

**Social Impact and Value
Measurement**

Social Value

What is it?
Who cares?
Why bother?

Simple methods to get started/improve
What it looks like done well

What is Social Value?

“Social Value is the relative importance of changes that occur to stakeholders as a result of an activity”

(SROI Network, 2013)

Social Value is produced over a period of time that a stakeholder engages with an organisation. We measure Social Value from the start to the end of a stakeholders journey with the organisation. During this journey we need to know what has changed for that stakeholder as a result of their engagement with the organisation.

This is known as the ‘Theory of Change’



What has changed?

Social Accounting

Social Accounting is the method used to:

- Measure change across a stakeholders journey
- Record and gain evidence of the change
- Report and communicate this change to a variety of audiences.

There are currently over 1150 social and environmental impact metrics presently being used across the world. These include specific metrics such as 'carbon emissions' and 'jobs created', the happiness index, through to sentiment analysis. Social Accounts can be described as:

- Sustainability Reports
- CSR Reports
- Environmental Reports
- Annual Reports

Why Account for Social Value?

1. Public Service (Social Value) Act 2012
2. European Commission Legislation (EU Funds)
3. Social Impact Investment
4. Ethical Consumerism
5. Corporate Social Responsibility
6. Social Contract – pledges or a Social Value Proposition

Create useful evidence of financial savings or benefit you create, build trust, track record, a strategic case to stand out & compete.

Makes reporting more meaningful, useful for marketing, web content, pitching and helps you sleep at night!

YOUR
THEORY OF
CHANGE

OUR VISION IS A
WORLD/COMMUNITY
/SECTOR WHERE...

OUR MISSION:

HOW WILL WE GET THERE?

solutions, services, strategy



the people/partners we need



the results



the impact



OUR KEY STRATEGIC OBJECTIVES TO ACHIEVE THIS VISION...

WE DO IT BECAUSE...

YOUR THEORY OF CHANGE

OUR VISION IS A WORLD/COMMUNITY /SECTOR WHERE...

Parents, families and people across all communities are equipped and supported to manage their own physical and mental health, as well as able to support others using self management techniques

OUR MISSION: To be the UK's leading Self Management Care Provider

HOW WILL WE GET THERE?

solutions, services, strategy

- Deliver HOPE Self Management courses on and offline
- Develop peer learning programmes and build the capacity of local trainers/network managers to sustain support beyond the initial training
- Develop a network of thematic champions to raise awareness & promote impact
- Deliver bespoke programmes to aid development of cutting edge research into Self Management Care

the people/partners we need

- Autism Society and groups
- MS Society and groups
- MacMillan staff and carer groups
- HIV & AIDs support groups
- X
- Y
- Z
- University of Coventry
- NHS England
- CCGs/GPs
- Etc.

the results

- X number of people per year undertaking courses/programmes direct
- X new trainers each year and X supported through the learning hub.
- X activities and X new groups each year
- Self care programmes across public, private and VCSE sectors as well as in communities

the impact

- People living happier, healthier lives, more independently for longer
- Reduction in medication usage for a range of conditions eg. ADHD, Mental Health, Chronic pain
- Less GP and hospital visits
- Strong communities who can provide effective support to one another and be empowered to manage their own needs

OUR KEY STRATEGIC OBJECTIVES TO ACHIEVE THIS VISION...

Design & Deliver high quality HOPE Self Management & peer learning programmes across a broad range of sectors

Train and develop others to deliver our courses/programmes via licence ensuring quality and consistency

Build a needs led culture of continuous improvement through shared knowledge, research and impact evaluation to inform programmes and innovation

WE DO IT BECAUSE...

We believe and can evidence that Self Management and strong support networks are the most effective tools to help people live happy, healthy lives.

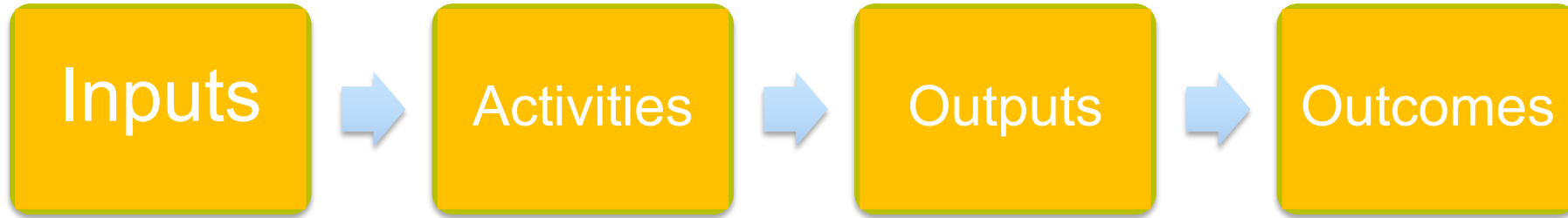
Measuring your impact...

