questions	e.g. What amount of £ and time were invested? What evidence was used to develop the service?		e.g. Who/ how many attended the sessions? Did the target group engage? Were they satisfied with the service – why/why not?	e.g. Did referrals happen as expected? How many sessions were held? What was the content of the programme? How well delivered were the sessions?		e.g. To what extent did motivation increase? Why?			e.g. To what extent did behaviours change? Why?	
What questions will help you work out whether the service is working as expected?										

Looking Ahead: Taking an Evidence-based Approach to Designing Funding Programmes

Problem	Evidence Base	Activity	Short/ Medium term Outcomes	Long-term Outcome
Identify the problem that we want to solve through our funding. How do we know it's a problem? Do we know the likely causes?	What does the existing evidence base suggest is most likely to work to address this problem? Are there examples of good practice across Scotland, the UK or internationally that we could learn from? Create a summary paper of research and the existing evidence base to identify the specific issues and gaps and what steps could be taken.	Develop a funding programme to test out those approaches that the evidence base suggests are most likely to work. What strategic agencies are already involved in this area of work that we should engage with around this work? What delivery agencies are already involved or would like to be involved in this area of work who could deliver a project? How can the project and programme be evaluated to understanding what's working, what's not working and why?	- What will success look like in the short term? - What attitudinal, behavioural or structural changes are needed to happen in the short and medium term to contribute to the long term outcome we're seeking? - How will we know if we've achieved this?	- What will success look like in the long term? - How will we know if we've achieved this? - Has the original problem now been addressed?

Women & Family Centre Programme

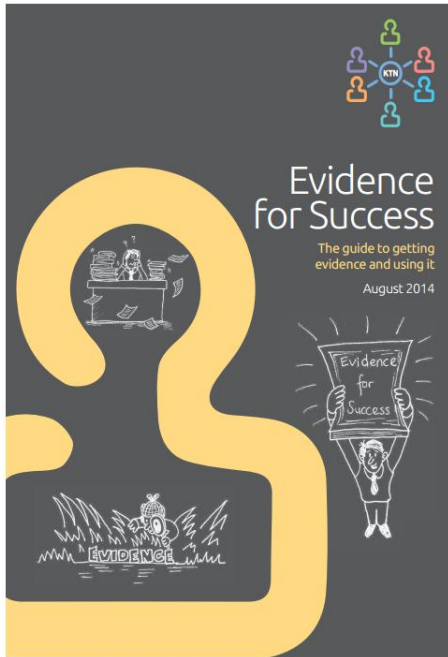
Problem	Evidence Base	Activity	Short-term Outcome	Medium/ Long-term Outcome
A significant number of women, girls and families are achieving negative outcomes such as: - Entering the criminal justice system - Being in abusive relationships - Experiencing trauma - Experiencing poor physical or mental health	Evidence suggests interventions for vulnerable women and families are most likely to be successful when they offer women: - Support to develop positive social relationships & networks - Support to rebuild ties with family, friends & the wider community - Broad, cross-cutting and holistic services that recognise and respond to the complexities of women's lives - women-only services to reach those women who have experienced severe victimisation	Develop asset-based and community-led hubs in Scotland that: - Vulnerable women, girls and families can receive specialist and targeted support for their needs - Host a range of universal public services that vulnerable women, girls and families can engage with - Host a wide range of recreational activities that all members of the community can engage with. - Provide a safe, positive environment where members of the community can come together and socialise	- There are an increased number of positive opportunities available in the community - Increasing numbers of vulnerable women, girls and families identify and access support for the needs - Vulnerable women, girls and families feel more included and involved in their local community and have developed positive networks of support	- The support and activities available in the community are more accessible, sustainable and of a higher quality - Women, girls and families achieve better outcomes relating to: - Offending - Domestic Abuse - Education - Employment - Physical and mental health - Women, girls and families are happier, healthier, safer and more achieving



Promoting the better use of Evidence in Policy and Practice

- Looking ahead, rather than simply being 'funding' programmes, we are keen to support 'learning' programmes through our Development Awards
- In addition to sharing the learning from these projects ourselves, we help to up-skill organisations so they are able to:
 - monitor, evaluate, understand and demonstrate the impact of their own services
 - use that learning to influence both internal and external policy and practice

Evidence for Success



- Developed by the Knowledge Translation Network (KTN) in 2014
- Provides easy to follow, step-by-step guidance and resources to support organisations to generate useful evidence & use it to influence policy and practice.
- Aimed at a range of stakeholders including:
 - practitioners
 - service managers
 - funders and commissioners
 - policy makers and planners.

