IMPACT

MANAGEMENT PROGRAMME

Delivered by

NPC

SOCIAL VALUE UK

Impetus
Private Equity Foundation

Social Investment Business

NCVO

Social Enterprise UK

THE YOUNG FOUNDATION

Hactar

Impact Management Programme

The **Impact Management Programme** aimed to build the capacity of charities and social enterprises to grow their ability to quantify, report on, increase and 'get paid for' their impact. After two years, the Impact Management Programme came to an end in September 2018 after successfully establishing tools & resources for the VCSE sector around impact management, and providing direct grants to organisations to help improve their impact practice.

Δ Impact for Growth

The Impact for Growth strand was to help charities and social enterprises that are seeking to raise investments or contracts and for whom their impact management capabilities were a barrier to them being able to do so.

It included training, grant funding and support to help organisations develop the impact management systems required to meet the needs of investors or commissioners.

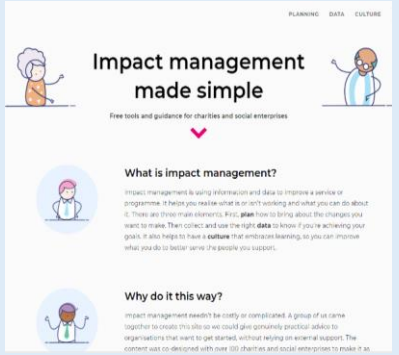
40 organisations were chosen to receive **£1.8m of funding** in total for a 1 year impact management project. Grantees worked with approved providers to focus on whatever area of impact management they need the most help with.

Δ Pathway

The Pathway strand was to help charities and social enterprises that are new to impact management. A support service was designed to guide organisations through impact management with minimal external support.

The service was created using a **co-design approach**, and has been an iterative process of prototyping, testing and refining. The programme worked with over 100 organisations around the country.

Resources included a **website** full of tools and guidance to help collect analyse and use data, a **diagnostic tool** with tailored recommendations for what data to collect and how to use it, and **thematic tools** to help design an impact framework.



Δ Who were the grantees funded under Impact for Growth?

40 different VCSEs received funding **£1.8m** to undertake a 1 year impact management project to improve their impact management practices, with the learnings of those projects to be evaluated and disseminated over the following months.

What sectors do the organisations work in?

Organisations in the portfolio served a wide range of sectors with mental health and wellbeing sitting as the most commonly worked in sector. Most work in more than one area (hence why the percentage adds up to more than 100).

	Number of grantees	%
Employment, training & education	17	43%
Housing & local facilities	4	10%
Income & financial inclusion	3	8%
Physical Health	19	48%
Mental Health & wellbeing	27	68%
Family, friends & relationships	8	20%
Citizenship & community	18	45%
Arts, heritage, sports & faith	5	13%
Conservation of the natural environment	2	5%

The size of organisations supported in terms of **annual turnover** is very broad, ranging from £105k to £25.7m, and the **number of employees** in these organisations is also very broad, ranging from 4 to nearly 600.

Where are the organisations based?

Grants were spread quite evenly across different regions, however the South-West, East Midlands and East of England were comparatively underrepresented.

	Number of grants	Percentage share	Amount awarded	Percentage share
East Midlands	2	5%	£84,011	5%
East of England	1	3%	£50,000	3%
London	6	15%	£269,365	15%
North East	5	13%	£186,854	10%
North West	9	23%	£422,220	24%
South East	4	10%	£175,946	10%
South West	2	5%	£87,788	5%
West Midlands	5	13%	£245,758	14%
Yorkshire & Humber	6	15%	£270,492	15%

Where do the organisations operate?

Most of the supported organisations are working in just their locality or within their region.

	Number of grants	%	Value of grants	%
Local	20	50%	£904,268	50%
Regional	15	38%	£668,101	37%
Multi Regional	3	8%	£125,285	7%
National	2	5%	£94,780	5%

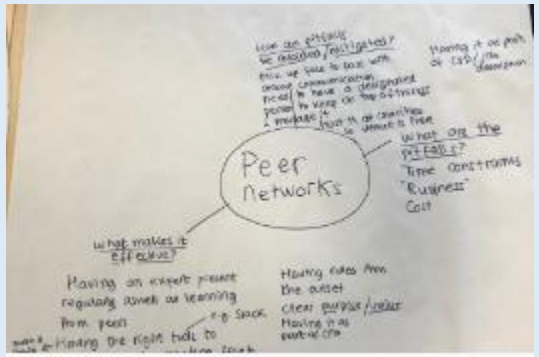
Δ What were the elements of the Pathway?

