

Harry Specters

Social Impact Framework

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How Does Harry Specters Measure Its Social Impact

1. Overview

In Economics, Social Benefit is defined as the total benefit to society from producing or consuming a product or service. Specifically, social benefit includes all the private benefits plus external benefits of consumption or production.

$$\text{Social Benefit} = \text{Private Benefit} + \text{Externality}$$

For example, if you walk to work, it will reduce congestion and pollution which in turn will benefit other users of the road. In this case, the Private Benefit (e.g., better health and no costs of owning a car) may be smaller than benefit to others and hence has positive externality. Alternatively, there can be negative externalities, for example, waste produced by industries.

Harry Specters is a social enterprise established in November 2012 for increasing social benefit to society. Private benefits for Harry Specters include profits by offering great (premium) products to society. Its mission is to create positive externality by creating employment, free training and free work experience for young autistic people. This mission is driven by the founders of the company who have an autistic son. Therefore, at Harry Specters, “great product, great cause” is the core, and creating a balance is our key competitive advantage. However, “great product, great cause” needs to be measured for its effectiveness.

2. Scope

This guide enables measurement and articulation of Harry Specters’ “great cause” or social impact. The proper use of the guide is important for improving efficiency (in measuring social impact) and ultimately sustaining our competitive edge.

3. Vision

Create 100s of jobs for young autistic people in the UK by providing them with employment and training to produce award-winning chocolates.

4. Purpose

Dedicated to crafting the most delicious chocolates that create employment for young autistic people.

5. Social Mission

Our social mission is to offer confidence and hope to autistic people by providing employment, free training and free work experience, enabling them to produce great products, such as our award-winning chocolates. In doing so, we aim to be a role model of “great product, great cause” for other enterprises, individuals and entrepreneurs.

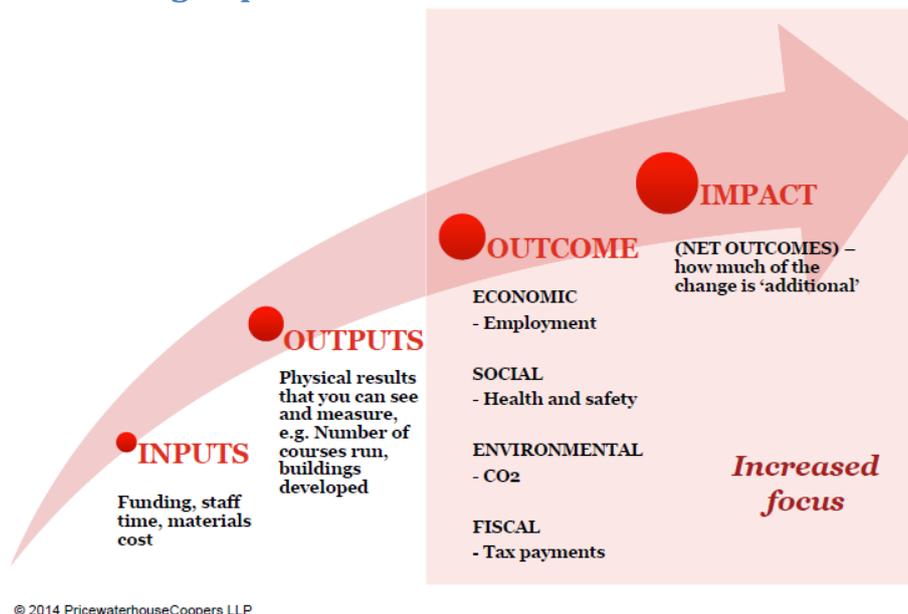
According to research (June 2014) conducted by London School of Economics, “Autism is the most costly medical condition in the UK. It costs more than heart disease (£8bn), cancer (£12bn) and stroke (£5bn) combined. Autism costs the country at least £32 billion per year in treatment, lost earnings, care and support for children and adults with autism.” [Source: <http://www.lse.ac.uk/newsAndMedia/news/archives/2014/06/Autism.aspx>]

Most people in this world like to lead meaningful lives. They want to be contributing members of society and autistic people are no exception. It is estimated that out of 700,000 autistic people of working age in the UK; only 22% are in any kind of employment; 61% of those not employed are desperate to work and 79% of those on Incapacity Benefit want to work [Source: National Autistic Society]. There is no doubt that for people with an Autism Spectrum Disorder (ASD) finding paid employment is a major challenge. This affects them mentally, physically and financially.

