CLES

Centre for Local
Economic Strategies

November 2015

SALFORD SOCIAL VALUE REPORT

Report prepared by

Centre for Local Economic Strategies

Presented to

Salford Social Value Alliance

CONTENTS   PAGE NO.

EXECUTIVE SUMMARY

Introduction

'Social value' can be defined as the social, economic and environmental value, positive or negative, that an organisation enables for individuals and communities.

In Salford the multi-agency Social Value Alliance aim to make Salford a 'Social Value City', where citizens and organisations are '*working towards a Salford where consideration of: Happiness, Well-being, Health, Inclusion, Empowerment, Poverty, Environment is an integral part of how we do business.'* The Alliance recognise that there are already a large number of organisations in Salford with a real, tangible commitment to social value, although they may not refer to or consider their commitment using these terms. The Centre for Local Economic Strategies (CLES) were commissioned to undertake in-depth case studies of five such organisations. The findings are intended to inform understanding of the working practices and organisational cultures most likely the deliver social value, in turn informing the Alliance's future strategic priorities.

The five organisations were:

1) **Social enterprise:** SMaRT Garage;
2) **Charity:** Broughton Trust;
3) **Private business:** Carbon Creative;
4) **Public service provider:** Greater Manchester Fire and Rescue;
5) **Community group or organisations:** Lower Kersal Young People's Group.

Findings

Social value outcomes

Although the case study organisations were from different sectors and had different focuses, a large number of outcomes were common across all organisations, albeit present to varying degrees. Particular organisations stood out for demonstrating high levels of a single social value outcome, for example Carbon Creative's impacts were predominantly focused around minimising CO_2 emissions (an environmental outcome), whilst LKYPG impacts were concentrated around reducing social isolation (a social outcome) amongst beneficiaries.

The majority of outcomes were experienced by direct beneficiaries. Example outcomes include 'improved interpersonal skills', 'feeling trusted and valued', 'improved job-related skills' and 'gaining employment'. Other stakeholders also experienced outcomes as a result of the five organisations' work: for instance, staff experienced high levels of job satisfaction, and there were examples of reduced demand on statutory services as a result of work with beneficiaries.

Qualities critical to achieving social value outcomes

There were a number of qualities identified across the organisations that appeared to be key to the success with which they created social value:

1) **Values and ethos:** All of the organisations studied demonstrated strong values and a clear ethos encapsulated throughout their operations and their relationships with both their staff and beneficiaries. All individuals were treated with respect, understanding and were valued without judgement.

   'It's real people connecting with real people, you don't get intimidated when you walk in you don't feel out of place. Everyone knows everyone and you're not sat in front of someone suited and booted. Everyone's normal, everyone gets each other.' Former beneficiary and current employee, Broughton Trust

2) **Delivery:** The strong values and ethos exhibited by all of the organisations studied has informed their approach to delivery. Each demonstrated a strong ability to recognise beneficiaries as unique individuals rather than 'clients'.

3) **Partnerships:** There was an impressive level of partnership working and recognition of the importance of collaborative working within the organisation studied. All had relationships and regular contact with local organisations, both within and outside their sector and realm of expertise. Partnership working increased effectiveness and avoided issues such as service duplication.

4) **Internal operations and practice:** The way that organisations approached their reviews and internal planning is again shaped according to the values of their respective organisations. In the Broughton Trust for example there was clear level of respect and acknowledgement of the importance of the views of all staff.

Social value measurement

The methods, level of frequency and tools used to measure social value varied between the organisations, as did the issues with social value measurement. For the organisations that depended on external funders, different funders often required different monitoring and evaluation approaches, and the time it took to produce this evidence often impacted on the time available for delivery. Social value data collection was often seen as a 'tick box' exercise rather than something that could enable an organisation to effectively 'prove and improve' the social value they created.

Smaller organisations such as Lower Kersal Young People's Group did not regularly monitor social value outcomes as they had very close relationships to beneficiaries meaning that they were aware of the impact they had via regular, informal communication with individuals that used the Group.

