

# Paul Hamlyn Foundation

## Outcomes guidance

This guidance is designed to:

- 1) Help you make sure that, in your first-stage application, you clearly express the changes you wish to bring about, and are able to give a convincing account of how you will do this, and how you will assess whether or not you are successful.
- 2) Alert you to the fact that, if we decide to take your application to second stage, we will then ask you to give much more detailed information about your outcomes. This guidance provides details about how to go about this – to help you plan and prepare.

### What are outcomes?

In considering your application, we will look closely at the activities you propose and assess whether they will lead to the changes you hope to bring about. We call these activities 'outputs'. The changes you hope for are 'outcomes'

#### What are outcomes?

Outcomes are the changes that will come about as a direct result of your work, during the period for which you will be funded.

#### What are outputs?

Outputs are those activities you carry out in pursuit of your outcomes (for example workshops or events) and also include the things you produce, that may help you achieve your outcomes (for example DVDs or reports).

#### Why are outcomes important?

Paul Hamlyn Foundation aims to support work that makes a positive difference in people's lives. This means that applicants have to be clear about the changes they hope to bring about, and show, early on, how they will benefit people. We want to encourage you to think about this in advance so that you are well prepared for this application process.

#### Identifying your outcomes

You may aspire to bring about a wide range of changes, but you will need to decide which you can realistically bring about. We will need to be convinced that the outcomes you have chosen are realistic, and match the objectives of our funding programmes. We will also need to be convinced that the activities you have proposed have a good chance of helping you to achieve those outcomes.

#### Demonstrating the difference your project will make

You will also need to be clear how you plan to assess whether you have achieved what you set out to do. You can do this in a number of ways, and we discuss this later in this guidance.

## What we require during your first-stage application

In the online form where you make your first-stage application, we ask you about the changes you wish to bring about.

In order to be able to explain that clearly, we suggest that you first consider the following:

- The specific outcomes you intend to bring about – are they realistic and achievable in the time frame you suggest?
- The activities you propose – is there a good chance that they will help bring about these outcomes?
- Other approaches to achieving these outcomes – might they have a greater chance of success?
- Whether your work will lead to changes at the different levels we are interested in – i.e. at the level of individuals and communities; your organisation; wider policy and practice (see Guidelines for each Programme's open grants scheme).
- Measuring or assessing the changes you hope to bring about – is this possible? If so, how will you do this? What evidence will you use to demonstrate that change has occurred?

## What we require during your second-stage application

If we decide to take your application forward, we will ask you to complete a second-stage application form, which asks for more detail about your proposal and the outcomes you hope to achieve during the period of the grant.

### Guidance on outcomes

The outcomes you identify need to be 'SMART'. By this we mean:

**Specific** – tightly defined and described in an unambiguous way

**Measurable** – using indicators that enable clear comparison of the situation at the end of the funded period with that at the start. (Please note that the 'measurable' in SMART does not necessarily mean 'count-able'. For all outcomes, PHF is looking for credible evidence of change, but this will sometimes be qualitative. However, we do expect you to quantify change wherever this is possible and appropriate to the outcome.)

**Achievable** – are realistic but also represent significant progress given the scope of the work

**Relevant** – have a strong connection to the overall purpose of the work and relate to key priorities within the range of intended activity

**Time-tabled** – can be achieved within the funded lifespan of the work

At the end of this document is a table showing an example of how you might set out your 'SMART' outcomes in a second-stage application.

### Measuring outcomes

You can use a variety of tools to measure outcomes, including questionnaires, surveys, focus groups, video diaries and one to one interviews.

#### Think about measurement from as early as possible.

Decide on the best approach in advance of the project and gather information at the beginning. This will let you get a clear picture of where you are starting from and allow you to measure changes (e.g. through a before and after survey of participants).

#### Do not confuse outcomes and outputs

Outcomes should not be statements about activities to be delivered, such as descriptions of services. These are 'outputs', not outcomes. Instead, outcomes should be expressed in terms of the change brought about – such as 'greater understanding', or 'increased levels of participation'. For example, in a project that aims to help young people improve their skills and qualifications: 'young people, aged 14–16, who participate in the project improve their skills in public speaking and knowledge of film-making'

#### 'Hard' and 'soft' outcomes

We recognise the value of both 'hard' and 'soft' outcomes. 'Hard' outcomes are concrete, quantitative outcomes – such as the numbers going into jobs or the numbers of people gaining qualifications. It is easy to measure whether these have been achieved or not – they either have or they haven't, there is no middle ground.

