

# Measuring What Matters

## *Quality, Impact and Measuring Social Value*

*Philip Angier, Angier Griffin*

# Measuring what matters

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## Introductions:

- ✓ *Name*
- ✓ *Organisation*
- ✓ *Where you're from – first part of postcode*
- ✓ *Size – approx annual turnover*
- ✓ *What measures matter to you?*
- ✓ *How knowledgeable are you - scale of 1 - 10*

# Measuring what matters

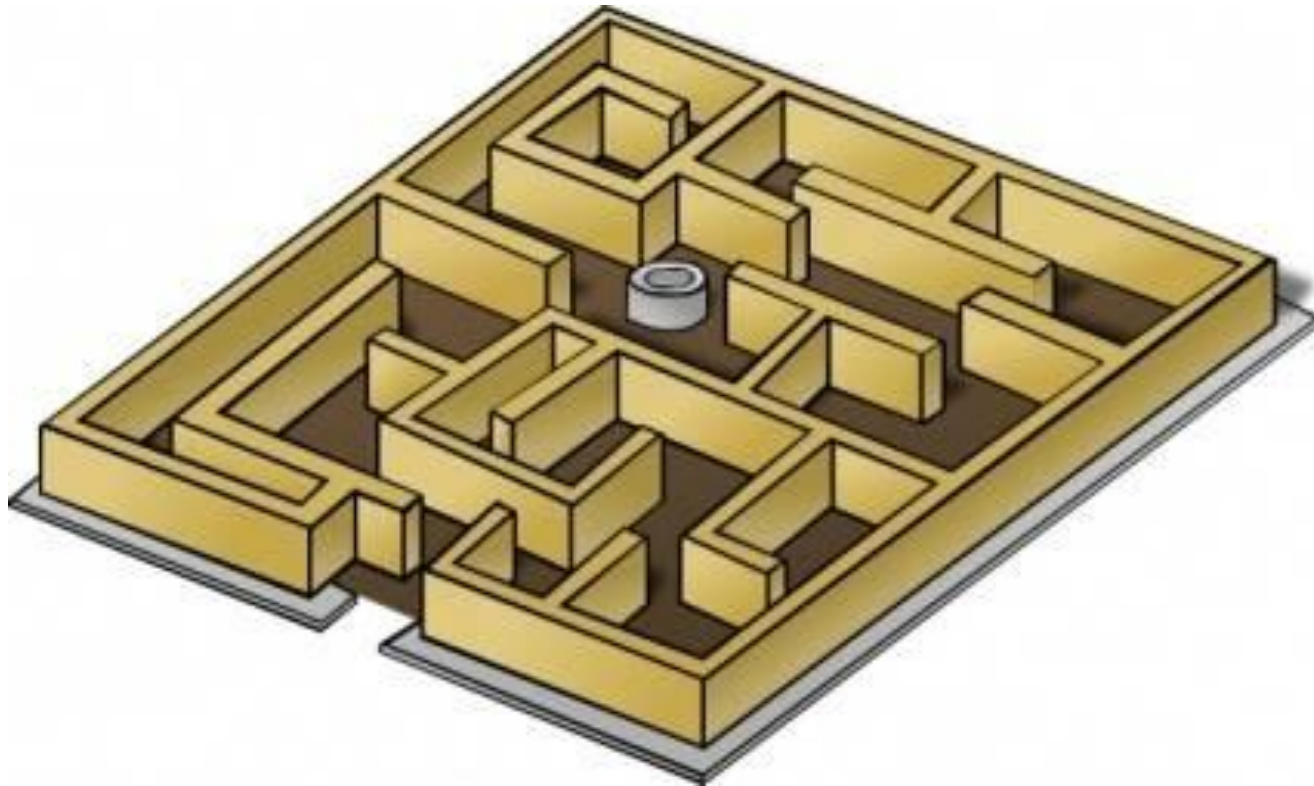
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## Aims:

- *Work out what is important to measure in your own organisation*
- *Understand what tools and techniques are available and how to use them*
- *Analyse the benefits and any potential pitfalls of introducing such tools in your organisation*
- *Understand the importance of measuring social value in the Big Society*

# A maze of jargon

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# Measuring social value

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Why do it?

## *Prove & Improve Agenda*

- Prove it to your funders, supporters, stakeholders, staff
- Use data to Improve target setting, allocation of resources & management effectiveness

