Social Impact Measurement:

How festivals can use the Outcome Measurement Guidebook to begin measuring their impact

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supporting improvement in social services

Objective of Workshop

The objective of this workshop is to provide festivals with an understanding of the Outcome Measurement Toolkit, and to introduce the key concepts and terms used for an outcome measurement project.

In this workshop, you'll learn about:

- Different stages of an outcome measurement process
- Familiarising yourself with the outcome guidebook and framework
- Building a foundation to get started (i.e. buy-in, resources, etc.)

What is Social Impact Measurement?

The process of measuring the intended and unintended changes (outcomes) experienced by participants, taking into account, what would have happened anyway, the contribution of others, and the length of time the outcomes last.

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What good impact data can do

- Increase understanding of the social benefits of the Arts
- Help recruit new artists or partners
- Increase arts engagement and audiences
- Help programmes with case making and raising funding
- Drive decision making and support and programme improvements
- Inspire innovation and problem solving
- Facilitate culture change in organisations or communities

Challenges With Outcome Measurement

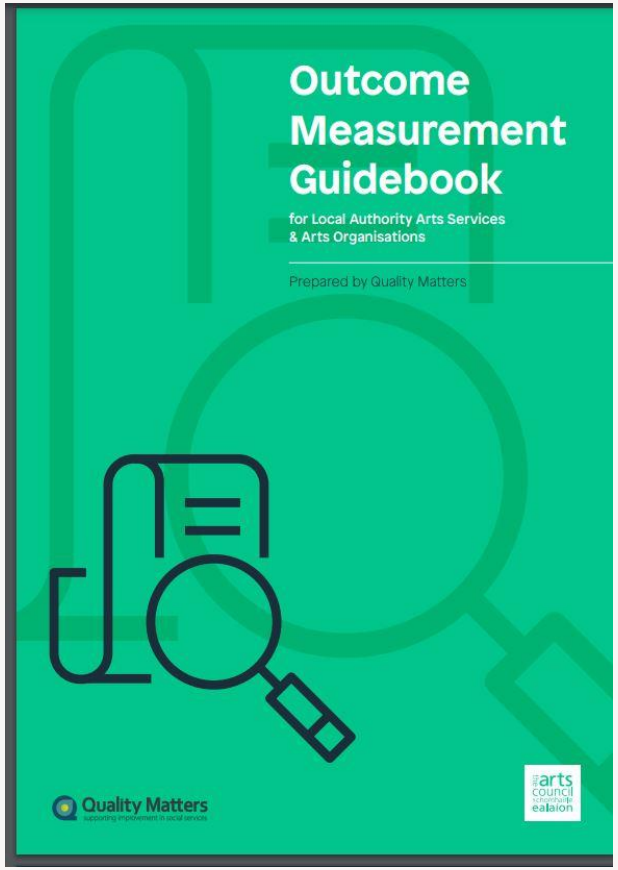
- **Terminology & Definitions -** There is language and concepts needed to understand impact measurement.
- **Consistency & Predictability -** Outcomes and approach used may change over time due to changes in your programming and activities or participants
- **Accuracy -** It is difficult to be precise about the social impact of your work. Some things are hard to quantify and measure.
- **Time frame -** Changes you would like to measure can take weeks or years to manifest.
- **Requires a particular skill set -** data collection and analysis requires a particular skill set that may not be present on your team
- **Making it a positive experience -** Doing it in a creative way that adds to rather than detracts from the participants experience in your programme

Challenges With Outcome Measurement

- Terminology & Definitions
- Consistency & Predictability
- Accuracy
- Time frame
- Requires a particular skill set
- Making it a positive experience

Any other examples? What are some potential challenges that might arise for your team?

Outcome Measurement Guidebook + Framework for Irish Arts Organisations



This guidebook is designed to be a practical instructional manual to enable arts organisations and projects to develop their own outcome-focused approach.