Events

Several **peer learning** events were held with the aim of creating peer networks, bringing together participants, partners and other stakeholders to share their experience and insight, and to discuss impact management.

Lessons from the peer learning events include:

- Most small organisations see impact measurement primarily as a process to **'prove' impact** to funders and it is often seen as a chore.
- When impact measurement is defined as collecting data for an internal audience to make choices on what could improve impact, it was evident that most organisations were already doing this in some form.
    - E.g. A small charity running a foodbank realised that they were getting more and more people accessing their service (engagement data). They used that data to make the decision to open the foodbank 5 times a week rather than 2.
- Organisations still need more support in collecting and analysing outcomes data (this is the data that people say is hardest to collect)
- Individuals and networks could benefit from **tangible outputs**, for example creating a template one-pager about impact management to get buy in from trustees.



Website

The **impactsupport.org** website was launched in March 2018, providing practical tools to help VCSEs improve their impact management practices, and social impact data collection processes.

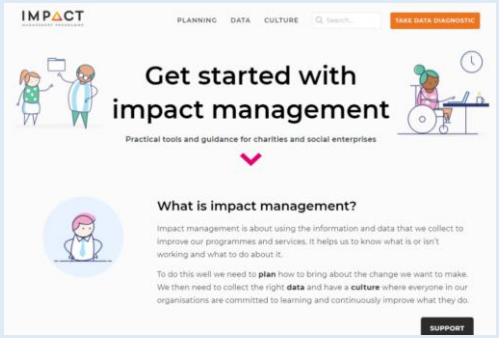
The website was particularly aimed at small or medium sized charities who do not have dedicated impact management staff. Feedback from the co-design process has been clear that practitioners want clear next steps and small takeaways from resources and tools and this is what the project provides.

Over **6,000** users have visited the website since its launch, **75%** of these users were first time visitors and **5%** of those users have completed the online diagnostic tool.

In April 2019 content from the website was migrated over to New Philanthropy Capital's Inspiring Impact website.

User testing was conducted on a ongoing basis as an integral element of website development. Feedback included:

- *'The website is friendly, inviting and structured'*
- *'It is well-written and provides the guidance and understanding on the subject which people need.'*
- *'The website maybe a little simplistic but still very helpful!'*



Interim Evaluation Learning

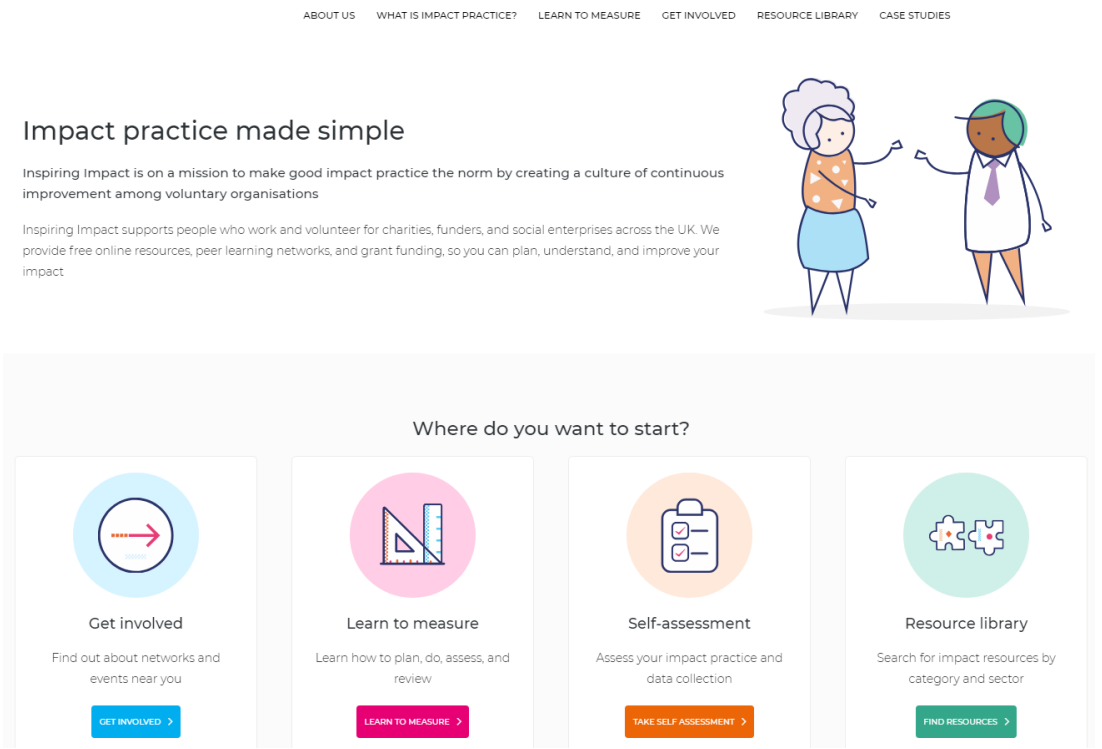
Evaluation for the Impact Management Programme is **currently ongoing**, and more detail and learning will be published over the next 12-months as it becomes available.

