

Buzzacott

SOCIAL VALUE 

Trustee Training: Impact Management

28 September 2022 | 09:30 – 13:00

Agenda

- Introductions and housekeeping
- Impact and governance; Hugh Swainson, Buzzacott
- Social Value for Trustees – what questions to ask; Catherine Manning, Social Value UK
- Break
- Reporting on Impact; Edward Finch, Buzzacott
- Networking lunch

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SOCIAL VALUE UK

Introductions & housekeeping

Impact and governance

Hugh Swainson, Buzzacott

Cancer Research UK: case study

“Our mission to support people affected by cancer through life-changing research remains critical.”

“Our vision: To bring forward the day when all cancers are cured.”

“Our ambition: To accelerate progress and by 2034 see 3 in 4 people surviving their cancer for 10 years or more.”



1 in 2 people will get cancer in their lifetime.*

* Born after 1960 in the UK.

Our research saves lives

- Our research has played a role in developing 8 of the world's top 10 cancer drugs
- We helped prove the value of cervical screening, which now prevents thousands of deaths every year
- We were a key player in the development of radiotherapy, which now benefits more than 130,000 patients every year in the UK
- We helped prove the link between tobacco and cancer, preventing millions of deaths worldwide
- Over the last 40 years, our work has helped double breast cancer survival

1 in 4 surviving cancer

1970s

- 1970** Cancer Research Campaign is formed, focusing on testing new cancer treatments in patients.
- 1980s** Our scientists develop brain tumour drug temozolomide; our laboratory science lays the foundations for breast cancer drug Herceptin.
- 1990s** We help discover and develop abiraterone, a drug that helps men with advanced prostate cancer live longer. We help to fund EPIC, a study on the role of diet in cancer risk. This paves the way for discoveries that are helping people reduce their risk of cancer today.

2010 **2 in 4 surviving cancer**

- 2010** We announce results of a major trial showing that bowel screening could save thousands of lives.
- 2009** We show that a more targeted radiotherapy technique, called IMRT, can treat head and neck cancer with fewer side effects.
- 2007** Thanks to our influencing work, smokefree legislation is rolled out across the UK, helping to prevent thousands of premature deaths.
- 2004** Our scientists reveal the shape of the faulty version of the BRAF protein, which drives cancer cells to grow. This underpins the development of BRAF-blocking drugs such as vemurafenib for melanoma.
- 2002** Imperial Cancer Research Fund and Cancer Research Campaign merge to form Cancer Research UK, becoming the UK's largest cancer research charity and shifting the UK's cancer research landscape.
- 2001** We launch the first UK trial of a vaccine against the virus that causes cervical cancer. A vaccination programme has now been rolled out across the UK, which should save many lives.

- 2013** We launch the revolutionary TRACERx study, tracking how cancers evolve
- 2015** We launch Add-Aspirin, the world's largest clinical trial, aiming to find out if aspirin can prevent
- 2015** NICE approves the use of olaparib as a treatment for certain women with advanced
- 2016** We announce our first Grand Challenges – cancer's biggest unanswered questions – and set out
- 2017** The Francis Crick Institute opens, plain, standardised tobacco packaging begins to be rolled out in
- 2018** We announce two Brain Tumour Centres of Excellence and began recruiting patients

Challenges to reporting impact

- Charities are often part of an eco-system, so how directly linked are actions and results?
- Reporting outputs and not impact
- Impact can often be subjective to the user
- Engaging readers in the mission



Examples of measuring impact

More straightforward outcome measures

- **Employment/skills charity:** X% of people that have been through our programme have been in employment for over 1 year
- **Ex-offenders charity:** X% of our service users have not reoffended for one year from using our service
- **Clean water charity:** X more people now have clean water following our work in 202Y
- **School:** Our school has a positive Progress 8 score of 1.14 in 202Y

More challenging outcome measures

- **Youth support charity:** X% of our service users said they were more informed
- **Mental health charity:** X% of our users said that their mental wellbeing had improved
- **Membership charity:** We supported X members and had a successful advocacy project
- **Advocacy charity:** We successfully implemented new industry guidelines.

How successful was the impact achieved?

- There isn't always an easy measure of impact
- Focus on what change you are trying to make in beneficiaries lives
- Setting targets
- Obtaining sufficient data

Trustee responsibilities

- Public benefit requirements

Extract from Charity Commission Public Benefit guidance:

- Managing the risk of harm to the charity's beneficiaries
- Deciding who benefits
- ...making decisions:
 - that ensure that your charity's purpose provides benefit
 - that manage risks of detriment or harm to the charity's beneficiaries or to the public in general from carrying out your charity's purpose
 - about who benefits in ways that are consistent with your charity's purpose
 - that make sure any personal benefits are no more than incidental.

