



Bristol Impact Fund

.....
Creating a Story of Change



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Why develop a Story of Change?

To answer the question, why?

A Story of Change is a shared, logical plan (or review) of the difference we want to make – a chain of events including who, how, what and why, to:

- Focus on making a difference (not what we do)
- Inform planning and allocation of resources (formative evaluation)
- Decide what evidence to collect so it is 'good enough'
- Make things credible and reveal and test assumptions
- Support co-production...
- ... or at least ensure all stakeholders are involved

We prefer Stories of Change to Theories of Change or logic models, they are more engaging and less likely to create fixed thinking

Logic will get you from A to B, imagination will get you everywhere

Albert Einstein

These approaches are similar but subtly different

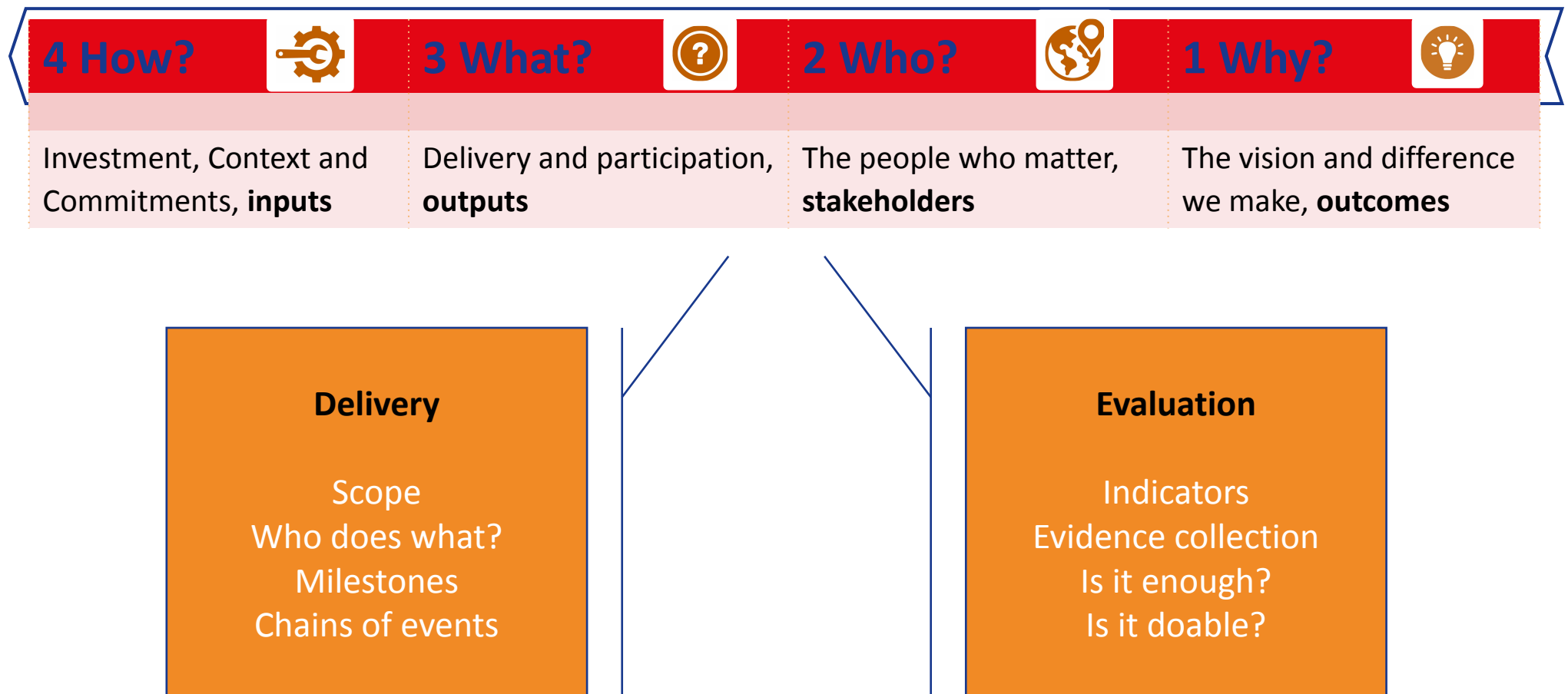
Why we might prefer a Story of Change to a Logic Model or Theory of Change

