

Version published March 2020

SOCIAL VALUE MANAGEMENT CERTIFICATE

Criteria and Evidence Form

Level 2 - Implement

# About the Social Value Certificate

# The Social Value Management Certificate is looking at the standard of an organisations practice in managing the social value that is created (and destroyed) through its activities. This is not only about reporting social value, it is about gathering data, analysing it, and making better informed decisions to improve your stakeholders lives through creating the most social value that you can with your resources. It does not provide proof or a statement that your organisation or programme is creating a particular amount of social value, more that you are putting practice in place to continuously improve the amount of value you are creating.

# The Social Value Management Certificate is an organisational pathway and there should be an explicit expectation when undertaking this journey that decision making, and organisational activities will change throughout.

The Social Value Management Certificate can be awarded to an organisation or a specific programme or project being run by an organisation. The Social Value Management Certificate has three levels:

The Social Value Management Certificate has been developed by Social Value International as part of their assurance and accreditation services. The SVI Framework and Social Value Principles form the basis for the certification (<https://socialvalueint.org/social-value/standards-and-guidance/>).

# Levels of the Social Value Management Certificate

There are three levels of certification:

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| **The Three Levels of the Social Value Certificate** |
| **Level 1** | **Commit** | An organisation or programme must demonstrate a commitment to embedding the SVI Framework and Social Value Principles into its policies and practices, supported by senior management and/ or the board. This means an explicit commitment to managing the social value being created in the organisation for all stakeholders. |
| **Level 2** | **Implement** | The organisation or programme must show that the commitment to managing social value in alignment to the SVI Framework and embedding the Social Value Principles is being implemented into the organisational practice. This will include evidence of data that has been collected. |
| **Level 3** | **Manage** | The organisation or programme must demonstrate that social value is being managed with an aim to maximise the value that is being created within the organisation’s available resources for all stakeholders. This means social value data is being used in organisational decision making continuously and systems and processes are being reviewed and improved. |

The levels must be worked through sequentially. An organisation or programme cannot achieve Level 3 without having first achieved Level 1 and Level 2, or Level 2 without first achieving Level 1.

Each level is awarded for two years, with a check in after one year. At the end of the two year period the applicant organisation or programme should move on to the next level. If they are not ready to progress but are able to demonstrate that they are making progress towards the next level, they may be awarded a one-year extension of their current certificate level.

Organisations or programmes that reach Level 3 must renew their certificate bi-annually.

# Evidence for Level 2: Implement

This document sets out the criteria required for an organisation or programme to achieve Level 2 of the Social Value Management Certificate. Applicants must provide evidence that shows that implementation of your commitments is taking place in alignment to each of the criteria listed below. This evidence will include documents that show the criteria being put into practice (e.g. a stakeholder map, a list of defined outcomes, a Theory of Change, a set of data, minutes from meetings where social value data is being discussed etc). This evidence must be agreed, signed off or ratified by both identified Social Value Representatives. Please note against each point how your organisation or programme has met the criteria and the evidence you have provided. You should then submit both this completed document along with your supporting evidence. You can do this by uploading the files to our online application form. If you have any issues please reach out to the team at info@socialvalueuk.org.

Details of Applicant

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| **Organisation Name** |  | **Website** |  |
| **Social Value Lead Contact Name (person responsible for implementing)** |  | **Social Value Lead Contact email** |  |
| **Social Value Senior Leader Name** |  | **Social Value Senior Leader contact details** |  |
| **Country based in** |  | **Countries operating in** |  |
| **Membership of Social Value International?** |  | **Organisation/Programme applying**  |  |
| **Overview of organisations operations** |  |

# Criteria and evidence checklist for Level 2

## Stage 1: Creating Capacity

**Creating Capacity -** this pre-stage is asking for your organisation to build internal capacity so that you have the capability to manage your social value over time

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| **SVI Framework Reference** | **L2 Criteria No** | **Summary of criteria** | **‘Implement’My organisation has implemented…** | **Evidence –****TO BE COMPLETED BY APPLICANT**  |
| **Stage** | **Principle** | **Impact Q** |
| **Creating capacity** | 1 | 3 | 2.CC.1 | **The organisation is encouraged to build internal capacity for managing social value** | A staff skill development plan for staff across all levels including board level for embedding social value management practice into their overall organisational practice has been developed. Some up skilling activities have started.  |  |
| **Creating capacity** | 1 | 3 | 2.CC.2 | Social value lead/s has been identified and has started working in this capacity. Social value working group / committee / forum has been set up and has had at least one initial activity (e.g. a meeting has taken place). Ideally the board are aware of the group, and expecting feedback from activities |  |
| **Creating capacity** | 1 | 3 | 2.CC.3 | Policy / action plan has been developed, has been signed off by senior management / board, and actions are starting to be implemented.  |  |

## Stage 2: Plan

**Plan** – in this stage you will create (or review) your strategy and business plan which will include an impact management plan and an operations plan. Carry out user research, testing and co-design of products and services.