'Soft' outcomes are more intangible, subjective and generally a matter of degree rather than absolute. They are often an important intermediate step towards achieving the harder outcomes. It is often difficult to measure soft outcomes directly. Instead, appropriate indicators or success measures may be used to provide evidence that a soft outcome has been achieved. For example, a soft outcome might be: 'Parents using the service have more confidence in communicating with staff at their children's schools.'

#### Outcome targets

If we ask you to submit a second-stage application, you will find that this involves estimating a target for each of your outcomes. A target states an indicator of change (how you will know whether the outcome is being achieved) and your estimate of the likely extent of change (as measured by the indicator).

The targets for the outcomes given above might be 'at least 70% of a minimum of 30 young people, aged 14–16, who participate in the project, achieve at least two nationally recognised qualifications in public speaking and/or filmmaking' or 'at least 50% of parents using the service, who attended one or no parents' evenings in the previous year, attend minimum of two parents' evenings during the year.

Other appropriate success measures or indicators of whether this outcome has been achieved could be 'an increase in parent-initiated contact with school staff', which could be logged, or 'changes in parents' own self-assessment of their confidence' measured by questionnaires completed before, during and after the project.

We prefer to fund innovative approaches and recognise that where an approach has not been tested or tried before, predictions of the amount of change may not be very accurate to begin with. We ask you to estimate a provisional target, drawing on your experience and understanding of related work.

Example of an outcomes and targets table from the second-stage application form, which asks you to 'state the intended outcomes of the proposed work, and suggest a target for each outcome', using the table below.

Time period	Outcomes	Targets
<b>By the end of the project</b>	<p>Please state a maximum of five SMART outcomes that you wish to achieve.</p> <ul style="list-style-type: none"> <li>• Young people using mental health services have increased skills in advocacy work</li> <li>• Our organisation has developed a new, sustainable network through which young people express views about future mental health services</li> <li>• Local NHS organisations have changed their services in response to young mental health service users' needs</li> </ul>	<p>For each of the overall project outcomes, please suggest a target.</p> <ul style="list-style-type: none"> <li>• At least 50% of a minimum of 100 young people participating in the network receive accreditation in youth advocacy work</li> <li>• The network has secured funding for continuing its work beyond the end of the PHF grant</li> <li>• At least three local NHS organisations implement or commit publicly to a change in their services that has been influenced by the views of young people involved in the project</li> </ul>
<p><b>Now, for projects lasting more than one year, please state the outcomes and suggested targets for at least the first year and (optional) later years, using the table below:</b></p>		
<p><b>Year 1</b> (required for projects lasting over a year)</p>	<ul style="list-style-type: none"> <li>• Young people using mental health services have improved communication skills</li> <li>• Young people using mental health services have improved self-confidence</li> <li>• Young people develop views and recommendations about needed improvements to mental health services, through coming together for discussion</li> </ul>	<ul style="list-style-type: none"> <li>• At least 50% of a minimum of 50 young people participating in the project show improved speaking and listening skills</li> <li>• At least 50% of a minimum of 50 young people participating in the project show increases in self-confidence</li> <li>• A minimum of 50 young people with experience of mental health issues participate in more than one opportunity for discussion with their peers</li> </ul>
<p><b>Year 2 (optional)</b></p>	<ul style="list-style-type: none"> <li>• Outcome 1</li> <li>• Outcome 2</li> <li>• Outcome 3</li> </ul>	<ul style="list-style-type: none"> <li>• Target 1 (no more than one target per outcome)</li> <li>• Target 2</li> <li>• Target 3</li> </ul>
<p><b>Year 3 (optional)</b></p>	<ul style="list-style-type: none"> <li>• Outcome 1</li> <li>• Outcome 2</li> <li>• Outcome 3</li> </ul>	<ul style="list-style-type: none"> <li>• Target 1 (no more than one target per outcome)</li> <li>• Target 2</li> <li>• Target 3</li> </ul>