





Objectives

Understand what a Theory of Change is

Know how to get the most from your Theory of Change

Understand the value of Theory of Change

Know how to get started in creating your Theory of Change



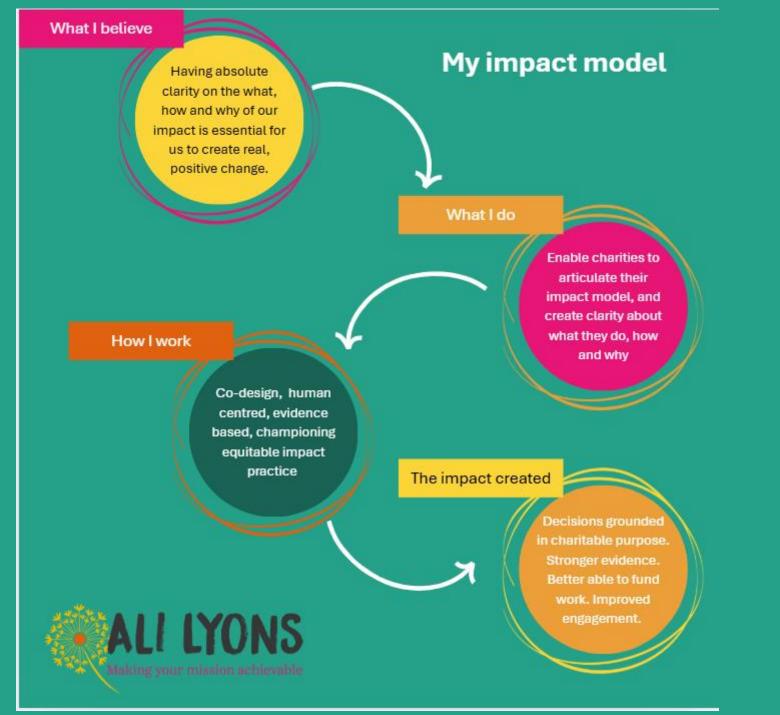
My objectives

Enabling charities to articulate their impact model, and create clarity about what they do, how and why

Supporting human centred approaches

Championing equitable impact practice







REFLECTION: What do you want from the webinar?



Objective one:

Understand what a Theory of Change is



The technical answer

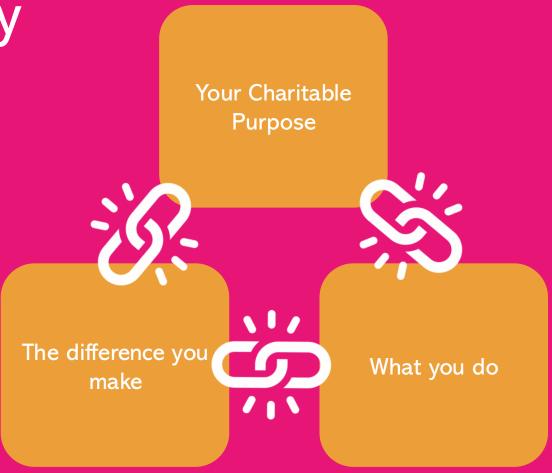
"A comprehensive description and illustration of how and why a desired change is expected to happen in a particular context.

It is focused ...on mapping out or what has been described as the "missing middle" between what a program or change initiative does (its activities or interventions) and how these lead to desired goals being achieved."

Center for Theory of Change



As a charity





It includes

Why you exist

What you do

Who you do it with

The change you will create, together



It includes

Why you exist (Charitable Purpose) What you do (Activities and approach)

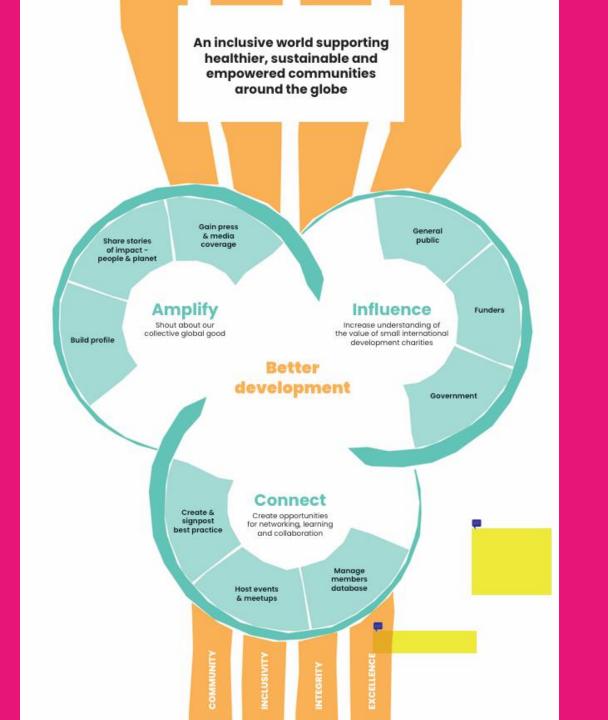
Who you do it with (Audience and Partners)

