Measuring your Social Impact:
How it Supports Sustainability and Strategic Growth

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Presentation Overview

• University of Northampton.

• Institute for Social Innovation & Impact

• Why measure SI?

• Definitions and Motivations?

• GECES

• Choosing a framework

• SI in Procurement
  – UoN Waterside Campus Example
The University of Northampton has an **institution-wide** commitment to social innovation & impact.

- Have built a new Innovation Centre & our new campus opened in September 2018.

- It is the first HEI in England to become an **Ashoka U** Changemaker Campus.

- Students on all courses will engage in social innovation/impact, both academically & through workplacements.
Institute for Social Innovation & Impact

• 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 Meanu Bajwa-Patel (Senior Researcher)
  – 3 Research Fellows.
  – 1 Research Assistant, 8 PhD students, 1 Visiting Research Fellow.
Social Impact Measurement

Usual reactions…
Stay away, it’s too complicated!
It’s time consuming & boring!
It’s too expensive!
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.
Social value/social impact

- The Public Services (Social Value Act) 2012:
  - Requires public bodies to *consider* how the services that they commission/procure, might improve the economic, social and environmental well-being of the area (i.e. the *triple-bottom line*).
  - Social value clauses now feature in 75% of local authority contracts and are increasingly being included in NHS contracts

- Social impact:
  - no single universally accepted definition (Sairinen and Kumpulainen, 2005);
Social Impact Measurement

- 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.
GECES Sub-committee on Social Impact Measurement
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:
  
  o **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?
  
  o **Readiness**
    ▪ How soon can you engage in SI measurement?
  
  o **Capacity**
    ▪ Staff expertise & time.
    ▪ Financial resources.
    ▪ External contacts/networks.
Which Social Impact Method or 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 (EQFM)
• Fit for Purpose
• Practical Quality Assurance System for Small Organisations (PQASSO)
• Social Enterprise Balanced Scorecard
• 3rd 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.
Social Impact in Procurement

• **Early Buy-in:** Allocate responsibilities in the team around social impact to ensure buy-in.

• **PQQ/ITT:** Ensure you have social impact relevant questions in your Pre-Qualification Questionnaire & your Invitation to Tender.

• **Social Impact Plan:** Work closely with main contractors to develop a SIP. Then implement it as early as possible with winning contractor(s).

• **KPIs & Monitoring:** Ensure that KPIs relevant to the SIP are in place & agreed monitoring responsibilities are established.

• **Celebrate Success, Identify Failure:** Social impact data can be used externally to market success, but must be used internally to learn from failures.
Waterside Campus Build

• Working with key contractors, the University has delivered the following positive social impact (aka ‘good stuff’) through the construction of its £330m Waterside Campus:
  – 1,239 local people employed on-site through the project supply chain;
  – Over 40 local suppliers engaged from multiple sectors;
  – 20 apprenticeship jobs delivered,
  – Student work experience and placement opportunities;
  – 43 local people upskilled as a result of the project;
  – 72 new entrants to the construction sector trained and employed;
  – Positive environmental impacts:
    • waste reduction i.e. the pre-cast piling method used on-site to reduce site waste;
    • Worked with local schools to create an on-site garden to improve biodiversity on construction site.
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.

• Embedding this in procurement processes enhances value and sustainability.

• See our Procurement Handbook ‘How to do good stuff when buying things’.
Thank you for listening

Any questions?

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