The Kent Impact Model

An Impact Management Framework, developed by Aleron and Sinzer, for measuring and managing the impact across a network of 20+ AgeUK organisations in Kent

Case study

Age UK is the UK's largest charity dedicated to helping everyone make the most of later life. In England this means reaching 95% of the 65+ population through local network partners, with over 5 million people accessing Information and Advice, one of many offered services.

Age UKs in Kent Network recognised a need to change the way that impact and outcomes are recorded across all members
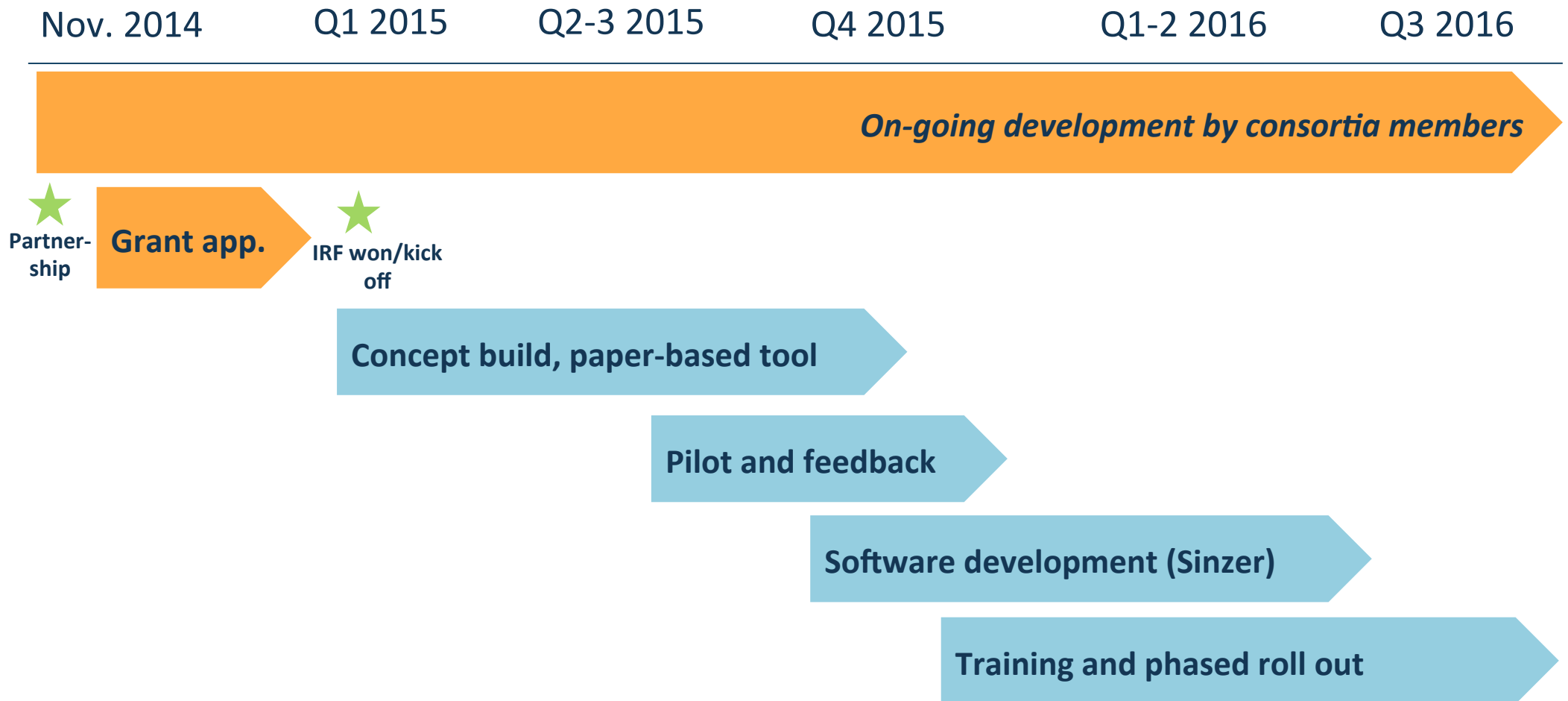
Why did we begin the project?