For many of the organisations there seemed to be a disconnect between 'social value measurement' and the day-to-day socially valuable activities they were clearly delivering. What organisations 'do' was typically not conceptualised as 'Social Value', but instead *'making a difference',* or as *'doing good',* while 'social value' is often conceptualised purely in terms of a measurement 'tick box'. This separation between social value measurement and social value delivery is an important finding for the future communication of 'social value' in Salford.

Conclusion and recommendations

It is a deep-rooted cultural impetus to 'make a difference' that fundamentally characterises the five organisations that feature in this report. This ingrained desire to 'do good' is apparent across all levels of the five organisations in their everyday practices and working ethos. Strong, inclusive leadership within each organisation recruits, develops and instils a cultural drive to 'do good' for the people of Salford.

Thus it appears that it is not specific changes in practice or policy that are important to Salford as a Social Value City, but instead a social movement that encourages Salford citizens and organisations to connect with, reconnect with, or value their pre-existing drive to make a difference.

The following recommendations outline what the Social Value Alliance's role in facilitating this social movement could be, focusing on the strengths of the Alliance in bringing different sectors and organisations together to encourage more organisations in Salford to demonstrate the characteristics identified in this report.

Supporting and growing the number of socially valuable organisations

The Alliance should take collective action to support and grow the number of socially valuable organisations within Salford. Strategic priorities can be grouped according to three themes:

1)   **Leadership:** The Alliance should encourage excellent leadership along the lines of that seen in this report in its own membership base and more widely across Salford.
2)   **Networking:** The Alliance should use existing funding streams and projects to create vehicles that facilitate the growth of wider networks.
3)   **Promotion:** the Social Value Alliance should promote businesses such as the SMaRT Garage and Carbon Creative that demonstrate they are, as far as possible, committed to social value in Salford. This could enable these businesses to attract more customers and in turn encourage more businesses to adopt socially valuable practice.

Recommendations for public sector members of the Social Value Alliance

Public sector members of the Alliance should work to remove barriers to creating social value that were identified in the report. Most notably, these Alliance members should seek to facilitate and develop processes to remove issues around funding and commissioning processes; measurement; and capacity.

1   INTRODUCTION

1.1   What is social value?

'Social value' can be considered shorthand for social, economic and environmental value. An understanding of social value takes assessment of organisational impact beyond just standard performance measures, such as profit, to the wider impacts, both positive and negative, that an organisation has on individuals and communities.

Since January 2013, public bodies such as local authorities and the NHS have had a legal duty to consider social value due to the Public Services (Social Value) Act 2012, which describes social value as *'Improvement to the economic, social and environmental well-being of an area.'* In practical terms, this means that these bodies must demonstrate that they have considered wider social, economic and environmental outcomes when deciding which organisations should be awarded contracts to provide goods and services. This takes decision making past standard considerations such as the comparative cost of received bids. Hypothetical examples of contracts that deliver additional social value are:

❑   A firm that has been awarded a local authority construction contract partly due to their social value commitment to, as far as possible, provide employment to local residents who are long-term unemployed;

❑   A private care provider that has committed to employing all staff on the Living Wage or above;

❑   A refuse collection service that is providing enhanced recycling services.

1.2   Social value in Salford

While one of the more dominant critiques of the Public Services Act is that is does not go far enough, as it only requires bodies to *consider* social value, rather than have it as a mandatory part of decision making[1]. However many public bodies have still used the Act as an opportunity to consider the impact of their procurement and commissioning and indeed their own activity on society, economy and the environment. In Salford the multi-agency Social Value Alliance (Appendix 1), which includes the City Council, voluntary and community sector, social enterprises, NHS, Salford Community Leisure and social housing providers believes that as far as possible, all Salford-based organisations, particularly those benefitting from public investment, should consider the social value created by their operations.