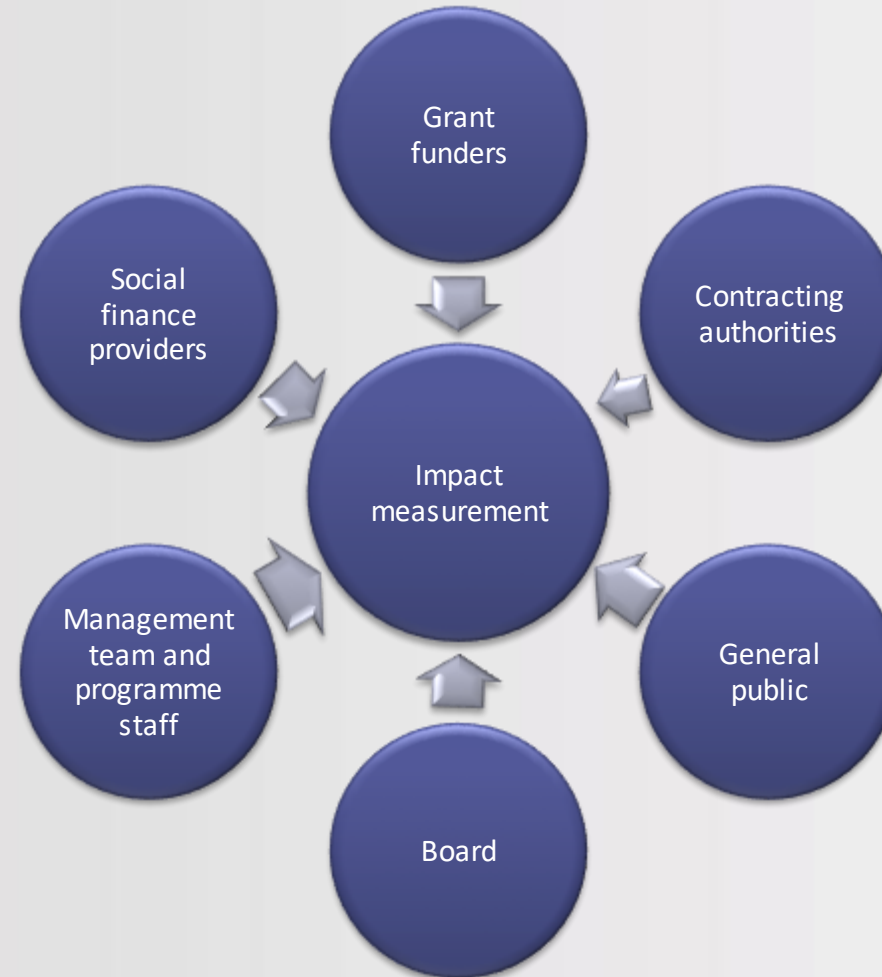
- CC3 The Essential Trustee: What you need to know

- CC3a Charity Trustee: What's involved

CC3 Extract: Ensure your charity is carrying out its purposes for the public benefit:

- You and your co-trustees must make sure that the charity is carrying out the purposes for which it is set up, and no other purpose. This means you should:
 - ensure you understand the charity's purposes as set out in its governing document
 - plan what your charity will do, and what you want it to achieve
 - be able to explain how all of the charity's activities are intended to further or support its purposes
 - understand how the charity benefits the public by carrying out its purposes.
- Spending charity funds on the wrong purposes is a very serious matter; in some cases trustees may have to reimburse the charity personally.

Demand for impact measurement



Opportunities and challenges with impact measurement

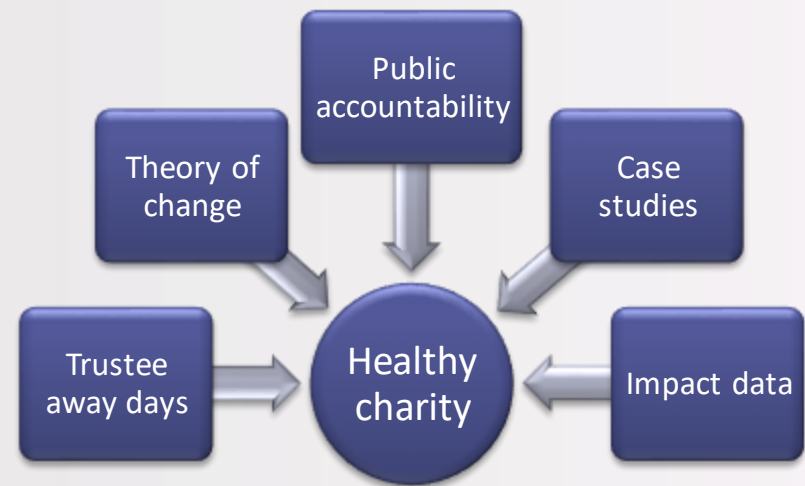
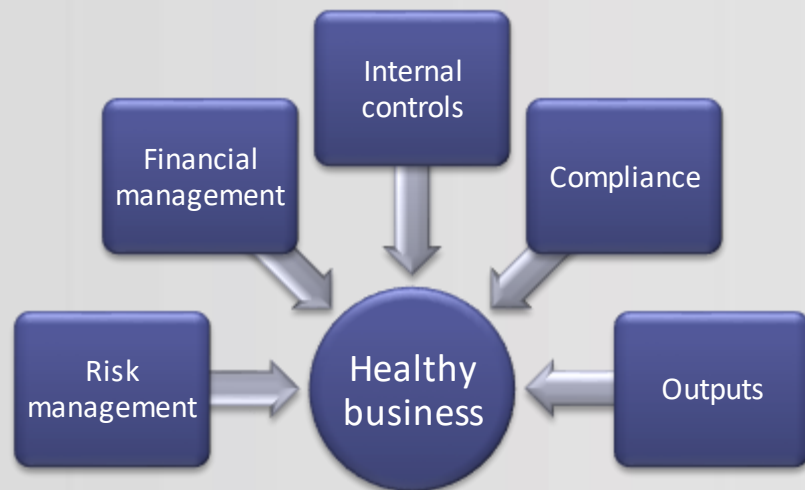
Challenges

