Making social value work: a Plain English guide
We designed this guide as an introduction to social value, to support you and your colleagues.

It will help you to discuss how social value can work for you. And it will help you identify the support you need to ensure that you are ahead of the game.

Contents

- Why Social Value? 3
- Making the case for investment 7
- Delivering a robust evaluation using SROI principles 10
- Case study: Housing Association 16
- Indicate® – the social value support service 20
- Useful links to further information and updates 24
Why Social Value?

The drive for value

The landscape of public sector spending has changed dramatically in the last few years. Commissioners and providers have faced a set of simultaneous challenges including:

- substantially reduced public sector budgets;
- a drive for localisation of spending decisions; and
- An increased interest in the role the private and third sector can play in the delivery of services.

At the same time there has been a growth of interest in wider outcomes such as improved well-being and quality of the environment. When resources are tight, the outcomes that money buys become more important. So increasingly people and organisations are asking “What are we getting for our money?”

Government and social value

With the decrease in public budgets, commissioners now have to decide which programmes to keep and which to cut back or decommission to meet strict spending targets.

Public services reform has put an emphasis on an open market approach to the delivery of public services. Usually this has meant a focus on the lowest cost. And in particular a focus on buying tangible activities that an organisation can report on, irrespective of whether they meet eventual goals.

In March 2012, the Public Services (Social Value) Bill received Royal Assent. The Bill extends to England and, to a limited extent Wales. It recognised the importance of considering the full value of interventions. The Bill requires all public organisations, including Housing Associations, to consider economic, social and environmental well-being in public service contracts.

The Bill also requires public bodies to consider consultation with affected stakeholders in the design of services. So the bill focuses much more on the value the community will get from contract decisions. It builds on earlier work by organisations such as the Local Government Association (LGA) who have published a guide on commissioning for value.

In Scotland there is no similar legislation although we understand the Scottish Government may be considering a Scottish version. However the Scottish Government has shown a strong commitment to promoting a focus on wider outcomes and social value in public buying. They have funded a ‘Developing Markets for Third Sector Providers’ programme to support commissioners and procurement teams to buy more sustainably, to secure added ‘social value’ through commissioning, and to work more productively with Third Sector Partners.

Organisations wishing to work with the public sector must gear themselves up to meet the challenges of this new funding environment. A voluntary group seeking grant support, a social enterprise seeking to deliver commissioned work, or a private company bidding to win contracts, all need to understand social value. They must put in place systems to measure and demonstrate the value they create.
New delivery opportunities

Alongside the increasing focus on measuring value, organisations are developing new models of delivery of public services. The thinking behind these new approaches is to focus on early intervention and prevention to reduce individuals’ and families’ dependency on the state. By doing this government agencies can cut reactive spending significantly.

Government interest in this comes at a Local and Central level and is easy to understand. A recent study undertaken by the Association of Greater Manchester Authorities (AGMA) identified the public sector spends about £20bn on the residents of Greater Manchester. Its report estimated that over half of this spend related to reactive spend, such as benefit payments and treatment for ill health related to inactivity and crime.

The opportunity for Government is to consider several social issues that, if tackled early, might result in a significant cut in this reactive public sector spend. For example, studies show the estimated cost of physical inactivity in England – including direct costs of treatment for the major lifestyle-related diseases, and the indirect costs caused through sickness absence – is £8.2 billion a year. This does not include obesity which itself has been estimated at to cost £2.5 billion yearly. Investment in physical activity and nutritional projects, often best delivered by the third sector, could yield great future savings. But clear evidence of causality is needed.

Throughout the UK, Government is also committed to devolving more decision making to the local level. Localism means that more Local Authority decisions can reflect local conditions. Against this policy backdrop, the Public Services (Social Value) Act provides a valuable tool for Authorities to deliver outcomes to meet local need.

Financial, political, social – the drivers for change

So there are some clear drivers for change externally, not least the practical driver of reduced budgets. Last year, Local Authorities faced cuts in funding of up to 20% and only 20% of the proposed public sector cuts have been enacted. So the financial drivers for change externally will continue and deepen.

And we know that politically there is a wish for a new approach to accounting for investment of public resources. The push is for new methods of accounting which take account of social impact.