- **Kent County Council is changing the way it commissions services**: the need to develop our 'Impact Capacity'

- Help create **best practice for the AgeUK network, locally and nationally**

- **Collaborate with and support development** of other Impact agendas, such as in social care and health

- Better **performance management and service development** - understanding of **what works/ what doesn't**

Useful new things we're trying to achieve?

- Consistent and robust **ways of measuring impact across the county**

- **Single, reliable system** for recording information

- **Consistent staff skills across frontline, administrators and managers** to understand and record good information

- **Co-designed framework** and plan to feed into our long-term development plans

Key principle: building consensus steadily over time – no sudden shocks!

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Quick background timeline – initial funding was provided by the UK Cabinet Office through a joint application to the Impact Readiness Fund

| Nov. 2014 | Q1 2015 | Q2-3 2015 | Q4 2015 | Q1-2 2016 | Q3 2016 |

On-going development by consortia members

★ **Partner-ship**

Grant app.

★ **IRF won/kick off**

Concept build, paper-based tool

Pilot and feedback

Software development (Sinzer)

Training and phased roll out

*Age UK/Concern Cohort members are:

Age Concern Malling, Age UK Sheppey, Age UK Maidstone, Age UK NW Kent, Age UK Faversham, Age UK Sevenoaks, Age UK Herne Bay

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Each phase culminated in targeted deliverables to document and drive the project:

Concept, methodology and process

Key Deliverable

Impact Measuring Framework and Methodology; Impact measurement Questionnaires

Training and development

Key Deliverable

Development plans including a general and a cohort-specific part as well as a detailed competency framework

Staff operational manuals

Key Deliverable

Manuals and guidelines for managers, administrators and frontline staff

Business requirements document

Key Deliverable

Functional requirements for software build

In detail: our Impact Framework Themes – a 'Theory of Change' approach

Client-Oriented

Organisation / Network-Oriented

(including families, organisations, and statutory organisations)

Theme

Social Vibrancy

Key Ageing Challenge Addressed

Isolation and loneliness as social networks deplete or change

Theme

Health and Wellbeing

Key Ageing Challenge Addressed

Physical, Mental and Emotional issues encountered as a result of ageing

Theme

Empowering Choice and Independence

Key Ageing Challenge Addressed

Loosing ownership of life decisions and becoming an 'object of concern'

Network

- Carers
- VCSE
- Health
- Social Care
- Community
- Education

Client

Theme

Supporting the Family and Caring Circle

Key Org/Network Challenge Addressed

Family and non-professionals caring for clients can become time, money and energy limited

Theme

Campaigning, Community & Partnerships

Key Org/Network Challenge Addressed

Piecemeal engagement with the consequences of demographic changes

Theme

Skills and Education

Key Org/Network Challenge Addressed

Meeting current and future demand for quality professional care

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From concept
to Strategic Impact Framework (SIF)
using the Sinzer software platform

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Using SIF for AgeUK

The Sinzer software platform supports multiple frameworks for measuring impact, such as SROI, but also a more flexible approach titled the 'Strategic Impact Framework' (SIF). All frameworks consist of "building blocks" that define the structure of the framework. In SROI these are pre-determined, and indicate a logical flow from input to outcomes and impact. In contrast, the Strategic Impact Framework (SIF) is a more flexible framework, in which the framework "building blocks" are fully configurable and can be tailored to the specific impact goals or outcome domains of the organisation.