- Does it help the way management actually deliver services?
- Are any decisions actually made off the back of it?
- Is output information enough without impact?
- Cost

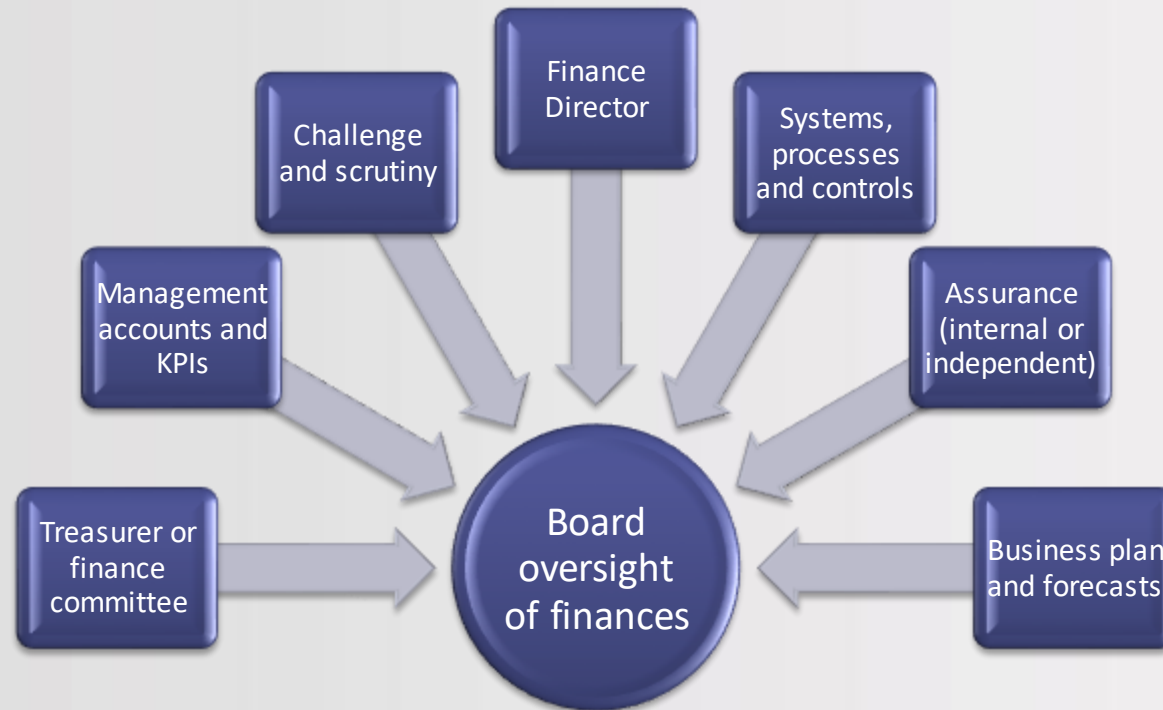
Opportunities

- Helping the Board to deliver the organisation's purpose
- Helping management to deliver the organisation's purpose
- Engaging stakeholders
- Organisational resilience
- Growing funding

Running a business vs. a social organisation



Comparing impact with finances



Risk Management (CC26)

Blue or green - minor or insignificant risks scoring 7 or less

		Blue or green - minor or insignificant risks scoring 7 or less				
Impact	Extreme/ Catastrophic 5	10	15	20	25	30
	Major 4	8	12	16	20	24
	Moderate 3	6	9	12	15	18
	Minor 2	4	6	8	10	12
	Insignificant 1	2	3	4	5	6
		1	2	3	4	5
		Remote	Unlikely	Possible	Probable	Highly Probable
		Likelihood				

Maximising public benefit and risk management

- What are the key risks that mean that the charity does not achieve its social mission?
- Reframing risks: How do these risks integrate with existing risk?
- What information do you receive to assess this risk?
- What assurance do you have over this risk?

5 steps boards can take for better outcomes

1. Understand your impact
 2. Clarify your strategy
 3. Find – or develop – the right skill set
 4. Create (and question) reporting mechanisms
 5. Set accountability processes and review your culture
- And keep it real!
 - More information: <https://www.pioneerspost.com/business-school/20200211/rethink-your-governance-boost-your-social-impact-five-steps-boards-can-take>

Social Value for Trustees – what questions to ask

Catherine Manning – Operations Director

Agenda

- Who are Social Value UK?
- What is Social Value?
- Why does it matter in your organisation?
- How to measure and manage it? Key Questions!
- What else can help?

Who are Social Value UK

Changing the way the world accounts for value

Creating a world where organisational decisions improve wellbeing, equality & the environment

Join Our Movement

Training

Events

Assurance and Accreditation

Tools

Campaigns

Partners and Pioneers:



Rural Community Network
SUPPORTING RURAL COMMUNITIES

Buzzacott



North York Moors
National Park



EAST RIDING
OF YORKSHIRE COUNCIL

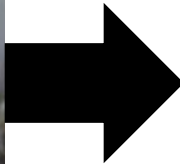


www.socialvalueuk.org
@socialvalueuk

Our mission

To change the way the world accounts for value

Creating a world where organisational decisions improve wellbeing, equality & the environment





A global network with a **mission to change the way society accounts for value.**

All too often key decisions about resources and policies are made using a limited economic concept of value, which fails to consider important effects on people and the environment.

