MEASURING IMPACT AND INVESTING IN WHAT WORKS IN EARLY ACTION

An edited version of a speech by NPC Chief Executive Dan Corry at the Children & Young People Now's Early Intervention Conference, 12 September 2014, London

Good afternoon. Before I kick off, I want to tell you a bit about my background. Apart from the fact that I'm a bit of a measurement geek, my time working in government informs what I have to say today. I spent a couple of years working in the Department for Education. I was a special advisor. I worked in the Treasury, which will be relevant to some of what I say, and in Downing Street. I ran a local government think tank for three years as well. So, I know quite a lot about the local government scene.

Given I'm going to say some hard things about early action, for the record, I'm a massive enthusiast. I'm a member of the Early Action Task Force,[1] a charity-led organisation run by David Robinson of Community Links. We've produced several publications to push government, charitable foundations and others to put money into early action.

First I'm going to talk a little bit about my organisation, NPC, so you can see where I'm coming from. I'm going to talk about why impact measurement is becoming more popular, how to do it, and a little bit about shared measurement, which is, I think, an important area. And then, I'll tell you a little bit about work we've been doing on data labs, which may help us in this area, before some final words.

NPC, the organisation that I run, is dedicated to transforming the charity sector. We work with charities of all sizes in all sorts of different areas. I think there are a lot of lessons to be shared across and between different organisations in the charity sector, something that often doesn't happen—it tends to segment itself by subject area.

We work with many funders—philanthropists, charitable foundations, corporate foundations and commissioners—and we work with the sector. We try to see whether we can improve the impact that charities can make. Do charities know what they're achieving? Could they achieve more? Do funders know who they're giving to? Why did they give to a particular cause or charity? Was that where the need was? Could they have done better? Do they know whether anything was achieved? What are they going to do next year?

So, we are working together with both charities and funders in the sector. People usually work at one end or the other; through NPC's work with both sides as a consultancy and as a think tank we hope to contribute our little bit. We try to get the sector to work better together. Unlike other organisations in the non-profit sector, we're not a membership organisation. We say what we think. We don't have to worry about what members think—which is a good thing, on the whole.

Early action is not the answer to everything

I want to start with a word of caution: early action is not the answer to everything, and not everything works.

There are many devotees of early action who think its merits are obvious: if you act earlier it must be the right thing to do. Many people quote that well-known analogy that asks whether it is more effective to spend more money on ambulances to treat people who fall off the cliff or to mend the fence at the top of the cliff. That's a fantastic picture of the power of prevention or early action.

In this example, the answer seems so obvious. You think, *'why doesn't everybody do that?'* But there are reasons why people don't always fix the fences; not least because it's a very hard thing to actually say, *'we're going to spend less on the ambulances, we'll just let those people suffer a bit so we can mend the fences'*. You do have to be a bit cautious. There is a sort of bandwagon going on, because everybody wants to say *'I use early action and prevention and it's great and it all works'*.

One of the dangers of going down that road is the risk of over-claiming. I think over-claiming by those in the early intervention world can be as much of an obstacle to success as failing to make the case at all. I say this as an ex-Treasury person—I had two spells in the Treasury. The Treasury, which holds the public purse, does hear all the time: *'if you only invested in my thing then it would save you lots of money'*. Everybody comes in and says that, and the Treasury is very sceptical, very cynical. If the Treasury agreed to even a tenth of those demands, we'd have spent the whole budget many, many times over.

The number of times we had people come in saying *'one pound in, twenty five back',* or something—we just rolled our eyes because clearly if it was that good then the whole GDP should go into it.

So, while the case for early action and prevention is very strong, we mustn't overdo it. We have to deal with the suspicions of people who've heard it all before.

The truth: you always get a lot of people who say, *'do this intervention, this catch-up reading for six-year-olds, for example—it only takes three months, and will transform their lives. We'll take credit for all the future savings, because if you can read at that age you'll have a better life, less benefit spending and higher earnings.'*

In fact, it's very rare that a one-shot intervention like that actually does transform somebody's life. You have to keep doing it; you have to do other things often too. A child can have caught up in reading but the reason they fell behind is still there, and you've got to work on that. So, often people overstate the effect of their project or programme. They overstate the impact of their particular intervention as opposed to all the other things going on. They get very confused about this issue of attribution.

Attribution is the amount of any change that happens that you can claim was caused by you. You have to consider what would have happened anyway, and you have to think about other possible completely different causes—maybe changes in attitudes or the law. Charities often overestimate how much change can be attributed to their work. Of course they're all competing, which is one reason why they do it, so it's understandable. It's not just charities; it's anyone with a cause.