The guide aims to helps with:

- Identifying opportunities to improve the activities and impact of Irish Arts organisations
- Demonstrating the value of the arts and the benefits they create for participants and communities

This resource is comprised of 3 components:

A practical instructional guide on measuring outcomes for Arts Services & Organisations

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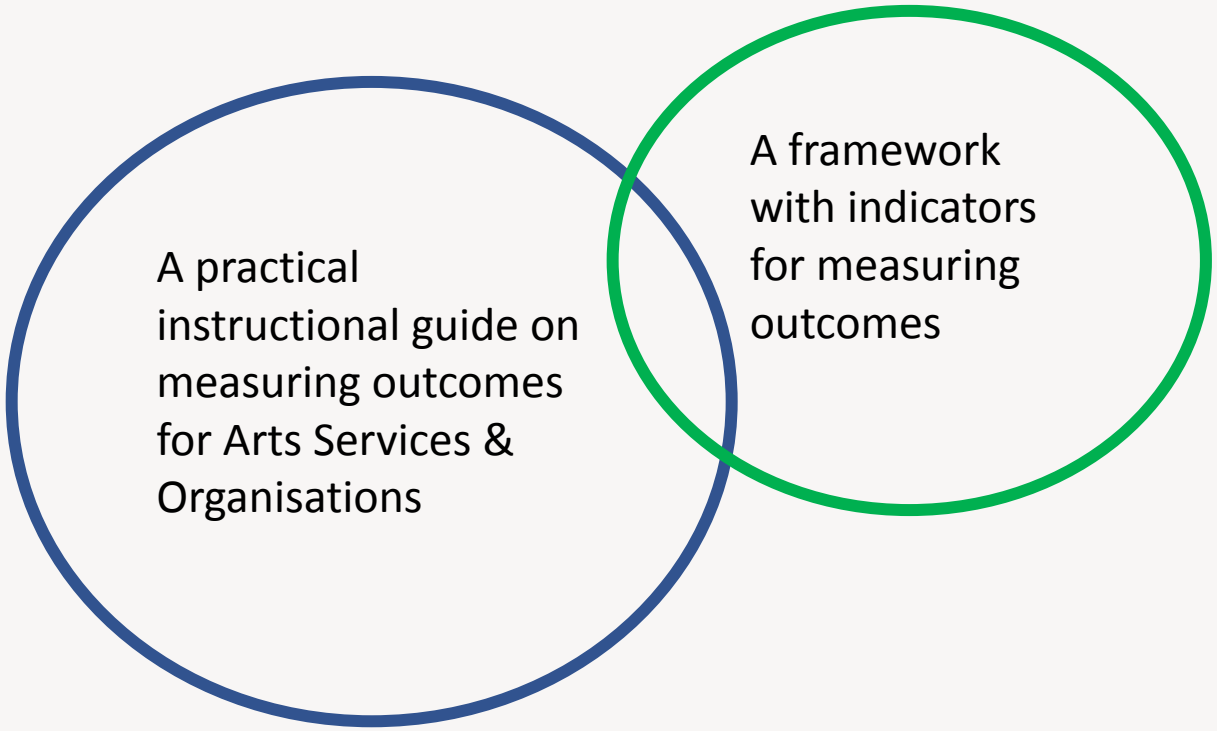

