Many businesses face the challenge of how to measure Social Value. This toolkit is designed to support sustainability and corporate social responsibility professionals in addressing it. The toolkit provides guidance, inspiration and practical advice from organisations that have successfully delivered Social Value.
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Measuring Social Value: About this toolkit
You have set out your vision, planned your strategy, and brought senior management on-board.

From now on, communicating Social Value effectively and successfully demonstrating its contribution to the business are your biggest challenges.

Environmental factors are becoming easier to quantify. But it is widely believed that social factors remain nearly impossible to measure.

One of the main reasons for this comes from how Social Value is understood and represented by different groups of stakeholders. People's understanding of Social Value is inherently linked with the change they expect. This makes it highly subjective. The key question becomes: 'How can I translate the change that I have captured into information others understand and value?'

Few companies have the time and resources to undertake complex data capture and analysis. Instead, defining tight objectives, setting appropriate key performance indicators (KPIs), and using targeted communications are simple, cost-effective steps that improve how Social Value is measured and shared.

The aim of this toolkit is to give guidance on what works (and what doesn't), share do's and don't's and provide simple and practical advice from organisations that have successfully delivered Social Value.

Informed by hands-on practitioner experience, it features case studies from leading businesses.
How we produced this toolkit

To ensure it includes insights from Social Value practice as well as theory, Uscreates involved practitioners in developing the toolkit.

- We conducted in-depth interviews with sustainability professionals from O2, EY and RBS
- We collected case studies from a range of companies, including Belu Water, Aviva, Sainsbury’s, Deloitte, Landmarc Services and Catch22
- We carried out a detailed review of existing methodologies and tools to assess their comparative benefits and limitations based on different company needs
- We distilled Uscreates’ thought leadership, experience and successes into a few, easy-to-apply guiding principles
Measuring Social Value:
Getting started
What is Social Value?

For Uscreates, Social Value can be broken down as follows.

‘Social’ is all about groups of people, such as communities, organisations, businesses, government or society as a whole. ‘Value’ refers to what is of worth or importance to those people. Different people value things in different ways. So when considering Social Value, it is important to think about the value to all the groups of people involved.
What is valuable to a business may not be valued by its employees or the community in which it operates. We believe that Social Value is created when an organisation can create value for multiple stakeholders through its activity. Uscreates describes this as Win-Win Social Value.

Win-Win Social Value

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Win-Win Social Value

Business challenges

eg. Attracting diverse new recruits

eg. Public perception of brand

Social challenges

eg. Youth unemployment

Download the Win-Win Social Value template here
What is the difference between Social Value and Social Impact?

**IMPACT =**

The *difference* that is made
(excluding what would have happened anyway)

**VALUE =**

What the difference is *worth*
When planning Social Value measurement, it’s important to consider what you need to measure and why. By mapping out the change that you are trying to effect, you can identify where and how you need to collect data.

The diagram on the right shows an example of how Uscreates maps change.

**Input:**
What resources and activities have you used?

**Output:**
What are you putting out there? E.g. a new stop smoking service

**Outcome:**
What has changed as a result of the output? E.g. X people have stopped smoking

**Impact:**
What is the broader or longer term effect of the outcome? E.g. improved health for those who have stopped smoking, increased disposable income, less cigarette butt litter

**Value:**
What is the value (economic, social, environmental etc.) of the impact? E.g. cost saving to the NHS

[Download the Social Value Mapping template here]
Measuring Social Value:
How to...
The following ‘How to’s’ provide practical advice for measuring Social Value. They are distilled from interviews with a range of practitioners working in the field.

**How to define the right objectives**

There are simple steps you can take to ensure your approach to Social Value measurement starts well. First and most important is including a Social Value goal as early in the process as possible. This may sound obvious, but a lot of initiatives still start with ‘Output’ goals (such as ‘We want 1000 young people to come through our programme’) rather than ‘Value’ goals (such as ‘We want to increase the employment prospects of young people coming through our programme by 50%’).

The importance of starting with a Social Value goal came up in all our interviews and case studies. The most successful initiatives were:

- Able to formulate their own definition of Social Value around a specific area of influence. See Landmarc’s case study
- Completely clear about their purpose, with often only one SMART Value goal
- Articulated really simply
- Very specific to their business and operational strategy and built on what they were good at. See Deloitte’s case study

The process of setting a Social Value goal is documented in the Uscreates’ Social Value Diagram, as well as the step-by-step Social Value Definition document that you can download and print.

