

Public Management Review >

Volume 15, 2013 - [Issue 6](#)

11,460

Views

265

CrossRef citations to date

10

Altmetric

Articles

# Social Return on Investment (SROI) and Performance Measurement

The opportunities and barriers for social enterprises in health and social care

Ross Millar  & Kelly Hall

Pages 923-941 | Received 15 Dec 2011, Accepted 20 May 2012, Published online: 30 Jul 2012

 Cite this article  <https://doi.org/10.1080/14719037.2012.698857>

Sample our  
Economics, Finance,  
Business & Industry Journals  
>> **Sign in here** to start your access  
to the latest two volumes for 14 days

 Full Article

 Figures & data

 References

 Citations

 Metrics

 Reprints & Permissions

Read this article

 Share

## Abstract

Social enterprises are being promoted as responsive and innovative way to deliver public services. As part of this promotion, these organizations are being required to demonstrate the social and economic value they generate. Social return on investment (SROI) is a performance measurement tool currently being encouraged to capture this impact. This paper draws on survey and interview data to analyse how SROI is used and understood in health and social care settings. It indicates that despite being accepted as an internationally recognized measurement tool for social enterprise, SROI is underused and undervalued due to practical and ideological barriers.

Key words:

---

## Acknowledgements

This is an independent article using data from a project funded by the Policy Research Programme in the Department of Health. The views expressed are not necessarily those of the Department. The authors would like to thank Pete Alcock for his helpful input in shaping the development of this work.

---

## Related research

People also read

Recommended articles

Cited by  
265

## Information for

[Authors](#)

[R&D professionals](#)

[Editors](#)

[Librarians](#)

[Societies](#)

## Opportunities

[Reprints and e-prints](#)

[Advertising solutions](#)

[Accelerated publication](#)

[Corporate access solutions](#)

## Open access

[Overview](#)

[Open journals](#)

[Open Select](#)

[Dove Medical Press](#)

[F1000Research](#)

## Help and information

[Help and contact](#)

[Newsroom](#)

[All journals](#)

[Books](#)

## Keep up to date

Register to receive personalised research and resources by email



Sign me up



Copyright © 2026 Informa UK Limited [Privacy policy](#)

[Cookies](#) [Terms & conditions](#) [Accessibility](#)

Registered in England & Wales No. 01072954  
5 Howick Place | London | SW1P 1WG



**Taylor & Francis**  
by informa