You heard today from Carey Oppenheim from the Early Intervention Foundation.[2] They are trying to gain a much better understanding of what works. As we discover what works, the wheat will be separated from the chaff. Not everyone in the early intervention world will be a winner. It will probably turn out that some of the things we do that we think are great, when you really analyse them, are not that great. There will be some interventions that are much better than others, and in the fight for resources the argument clearly will be for investment in those areas.

This push for evidence, which is very important and which I think people have, in principle, been in favour of, will be difficult for some. It may turn out that something you really believe in, something you've been doing or you've

been commissioning, actually isn't the best way of spending your money. Finding that out will be a bit tough, but it will be a good thing because it will allow you to spend money on the things that do work.

What is measuring impact all about?

Now we get to move on to impact proper. What is measuring impact all about? If you like, one way to think about it is like creating a parallel world. So, finding the child, the family, the community that you're working with and looking at what would happen to them in that parallel world without you there; then comparing the two outcomes. The difference between those two worlds—and only that difference—is the difference that you make.

Working out your impact is first about understanding what really happened to those you worked with, and second trying to get as close to that parallel world as possible. It's actually the second bit that's often the hardest. The first bit is pretty hard, but the second, which is crucial to understand the real difference you made, is very, very hard.

Why is measuring impact so in vogue? It wasn't 20 years ago; people didn't go round talking about this kind of thing. But, there are a lot of factors, I think, that are pushing it. I'm going to run through a few:

1. It's clear that money is tighter, so people are trying to find interventions that actually do work, and get very worried about those that don't.

2. Public funders in particular are asking questions about impact a lot more—they've got to justify spending their slice of a much reduced cake.

3. There is a trend towards payment by results contracts, social impact bonds, social investment and so forth; all of those ask the question, *'what impact do you have?'*

4. 'What works' centres are emerging—the Early Intervention Foundation is to some extent a 'what works' centre but there are lots of them in other areas too.

5. Charitable funders increasingly feel that they've got to do more than just dish out grants to organisations that don't run off with the money. They want to know whether they are actually getting something for it.

6. Charities themselves, I'm pleased to say, are also starting to worry. *'Here we are, we're trying to do our best for our beneficiaries, but are we doing the very best we could do? Would we do better if we spent all our money on one project rather than spreading it around five, even if some of the others do have some impact but it's not as big as the other?'*

Lots of people ask these questions. That's why impact has risen up the agenda. I don't think it will go down.

People sometimes say to me that while this impact approach is all very well for specific 'interventions' with distinct outcomes, it can't work for more general approaches and organisations—like the Guides or Scouts. But while it is harder here to say exactly what success looks like, it is still important to think through what it might mean to say you've had a good year and then you can start thinking about how you might be able to put some sort of measurement around your activities.

We did a survey with charities in 2012 to try to understand why they were doing more impact measurement.[3] A lot of them claim they're doing it now and they didn't in the past. We were a bit dubious about that, but obviously they thought that was the right thing to say, which is quite interesting in itself. *Figure 1* shows charities' answers when asked about the main reason for increasing impact measurement efforts. Over 50% said they are doing more measurement because funders of different types—commissioners, charitable funders—are demanding it, which, in a sense, is not totally what we want.

Figure 1: Drivers for increasing impact measurement efforts[4]
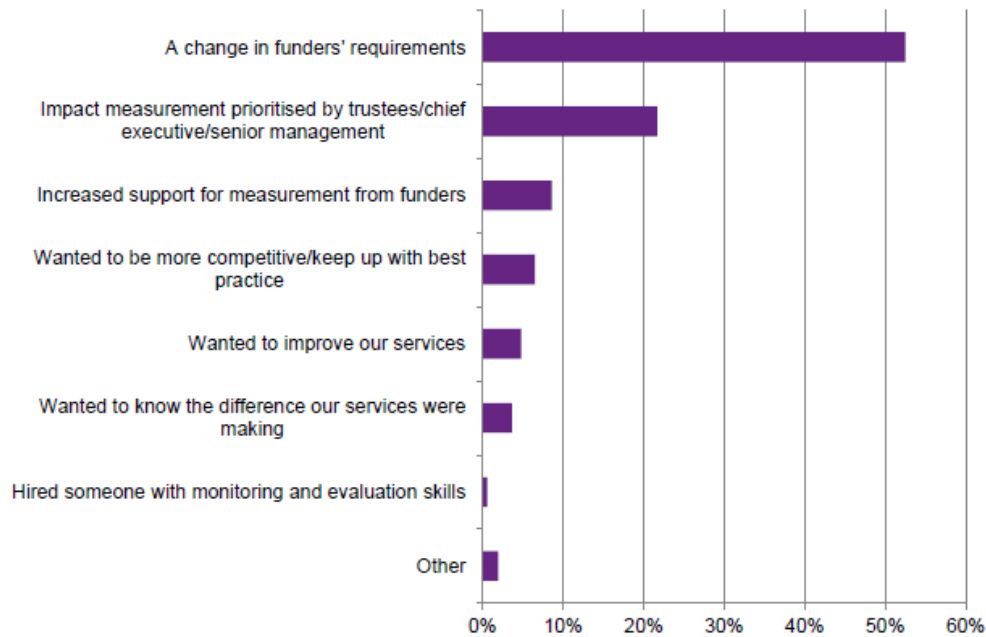
Question: What were the main reasons for this increase [in impact measurement efforts?] N=550

