

Measuring Your Social Impact

a practical introduction



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Introduction

When we talk to organisations about Social Impact Measurement the most common response is that it just feels like there is now this extra thing they need to do in relation to their monitoring but without having access to the necessary resources to implement it.

The purpose of this free e-book is help you make sense of what social impact measurement is, how it could work in your organisation and how you implement it without having to spend 10K or more on a consultant.

We take the view that every social enterprise and voluntary organisation from the smallest to the largest can be measuring their social impact. Long gone are the days when just saying that we were doing a 'good thing' would secure any funding. Today, quite rightly, funders and investors want to know that the investment they make is going to be making a real difference.

There has been a lot of discussion over the last few years about measuring the social impact that social enterprises and other Third Sector organisations are making.

Funders, government, investors and corporate bodies are interested in making sure their investments have the greatest impact possible and are looking for ways measure this.

But this is not the only reason why it is good to measure our social impact. The real benefits from this process are those that are created for the organisation itself - not the funders that support it.

If we, in the sector, found a way to tell the whole story of the impact we are having - not just a series of numbers about how many people walked through our doors - we would have an incredibly powerful tool that would:

- enable us to improve our credibility and encourage people to believe what we say
- inspire and motivate our staff and volunteers
- encourage us to continuously improve our services
- communicate to other stakeholders how great we are

- form the basis of effective and powerful publicity materials, funding applications and press releases.

This is the real power of measuring our social impact - enabling us to market our organisations, inspire our staff and volunteers and attract more funding and investment.

At The Tool Factory we work with organisations of all sizes from the smallest community groups, to the largest of national organisations, from pre-start ups to well-established charities who have a decades of stories to tell.

We believe that each one of these organisations can be measuring their social impact - however small or new they are.

Different sizes and types of organisations will require different tools. However, if we take the approach that as an organisation grows and develops it can build additional complexity into the social impact measurement system that it is using to meet its new needs as a larger, more developed organisation.

For example, a small local social enterprise may find the SROI (Social Return on Investment) tool is not appropriate at the current time. But if they introduce a Social Accounting model now, then when they grow and become more sophisticated as an organisation they can build on the model they are already using and introduce the additional concepts of the SROI approach.

For small organisations we often suggest that they start by measuring just one indicator - maybe related to one activity they are running; just to get them started. Once the organisation is used to this they can then add more indicators and grow their social impact measurement model.

In fact, if we can encourage all new organisations to build social impact measurement into their organisations right from the very start we will, over time, have a sector in which social impact measurement and reporting is the norm.

Let's just get every organisation started on doing some level of social impact measurement - we can build on it from there.

What does Social Impact mean?

At the beginning of each training session we run on this topic we always ask everyone how the term 'social impact measurement' makes them feel.

Regularly the responses are phrases like - scared, confused or overwhelmed. We have also had people suggest it sounds like it could be a painful medical procedure!

But what does the term 'social impact' really mean.

Let's break it down into its two elements - 'impact' and 'social'.

The word 'impact' we understand. When we think of the word it almost sounds violent - like a hammer impacting a plaster board. But what we do know is that the word 'impact' there is some consequence to the action we take - what we do creating change in something else. The hammer leaving a hole in the plaster board.

If I crash my car into someone else's the impact that has changes the car I drove into - the impact causes a dent in the other car (and probably mine too!).

So what about the 'social' element?

We already do 'social'. That is our reason for being; the purpose of the organisations we work in - to address a social need we have identified in our communities.

If I asked you to tell me about your social aims you could probably come up with a response fairly easily.

But what if I asked you what the social impact was that your organisation was achieving? You'd probably look back at me with a blank look.

Well, if the impact we have are the consequences of our actions. Then our social impact is simply the consequences of the actions we take to address the social needs we have identified.

Put even more simply isn't 'social impact' just the change we bring to the lives of the people and the organisations we work with?

So if that is the case, and 'social impact' is purely the change we facilitate in the communities we work in then that is something we can all do.

