

Demonstrating impact

Useful tools

a workbook



Introduction

Welcome to our *Demonstrating impact* workbook. Te Taumata Toi-a-Iwi developed this resource as part of a workshop series for arts organisations, commissioned by Auckland Council. We are now sharing the workshop resources more widely. You can find other workbooks from the series, *Developing strategy for your organisation* and *Sharing your story*, on our [website](#).

The COVID-19 pandemic has presented arts organisations with a variety of challenges. Lockdowns and other restrictions have meant fewer opportunities to get together, with each other, within our organisations, with our audiences, and with our communities. This has heightened the impact of long-standing pressures in the arts sector around issues such as wellbeing and financial sustainability. Now in the third year of the pandemic, arts organisations are looking at long-term adaptation to a world that is different to the world we knew in 2019.

The strategy workshop series aimed to help arts organisations think through how to build organisational resilience and sustainability. The series was funded by Creative New Zealand and was delivered in mid-2022 for Auckland Council Arts Partners.

Each workshop was accompanied with one of these workbooks – now more widely available for sector organisations.

Terrain

Useful tools to understand and demonstrate impact, regardless of creative focus, scale and stage of development.

Tools for clear intent	4
Tools to evidence impact	11
Tools to communicate impact	15
Links to further resources	18

Tools for clear intent

To show impact you need to know what you are trying to achieve or change

This means writing clear outcomes or change statements for your:

Strategic plan

Programme or service

Project or prototype

Funding application

Get good at writing clear outcomes or change statements

An outcome is a change in situation, knowledge, relationship, skill, attitude, behaviour, experience, or status.

A good outcome or change statement states a clear goal that is:

a specific change (what, for who),
that is demonstrable
and realistic.

You know an outcome statement is clear when no questions arise about what you are intending to do.

Three approaches for clarifying intent

1. A set of clear outcome statements
2. A contribution statement
3. A theory of change, for example:

If we (strategies for change)

By (activities)

Then (short-term outcomes)

And then (longer-term outcomes)

And ultimately (vision)

Clear outcome statements

Unclear

- Increased wellbeing of young people
- Increased community arts participation

Clear

- In our X programme, young people aged 13 – 18 learn new skills, grow in confidence and make friends.
- Increased community arts participation in Glen Eden, including local residents.

Test feasibility by asking —
How will we know we have achieved this?

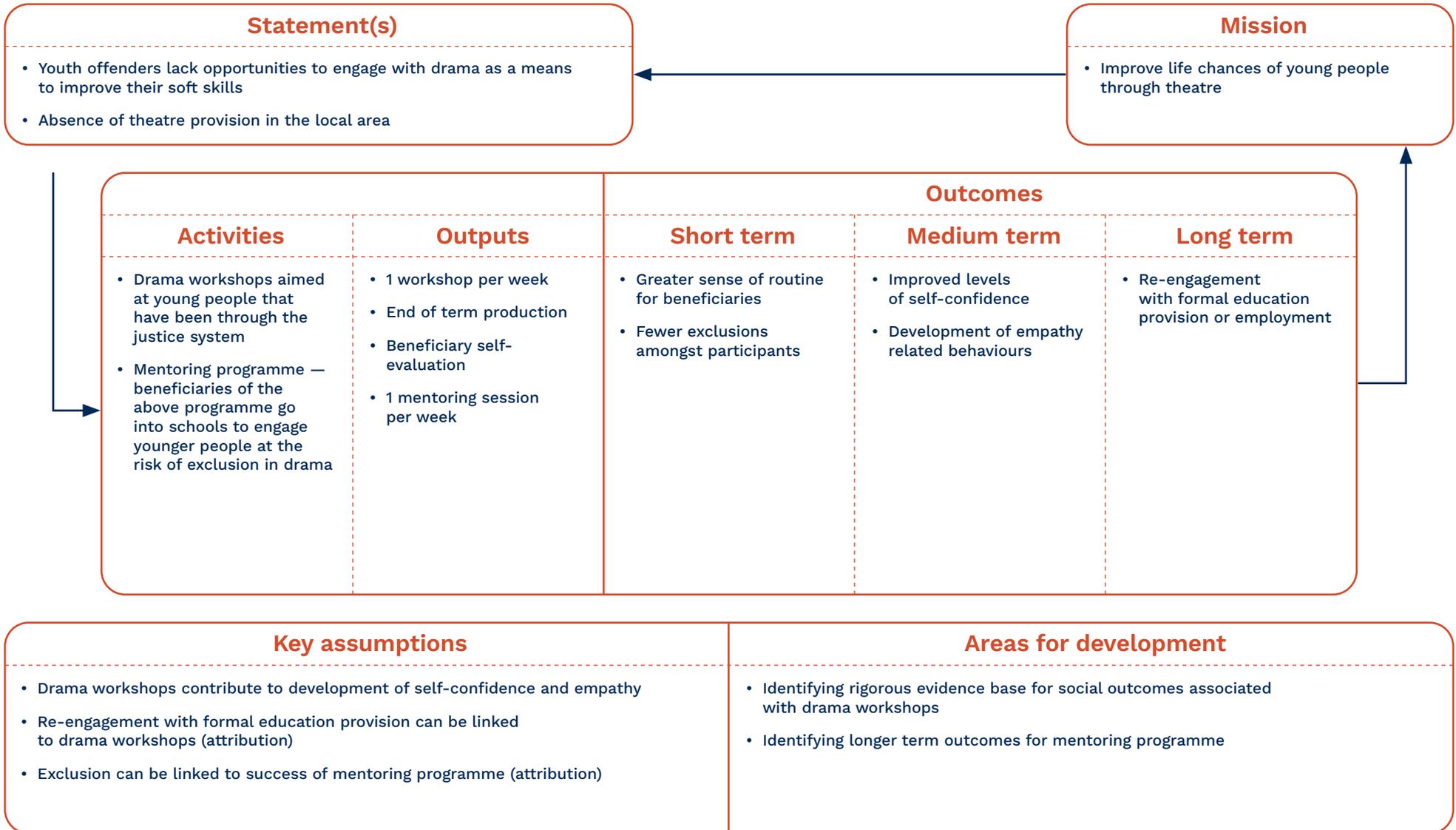
Contribution statement (100 words max)