The interesting thing though, was charities' answer to another question, shown in *figure 2*: having done all this measuring their impact, what was the benefit? It turned out the biggest benefit they got out of it was not funding. In fact the strange thing is that at the moment funding doesn't seem to follow being really good at showing your impact, particularly for charitable funders. But what charities did find is that measuring their impact had allowed them to improve their services. It gave them a better understanding of what was working and what wasn't, with better targeting, better allocation of resources, and so on.

Figure 2: Perceived benefits of measuring impact[5]
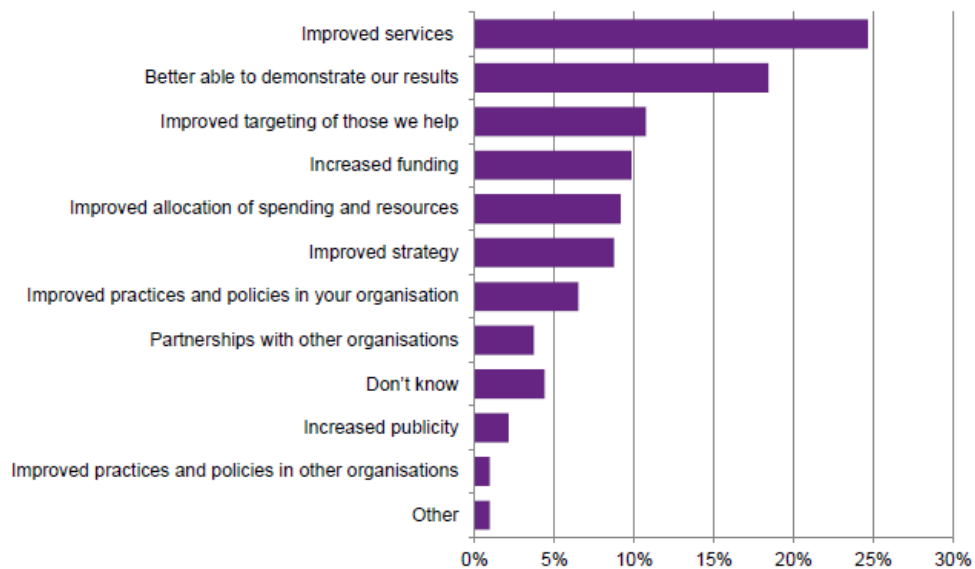
Question: In the last year, has measuring your impact led to any of the following benefits? N=755

So it was a slightly strange result; organisations being pushed into measuring their impact by the demands of funders, and having done it finding the main benefit was actually internal improvement that meant they could do a better job for their beneficiaries, which is good news.

Why is measuring impact so important?

I think there are a number of reasons:

1. Although I've just said that this reason turned out to be not quite as big as you would expect, it does in some cases help secure funding.

2. A lot of people tell us it motivates their staff, which is quite interesting. There's nothing more motivating to staff to know and have it proved that they really are making a difference, going beyond an anecdote, *'we work with this family, we worked with Fred, I can tell you his life is transformed'*. But, actually work out, through some decent evidence that they really were making a difference. Obviously organisations are apprehensive about getting a negative result. You may have been going along for years and you suddenly start doing all this impact measurement; it turns out you're not making much of a difference. People worry that they will demotivate staff. Nevertheless, if you get it right, it is motivating for staff.

3. It improves services, as I talked about a minute ago.

4. It can help raise the profile of an organisation itself, but just as importantly of the intervention or policy it advocates. It's interesting to see, although I might have some queries about some of the numbers, but the new *Stitch in Time* document produced by the major children's charities to push for early action quotes some analyses trying to show how important and how cost effective early action is.[6]

5. I think probably just as important is influencing the debate on what works, because impact measurement provides you with some data to take part in that debate.

Whatever you think of impact measurement it's impossible to argue for your organisation or that the sector should get a bigger slice of the national pie if you can't prove that what you do works and is cost-effective.