Rather than asking you about the social impact your organisation is achieving, what if I asked you to give me an example of how your organisations has changed someone's life.

We can all do that. We love telling stories about the changes we have seen in the lives of our clients or the organisations we work with. We thrive on those stories.

In our training sessions we ask everyone to share their favourite stories - the inspirational ones - about a client who has been impacted in a significant way by the services they offer. Everyone has at least one story to share.

That is our 'social impact' - how the lives of our clients are being changed.

It isn't actually anything new and what you will find is that very little of what is written in this e-book is new. 'Social Impact Measurement' is just a new term and a new approach to doing something we have always done - talk about how our organisation is impacting the lives of the people or organisations we work with.

Of course the challenge then is how we actually measure the impact we have had - but we'll come to that later.

Social Impact

telling the story of the change we are bringing to people's lives and to the organisations we work with



How do we decide what the change is that we are looking to bring to the lives of the people or organisations we work with?

As I mentioned in the previous section very little of what you will read here is actually new - we are just talking about a new approach to telling the stories of how we have had an impact on the lives of our clients.

If your organisation has already prepared a vision and mission statement, along with aims and objectives then actually you might as well skip over this and move onto the next stage.

If however, you aren't sure about you have done then do just check it against what we refer to. If your organisation hasn't done any of this then we go through this in detail and we have more resources available on this planning process so do email us and we'll send you some more information.

Social Impact Measurement is just part of a series of planning steps that should underpin every organisation - values, vision, mission, aims, objectives.

You may have chosen different names for these steps - it doesn't matter - the important thing is that you have covered each one.

Values

Values encompass your whole organisation - whatever you do will always be guided by your values.

Values act as an internal guidance system.

If you think about your own personal values. If you are ever asked to do something outside of your own values system it will make you feel uncomfortable and it is likely that you will not do it. For example, if I was asked to treat someone in a way that would humiliate them I would refuse - that is against my values.

The values that are important to your organisation are reflected in everything you undertake - how you manage your staff and volunteers, treat your clients and stakeholders and the quality of the service or product they provide.

Typical organisational values might be:

- providing a 'value for money' service
- caring for customers
- being trustworthy
- being profitable
- striving for the highest quality

Our organisations also have a series of values that relate to our social aims - those that drive the work that we do. These might include:

- caring for local community and concern for the environment
- integrity and honesty
- creating opportunities for disadvantaged people
- being a supportive employer
- reinvesting profits back into meeting social aims

Your values will be unique to your organisation - the things that are important to you.

Vision

A vision statement is a statement which explains how different your community is going to look in the future because of the work that you do.

Your vision statement should be inspiring, and create a mental picture in the mind of each person reading it which will help them to imagine what your organisation will be doing. It should get people excited about your organisation.

If you don't have a vision statement yet try to think in terms of 5 or 10 years time - imagine how you would like things to be, what your community will look like once the social problem you are addressing has been eradicated.

Of course there does need to be an element of realism - as worthy as the vision to 'bring world peace' would be, unfortunately it is unlikely to be considered realistic in the next 10 years.

At the same time, however, your vision statement should push your organisation. There is no point to a vision statement that you could achieve in the next 6 months - dream bigger dreams than that!

A vision statement can be as detailed as you want it to be. However it needs to be simple enough to be easily understood; and must describe where the social enterprise is aiming to be in the future. It can be used as the basis for organisational decisions and the focus of the organisation.

Use simple language and avoid jargon. Make it easy to remember and then you can teach it to all your staff, volunteers and board members and get them to buy into the vision too. That way everyone will be working towards the same goal and everyone knows what your organisation is trying to achieve.

It is often hard to write a vision statement, however once you have a draft you can keep coming back to it, changing it until you are happy. Why not start with the following phrase to inspire you:

We want a society where ...

Although you may not keep that phrase in your final vision statement it will help you get going.