Our vision at Harry Specters is to enable young autistic people to become contributing members of society. Harry Specters will live this dream by creating employment opportunities and by partnering with other organisations working within the field of autism. After working with many young autistic people, we now know that they love making and packaging chocolates because the tasks are very structured. We know that by creating an environment suitable for their working needs, we can help them become productive workers which in turn will enable them to help Harry Specters.

6. Measuring Social Impact

5.1 Defining Impact

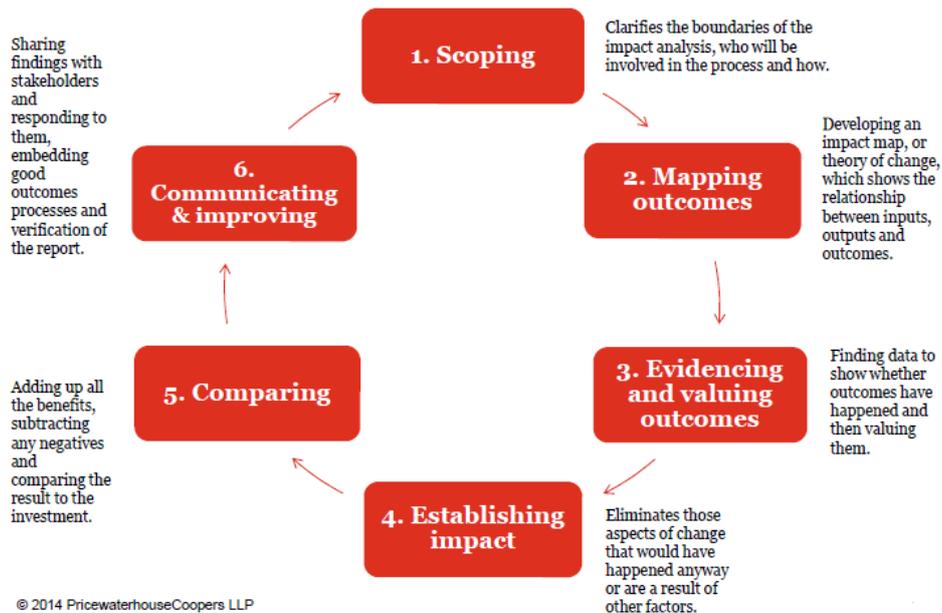


Core elements leading to impact are shown in the next table:

Inputs	<p>Resources committed by Harry Specters</p> <ul style="list-style-type: none"> • Investment in ££s • Support staff for training and human resource management • Training material • Time
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	<p>Resources committed by others</p> <ul style="list-style-type: none"> • Investment/Grants • Volunteers
Outputs	<ul style="list-style-type: none"> • Number of full time employees • Number of part-time employees • Number of contract staff • Number of students completing Work Experience • Number of students completing projects run by Harry Specters • Number of talks/interviews/publications at various forums (for promoting usefulness of autistic people). The forums may include educational institutions, charities and social enterprises, and mainstream businesses • Number of carers supported
Outcome	<ul style="list-style-type: none"> • Increased employment for autistic people (lesser dependence on carers and Govt.) • Improved confidence, self-esteem, communication and employability for autistic people
Impact	<ul style="list-style-type: none"> • Improving lives of young people (aged 16-25) with autism and their carers in the UK. This includes actions taken by Harry Specters + others (influenced by Harry Specters) • Savings in direct government expenditure (through reduced drawing of benefits) • Others influenced by Harry Specters (but not necessarily related to autism)

We use PricewaterhouseCoopers’ six stages model for measuring and articulating social impact. This is shown in the next figure:



5.2 Scoping

As the business grows, Harry Specters will employ more and more autistic people. They can be involved in any aspect of the business as long as they are motivated and have a strong desire to learn.