The work of the multi-agency group has a number of different strands, including the development of a Social Value Pledge. The key objective of the Pledge is to move Salford towards becoming a 'Social Value City' by requiring organisations that commit to the Pledge to act according to a set of principles, including values such as inclusion and openness, and working across sectors to provide social value outcomes, ultimately *'working towards a Salford where consideration of: Happiness, Well-being, Health, Inclusion, Empowerment, Poverty, Environment is an integral part of how we do business.'* While the intention is that the majority of public, community and voluntary organisations are signed up to this Pledge, with the goal that commitments are also obtained from a number of private sector bodies. Ultimately, organisations signed up to the pledge will need to show that they are:

❑   **Embedding social value-** Adapting policies and governance arrangements to emphasise the role social value will play in the organisation and its services;

❑   **Delivering social value-** Implementing social value through commissioning and procurement processes from assessment of need through to advertisement and pre-qualification questionnaires, specification, evaluation and contract compliance;

❑   **Demonstrating social value-** Evidence of how and when they have introduced social value into service delivery and the impact that this has made.

---

[1]   Cabinet Office (2015) Social Value Act Review (led by Lord Young) *Cabinet Office: London* Retrieved from https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/403748/Social_Value_Act_review_report_150212.pdf 1st August 2015

1.3 About this report

The Salford Social Value Alliance are behind the movement to make Salford a Social Value City and recognise that there are already a large number of organisations in Salford with a real, tangible commitment to social value, although they may not refer to or consider their commitment using these terms. These organisations exist across different sectors and interests and are committed to, as far as possible, delivering social, economic and environmental value for the people of Salford. Understanding these organisations in more depth will help to reveal important information such as which ways of operating are most likely to achieve social value; the organisational characteristics which influence the extent to which it can deliver social value; and the wider barriers and opportunities that can affect this.

With this mind, the Centre for Local Economic Strategies (CLES) were commissioned to undertake research to understand the practice of organisations already committed to social value in Salford. The aim of the research is that the findings will further the knowledge of the multi-agency group so they can understand how better to support organisations already behaving in a way that delivers social value, and improve the performance of organisations, helping to increase the net amount of social value within the city.

2   METHODOLOGY

The Salford Social Value Alliance provided CLES with an extensive list of organisations based on their reputation, for delivering social value. Efforts were made to ensure that these organisations were the 'unsung heroes' of social value, thus furthering existing knowledge of socially valuable activities within Salford. The organisations listed were from a variety of different sectors. Initial scoping research was conducted on the long-list of organisations so that, as far as possible, the most innovative examples could be selected for the main body of the research.

Following this initial research five organisations, representing five different sectors, were contacted and agreed to take part in the research:

1)   **Social enterprise:** SMaRT Garage;
2)   **Charity:** Broughton Trust;
3)   **Private business:** Carbon Creative;
4)   **Public service provider:** Greater Manchester Fire and Rescue;
5)   **Community group or organisations:** Lower Kersal Young People's Group.

Further information on each of these organisations is provided in section 3.

2.1   Interviews

At each of the organisations, an initial interview was conducted with a person deemed to have an excellent overview of the organisation's activities, such as the chief executive. During this interview, recommendations were sought for other individuals to interview that benefitted from, or could speak on behalf of people who have benefitted from, the actions of the organisation. We also identified additional individuals to interview as we learnt more about each organisation.

In total we spoke with 45 people, either via face-to-face interview, telephone interview or focus group. The interviews were largely unstructured but aimed to uncover the social, economic and environmental outcomes achieved for Salford, and critically unpick the ways of working that had enabled these outcomes. A brief topic guide used during interviews can be found in Appendix 2.

2.2   Additional secondary data

The interviews were complemented by additional secondary data obtained directly from the organisations. This data was primarily quantitative to balance the qualitative nature of the interviews.