The change you will create, together (Outcomes and long term impact)



Theory of change examples







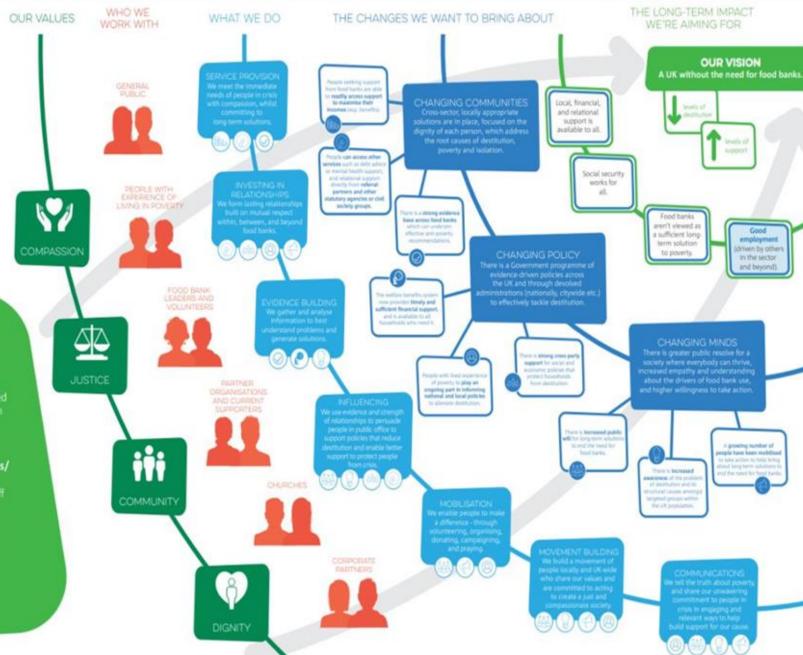
Our Theory of Change



Needs in our community	What we do	How we work	Short term outcomes	Long term outcomes	Our goa
Families are affected by: • Poverty • Stressed family relationships • Isolation	Holistic assessments of needs Financial and practical help Advocacy	We are warm and welcoming We are inspiring and fun	Improved family relationships Feel less isolated Better linked to right services and confident to	Family life is better Families have fewer crises Families receive the right support, including to meet additional needs	
Poor access to opportunities to reach their aspirations Family members with additional needs	One-to-one support Group activities and trips Signposting and referral to	Our work is personalised and holistic- ensuring children's and parents' voices are heard	ask for help Have better access to resources Access more opportunities	Increased emotional resilience Improved school	
Children are affected by: • Poor wellbeing • Poor engagement with learning and school	Parenting courses and support	We are proactive and fast-acting We are well informed	Are happier in school Are more confident Have better wellbeing	attendance and engagement with education • Have better mental health	Нарру,
Parents/Carers are affected by: • Struggling with children's needs • Parenting challenges	Help to access services and information Facilitating parent to parent support Parent ambassador roles	We don't judge and are honest We empower, and help families connect We stay with families	Increased parenting confidence Have better wellbeing	Better engagement with community activities and projects - including as volunteers	healthy a independ children who, in turn,
Poor wellbeing Poor access to services they need Communities are affected by:	Promote and encourage attendance at community	as long as needed	Have better understanding of additional needs of their child Better practical skills (money, work)	Have Detect mensal meanth	grow up i fulfil their l and enga fully wit
Low community engagement or social action Socio-economic challenges High levels of inequality	Provide volunteering opportunities Promote community ambassador roles	We are honest We work cooperatively in partnership	Parents acting as positive role models	Wider range of services and activities in the community are being used Families become socially and politically active in	society
Anti-social and risk-taking behaviour Service providers and commissioners are	Help agencies to work with families	We are honest about what we can and can't do and have clear expectations of others	Increase in volunteering Better relationships within community	communities Reduction in anti-social and risk-taking behaviour	
affected by: • Struggling to engage some families • Overstretched services and infrastructure	Sharing knowledge Advocating for understanding of our families' needs and holistic responses	We value and protect the assets in our communities	Better co-ordinated services around families Better relationships	Reduction in need for higher cost, crisis services Increased social capital	



THEORY OF CHANGE



ABOUT THE TRUSSELL TRUST

We're here to end the need for food banks in the UK.

We support a UK-wide network of more than 1,200 food bank centres and together we provide emergency food and support to people locked in poverty, and campaign for change to end the need for food banks in the UK.