Logic Models	Theories of Change	Story of Change
Representation	Critical Thinking	Critical and narrative thinking
List of Components	Pathway of Change	Pathways of Change
Descriptive	Explanatory	Exploratory
		Engaging
		Non theoretical

How a Story of Change is created and used

It should be done before we start

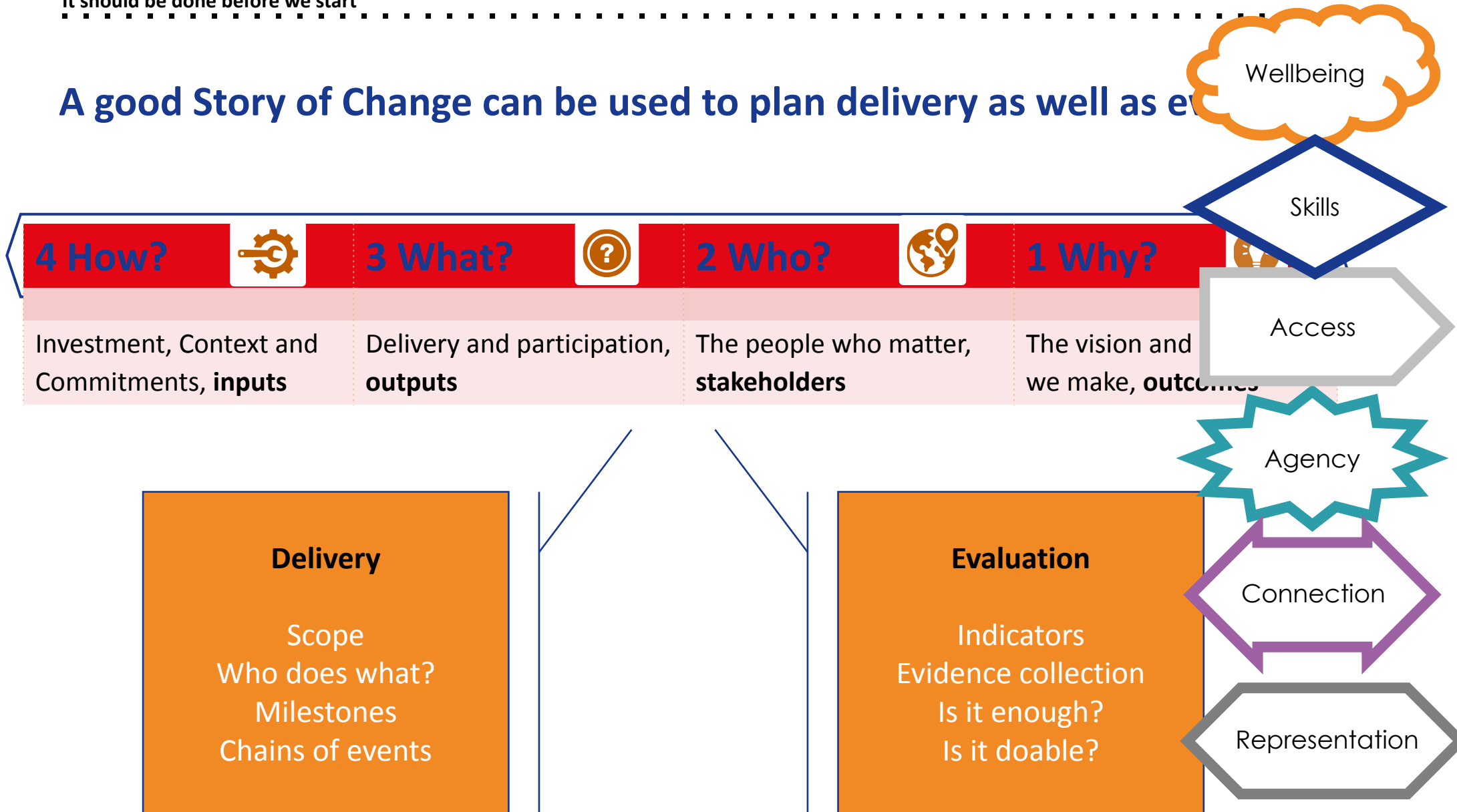
A good Story of Change can be used to plan delivery as well as evaluation