# Measuring social value

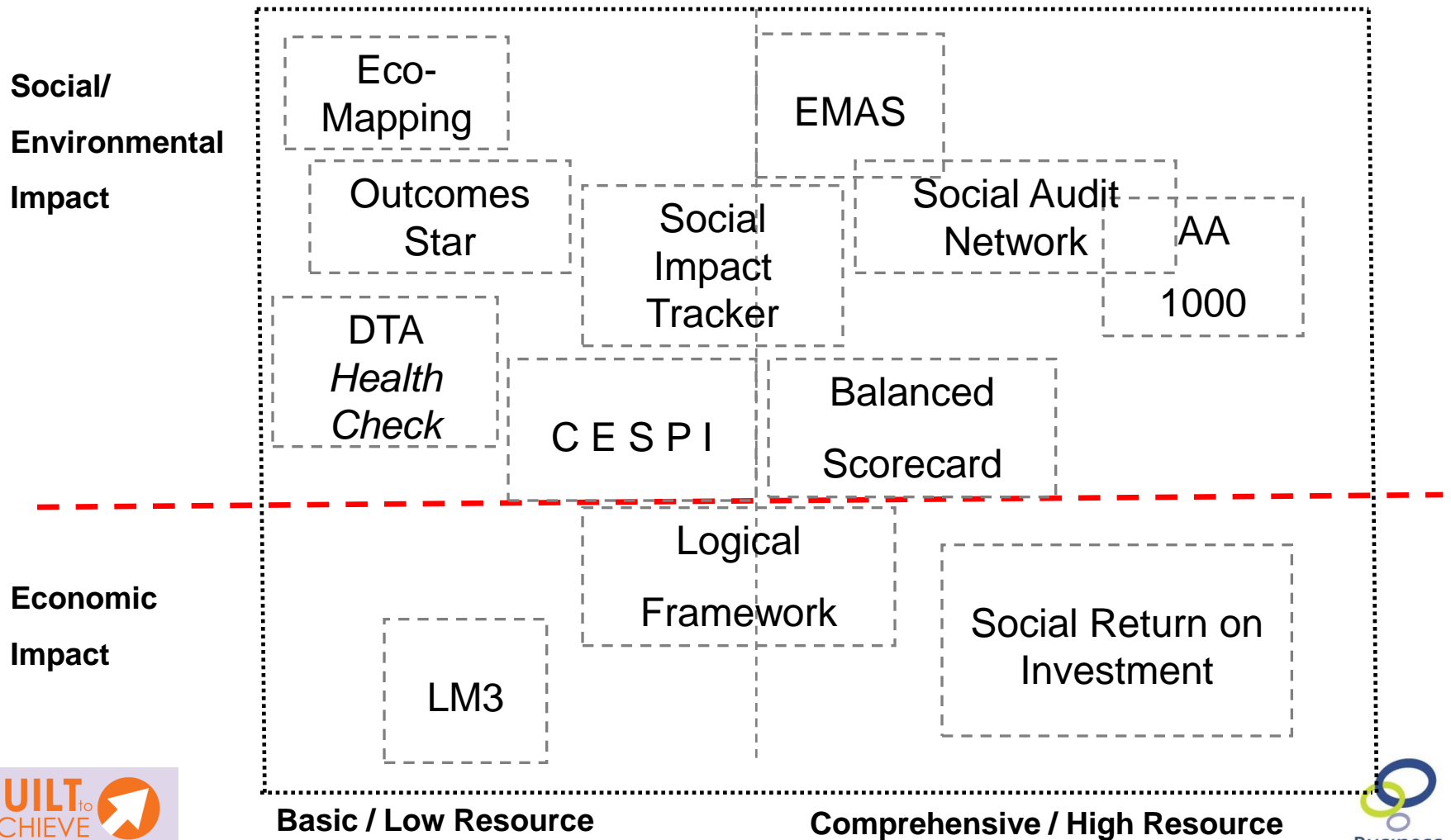
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Why do it?

## *Social Return on Investment Agenda*

- Cost – benefit analysis
- Can we demonstrate the economic value of social impact in order to help our business case to government/investors?

# Measuring what matters



# Prove and improve

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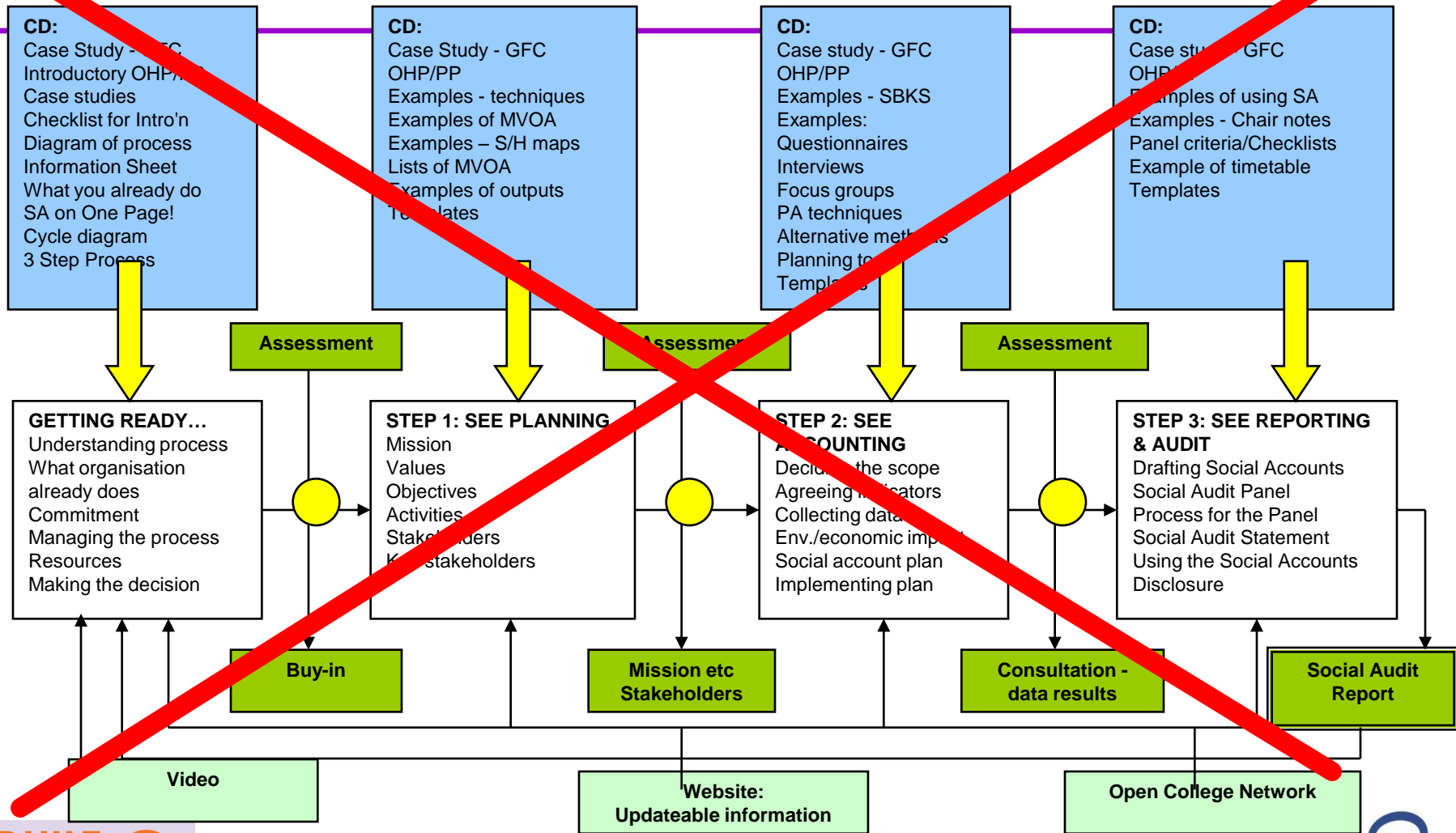
What it sets out to measure

