

Version published March 2020

SOCIAL VALUE MANAGEMENT CERTIFICATE

Criteria and Evidence Form

Level 3 - Manage

# 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 3: Manage

This document sets out the criteria required for an organisation or programme to achieve Level 3 of the Social Value Management Certificate. Applicants must provide evidence that demonstrates management of social value is taking place as a continuing process in alignment with each of the criteria listed below. This evidence will include documents that management of social value is taking place in a continued manner (e.g. revised stakeholder maps, revised outcome lists, revised theories of change, evidence of stakeholder engagement sessions with different stakeholder groups, multiple data sets, minutes from meetings where social value data is being discussed at different levels of the organisation 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](mailto: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 3

## 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** | | | **L3 Criteria No** | **Summary of criteria** | **'Manage'**  **My organisation is managing by embedding…** | **Evidence –**  **TO BE COMPLETED BY APPLICANT** |
| **Stage** | **Principle** | **Impact Q** |
| **Creating capacity** | 1 | 3 | 3.CC.1 | **The organisation is encouraged to build internal capacity for managing social value** | The staff skill development plan for staff across all levels (including board level) for embedding social value management practice into their overall organisational practice is in place. The plan has been reviewed at least once, with plans to continue to review as needed. Activities for all levels are underway. The organisations social value management practice is included in new staff induction or training at all levels of the organisation (in line with the needs of their role). |  |
| **Creating capacity** | 1 | 3 | 3.CC.2 | Social value lead/s and social value working group / committee / forum meet on a regular basis. Social value activities and data are reported to senior management / board level. | Regularity and form of meetings to be defined by organisation based on capacity and need. Methods, and regularity of reporting to senior management / board level to be defined by organisation |
| **Creating capacity** | 1 | 3 | 3.CC.3 | Policy / action plan has been reviewed at least once in light of necessary updates as identified through ongoing organisational social value management practice, and as organisation progresses through Social Value Management Certificate levels |  |

## 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 | 3.P.1 | **Organisation is encouraged to define the scope of the activities to manage** | The activities that fall within the scope of the Social Value Management practice have been reviewed and revised at least once. Reviews and revisions of the activities under scope are based on the social value data that has been gathered, and/or expansion of the management practice to new activities |  |
| **Plan** | 1 | 3 | 3.P.2.1 | **The organisation is encouraged to identify and engage with stakeholders** | The stakeholder groups and sub groups for the activities included in the scope of the Social Value Management practice have been reviewed and revised as needed | This could be based on better segmentation guided by a better understanding of changes in outcomes experienced AND/OR this could include any new stakeholder groups for any new activities included in the scope of the Social Value Management practice. |
| **Plan** | 1 | 3 | 3.P.2.2 | The stakeholder engagement plan has been reviewed and revised as needed. | Revision of plan could be based on learning from engagement that has already been undertaken, identification of gaps in data that are needed for decision making purposes AND / OR to include newly identified groups linked to any new activities included in the scope of the Social Value Management practice |
| **Plan** | 1 and 2 | 4 | 3.P.3 | **The organisation is encouraged to involve stakeholders in defining the most relevant outcomes** | Based on stakeholder engagement, relevant **outcomes** are reviewed (and revised and redefined if necessary) |  |
| **Plan** | 2 | 1 and 2 | 3.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)** | Review (and revise as necessary) the descriptions of how social value outcomes are produced for each stakeholder group. Inputs and outputs have been updated if needed. (revise the Theories of Change based on social value data) |  |
| **Plan** | 2 + 4 | 2, 4 and 10 | 3.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 on externally have been reviewed (and revised if necessary) based on any widening of the scope of activities included in the Social Value systems and processes, or based on any changes to shared measurement framework, organisational policy, strategic goal or contractual requirement.   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 | 3.P.6 | **The organisation is encouraged to set targets for all identified outcomes relevant for measuring and managing** | Targets are revised for the outcomes that are relevant to measure and manage | This is in reference to the outcomes that have been identified, recorded, reviewed and revised through criteria points 3.P.4-3.P.6 |
| **Plan** | 1 and 6 | 4 | 3.P.7 | **The organisation is encouraged to record risks associated with the approach to defining which outcomes are to be measured.** | Limitations of the processes of the Plan stage are continuing to be transparently identified and recorded, including specific limitations to the stakeholder involvement processes.   The associated risks are continuing to be identified and recorded, and some changes have been made to mitigate for these risks, with specific improvements to the stakeholder engagement plan and processes undertaken. | Could also include limitation of access to different groups or limitations in resource to engage with all stakeholder groups. Must be proportionate to the activities of the organisation. |

