



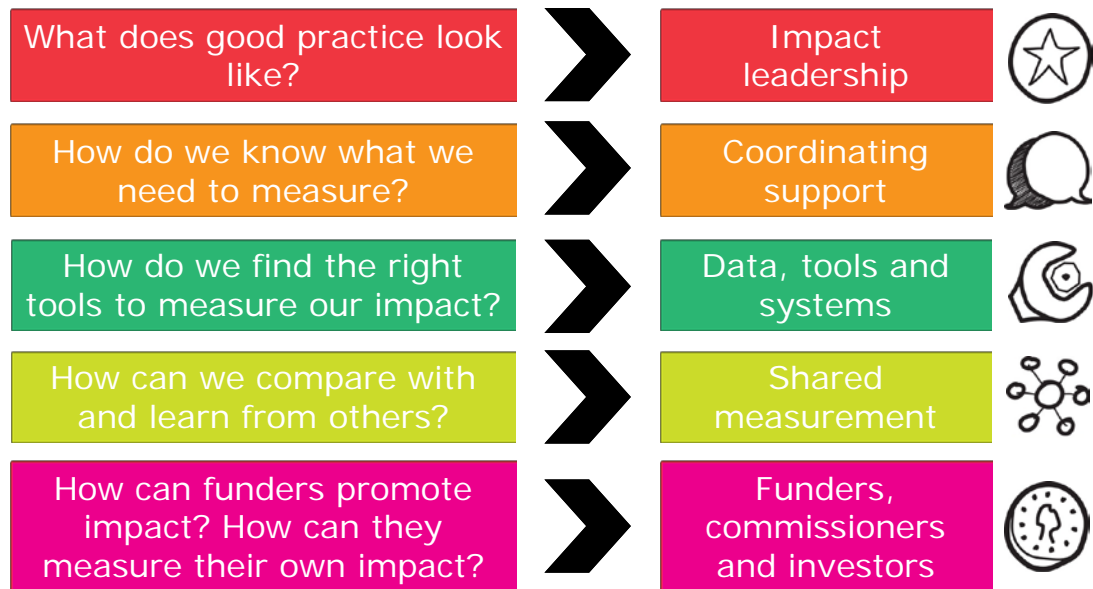
INSPIRING IMPACT

Annual report 2013 – 2014



1. Background

Inspiring Impact aims to make good impact practice the norm for charities and social enterprises by 2022. This means encouraging more organisations to measure their social impact, use the data they collect to increase their impact, and to share what they learn with the rest of the sector to ensure every pound spent makes the greatest possible difference to people's lives. The programme aims to address five key questions, through five strands of activity:

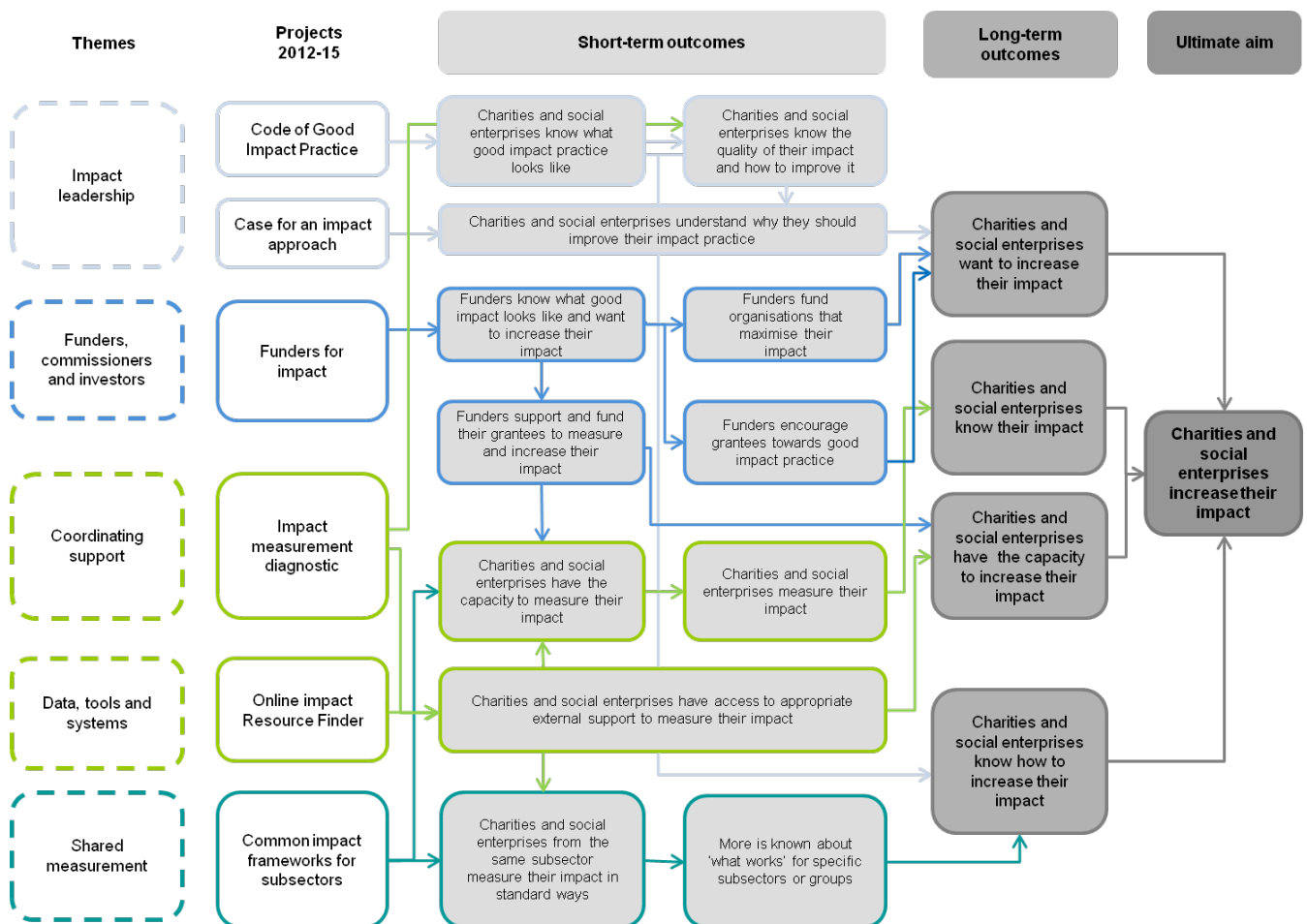


Inspiring Impact is a collaborative programme, delivered by membership bodies and impact measurement specialists in the voluntary sector: the Association of Charitable Foundations (ACF), Association of Chief Executives of Voluntary Organisations (ACEVO), Building Change Trust (BCT), Evaluation Support Scotland (ESS), Charities Evaluation Service (CES), New Philanthropy Capital (NPC), National Council for Voluntary Organisations (NCVO) and Substance.



2. Our theory of change

Inspiring Impact's theory of change is a living document, reviewed regularly in response to a changing environment. At present, we have outlined the outcomes we are working towards over the first three years of the programme, which are likely to contribute to our long-term outcomes and our overall aim.



3. How are we measuring our progress?

Inspiring Impact is in its third year of a ten-year programme, and our intended pathway to creating impact is mapped out in our theory of change. This report focuses on indicators of early engagement, which, according to our theory, are likely to lead to short-term outcomes in awareness and knowledge building.

In the first year of Inspiring Impact, we focused on building a solid collaborative network. By engaging key organisations across all strands of our work and investing in these partnerships early on, we built an eager community keen to promote the Inspiring Impact agenda (see section 5).

Over the first two years, we produced a significant number of publications to help build knowledge around all our strands of work and produced two practical tools for organisations to start assessing and improving their impact practices (see section 6). These outputs are vital to achieving the short-term outcomes outlined in our theory of change (see section 2).

As we move into the third year, we will begin to measure these short-term outcomes relating to building knowledge and equipping charities and funders with the tools to measure their impact. We will do so mainly through case studies, distance travelled metrics and quantitative surveys of stakeholders. This report therefore primarily focuses on what we have delivered in our first two years, and reports on outputs and indicators of engagement.