Extract from Traidcraft report

Traidcraft is guided by five key Foundation Principles. We use these to report against our achievements for the previous 12 months.

- › Traidcraft is a Christian response to poverty
- › Our mission is fighting poverty through trade
- › We respect all people and the environment
- › We abide by and promote fair business practices
- › We strive to be transparent and accountable

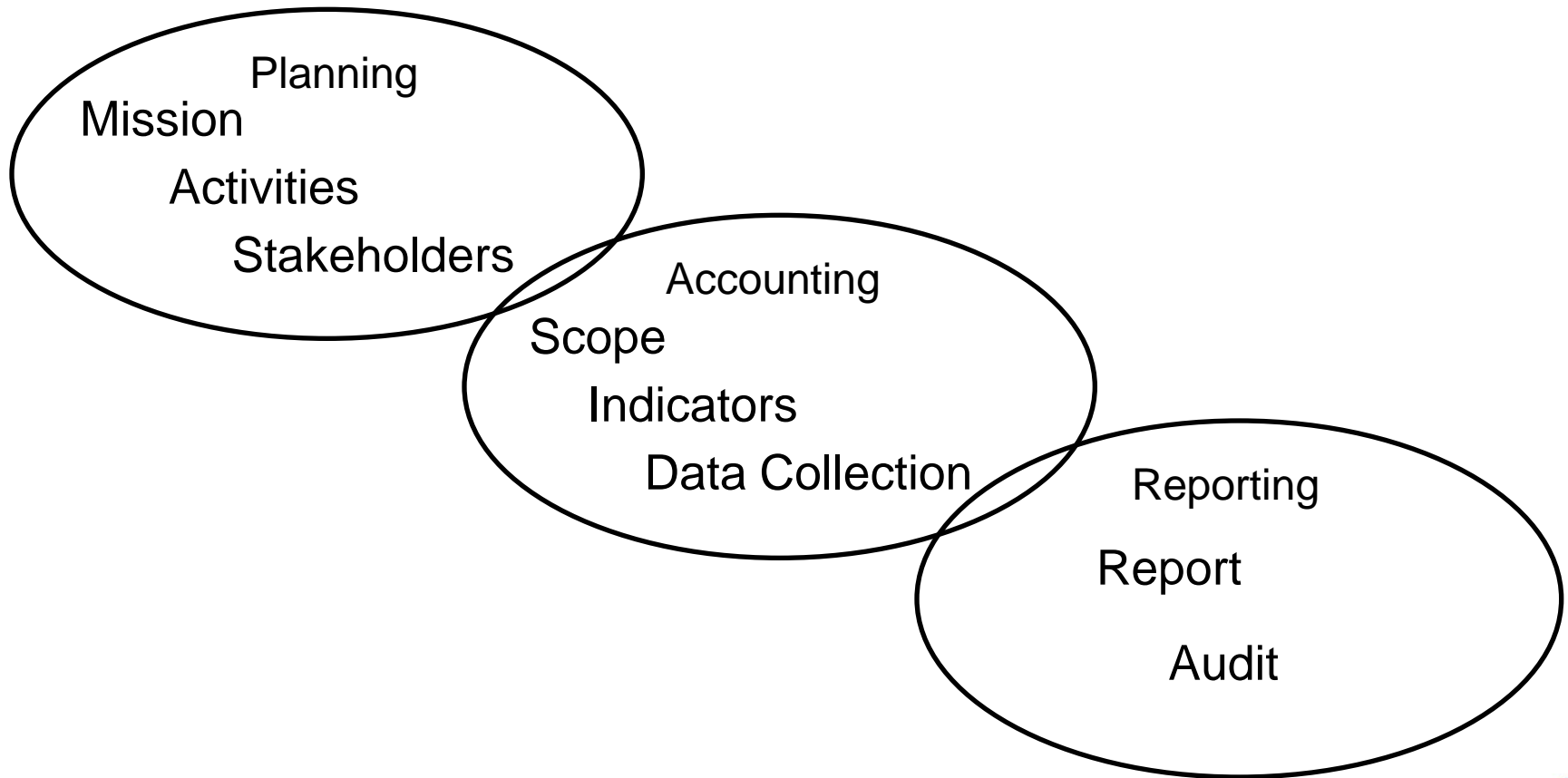
# Prove and improve – how it's done



# Prove and improve

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How it's done – Three Stages of Social Audit