Our most recent figures for the number of emergency food supplies provided by our network: trusselltrust.org/news-and-blog/latest-stats/

The Trussell Trust's food bank network brings together volunteers, staff and supporters of all faiths and none to make a difference. Local churches play a vital part in this work, with around 12,000 churches actively involved in donating food, and providing venues, volunteers and financial support for food banks.

You can read more about our work at trusselltrust.org

The Trussell Trust is Kery. Charity in England & Woles (1120522) and Scotland (ICO4424 Reg. Ltd. Co. in England & Wales (5434524). Vision: A world where diverse communities live in harmony and every individual, regardless of race, nationality or ethnic origin, has the opportunity to realize their full potential.

Access to resources, rights and services

Knowledge facilitators

Emotional & psychological facilitators

Our impact is cumulative and connected. We need to deliver outcomes across these areas, to all audiences, to create our vision.

Individuals and Families experiencing inequity, discrimination, or navigating immigration and asylum status

Improved access to rights, services, and resources

Have knowledge and understanding of systems, process and rights

Feel safe, heard, and confident to take action

Connected outcomes

Agencies, services and decision makers have knowledge and understanding of Cambridge's ethnically minoritised communities

Groups

Community activities, and services run by and for ethnically minoritised communities

Improved access to funding, resources, networks and opportunities for representation

Have knowledge and understanding of systems, regulations and services

Have collective understanding of purpose and identity

Connected outcomes

Individuals and families have improved access to services, feel safe and heard

Agencies, services and decision makers have knowledge and understanding of Cambridge's ethnically minoritised communities

Agencies and Services

Employers, providers and agencies who affect experience and impact of inequity and discrimination

Create accessible, inclusive and non – discriminatory services

Knowledge & understanding of minoritised ethnic communities & how to be inclusive

Staff have consciousness & capability to understand discrimination and inequity

Connected outcomes

Individuals and families have improved access to services, feel safe and heard

Groups have improved access to funding, resources and networks

Decision Makers

Organisations which make decisions on policies and use of resources which improve equity

Create policies and use resources to improve equity

Knowledge & understanding of ethnically minoritised communities

Staff have consciousness & capability to understand discrimination and inequity

Connected outcomes Individuals and families have improved access to services, feel safe and heard

Groups have improved access to funding, resources and networks

Agencies and services create accessible, inclusive and non-discriminatory services

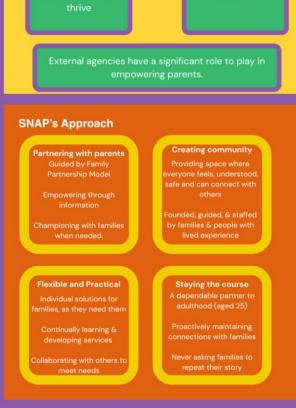
Increased genuine representation and collaboration for systems change

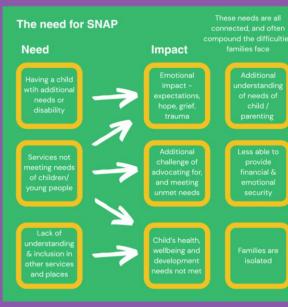
SNAP's Impact Model

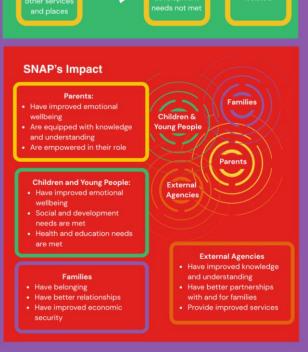
"Partnering with parents, we support families whose children have additional needs or disabilities by providing compassion, guidance and hope."











What a theory of change is and isn't

It is

A description of how and why you will create change

A way of finding clarity in the complexity of what you do

The basis for understanding, interpreting, and communicating impact

It isn't

Set in stone

The diagram

One size fits all



Objective two:

Understand the value of Theory of Change



REFLECTION: What do you want from a Theory of Change?



Deepening your impact

Creating space for learning

Strengthening strategy

Improving evidence and communications

What's missing?



Deepening your impact

For individuals

Empowering people in their journey

Supporting reflection

Championing progress

For the people you work with and for

Improving intentionality and shared understanding

Improving connection and opportunity for collaboration



Vision: A world where diverse communities live in harmony and every individual, regardless of race, nationality or ethnic origin, has the opportunity to realize their full potential.

Access to resources, rights and services

Knowledge facilitators

Emotional & psychological facilitators

Our impact is cumulative and connected. We need to deliver outcomes across these areas, to all audiences, to create our vision.