In 2010, David Cameron said:

‘When an earthquake hits a country, it can increase GDP because of the extra spending on reconstruction. When crime and disorder tear a city apart that increases GDP, because we spend money on locks, and more people get employed in security. When someone falls seriously ill, that can increase GDP, because of the cost of buying the drugs and paying for care. So, destruction, crime, disease – in a crude way all these things can amount to progress in terms of GDP... You’ve got to take practical steps to make sure government is properly focused on our quality of life as well as economic growth.’

The current financial turmoil created by the near collapse of the world banking system has strengthened growing unease at a societal level that strengthens the push for a fresh approach to the way we value things. Society pressures do work – the way we now account for the impact on the environment best demonstrates this. The new Public Services (Social Value) Act will only serve to strengthen these drivers for change.
Social Value Readiness

Given the drivers for change, why then has social value taken so long to take hold? Firstly, it is because social value analysis is often perceived to be resource intensive. Approaches such as Social Return on Investment (SROI) are wrongly seen by many as costly and complex.

However it often organisations are not ‘social value ready’. This may be because social value is considered too late in the process, needing time-consuming retrospective data collection and stakeholder engagement. Or that monitoring and follow up procedures are not fit for purpose in the beginning. Typically this is linked to a general undervaluing of evaluation, an underestimation of the cost or a lack of funding.

Academic researchers too, find social value measurement difficult. Social value estimates, because of the infancy of the idea, can be variable between projects. This makes prospective users question the benefits of social value. However, as social value becomes more rooted, agreed values for many social impacts are now in place. The Treasury and National Audit Office now support this concept.
“Social value challenges us to focus on outcomes and requires us to involve stakeholders throughout the process of evaluation.”
Making the case for investment

The third sector can play a major role in the delivery of early intervention activity and presents major opportunities to Government to reduce public spend and deliver more outcomes. To encourage investment in early intervention, the sector and other organisations wishing to work with the public sector, need to consider, prove and report the full impact of their work.

Traditional approaches to measuring impact have focused very much on the economic and fiscal benefits of investment. Fiscal benefits represent savings to the taxpayer which accrue because of an investment. So for example, an investment in a crime initiative may result in reduced police costs.

Economic benefits focus more on the gains which accrue to an individual (such as increased earnings) or to the economy (such as an increase in GVA). These approaches have generally taken the form of numbers, whether they are tangible outputs or monetary values.

Social value goes beyond these measures to look at the outcomes that are often the real reason for the investment. This could include improved wellbeing or increased community cohesion for example. However these gains are often much more difficult to measure – they are often intangible. New ways of measurement are needed that draw economic and fiscal values together with new approaches to measuring social value.

Social Return on Investment (SROI)

SROI is a framework for measuring and accounting for social, environmental and economic costs and benefits. It tells the story of how an organisation, project or service creates change by measuring outcomes and using monetary values to represent them. SROI is about value rather than money. It is generally reported as a story and some numbers. The story should show how you understand the value created, manage it and can prove it.

Five key questions

SROI has been recognised by the Treasury, the National Audit Office, Welsh Assembly Government and the Scottish Government as a best practice tool.

SROI involves, at its core, addressing a series of questions:

— Who changes because of your intervention?
— What are the changes they experience?
— How much of the change is due to the intervention?
— How solid is your evidence for the change?
— How important is the change?

These questions are of course common to a greater or lesser extent in most evaluation approaches. SROI differs mainly in the extent to which it looks at all the change an intervention produces (not just its targets) – and in using a monetary unit to rank the importance of different outcomes.

Seven principles

To answer the five key questions, SROI applies seven core principles. We believe they should apply to any social value measurement technique. What will vary – according to
expertise and resources – is the extent to which each principle is applied.

Involve stakeholders
Understand the way the organisation creates change through a dialogue with stakeholders.

Understand what changes
Recognise and explain all the values, objectives and stakeholders of the organisation before agreeing which aspects of the organisation are to be included in the scope.

Value the things that matter
Use financial proxies for indicators in order to include the values of those impacts excluded from markets in the same terms as used in markets.

Only include what is material
Ensure that information on all relevant and significant outcomes is included – but no more than this.