# Prove and improve

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## Types of Data

### **Hard Indicators**

eg Headcount, timesheets, financials

### **Soft Indicators**

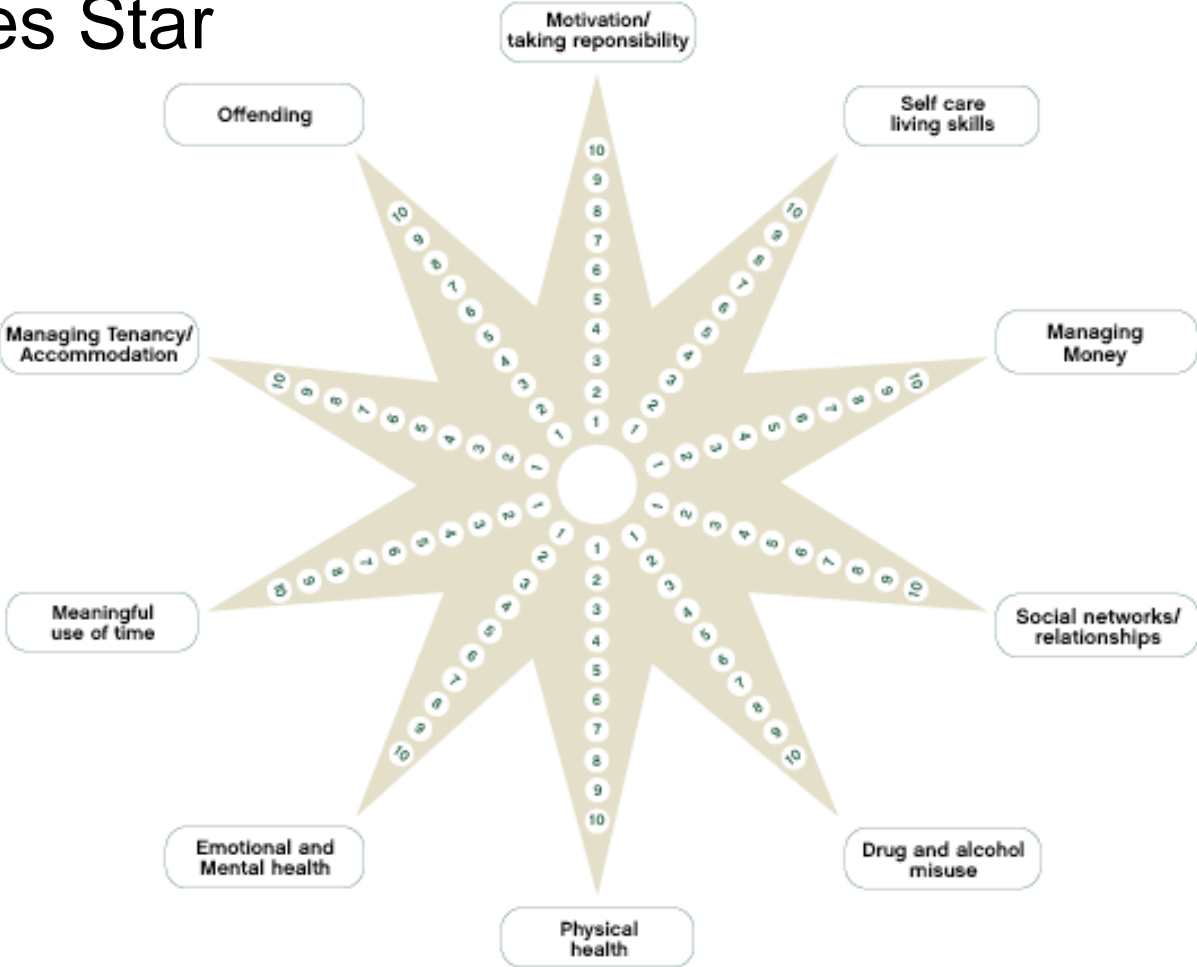
eg Feedback forms, survey data

### **Narrative**

eg Case studies, focus groups, interviews

# Prove and improve

## Outcomes Star



# Prove and improve

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## Social Audit vs Evaluations