Your contribution statement could be written like this:

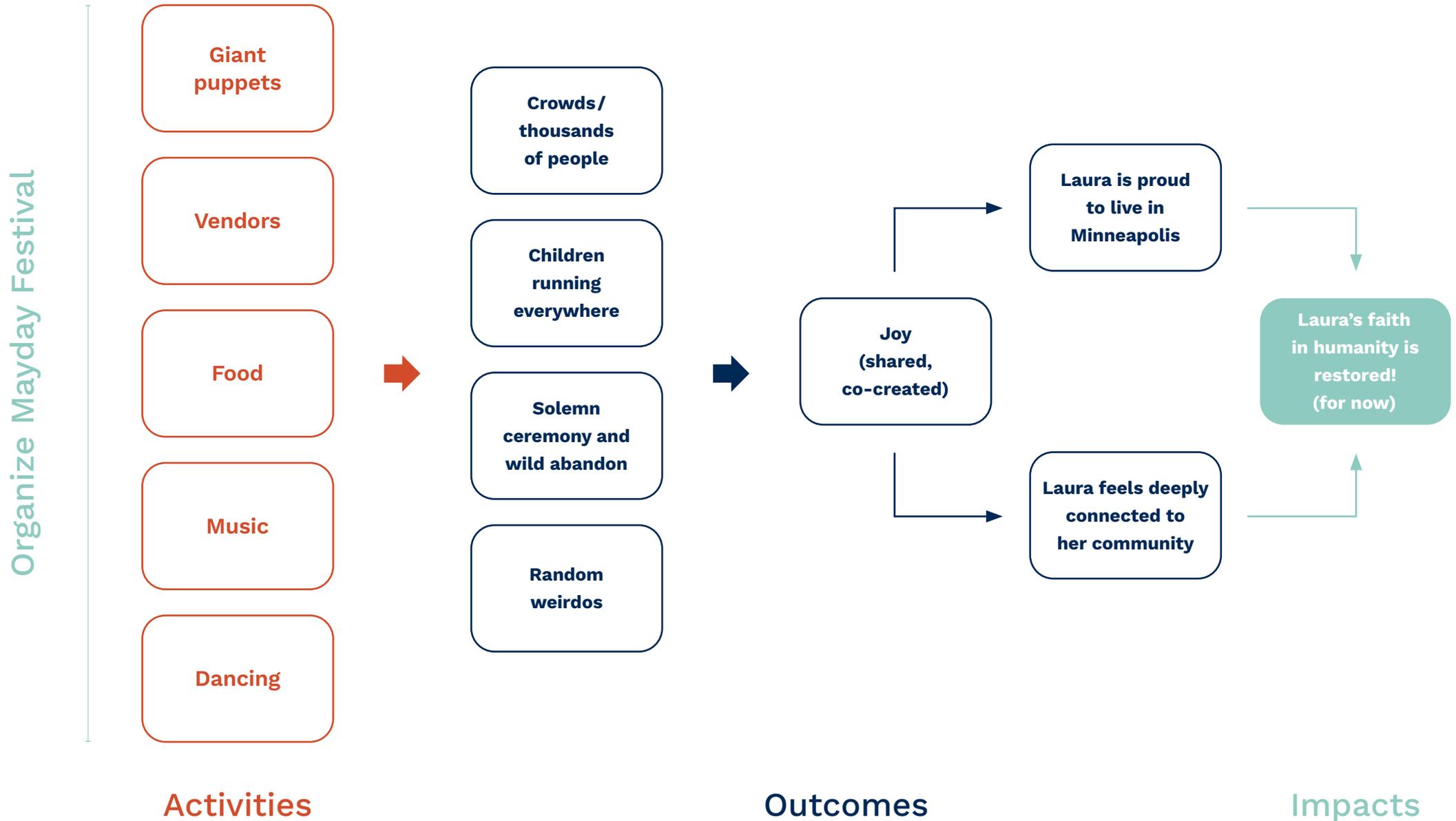
- | | | |
|---------------------------------------|----------------|---------------------------------|
| Our project will contribute to _____ | → contribution | → High level outcomes |
| We will do this by working with _____ | → connections | → Who working with or targeting |
| We plan to _____ | → activities | → What doing with them |
| So that _____ | → impact | → What they get out of it |