Strategic outcome domains / impact pillars

Health & Wellbeing

Social Vibrancy

Empowering Choice and Independence

Support for family and caring circle

Bespoke building blocks in Sinzer 'Strategic Impact Framework'

Data Entry Overview»

- WEMS»
- Impact Questions»
- Health & Wellbeing»
- Social Vibrancy»
- Empowering Choice & independence»
- Supporting the family & caring circle»
- Individuals »
- Questionnaire notes and other data»
- Survey logic metadata»
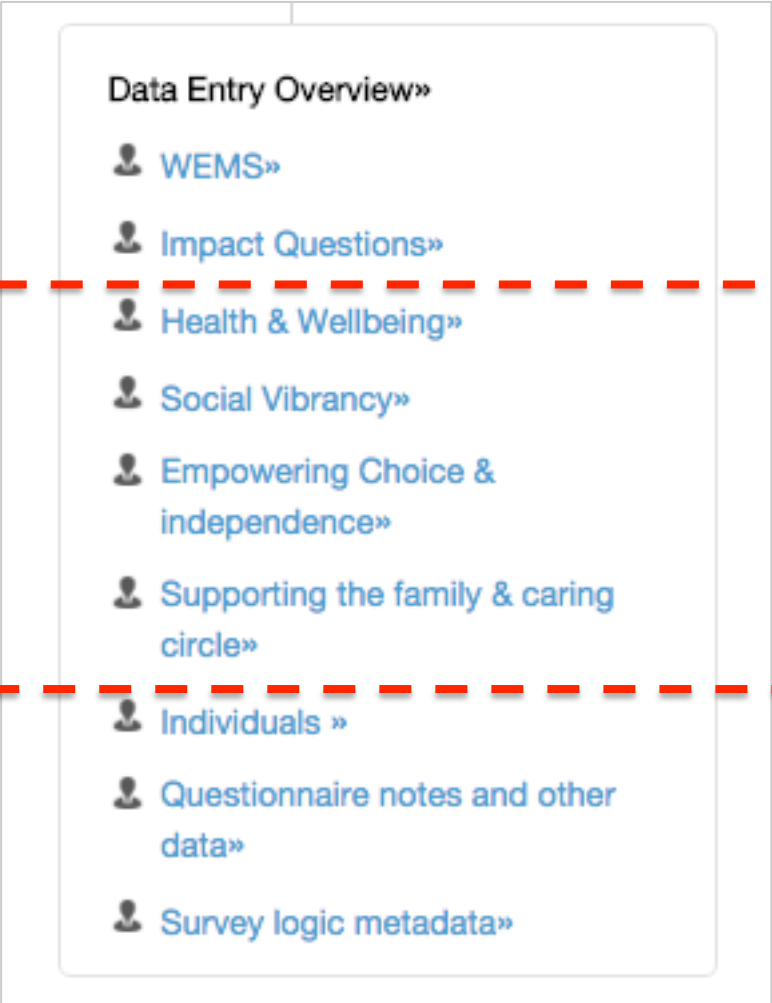
In the Sinzer tool, indicators are linked to each of these building blocks.

Besides the four building blocks originating from the Theory of Change, an extra building block has been added that contains indicators from the validated Warwick Edinburg Mental Health and Wellbeing (WEMS), as well as a building block "Individuals" that contains client data.

Data entry or Survey

"Data entry" displays the building blocks and indicators linked to these building blocks. In Data entry, data can be entered manually for each measuring period and individual. When dealing with a larger sample size, data can also be included in the analysis by sending surveys to stakeholders to collect data. Surveys can be send from the Sinzer tool via email, or can be entered via tablet or phone.

AgeUKs in Kent:
Elderly people using AgeUK's services fill in a survey:
1.   when they visit an AgeUk center for the first time
2.   6 months after survey 1
3.   12 months after survey 1