This pioneering community contains members from over 60 countries, drawn from a huge range of different

Vision: A world where decision making, ways of working and resource allocation are based on the principles of accounting for value, which leads to increased equality and well-being and reduced environmental degradation.

Who are Social Value International?

What's happening in the network?

Workstreams

- [How Do Companies Act](#) campaign
- Relevant Authority for [Value Toolkit](#)
- [Contract for Change](#)
- Thought Leadership Groups
- [DEI toolkit](#) for SPOs
- Responses to consultations
- SDG Impact Standards
- [Blogs](#), e.g. such as SDGs, ESG, Stakeholder engagement in a digital world, etc.

Events

- Conferences ([SVUK MemEx](#), [Sectoral Conference on SDGs](#), [SVI Social Value Matters Europe](#))
- Webinars through [SVUK](#) and [SVI](#), incl. COP26 or Flop 26?
- Introduction to SVUK
- Assurance Coffee Mornings
- Members Coffee Mornings
- Tailored [workshop](#) on the Social Value Model (PPN06/20), Method & Tool, ESG, etc. *on request*

What is Social Value?

What is social value?

- What does it mean to you?
- Share 1 thing your charity measures

Take 2 minutes with your neighbour to discuss



What is social value?

British Standards

“...the generation of personal and collective wellbeing over the short and long term”

“...the result and purpose of sustainability” which “... concerns the achievement of optimal societal wellbeing (social value) over the short and longer term”

bsi.

(Copyright BSI UK,
BS 8950:2020
Guide to enhancing
social value)

UK Government

the Public Services Act (2012)
England & Wales refers to social
value as:

“...to require public authorities to have regard to economic, social and environmental wellbeing in connection with public services contracts; and for connected purposes.”

Social Value International

“...the quantification of the relative importance that people place on the changes they experience in their lives. Some, but not all of this value is captured in market prices. It is important to consider and measure this social value from the perspective of those affected by an organisation’s work.”

SOCIAL VALUE

INTERNATIONAL

What is Social Value - SVUK say...


- People experience changes to their wellbeing (different aspects of wellbeing are outcomes)
- Some changes are more important to people than other changes
- Social Value is the quantification of the *relative importance* that people place on the changes
- SROI uses financial proxies to quantify the relative value of outcomes



What is wellbeing?

Dictionary
Definitions from [Oxford Languages](#) · [Learn more](#)

Search for a word

 **well-being**
/wel'bi:ɪŋ/
noun
noun: **wellbeing**
the state of being comfortable, healthy, or happy.
"an improvement in the patient's well-being"

[good health](#) [happiness](#) [comfort](#)

Wellbeing Guidance for
Appraisal:
[Supplementary Green Book Guidance](#)

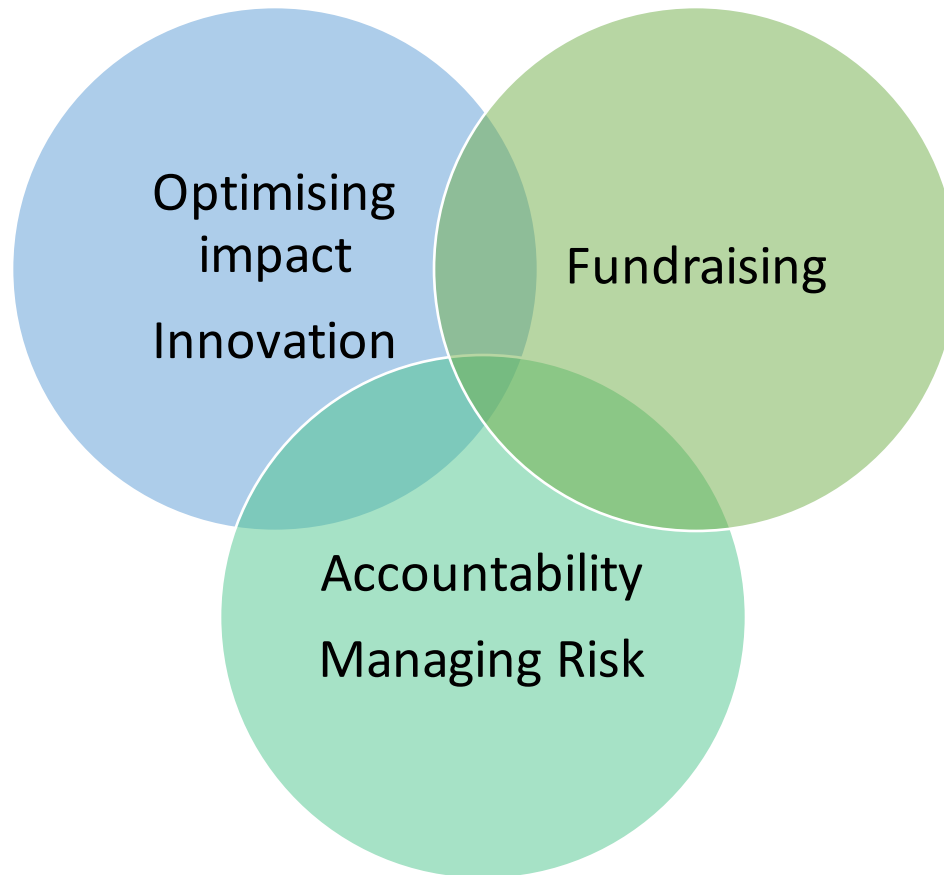
*Green Book: "Wellbeing is
about how people feel"*



*ONS: "[H]ow we are doing'
as individuals, communities
and as a nation and how
sustainable this is for the
future."*

Why does it matter in your organisation?