How a Story of Change is created and used

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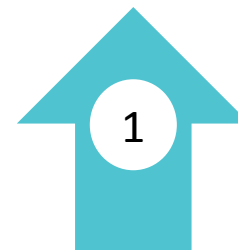
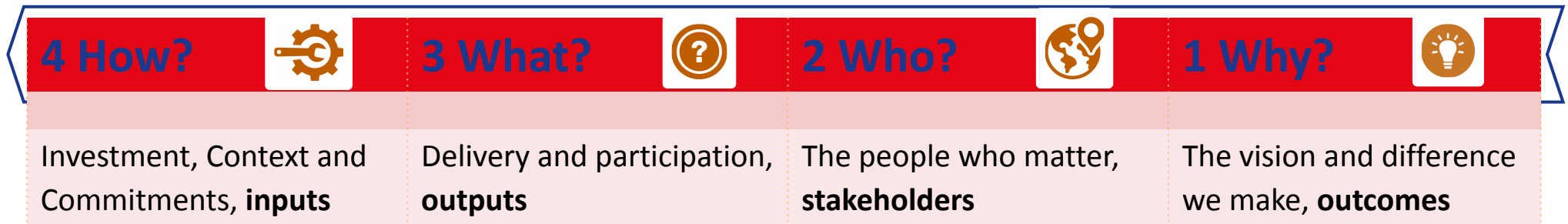
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How a Story of Change- Step 1

It should be done before we start

A good Story of Change can be used to plan delivery as well as evaluation



Start here!

WHO: Stakeholder mapping

Who will we make a difference to?

Thinking about the ripple effects....

The 'WHO' of your project, programme or organisation is a good place to start.

It can be obvious who you are making a difference to, but there may be other stakeholders you haven't thought about. You may not measure the difference you are making with them all but it is good practice to consider them.

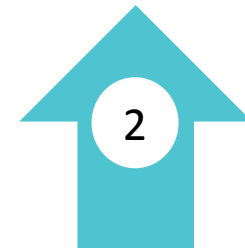
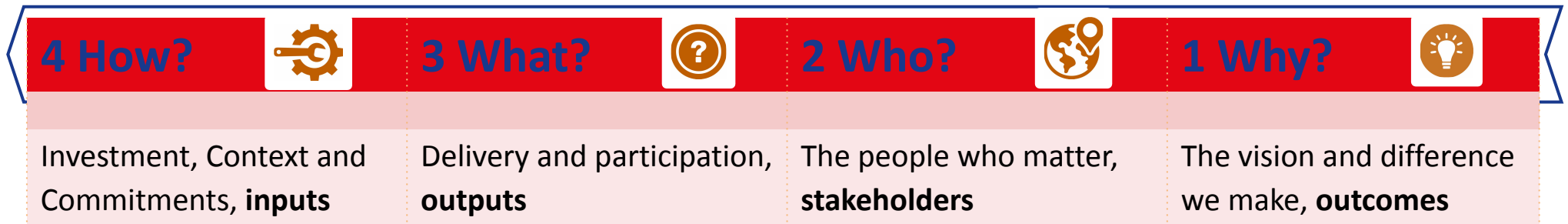
Example stakeholders include:

- Your participants (the people you work with directly, they may be clients, patients or customers).
- Your team (the people who create the activity)
- Your management/board of directors
- Your partners (people not in your direct team but who work alongside you)
- Your funders/local authority/parent organisation
- Other local organisations/businesses who may be effected by your activity
- Friends and family members of participants (ripple effect)