Evaluation

Social Audit

Project Specific

Looks at the whole organisation

Time Bound

Regular - ongoing

Done to you

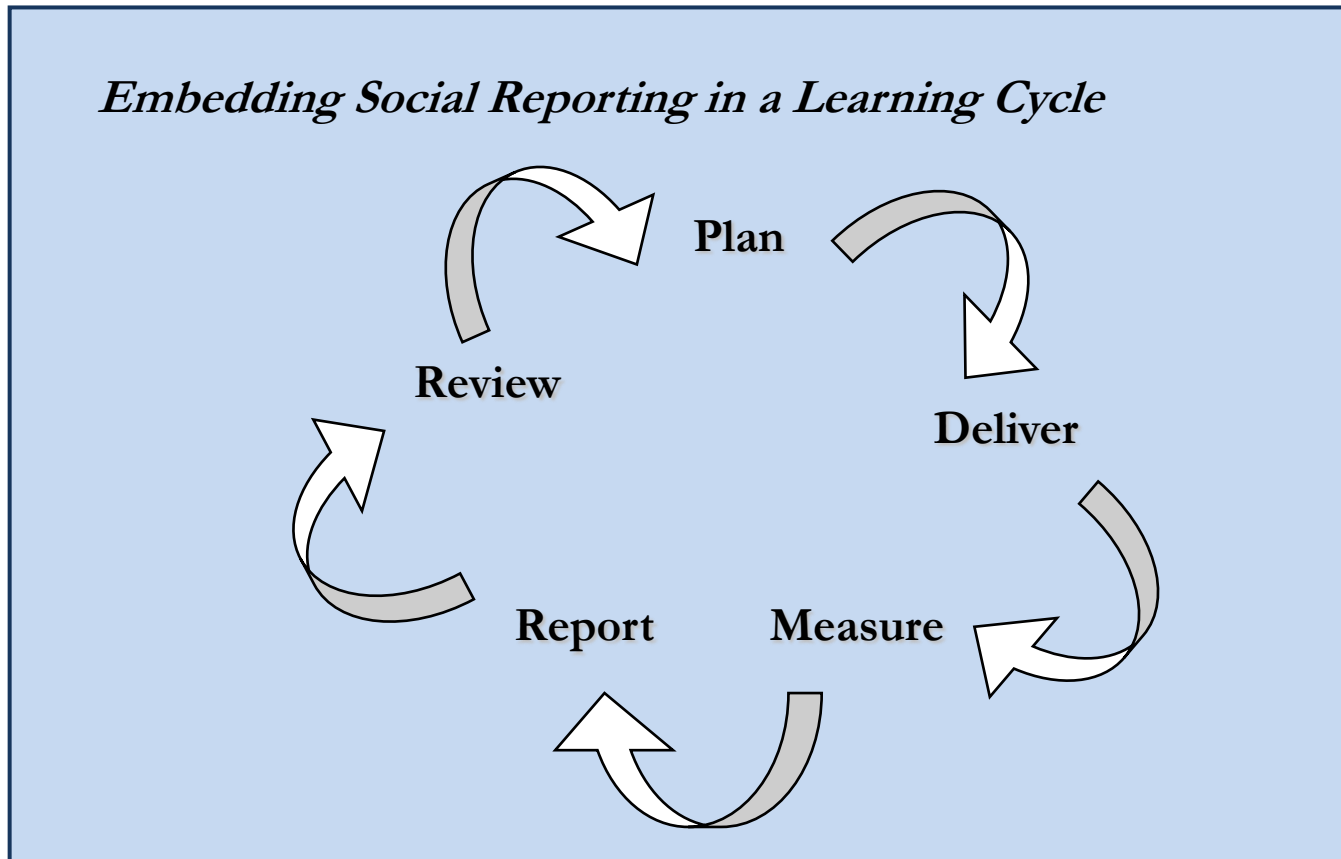
Done by You

Funders Aims

Your/ stakeholders aims

# Prove and improve

## How it's used – Learning Organisations



# Prove and improve

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## Resources

[www.proveandimprove.org](http://www.proveandimprove.org) - *a guide to social measurement tools*

[www.dta.org.uk/resources/publications](http://www.dta.org.uk/resources/publications) - *DTA 'health check'*

[www.outcomesstar.org.uk](http://www.outcomesstar.org.uk) - *for the Outcomes Star*

[www.socialauditnetwork.org.uk](http://www.socialauditnetwork.org.uk) - *order a guide to social audit*