Do not over-claim
Make comparisons of performance and impact using suitable benchmarks, targets and external standards.

Be transparent
Explain the basis on which the findings may be considered accurate and honest; and showing that they will be reported to and discussed with stakeholders

Verify the result
Ensure suitable independent confirmation of the account.

Social value readiness
Before setting out to tackle SROI, you and your colleagues should assess your level of Social Value readiness. Have you the resources, capacity and commitment of the whole organisation to deliver a robust evaluation? Or will some small first steps be more suitable? Have you the commitment of partners to deliver the evaluation?

Where are you just now? And what are the next steps? Perhaps moving along the SROI pathway by beginning to apply some of the principles is the best move.

Further reading on SROI
The principles of SROI are fundamental to any social value assessment of your project or organisation. This section provides an outline of SROI and our presentation explores this method further. However, when considering social value we suggest you visit the website of the SROI network to see the opportunities SROI and social value can offer. The website, http://www.sroi-uk.org/home-uk includes case studies, further guidance and support materials.

In section 3, we explore the delivery of a robust evaluation using the principles of SROI above.
“Bulky Bob’s won the contract not only on the quality of the tender submission and value for money but also on the additional social and environmental benefits they bring to Liverpool and its residents. We were very impressed with their creative ideas and passion and crucially with the strength of the information they could provide to demonstrate that what they do really makes an impact.”

Liverpool City Council
Delivering a robust evaluation using SROI principles

The principles of SROI provide the building blocks for an evaluation that is transparent and comparable. There are several tools for calculating social value but the same principles should be applied.

Hall Aitken’s Indicate® service detailed in section 5 of our guide provides four levels of support. These range from our basic assessment and support package to gauge social value readiness and support organisational development through to a full SROI service. The same principles apply to each level of support. Similarly, for all evaluations we follow the stages set out below.

Stage 1 – Stakeholders

Stakeholders are those people or organisations that experience change because of the activity. They will be best placed to describe the changes you deliver. These impacts can be positive but they can also be negative too – for example, local residents may experience additional noise for a new youth facility.

This principle means that stakeholders need to be identified and then involved in consultation throughout the analysis. This will mean the value, and the way that it is measured, is informed by those affected by the activity.

In preparing for any social value assessment you will need to clarify what you are going to measure and how. This first stage needs three steps:

— **Scoping** – consider the audience for your analysis, the purpose and background to the work you are undertaking, the resources available and the range of activities you will assess;
— **Identify stakeholders** – record your stakeholders and include why they have been included;
— **Decide how to involve stakeholders** – be practical about involving stakeholders, considering cost and availability for example. What is the easiest way to engage your stakeholder group(s)?

Stage 2 – Story of Change

Your ‘Story of Change’ (or ‘Theory of Change’) is a model that tries to show how your interventions and other factors combine to produce outcomes. Often you will have targets, perhaps set by funders. But these will rarely reflect the full range of changes that you deliver. So to develop a richer picture you will need to:

— **Talk to all your key stakeholders** – particularly your beneficiaries, about what they get out of your intervention – and how;
— **Explore what changes** your activities lead to – but also what other factors affect these changes. Remember to ask about negative outcomes;
— **Work out links** – between activities and short-term outcomes (often ‘soft outcomes’) and then onto medium and longer term outcomes.

Figure 1 below draws on an example of a ‘Story of Change’ from a project providing a course supporting parents of deaf children. The full story was much more complex – the table shows the final summary. It shows the links between short, medium and long-term changes.
Figure 1 Simplified story of change

<table>
<thead>
<tr>
<th>Inputs/activities</th>
<th>Short-term (immediately after the courses)</th>
<th>Medium-term (identifiable up to 1 year)</th>
<th>Long-term (beyond 1 year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication courses</td>
<td>Parents’ knowledge of BSL increases.</td>
<td>Parents’ and child’s use of BSL increases.</td>
<td>Families report stronger relationships.</td>
</tr>
<tr>
<td></td>
<td>Parents / families increased confidence in using BSL.</td>
<td>Deaf children have improved communication skills and confidence</td>
<td>Children are confident engaging with services.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Families feel empowered to make decisions on communication</td>
<td>Children are successful learners, and responsible citizens.</td>
</tr>
</tbody>
</table>

Stage 3 – Evaluation framework

An evaluation framework sets out how you will measure progress towards short and medium term (and sometimes long-term) outcomes. It does this by identifying indicators that will show change over the timescales you are recording.