Mission

A mission statement needs to communicate the essence of an organisation to anyone who is interested. Whereas the vision statement looks at the future picture and the values statement talks about what is guiding the social enterprise - the mission statement gives a more pragmatic view of what the social enterprise is currently doing.

It should answer the following four questions:

- who are you?
- what do you do?
- who do you do it for?
- where does it happen?

The Mission Statement should use simple words, ones that people can remember and actually use. It should not be too long - one or two sentences at the most. The words and phrases used should sound good as well. It should also show the uniqueness of the social enterprise by stating how it is different to other organisations.

Aims

Aims are statements that describe what an organisation will do in order to meet its vision and mission. The vision statement outlined the larger plan for the future of organisation and the mission statement gave a brief description of what the organisation is and what it will do. The aims go into more detail and start to talk about the changes that the service or the product will bring to the lives of the people or organisations they are working with.

You may have some general organisational aims which might include statements like the following:

- to become financially sustainable
- to be better than other organisations at what you do
- to produce the highest quality service on the market

You will also have a series of social aims focusing on the benefits that the services or



Now we know what the change is we are looking for, how do we measure it?

Just to recap we have decided that 'social impact' is about telling the story of the change we are bringing to people's lives and to the organisations we work with - the impact we are having.

So we are actually measuring how successful we have been in achieving our social aims - that is the change we are looking for in the lives of the people we work with.

We are of course, when we are talking about measuring our social impact, talking about what is sometimes termed as 'soft outcomes' - the soft and fluffy stuff that relates to people's lives and how organisations grow and develop.

There are other things we can measure - the stuff we can count. Often these are called our 'outputs' - how many people came on our programme, how many times fewer our clients went to the GP, how much more a person's income has increased after providing benefits advice. This is all information we can gather, and it can all be counted.

But when we get to our 'social impact' very little of it can be counted in the same way. We have to find another way to measure it.

If we have written out our social aims then we may have statements such as the following to explain what we are trying to achieve as an organisation:

- to empower young people to achieve their potential
- to enable older people to play an active part in their communities
- to promote healthy eating

We are suggesting that you use a simple four step model to turn your aim into what we would term as an 'indicator' - the thing that 'indicates' the change you are looking for - the thing you are actually going to measure.

Step 1 - What is the change?

The first step is for you to take each aim in turn and decide what the change you are looking for in the lives of the people or

organisations you work with would actually look like?

What will it be that illustrates the change in them? Will it be that the young people will begin to feel hopeful about their future? Or might the older people feel less isolated? Or the people you are working with feel better about themselves?

Imagine your clients, be their individuals, groups or organisations, before they have any level of engagement with you. Then imagine them afterwards, if your programme is as successful as you would love it to be, how would they be different? What would the change be? What would it look like?

Let's take an example of an organisation running a job-readiness programme for young people that has as one of its aims to empower those young people to achieve their potential.

When they identified the change they were looking for, the key thing that was important to them was that young people would be more confident in both work-related and social situations.

That was the change they were looking for. By the time a young person left their programme they would be expecting them to be much more confident in both a work setting and in social situations.

Step 2 - Who will you ask?

The second step is then to decide which groups of people would be best placed to notice that change in the clients you are working with.

In the case of the job-readiness programme for young people the organisation decided that the young people themselves would be the best judge of how much their confidence had increased throughout the programme.

This won't always be the case. If you are working with children or people with disabilities for example, it may be more appropriate for a case worker to make an assessment on behalf of the individual - to decide on the change they have observed working alongside of them.

You will know what is most appropriate for your situation.

Step 3 - What questions will you ask?

So by this stage of the process you will have decided on what exactly the change is that you are looking for, and you have made a decision on who is the best person to assess the level of change.

The third step is for you to decide what would be the best questions you can ask to find out your clients, or your staff about your clients. These are our 'indicators' - the things that indicate the change we are looking for.