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| **Stage** | **Principle** | **Impact Q** |
| **Plan** | 2 and 6 | 1 and 2 | 2.P.1 | **Organisation is encouraged to define the scope of the activities to manage** | All details of the activities that fall within the scope of the Social Value Management practice have been recorded. |  |
| **Plan** | 1 | 3 | 2.P.2.1 | **The organisation is encouraged to identify and engage with stakeholders**  | All stakeholder groups (including sub groups) have been mapped out for the activities included in the scope of the Social Value Management practice  | Remember to consider the broad stakeholder groups referenced in the Guidance Document.  |
| **Plan** | 1 | 3 | 2.P.2.2 | Plan for engaging with representatives of all identified stakeholder groups has been developed.  |  |
| **Plan** | 1 and 2 | 4 | 2.P.3 | **The organisation is encouraged to involve stakeholders in defining the most relevant outcomes** | Relevant stakeholders have been involved in defining the relevant **outcomes** that they experience and how these have been produced. Open questioning has been used to probe for unintended outcomes, and to allow for positive and negative outcomes to both be identified. Engagement has taken place in line with the stakeholder engagement plan.Outcomes to be measured quantitatively have been identified.  |  |
| **Plan** | 2 | 1 and 2 | 2.P.4 | **The organisation is encouraged to articulate how social value outcomes are produced for their stakeholders (this could be through logic models such as theories of change)** | Description of how social value outcomes are produced (positive and negative) have been recorded for each stakeholder group. These include inputs and outputs. (this could be through Theories of Change) |  |
| **Plan** | 2 + 4 | 2, 4 and 10 | 2.P.5 | **The organisation is encouraged to identify intended outcomes, and outcomes that are required for reporting (e.g. contractual requirements, policy objectives, or shared measurement frameworks)** | Intended outcomes AND outcomes that must be reported (internally or externally) that need to be reported on and managed have been identified and recorded. These could be part of : - a shared measurement framework (i.e. SDGs)  - an organisational policy (i.e. Equality and diversity policy) - a strategic goal (i.e. widening participation, environmental management etc) - contractual requirement (outcomes predefined by contact) |  |
| **Plan** | 2 | 5 and 6 | 2.P.6 | **The organisation is encouraged to set targets for all identified outcomes relevant for measuring and managing** | Targets have been set for the outcomes that are relevant to measure and manage  | This is in reference to the outcomes that have been identified and recorded through criteria points 2.P.3-2.P.5 |
| **Plan** | 1 and 6 | 4 | 2.P.7 | **The organisation is encouraged to record risks associated with the approach to defining which outcomes are to be measured.** | Limitations of the Plan stage have been recorded, including specific limitations to the stakeholder involvement processes. Risks of the approach have been recorded, and steps taken towards managing these risks in the future. If other sources of data have been used as well as stakeholder information (other stakeholders, or third party research) the limitations and risks have been identified. |  |

## Stage 3: Do

**Do** – in this stage you will design surveys and collect quantitative data from stakeholders about the changes they experience, and store and organise the data ready for analysis