1. **Identify potential indicators** for the short and medium term outcomes – these should be clear and capable of evidencing.
2. **Also consider whether any indicators for long-term outcomes** will help you to provide a baseline context. For example – overall wellbeing, health behaviours, quality of services.

3. **Prioritise** the indicators you will monitor based on relevance, resources and the practicality of measuring them.

The example in Figure 2 below from the same project shows some of the short-term and medium term indicators we identified. The short-term ones are those which should be noticeable or detectable at the end of the 10 week course.

The medium term ones are unlikely to change until the learning from the course has been implemented and will require follow-up monitoring.

Figure 2 Example indicators for short term outcomes

<table>
<thead>
<tr>
<th>Short-term</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parents / families engage with other parents/ families.</td>
<td>Number of links with other parents/ families</td>
</tr>
<tr>
<td>Parents / families feel more confident in using BSL and other forms of communication.</td>
<td>Frequency of interaction with other parents/ families</td>
</tr>
<tr>
<td></td>
<td>Frequency of use of BSL</td>
</tr>
<tr>
<td></td>
<td>Self assessed confidence in communicating</td>
</tr>
</tbody>
</table>
Stage 4 – Designing tools

When deciding what tools you will use to measure and evidence change, consider:

a. How much time do you have?

b. How often will you be in contact with your beneficiaries?

c. What skills and capacity do you and your staff have to gather information?

d. How will you collate, process and analyse the data?

e. What budget do you have for evaluation?

The diagram below shows one way of considering the types of evidence you should collect. The methods at the top are those needing the least time and resources and should therefore be suitable for widespread use. Those toward the bottom of the triangle will require more intensive resources and contact with your stakeholders.

The combination of approaches will depend on the type of service. In a gym, for example, it will not be possible to gather observations on such a high proportion of users. Recording change requires implementing effective processes to capture evidence using the tools you have designed. Some key principles to consider when developing your approach are:

— **Do a few things well.** In our experience organisations are often too ambitious in what they try to record. By prioritising the things that really matter you can avoid overburdening staff and volunteers with monitoring requirements.

— **Build on existing approaches:** it will be much easier and less disruptive to implement small changes to existing approaches than to introduce completely new ways of measuring change.

**Reporting**

Consider how you will report, who you will report to and when you will produce reports. Often it is helpful to develop a reporting template that sets out where all your monitoring data will be used in your report. This helps prevent you gathering information you will not use.

Consider what your stakeholders will want to see, for example:

— How do your outcomes contribute to strategic objectives of Government, public agencies or your funders?

— What wider benefits have your services produced?

— How do people value the changes you achieve?

Structure your report around the ‘Story of Change’ for the intervention or service. If resources allow, use desk research to link your short and medium term outcomes to longer-term outcomes.

**Figure 3 Gathering evidence: coverage**

- Numbers and basic data (BME, Disabled etc) 100%
- Observation of Change 50%
- Surveys 10%
- Stories of Change 5%
- Case studies 1-2%
Stage 5 Valuing outcomes

There is a growing recognition that identifying the value of interventions is an effective way of appraising different options for achieving outcomes.

The ability to provide some indication of value depends on the time and resources available. A recent report identified the key features of a good social value approach as:

- comparability across different programmes;
- a robust evidence base;
- replicability;
- independence; and
- straightforwardness.

At the same time the process of valuing outcomes is quite new so it is always a matter of improving the way you value – rather than reaching a perfect standard. As the techniques develop so they will increasingly meet the criteria above.

Triangulation

In research ‘triangulation’ means that you use more than one way to explore issues such as values. Figure 4 below sets out the three main methods of valuing outcomes.

A basic approach would involve one of these. We usually try to use at least two. And for the most robust approach you would use all three.

As in most aspects of evaluation, there is a recognised trade-off between robustness and practicality. But no matter which approach you use there are some basic principles that you should use:

- Use credible sources for secondary data (NHS report rather than Newspaper voodoo poll)
- Be transparent; making your assumptions clear;
- Recognise any overlaps or duplication in what you are valuing;
- Use peer review: get someone else to check your assumptions are credible.