**Social Audit Network Conference – 8<sup>th</sup> April 2011 - Newcastle**

# Social Return on Investment

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What it sets out to measure

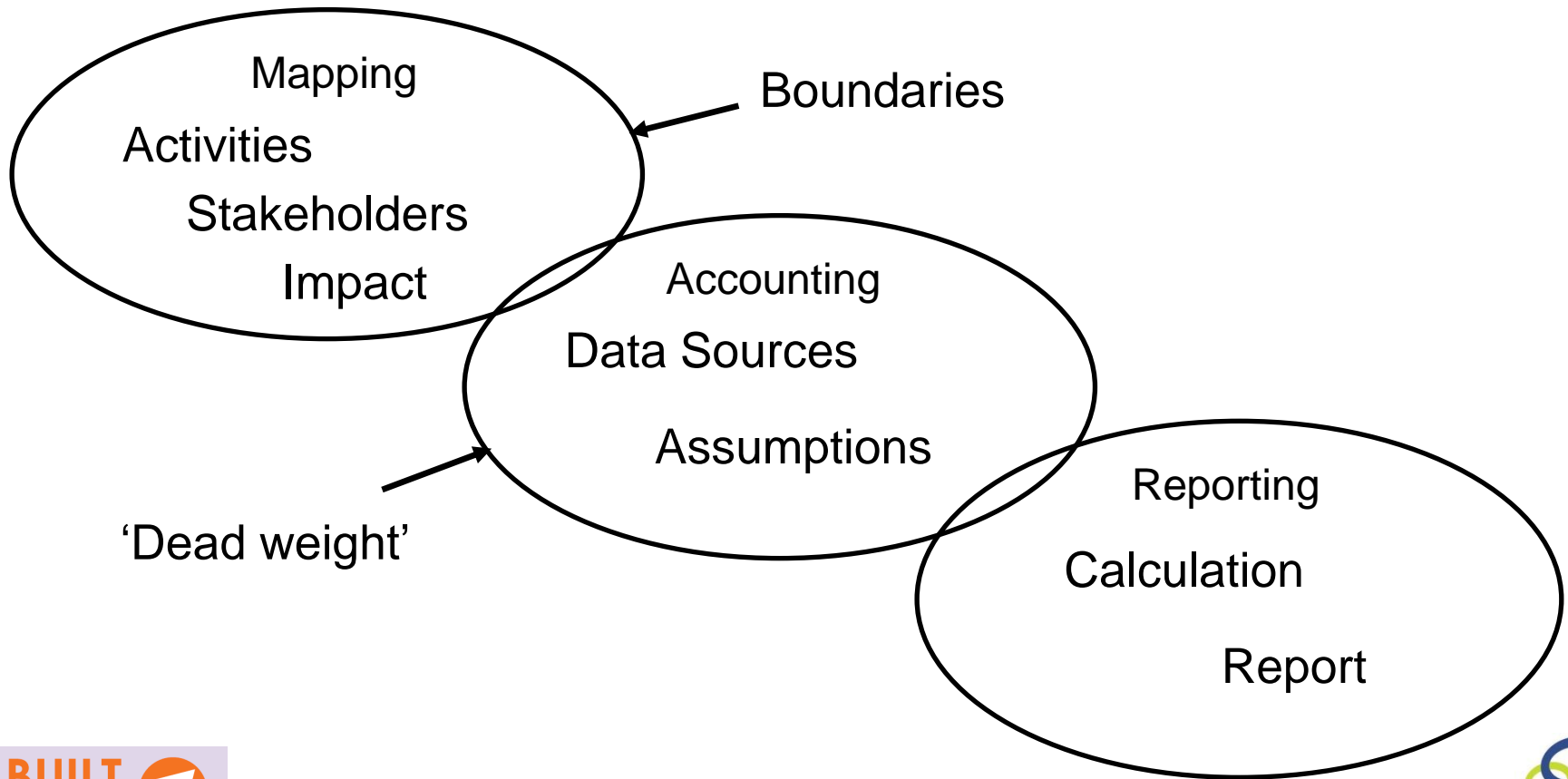
Extract from SROI report

*In terms of prospective economic return the projected outputs of the programme are estimated to yield a 289% return on the programme investment of £282,000 (ie for every £1 in invested the aggregate return in economic terms of £2.89).*

# Social Return on Investment

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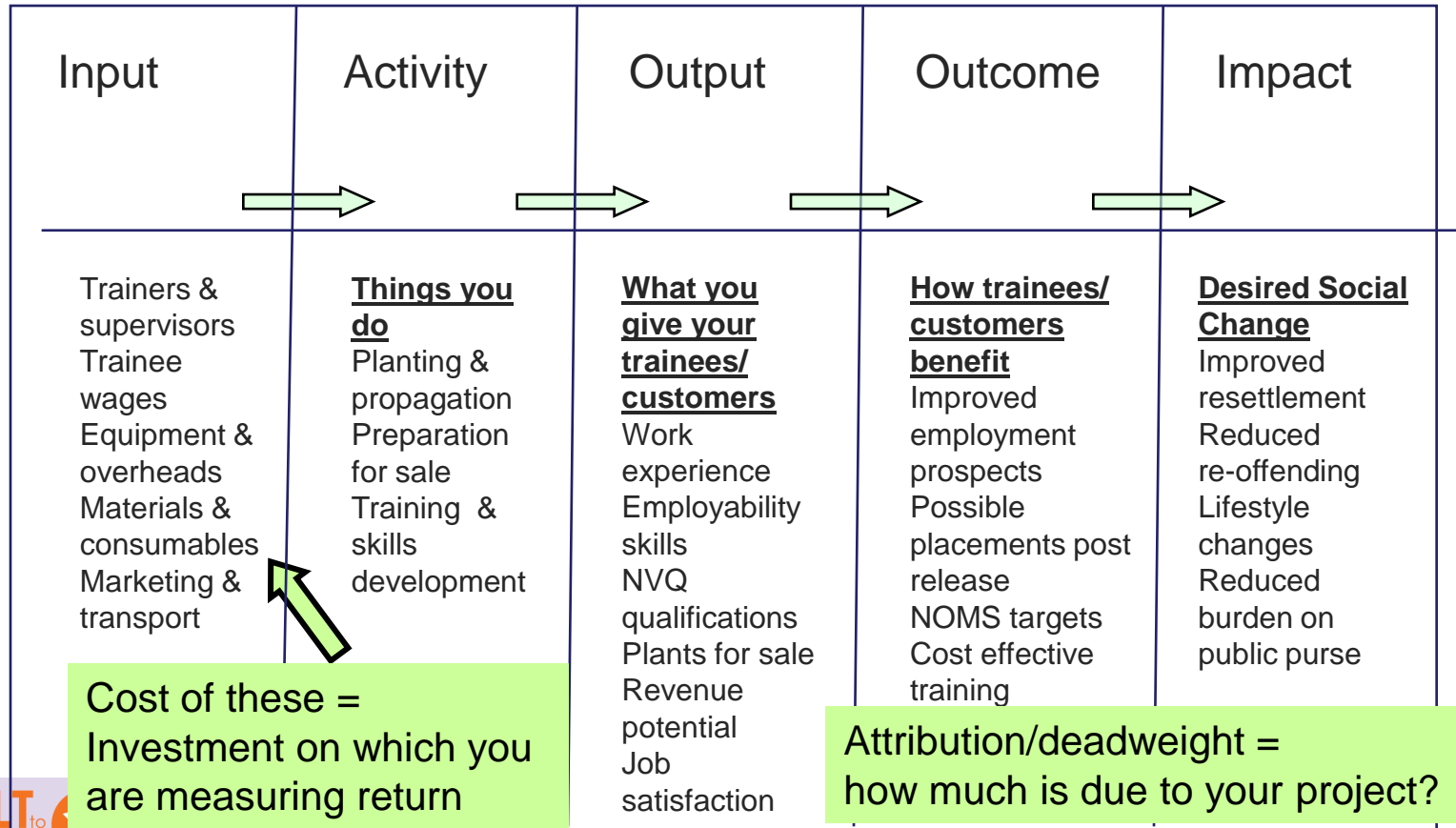
How is it done?