When I worked in government I oversaw a lot of evaluations in different jobs. At one point there was a rule of thumb on a project that you should spend about 10% on evaluation otherwise you might keep doing something and spending a lot of money on something that wasn't even working. That 'rule' was not observed too well and I suspect even less now, but it shows how important the concept of evaluation of what you are doing is.

How to measure impact

So, those are some of the reasons measuring impact is important. But how do we go about it?

At NPC we recently published a codification of the way we work with charities to help them measure their impact; we call it the 'Four pillars', as shown in the diagram in *figure 3*. I'll go through them briefly in a moment, but, I think one thing to say straight away is that too many organisations start with a search for what surveys and tools to use, which is the fourth pillar here, without even knowing what they're trying to achieve. They jump straight to the issue about what kind of software, what survey they should be using and so on. That really isn't the place you should start from.

Figure 3: NPC's 'Four pillar' approach to measurement[7]
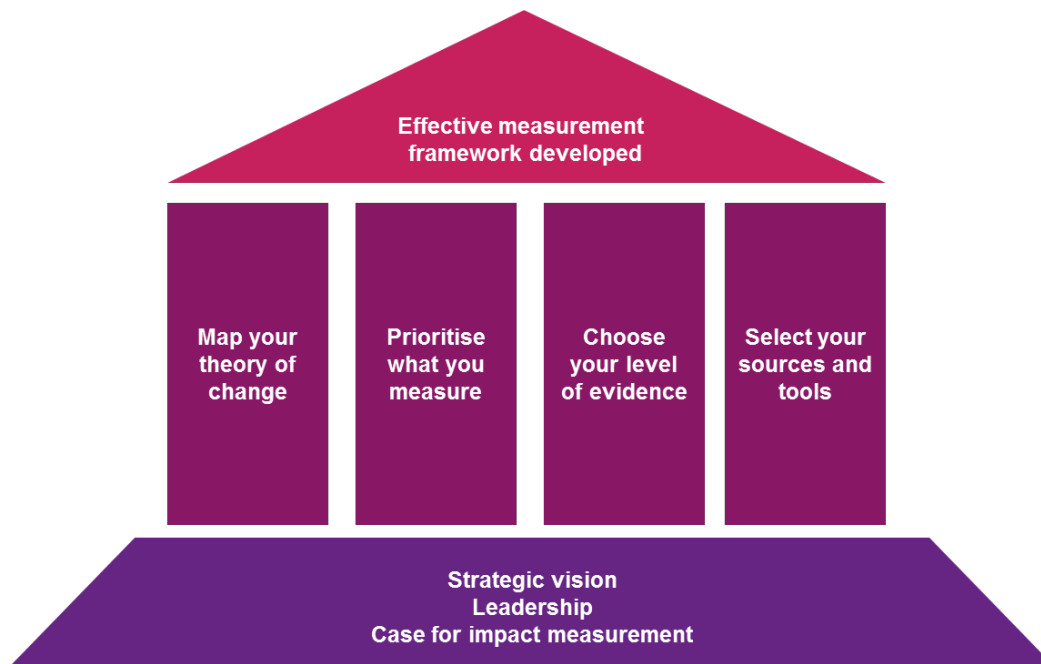
So where should you start from? Well, charities should by definition have a mission. Often a charity's mission is very broad; something like: *'children with health problems achieve their potential'*. Very broad, very vague—it gives you a basic idea, but it doesn't give you a lot to measure against. You have to get a little bit more tied down.

Pillar one: Map your theory of change

We always argue that you've got to start off with your theory of change. What is it that you're trying to achieve? What is the outcome you ultimately want to see? What is it that you do that helps to contribute to that outcome? That allows you to link your activities to intermediate outcomes, and then to the final outcomes you say you're trying to achieve.

We do a lot of this kind of work with charities. They come to us and say, *'will you help us measure our impact?'*; we take them, first of all, through a theory of change. A lot of them find that very difficult. It often turns out that within the organisation—and they didn't even realise it—are very big disagreements as to what on earth they're supposed to be doing.

Sometimes charities say, *'this is our theory of change'* and we say, *'why are you doing this then? Why do you run this project? Why are you spending all the money on this when you've just told us you're doing that?'* Equally there are connections that don't match. They say, *'we do this because that causes that'* and we say, *'is there any evidence that this has an effect on that?'*

A theory of change is very powerful. It allows you to clarify what your activities aim to achieve. You can then think about what can be measured. Not everything can be measured—even impact geeks like me say that. You can see that intermediate outcomes are important because they're linked to the ultimate outcomes. A theory of change is the first step to instil a whole culture of demonstrating your values. That's the start; that's the first pillar.