In order to do that, Harry Specters provides free training and free work experience opportunities for young autistic people. This serves two purposes. One, it fulfils potential staffing issues i.e., trainee or person on work experience could eventually become our employee. Secondly, it raises confidence levels and inspires hope in the young person involved, which is important if they want to look for employment elsewhere.

5.2.1 Beneficiaries

Beneficiaries are broadly defined as people and/or organisations that benefit from activities carried out at Harry Specters.

Beneficiaries	Needs (through consultation and needs assessments)
Employees and work experience pupils (with autism)	Employment, learning, exploring, hope, confidence, meaningful life, social interaction and inclusion
Carers	Peace of mind re: future
Businesses	CSR commitment, Employee and customer engagement
Government	Reduce total cost to the UK because of autism
Special needs schools	Students with autism get free work experience in a supported environment
Society in general	Reduced cost to the UK, transact with responsible and ethical businesses

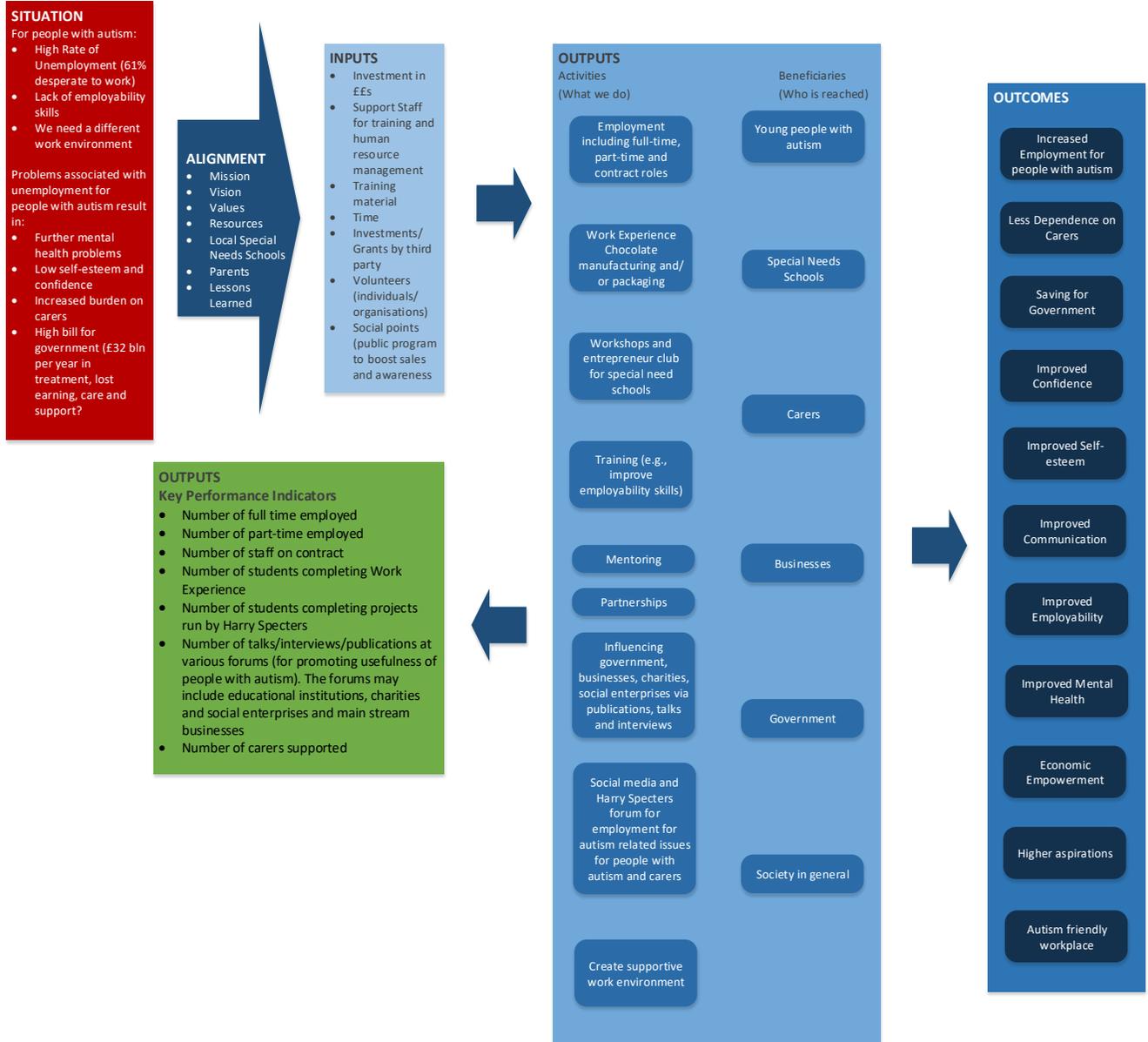
5.3 Mapping Outcomes: Theory of Change

Harry Specters' Theory of Change rests on two pillars. The first is reducing unemployment for young autistic people through direct paid work with us. This sets an example for other businesses, encouraging them to offer employment opportunities for autistic people.

Second, early and progressive intervention for young autistic people through free training and free work experience programmes in partnership with local special needs schools. This requires participation of parents and special needs schools.

The next figure is self-explanatory and shows in detail the theory of change as envisioned by Harry Specters.

Intended impact and theory of change work in an iterative loop, as shown in the six stage model earlier. This helps us to set strategic priorities for the intended impact.



5.4 Evidencing and Valuing outcomes

We commit to increasingly gathering evidence of our impact from our beneficiaries. In order to gather evidence related to some of the outcomes mentioned in the previous diagram, we gather qualitative (e.g., improved mental health) and quantitative (e.g., “Increasing Employment for autistic people” on which a monetary value can be established) data. Some of the qualitative outcomes can be established by speaking to the beneficiaries, either directly or indirectly and carrying out:

- Surveys
- Focus groups
- Interviews

and to reporting it clearly and transparently. This paves the way for ‘lessons learned’ which enables us to set targets for improvement.

5.5 Establishing Impact