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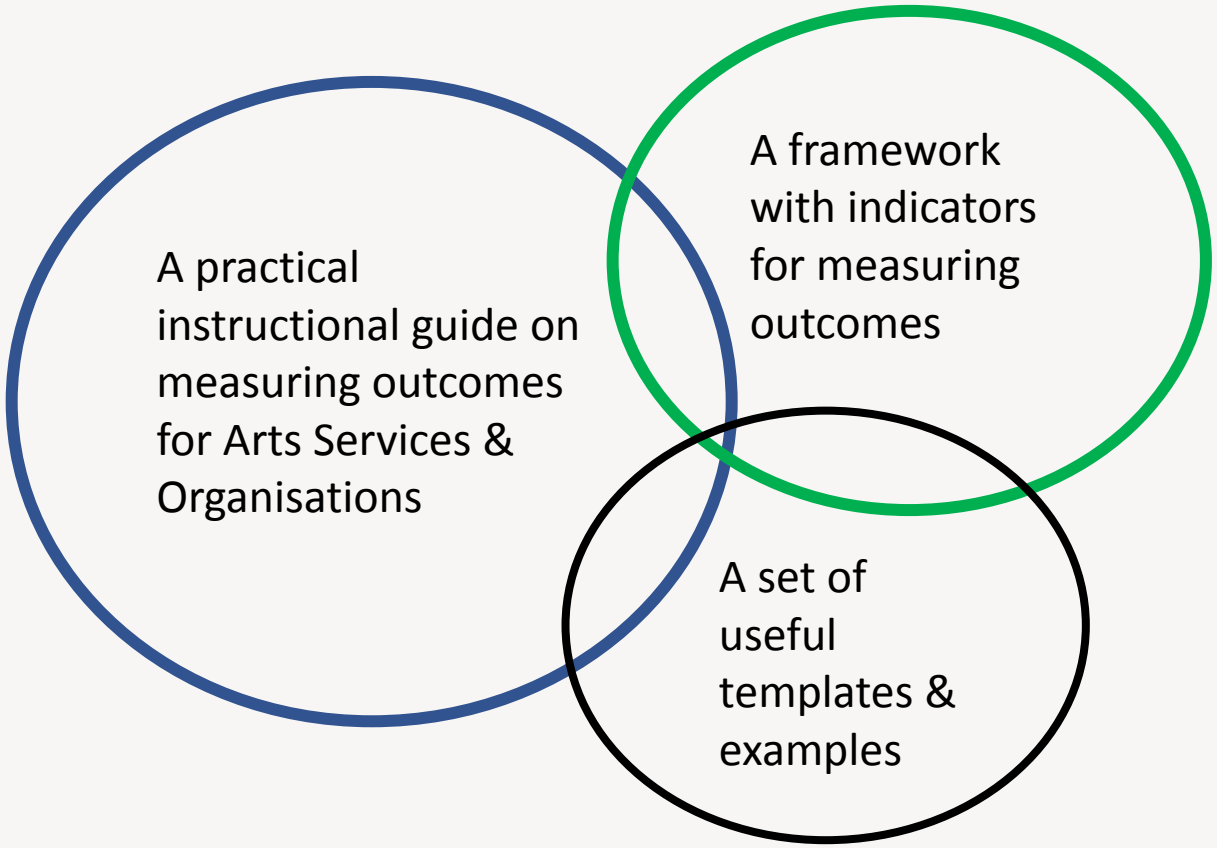

The Guidebook and Framework are not intended to be **prescriptive** about what an organisation should measure;

rather designed to be a **starting point** to think about ways outcomes can be measured in the arts sector……

How projects show their impact?

Case Studies

Quotes

Feedback forms

Videos

Annual reports

Size of audience or participants

Difficult to show “soft” or “intangible” changes from our work

Hard to quantity the number of people who experience positive change

Unable to show degree/amount of change

Scale of Measurement Processes

0	1	2	3	4	5
Nothing	**Outputs**	**Short-Term Outcomes**	**Long-Term Outcomes**	**Learning from outcome data**	**Social Return on Investment, Benchmarking or Minimum Data Set**
We don't record anything about our work	We count activities and numbers, like number of clients or sessions	We have data on only changes that happen more immediately for clients	Over longer periods, we can show an increase or decrease in outcomes for clients	Our organisation has a system for analysing data over time and sharing back with staff	We are able to analyse this data to understand if we are effectively delivering outcomes and cost-effective service

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Four Stages of Outcome Measurement

Identify outcomes and stakeholders

A. What is the purpose or overall aim of your programme or project?
B. Who experiences changes?
C. What changes are stakeholders experiencing?

Creating tools & gather data

A. What creative ways can we gather data from people?
B. How long do we need to measure changes for?
C. How much data do we need?

Analyse data

A. Is our data good enough?
B. Does the data show we are achieving what we set out to achieve?
C. How can we use our data to communicate or report on our impact?

Respond to the data

A. What have we learned about our impact from this process and how can we apply this learning?
B. What actions can be taken improve the programme, service, project, or event?
C. What processes can be put in place to continuously monitor and improve outcomes?

Stage One: Identify outcomes

Let’s start with key concepts for stage one

3.1

Step One: Discuss aims and Objectives

At the start of an outcome measurement project, the key questions are:

- What is the purpose or aim of your programme or project?
- How do you achieve your purpose? What do you do in order to achieve this change?
- Who experiences changes as a result of your work?