Prioritising your Social Value goal is key. Sainsbury’s planning model is a good example.
Setting the right success factors is the hardest part of the process, but it's also the most important. Being pragmatic is key. You are never going to be able to measure your total Shared Value from day one, or year one. Hardly any company in the UK has a rounded understanding of the Social Value they create, both positive and negative. It is incredibly complex and a work-in-progress for most.

What you can do is:

- Define your success factors in the context of your Social Value goal, not your Social Output goal
- Be very clear about what actually needs measuring and for whom
- Focus on a very simple framework built on operational needs (can this sit in the Finance dashboard, HR dashboard or Supply Chain management dashboard?)
- Keep Success Factors to a minimum at first (two to three at most)
- Explore how data already being collected can be repurposed
- Be consistent and improve incrementally
- Keep abreast of best practice and your peers’ activities

There is much to inspire you in our interview with Beth Knight, Head of Sustainability at EY. Beth explains how a simple approach based on five very consistent success factors, built on business needs with small incremental improvements, is delivering measurable results. See Beth’s interview here

The practical example from Aviva also shows you how the approach described above can be translated into practice. Read the case study here
Once you have defined your SMART Social Value goal and identified two or three relevant Success Factors, you are ready to start developing a simple evaluation framework with more specific metrics.

The ‘inputs – outputs – outcomes’ model is not new. It has been used by benchmarking organisations such as the London Benchmarking Group for several years and is well documented. However, finding practical and realistic ways to stretch measurement further, from Social Outcomes through to Social Value, is becoming increasingly pertinent as it allows understanding not only outcomes but also the impact that those outcomes make and the value of that impact.

There are several ways of doing this with varying degrees of sophistication. These include complex, resource intensive SROI-driven approaches through to more pragmatic and scalable approaches.

As we said in the ‘How to define the right objectives’ section, the key is to be very disciplined:

- Always start with your SMART Social Value goal
- Define the impacts you seek based on your goal: type of impact, number of impacts, and audience for impact
- Focus on your outcomes. Ask yourself, ‘What outcomes do I need to achieve the impact I seek?’
- Now start considering outputs and inputs

How to find your way around outputs, outcomes, impact and value
How to choose the right methodologies

There is a vast number of recorded methodologies and tools. Some are UK-specific, others global; there are academic methodologies or benchmarking-focused tools; some are designed for a specific audience, such as investors; and so on. Finding your way around the range of possibilities is a challenge in itself.

For the purpose of this toolkit, we have prepared an overview. It highlights key strengths of each methodology and the objectives they are best suited to address. Please contact us if you know of other methodologies that can be added to the overview.

Overall, it all comes down to:

- Why you are trying to demonstrate the Social Value you create
- To whom you need to demonstrate it

Before spending time and effort on a given methodology, it pays to really get to grips with internal stakeholder expectations, their scorecards, and the outcomes they report on to integrate your solution as much as possible. Benchmarking reporting can work well for isolated initiatives, but demonstrating Shared Value has to be integrated.

What to consider when choosing a measurement approach

<table>
<thead>
<tr>
<th>More rigourous</th>
<th>Less rigourous</th>
</tr>
</thead>
<tbody>
<tr>
<td>Different objectives</td>
<td>Planning</td>
</tr>
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</table>