# Social Return on Investment

## Impact Map

is about the indicators which demonstrate that you can deliver the impact you set out to achieve .....



# Social Return on Investment

## Financial Proxies

<b>myplace</b>					
Summary Table of benefits for inclusion in Scoping Appraisal					
Item	Recurring/ One-off	Assigned Value	How valued?	Attribution Assumption	Source Data
<b>Local Benefit created during construction of Centre</b>					
Local Labour employed in construction	One Off	£480,000	Construction Costs	Local labour assumed 10%	Extrapolated from
Architects/Quantity Surveyors	One Off	£70,000	Assumed 2 extra FT jobs locally for one year	Assumed approx 10% of fees budget	Estimate
CMVA Project Manager	One Off	£52,500	1 FT job locally for 18 months	One extra job for during project	Estimate
Local Economic benefit of 'fit out' costs	One Off	£25,000	Based on %age of fit-out budget (incl tenants) of £200,000	Assumed at 12.5%	Estimate

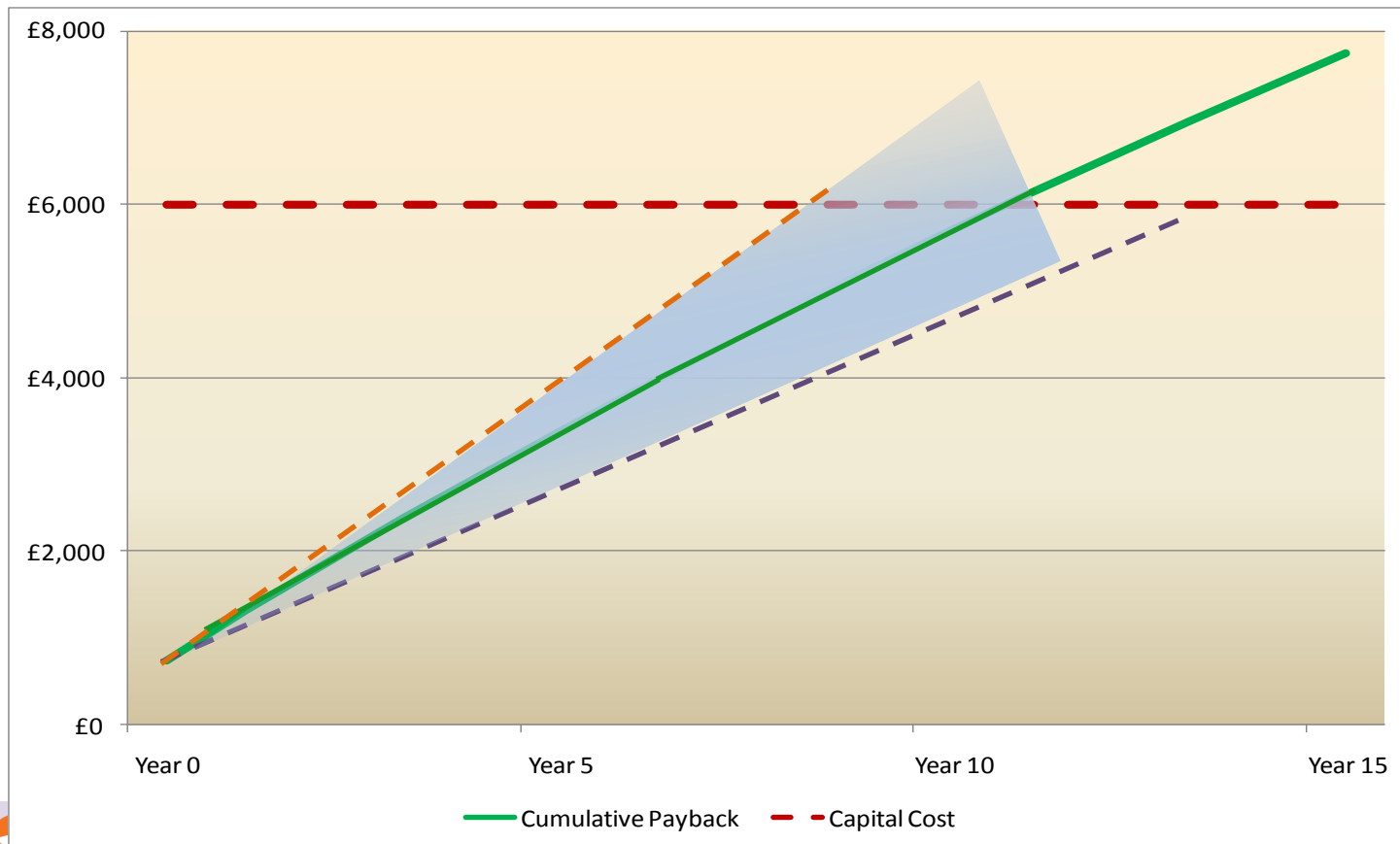
# Social Return on Investment

## Discounted Cash Flow

<b>Discount Table</b>				
	Incremental Benefit	Discount Formula	Discounted Benefit	Cumulative Incremental Benefit
Year 0	£745,000	1.00	£745,000	£745,000
Year 1	£584,169	0.98	£569,565	£1,314,565
Year 2	£566,669	0.95	£538,689	£1,853,254
Year 3	£566,669	0.93	£525,222	£2,378,476
Year 4	£566,669	0.90	£512,092	£2,890,568
Year 5	£566,669	0.88	£499,289	£3,389,857
Year 6	£566,669	0.86	£486,807	£3,876,664
Year 7	£566,669	0.84	£474,637	£4,351,301
Year 8	£566,669	0.82	£462,771	£4,814,073
Year 9	£566,669	0.80	£451,202	£5,265,274
Year 10	£566,669	0.78	£439,922	£5,705,196
Year 11	£566,669	0.76	£428,924	£6,134,120
Year 12	£566,669	0.74	£418,201	£6,552,320
Year 13	£566,669	0.72	£407,746	£6,960,066
Year 14	£566,669	0.70	£397,552	£7,357,618
Year 15	£566,669	0.68	£387,613	£7,745,231

# Social Return on Investment

## Examples - Payback Illustration



# Social Return on Investment

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Who will want to use it?

- Organisations bidding for funds for building projects
- As a planning tool – ‘How will we benefit?’ – not ‘How did we do?’
- To demonstrate public savings – eg ‘invest to save’

# Social Return on Investment

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## Resources

### Some Useful links

**[www.pluggingtheleaks.org](http://www.pluggingtheleaks.org)** - *a guide to 'Local Multiplier 3'*

**[www.thesroinetwork.org](http://www.thesroinetwork.org)** - *for a guide to SROI Methodology*

**[www.socialimpacttracker.org](http://www.socialimpacttracker.org)** – *for social impact tracker, an on-line tool*

### **SROI Training (New Economics Foundation)**

April 5-6, London; April 27-28, Manchester

May 3-4, London; June 7-8, London

The training costs £575 + VAT, or £495 + VAT for registered charities.

# Measuring social value

## *Triple Bottom Line Reporting*

### Social

*Qualifications gained  
Work experience offered  
Feedback from prisoners & prison staff  
Meeting NOMS' Key Performance Indicators  
Building sustainable partnerships*

