Social Enterprise Network

Social Impact Evaluation

Funded by:

1 year evaluation pilot – 4 SENs

- Social Impact Evaluation as part of the Scottish Social Enterprise Action Plan (Priority 2F.5 **Demonstrating Social Value – 'testing new methods'** using **U>P |**Unlocking more than Potential

- 4 SENs took part in the pilot:

GSEN Glasgow Social Enterprise Network

DUNDEE SOCIAL ENTERPRISE NETWORK

Health Social Enterprise Network

Edinburgh Social Enterprise

New Tool:
U>P | Unlocking more than Potential

- www.unlocking-potential.co -

- cloud-based software platform which has been developed for demonstrating social impact

- making intangible and qualitative outcomes measurable against targets

- Based on social capital as framework

"During my time in the 3rd sector I witnessed 100s of excellent organisations struggling to survive because they couldn't effectively demonstrate their social impact to investors. So, in October 2017, I launched Unlocking Potential as a new approach to measuring social impact and organisational performance, using social capital as a framework"

Colin Campbell,
Founder &Executive Director of ASC

Social Capital

- Terms used throughout the Report

Social Capital Elements

- U>P's tools are based on the social capital framework and for that reason they also use the key terms used to describe social capital. Below is the description of the main social capital elements. Please note that they all are interconnected and that the change in one can also impact on the other elements.

- **Networks** – describe the relationship ties by which people are linked together; there are three different types of network ties:

  > <u>Bonding</u> – close, strong ties between members of a community

  > <u>Bridging</u> – peer-to-peer, horizontal ties with similar groups

  > <u>Linking</u> – vertical ties with individuals in a position of authority or influence (financially, politically etc.)

- **Shared Understanding** – is based on shared norms and values impacting on shared standards of behaviour and expectations within a group or community.

- **Reciprocity** – occurs when people support each other, confident that someone will return the favour in the future.

- **Trust** – is the confidence that other members of the community will be honest and act cooperatively
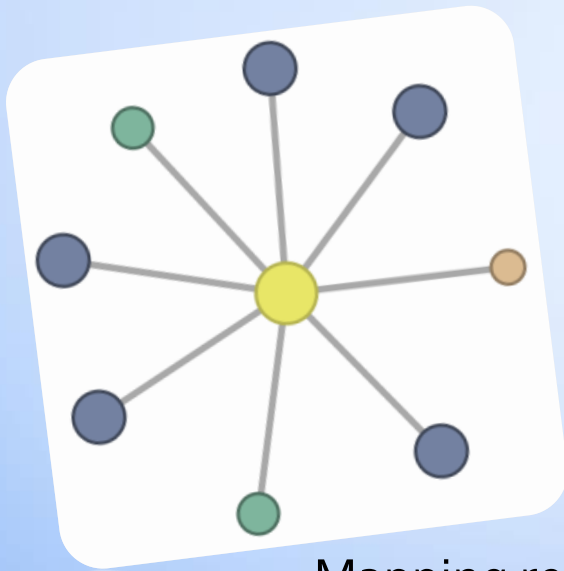
Social Network Analysis

- Mapping relationship members of each SEN have built as a result of having become a member

Network Map 1: Aggregate Social Network Map of the four Social Enterprise Networks

- The map displays the bonding (blue nodes), bridging (green nodes) and linking relationships of the people interviewed (yellow nodes, bonding) for the pilot. On the left-hand side is the 'Benchmark' Social Network Analysis (SNA) showing the _connections people already had when joining_ their SEN. In comparison, the right-hand side shows the connections people have established until '_Now_' which describes the _current relationships established through the SEN_.