Dashboard - overview
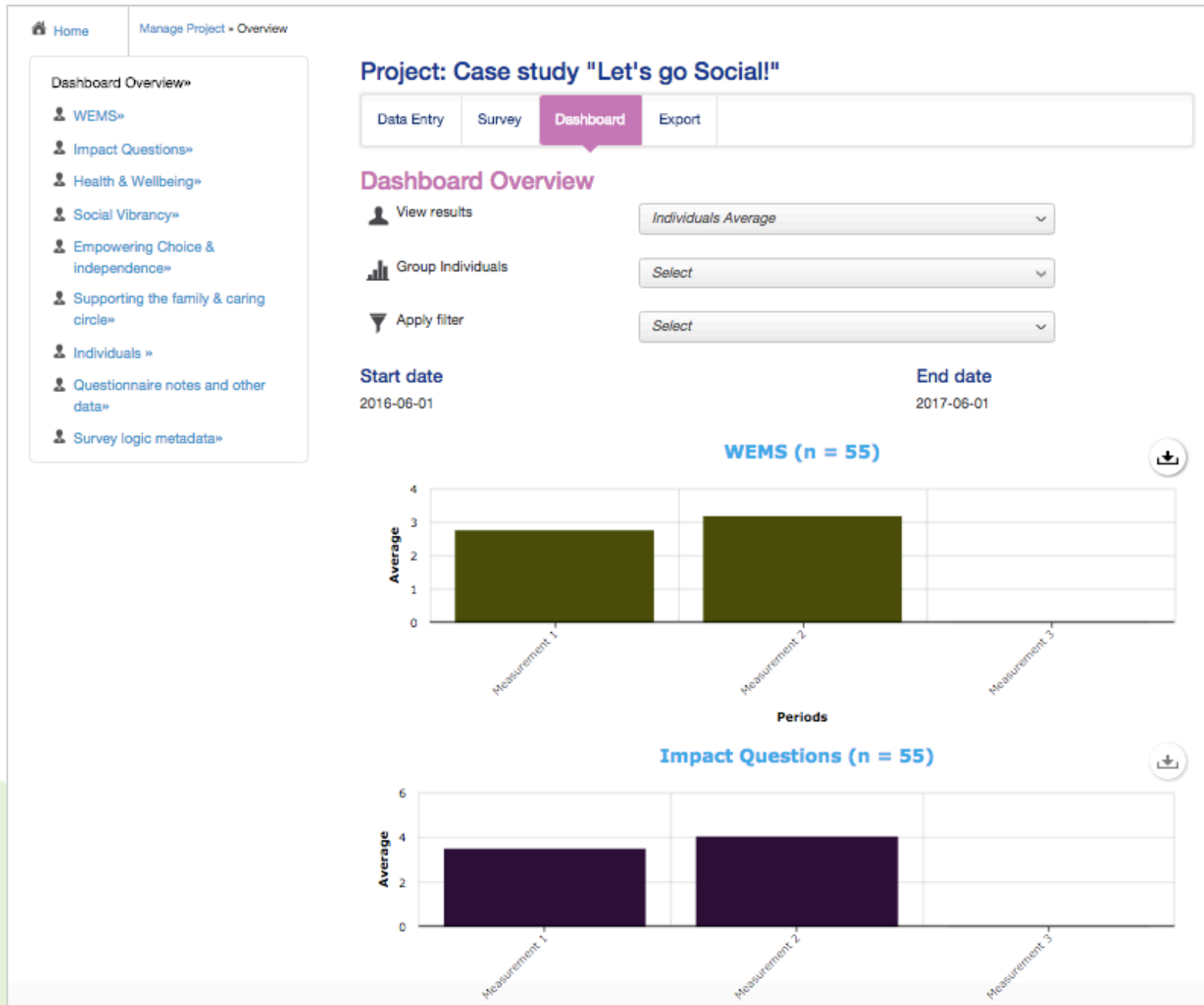
The dashboard overview shows a graph per "building block".

In this case study, data is collected at three measurement periods over the course of a year.

Dashboard – graph per indicator

Besides the dashboard overview, you can use the menu on the left hand side to zoom in to a particular building block: this displays a graph per underlying indicator or survey question.