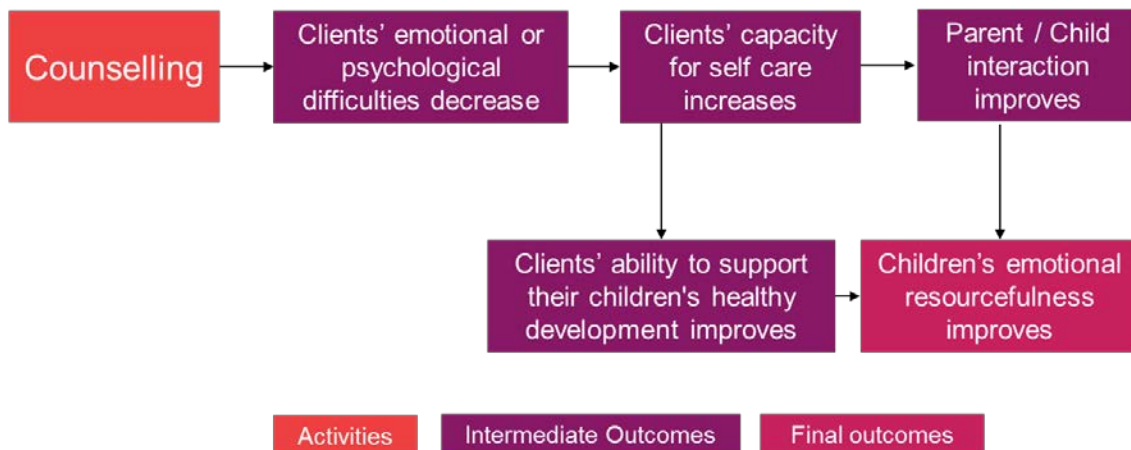Figure 4: Example theory of change: Mothers' Counselling Service

Figure 4 is a simple theory of change for the Mother's Counselling Service, where referral is through the child. The interesting thing is that the ultimate outcome is about the child, but the actual activities are not done through the child. This is a very simple model: things get very complicated but a theory of change does really help people think through their work.

We think that's the first thing you have to do.

## Pillar two: Prioritise what you measure

The second pillar, the second leg of measuring impact, is to prioritise what you're going to measure, because you cannot measure everything. Essentially you need to ask yourself two questions:

1. **Has anyone already proved the causal link that you want to make?** That doesn't, of course, mean that if you do exactly what they did that you will definitely achieve the same thing. As we know, in any complicated area of social policy it's as much who delivers an intervention and how they do it that dictates whether the intervention itself works. This is why it's so different from health interventions. People are always trying to bring analogies from NICE, for instance, with medicine. Social policy is very different.

2. **Do you really need to have data on this particular outcome?** You need to prioritise measuring outcomes that tell you useful information about your work. So, think about what are things you can directly influence. That's the most important. Which outcomes are most important to your mission? Which are not too costly to measure? You've got be proportionate. And what data, when you produce it, will be credible? If it's so flaky that no one will believe it, is it worth doing it?

Pillar three: Choose your level of evidence

The third pillar is about what level of evidence you need. How far are you going to go?

Figure 5: Levels of evidence
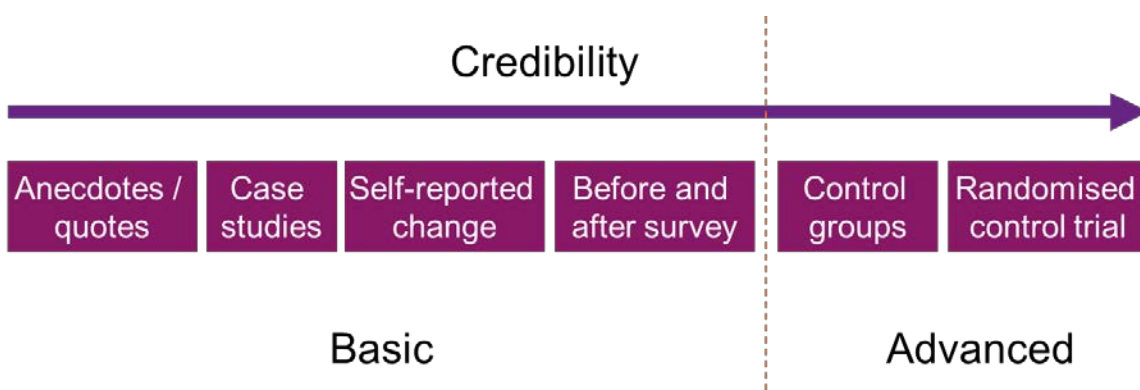
In *figure 5*, the left-hand side is the slightly flaky bit, which is where a lot of people are. Better than nothing. Anecdotes, quotes, case studies. The far right is the sort of gold-standard of randomised control trials and so forth, which gets you closer to real attribution—although first of all I'd say it's often impossible to do in the areas in which we work, as well as being expensive. Secondly in social policy even randomised control trials rarely tell you that something will work somewhere else just because it worked in one place. So, you have to be careful. You have to go through that kind of thinking.