Figure 4 Methods of valuing outcomes

| Stated preference | These techniques essentially involve asking stakeholders to value the outcomes they have experienced. This can be done either directly or, more commonly, by comparing them with other goods and services that they can put a market price on. So, for example, whether or not an individual would prefer to be able to run for a bus without too much effort or have a good meal in a restaurant, a new computer or a week’s luxury holiday. We use an approach to this known as ‘the value game’ which involves a combination of small group workshops and on-line ‘survey’ – see www.valuegame.org |
| Revealed preference | This form of valuation, which is perhaps most subject to criticism, involves comparing one set of outcomes that are not easily valued with another implied set of outcomes associated with goods or services that have a price. So, for example, equating the value of becoming involved in a voluntary running club with gym membership. |
| Subjective wellbeing | This is a new approach, at least in the sense of robust data now becoming available. It draws from large-scale survey sets to arrive at the average values members of the population put on different elements of wellbeing. Development of this approach has been sponsored by the UK Treasury and a supplement to the Green Book covering the approach is now available. |
To calculate value, we need a clear approach to differentiating and mapping the different types of value. Our model identifies three types of value:

- **fiscal benefits** – savings to the taxpayer that are due to a specific intervention, for instance, reduced health service, police or education costs;
- **economic benefits** – gains which accrue to individuals – for instance, increased earnings – or the whole economy – for instance, increased Gross Value Added (GVA) due to more people being employed or higher skills levels; and
- **social benefits** – gains which accrue to society and individuals – for instance improved health and wellbeing or increased community cohesion.

This appears to be a reasonably clear way of differentiating these different types of value. We have added these to a matrix below which also considers the level of certainty for each value identified. The level of certainty is based on how good the data you have is and the extent to which you can be sure the value will be generated.

**Figure 5 Types of value**

<table>
<thead>
<tr>
<th>Data source</th>
<th>Fiscal</th>
<th>Economic</th>
<th>Social and environmental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real (Cashable based on primary data)</td>
<td>Actual savings (for example Reduction in benefits paid)</td>
<td>Based on known figures (for example earnings from entering a job) and the associated economic impact.</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Implied (projected based on some primary data)</td>
<td>Projected savings based on assumptions regarding likely impacts. (For example reduced GP visits)</td>
<td>Using some findings to extrapolate impact across a programme.</td>
<td>Values based on stated or relative preference approaches.</td>
</tr>
<tr>
<td>Estimated (based on secondary data)</td>
<td>Savings to tax-payer estimated from secondary research.</td>
<td>Average earnings &amp; GVA based on assumptions about individual and sector.</td>
<td>Proxy value based on secondary research or life satisfaction approaches.</td>
</tr>
</tbody>
</table>
“Increasingly we must offer evidence to prove our impact and social value”
Case study: Housing Association

Early in March 2012 a Housing Association commissioned Hall Aitken to deliver social value support service using our Indicate service.

Part of the Housing Associations portfolio is an estate that was refurbished in the 1970’s and has suffered significant problems of economic and social deprivation in recent years. The estate has problems of crime, worklessness and poor health but has a strong community, committed to regenerating what was, prior to the 1970’s refurbishment, a thriving community.

Involving stakeholders

The Housing Association appreciated that the residents of the estate have felt overlooked in the past and still feel that their views are not taken into account. So the decision to use social value was a deliberate move towards a more open and inclusive way of engaging residents throughout the regeneration programme. To this end, we worked with the management team to identify the stakeholders involved, and the list included public and voluntary groups such as:

- Residents
- Local Authority
- Children and young people
- Shops and business

Other stakeholders we identified include:

- Community groups
- Health services
- Schools

Understanding what matters

Having established who would be affected by the investment. We held a workshop to gather the views of these stakeholders.

At the workshop participants identified and prioritised their views on the outcomes the Association delivered.

Residents are interested in:

- Safer estate
- Cleaner estate
- Healthier and wealthier estate

Evidence for improving services includes:

- A highly maintained estate
- Resident satisfaction
- Physical change (observed)
- Increase in demand
- Fewer complaints

Partners want to see:

- Positive impact on their services
- Improved economic performance
- Clear role from the Housing Association.