Dashboard – slice and dice

The framework allows you to add "independent variables" about the population(s) your analysing, which can be used to "slice and dice" dashboard data. For example: AgeUK used gender, age, care needs and a few other variables, in order to gain a deeper insight into the change they are creating for the different people and profiles that use their services

Export – report your results

Results can be exported in various formats: export all response data or raw data to Excel, or a management summary with all graphs and charts to a Word document
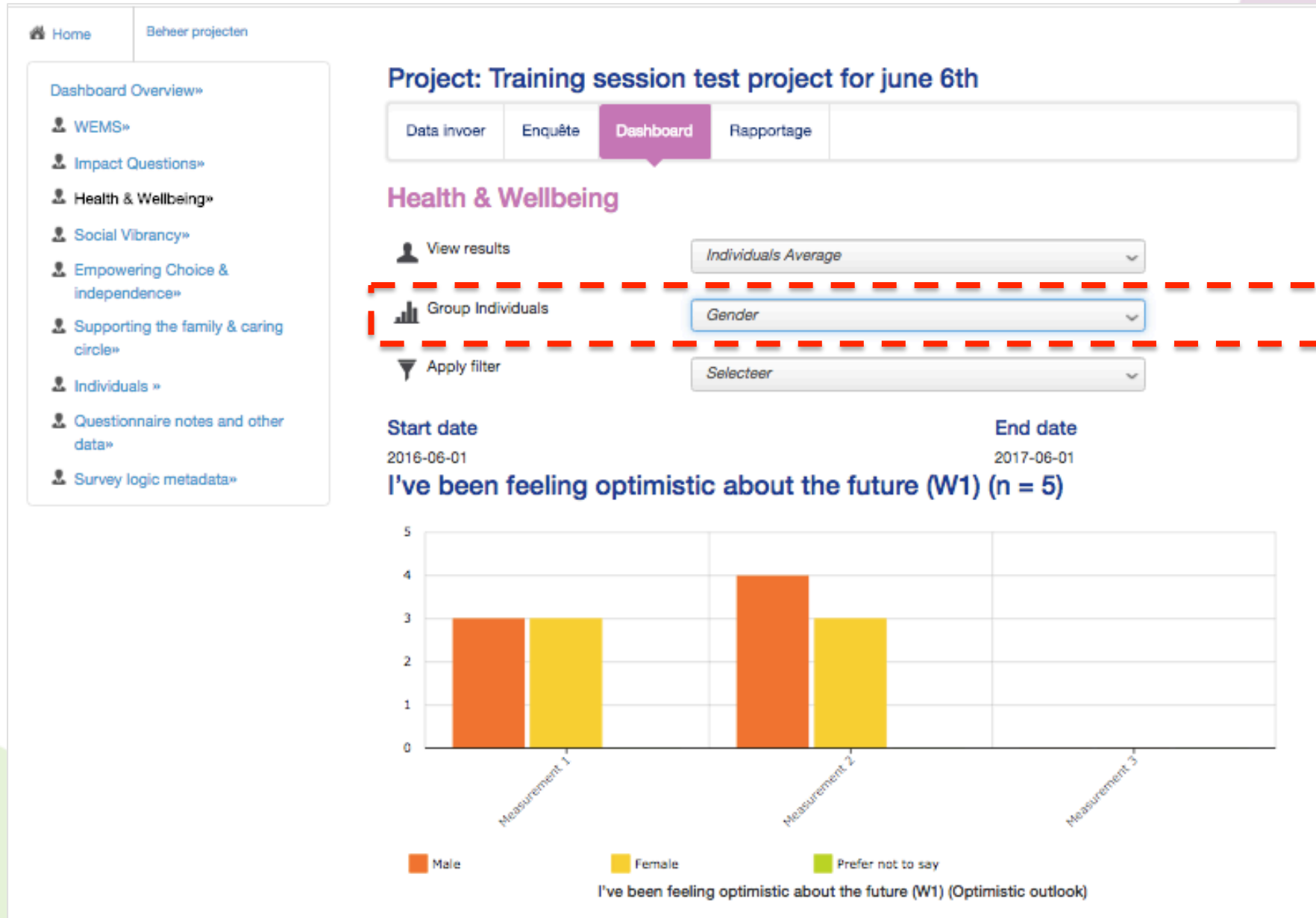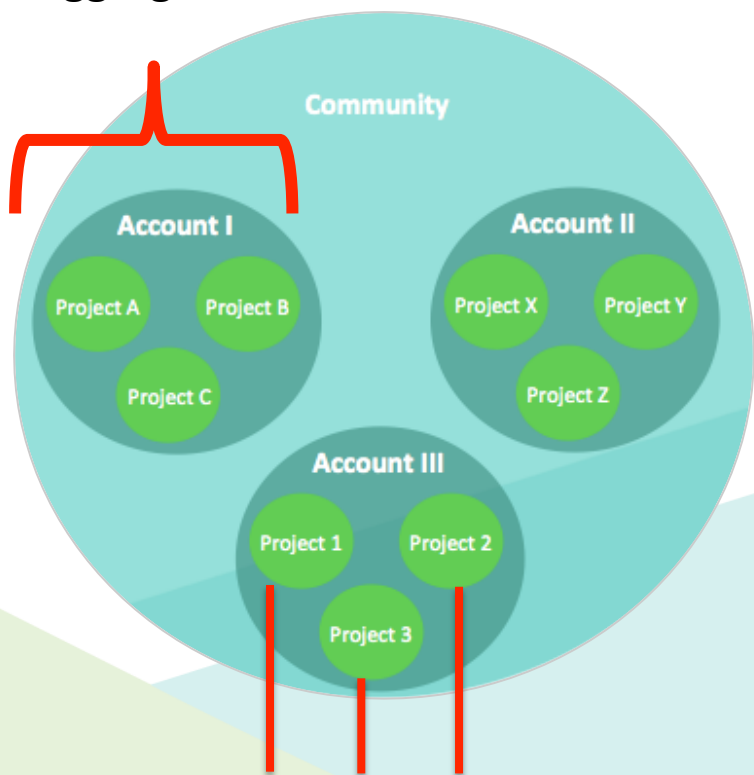
Aggregate and Benchmark