Why is measuring social value necessary?



Trustee main duties: (from UK Gov)

1. Ensure your charity is carrying out its purposes for the public benefit
4. Manage your charity's resources responsibly
6. Ensure your charity is accountable

Public benefit:

- Must be beneficial, harm should not outweigh benefit
- Must benefit the public

How to measure and manage it? Key Questions!

From measurement >> management

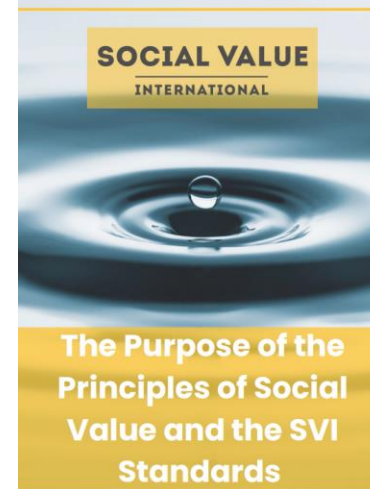


From Maximise Your Impact guide: <https://socialvalueuk.org/resource/maximise-impact/>

Impact management is about more than measurement

- Using data to guide our decisions
- Comparing targets to actual performance
- Reducing negative impacts and increasing positive impacts
- Embedding throughout planning / delivery / monitoring & tracking / revision cycle

The Principles of Social Value



The Principles of Social Value ... support the production of 'social value accounts' and decision making that optimises impacts on wellbeing for all materially affected stakeholder groups.

- To achieve 2 aims:
- 1) Accountability
 - 2) Impact Management

Aim to optimise social value through continuous improvement

Principle 8: Be responsive



Optimise the impacts on wellbeing of all materially affected stakeholders through decision making that is timely and supported by appropriate accounting and reporting.

3 types of decisions:

- **Strategic** - setting impact goals in alignment with stakeholder needs and societal goals
- **Tactical** - choosing activities that best achieve impact goals
- **Operational** - making improvements to existing activities



Impact Management - Are we already doing this?

Exercise 1: (3mins)

- Discuss (with a partner) a change you have made to the way you deliver your service.
- What information did you use to make this decision?

Idea to change service delivery	Based on what data/information?



Feedback:

- Any examples of changes you have made to your services?
- and what data supported the decision?

Only 6% say their leadership plans and prioritises data as a vital resource and understands how to use it to improve what the organisation does.

Only 2% of respondents say their leadership uses data to inform decisions.

State of the Sector – Data Maturity in the Not-for-Profit Sector, 2021 report

6 types of data



- **User data:** The characteristics of your stakeholders (e.g. demographics of your service users)
- **Engagement data:** The extent to which people use the service/s. (e.g. How often and for how long?)
- **Feedback data:** What stakeholders think of your activities (e.g. what do service users think of the service)
- **Outcome data:** Changes in aspects of wellbeing your stakeholders experience (e.g. changes in knowledge, attitudes and behaviour your users have experienced)
- **Value data:** How important is the outcome to the stakeholder (relative importance)
- **Impact data:** The difference that your organisation has made. (e.g. discount deadweight, attribution etc)

How do we gather the 'right' data?

Key impact questions we can all ask

What problem are we trying to solve?
What is our proposed solution to the problem?
Who experiences changes in their lives as a result of what you do?
What changes are (or likely to be) experienced?
How can we measure these changes?
How much of each change has happened (or is likely to happen)?
How much of each change is caused by our activities?
How long do we need to measure the changes for?
What is the relative importance of the different changes?
Which changes matter and are important enough for us to manage?

Who answers these questions?

Enough precision for the decision

Confidence, verification, assurance?

Theory of Change

Qualitative Data

Quantitative Data

Analysis



WHAT

What outcomes does the effect relate to, and how important are they to people (or the planet) experiencing it?



WHO

Who experiences the effect, and how underserved are they in relation to the outcome?



CONTRIBUTION

How does the effect compare and contribute to what is likely to occur anyway?



RISK

Which risk factors are material, and how likely is the effect different from the expectation?

Exercise 1: Review the 10 impact questions

- In groups identify risks & opportunities
- & examples of how to answer each question (i.e. what are your organisations doing now?)

10 min discussion in small groups

Risks of not knowing the answer

Opportunities through knowing the answer

1. What problem are we trying to solve?
2. What is our proposed solution?

Examples of how you are or could answer this question?

Exercise 2: How is impact being managed at board level?

What can you do at board level to support better impact management practice?

- How can impact data and decision making be integrated into board meetings more?
- What else would help?

Group discussion





What else can help?