How a Story of Change – Step 2

It should be done before we start

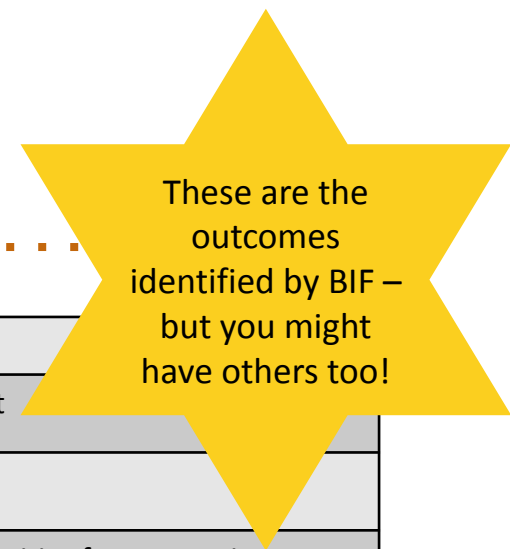
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Once you have your stakeholders think about the difference you'll make to them – what are their outcomes?

WHY: The Outcomes

What is the difference we are trying to make?

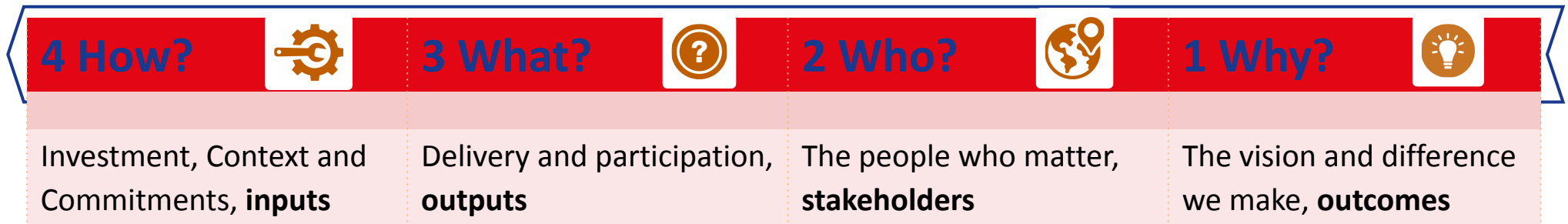


Outcomes	
People feel less isolated or lonely	People can access digital resources and support
People experiencing inequality are less stressed	People engage with wellbeing activities
People affected by hate crime and discrimination feel safer	People experiencing inequality take up opportunities for economic progression
People's mental health and wellbeing is improved	People feel confident to deal with agencies independently
People gain or improve digital/IT skills	People experiencing inequality are able/equipped to access employment
People are supported to make connections	People experiencing inequality take up leadership. roles within their community
People are connected (more connected) to their community	People experiencing inequality are equipped to self-organize to take on issues that are important to them
People participate in community life	People who are underrepresented have increased voice and influence in their community
People experiencing inequality gain knowledge or their rights and services	My VCSE organisation is representative of the community we serve
People are confident to report hate crimes	Policy or strategic decisions are informed by diverse and marginalized experience
People are economically empowered	People who are underrepresented have access to decision makers in the city
People affected by hate crime and discrimination are more able to manage	VCSE organisations have increased resilience to external challenge

How a Story of Change – Step 3

It should be done before we start

A good Story of Change can be used to plan delivery as well as evaluation



What are the principles by which you work...
BIF has some 'Ways of Working' you may have other principles too

HOW: The 'Ways of Working'

What are the principles by which we work?

Equitable

Demonstrate positive action to redress inequity (level up) Build and strengthen equalities-led groups (which often work city wide)

Inclusive

Be proactive and intentional about inclusion Remove physical, attitudinal, cultural, environmental and economic barriers Find respectful, creative ways to empower people and communities who are routinely excluded from community and city life

Asset* based

Take the time to discover, then build on the assets that are already in the community *Assets are people – our interests, time, experience, skills, networks, community and voluntary groups. Assets are also money, buildings, land, the local corner shop, nursery, sheltered housing, businesses and services.