So if we go back to our example of a job-readiness programme for young people - they were interested in measuring an increase in confidence of the young people in both work-related and social situations.

They had decided that the young people themselves were the best judge of how much more confident they were after having completed the programme.

So at this stage they now had to decide what questions they would ask the young people to find out about their confidence levels.

They decided on three questions:

- How confident would you feel phoning a company to get a job application pack?
- How confident would you feel going to a job interview?
- How confident would you feel going to a party where you only know one or two people?

They felt that these three questions would give them a good idea of overall confidence levels of the young people they were working with.

There has been a lot of discussion in the world of social impact measurement about using standardised indicators.

On one hand having a set of standard indicators, or questions, to choose from would make it easier for you - rather than having to come up with your own.

It would also be useful for funders who wanted to measure the impact of those organisations they are funding through a particular programme.

However, this would only really be worthwhile if the organisations have the freedom to set their own indicators on top of those prescribed by their funders and organisations were given the appropriate resources to enable them to build in this measurement to their existing systems.

This would also work for membership organisations wishing to measure the impact of their members - the data would be useful not only as a complete set, but it could also be used for geographical studies and benchmarking.

The danger of prescribing a set of standard indicators is that we end up with a situation where we are trying to fit a 'square peg' organisation into a 'round hole' indicator.

The work that you do, and the change that you are looking to see, may have similarities with other organisations but may have its differences too.

We don't want to get into the situation where we are trying to fit our work and the aims we are trying to achieve into a prescribed set of indicators.

However, having the option to see what others have done can make this whole process easier.

If you would like to talk to us about what other organisations have chosen for their indicators do get in contact - our details can be found at the back of this book.

Step 4 - Measuring the 'Distance Travelled'

The final step in this process is to actually find a way to measure the actual change in an individual or an organisation.

In the case of the job-readiness programme for young people we aren't just interested in how confident they are feeling at the moment - what is more important is how much more confident they feel after having engaged with the programme than they were before they started on it.

We call that the 'distance travelled'.

If we imagine their confidence levels as a scale going from 'completely scared' to 'incredibly confident' we want to know how far they have travelled up the scale over the course of the programme.

That means that we have to know where they started on the scale, where they ended up on the scale and work out what the distance travelled between those two points were.

So this means two things:

- we have to devise a scale on which we can measure this change
- we have to ask the questions we have chosen more than once so that we can measure the distance travelled along the scale

Let me share with you another example, when we run our training courses on Social Impact Measurement we follow this same process.

The change we are looking for is that participants on the training course will leave understanding the different concepts we have covered and be confident in how to introduce social impact measurement into their own organisation.

At the beginning of each training session we ask participants to rate themselves on a scale of 1 to 10 in answer to the following questions:

How confident would you feel explaining the following concepts to a colleague?

- identifying the change you make in your client's lives
- what the term 'social impact measurement' means
- what the term 'indicator' refers to
- how to choose what to measure to show the change you make in people's lives
- the similarities and differences between Social Accounting and Social Return on Investment (SROI)
- the different tools that are available

The participants are, in this case, the best people to ask these questions of. We make suggestions as to what the different points on

the scale might mean - a '0' meaning 'not at all confident', a '5' meaning 'fairly confident' etc.

We then repeat this process again at the end of the course - asking participants to rate themselves for a second time.

The theory is that, if we have done our job well the participants will feel more confident about the concepts we have covered at the end of the training course than they did at the beginning.

In all our times of using this method to evaluate our training we have only had one person who felt they got less confident as the course progressed - it turns out that as we got further through the day they realised that what they thought they understood they actually didn't.

Once we have each individual's scores we work out their lowest score, their highest and the distance travelled.

You can use whatever scale suits your organisation. You don't have to give guidelines as to what each point on the scale means but it can give people a framework that will help them choose where to mark themselves.

You can ask your clients the questions you have chosen as often as you like - before they join the programme, at the beginning, mid-way, at the end and even 6 or 12 months later.