Inspiring Impact

In April 2019, the Impact Management Programme was merged with New Philanthropy Capital's Inspiring Impact programme. The combined programme offers free impact support to charities and social enterprises across the UK.

The combined programme will provide access to range of free support including:

- Free online tools on an updated website bringing together the best content from both programme sites
- Specific content for different sectors—for example youth or homelessness—so that charities and social enterprises can learn from similar organisations
- Face-to-face peer learning events in 10 regions of England and multiple cities in Scotland, Wales and Northern Ireland
- Remote peer support via webinars and an online discussion forum



- Sept 2016 — Impact Management Programme began
- Mar 2017 — First Impact for Growth grants awarded
- Dec 2017 — Impactsupport.org website launches
- Mar 2018 — All 40 Impact for Growth grants awarded
- Sept 2018 — Impact Management Programme ended
- Dec 2018 — Content on Impactsupport.org moved to inspiringimpact.org
- Jun 2019 — End of Grant reporting evaluation completed
- Dec 2019 — Final Evaluation completed

Interim Evaluation Learning: Peer Learning

The Impact for Growth strand of the programme created a **peer network** as a way to enable grantees to connect, learn from and with each other, share experiences and challenges, and to encourage collaboration and partnerships.

Creating a peer network

Grantees and providers were asked their views on creating a peer network, and they expressed the following potential **challenges**:

- How to keep up-to-date with what other grantees are doing when managing a busy day job
- Time and resources required for travel
- Maintaining strong attendance at events when grantees are spread across the country

How NPC created a **successful peer network**:

- Having a combination of both regular, structured tools and informal sharing
- Some face-to-face meetings supported by more regular webinars, organised, introduced and facilitated by NPC, but led by peer network members who can suggest and vote for the topics to be discussed
- At any time, peer network members could log learnings, 'aha' moments or updates via a Google Form or by email
- Grantees were asked to share a quarterly Learning and Reflection report which gave them a chance to review progress in more detail
- NPC drew themes and learnings from these reports and shared them with the peer network and the sector more widely

Key learnings

Throughout the programme, NPC reviewed what has and has not worked, and held learning events to obtain feedback from more established networks.

Learnings included:

- One of the biggest challenges of a peer network is how insights from the network can be translated to changes within organisations
- There is a need to **balance structure and freedom** for participants to set the agenda based on the issues that are important to them
- The involvement of guest 'expert' speakers should be balanced with members sharing a learning from each others' experiences
- Building and **maintaining trust** is crucial as admitting failures is not easy and participants should be able to ask questions and share new ideas without fear of judgment. A clear code of conduct and skilled facilitation can help to build psychological safety
- Inconsistent participation can be a problem for morale, and could warrant introducing fixed membership or introducing new members on a rolling basis
- Facilitating **frequent but low-effort communication** between sessions builds relationships and incentivises continued participation.
- Having members with varying levels of experience can provide inspiration and learning, or boredom or confusion depending on how a network is facilitated.
- **Skilled facilitation** can make the most of different levels of experience and newer members. A dedicated facilitator/leader maintains continuity especially when membership fluctuates

Δ Impact for Growth: Case Study

Noise Solution was one of the 40 organisations to receive a grant to undertake a 1-year impact management project as part of the Growth strand of the programme.