Benchmark SNA

Now SNA

Bonding	Bridging	Linking	Total
110	72	32	214
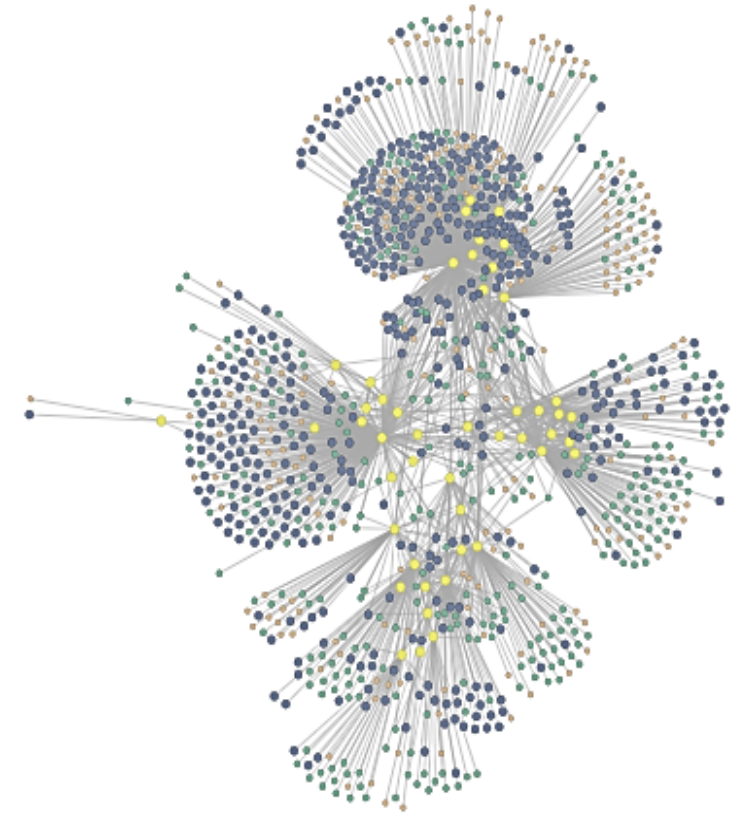
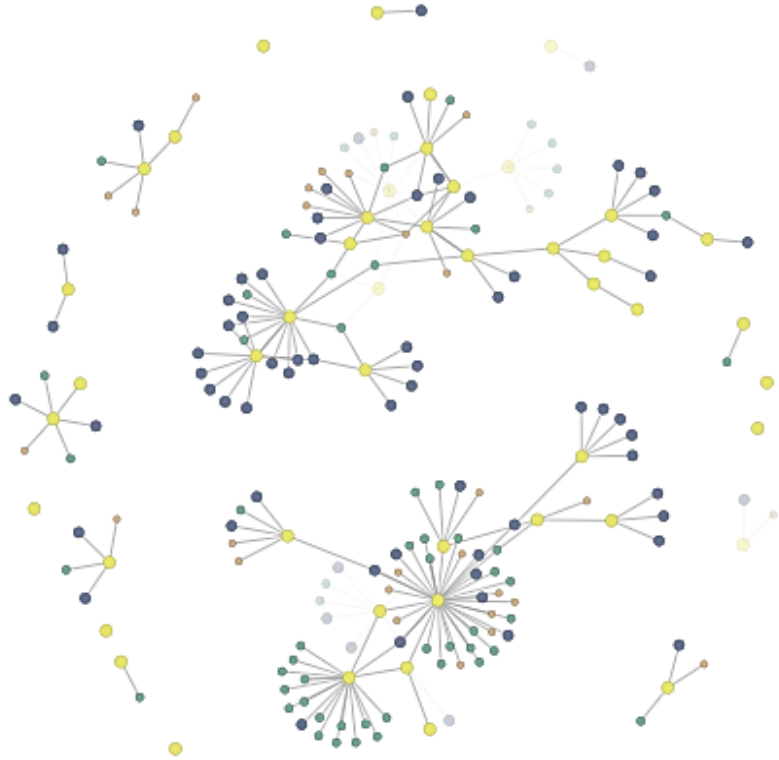| Bonding	Bridging	Linking	Total
1183	622	347	2152

Network Map 2: Aggregated Network Map of the SENs' Members

- In the same way as Network Map 1, Network Map 2 displays the change *of relationships from when a member joined ('benchmark') until 'now'* – however, this map focuses on the **members only**. So, the SENs' coordinators and staff connections have been greyed out in this maps.