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| **Stage** | **Principle** | **Impact Q** |
| **Do** | 3 | 2, 5 and 6 | 2.D.1 | **The organisation is encouraged to select or design metrics for measuring social value of their activities** | Metrics have been defined to measure amounts of actual **inputs** (i.e. time and resources) and **outputs** for each activity, , and for units and amounts of change for each **outcome**. |  |
| **Do** | 3 | 2, 5 and 6 | 2.D.2 | **The organisation is encouraged to collect data on inputs and outputs** | Amounts of actual **inputs** (i.e. time and resources) and **outputs** for each activity have been recorded.  |  |
| **Do** | 3 and 5 | 5 | 2.D.3 | **The organisation is encouraged to collect data on outcomes** | Outcomes are starting to be measured involving samples from identified stakeholder groups. The measurement includes:- numbers of people experiencing change (scale) - amounts of change for each outcome (depth)  - duration of each outcome - the relative importance (weightings) of the different outcomes experienced. - your contribution to each outcome (deadweight, attribution by others) |  |
| **Do** | 3 | 8 and 9 | 2.D.4 | **The organisation is encouraged to provide a rationale for the valuation approach they are using** | The rationale for the approach used to establish relative importance of outcomes has been recorded. This outlines how this approach has been chosen and how this reflects the preferences and priorities of stakeholders.  | This may or may not include the use of monetary valuation techniques |
| **Do** | 1 and 6 | 4 | 2.D.5 | **The organisation is encouraged to record risks associated with quantitative data collection processes** | In relation to the Do stage, limitations and risks of the data collection processes have been recorded transparently. Steps to mitigate for any risks are starting to be identified and taken to manage these risks in the future.  |  |

## Stage 4: Assess

**Assess** – in this stage, you will analyse the data you have collected.

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| **Stage** | **Principle** | **Impact Q** |
| **Assess** | 4 and 5 | 10 | 2.A.1 | **The organisation is encouraged to determine the most significant outcomes**  | The significance of each outcome has been reviewed and the organisation are clear on which are the most important/material ones. Review has been based on actual amounts of change, duration, relative importance and organisations contribution to the outcomes  | This is linked to the data that has been gathered during the 'Do' stage |
| **Assess** | 7 | Reviewing data about 6, 7, 8, 9 and 10 | 2.A.2 | **The organisation is encouraged to verify/check the data with stakeholders** | Data collected has been reviewed and verified with representatives of different stakeholder groups. |  |
| **Assess** | 6 and 7 | All questions | 2.A.3 | **The organisation is encouraged to report transparently** | Proportionate reporting of social value data is starting to be produced. Reporting includes: - clear scope of the activities - stated audience and purpose of analysis  - an analysis of the limitations or risks of using the data- performance against targets- recommendations for improved performancePLEASE NOTE: different types of reporting may be needed for internal and external audiences |  |
| **Assess** | 7 |   | 2.A.4 | **The organisation is encouraged to seek assurance of reports as needed** | For externally published reports or accounts of social impact / value a third party has been engaged to review the report.Explanation given about choice of third party and any associated risks of choice (this could be a critical friend, peer review or a more formal assurance provider) |  |

## Stage 5: Revise

**Revise** - with your data and analysis in place, in this stage you will focus on using this as the basis for making decisions that are focused on maximising your impact. In most cases your decisions will come down to choosing between three courses of action: change, stop or scale-up.

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| **Stage** | **Principle** | **Impact Q** |
| Revise | NA | 10 | 2.R.1 | **The organisation is encouraged to assess options for creating more value** | Different options for creating more social impact/ value are beginning to be identified and discussed based on the data that has been collected. Options have been considered alongside financial, environmental and operational information about the organisation / activity. |  |
| Revise | 1 | 3 and 10 | 2.R.2 | **The organisation is encouraged to test options for creating more value with stakeholders** | The stakeholders who are affected by changes to activities have been consulted about the changes that are made, and the stakeholders perspectives on the changes taken into account.  | This may involve consultation pre change, during change or after change. Process of consultation with stakeholders about changes to services to be defined by organisation. |
| Revise | NA | 1 and 2 | 2.R.3 | **The organisation is encouraged to make operational changes to activities** | Changes to the organisations activities have been implemented.  | Changes will be based on review of options based on social value data collected. |
| Revise | 6 and 7 | 10 | 2.R.4 | **The organisation is encouraged to record and catalogue the changes made to activities** | Record is being kept of any changes that have been made or not made, and the reasons for these decisions | Do not expect a separate, special document to record these. The evidence can be in the documents routinely used to record their decisions |
| Revise | NA | 1 and 2 | 2.R.5 | **The organisation is encouraged to revise social value targets** | Targets for future performance have been revised based on the data that has been collected. |  |
| Revise | 7 | NA | 2.R.6 | **The organisation is encouraged to review and improve the Social Value Management practice** | The systems and processes that have been developed for managing social value across the organisation are starting to be reviewed, and improvements to the systems identified.  | The organisation is assessing this as needed, and specifically in relation to 2 types of scenario: when something isn’t working, and formally at a particular part of the year as a quality control review. |