



# Measuring Social Impact

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# Workshop Overview

- Defining social value/impact
- How social value is created
- Theory of Change
- Sustainable Development Goals
- Why measure SI?
- Motivations
- GECES & choosing a framework
- Example case-studies
- Breakout Groups



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Mobility*

*Community  
Anchor Institution*

*21<sup>st</sup> Century  
University*

*Widening Access*



- **The Institute for Social Innovation and Impact (ISII) is based within the DRIE and leads the University's research aims centred upon:**
  - Social innovation and social entrepreneurship.
  - Social impact measurement.
  - Third sector research consultancy.
  - Public sector reform.
  - Educational innovation.
  - Business support.
- **We have a team of:**
  - Professor Richard Hazenberg (Research Leader).
  - Dr Claire Paterson-Young (Senior Researcher)
  - 3 Post-doctoral Researchers.
  - 1 Research Assistant, 1 Data Manager
  - 8 PhD students, 1 Visiting Research Fellow.



# Interactive Questions

- On a scale of 1-5 how well do you understand the below concepts/frameworks:
  - Social impact
  - Social value
  - Measuring social impact
  - Theory of Change
  - Sustainable Development Goals



**Social value can be seen as an umbrella term for wider economic, social and environmental impacts.**

- The United Nations Sustainable Development Goals are, in effect, a social value charter for the planet (Social Value Portal, 2020).

**Social value is the *‘quantification of the relative importance that people place on the changes they experience in their lives. Some, but not all of this value is captured in market prices’* (Social Value UK, 2020)**

**Nine resource capitals involved in social value (Jain et al., 2019):**

- social, ethical, cultural, human/intellectual, physical, economic/financial, environmental/natural, religious & political.

**Social value & social impact are used interchangeably. Social impact measurement is the process by which we ascertain the amount of social value created.**

# Social Impact Measurement

## Social impact:

- no single universally accepted definition (Sairinen and Kumpulainen, 2005);

## SI measurement can be defined as:

- *“The measurement of the impact of changes (outcomes) intentionally achieved in the lives of beneficiaries as a result of services and products, delivered by an organisation, for which the beneficiary does not give full economic value”*

**Effectively measuring the ‘good stuff’ that we are doing.**



# So Why Measure Social Impact?

- Provides evidence of the impact that you are having.
  - Good evidence for stakeholders, funders & beneficiaries.
- Allows for organisational learning.
  - Are you always having a positive impact?
- Can help secure contracts/investment. In the UK (NCVO, 2016):
  - 81% third sector organisations earned through competitive contract delivery (49% in 2000/01).
  - Transition in third sector relationship with the state/NGOs/investors:
    - Desire for evidenced-based policy-making.
    - Austerity & scarce resources.

# WHY?

# Theory of Change



# SDGs Overview

- The Sustainable Development Goals provide 17 impact areas of focus to run to 2030.
  - They provide a “...a shared blueprint for peace and prosperity for people and the planet, now and into the future” (UN 2021).
  - Build upon the Millennium Development Goals that preceded them and Agenda 21 before that.
  - 17 SDGs, 169 targets, one holistic pathway to sustainability.



# Interactive Questions

- On a scale of 1-5 how well do you think you currently:
  - Utilise a Theory of Change
  - Identify Resources
  - Measure your outputs
  - Measure your outcomes
  - Measure your impacts
  - Align with the SDGs





# GECES Sub-committee on Social Impact Measurement

# GECES 5 Stages of SIM

- 1. Identify objectives:** What are the objectives of the impact measurement (i.e. organisation and partners)?
- 2. Identify stakeholders:** Who are the beneficiaries and who provide resources?
- 3. Relevant measurement:** Understand the theory of change and then utilise relevant indicators to capture this.
- 4. Measure, validate and value:** Assess whether outcomes are achieved and whether they are relevant/recognised by the various stakeholders.
- 5. Report, learn and improve:** Ensure the dissemination of and meaningful use of the data gathered and findings produced to internal and external stakeholders/audiences.



- In addition, it also recommended the inclusion of:
  - **Deadweight:** What changes would have happened anyway, regardless of the intervention?
  - **Alternative attribution:** Deducting the effect achieved by the contribution of others (i.e. partner organisations).
  - **Drop-off:** Allowing for the decreasing effect of an intervention over time.



# Choosing?

- There is no right or wrong answer, the decision has to be shaped by you.
- 3 main influencing factors are:
  - **Motivation**
    - Why are you engaging in SI measurement?
    - What do you want to get out of it?
    - What impact do you want it to have?
  - **Readiness**
    - How soon can you engage in SI measurement?
  - **Capacity**
    - Staff expertise & time.
    - Financial resources.
    - External contacts/networks.