Individuals and Families experiencing inequity, discrimination, or navigating immigration and asylum status

Improved access to rights, services, and resources

Have knowledge and understanding of systems, process and rights

Feel safe, heard, and confident to take action

Connected outcomes

Agencies, services and decision makers have knowledge and understanding of Cambridge's ethnically minoritised communities

Groups

Community activities, and services run by and for ethnically minoritised communities

Improved access to funding, resources, networks and opportunities for representation

Have knowledge and understanding of systems, regulations and services

Have collective understanding of purpose and identity

Connected outcomes

Individuals and families have improved access to services, feel safe and heard

Agencies, services and decision makers have knowledge and understanding of Cambridge's ethnically minoritised communities

Agencies and Services

Employers, providers and agencies who affect experience and impact of inequity and discrimination

Create accessible, inclusive and non – discriminatory services

Knowledge & understanding of minoritised ethnic communities & how to be inclusive

Staff have consciousness & capability to understand discrimination and inequity

Connected outcomes

Individuals and families have improved access to services, feel safe and heard

Groups have improved access to funding, resources and networks

Decision Makers

Organisations which make decisions on policies and use of resources which improve equity

Create policies and use resources to improve equity

Knowledge & understanding of ethnically minoritised communities

Staff have consciousness & capability to understand discrimination and inequity

Connected outcomes Individuals and families have improved access to services, feel safe and heard

Groups have improved access to funding, resources and networks

Agencies and services create accessible, inclusive and non-discriminatory services

Increased genuine representation and collaboration for systems change



Identifying what is important about how you work

Understanding what matters most to people so you can strengthen it

A basis for shared learning – organisational, and with partners



Digging deep and reflecting on how you are delivering your purpose

Sharing knowledge and creating collective understanding on what is happening internally and externally

Creating consensus on what is important





The basis for monitoring impact (on your terms...)

Better able to communicate what you do and why

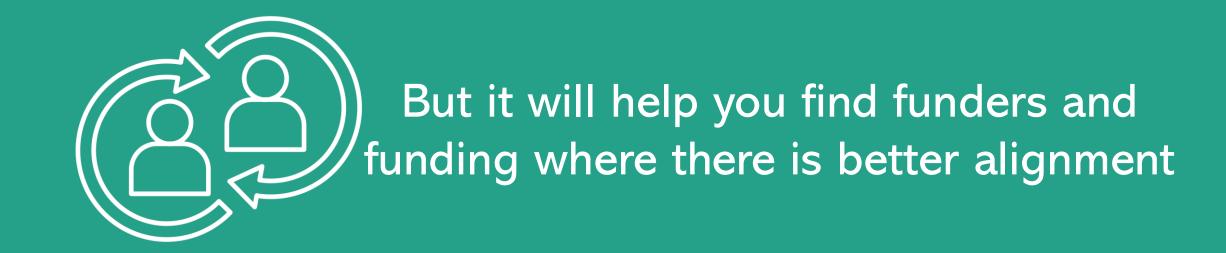
More consistent messaging

More credibility in being part of conversations about policy and decisions

Improving evidence and communications



Not just for funders...





REFLECTION: What resonates for you?



Objective three:

Know how to get the most from your Theory of Change



A bad Theory of Change

Created to respond to funder priorities

Not listening to diverse voices

Overplays the role of the organisation

Prioritising external knowledge over internal knowing

Doing it as a 'tick box'

Is full of confirmation bias



A good Theory of Change

Created to respond to funder priorities

Created for the whole organisation first.

Not listening to diverse voices

Inclusive. Involve the whole organisation.

Overplays the role of the organisation

Acknowledges the role of others and limits of your role

Prioritising external knowledge over internal knowing Be confident in what you do, your knowledge and understanding.
(But open to external view)

Doing it as a 'tick box'

Being clear on the value and what you want to gain before you start.

Is full of confirmation bias

Positively challenges thinking and assumptions.



Find a balance

What you know about the people, place, situation and how you know it.

What sits behind your approach (staff training and professional backgrounds, participatory approaches etc)

Your foundations

What external frameworks, knowledge, approaches can strengthen your work, and your evidence base?

Strengthened



REFLECTION: What influences the way you work?

What you know works

Funders

Regulatory bodies

Status quo

People you exist for

What we believe matters

A professional/ theoretical framework



Objective three:

Know how to get started in creating your Theory of Change



The traditional approach

Create a 'problem statement' Then start at the end Identify the long term impact (GOAL) Confirm causal links a.k.a how do you know? Identify the steps towards impact (OUTCOMES) Confirm what you do to achieve outcomes (ACTIVITIES)

Confirm causal links a.k.a how do you know?

Confirm causal links a.k.a how do you know?