Example: Our project will contribute to creating an inclusive and connected community. We will do this by working with local rangatahi (youth) aged 15 – 24 and tamariki (children) aged 8 – 12. We plan to connect tamariki and rangatahi through 10 weeks of sports mentoring activities so that rangatahi have an opportunity to build mentoring and coaching skills, tamariki get involved in physical activity, grow their physical skills and confidence and develop supportive relationships with their mentors. — Te Kaunihera o Tāmaki Makaurau

Example Theory of Change — Arts Impact Fund



Mayday Festival and Laura Zabel's Faith in Humanity — Ian David Moss



Tools to evidence impact

Activity data + reflection + horse's mouth feedback = a compelling story

Basic data about what you do, and with whom

Regular reflective practice

Feedback from participants and partners



**What do you
find tricky about
demonstrating
outcomes?**

Basic data

Think through the basic information you need to know, to capture what you did, with whom:

What you did — type and scale of activities

With whom — age, gender, ethnicity, location

How many people — each time, in total

Patterns of participation

- Registration information
- Sign-in process
- Record keeping at sessions/events
- Database — Excel, CRMs (Zendesk, Zoho, Hubspot, Freshworks)
- Door counter

Regular reflective practice — team

A regular, consistent practice

- ✓ A regular team reflective practice that is **recorded** and put in one place.
- ✓ Identify how to regularly reflect on what (weekly, fortnightly, monthly), depending on the flow of the work.
- ✓ Clarify who needs to be involved outside of team members.

Core questions

- What did we do (core activities)?
- With whom (be specific)?
- What are we seeing, hearing, feeling?
- What is going well?
- Challenges, tensions, surprises, pivots?
- Any changes or outcomes? How do we know (evidence sources)?
- What are we learning and sensing?
- What next?

Participant and partner feedback — reality testing



Note: You are not restricted to these methods — use whatever works best for your community and project.

Tools to communicate impact

Short report

Storytelling techniques

Dashboards

What are great ways you use or have seen to communicate impact?

A short report template

Summary of key activity/what you did		Engagement and Reach		
		Activity	Including e.g.: <ul style="list-style-type: none"> • Number of programme sessions delivered • Other quantifiable activities 	
		Reach	Including e.g.: <ul style="list-style-type: none"> • Programme participation — # of families, age, ethnic group etc • Partners — number of partners engaged 	
		Other	Including e.g.: <ul style="list-style-type: none"> • Media stories • Comms channels reach • Publications 	
Outcomes		Impact		Key learning
	Comment if needed	Impact Story 1		What went well?
		Impact Story 2		What was challenging?
				Implications and next steps

Storytelling

Think of your evaluation reporting as storytelling

- Use graphs, charts and infographics.
- Try dashboards, a summary sheet, a findings table, quotes or vignettes, a short video or a photo story to summarise main points.
- Presenting findings visually or in person can increase emotional response, understanding and retention of messages.
- Try using a slide doc (duarte.com/slidedocs/).

Dashboard

[Project Dashboard — A Journey to the Centre of Your Heart](#)
— MB Associates Evaluation Blog

See <http://whatworks.org.nz/share/> for more tools and examples.

Links to further resources

[Creative and InCredible — 101 Guide to evaluating community-based arts](#)
— Rachael Trotman and Amber Walls

www.whatworks.org.nz

— Rachael Trotman and Manu Caddie for [Community Research](#)

<http://creativeandcredible.co.uk/>

— a UK guide to evaluating arts and health projects

https://www.culturehive.co.uk/wp-content/uploads/2017/08/Evaluation_in_participatory_arts_programmes.pdf

[Community Impact Toolkit](#)

— Point for Auckland Council / Te Kaunihera o Tāmaki Makaurau

Thank you

Racheal Trotman (weave) for content

Te Taumata Toi-a-Iwi for design and delivery

Auckland Council for commissioning and support

Creative New Zealand for funding this initiative