3 THE CASE STUDY ORGANISATIONS

The organisations studied were selected due to their ability to generate a number of socially valuable outcomes, as a direct result of their primary organisational mission and the way in which they have chosen to deliver it. For example, Carbon Creative's mission to be an environmentally responsible and carbon neutral business led them to offset their carbon footprint by planting trees across Salford, creating positive environmental outcomes by beautifying the area and increasing levels of biodiversity. Carbon Creative have chosen to achieve this goal by working with the Ranger service and local community groups to deliver the planting schemes, whilst developing and facilitating smaller community projects designed to improve the local environment. As a result Carbon Creative's approach to the delivery of its primary mission also generates additional positive social outcomes, such as reduced isolation and increased community pride.

Across the organisations, each individual group generated socially valuable outcomes as a result of their organisational raison d'être. However, these outcomes were magnified and enhanced by the generation of additional outcomes generated as a result of the organisations approach to delivery. Below is a profile of each of the case study organisations selected for the research including their missions, services and approaches to delivery

3.1 Social enterprise: SMaRT Garage Salford

SMaRT Garage Salford is a part of the First Step Trust (FST). The Trust is an innovative charity that runs social enterprises which provide work and training opportunities for people that have previously been unable to work due to mental health issues, or other disadvantages such as drug and alcohol addiction or a history of offending. The Salford SMaRT Garage is one of four SMaRT Garages nationally, with the other three being situated in Greater London. The Garages prices are generally in line with that of other independent garages, and do not include any concessions or increases due to the nature of their work. Although the majority of their income comes from commercial trade, they also receive a small amount of funding from Greater Manchester West Mental Health Trust to cover referrals. However their ultimate ambition it to become fully self-sufficient through trade.

Like any other car garage, SMaRT Garage Services provides MOT testing, vehicle repair and servicing. However, unlike most other car garages, the workforce consists of four paid members of staff who operate the garage and an average of 40 beneficiaries (exact numbers vary) who have previously been excluded from work for the reasons stated above. Indeed, SMaRT is an acronym of Socially Minded and Responsible Trading™, conveying the garage's intent to operate as a financially sustainable business that equips staff with skills and experience required for today's job market. The garage provides a commercial environment that people can join, on a voluntary basis, to gain work experience, as well as confidence, skills and qualifications. Where possible, the garage supports people to make the transition to paid employment. The opportunities extend beyond motor mechanics, with positions also available in customer services, stock control and parts ordering, administration, finance and marketing and promotions. The trainees work alongside experienced professionals and support staff.

The placements are tailored to individual experience, capacity and interests and trainees are given access to nationally recognised qualifications. Each team member is given a personal development plan and there is a strong emphasis on ensuring that trainees are treated as colleagues with genuine responsibilities.

We selected this organisation for research because SMaRT Garage generates a number of positive economic outcomes such as increased skills and qualifications, and employment opportunities whilst simultaneously generating positive social outcomes such as improved personal development (e.g. better management of existing issues such as anger or mental health) via a commercial business model.

3.2   Charity: the Broughton Trust

The Broughton Trust established in 1999 and provides adult learning, youth work, and employment support and community development across east Salford.

The Trust aims to:

❑   Increase the number of local people in paid employment;
❑   Raise aspiration and participation in adult learning programmes;
❑   Strengthen community infrastructure, resilience and sustainability;
❑   Create developmental and diversionary activities for young people.

To meet these objectives the Trust supports over 600 learners on over 40 courses each year, delivered in partnership with Salford City College. The Trust offers courses ranging from confidence building introductions such as Salsa, through to basic skills and English for Speakers of other languages courses, to certificated Open College and NVQ provision with an employment focus. The Trust also works with the College to provide NVQ courses at Levels 2 and 3 in a range of vocational areas and helps students find suitable work placements.

Building on its skills provision the Trust has developed a close working relationship with the city's Skills and Work service. All Trust learners are given the opportunity for one on one support and interview training through the Trust's Job Club, whilst the Skills and Work service often put job seekers in touch with the Trust to improve or develop their skills. The Trust also runs drop-in sessions to support job-seekers to develop CVs, write job applications or prepare for interviews.