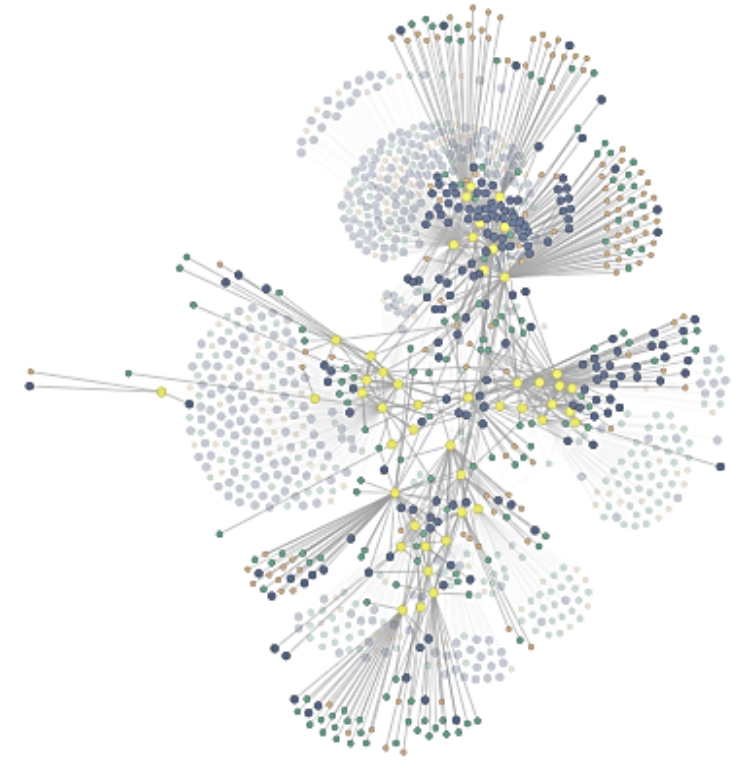**Benchmark SNA**

Now SNA

Bonding	Bridging	Linking	Total
95	60	29	184

Trusting connections: **106**

Bonding	Bridging	Linking	Total
422	226	155	803

Trusting connections: **471** (increase of 344%)

More than 9-fold Increase in total connections from joining ('benchmark') until 'now'

214

2152

■ Benchmark ■ Now
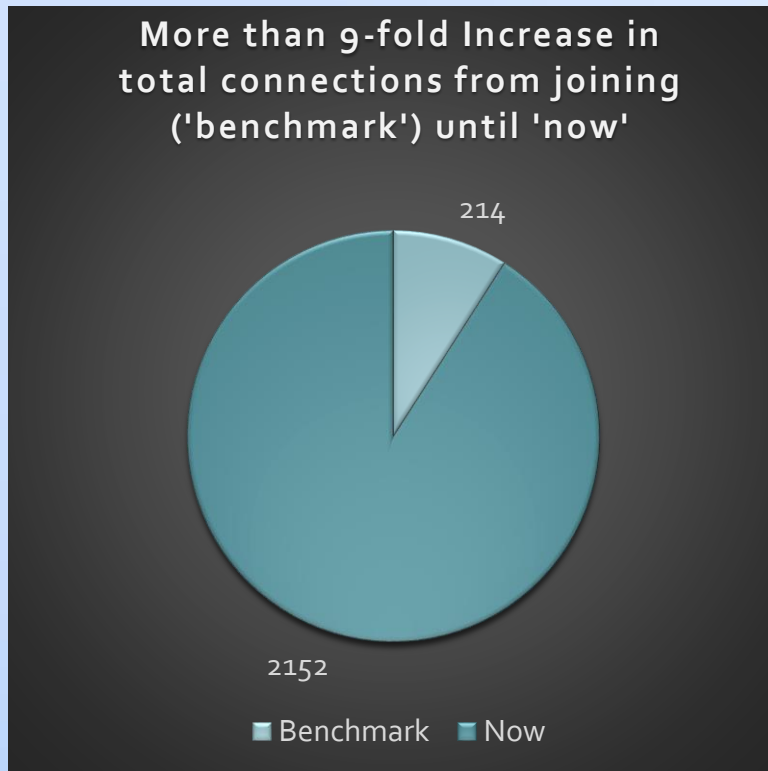
➢ **Significant increase (9-fold) in total connections** can be observed