The changes the priority stakeholder groups want from the project were discussed at individual group level. After discussion 15 core outcomes were agreed including:

- Less litter and graffiti
- More engaged residents
- More apprenticeships training and enterprise opportunities
- Less antisocial behaviour
Developing the ‘Story of Change’

We agreed which were short, medium and long-term outcomes. Then we discussed the activities and inputs needed and the main assumptions relied on to achieve these outcomes. We then worked out the tools needed to provide proof of the impact the project is having. The tools and assumptions for some outcomes is outlined in the table below.

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Tools (Reported)</th>
<th>Tools (Observed)</th>
<th>Tools (Measured)</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-term: Increased pride in the estate</td>
<td>Focus groups</td>
<td>resident interviews</td>
<td>Systematic feedback is recorded</td>
<td>Sustained resident involvement</td>
</tr>
<tr>
<td>Medium-term: Less antisocial behaviour</td>
<td>Diaries</td>
<td>Observational survey</td>
<td>Published data</td>
<td>Ongoing educational activities</td>
</tr>
<tr>
<td>Short-term: More young people positively engaged</td>
<td>Case studies</td>
<td>Most significant change</td>
<td>Attendance sheets</td>
<td>Maintain involvement of stakeholders and partners</td>
</tr>
</tbody>
</table>

Impacts

Data is now being collected using the tools above to help identify the value created by the Housing Association. Some of the impacts being monitored are outlined in the table below.

<table>
<thead>
<tr>
<th>Intervention</th>
<th>Economic</th>
<th>Fiscal benefits</th>
<th>Social benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apprenticeship opportunities for residents long-term unemployed</td>
<td>Increased income of individuals</td>
<td>Reduced incapacity benefits</td>
<td>Improved self-esteem, self-confidence</td>
</tr>
<tr>
<td>Street safe campaign to reduce anti social behaviour in precinct</td>
<td>Increased trade for local shops</td>
<td>Reduced police call-outs and warden costs</td>
<td>Reduced fear of crime on estate and improved image</td>
</tr>
<tr>
<td>Drug counselling service</td>
<td>Less money spent on drugs</td>
<td>Savings in reactive health for example, mental health</td>
<td>Safer community with less drug dealing</td>
</tr>
</tbody>
</table>
Identifying values

Of course, the major difference between social value and other evaluation techniques is the identification of values for the outcomes that are delivered. The table below identifies just some of the social, economic and fiscal values for the project and the sources from which they are drawn.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Measure</th>
<th>Annual Value (per outcome) 2012</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reducing rent arrears</td>
<td>Reduction in evictions due to rent arrears</td>
<td>£2,430 to £4,100</td>
<td>CLG: Improving the effectiveness of Rent Arrears management</td>
</tr>
<tr>
<td>Acquiring basic qualifications</td>
<td>Increased earning potential from gaining basic qualification</td>
<td>£1,514</td>
<td>Based on estimated 16% increase on weekly income due to getting a basic qualification</td>
</tr>
<tr>
<td>Reduction in NEET</td>
<td>Moving one person from NEET to EET</td>
<td>£4,237</td>
<td>Prince’s Trust Counting the Cost report 2010</td>
</tr>
<tr>
<td>Less stress</td>
<td>Removing one adult from risk of depression through improved mental wellbeing</td>
<td>£546</td>
<td>Around one in ten people aged 15+ are on anti-depressants - cost of treating each person was £2,026</td>
</tr>
<tr>
<td>Fly-tipping and litter</td>
<td>Cost of dealing with fly-tipping incident / each item of litter</td>
<td>£134 £1.25 per item</td>
<td>Environment Agency (via Keep Britain Tidy Knowledge Bank)</td>
</tr>
</tbody>
</table>

Social value uses

Although originally intended as an additional tool for evaluation, The Housing Association has found that the Indicate® Social Value service provides much more than this. It is

--- An evaluation tool – measuring and proving impact of its regeneration programme.
--- A communications tool – engaging residents throughout the process and providing a mechanism to maintain that involvement.
--- A funding tool – providing a rich source of quantitative and qualitative data to support future funding bids in a very competitive market for public funds.
--- A capacity building tool – embedding self-evaluation skills within the Association, building the skills of its staff.
--- A marketing tool – providing publicity material that proves the Association can deliver.
--- A performance tool – staff can identify how they create value and address systems to increase the value created.
--- An investment tool – providing a further mechanism to decide how to allocate ever more scarce resources.
--- A procurement tool – meeting the challenges of the Public Services (Social Value) Bill, putting the Association ahead of the game.