The Trust also works with over 30 families with complex needs by building upon on its services for children, young people and adults, it aims to support each family to progress towards a more fruitful and independent existence where members are engaged in a positive way with the wider community and can make an active contribution to community life.

The Trust has developed a number of key strategic partnerships, and works with the City's Economic Development Unit on the Raising Aspirations Programme targeted at learners from the most deprived parts of the City. It also delivers information, advice and guidance programmes for the City's Neighbourhood Learning programme.

We selected this organisation for the research because the Broughton Trust generates a number of positive economic outcomes such as, increased skills and qualifications, and employment opportunities whilst simultaneously generating positive social outcomes such as reduced isolation, increased sense of ownership, confidence/aspirations, and improved physical and emotional well-being (e.g. increased physical activity, better management of existing issues such as anger or mental health).

3.3   Private business: Carbon Creative

Carbon Creative is a branding and digital graphic design agency based near Media City UK in Salford, which delivers branding, design, print, digital/website, marketing work and PR services. From a social value perspective, what is distinctive about Carbon Creative is its commitment to existing as a carbon neutral business.

Carbon Creative offsets its carbon footprint by buying its electricity from Ecotricity, an energy provider that supplies 100% renewable energy and its gas from Gazprom's carbon neutral gas-offsetting scheme. Carbon Creative recognises employee travel is another potential source of carbon emissions and so offers staff strategies to reduce the amount of travel that is powered by fossil fuels; consequently many staff travel by bicycle whenever possible. Any fossil fuel-powered travel is offset via an off-setting company.

In addition to the off-setting activities outlined above, Carbon Creative strives to be a 'carbon positive' agency by engaging in tree planting activities in Salford. The company purchases trees that have been grown in a local nursery, ensuring that the trees are diverse and planted in locations that are suitable for the species. The trees are planted in a variety of locations including schools and local parks. Because of the number of trees that Carbon Creative plants per year, it in theory removes more carbon from the atmosphere than its business operations generate.

We selected this organisation for the research because Carbon Creative generates a number of positive environmental outcomes such as increased biodiversity, improved visual environment, and reduced CO_2 impacts whilst simultaneously generating positive social outcomes such as reduced isolation, increased community pride, and improved well-being (e.g. increased physical activity e.g. staff cycling to work). We were particularly interested in this given that these outcomes were distinctly different from Carbon Creative's key business purpose.

3.4 Public service provider: Greater Manchester Fire and Rescue

As with all Fire and Rescue services across the UK, Greater Manchester Fire and Rescue (GMFRS) deliver a wider variety of services including fighting fires, attending road traffic collisions, and promoting fire safety within local schools and wider communities within Greater Manchester. GMFRS's mission is to *'protect and improve the quality of life of the people in Greater Manchester'.* The mission is broad and this flexibility has enabled GMFRS to provide a wide range of services to the general public that extend beyond what would be usually expected from a Fire and Rescue Service, with a particular focus on preventative services for young people.

The services for young people typically have some focus on long term fire prevention strategies linked to personal development opportunities for young people and are holistic in nature. An example of GMFRS's work can be seen in their recently developed partnership with the Prince's Trust, which established a joint initiative called FIREFLY, which has been awarded a national Community Fire Safety Award. The programme provides young people between the ages of 11-16 with the opportunity of gaining key life skills. The service has also recently developed a partnership with the Police Service and the Council to found their strategic Salford Integrated Prevention Hub programme, which pools the budget, resources and staff of all three organisations to deliver tailored support to vulnerable young people referred through the Bridge programme. Once at the Hub, young people receive support and training to progress into work and further education.