If you are working with individuals using this process can also be a good way to track their progress throughout a programme. You may notice half-way through that a client is indicating that their confidence level has dropped significantly. You may take this client aside and try and identify any additional support they need.



What if we are a support or second-tier organisation, a funder or our clients are other organisations?

We have geared much of the discussion on this e-book towards organisations that work directly with individuals. However, everything that has been said so far is as relevant for organisations that work with other organisations - be they support or second-tier organisations, funders, consultants or trainers.

In fact, if this is your type of organisation, we believe you can be even more effective at proving your social impact than many other organisations.

Why do we say that? Because not only can you prove your own social impact, but you can also report on how well your own clients, other organisations, have achieved their social impact.

If you are a funder for example, your own social impact might actually be how successfully the organisation you have funded have been in achieving their aims.

You could prescribe a series of indicators for the organisations, as part of your own monitoring systems. If you use standard indicators across all the organisations you fund you can then report across the board, compare organisations with each other and see where your funding has been most successful.

If you can also encourage the organisations you are working with to implement a more comprehensive social impact measurement strategy then you will be able to collect a much wider set of data. This will enable you to report in more detail on the part your funding is playing in helping these organisations achieve their aims.

Of course, any organisation you are asking to implement a social impact measurement strategy must be given access to the resources they need to do it.

You might be surprised at how little these resources will cost for an organisation - very

few will need to pay a consultant to come in and work with them. For most organisations, all they will need is investment in a system or process to make the process of monitoring and client management more effective and efficient.

Tools designed for this process should, just as our own Social Impact Tracker tool does, allow you to automatically collect data from your members whenever you would like - so no more sending out quarterly monitoring forms.

Later on in this e-book we give a more detailed explanation of a system that is being used for this purpose.

For support organisations and national federations it is exactly the same. You need to decide what your purpose is - what the change is you are trying to bring to these organisations, your members.

You may be looking for your members to grow in their understanding and implementation of income generation or quality systems. This is then measured in exactly the same way as in the examples above.

You could either nominate a key staff member to ask the questions of, or even ask a few members of staff and/or volunteers and average out the results.

However, where it gets really interesting is when your members start implementing their own social impact measurement strategies. If you can collect that data from your members then you can build up a very detailed picture of what they are all achieving.

Again, as with the funders, if you are looking to implement this type of social impact measurement, you will need to ensure that organisations have access to the resources they need to do that.

Organisations, like ourselves, who provide tools and resources to help with social impact measurement will be happy to look at discounts for your members. As well as tools and resources, you will also need to ensure that you provide training on how to implement this system and how to understand the indicators and the measurement scales you have chosen.

But our clients aren't going to fill out questionnaires - what are the other options?

It's all very well coming up with these questions to ask our clients but the last thing we want to happen is for them to be spending all their time filling out endless questionnaires.

And in some cases the traditional questionnaire that we might use might be completely inappropriate.

The first question to ask is whether the monitoring and evaluation you are already doing is completely necessary.

We asked this question when we introduced social impact measurement into our training courses. We already used a standard evaluation form which asked about how people found the day, the trainer, the room, the refreshments - all of the standard stuff.

When we decided to start measuring our social impact we actually made a decision that rather than add these new questions to our original evaluation form, we would scrap the original form and just use the new questions.

Instead of all of the standard evaluation questions we now include a reasonable sized space at the bottom of the form and invite participants to make any other comments - these are routinely about the room, the trainer and general comments about the day.

So it may be that rather than adding new questions to your existing forms, that actually some of the other information you are collecting can either be dropped or re-formatted.

If you are adding questions to an existing form just remember to keep it short. Focus on the key questions you want to ask - the quality of the responses you get will diminish if the questionnaire is too long - people will get bored and won't take time to read it properly.

Another tip would be to, if it is needed, use bribery - or should I say 'incentives' to encourage people to fill out your

questionnaires. It doesn't have to be much of an incentive - maybe a £5 voucher if they complete all of the questionnaires throughout the length of the programme or if they are young people try chocolate!