Social Value

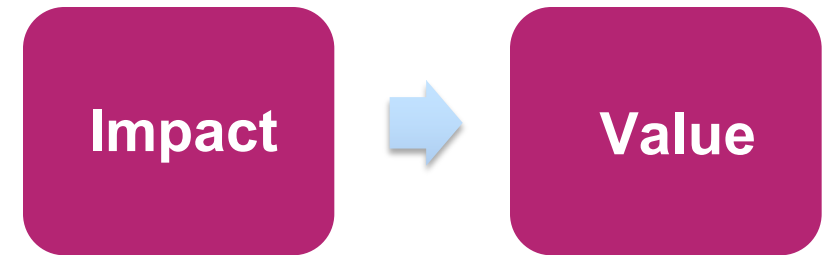
How is it happening/being captured in your organisation?

What methods have you the capacity to use and who might you involve?

What it looks like when it's done well...



A theory of change's outcomes typically concern the **changes that are expected in the beneficiary (usually an individual or community) as a result of an activity or intervention**. Some impact areas that we have seen arts and cultural organisations work in are, for instance, around **education and training, health and well-being or social inclusion and community cohesion**. Within this, organisations can articulate outcomes specific to their work, for instance improving participants' self-perception and confidence as learners or increasing their physical fitness and coordination.



Accounting for Social Value

Output

What has happened as a result of the stakeholders journey?

“Jenny has attended our confidence building course”

Outcome

What change has happened as a result of Jenny attending the course?

“Jenny has improved confidence”

Impact

What is Jenny doing differently as a result of her improved confidence?

“Jenny has secured a job”

Value

Who is this of value to and what is that value?

Direct benefit/value, Indirect benefit/value Wider benefit/ value

Output

What has happened as a result of our stakeholders journey?

Outcome

What change has happened as a result of your beneficiaries engaging in your services/activities

Impact

What are they doing differently as a result this?

Value

Who is this of value to and what is that value?

Accounting for Social Value

Whose Value is it?

Direct

Jenny now has self worth, she has more money available, she can pay off her debts, she can afford to feed her family.

Indirect

*Her family benefits from increased health and wellbeing.
Her employer benefits from Jenny's skills.
Local shops benefit from Jenny spending more money.*

Wider

*The government benefits from savings in welfare benefits and increased tax payments.
The school that Jenny's children go to benefits because her children are happier at school.
The local economy benefits because more money is being spent locally.*

Value

Who is this of Direct value to and what is that value?
Clients/ Beneficiaries/Staff

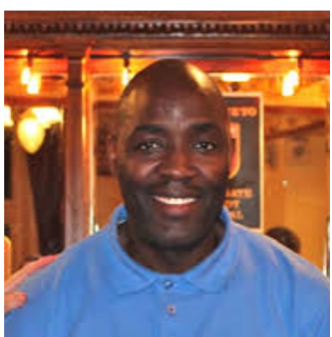
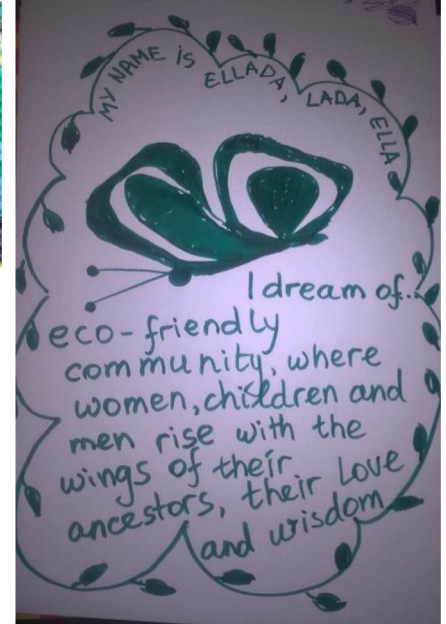
Value

Who is this of Indirect Direct value to and what is that value?
Clients/ Beneficiaries/Staff – family, community, suppliers, local economy

Value

Who is this of Indirect Direct value to and what is that value?
Activity/ Enterprise Suppliers, Local economy
Public purse, GPs, hospital's, Crime prevention & justice services, PRUs, Drug & Rehab, Home Office, DoH, Councils

How do Social Enterprises create value?