The social value landscape



Impactasaurus



HACT 
UK Social Value Bank calculator 4.0 



Procurement Policy Note – Taking Account of Social Value in the Award of Central Government Contracts

Action Note PPN 06/20

September 2020



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Studies and lists of methods

- Outcome frameworks and standalone measures database for The National Lottery Community Fund: 68 and 77, as well as 13 tools and 7 approaches
- L. Pastore, Mapping Social Impact Assessment Models: A Literature Overview for a Future Research Agenda: 98 models
- Latest: OECD, Social Impact measurement for the Social and Solidarity Economy paper, 2021
- [Social Value Library - Social Value UK](#)
- [Standards and Guidance — Social Value International](#)

Sustainability frameworks across the globe: *do different things for different users*

Sustainability in relation to (financial returns) - (Social & Environmental)

	<p>ESG risk integration</p>			

Maximise your impact



- <http://www.socialvalueuk.org/maximise-impact-guide-social-entrepreneurs/>

SDG Impact Standards



<https://sdgimpact.undp.org/practice-standards.html>

Strategy: Embedding foundational elements into purpose and strategy

Management Approach: Integrating foundational elements into operation and management approach

Transparency: Disclosing how foundational elements are integrated into purpose, strategy, management approach and governance, and are reporting performance

Governance: Reinforcing commitment to foundational elements through governance practices

Three standards:

- [SDG Impact Standards for Private Equity Funds](#)
- [SDG Impact Standards for Bonds](#)
- [SDG Impact Standards for Enterprises](#)

Decision-making standards

SDGs into organisational systems

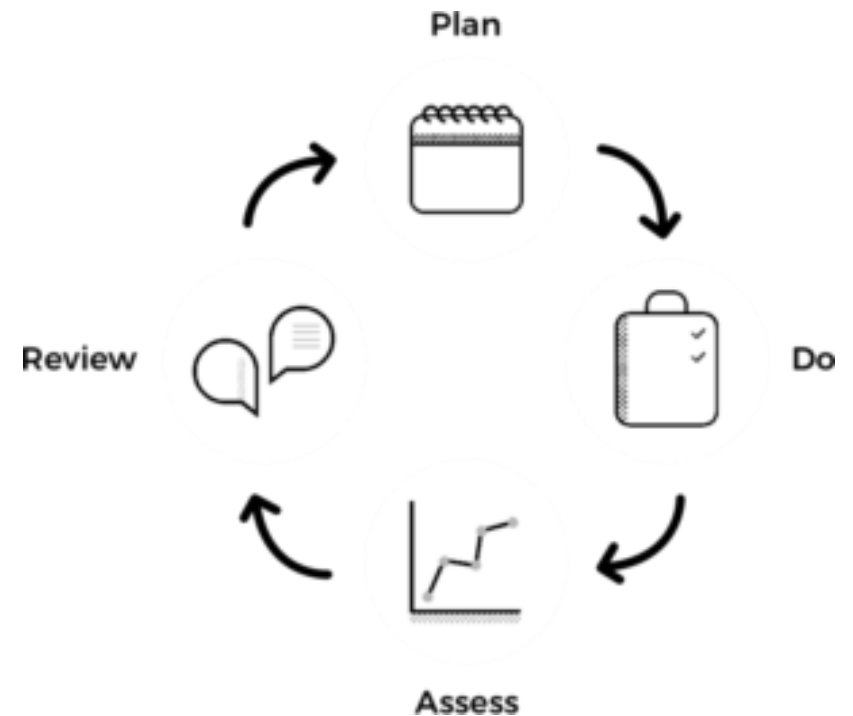
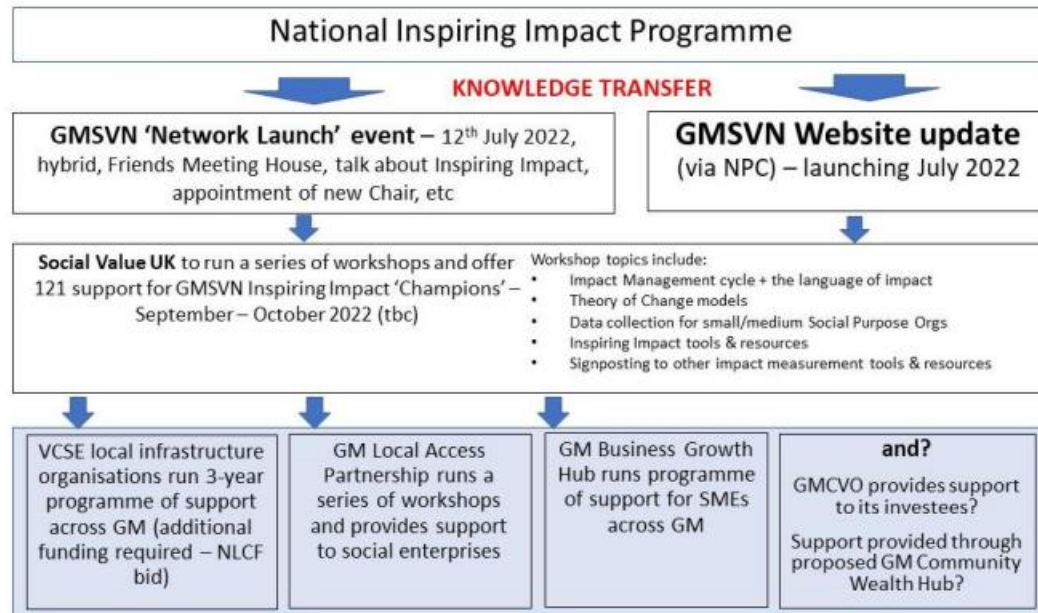
Social Value Management Certificate