The service recognises that a significant number of young people experience a wide range of problems, including unemployment following education, mental ill health, and being a victim of crime. In response GMFRS's vision is to prevent disadvantaged children and young people at greater risk of becoming involved in fire crime and anti-social behaviour. By working with young people in a universal manner, the intention is that a wide range of socially valuable outcomes will be achieved including improving school attendance and employment prospects.

We selected this organisation for the research because Greater Manchester Fire and Rescue Service generates a number of positive economic outcomes such as increased skills and qualifications, and further education and employment opportunities, whilst simultaneously generating positive social outcomes such as reduced isolation, increased sense of confidence and raised aspirations, and improved physical and emotional well-being (e.g. better management of existing issues such as anger or mental health).

3.5 Community group: Lower Kersal Young People's Group

Lower Kersal Young People's Group (LKYPG) has been running trips and activities since 2004. As the name suggests, activities have been historically targeted at young people. However, recently LKYPG have expanded their offer to include opportunities for adults to become involved.

The group organises visits such as cinema and swimming trips and educational trips to museums, as well as putting on plays for the local community. It also offers training and courses; some of which are informal such as cookery courses, while others are nationally recognised vocational qualifications. There is also a weekly youth club and the group own an allotment where they grow their own food. Apart from one paid member of staff the group is run by volunteers.

We selected this organisation for the research because LKYPG generates a number of positive socio-economic outcomes such as reduced isolation, increased sense of ownership, skills, confidence/aspirations, and improved physical and emotional well-being (e.g. increased physical activity, increased understanding of food, better diet and better management of existing issues such as anger or mental health).

4 FINDINGS

The findings are organised into two key sections:

1) **Outcomes-** the first section explores the social value outcomes achieved by the five organisations. This section starts with an exploration of the social, economic and environmental outcomes that were common across the organisations. It then explores the extent to which different stakeholders, for example people accessing the organisation and staff, experience similar and different outcomes. The section then concludes by outlining the way in which different outcomes relate to each other.

2) **Qualities critical to achieving social value outcomes-** the second section outlines the characteristics of the organisations that have been essential to achieving social value outcomes. Under headings such as 'value and ethos' this section outlines the qualities seen across the organisations, with examples to illustrate the qualities identified.

4.1 Outcomes

Below we outline the social value outcomes identified in the research according to whether they are social, economic or environmental. Although the case study organisations were from different sectors and had different focuses, a large number of outcomes were common across all organisations, albeit present to varying degrees. Particular organisations stood out for demonstrating high levels of a single social value outcome, for example Carbon Creative's impacts were predominantly focused around minimising CO_2 emissions (an environmental outcome), whilst LKYPG impacts were concentrated around reducing social isolation (a social outcome). The various types of outcomes are explored further under the following subheadings.

4.1.1 Common social outcomes

Social outcomes, reflecting the 'softer' changes experienced by individuals, often impact upon their overall well-being and mental health, and were the most evident of the three categories (social, environmental and economic) of social value outcomes identified. Carbon Creative features less prominently within the social outcomes section as its primary function is to run as a commercially viable and environmentally responsible business. Nevertheless, Carbon Creative does achieve a number of very positive social outcomes through its environmental work, Treeinspired programme and its facilitation role between local businesses and community groups.

Reduced social isolation
As a result of engaging with the chosen organisations, the majority of individuals reported that they made contact with people that they previously would not have spoken to or met without the opportunities provided by the organisation.

> *'It's got me out of the house really and got me meeting people I never would have before. Some days I would be sat at home thinking what am I doing with myself really, and I wanted to get out and meet more people.'* Young person engaged with the Prince's Trust programme, GMFRS

Frequently, people accessing services formed good relationships with one another as well as forming positive relationships with the organisations staff and volunteers. For example, LKYPG have been very successful in creating a close community of people, which has in turn resulted in the development of a mutual support network within the group and wider community. As a result of these relationships the group has been able to facilitate better support networks for groups of individuals particularly vulnerable to loneliness, such as older people and those suffering from agoraphobia, via volunteering opportunities. One woman who had experienced mental ill health explained that volunteering at LKYPG two days a week gave her the opportunity to spend time with adults, as she often had just her young children for company.