The platform contains multiple levels. Data collected at the *project* (AgeUK center) level, can be aggregated and benchmarked in the *community* level. This allows AgeUK to gain insight into the **total impact of all AgeUK's centers** (aggregation), as well as **compare the different centers** (benchmark).
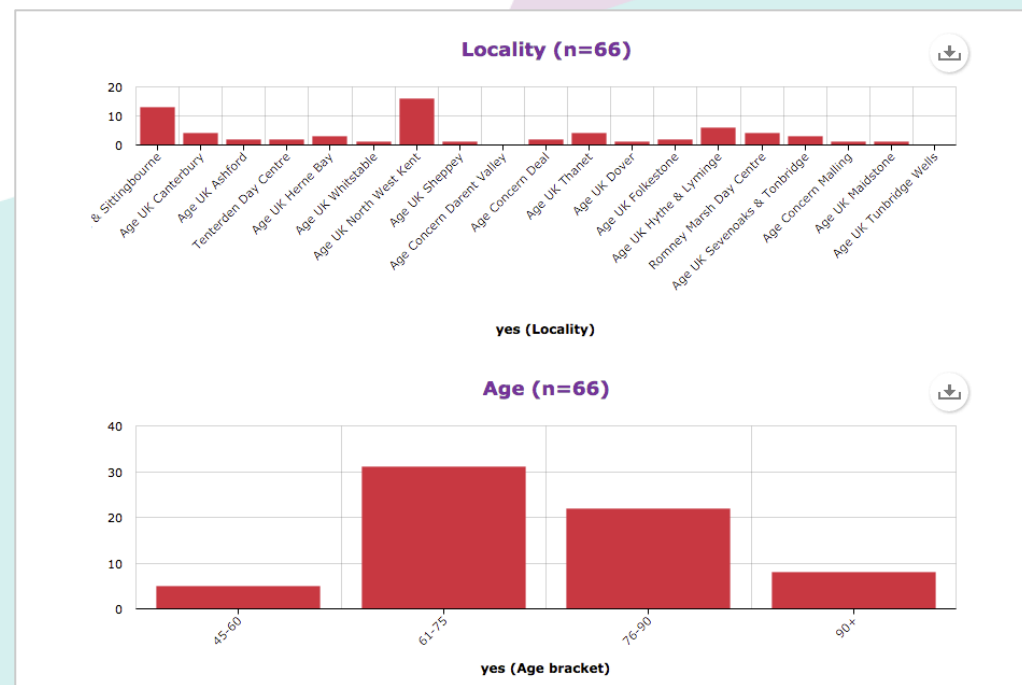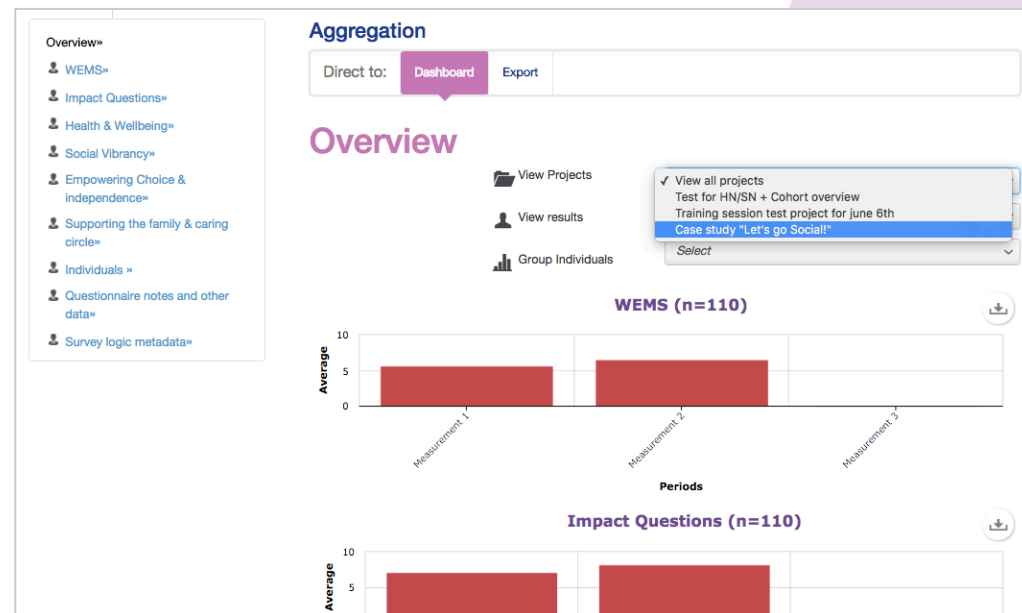
Aggregate

Benchmark (compare)

Initial feedback from frontline workers is positive – here is some feedback from the pilot

➢ 'Looked complicated and long, but actually didn't take as long as we feared and is easy enough to understand on second reading'

➢ 'Once you can hold the questions in your head, you know how best to support and guide the conversation'

➢ 'Certain questions (e.g. I've been feeling loved) can be uncomfortable to deliver to a client, in whatever format of guided conversation + questionnaire we follow

➢ 'Gave us an opportunity to talk to the client in ways in which we don't normally do- I felt I understood the client better'

➢ 'There's a risk of the conversation accessing difficult feelings and thoughts which the client has previously worked to minimise'

➢ 'Data collection aside, with repeated cycles of questioning I know we'll be able to more closely track and support the client'

➢ 'This process supports a deeper and fuller assessment of the client'

More information?

Aleron

Want to learn more about our consultancy work, including advising on the definition and implementation of imapact frameworks?

Contact the Project Manager of the AUK project, Hugh Taylor, via hugh.taylor@alerongroup.com

Or visit our website:

www.aleron.org

Sinzer

Interested in learning more about our software solution and how your organisation can use this?

Want to see a live demo of the software?

Contact Emma Verheijke via emma@sinzer.org or visit our website:

www.sinzer.org