



# SOCIAL IMPACT MEASUREMENT

The Y Victoria's journey & learnings

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# Presentation structure

- Approach taken
- How adapted
- Consultant's perspective
- Enablers
- Barriers
- Lessons learnt



# SOCIAL IMPACT IMPLIES CHANGE IN PEOPLE'S LIVES

**Our preferred definition of social impact is drawn from the United Nation's definition of social impact:**

'Social impact implies changes in people's lives. This might include changes in knowledge, skill, behaviour, health or living conditions for children, adults, families, or communities. Such changes are positive or negative long-term effects on identifiable population groups produced by an intervention, directly or indirectly, intended or unintended.'



The Y is a large, diverse organization:

**5,500**  
Staff

**180**  
Centres

### Multiple service Lines



RECREATION



EARLY  
LEARNING



OSHC



KINGSWIM



YOUTH  
SERVICES



ACTION  
SPORTS



CAMPING



BRIDGE  
PROJECT &  
REBUILD

The Y wanted a way to demonstrate the impact we have on our customers across the organisation

# Old approach

- ✗ Measured only at program-level
- ✗ Focused on outputs rather than outcomes
- ✗ Lacked an organisation-wide approach
- ✗ Too complex (70+ indicators)
- ✗ Insufficient investment



# New approach

- ✓ Engaged experts to develop a Social Impact Measurement (SIM) Strategy
- ✓ Organisation-wide SIM
- ✓ Dedicated internal team



Y5'S KEY OUTCOMES



PHYSICAL  
WELLBEING



MENTAL  
WELLBEING



CONNECTIONS  
& BELONGING



FUTURE READY  
SKILLS



YOUTH VOICE &  
EMPOWERMENT



RECREATION



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# 5 Social Impact Outcomes and Indicators

## Physical wellbeing



### Indicators

Physical activity

Physical literacy

- Coordination
- Strength, flexibility, endurance
- Develop skills to apply to other activities
- Enjoy classes

Water safety



# 5 Social Impact Outcomes and Indicators



## Mental wellbeing

### Indicators

Life satisfaction/ Happiness

Resilience



# 5 Social Impact Outcomes and Indicators

## Connection and Belonging



### Indicators

#### Sense of Connection

Connect with other people

Feel part of the community

#### Sense of Belonging

Able to be themselves

Feel safe/accepted/welcome at the Y



# 5 Social Impact Outcomes and Indicators



## Future-ready skills

### Indicators

Confidence to learn new skills

Confidence to try new things

#### Skills for the future:

- Communication
- Team-work
- Thinking critically
- Problem solving
- Leadership
- Being adaptable
- Showing initiative
- Social intelligence
- Emotional intelligence
- Social awareness



# 5 Social Impact Outcomes and Indicators



## **Youth voice and Empowerment** Indicators

Opportunities to express ideas  
Involvement in decision-making

# What this new approach involved

- ✓ Used national or state-level baselines
- ✓ Service lines reported on a minimum of 2 outcomes
- ✓ Staged roll-out
- ✓ Dashboard
- ✓ Annual report on social impact measurement findings






# What we found

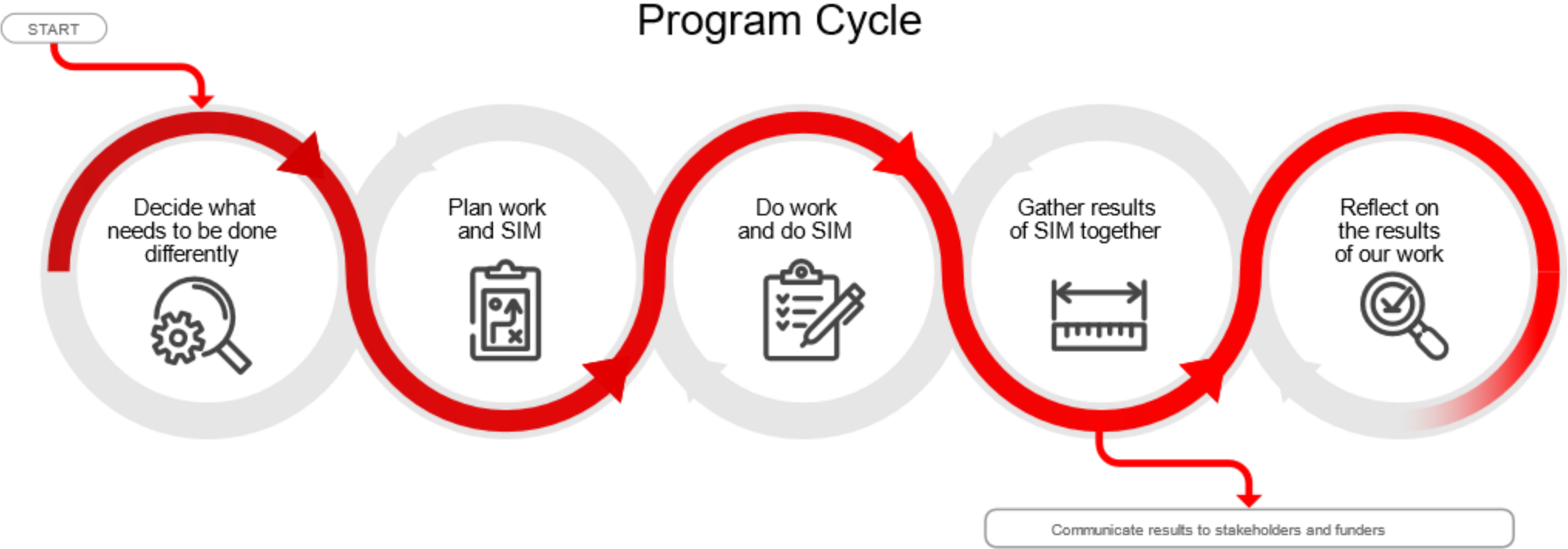
✓ The new approach was simpler and easier to implement

BUT,

- Had less relevance for Centre-level managers
  - Indicators and national/state baselines required further refinement
  - Writing the SIM annual report was time-consuming
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# SOCIAL IMPACT MEASUREMENT...

IS INTRINSIC TO ORGANISATIONAL IMPROVEMENT



# Tips from Clear Horizon

1. Don't over-engineer
2. Emphasise learning
3. Sphere of influence
4. Deep and genuine engagement
5. Working in partnership

**Clear Horizon**



# 5 key enablers

1. Advocacy
2. Find the right subject matter experts
3. Leadership support
4. Investment
5. Staged approach



# 5 key barriers

1. Organisational culture
2. IT/ Tech Support
3. Buy-in
4. Trade-off
5. Managing stakeholder expectations



# 5 key learnings

1. Start small – evolve
2. Need for good program design
3. Common language for impact
4. Unified impact
5. Flexibility





**Questions?**