Pillar four: Select your sources and tools

Lastly, which as I said earlier is the thing that organisations often start with, is choosing what resources and tools you need to use. There are essentially three key questions to ask yourselves:

1. Who do you want to collect the data from? Beneficiaries? Stakeholders? Staff?
2. What type of data do you want to collect? Qualitative or quantitative data, or both?
3. When do you want to collect it? How far after what you've done? Is sustainability the key thing—how are you going to collect data on that?

To pick up the last point, we can look at something the government and opposition are both very keen on, the National Citizens Service, the evaluation of which has come out quite recently. It's very tricky to assess because it's not totally clear what it's trying to achieve, so it's hard to measure impact. Most importantly we don't know whether the effects are sustainable. The evaluation survey asks participants questions about changes in their intended behaviours and feelings (*'will you carry on in education?' 'do you feel more confident?'* as well as versions of *'did you enjoy being on the National Citizen Service'* but asks them soon after theye have been on a residential course. Of course most loved it and say they will now change their behaviours, but the real question is will they actually behave differently some years later—and this is what we need to get a handle on.

There is lots of guidance on all these issues. A lot of organisations get to this stage and say: *'we'll make up a tool; we'll make up a survey'.* In fact there's lots of stuff out there that's already been validated, with a lot of academic work behind it. For example, at NPC we've tried to devise a very simple but academically rigorous measure of wellbeing.[8] It's helpful in a period where an organisation has identified an intervention that can be measured, and you can survey people before and after. The key thing we tried to do was create a tool where the organisation using it doesn't have to understand too much about it; they can just get people to do the survey and then the technology does the rest, turns it into statistics presented in graphs that are easy to understand.

There's a whole set of work that's been put together under the title Inspiring Impact,[9] which NPC has been very involved in, along with ACEVO, NCVO, the Association of Charitable Foundations and all sorts of others, and it has a couple of websites now that tell you what tools are available in different areas. This is happening a lot in other sectors, specific sectors, as well. So, do not reinvent the wheel, not least as your wheel will probably turn out to be a rather wobbly wheel.

So that's how you measure your impact. I think it's worth saying that early intervention is in many ways one of the hardest types of work to measure the impact of, but also the most important to evaluate. It's hard, because it often involves looking for a lack of change or an absence of problems over time, rather than a big improvement in outcomes that you can see. That makes it quite difficult philosophically, as well as practically when it comes to collecting data. And it's important because without hard data we'll never persuade people to switch resources away from acute needs, like ambulances, despite the potential for huge, long-term impact of investing in mending the fence at the top of the cliff.

Measuring impact and payment by results

Now, our advocating of all this doesn't mean that it's simple; there are lots of problems to overcome. The issue of impact measurement becomes even more important when you think about payment by results, which is at the forefront of lots of people's minds, especially if they're commissioning things or bidding for contracts. In payment by results, obviously it's all about being paid for outcomes; you're not only measuring outcomes, you're being paid depending on these outcomes.

One of the things that frightens me in the charity sector is the number of charities I meet who historically got some money off the Local Authority, or the Primary Care Trust or something like that. Sometimes it was called a grant but even where it was called a contract it wasn't really; it was more *'if you do these things and deal with these people we'll pay you some money'*. It's now turned into a real, payment by results contract. But how can you pitch for a payment by results contract if you don't know what outcomes you can achieve, at what price and with what risk? Yet many charities happily bid away in total ignorance of these facts.

Payment by results does raise lots of issues and I've highlighted them in *figure 6* by picking out some points made in a recent evaluation of payment by results in Children's Centres; some of you may have seen there are a lot of these sorts of reports coming out. The issues are things like the costs of measuring impact and trying to actually agree on outcomes.

Figure 6: Issues raised by payment by results in Children's Centres[10]

- Resource costs

- Agreeing on outcomes not easy

- Attribution 'inherently problematic'

- Perverse incentives

- Level of reward payments

- Unclear whether managers motivated by the finance side

- Competition vs. cooperation

- Universal vs. targeted debate

- Big improvements in data

I've already talked a little bit about attribution. The minute you start being measured on your contribution to achieving certain outcomes, there's a danger that you start looking for things that help achieve the outcome but may cause a problem somewhere else—the issue of perverse incentives and unanticipated effects. There are questions in a lot of social policy areas around whether managers and people in charge are motivated by payments, rather than what's best for beneficiaries.

So, there are lots of problems. This is not an unproblematic area.