Place based

Continue to build strong, connected communities where people come together, self-organise and shape the future of their communities Encourage many more people to connect and expand the opportunities in their local area

Relational/ Relationship-oriented

Connect people to people, people to power and organisations to each other

Citizen-led

Encourage and nurture citizen action - by and for the people Encourage and enable community-led activity – people with shared experience or interest coming together to find solutions Grow collective skills, knowledge, confidence, curiosity and self-determination

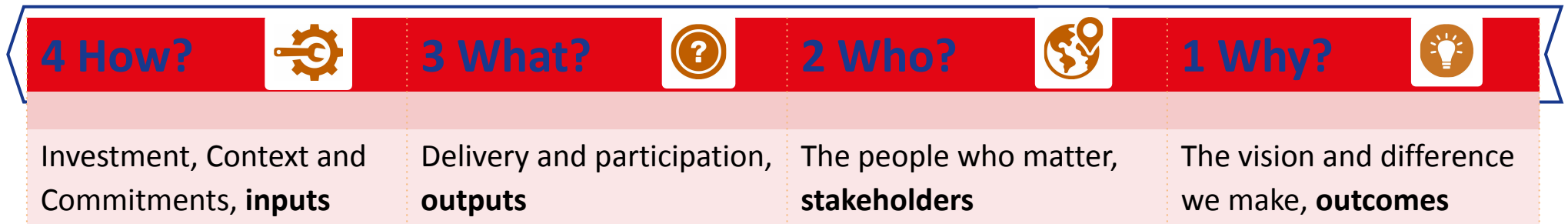
Nurturing the community and voluntary sector eco-system

Strengthen organisations which can help tackle the structural inequality Encourage larger organisations to share their assets (by which we mean people, skills, experience as well as potentially buildings and other physical resources) with smaller organisations & informal networks to build community connection and collaboration Encourage organisations to have deep roots into

How a Story of Change – Step 4

It should be done before we start

A good Story of Change can be used to plan delivery as well as evaluation



When planning, the what the activity will be is the final stage

4 How?



3 What?



2 Who?



1 Why?

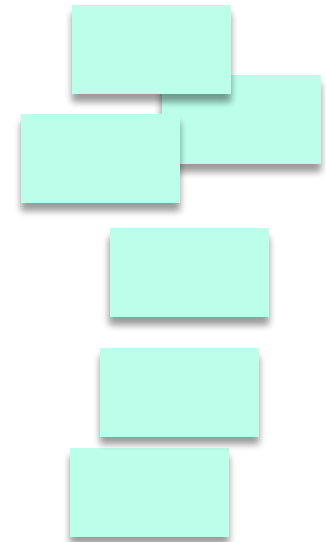
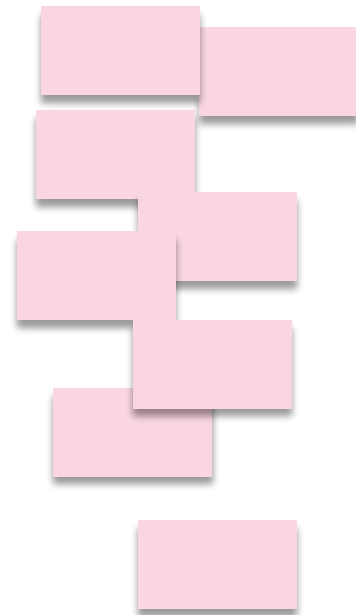
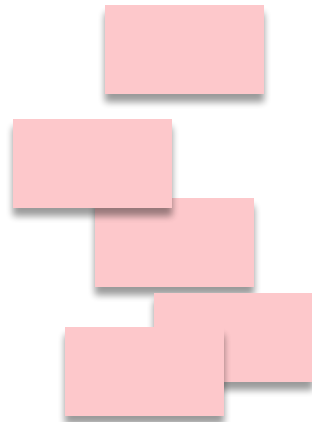
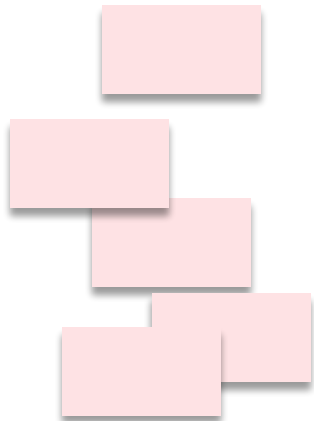


Investment, Context and Commitments, **inputs**

Delivery and participation, **outputs**

The people who matter, **stakeholders**

The vision and difference we make, **outcomes**



Can you draw a 'golden thread' through your Story of Change?