HOW IS SOCIAL VALUE CREATED?



SOCIAL VALUE METHODS

££.....SROI

Locality.....LM3



.....Outcomes Stars

Sector Led..... HACT,





Blended methods

Keeping it simple & Affordable

Key Value Indicators with pledges & statements of evidence or intent



MAPPING STAKEHOLDERS – WHO IS BENEFITING WHERE IS THE VALUE?

Examples	Legal Structure	Direct Customers	Products/ Services	Direct Beneficiaries	Indirect Beneficiaries
 <p>Dancesyndrome</p>	Company Limited by Guarantee (Charity)	Dance trainees Ticket Purchasers Education & Learning / Health commissioners SMEs & Corporates	Training, learning development Employability & skills Development Performance Tickets Inclusions Workshops	Dancers Schools/Educators Trainees Event/conference attendees Business Employees	Families Wider businesses/community Colleges/Unis Venues and cafes Colleagues/customers
 <p>In Place of War</p>	Company Limited by Guarantee (Charity)	Uni of Manchester Arts Council Sainsbury's Fdn British Council	Research & Policy Global Creative Enterprise programmes Conflict Resolution training	People in war torn countries Artists/ Musicians/ Performers NGOs	Economic development & conflict resolution depts Corporate Brands Children and families of artists/performers
 <p>Shiverpool</p>	Company Limited by Shares	Public Local Businesses Universities Tourists	Cultural & Heritage tours Business events/ team building Merchandise	Public Businesses and Employees Performers/Students	Local Tourist board and leisure industry HE/FE institutions Local Families & employers
 <p>MetMunch</p>	Company Limited by Guarantee (Community Interest Co)	Manchester Met Uni Museums Public food/catering purchasers Students/Staff VCSE/SMEs/Corporate	Training and development Creative exhibitions Cook book/tools & resources Catering Merchandise	Students/staff Museums Food innovation agencies Public VCSE/SMEs/Corporates	Families Wider communities Food producers Science, nutrition industry Museums and venues Employees/event attendees

WHO DO YOU ENGAGE WITH TO MEASURE YOUR IMPACT & VALUE?

- A combination of direct, indirect and wider stakeholders
- Consider capacity, time, budget
- Do you want external support for legitimacy?
- Consider the ratios of who to involve – not just asking who is easy pickings & champions
- Are you carrying out some market intelligence gathering alongside social value measurement?

EVALUATING IMPACT - WHO? WHAT? HOW?



Case Study: Dancesyndrome

Stakeholder	Who	How to Engage?	Questions
Direct	<ul style="list-style-type: none"> - Dance Membership / Course participants -Event performance attendees -Business/Community Workshop attendees - Staff /Volunteers/Board 	<ul style="list-style-type: none"> Applications forms One to one notes/reports Surveys/evaluation Videos capturing feedback Focus Groups Events with creative feedback questions 	<ul style="list-style-type: none"> What do you get involved with? Describe what has been of most value/ what you have enjoyed most What are you doing differently as a result? How have things changed or improved as a result?
Indirect	<ul style="list-style-type: none"> - Families/ Carers of those attending - Employees/Managers of those attending workshops - Schools – raised aspirations and achievement of their pupils -Future Employers 	<ul style="list-style-type: none"> Interviews Surveys Focus Groups Evaluations 	
Wider	<ul style="list-style-type: none"> -Local cafes/businesses around venues where performances take place -Arts & Cultural Development agencies & Council departments -Disability Awareness Organisations -Diversity & Inclusion Strategic Leads 	<ul style="list-style-type: none"> Interviews/ focus groups Market intelligence Strategic /sector reports Annual reports 	<ul style="list-style-type: none"> What do you value about what we do? What are the main positive impacts you have observed? How does our impact compare locally/regionally/nationally?

SOCIAL VALUE

What it looks like when it's done well...

Know your audience, budget & techniques that will work

Thorough Stakeholder Engagement Mapping

- Learn what they value
- Focus on measuring what they value
- (Key Value Indicators)

Techniques

- Interviews
- Surveys
- Focus groups
- Review existing research
- Evaluation forms (?!)
- Outcome Stars
- Video/Media

Analysis & communication

- Stats
- Benchmark jumps
- Quotes, testimonials
- Summaries of existing data
- Case studies
- Video/Media
- Evidence cost £££ statements, pledges
- Link to Policy priorities

Independent Consultancy & Support

- Training
- Stakeholder engagement
- Facilitation
- Report production
- Access to Cost Analysis Specialists
- Robust
- Legitimate
- Independent



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