The other way to encourage participation is to actually encourage your clients to get involved and take an interest in the results. It can be empowering for someone to see the results of a questionnaire done over time showing a change in behaviour or attitude. If the change is negative use that as an opportunity to discuss with them any extra support they need.

If you are working with young people or students get creative! You won't have much success trying to get these guys to fill out a traditional questionnaire.

Why not create a large scale version of the form on a wall with flip-chart paper - or even one horizontal line across the wall. Ask the young people to mark where they see themselves on the scale, give them the opportunity to write up comments as well.

There's loads of different creative ways you could come up with to collect the information you need in much more interesting ways that just using a form. Why not use them with adults as well - I'm sure they'd appreciate the change from filling out questionnaires.



I'm not sure we have enough staff resources to put into this - how do we get started?

The answer to that question is: simply.

If we try to throw ourselves in at the deep end let's face it we might get off to a good start but 6 months down the line we will probably have given up. Our staff and volunteers may have given up well before that.

We suggest you actually just pick one programme or activity you are running to start with. Once you have got your social impact measurement strategy in place for that activity, and everyone is used to the process, then you can add another. Over time you will find that you are able to cover everything you do.

One of our clients, The Ladder Centre, did exactly that. They started implementing their social impact measurement strategy with a small plumbing course they were running. Once that is up and running they are planning to move onto one of their other activities.

Don't expect to be measuring everything within the first year - unless you have managed to access additional resources. Pick a priority, set it up, start measuring it and get staff and volunteers used to the system. Then add another one.

Soon everyone will have got the hang of it and you'll be measuring the social impact of a numbers of your different activities. They will also begin to see the benefits and buy into it.

The key is to make it easy for yourself!



How do we collate this information?

This really depends on how complex your system is. The key is to find a system that does not create more work for you, but that actually saves you time because it is an efficient way to handle your data.

If you are like The Ladder Centre and are just starting with one activity you may find that using a spreadsheet is sufficient.

You can set up the spreadsheet with the appropriate formulae so that it will make all the calculations you need.

Once you move onto the next step and start to measure the impact of a number of activities and programmes, to ensure you don't create more work for yourselves than is needed, you are going to have to choose a more sophisticated system.

What you are looking for is one piece of software that will do the following:

- keep all of your clients, partners, staff, volunteers and stakeholders information in one place
- tracks each interaction you have with your contacts - each time they come to a workshop, or have a one-to-one session, or someone talks to them on the phone
- collects monitoring, evaluation and social impact measurement responses from clients and links them to their personal record and then to all the programmes they have engaged in
- allows you to link a service or programme you run with one or more of your social aims - so that all the information you have collected on your contacts can be used to report on your outputs for each programme and on your social impact
- allows you to link a funder to different services and programmes and create reports for funders

The ideal is that you find one system that will do all of these things. This is how we have designed Social Impact Tracker.

If Social Impact Tracker isn't for you there are other systems that are available - but you will find they don't do all of these things and you will have to run two or more systems alongside of each other.

Be careful of choosing this approach as it may create additional work for your staff and volunteers.

Below is an analysis of the key features of the type of software that is available to help you.

	Social Impact Tracker	Funding Dbase	CRM Dbase	MS Outlook
keep your contacts details in once place	✓	✓	✓	✓
tracks each interaction	✓	✓	✓	✗
monitoring & evaluation	✓	✓	✗	✗
social impact measurement	✓	✗	✗	✗
link activities to social aims	✓	✗	✗	✗
link activities to funders	✓	✓	✗	✗
average cost	£2,000	£10,000	£300	£400
included in package	on-site setup, training for staff, volunteer & 1 year support, pay in installments, help with funding applications	may have 1 year support included		comes with MS Office

If you would like to have a look at Social Impact Tracker to see if it might be suitable for you do email Bev at bev@thetoolfactory.com to arrange an online demonstration.