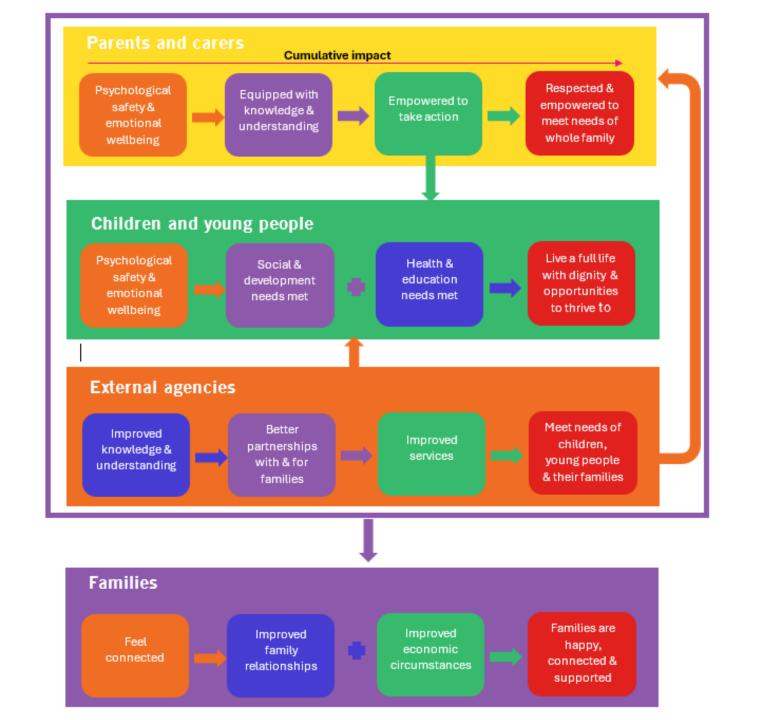


The trouble with the traditional approach

Created by academics and prioritises academic evidence as superior

Assumes clear linear cause and effect





The trouble with the traditional approach

Created by academics and prioritises academic evidence as superior

Assumes clear linear cause and effect

Assumes you are solving problems...



Lay strong foundations

Clarify what you believe / want to see Create clarity about what you know about why this is important Be clear on what is in your power to change and why you are best to do that Breakdown what you do to create change Understand what about your approach matters and makes change possible



Clarify what you believe / want to see

Create clarity about what you know about why this is important

Be clear on what is in your power to change and why you are best to do that

Breakdown what you do to create change

Understand what about your approach matters and makes change possible

Vision / Long term goal / strategic period goal



We believe

When parents and carers are respected and empowered



Children and young people can live with dignity and opportunities to thrive



Families are happier and stronger

External agencies have a significant role to play in empowering parents.



Knowledge, understanding, evidence Identify what you believe / want to see

Create clarity about what you know about why this is important

Be clear on what is in your power to change and why you are best to do that

Breakdown what you do to create change

Understand what about your approach matters and makes change possible



The need for SNAP

These needs are all connected, and often compound the difficulties families face

Need

Having a child wtih additional needs or disability



Impact

Emotional
impact expectations,
hope, grief,
trauma

Additional understanding of needs of child / parenting

Services not meeting needs of children/ young people



Additional challenge of advocating for, and meeting unmet needs

Less able to provide financial & emotional security

Lack of understanding & inclusion in other services and places



Child's health, wellbeing and development needs not met

Families are isolated



Identify what you believe / want to see

Create clarity about what you know about why this is important

Be clear on what is in your power to change and why you are best to do that

Specific groups / audiences you can create impact with

Breakdown what you do to create change

Understand what about your approach matters and makes change possible



SNAP's Impact

Parents:

- Have improved emotional wellbeing
- Are equipped with knowledge and understanding
- Are empowered in their role

Children and Young People:

- Have improved emotional wellbeing
- Social and development needs are met
- Health and education needs are met

Families

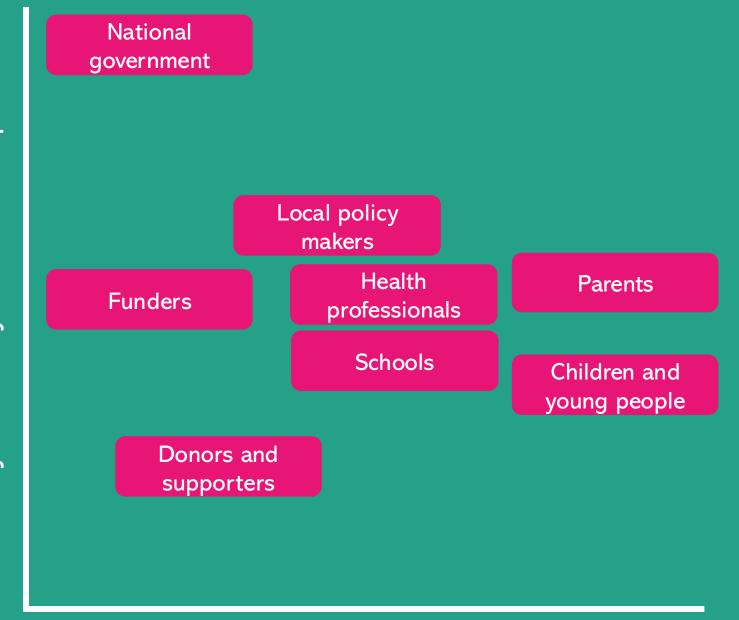
- Have belonging
- Have better relationships
- Have improved economic security