Why they applied for a grant

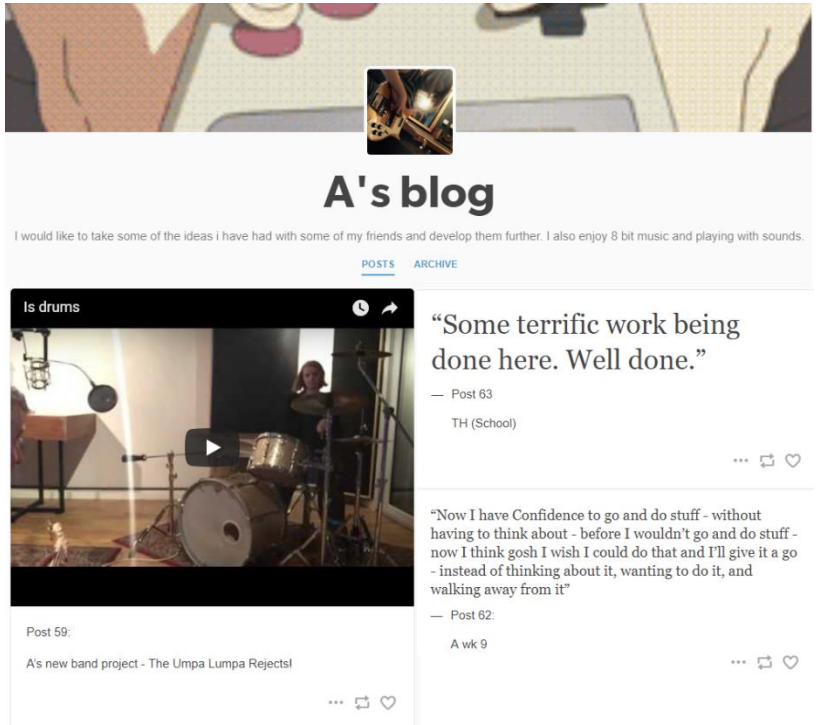
The charity Noise Solution delivers a one to one **music mentoring program** to young people in challenging circumstances. Over the last eight years, they have raised and **invested over £50k** in research and development to develop a theory of change, build an evidence base and understand why their intervention works. However, they lack a comprehensive system for capturing and measuring their impact.

Their project

Noise Solution received a **£50k grant** in September 2017 through the Growth strand of the Impact Management Programme. Their project aim is to develop a robust **Content Management System** (based on the Salesforce platform) to capture the engagement of their users and make data collection an integral part of their impact management.

Their solution

The CMS is a bespoke micro **social media platform** that participants, families and professionals use to interact. Young people can post videos and posts about their sessions for others to see and interact with. Noise Solution can capture and track individual stories and users' engagement throughout their time working with them. Within the platform they can also collect nationally benchmarkable well-being scale (WEMWBS) data. This can then be compared against a national average well-being score demonstrating their impact on well-being across age ranges and gender. This meaningful quantitative data combined with individual narratives provides a mixed method evidence base that's rigorous and able to create empathy in the viewer.



Evaluation of impact management

Noise Solution's new CMS has improved their impact management processes. They previously used multiple platforms to collect and manage their data. They now use their new CMS to collate everything in one coordinated system and automate their processes, freeing up time for other priorities, such as service developments and national scaling.

Δ Impact for Growth: Appendix – List of 40 Grantees

1. Action East Devon
2. Action West London
3. Age UK Hertfordshire &Worcestershire
4. Age UK North West Kent
5. Art Against Knives
6. Barca-Leeds
7. Behind Closed Doors
8. Chiltern Rangers
9. Circles South East
10. Community Led Initiatives CIC
11. Dementia Care
12. Empire Fight Chance
13. Home-Start Wirral
14. Lancashire Women's Centres
15. Legacy Sport
16. London Irish Centre
17. Mencap Liverpool
18. Middlesbrough & Stockton Mind Limited
19. Murray Hall Community Trust
20. Noise Solution
21. 22. Norton Hall Children & Family Centre
22. Project 6
23. Reach Learning Disability
24. Relate
25. Sahir House
26. Speakers Trust
27. Sport 4 Life UK
28. St Cuthbert's Hospice
29. St Luke's Trust Community & Regeneration Enterprise
30. Staywell
31. Street Soccer Academy
32. Tyneside Women's Health
33. The Cart Shed Charity
34. Together Trust
35. Volunteer Centre Hackney
36. Ykids Ltd
37. YMCA North Tyneside
38. Yes Futures
39. Your Employment Service CIC
40. B Inspired