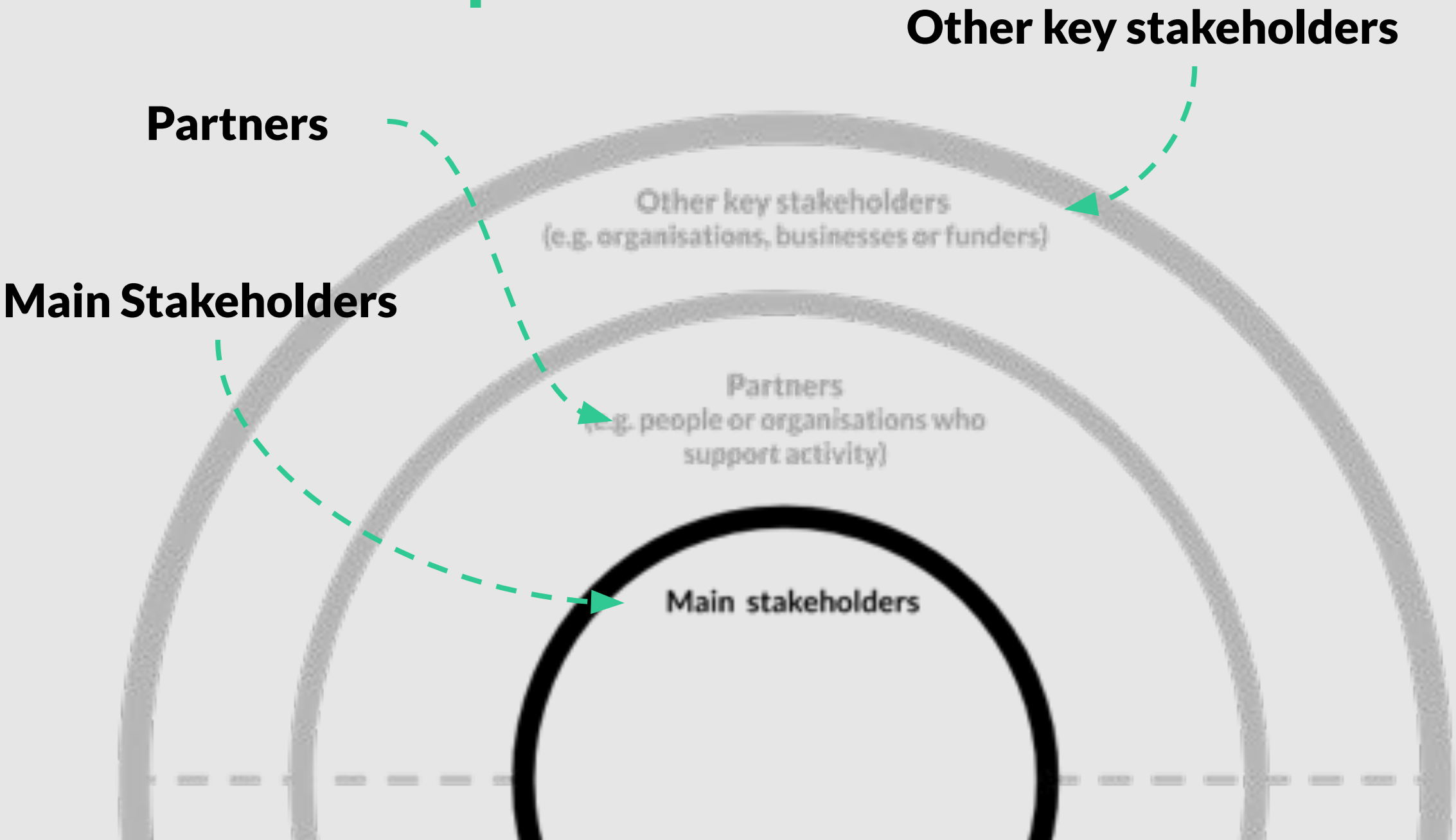
3.2

Step Two: Create a stakeholder map

A stakeholder map is simple and effective exercise for bringing clarity about the people or groups who experience outcomes from your work. Working as a group, this exercise should clarify questions about your stakeholders, including:

1. What groups of people are directly impacted by your work?
2. Who else may be indirectly affected by your work?

Stakeholder Map



Step Three: Agree likely outcomes for stakeholders

3.3

Once you have created a stakeholder map with your team, the next step is to identify how people change or benefit by participating in your programme, activity, or event.