# Which Framework/Tool?

- Eco Management & Audit Scheme (EMAS)
- Local Multiplier 3 (LM3)
- Prove it!
- **The Social Impact Measurement for local Economies (SIMPLE)**
- Social Accounting and Audit (SAA)
- **Social Return on Investment (SROI)**
- Volunteering Impact Assessment Toolkit
- **Social Impact Matrix.**
- Customer Service Excellence (previously Charter-mark)
- European Foundation for Quality Management (EFQM)
- Fit for Purpose
- Practical Quality Assurance System for Small Organisations (PQASSO)
- **Social Enterprise Balanced Scorecard**
- 3<sup>rd</sup> Sector Performance Dashboard
- Quality First
- **Outcomes Star**
- SOUL Record



# Measuring Social Impact

- McLoughlin et al. (2009) developed the SIMPLE methodology that seeks to measure:
  - *Outputs*: Direct and easily identifiable (i.e. jobs created).
  - *Outcomes*: Individual beneficiary benefits (i.e. increased confidence).
  - *Impact*: Wider benefit to society (i.e. reduced social security payments).

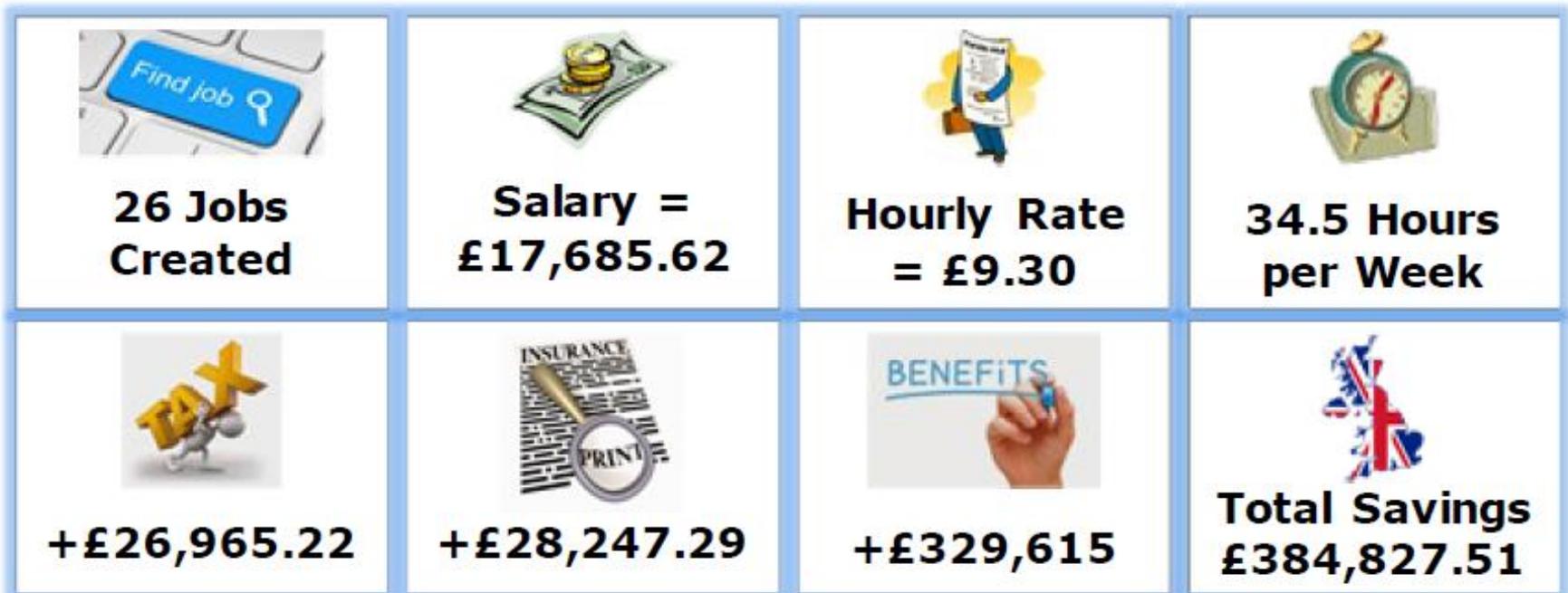


# Examples in Practice

- For example, in a labour market integration social enterprise one of the *economic* benefits would be employment. This would have:
  - **Output:** No. of jobs created.
  - **Outcome:** Psychological benefits of employment (i.e. increased confidence).
  - **Impact:** Reduced job-seekers allowance payments.
- These thematic identifications & the selection of specific tools is then repeated for all areas.



# Circle Community



These savings are based upon an income tax rate of 20% paid over £12,500 per year; an NI rate of 12% paid over £8,632 per year by the individual; a self-reported value of benefits claimed per annum; and an assumption that all employed young people remain in work for 12 months post-Circle.

# Summary

- There is no perfect measure of SI measurement.
  - Organisations need to find the approach that works best for them and aligns with their strategic aims.
- The key messages are to:
  - When measuring SI understand the:
    - Why? How? Who for?
- GECES provides a best practice guide to social impact measurement.
  - Key is to measure outputs, outcomes & impacts.

**SUMMARY**

# Breakout Exercise

- In your groups, please discuss the below questions & then nominate a member to feedback afterwards (1 minute max feedback):
  - What social impacts do you see in your own incubators/work?
  - How is the SDG framework useful to you (or not)?

**You have 20 minutes for the breakout, before you come back to the main room.**

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Thank you  
for listening

Any questions?

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