External Agencies

- Have improved knowledge and understanding
- Have better partnerships with and for families
- Provide improved services







Identify what you believe / want to see

Create clarity about what you know about why this is important

Be clear on what is in your power to change and why you are best to do that

Breakdown what you do to create change

Understand what about your approach matters and makes change possible

Don't focus on your services – find the component parts and match to your audience



Audience

Community groups

Individuals and Families

Broader systems and policies Agencies and Service Providers

Decision Makers



Activities

Practical advice, support and

signposting

Access to information

Case work

Communications

Liaise and facilitate with services

Advocate on behalf of individuals

Information events

Formal advocacy/ tribunals

Skills Development

Training

Championing Cambridge's minoritised ethnic communities

Communications

Events to platform groups

Influencing

Facilitating representation

These are the activities we deliver through our various services.



Identify what you believe / want to see

Create clarity about what you know about why this is important

Be clear on what is in your power to change and why you are best to do that

Breakdown what you do to create change

Understand what about your approach matters and makes change possible

What's your secret sauce?



SNAP's Approach

Partnering with parents

Guided by Family Partnership Model

Empowering through information

Championing with families when needed.

Creating community

Providing space where everyone feels, understood, safe and can connect with others

Founded, guided, & staffed by families & people with lived experience

Flexible and Practical

Individual solutions for families, as they need them

Continually learning & developing services

Collaborating with others to meet needs

Staying the course

A dependable partner to adulthood (aged 25)

Proactively maintaining connections with families

Never asking families to repeat their story



Then find your causal links (a.k.a how do you know?)

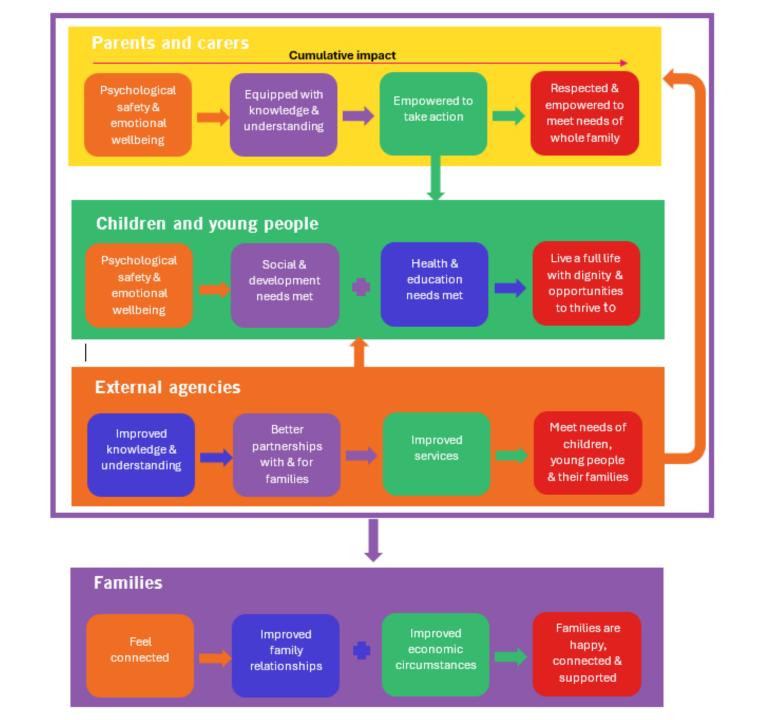
Don't get caught up in making it neat before you've untangled it!

Think about the specific people, places, conditions you want to change in turn

Think about the connections between these people

Map the complexity





Vision: A world where diverse communities live in harmony and every individual, regardless of race, nationality or ethnic origin, has the opportunity to realize their full potential.

Access to resources, rights and services

Knowledge facilitators

Emotional & psychological facilitators

Our impact is cumulative and connected. We need to deliver outcomes across these areas, to all audiences, to create our vision.