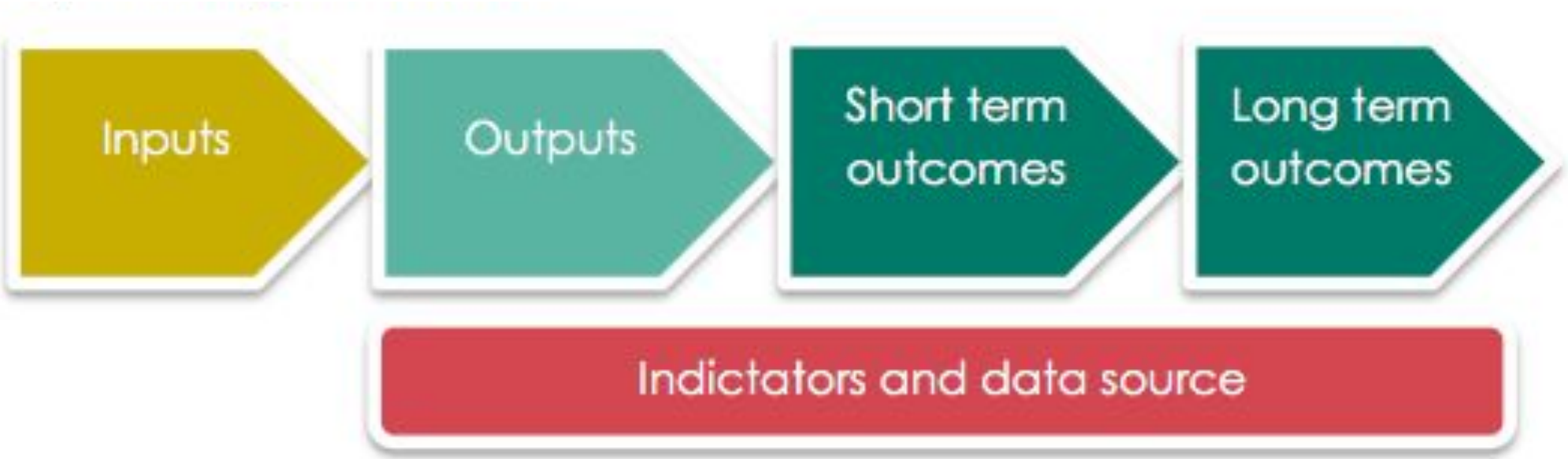
- These changes or benefits are called outcomes.
- Examples of common outcomes for Arts Organisations can be found in the toolkit