In conclusion
## How to choose the right methodologies

<table>
<thead>
<tr>
<th>TOOL</th>
<th>DESCRIPTION</th>
<th>METHODOLOGY</th>
<th>GREAT FOR</th>
<th>NOT SO GOOD FOR</th>
<th>USED BY</th>
<th>INDUSTRIES/SECTORS INC</th>
<th>ACCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dow Jones Sustainability Index</td>
<td><em>World's first global sustainability benchmark</em>&lt;br&gt;Tracks stock performance of leading companies based on economic, environmental and social criteria&lt;br&gt;Serves as benchmark for investors who integrate sustainability considerations into their portfolios&lt;br&gt;Community and philanthropy section of the DJSI questionnaire is based on the LBC framework</td>
<td>Industry-specific questionnaire-based index&lt;br&gt;Social value element focused on: Human capital development • Talent attraction &amp; retention • Occupational H&amp;S • Stakeholder engagement • Social reporting&lt;br&gt;Companies receive a Total Sustainability Score between 0 – 100 and are ranked against other companies in their industry&lt;br&gt;Only the top 10% of companies from each industry are included in the DJSI</td>
<td>Recognizable sustainable investment benchmarking&lt;br&gt;Listed companies aiming to differentiate in their category&lt;br&gt;Companies looking for a high level reporting tool&lt;br&gt;Almost a starting point</td>
<td>Not strictly a Social Value evaluation tool. It's a scoring and ranking system.&lt;br&gt;Independent assessment: ranking is based on information volunteered by companies themselves&lt;br&gt;Not granular enough to drive business strategy and business change</td>
<td>Sainsbury's&lt;br&gt; Royal Mail Group&lt;br&gt; VW Group&lt;br&gt; Citigroup&lt;br&gt; SG Group&lt;br&gt; Alcatel-Lucent&lt;br&gt; Air France&lt;br&gt; KLM&lt;br&gt; Nestle</td>
<td>Automotive &amp; Components&lt;br&gt; Banks&lt;br&gt; Capital Goods&lt;br&gt; Commercial &amp; Professional Services&lt;br&gt; Consumer Services&lt;br&gt; Diversified&lt;br&gt; Energy&lt;br&gt; Food &amp; Staples Retailing&lt;br&gt; Food, Beverage &amp; Tobacco&lt;br&gt; Health Care Equipment &amp; Services&lt;br&gt; Household &amp; Personal Products&lt;br&gt; Insurance&lt;br&gt; Materials&lt;br&gt; Media&lt;br&gt; Pharmaceuticals&lt;br&gt; Biotechnology&lt;br&gt; Life sciences&lt;br&gt; Real estate&lt;br&gt; Retailing&lt;br&gt; Semiconductors&lt;br&gt; Software &amp; services&lt;br&gt; Transportation &amp; services</td>
<td><a href="http://www.sustainability-indices.com">www.sustainability-indices.com</a></td>
</tr>
</tbody>
</table>

The grid above is just a snapshot. Click the TOOL link on the right to download the whole round-up.
How to identify motivators and levers to get the right stakeholders on board

This is an area where our contributors have a huge amount of experience. O2’s Think Big initiative is a particularly relevant example, and Ben’s interview really highlights some of their key learning.

It’s also an area that is easier to address if you are attuned to the needs of your stakeholders and the outcomes they seek, and are as equally open to collaboration and sharing.

In her interview, Beth mentioned the ‘Mavens’, ‘information brokers’ described by Malcolm Gladwell in The Tipping Point, who have the ability to start ‘word of mouth epidemics’. If you can identify them (regardless of hierarchy or function), share with them and get them interested, you have a group able to help you get things in motion.

Overall, there are a few rules that all our contributors highlighted consistently:

- Having ‘the top and the bottom’ on board is important but not enough. Don’t forget middle management: they have the power to make things happen – or not
- Understand how they receive information that they trust, and target those channels
- Segment your specific audience and always seek to be relevant: why should they care? Is this of value to them? How can you make it more valuable?
How to embed your Social Value goal and framework effectively in your organisation

This is increasingly important, as Social Value initiatives become more integrated into mainstream business. Ensuring the benefits are visible and compelling to the business is key, as is aligning a SMART Social Value goal to one or more business priorities and helping other parts of the business achieve their objectives.

There are a number of key ‘ingredients’:

- Make the benefits explicit to the main business. This should be reflected both in your measurement approach and in the way you communicate Value creation outside Sustainability professionals.

- Create and nurture collaborative projects. If you make a point of understanding what motivates other teams and the challenges they face, and if you can show that bringing Social Value into operations delivers better results, it’s a lot easier to embed Social Value.

- Earn the right to do one thing well, bring it to life and prove the benefits. Prioritising one area of Social Value and doing it well often delivers more benefits than trying to do as many initiatives as possible.

- Use sustainability as a driver for innovation.

- Set the most relevant success factors

- Find your way around outputs, outcomes, impact and value

- Choose the right methodologies

- Get the right stakeholders on board

- Embed your Social Value goal and framework effectively in your organisation

In conclusion
In conclusion

Overall, effective Social Value measurement is as much about clarity of purpose, simple measurable KPIs and a tight step-by-step process, as it is about collecting a lot of data and using complex methodologies. Being clear about what your organisation values and what Social Value means to your main stakeholders is key.
SMART programmes need SMART goals. And big isn’t always SMART.

Click here for the Value of social Programmes, The Crowd, 2013

Get a snapshot of how leading organisations are building their social programmes, and the degree to which they are seeking to put a financial value on these programmes.