Shared measurement

I want to talk a little about something that relates to the sector as a whole and its measurement; so, if you like, the young people and children's sector. It applies to measurement in other sectors as well. This is the subject of shared measurement.

I have to say, if people find the concept of measurement pretty dull, when you say shared measurement they usually completely fall asleep. But I think it's very important and it's certainly very important for the children and young people's sector.

There is all sorts of sharing possible in terms of measurement and evaluation, from sharing evaluation findings to sharing tools. But shared measurement is really about two things in particular.

First, **developing shared frameworks around outcomes**; in plain English that means agreement across a sector on what the outcomes are in a particular area you're working in and how they're achieved.

Second, **developing shared tools** that get at those outcomes or intermediate outcomes that you agree on.

If you're doing those things you're really doing shared measurement. So why does that matter? Well, it matters for a number of reasons.

Shared measurement means that you're using common tools to track common outcomes across similar organisations and settings. That's what you would be doing if you all agreed that within your sector, or a particular area of it, all the organisations, all the commissioners as well, say *'this is the outcome we want. This is the way that it's going to be measured and everybody is going to do it more or less the same'*.

That is quite a profound change. If you do that you clearly, on a very basic level, save time and resources; everybody knows what they're doing, you don't have to reinvent wheels. It reduces duplication and unnecessary reporting—very important for charities; there's nothing they hate more than unnecessary reporting but it always happens. They've got five charitable funders who all want different metrics at different times, which is completely crazy. Why can't they agree on outcomes and how they will be measured, and all look at the same results, which would save everyone a lot of time?

Shared measurement tends to improve the standards of impact measurement because each organisation is no longer trying to invent the process itself. Therefore it is much more likely to be externally validated.

I think most importantly, shared measurement promotes system thinking; it allows *comparison* across organisations as to what works. This might be a clue as to why some organisations are not too keen on it.

It also helps make the case in campaigning; the power of all that data to show what people are doing makes a very powerful case.

So, shared measurement is not the latest invention from the bean counters; it's a route to better outcomes. We're very enthusiastic about it.

I'll run through a few examples; these things are really happening.

Inspiring Impact, which I talked about before, has been reviewing 13 attempts within different sectors to do shared measurement. NPC has done quite a lot on youth employability in this area. So, things are happening.

There's an interesting tool that people might be aware of that CAADA (Co-ordinated Action Against Domestic Abuse) has put together.[11] They've got a lot of organisations sharing metrics. One lesson that has emerged from this shared approach is that over time it became clear that organisations that had picked up people in A&E more quickly were achieving better outcomes, so a lot of other organisations have since moved toward that method. I know, just like anything in any sector of social policy, there is some controversy around some of these things, but nevertheless it is interesting to see shared measurement having a real effect and improving outcomes.

In offenders' family relationships, where we've done some work with NOMS (National Offender Management Service), there is an attempt to help shared measurement in a range of interventions, from the charity Storybook

Dads, a two-hour session for fathers in prison to record stories for their children, to the work of Nottingham's Women's Centre. So shared measurement is already happening in that sector too.

The Children's Centres Framework; I've talked a little bit about Children's Centres. With Children's Centres people need to pick and mix a bit depending on the service they're delivering. The charity 4Children has been developing an outcomes framework with the Institute of Health Equity, based on a review of evidence in two key areas: what early experiences (from the point of conception) have the biggest influence on later life chances? And what things can Children's Centres impact? The framework identifies measures for each outcome and offers advice on data collection.

The Child Bereavement Network is also trying to do shared measurement. Its network is a hub for organisations and individuals working with bereaved children, young people and their families across the UK (and part of the National Children's Bureau). It secured initial funding from the Department of Health to develop an outcomes framework and tools, and has been consulting with funders, practitioners, parents and young people. It hopes to be able to say something meaningful about the difference that the sector as a whole makes to the lives of bereaved children and young people.

So, there's quite a lot of this shared measurement starting to happen. It's difficult for some organisations and commissioners, but it's a very powerful way to go.

Data labs as one way forward on shared measurement

I want to mention a shared measurement project that NPC has been doing a lot of work on, which we call Data Labs.[12] This is essentially about collecting data over time about those that you've worked with without the need for lots of surveys and so forth.

When you're working with younger people, for example, you think that in future they will have a better or a different outcome than if you hadn't worked with them. So, what you'd like to know is: did that happen or didn't it? But it's incredibly difficult to follow people over time. The idea that you can survey them and that they will reply—it's very, very hard. The more vulnerable the people you're working with, the less likely they are to ever have the same mobile phone number, email address, let alone to respond to these things.