Practical approaches

In the pub, walking the neighbourhood, listening in a workshop

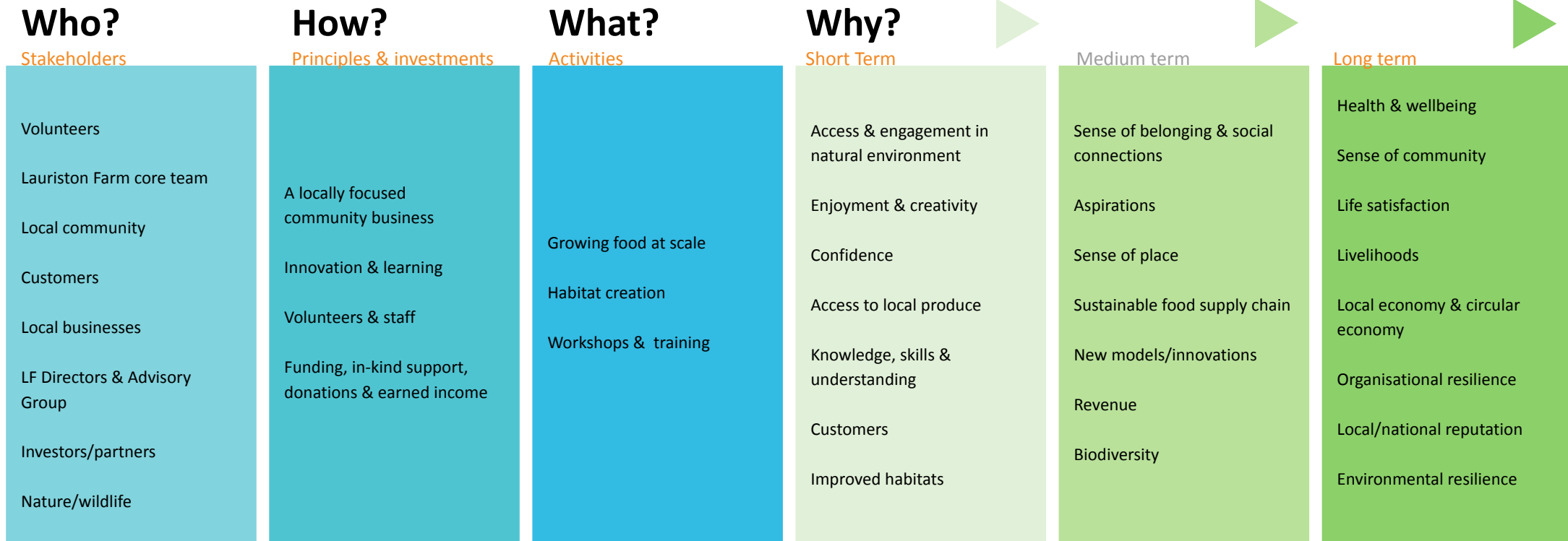
- Wherever you are, you can be more impact focused by asking people, why do you think we should do this? And so what?
- When you want to check your story out, use a simplified 'golden thread' (you can get people to dot vote) and take notes against it
- If you're doing things not in your Story of Change, either your story is wrong or you shouldn't be doing them.