- **Establishes best practices;** including systems, processes, organisational capacity, data collection, data analysis and decision making to maximise value
- **Not ONLY about reporting or performance**



[The Social Value Management Certificate - Social Value UK](https://www.socialvalueuk.org)

Inspiring Impact Greater Manchester



[news, events, information sharing on social value in Greater Manchester \(gmsvn.org.uk\)](https://gmsvn.org.uk)

[Starting to measure your impact – Charity Experts \(thinknpc.org\)](https://thinknpc.org)

Further support – SVUK Membership



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Civil Society Grant Membership Scheme

Criteria

- ✓ Must have a turnover of under £500,000
- ✓ Subject to a short application
- ✓ Certain legal structures **only**:
 - Unincorporated Association
 - Registered Charity (company or trust)
 - Charitable Incorporated Organisation
 - Community Interest Company
 - Community Benefit Society

Click here to apply

Thank you!

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Break

Reporting on impact

Edward Finch, Buzzacott

Models for impact measurement

- Social Value UK
 - Seven Principles of Social Value
 - SROI
- Big society capital – outcomes matrix
 - Tool to help plan and measure social impact
- NPC – four pillar approach (right)
- Outcomes star
- Inspiring Impact
 - Referenced by Charity Commission



What to include when measuring impact?

- Theory of change
- Completeness of information
- Sources of information
- Integrity of information

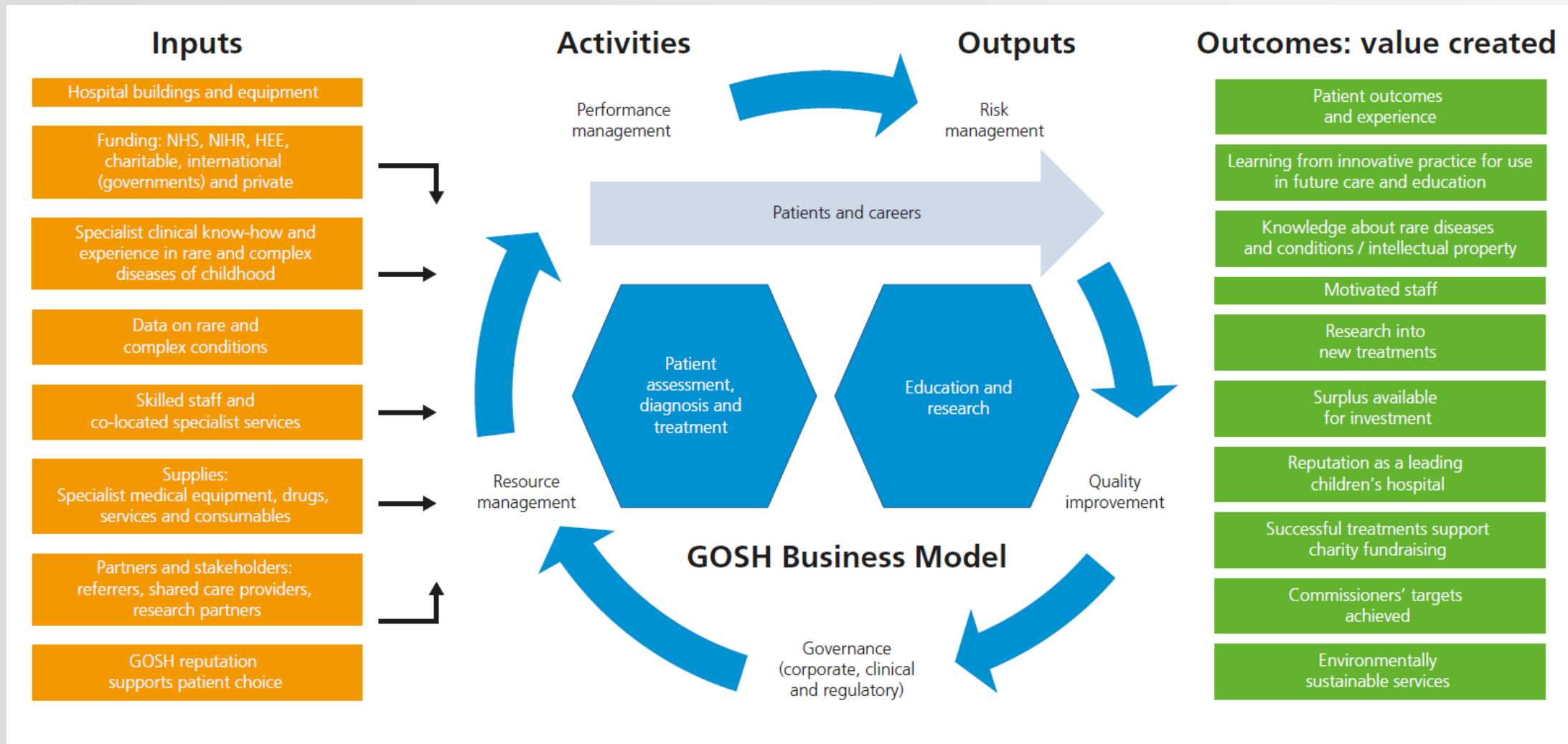
Systems for measuring and reporting impact

- Excel based?
- Accredited systems (SVUK)
 - Sametrica
 - Sinzer
 - Social Profit Calculator
- Reporting from the system
 - Reporting for programme management
 - Overall management reporting
 - External reporting

Reporting impact in charity accounts

“Charities are encouraged to develop and use impact reporting (impact, arguably, being the ultimate expression of the performance of a charity), although it is acknowledged that there may be major measurement problems associated with this in many situations.”
(Charities SORP)

- Link to whole business model – SORP encourages bridging between narrative and the numbers
- Reference to risk management, reserves policies, viability/ going concern
- Especially relevant for e.g. digital pivots in response to COVID-19?