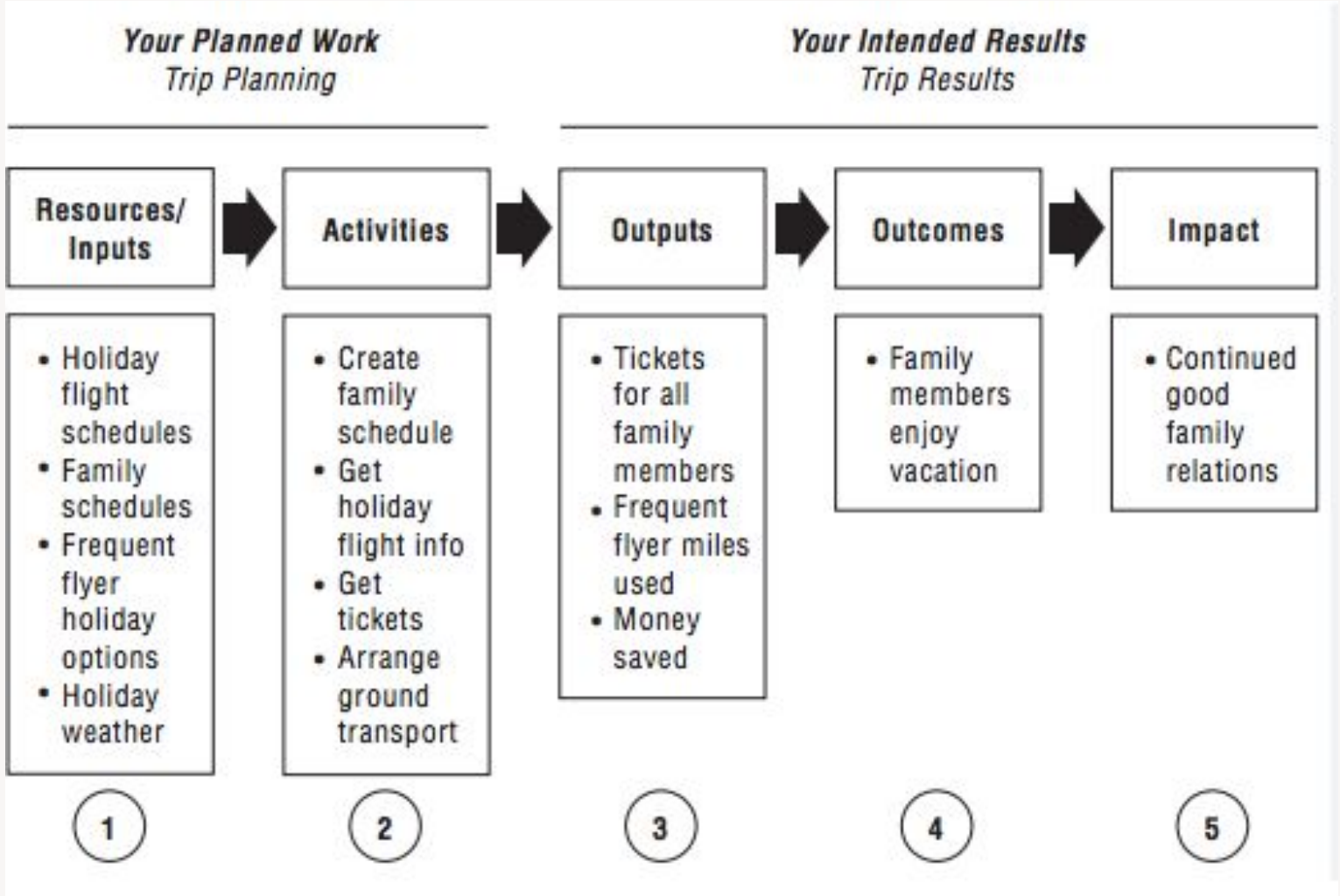
Step four: Create a Logic Model

3.4

A logic model is a tool and planning framework to clarify and articulate the short and long-term outcomes of an activity or service.

It may also include descriptions how the data source you will use to measure outputs and outcomes.


Inputs
Outputs
Short term outcomes
Long term outcomes
Indictators and data source



W.K. Kellogg Foundation Logic Model Development Guide

Description of activity or service	
Outputs	Evidence and/or Data Source
Short/Medium-Term Outcomes	Evidence and how it will be gathered
Long-Term Outcome(s)	Evidence and how it will be gathered

This template is included in the guidebook appendix

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About the OUTCOME FRAMEWORK for arts organisations

The **framework** contains relevant outcomes and indicators for Irish arts services and organisations.

Areas covered:

1. Increased support for artists
2. Improved community cohesion
3. Increased diversity of audience(s)
4. Improved appreciation of the arts
5. Increased cultural appreciation
6. Improved skills and capacity
7. Increased wellbeing
8. Improved local economy

Stage Two: Creating Tools & Gathering Data

Let’s discuss some methods for gathering outcome data

Step One - Create an Outcome Measurement Tool

5.1

To determine if stakeholders have experienced outcomes or not you will need to develop an outcome measurement tool.

- Used to gather data about outcomes from participants
- Similar to a questionnaire or survey
- Requires specific attention to the content, design, and structure/order of questions
- Before it's shared, it should be tested with your participants, if possible
- See the guidebook for examples of indicators and questions that you can use

Qualitative vs Quantitative

	Qualitative	Quantitative
Data	- Non-numerical data - Collected through observations, interviews, focus groups, case study - Descriptive in nature	- Numerical data - Collected through surveys or activities underpinned by scales or defined answer choices - Can answer frequency, quantity, and depth or degree to which change has occurred
Analysis	- Coding / categorising the text to identify patterns and themes throughout the data which will be your findings	- Statistical analysis, frequency distributions, and data visualization to analyze and summarize the data
Format of findings	- Text in form of quotes or narrative	- Tables, graphs, charts, numerical summary points

Step Two - Agree a data collection plan

5.2

A data collection plan is simply a short explanation of what date will be collected, how and when it will be collected, and by who.