The Story of Change process

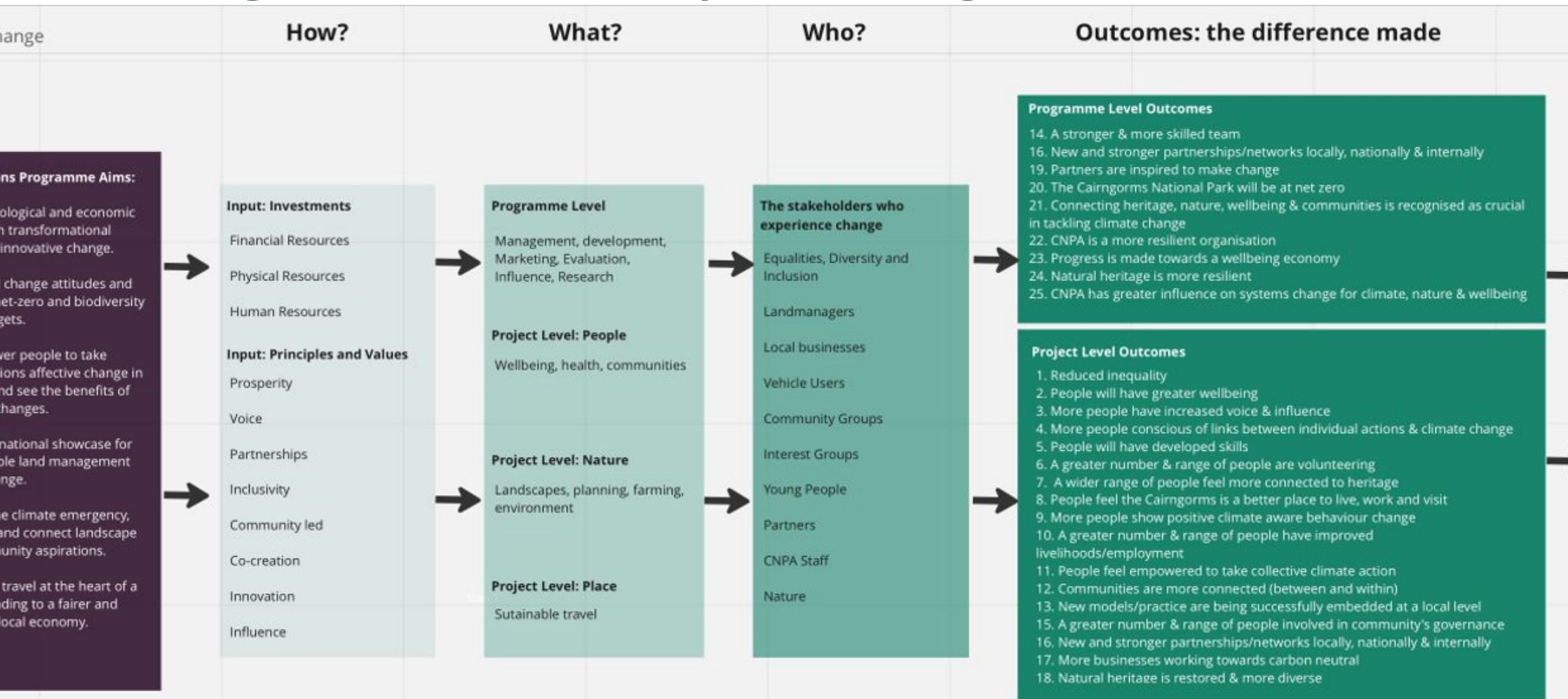
Each element is worked on in turn, preferably with co created or validated by representative stakeholders.

1 Why?	2 Who?	3 What?	4 How?
<ul style="list-style-type: none">• The longer term vision• The purpose of our work, the achievable difference we want to make (known as outcomes)	<ul style="list-style-type: none">• Using stakeholder mapping• The people who matter; who experience the change, or make it happen (known as stakeholders)	<ul style="list-style-type: none">• What we need to deliver to make the difference we want to make• Participation• NOT just existing practice!• (known as activity and outputs)	<ul style="list-style-type: none">• How we resource things; time and money• How we work; principles and good practice (known as inputs, context, principles)

Lauriston Farm: Summary Story of Change



Cairngorms 2030 Story of Change



Questions

How much was invested and was it value for money? What difference did in kind contribution make to the programme?

What were the critical success factors creating change and why? Whats special/innovative about the HH model?

What activities took place? Did they meet the needs of people and communities? What difference did it make for these projects to happen within the Heritage Horizons umbrella? What was the added value? What models work best to engage, inspire, empower people and communities?

Who and how many took part? Did some activities have greater participation or audience numbers? Why?

What and how many outputs were created and for whom? How much have outputs been utilised and by whom?

For 20Twenty Productions

Where do we work?

What is the context?

What do we do?

What will we achieve?