### Financial

*Meeting social enterprise targets  
Cost effectiveness/value for money  
Income generating potential  
Jobs created/saved*

### Environmental

*Health and healthy eating benefits  
Local growing/reduced food miles  
[Negative impact of CO2 emissions  
from energy use]*

# Measuring social value

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## Activity Mapping

- List the project's main activities

*List main activities at each level*

- Who benefits from them?

*Individuals, groups or organisations*

- In what ways do they benefit?

*Social, economic or environmental*

- How will you record the activity in terms of outputs \*  
outcomes?

*Quantitative and qualitative*

# Activity Mapping

## Example...

Activities	Stakeholders	Social Outputs	Measures
<p>Recruitment of Senior Tutor Design of course Recruitment of learners from referral agencies Induction/needs assessment Collection and maintenance of individual learner records of achievement</p> <p><u>Programme Activities</u> Level 2 Qualifications (Employability Skills) Social Engagement (outdoor activities + residential) Work Experience placements Personal Development &amp; Skills Development Programme evaluation for Northern Rock Foundation</p>	<p>Senior Tutor (staff)</p> <p>TEAM Wearside</p> <p>Referral Agencies (statutory &amp; voluntary agencies) Connexions Police/Youth Offending Team</p> <p>Learners (aged 16 – 18)</p> <p>Parents/carers of learners</p> <p>Local Employers</p> <p>Public Purse</p> <p>Local Community</p> <p>Northern Rock Foundation</p>	<p>Employment/job satisfaction New course for client group Knowledge/experience gained Management Fee Enhanced reputation Opportunities for 'hard to place' youngsters Level 2 qualifications Placements free of charge 'At risk' individual given purposeful activities Employability Skills (Level 2) Personal and social development Tailored workplacement Social activities Learners Training Allowance Economic independence and purposeful activity for young people Free work placement Tailored support from Tutor Low cost recruitment Reduced benefit payments.....</p>	<p>Job created/sustained Employee feedback New course materials Evidence of internal learning Management fee received External perceptions of TEAM Successful placement vs rejections Qualifications achieved Progression to employment/ training Personal progression/soft outcomes Progression to employment/ training Drop out rate (comparative) 'Perceptions' of learners 'Perceptions' of employers 'Perceptions' of parents/carers etc</p>

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[www.dta.org.uk/resources/publications](http://www.dta.org.uk/resources/publications) - *DTA 'health check'*

<http://offline.cooperatives-uk.coop/live/cme2072.htm> - *for Co-operative Environmental and Social Performance Indicators (CESPI)*

[www.outcomesstar.org.uk](http://www.outcomesstar.org.uk) - *for the Outcomes Star*

[www.thesroinetwork.org](http://www.thesroinetwork.org) - *for a guide to SROI Methodology*

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