So what can you do? What these Data Labs do is collect identifiers of the people you've worked with, and use government administrative data to find out their status at a future time. So, are they offenders or not in the future? How did they do in their exams? Are they healthy or not? It also allows a comparison group—not quite a control group, but a comparison of people with similar characteristics to be drawn—and that gives you, if you followed what I said before in the talk, a measure of impact.

In theory it sounds great. I'm pleased to say that in practice it's great too. We worked a lot with charities in the offender space and their umbrella body, called Clinks, as well as with the Ministry of Justice (MOJ). We now have a programme that the MOJ runs called the Justice Data Lab, where charities can say, *'we work with these offenders, here's their identifier'* and the MOJ will come back and tell them how they did relative to a comparator group. It sounds a bit complicated but it's very simple for the charity. You don't have to know anything about statistics or data or what on earth these guys are doing. But, it does work.

The strange thing about the Justice Data Lab, which we started for charities who struggle to prove their outcomes, is that as well as a lot of charities using it, public sector organisations and private sector organisations dealing with offenders have been using it too. It appears that everyone is having the same trouble. If we can use administrative data that's already out there that will help everybody a lot.

We think that there's a lot of space to do this in other areas, and we've been lobbying the Department of Health, the Department for Work and Pensions and the Department for Education at the moment to do more of this. Hopefully you'll hear more in the future.

Final thoughts

I think it's fair to say that measurement isn't what any of you came into this sector for. I'd be amazed if you did. You're driven by mission, passion, the desire to do good and the desire to make a difference. But measurement, as I've said a couple of times, is not about bean counters taking over, but about improving services. That's true for your own organisation, be it as commissioners or service deliverers, and it's up to senior staff in the organisation to emphasise this and make it an important element of your work. But, it's also true for the sector as a whole in being able to make the case for a bigger share of the national pie going into early intervention and prevention.

The charity sector is so diverse and people are doing so many different things. You don't want to force an organisation to start measuring outcomes that it feels uncomfortable with just because everybody else is measuring like that. We've had the example where we work with a bunch of NEETS charities to try to get them to agree. This wasn't for a payment by results thing; just, *'do you all agree that the outcome you should be measured on is whether the kids are not NEET anymore'.* A couple of them resisted because they said measuring like that would lead to 'parking'. So, if someone is going to be NEET whatever we do with them we'll stop working with them, and we're not prepared to do that, that's not our ethos. I totally understand that. You've got to be careful.

On the other hand, we have a responsibility as charities; we're there for our beneficiaries. If we are using our resources in a way that is not working as hard as it can for the people we are trying to help then we're letting them down. So, we've got to do something.

Measurement is something we can't ignore if we care about children and families and their wellbeing—and that's why I think it's so important.

Thank you very much.

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[1] See http://www.community-links.org/earlyaction/the-taskforce/

[2] See http://www.eif.org.uk/

[3] Pritchard, D., Ní Ógáin, E. and Lumley, T, (2012) *Making an impact.* New Philanthropy Capital.

[4] Pritchard, D., Ní Ógáin, E. and Lumley, T, (2012) *Making an impact.* New Philanthropy Capital.

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[6] Action for Children, Barnardo's, The Children's Society, NSPCC and Save the Children (2014) *A stitch in time: The case for early support.*

[7] Kazimirski, A. and Pritchard, D. (2014) *Building your measurement framework: NPC's four pillar approach.* New Philanthropy Capital.

[8] See http://www.well-beingmeasure.com/

[9] See http://inspiringimpact.org/

[10] Frontier Economics and the Colebrook Centre (2014) *Payment by results in Children's Centres evaluation: Research report.* Department for Education.

[11] See http://www.caada.org.uk/commissioners/Insights-for-commissioners.html

[12] See http://www.thinknpc.org/our-work/transforming-the-sector/data-labs/

TRANSFORMING THE CHARITY SECTOR

NPC is a charity think tank and consultancy which occupies a unique position at the nexus between charities and funders, helping them achieve the greatest impact. We are driven by the values and mission of the charity sector, to which we bring the rigour, clarity and analysis needed to better achieve the outcomes we all seek. We also share the motivations and passion of funders, to which we bring our expertise, experience and track record of success.

Increasing the impact of charities: NPC exists to make charities and social enterprises more successful in achieving their missions. Through rigorous analysis, practical advice and innovative thinking, we make charities' money and energy go further, and help them to achieve the greatest impact.

Increasing the impact of funders: NPC's role is to make funders more successful too. We share the passion funders have for helping charities and changing people's lives. We understand their motivations and their objectives, and we know that giving is more rewarding if it achieves the greatest impact it can.

Strengthening the partnership between charities and funders: NPC's mission is also to bring the two sides of the funding equation together, improving understanding and enhancing their combined impact. We can help funders and those they fund to connect and transform the way they work together to achieve their vision.