4. Activities and achievements 2013 – 2014

The Inspiring Impact programme is divided into five strands which together promote better impact practice across the sector. In 2013 – 2014 we made significant achievements in each of these areas:

- **Impact leadership:** Building on the *Code of Good Impact Practice* – a set of guidelines detailing what good impact practice looks like – NCVO published the experiences of 11 organisations in *Putting the Code into Practice*. Between January and June 2014, NCVO ran four learning forums where the following high level themes were identified:

1. Setting Direction – how impact practice links to organisational direction
2. Understanding & Communicating Impact – how we understand our impact and tell others about it
3. Underpinning Impact – the systems and processes that support our impact practice
4. Applying The Code – our learning from practice and the forums that we wish to share with others

Putting the Code into Practice shares the challenges, ideas and experiences of embedding impact practice in these organisations, with a view to helping others have a better idea of how they can improve their impact practice in line with *The Code of Good Impact Practice*.

As part of Inspiring Impact's work on Impact Leadership, ACEVO ran a series of think-spaces for charity CEOs in the north of England to reflect on their impact practices. This was a great opportunity for participants to share the challenges and benefits of the principles of ACEVO's *Are you leading for impact?* report.

Drawing on their 8 years' experience, ESS – our Inspiring Impact partner in Scotland – produced a report on *How funders in Scotland measure their own impact*. The paper looks at Inspiring Impact's popular *Funders' principles and drivers of good impact practice* and focuses on one part of the framework: how funders measure their own impact. It explains the different approaches funders can take to measure their impact, and explores the advantages and drawbacks of each. It suggests specific points for individual funders to consider when thinking through each approach, as well as highlighting broader issues for funders in Scotland to explore together.

- **Coordinating support:** On 24th June 2014, the *Measuring Up!* tool was launched with an enthusiastic response from practitioners and policymakers. The online tool was developed by Substance and tested in collaboration with 85 organisations led by CES. It is a self-diagnostic assessment tool which helps organisations of all sizes understand their current impact practices and identify areas for improvement. It helps organisations develop tailored action plans and allows comparisons of their own impact practices over time through re-assessment. Within six weeks of the launch, 556 organisations had accessed the tool to assess their own impact practice.
- **Data, tools and systems:** At the same time, we launched the *Impact Hub* - a growing repository of tools to help organisations improve their impact practice. Resources can be filtered by sector, cost and format, and are categorised under the following headings:
 - Data visualisation
 - Database and case management systems
 - Diagnostic tools
 - Guidance and research reports
 - Public data sets
 - Specific impact and outcome measures
 - Support and training
 - Surveys and quick feedback

The Impact Hub currently has over 250 resources listed and is expected to grow as organisations submit additional tools.

The **Impact Hub** was developed by Substance, which engaged tool providers and charities to help scope the functional requirements of the platform and refine the user experience. Substance worked closely with CES to integrate the two tools, which are designed to complement one another.

Nick Hurd, Minister for Civil Society, attended the launch of **Measuring Up!** and the **Impact Hub** and commenting that:

'Measuring Up! and the Impact Hub are simple and intuitive...and one of the most important things to happen during my time as minister.'

- **Shared measurement:** Following the principles laid out in the **Blueprint for shared measurement**, NPC published **The future of shared measurement** which considers where shared measurement might go next. The paper sets out a framework for assessing if a sector is an appropriate candidate for shared measurement by looking at indicators of drivers and barriers. It explores the following three sectors in depth and offers a comparison between them:
 - Disability and employment
 - Youth citizenship
 - Transitions for older people
- NPC's **Journey to employment (JET) framework** is currently being piloted in an adapted format in Northern Ireland with six supported and eight unsupported organisations.
- **Funders, commissioners and investors:** Building on the **Funders' principles and drivers of good impact practice**, 79 funders have engaged with Inspiring Impact reports and case studies. In March and May 2014, ACF delivered two funder for impact working group meetings to ensure awareness of new Inspiring Impact products, and in January and July 2014 they delivered two Professional Development Workshops.