There is a template in the guidebook.

Date:	
Description of Activity:	
What stakeholder group will data be gathered from?	
What outcome(s) will be measured?	
How it will be measured?	
What is our target response rate?	
Who will be responsible for gathering data?	
Is a baseline required (if so, what is the unique identifier)?	
Any additional comments?	

A simple data collection plan can help outline an agreed approach to which outcomes will be measured, how, and when.

Step three - Collect data from stakeholders

5.3

There are a variety of creative and engaging ways that an organisation can administer an outcome measurement tool. Here are a few...

Postcards
Postcards can be handed out at an event completed and 'posted' in a box at your event prior to people leaving.

Focus groups
Focus groups give an opportunity for people to share and discuss their experience in a group.

Text message feedback
Send a text messages containing a survey question, especially useful when you have a small number of participants.

Polls
A quick way of getting instant feedback from a large audience at an event or performance.

Value walk
Each corner of a room/space is labelled with different rating scales. As a group, participants are asked about outcomes they have experience and they move across the room.

Surveys with exclusive content
After completing a survey, participants can access exclusive content

Stage Three: **Analyse data**

Once gathered, let’s discuss how this data can be analysed simply by your organisation

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Step Two - Analyse outcome data

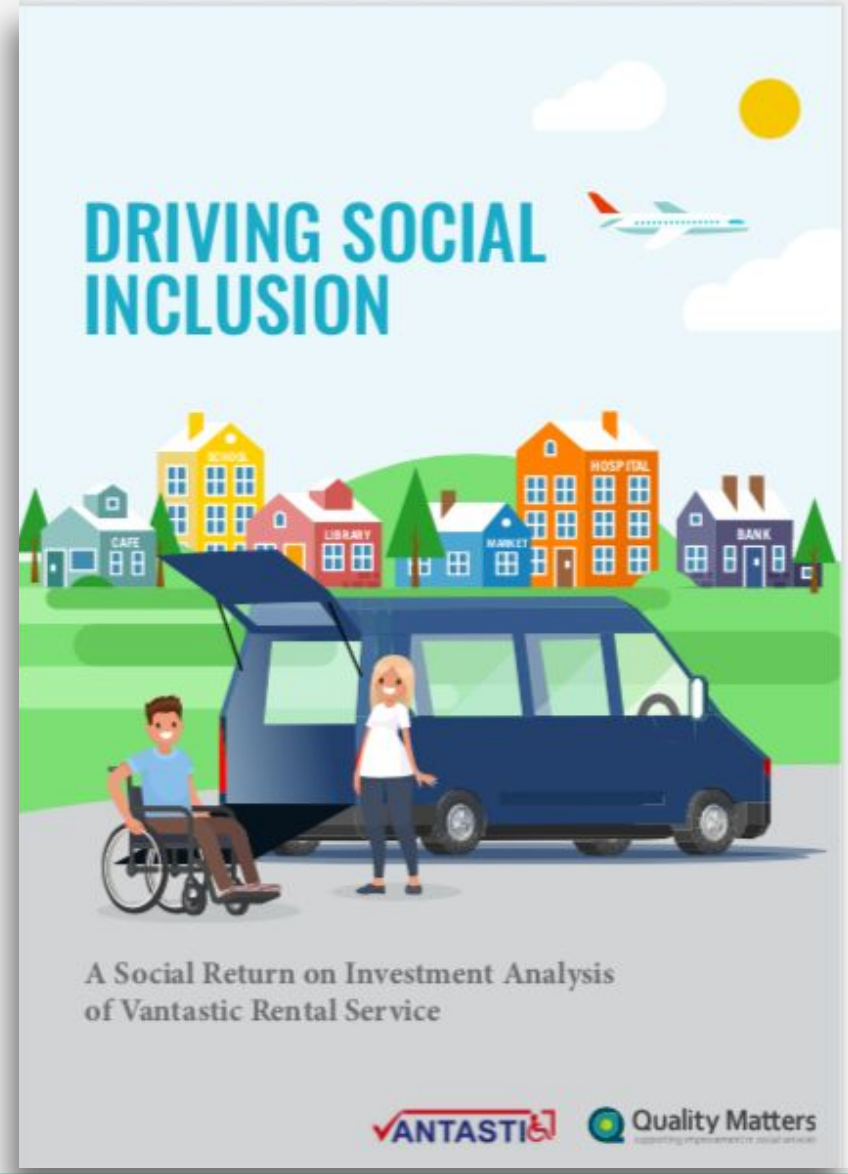
6.2

The basic steps for analysing data:

- Step 1 - Input data into an electronic format
- Step 2 - Clean and prepare data for analysis
- Step 3 - Calculate the extent of change for participants
- Step 4 - Count the # and % of people with outcomes and develop visuals like graphs
- Step 5 (Optional) - Validate the findings with participants and collect improvement suggestions

A basic outline of an Outcome Report:

- Our programme and approach
  - Who we work with (stakeholders)
  - What we do (logic model)
- Methodology
- Our findings
  - What positive outcomes are being generated?
  - How many participants experience these outcomes
  - What evidence (outcome data) exists to demonstrate this change?
- Our recommendations
  - What decisions can be made to improve our impact?



Step Six - Share your findings

6.5

Aside from a report, there are various ways that you can show the impact of your work.

Write an article

Share your impact and lessons from your experience.
Write an article or blog about your organisation's experience with measuring your impact. These stories can help other organisations in the sector.

Share on social media

Don't let your report sit on the shelf!
Use your findings to share findings on social media, in newsletters or in regular communication with your participants/audiences.

Hold an event

Tell people about your impact
A event or launch for a report is a good way to share stories about your impact. If you have invested time in this process, this is an opportunity to celebrate.

Create a infographic