Through primary and secondary research conducted in the previous step, the following are established:

Primary research: asking stakeholders what would they have done if they were not involved in the activity e.g., work experience, training, employment.

Secondary research: to keep abreast of any changes in legislation or policies affecting autistic people and their carers.

5.6 Comparing

For the sake of simplicity, instead of adapting Social Return on Investment methodology (to be adopted later), the impact is compared with the previous year.

5.7 Communicating and improving

Gathering and establishing evidence as mentioned in Section 5.4 and Section 5.5 helps reporting the social impact. It is important to do this clearly and transparently in order to learn and set targets for the next year. A good impact report celebrates achievements and share learnings. It also allows for the stakeholders to hold social enterprises accountable.

This is a yearly report that Harry Specters will release for stakeholders and general public. Below is the outline for an impact report.

Section	Refer to
Executive Summary	
Report Date	
Period Covered	
Overview and scope of the report	
Mission and approach	
Mission statement	Error! Reference source not found.

Social Mission statement	5
Problem and solution (aims, approach, and basic direction of work)	5
Response to the needs of beneficiaries	5.2.1
Comments of beneficiaries	
Activities & Results	
Theory of change - What were the key activities over the reporting period	5.3
What inputs were used	5.3
KPIs for outputs (how are you measuring your outputs)	5.3
KPIs for outcomes (how are you measuring your outcomes)	5.3, 5.4
What was the impact (include wider impact if any)	5.5
Supporting stories	
Reviewing & Responding	
What were the targets set for the year	See last year's report
How does this compare with the previous year	5.6
What are the lessons learned	
Developments in the external environment (opportunities, risks)	
Objectives for next year	
Independent Social Impact Audit	

6 Definitions

Outputs: These are the immediate results or tangibles of operating activities. For example, number of people employed

Outcomes: These represent actual social benefits achieved. Outcomes are at a higher abstraction level compared to the outputs. In other words, what change is experienced as a result of the outputs?

Social Impact: Organisational actions that affect lives of young autistic people and their carers. This is at a higher level of abstraction compared to the outcomes. In other words, how society, in general has benefitted.

7 References

- a. Making it count – Pricewaterhousecooper – 2014
- b. How to Measure and Report Social Impact – The Social Investment Business Group – 2014
- c. Intentionality Impact Report – 2014-15