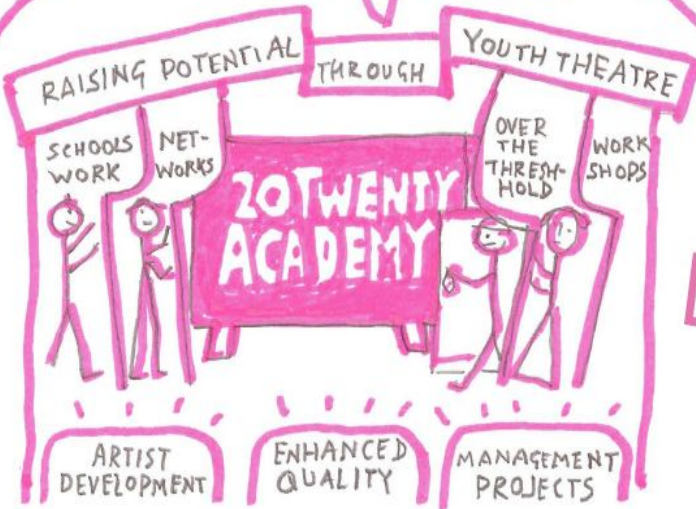
FENLAND
Fenland (core work)
Cambs (wider work)
Peterborough (specific projects)
Fenland is an area of traditionally low engagement in the arts.



20TWENTY
20Twenty is a small organisation with no core funding and a heavy reliance on volunteers. There is a huge commitment from all staff and directors.

20Twenty has a good reputation locally and with partner organisations.

Fenland is also an area of low educational outcome and aspiration.



OUR CORE WORK IS THE 20TWENTY ACADEMY.
Other projects support and develop the potential of this, extend engagement and enhance the quality & sustainability of our work.

- FIND, CREATE & ENCOURAGE ARTISTS WHO WANT TO WORK IN FENLAND
- CHALLENGE PEOPLE TO GROW VIA ARTS
- ENHANCE SKILLS
- BUILD LINKS TO WIDER CULTURE
- GIVE ACCESS TO CULTURE
- BE A SUSTAINABLE ORGANISATION

Our work makes a difference.
We are knowledgeable about locality.
We are willing to share knowledge.
We play well with others.

APPROACHES TO YOUNG PEOPLE
Supportive environment & open delivery style
Encourage growth through fun
Empower our users

AS AN ORGANISATION
Not lose money
Outward looking and open to opportunity
Skilled workforce using & developing their skills
Only provide the best
Learning and sharing organisation
Share our love and passion for culture

Who do we work with?



YOUNG PEOPLE
6-18 year olds
gifted/talented
& disadvantaged groups



ARTISTS
& Creatives
also schools, parents
& arts organisations,

- DEVELOP A CULTURALLY DRIVEN WORKFORCE
- BUILD CONFIDENCE IN LOCAL PEOPLE
- RAISE ASPIRATIONS
- MAKE LIVING IN FENLAND LESS OF A BARRIER
- CULTURALLY ACTIVE COMMUNITY

How do we work?

What difference will we make?

Keep it simple, but always ask: Why?

Using story of change thinking is good for planning major developments or small things like planning a meeting

3 helping you feel at your best every day

2 that fuels a healthy gut

1 wheat bran fibre is a superior fibre

Kellogg's

*Wheat bran fibre is a superior fibre in relation to its efficacy in accelerating intestinal transit and has the most scientific evidence. 10g wheat bran fibre daily contributes to acceleration of intestinal transit. Bran Flakes contains 3.7g per serving. Enjoy as part of a healthy diet and lifestyle.

	/100g	%RI*	/30g	%RI*
Energy	1577kJ		455kJ	
	359kcal		108kcal	5%
Fat	2.6g		0.8g	1%
of which saturates	0.4g		0.1g	0.8%
Carbohydrate	45g		13g	
of which sugars	1.6g		0.4g	0.8%

CONSUMER SERVICE
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INGREDIENTS
BRAN ENRICHED WHEAT FLAKES.
INGREDIENTS: wholewheat (59%), wheat bran (18%), wholemeal flour, sugar, glucose syrup, barley malt, flavouring, salt, natural flavouring.
VITAMINS & MINERALS: Niacin, iron, vitamin B6, vitamin B2 (riboflavin), vitamin B1 (thiamin).

See Simon Sinek's [TED talk](#) on the importance of starting with why for multi-million pound businesses