Use findings to create colourful visuals. Lots of W will use their impact data to create an infographic. These visuals can be shared in a report or used as an executive summary.

Make a video

Share your findings in a short video. Increasingly, organisations are using video to show their impact. Try asking staff and participants to share stories and key findings from your impact data.

Show the solution

Explain how your work is a solution to common problem.Impact is more than simply about positive change. Explain how your work addresses social problems will help build your credibility.

Stage Four: Respond to your data

Let’s explore how to review and respond to your findings!

Stage four: Respond to your data

7.1

Develop an implementation plan for addressing the recommendations or areas for improvement identified in your findings report

- A description of the action steps needed to accomplish each recommendation
- The person responsible and resources needed
- An internal deadline and indicator of completion for each action step
- What additional data you need to collect in the next round of data collection to test whether the changes you have made have worked

There is a template in the guidebook

Getting Started: Some tips and considerations

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Tips for Getting Started

Ensure trust and buy in from team and participants:

- Engage staff in discussions to ensure they understand the purpose and process.
- Agree on some overriding principles that address any concerns shared.
- Agree how you will engage both staff and service users in the process

Ensure access to resources and research skills:

- Data collection and analysis takes time, knowledge, and skill. If you do not have these resources in-house consider hiring a consultant to fill any gaps.

Tips for Getting Started

Narrow scope and start small:

- Only collect data that are sure you will use.
- Consider starting with one stakeholder group and selecting 3 – 6 outcomes to measure when first starting out.

Embed it into regular routines and programme processes

- This should not be “another thing to do” or a “tick-box exercise” rather it should become a regular part of project planning and implementation.

Tips for Getting Started

Plan ahead, give enough time, and send reminders:

- Plan ahead and allocate an appropriate amount of staff time to ensure high quality data collection and analysis.
- Ensure participants have at least two - three weeks notice to schedule an interview or complete a survey.
- Send reminders! Ideally personalised invitations and reminders when feasible.

Join the email list to learn about new tools and resources as the become available

Attend upcoming monthly live Q & A sessions.

Thank You

Any Questions?

For more information:
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Key considerations

- Initial response to the model
- Feasibility of a pilot project around testing this model in practice with festivals
- What areas might be looked at?
- What resources/ supports would be needed to ensure its successful delivery?
- What timeframe would ensure a successful delivery?

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