Our work across the UK

- **Inspiring Impact Scotland:** ESS has promoted our work in Scotland, as well as producing their report **How Funders in Scotland Measure their own Impact**. Their work continues to be spread through the **Inspiring Impact Network**.
- **Inspiring Impact Northern Ireland:** Our partners in Northern Ireland, Building Change Trust (BCT) and Community Evaluation Northern Ireland, are overseeing the pilot of the **Journey to employment (JET) framework** with 14 organisations. The team are also kicking off work to support VCSE organisations to embed impact practice using **The Code of good impact practice** and **Measuring Up!** Demonstration projects with statutory and independent funders to apply the **Funders' principles** are also in the pipeline and an Impact Exchange will aim to share the learning from across these strands of work. Inspiring Impact NI has funding for two years to deliver the programme in Northern Ireland.
- **Inspiring Impact Wales:** Inspiring Impact worked with the Wales Council for Voluntary Action (WCVA) to translate **The Code of good impact practice** into Welsh. The translated Code was released on March 12th 2014 and received widespread coverage in Wales.

5. Our Reach

As an indicator of engagement with the Inspiring Impact programme, we monitor our reach through different forums and platforms. Inspiring Impact intends to improve impact practices across the sector among charities, social enterprises, funders and policymakers. Building our networks and extending our reach is therefore extremely important. Below are some of our current reach statistics:

Figure	Explanation
Building a network	
122,535	Website hits
1,426	Supporters signed up to our network via our website
1,279	Twitter followers
555	LinkedIn group members
Influencing political processes and frameworks	
EU	We are engaging with the impact agenda in Europe and have been involved in the development of a European Standard for Impact Measurement .
G8	We have worked with the Social Impact Investment Taskforce established by the G8 to develop impact measurement guidelines for social investors.
International Reach	
5	We have been talking to organisations based in North America, Russia, Bulgaria, New Zealand and Australia about sharing resources and speaking at conferences. The Code of good impact practice has been translated into Russian and Welsh and will soon be available in Bulgarian.
140	Inspiring Impact's online tools and resources have been accessed by people in 140 countries so far.

6. Our Outputs

When a programme is trying to create change, it is good practice to identify changes in knowledge, attitudes, skills and behaviour. We have produced several publications building knowledge around impact practice and at present we are using the number of downloads of these publications as indicators of engagement and knowledge building. The **Measuring Up!** tool helps organisations assess their impact practice and the **Impact Hub** directs people to useful resources to understand and measure that impact. Engagement with these resources is being used as an indicator for changes in attitudes and skills. We will conduct more detailed research at the end of this year into the extent of behaviour change around impact practice.



Funders, commissioners & investors: How can funders promote impact? How can they measure their own impact?



2,308 downloads of **Funders' Principles & Drivers of Good Impact Practice**



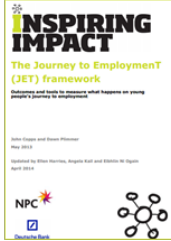
30 funders signed up to show their support of **Funders' Principles & Drivers of Good Impact Practice**



Shared measurement: How can we compare with and learn from others?



4,391 downloads of the **Journey to Employment Framework**



2,943 downloads of the **Blueprint for Shared Measurement**



Data, tools and systems: How do we find the right tools to measure our impact?

279 resources on the **Impact Hub**:
Data Visualisation: 6
Database & Case Management: 10
Diagnostic Tools: 23
Guidance & Research Reports: 92
Public Datasets: 28
Impact & Outcome Measures: 68
Support & Training: 24
Surveys & Quick Feedback: 17
Other: 11
4,708 views of **Impact Hub** resources



Coordinating support: How do we know what we need to measure?

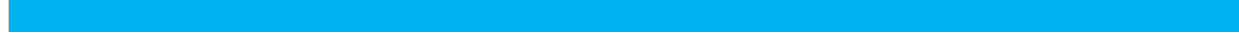


Of those who tested **Measuring Up!...**
82% said it helped **understand** what 'good' impact practice looks like
95% said it helped **identify** strengths & weaknesses around their impact practice
6,249 views of **Measuring Up!** webpage
779 users signed up for **Measuring Up!**
579 self-assessment surveys completed using **Measuring Up!**

Impact leadership: What does good impact practice look like?



79 charities and social enterprises signed up to support the **Code of Good Impact Practice**
3,679 downloads of the **Code of Good Impact Practice**



7. Our funders

The second year of Inspiring Impact was kindly funded by the following organisations:



In our third year we are pleased to have continued support from a number of key funders and also welcome some new funders who support the Inspiring Impact Agenda:





**INSPIRING
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