The International IR Framework, IIRC, 2013

Further information on how Integrated Reporting and communication about value creation will be the next step in the evolution of corporate reporting.

The most important questions to ask before you start planning a social value programme, Uscreates, 2013

Click here

The Future of Social Value, Social Value Summit 2014, Social Enterprise UK

Find out more about how the Social Value Act is changing the context for delivering Social Value


Explore how developing better insights into creating sustainable value for shareholders can also sustain value for other stakeholders

The Value of Social Programmes, The Crowd, 2013

Get a snapshot of how leading organisations are building their social programmes, and the degree to which they are seeking to put a financial value on these programmes.
CASE STUDY

Adapting the leading community investment evaluation tool for carbon offsetting projects sheds new light on Aviva's social impact.

CASE STUDY

Catch22's unique change model helps them to evaluate a social action app for young people.

CASE STUDY

Deloitte uses core capability to enhance Social Value through business to business partnerships.

CASE STUDY

By measuring Social Value, Landmarc finds clear commercial benefits.

CASE STUDY

A unified, cross-divisional framework enables Sainsbury's to improve business processes while providing better support to its charity partner.

CASE STUDY

By outsourcing its social impact programme, Belu delivers and measures Social Value more effectively.

coming soon!
Social Value Measurement Toolkit

ABOUT THIS TOOLKIT | GETTING STARTED | HOW TO... | TOOLS & RESOURCES | VIDEOS | WHAT NEXT?

**VIDEO**
Ben Plain of O2: How does O2 communicate its Think Big programme to its customers?
Watch video

**VIDEO**
Ben Plain of O2: How O2 Interns Help build its visibility
Watch video

**VIDEO**
Ben Plain of O2: Choosing and motivating O2's supporters
Watch video

**VIDEO**
Ben Plain of O2: Customer Stories
Watch video

**VIDEO**
Ben Plain of O2: Think Big and Quantifying Positive Impact
Watch video

**VIDEO**
Ben Plain of O2: Supporting Business Objectives
Watch video

**VIDEO**
Beth Knight of EY: Focus, Consistency and Incremental Improvements
Watch video

**VIDEO**
Beth Knight of EY: If only I'd known; Advice to my younger self
Watch video

**VIDEO**
Beth Knight of EY: Understand how to navigate your organisation
Watch video

**VIDEO**
Beth Knight of EY: Sustainability must be embedded in the whole organisation
Watch video

**VIDEO**
Beth Knight of EY: Measuring Impact, Real Focus and Pragmatism in business
Watch video

**VIDEO**
Beth Knight of EY: Success factors for CSR
Watch video

**VIDEO**
Beth Knight of EY: Diversity as a core business strategy to its customers?
Watch video

**VIDEO**
James Graham of RBS: Challenging Resistance To Social Value Measurement
Watch video

**VIDEO**
James Graham of RBS: Tips on Measuring Social Value
Watch video

**VIDEO**
James Graham of RBS: Using the right channels for engagement
Watch video

**VIDEO**
James Graham of RBS: Clarity of Purpose in Social Value Measurement Is Key
Watch video

**VIDEO**
James Graham of RBS: What effort for what output in social value?
Watch video
Social Value measurement is really only the start. Once you measure, you will better understand how, where and what value you create for whom. Then you are in the ideal position to build on and maximise the impact that you have and shout about it to your stakeholders. Uscreates can help in these further stages through our services in:

- **Strategy design and innovation** to improve your change programmes and maximise impact
- **Communication design** to communicate the value and positive impact you are creating to your stakeholders in engaging and inspiring ways
- **Behaviour change** to unlock the barriers and triggers that sit at the heart of social challenges

**Get involved**

We encourage you to engage with us around what was most useful as well as areas of further interest. We aim to build on this work by creating new tools that delve further into common implementation challenges. Please get in touch with your thoughts.

**Thank you**

We would like to say a big thank you to all the contributors to this toolkit including:

- Ben Plain, O2
- James Graham, RBS
- Beth Knight, EY
- Zelda Benthem, Aviva
- Rhiannon Szmigielski, Climate Care
- Sophie McCready, Belu
- Philip Scott, Deloitte
- Matthew Roberts, Landmarc
- Rachel Fairfield, Sainsbury’s
- Louise Kavanagh, Catch22

Check out our site for more information.
Thanks.

This toolkit has been written and designed by Uscreates. For more information please contact: us@uscreates.com or call 0203 142 6686