Drop us a line if you want to talk about the other options too - we can point you in the right direction.

Now we have all this information what do we do with it?

So once you have collected all your information - the low scores, high scores, averages and 'distance travelled' the question is how you then present it.

When we collected our data from our social impact measurement questionnaires during our training sessions we can make the following statements ...

90% of our participant on our Social Impact Measurement training courses feel 10 times more confident about measuring their social impact than they did before the training.

75% of participants on our Social Impact Measurement training come to the course feeling confused about how to measure their social impact.

80% of the participants on our Social Impact Measurement training feel ready to start implementing a Social Impact Measurement strategy, the other 20% feel they are almost ready.

Depending on what questions you have asked, and what scale you used to rate the answers you too will be able to make similar statements and produce graphs and tables illustrating the data you have collected.

You may just want to include the information you have collected in your annual report. Alternatively, you may want to produce a separate report - a bit like your annual

financial reports, but focusing on your social impact.

There are also ways you can take this process further, if you would like to.

Social Accounting

This is an approach developed by the Social Audit Network. It looks to provide a process for accounting for an organisation's social, environmental and economic impact.

The process is very similar to the one we have been through - defining your mission/vision and aims, identifying your stakeholders, choosing who to collect data from, asking questions and collating the results.

The social accounting method then takes these results puts them into a report. An auditor would then come and look at the report.

You can find out more about the Social Accounting method from the Social Audit Network website at

www.socialauditnetwork.org.uk

SROI (Social Return on Investment)

This is an approach to understanding the social impacts of a project, organisation or policy. It aims to put a financial value on the key impacts identified by stakeholders.

The financial value shows for each pound that is invested in the organisation how much of a saving would be made. This is often used to show how investment in a project will save the Government money in the long-term. As a result of this, SROI is particularly useful for organisations that are looking to tender for local government or PCT contracts.

You can find out more information from the SROI UK website at **www.sroi-uk.org**.

Other Methods

There are other similar processes that have been developed, such as the SIMPLE tool which was developed by Social Enterprise London in conjunction with Brighton University.

There may well be other tools and methods that you may come across that you can have a look at and see if they might be helpful.



Help ... we need more help

If you feel you need more help with working out how to measure your Social Impact then please do get in contact.

We spend a lot of time talking to organisations about how they are going to measure their social impact - what we have been talking with other organisations about, might be useful for you too, so please do contact us.

We are looking to set up an online community which will enable organisations to share ideas on how to measure their social impact. You can keep up-to-date on developments by visiting our website at **www.thetoolfactory.com** and signing up for our newsletter.

If you would like more information on the Social Impact Tracker then have a look at our website to watch a demo video.



We can also arrange a personal online demonstration for you so you can have a proper look at the software and see how it might work in your organisation.

There are a range of different versions of Social Impact Tracker to suit any organisation from the smallest community group to the largest national funder.

About The Tool Factory

The Tool Factory is a social enterprise that develops tools and resources for social entrepreneurs, Third Sector organisations and other social enterprises.

We were established in 2007 by two existing social enterprises who brought together experience in business planning in the Third Sector and software development to create our first product - Business Plan Writer.

If you need to write your Business Plan - which in the current climate is definitely a good idea - why not use our Business Plan Writer tool.



With an easy-to-use navigation system and extensive help guides the software guides you through every stage of how to write your business plan.

The clever financial tools make putting the money side of the plan straightforward and the sample business plans from social enterprises give examples of what others have written.

The software is suitable to be used by beginners and those with experience of writing business plans.



We also provide an easy-to-use email newsletter tool that will help you create good looking newsletters at a fraction of the cost you are spending at the moment - and save paper at the same time!

There's a free trial for you which you can sign up for on our website - and we'll design a banner for your newsletter for free so you can see what it would look like with your logo on it.

Why not try it out amongst your colleagues and see just how easy it can be.

Contact us for more information:

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