The race to find the first ever treatment for a rare brain condition

Professor Yanick Crow,
University of Manchester

Labrune syndrome is an exceptionally rare and devastating condition that affects the blood vessels in the brain. There is currently no cure. Symptoms start in early childhood, and some patients lose their lives to the disease. With our funding, Professor Crow will use his discovery of the genetic mistake behind Labrune syndrome to offer the hope of treatments in the future. More immediately, his work will lead to a simple diagnostic blood test, giving patients and families the answers and support they need more quickly, without the need for brain biopsy.

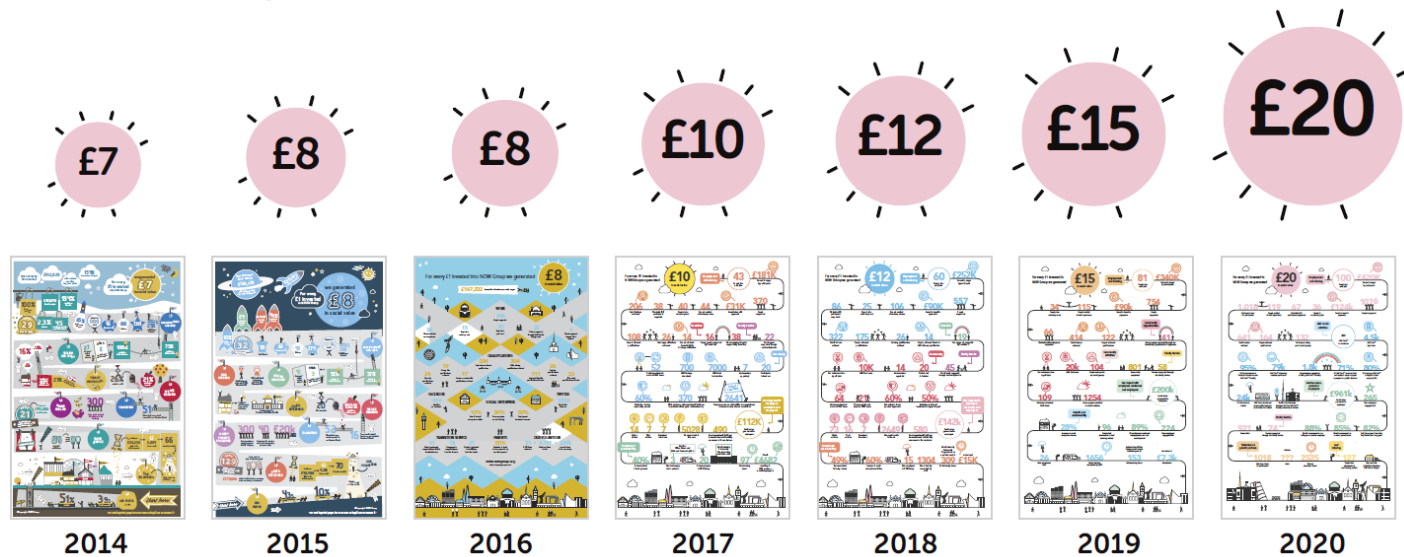
"Support from GOSH charity has allowed us to take advantage of a major opportunity to not only improve the diagnosis of Labrune syndrome, but to work towards the first ever cure."

Professor Yannick Crow

Progress over time – The NOW group

Our social impact journey

For every £1 invested



Impact assurance

- What can we do to manage scepticism about the claims made in broader reporting?
- Validate specific assertions in Trustees' Annual Reports?
- Work toward a standard for financial statement auditors' reviews of impact claims?

What are the benefits?

Independent validation

- A feature of many social value methodologies
- May help with commissioner acceptance
- Third line of defence against accidental error

“Management letter” improvement etc.

- Identify areas for improvement
- Spot and correct flaws in model
- Critical friend with outside perspective

What is involved?

- Specific purpose and target audience
- Three “types” of assurance:
 - Confirming the methodology conforms to standards
 - Confirming that the model “works”
 - Confirming that the data have been appropriately recorded and processed
- But extent might vary

CASE STUDY – Community Transport Social Value Toolkit

Toolkit developed by ECT Charity

- Built on prototype of London CT Forum
- Funded project with an On Purpose Associate

Toolkit consisted of:

- A guide setting out detailed rationale
- An Excel workbook with instructions
- Narrative explanations of how the toolkit might be used

Buzzacott's review of the Toolkit

- Type 2 – our report only covers mechanics and logic
- But did discuss Type 1 issues
- And will look to assure ECT on Type 3
- Happy for CT's using toolkit to refer to the assurance we have provided as long as its scope is clear

How might we take this further?

- Type 1 assurance under a recognised framework?
- Type 3 assurance for individual CT's
- Review of sector aggregation of figures?

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Please join us next door for a networking lunch where we can continue the conversation