## 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 | 3.D.1 | **The organisation is encouraged to select or design metrics for measuring social value of their activities** | Metrics to measure the **inputs** and **outputs** of each activity, and for the units and amounts of change for each **outcome** are reviewed and revised as needed. |  |
| **Do** | 3 | 2, 5 and 6 | 3.D.2 | **The organisation is encouraged to collect data on inputs and outputs** | Review (and revise if necessary) the **inputs** and **outputs** of each activity. |  |
| **Do** | 3 and 5 | 5 | 3.D.3 | **The organisation is encouraged to collect data on outcomes** | Outcomes are being measured on a regular basis. 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 | 3.D.4 | **The organisation is encouraged to provide a rationale for the valuation approach they are using** | Review (and revise if necessary) the approach for establishing relative importance of outcomes.   The approach may be revised if it is found that there is a way to better reflect stakeholder preferences and priorities. | This may or may not include the use of monetary valuation techniques |
| **Do** | 1 and 6 | 4 | 3.D.5 | **The organisation is encouraged to record risks associated with quantitative data collection processes** | The limitations of the quantitative data collection processes are being identified and recorded continuously. Some changes to the processes have been identified and made based on the identified limitations, and the associated risks. |  |

## 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 | 3.A.1 | **The organisation is encouraged to determine the most significant outcomes** | The significance of each outcome is reviewed regularly, and information on significance of outcomes is being used to inform any revisions made to the outcomes that are being measured. . | Regularity needs to be determined and explained by the organisation |
| **Assess** | 7 | Reviewing data about 6, 7, 8, 9 and 10 | 3.A.2 | **The organisation is encouraged to verify/check the data with stakeholders** | A regular review process is in place with different stakeholder groups. | Regularity needs to be determined and explained by the organisation |
| **Assess** | 6 and 7 | All questions | 3.A.3 | **The organisation is encouraged to report transparently** | Proportionate reporting is being undertaken regularly (as needed for different audiences and purposes). 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 performance  PLEASE NOTE: different types of reporting may be needed for internal and external audiences | Regularity needs to be determined and explained by the organisation (e.g. reports are being published on a quarterly, annual, bi-annual basis because….) |
| **Assess** | 7 |  | 3.A.4 | **The organisation is encouraged to seek assurance of reports as needed** | Externally published reports are continuing to be reviewed by a third party. Any issues identified by the third party have been recorded and action taken to address the issues.  Third party that is used has been reviewed, with risks of choice of third party considered and addressed (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 | 3.R.1 | **The organisation is encouraged to assess options for creating more value** | Options for creating more social value are being discussed on a regular basis, using an embedded system of analysing and making decisions based on the data.   Options are being considered alongside financial, environmental and operational information about the organisation / activity.  Organisation should be able to evidence how they are and will adapt, change and improve their value as they get better at using the evidence in decision making. |  |
| Revise | 1 | 3 and 10 | 3.R.2 | **The organisation is encouraged to test options for creating more value with stakeholders** | Stakeholder consultation processes to discuss any changes to activities that will affect them have been rolled out to all activities under the scope of the Social Value Management practice.  The stakeholder consultation processes have been improved based on experience of undertaking the process (based on feedback from stakeholders, facilitators, and organisation) | 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 | 3.R.3 | **The organisation is encouraged to make operational changes to activities** | Changes to activities are being implemented regularly. | Changes will be based on review of options based on social value data collected. |
| Revise | 6 and 7 | 10 | 3.R.4 | **The organisation is encouraged to record and catalogue the changes made to activities** | Records of the changes that are being made or not made and the reasons for these decisions are being reviewed regularly, and decision making process checked. | 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 | 3.R.5 | **The organisation is encouraged to revise social value targets** | Targets for future performance are being regularly reviewed and revised based on the data that is being collected. |  |
| Revise | 7 | NA | 3.R.6 | **The organisation is encouraged to review and improve the Social Value Management practice** | The systems and processes that are in place for managing social value across the organisation are regularly reviewed. Improvements are identified to improve the systems and processes, and changes are being made to improve as needed. | 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. |