Individuals and Families experiencing inequity, discrimination, or navigating immigration and asylum status

Improved access to rights, services, and resources

Have knowledge and understanding of systems, process and rights

Feel safe, heard, and confident to take action

Connected outcomes

Agencies, services and decision makers have knowledge and understanding of Cambridge's ethnically minoritised communities

Groups

Community activities, and services run by and for ethnically minoritised communities

Improved access to funding, resources, networks and opportunities for representation

Have knowledge and understanding of systems, regulations and services

Have collective understanding of purpose and identity

Connected outcomes

Individuals and families have improved access to services, feel safe and heard

Agencies, services and decision makers have knowledge and understanding of Cambridge's ethnically minoritised communities

Agencies and Services

Employers, providers and agencies who affect experience and impact of inequity and discrimination

Create accessible, inclusive and non – discriminatory services

Knowledge & understanding of minoritised ethnic communities & how to be inclusive

Staff have consciousness & capability to understand discrimination and inequity

Connected outcomes

Individuals and families have improved access to services, feel safe and heard

Groups have improved access to funding, resources and networks

Decision Makers

Organisations which make decisions on policies and use of resources which improve equity

Create policies and use resources to improve equity

Knowledge & understanding of ethnically minoritised communities

Staff have consciousness & capability to understand discrimination and inequity

Connected outcomes Individuals and families have improved access to services, feel safe and heard

Groups have improved access to funding, resources and networks

Agencies and services create accessible, inclusive and non-discriminatory services

Increased genuine representation and collaboration for systems change

Doing it well



Good conversation



Iteration



Sense checking



Reflection

Which areas need most work in your organisation?



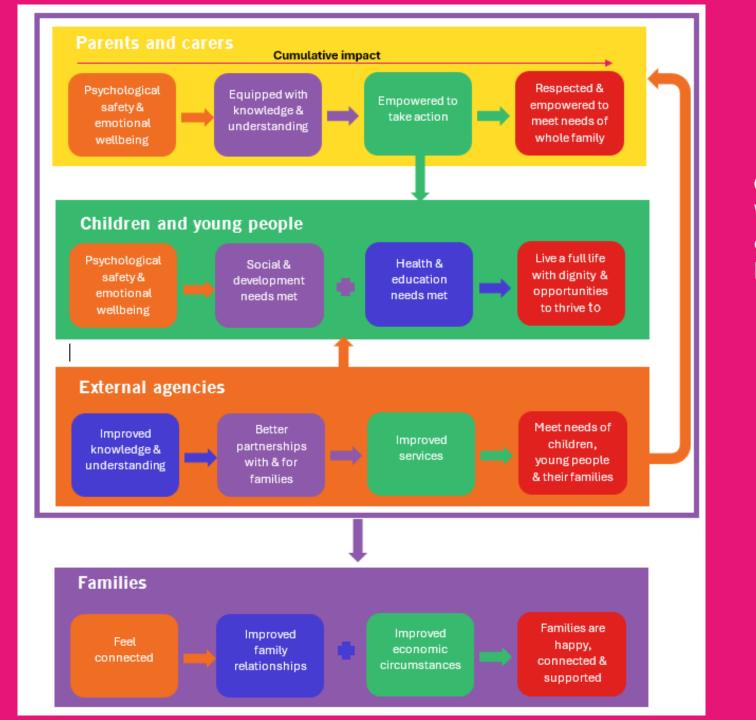


Measuring impact



What to measure

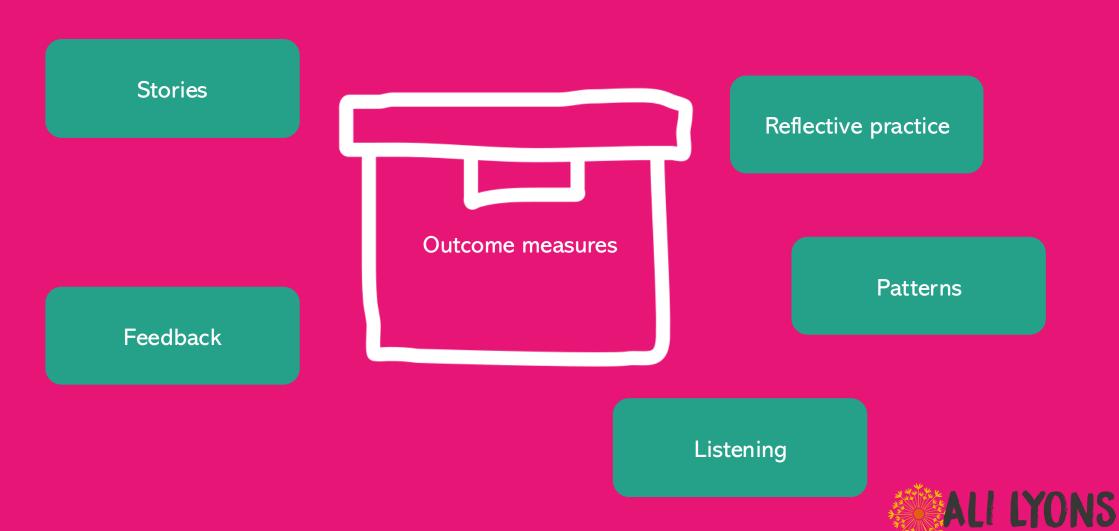




Outcomes
What can you measure to check if these things are happening?