Details of the Indicate® Social Value Support Service are outlined in section 5.
Is your project worth funding – and more importantly, can you prove it?
Society all too often judges impact solely by cost and economic value. It is a short-sighted view that places price and financial return ahead of or even ignoring social and environmental impact. However there is an increasing shift towards judging an intervention based on social impact.

We are part of a mission to move along the scale, from where we are now (cost accounting and economic value) to full recognition of social value. But we understand that different organisations are at different levels of social value readiness.

In this guide we have identified the need to ensure you as an organisation understand your level of social value readiness – and to make sure you move at a sensible pace. We have outlined a series of challenges and questions social value poses your organisation, as well as the opportunities and drivers for change that can longer be ignored.

To support you, we at Hall Aitken have developed a range of cost-effective services designed to maximise the benefit of social value to organisations whether they are in the private, public or voluntary sectors, commissioners or providers. That service is known as Indicate.

Indicate® works because it is:

- Fixed fee, low cost
- Capacity building – knowledge transfer
- Independent
- Uses robust, replicable data
- Follows a robust, replicable process
- Involves stakeholders in measuring what matters
- Uses only agreed financial proxies
- Flexible to recognise unintended outcomes
- Links to national agenda
- Uses qualitative and quantitative data

There are four levels of support with Indicate®, each tailored to the needs of individual organisations. We use our website, www.indicatesupport.co.uk to allow you to try a free test to assess your self-evaluation readiness. This provides an initial flavour of the level of support you will need (prices below are all shown excluding VAT).

**Indicate® Essentials**

Priced at just £3000 (or £1950 plus £99 a month) for a project or from £6,500 (£3,995 plus £199 a month) for a programme.

We work with your organisation to establish your social value readiness and develop an Action Plan to support improvement. The plan will focus on helping you carry out system and capacity changes to set up self-evaluation, a key tool for social value. To kick off the process, we hold a half-day workshop tackling three key questions:

- **What is your 'Story of Change'?** So we can jointly understand the outcomes you deliver, key indicators and tools.
- **Where are you now?** An examination of your current monitoring and evaluation approaches.
- **What next?** An Action Plan, identifying key improvements to help you understand and show your impact.

Following the workshop, you get an Action Plan with key steps and you go on to carry out the plans with our support. We provide continuing
support over the web and by phone. And at the end of twelve months we provide a report providing an assessment of progress against our Action Plan.

In addition, if you provide us with the data you have collected in line with your action plan, we provide you with a report on your impact using a combination of qualitative and quantitative data. Many of our clients have already used such reports to secure additional funds.

Indicate® Values

Priced at £4,000 (£2,495 + £149 a month) for a project, or from £8,000 (£4,995 + £249 a month) for a programme

As with level one we work with you to identify your evaluation readiness and develop an action plan to support improvement. To achieve this, we hold a one-day workshop for you and your stakeholders answering four questions:

— **What is your ‘Story of Change’?** So we can jointly understand the outcomes you deliver, key indicators and tools.

— **Where are you now?** An examination of your current monitoring and evaluation approaches – and showing how ready you are to use social value.

— **How can you value your outcomes?** Exploring which techniques will give you the most robust information for the least time and resources.

— **What next?** An Action Plan, identifying key improvements to help you understand and demonstrate your impact.

Following the workshop, we will identify social values for the outcomes identified during the workshop. We will then produce a ‘social value forecast’ for you showing what your project may achieve. We provide ongoing support over the web and by phone.

And at the end of twelve months we provide an assessment of progress against our Action Plan. In addition, if you provide us with the data you have collected in line with your action plan, we provide you with a report on your impact using a combination of qualitative and quantitative data as well as a calculation of the social value you have delivered.