➢ **Members clearly increased their connectivity** as result of being a member of a SEN

➢ **SEN's staff shares a large proportion** of those connections made

➢ There is also a very **noticeable increase (5.5-fold)** in **trust** across the network


More than 5.5-fold increase in trusting connections

123

824

■ Benchmark ■ Now

There is a significant increase in connections as well as trust as a result of joining a SEN

Increase in total Connections made

Benchmark ▪ Now

Category	Benchmark	Now
Aggregate	214	2152
Aggregate for Members only	184	803
Aggregate for Staff only	30	1349

Increase (in %) in Trusting connections

▪ Aggregate - Coordinators Only   ▪ Total Aggregate
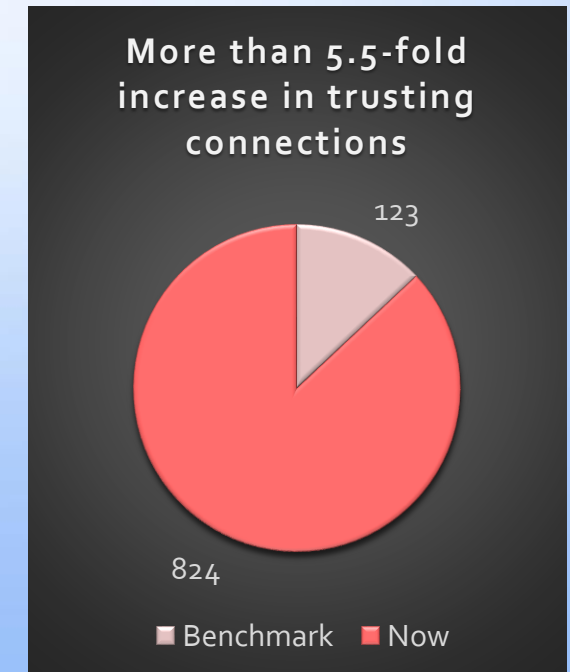
Network Coordinators play a key role in facilitating the building of relationships & trust
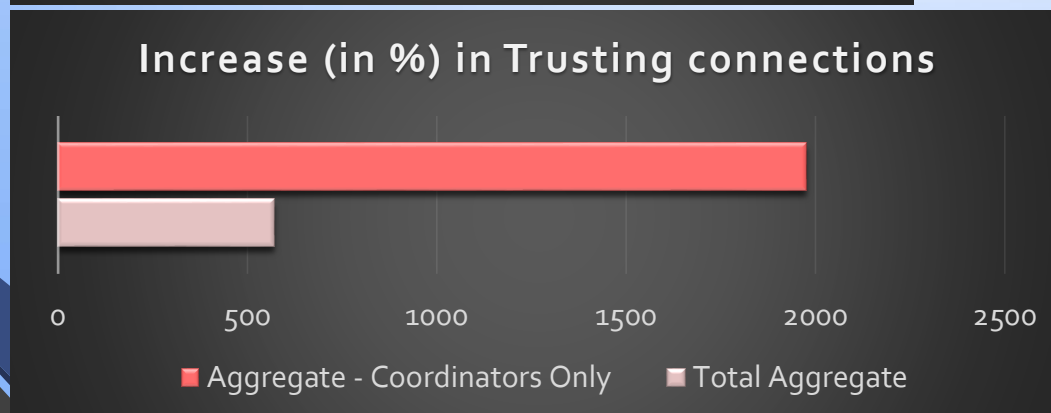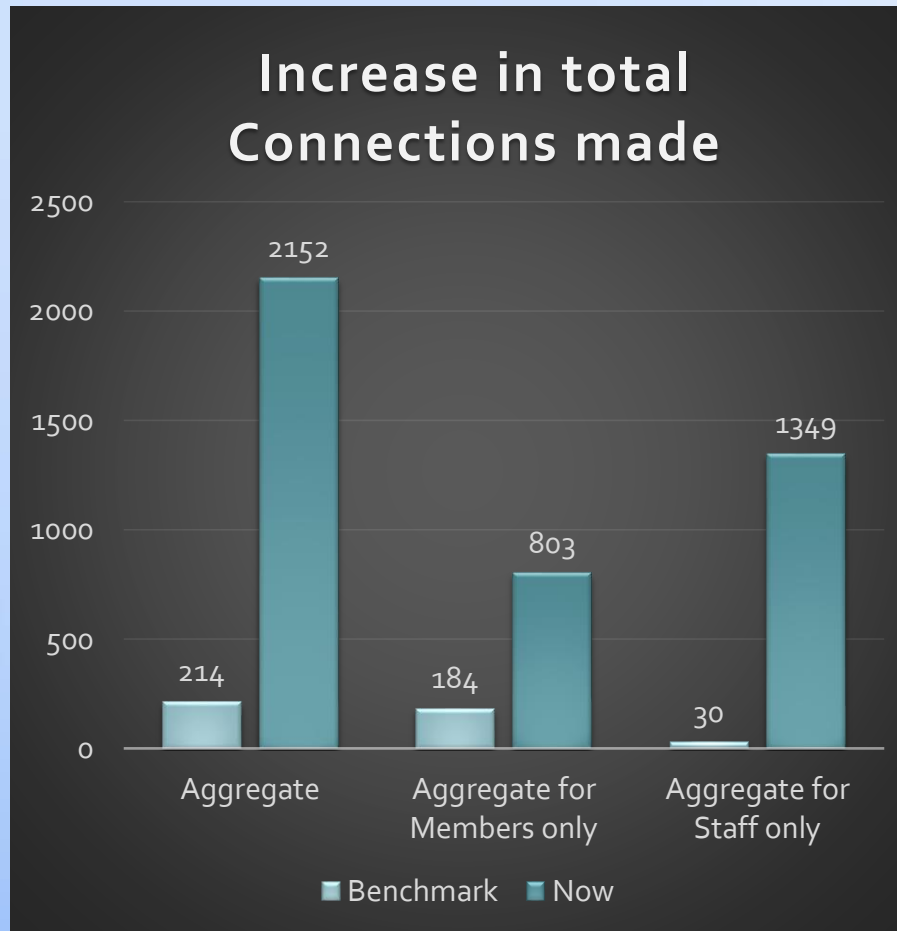
➢ Just over **60%** of the **relationships** within the network are held by the **network coordinators and staff,** this also covers the great **majority of trusting relationships**

➢ This makes sense as they tend to be **connected with all the members** (bonding) and as well as **other relevant organisations** (bridging & linking) where they can refer members to or who they work together with

➢ This **connectivity is crucial** to be able to **provide the services** for support, sign-posting, representing as well as arranging internal and external events and meetings for the SENs

g-potential.co

For more info, check out the aggregate U>P report.

The comprehensive, full report will be available towards the end of the year.

There may also be individual reports available for the four SENs which have taken part in the pilot.

Website: www.unlocking-potential.co
Email: info@unlocking-potential.co