Think outside the box



Vision: A world where diverse communities live in harmony and every individual, regardless of race, nationality or ethnic origin, has the opportunity to realize their full potential.

Access to resources, rights and services

Knowledge facilitators

Emotional & psychological facilitators

Our impact is cumulative and connected. We need to deliver outcomes across these areas, to all audiences, to create our vision.

Individuals and Families experiencing inequity, discrimination, or navigating immigration and asylum status

Improved access to rights, services, and resources

Have knowledge and understanding of systems, process and rights

Feel safe, heard, and confident to take action

Connected outcomes

Agencies, services and decision makers have knowledge and understanding of Cambridge's ethnically minoritised communities

Groups

Community activities, and services run by and for ethnically minoritised communities

Improved access to funding, resources, networks and opportunities for representation

Have knowledge and understanding of systems, regulations and services

Have collective understanding of purpose and identity

Connected outcomes

Individuals and families have improved access to services, feel safe and heard

Agencies, services and decision makers have knowledge and understanding of Cambridge's ethnically minoritised communities

Agencies and Services

Employers, providers and agencies who affect experience and impact of inequity and discrimination

Create accessible, inclusive and non – discriminatory services

Knowledge & understanding of minoritised ethnic communities & how to be inclusive

Staff have consciousness & capability to understand discrimination and inequity

Connected outcomes

Individuals and families have improved access to services, feel safe and heard

Groups have improved access to funding, resources and networks

Decision Makers

Organisations which make decisions on policies and use of resources which improve equity

Create policies and use resources to improve equity

Knowledge & understanding of ethnically minoritised communities

Staff have consciousness & capability to understand discrimination and inequity

Connected outcomes Individuals and families have improved access to services, feel safe and heard

Groups have improved access to funding, resources and networks

Agencies and services create accessible, inclusive and non-discriminatory services

Increased genuine representation and collaboration for systems change

Develop a learning approach



Listening, observing, analysing, reflecting - together



Finding the right measures



Identify what matters

To the people you exist for

To be able to do your job well

To funders and partners



Vision: A world where diverse communities live in harmony and every individual, regardless of race, nationality or ethnic origin, has the opportunity to realize their full potential.

Access to resources, rights and services

Knowledge facilitators

Emotional & psychological facilitators

Our impact is cumulative and connected. We need to deliver outcomes across these areas, to all audiences, to create our vision.

Individuals and Families experiencing inequity, discrimination, or navigating immigration and asylum status

Improved access to rights, services, and resources

Have knowledge and understanding of systems, process and rights

Feel safe, heard, and confident to take action

Connected outcomes

Agencies, services and decision makers have knowledge and understanding of Cambridge's ethnically minoritised communities

Groups

Community activities, and services run by and for ethnically minoritised communities

Improved access to funding, resources, networks and opportunities for representation

Have knowledge and understanding of systems, regulations and services

Have collective understanding of purpose and identity

Connected outcomes

Individuals and families have improved access to services, feel safe and heard

Agencies, services and decision makers have knowledge and understanding of Cambridge's ethnically minoritised communities

Agencies and Services

Employers, providers and agencies who affect experience and impact of inequity and discrimination

Create accessible, inclusive and non – discriminatory services

Knowledge & understanding of minoritised ethnic communities & how to be inclusive

Staff have consciousness & capability to understand discrimination and inequity

Connected outcomes

Individuals and families have improved access to services, feel safe and heard

Groups have improved access to funding, resources and networks

Decision Makers

Organisations which make decisions on policies and use of resources which improve equity

Create policies and use resources to improve equity

Knowledge & understanding of ethnically minoritised communities

Staff have consciousness & capability to understand discrimination and inequity

Connected outcomes Individuals and families have improved access to services, feel safe and heard

Groups have improved access to funding, resources and networks

Agencies and services create accessible, inclusive and non-discriminatory services

Increased genuine representation and collaboration for systems change

Finding the right measures

Audit what you already do

See what is out there, but make sure it is a good fit

Prioritise doing a few really well

Be proportionate



Recap



Objectives

Understand what a Theory of Change is

Know how to get the most from your Theory of Change

Understand the value of Theory of Change

Know how to get started in creating your Theory of Change



REFLECTION: What action are you going to take?