“We are using Indicate® Social Values to provide us with a more rounded evaluation which provides a clearer picture of the impact of our investment”

Newport City Homes

Indicate® Values Plus

**Price negotiable**

Our Indicate® Values Plus provides additional services as agreed with you, such as additional face-to-face training, support and workshops to help you embed learning. We can also conduct direct research to verify and add to your data.

Indicate® SROI

**Assured SROI report £10,000 - £20,000 for a project, £15,000 - £50,000 for a programme**

We are members of the SROI network and our staff include SROI practitioners able to deliver full SROI assured reports. The costs above are indicative and will depend on the input from Hall Aitken.

For those who have received support from our Indicate® service, costs will be lower as much of the work could be delivered directly by you as your organisation is now better prepared for social value. Our role can be to provide support and specific research or to deliver the full report.
About Hall Aitken

Set up in 1988, Hall Aitken offers services specialising in evidence-based practice, evaluation, communicating and helping embed learning. We have a particular understanding of approaches to engage the ‘hard-to-reach’.

We have offices in Glasgow, Manchester and London. Hall Aitken can offer you a total support package. We inform national and regional policy, shape delivery and demonstrate value for national and area-wide programmes that help people and communities.

We support multi-agency partnerships and we help increase sustainable returns on investment. Our strength is in community regeneration, sport and physical activity, wellbeing, employability and enterprise.

Clients

Just some of the organisations we are supporting through Indicate® to measure their outcomes and demonstrate the impact their organisation is making to the people and communities they work with.
Case Study – Enterprising Leeds, May 2012

Enterprising Leeds focuses on raising the profile of enterprise and increasing self-employment rates in the city. It aims to narrow the gap between the most disadvantaged people and communities in Leeds and the rest of the city. Building on learning from past initiatives in Leeds and elsewhere, the team provides a mix of stimulation, coaching, hands-on start-up help and follow-up support.

Faced with demands from funders like the City Council and ERDF the team was already tracking its activity. But the next challenge was to develop a clearer picture of progress towards outcomes and true impacts. Using the Indicate® service to do this meant a half-day workshop for the full team, follow up meetings, extensive phone and email support, customised tools and concise reporting.

Amrit Choda of the Enterprising Leeds team said:

"Indicate has proven to be a valuable vehicle for the LCC Enterprise Support to validate the ERDF implementation process. The LCC Enterprise Support Team and the Enterprising Leeds, have found the indicate self-evaluation process beneficial to all concerned. Being able to get continued support as and when required via the designated Indicate officer, has made the self evaluation process a productive way of learning. 'The Indicate officer was approachable and helped clarify problem points in a concise and informative manner."

"The self-evaluation process has helped untangle various tangents regarding the ERDF project, its delivery processes and the stakeholders concerned. It has also ensured we aim to discuss an exit plan for this particular scheme, with potential to use the evaluation findings as a learning tool when approaching new funding schemes.

"This method of self-evaluation can now be transferred to other externally funded projects and can be utilised to measure impact being made. The experiences acquired during this initial process can be fine tuned for the next externally funded projects being evaluated."

Further details on Indicate

Should you wish to discuss Indicate, your self evaluation or social value needs, please contact David Gourlay on 0141 225 5511 or visit our website, www.indicatesupport.co.uk
Useful links to further information and updates

Hall Aitken Website
www.hallaitken.co.uk

Indicate® Website
www.indicatesupport.co.uk

Hall Aitken Twitter
https://twitter.com/HallAitken

Indicate® Twitter
https://twitter.com/IndicateSupport

Facebook
http://www.facebook.com/hall.aitken

LinkedIn
http://www.linkedin.com/groups?qid=3606477

LGA guide to commissioning for value
http://www.local.gov.uk/c/document_library/get_file?uuid=ad803542-e680-430f-8090-8af903b8dd3a&groupId=10171

Scottish Government ‘Developing markets for the third sector’
http://www.scotland.gov.uk/Topics/People/15300/enterprising-organisation/Opening-Markets

Guide to Public Services (Social Value) Bill

New economy papers and research, Manchester
http://neweconomymanchester.com/stories/1336-evaluation_and_costbenefit_analysis