> *'I bump into people, now I know people and before I was isolated in my house so actually knowing people and where they live and having the option of inviting people is really nice. I feel like it helped me with my depression.'* Female volunteer, LGYPG

Unlike LKYPG, the majority of the activities delivered by the other organisations do not place as strong an emphasis on social interaction, although this element still plays an important role within their activities. For example, Carbon Creative's primary means of generating social value is focused on generating positive environmental outcomes; however, the activities necessary for achieving these outcomes do in themselves have an inherent value in terms of social outcomes, with social interaction and relationship building playing an important role in achieving their delivery. This is illustrated in the tree planting and community project activities within Salford. These activities naturally create social interaction and new connections as over time Carbon Creative staff and members of community groups have developed positive relationships, with staff often returning to check on a projects progress. This is exemplified by Carbon Creative's partnership with the Bridgewater Canal project, with whom they helped to facilitate and deliver a more attractive local environment. This encouraged greater use of the area, thereby encouraging more social interaction, and community pride among local residents.

Improved interpersonal skills

By providing increased opportunities to socialise, alongside new and challenging activities, organisations offered beneficiaries the opportunity to gain experience in communicating with others and dealing with new situations. At GMFRS Prince's Trust programme, the development of people skills was deliberately nurtured via a heavy focus on team working activities.

> *'I just love how you get to know…how different everyone is…it's made me see things from different perspectives…people have their own problems and they deal with things in different ways. Because at first I thought these [other people] were proper annoying but then I realised that people were just dealing with things differently so it helped me understand things a bit better and not be so judgemental.'* Young person engaged with the Prince's Trust programme, GMFRS

The focus on personal development and improved interpersonal skills is also particularly strong within the Broughton Trust's youth engagement work and mentoring programme. This can also be seen within their starter classes which are deliberately designed to enable a beneficiary to improve their confidence before moving on to more advanced classes.

> *'I wouldn't be who am I am now if it wasn't for the Trust, not just where am I but who I am so personally wise I wouldn't be like this. When I first started working for the Trust I had to get a lot of things under control like my temper, because I was this wild rambunctious teenager who didn't give a shit you know.'* Former beneficiary and now employee of the Broughton Trust

Across the other organisations there is a less explicit emphasis on developing interpersonal skills, instead skills are developed as a natural consequence of socialising and the discipline required for the various activities and programmes. For example, at LKYPG the youth club provided the opportunity for improved social skills as beneficiaries interacted amongst their peers, whilst the realistic working environment at SMaRT Garage provided those who had experienced mental ill health and were used to a clinical environment, with the opportunity to develop real world social skills in an everyday setting.

Better management of existing issues

Perhaps a more unexpected follow-on outcome identified as a result of reduced social isolation, was the increased ability of individuals to better manage their existing issues. For example a number of individuals explained how the support and advice they had received had encouraged them to seek professional support. For example, a female volunteer from LKYPG reported she had felt able to reach out to group members who were able to support her to seek medical help for her depression when things became particularly difficult.

> *'I was at rock bottom before it got so bad I was self-harming in my sleep and I got put on anti-depressants and I wouldn't have had the courage to go them if it wasn't for the people here because I was terrified of going on drugs. A few people here are on them or have been and they talked to me about it and told me it was fine for them. We're not shy so we share stuff.'* Female volunteer, LGYPG

These positive relationships often encourage and support individuals to seek help and peers informally signpost each other to external support services. This also happens more formally within LYKPG and across other organisations. The Broughton Trust, GMFRS and SMaRT Garage signpost individuals to external support services that deal with a range of different issues including finances, mental health and work training. This signposting equips people with the knowledge and support they need to become more empowered to manage their own issues, as opposed to more formal supervision or

clinical treatment. The Trust, SMaRT Garage and LKYPG also support individuals through their recovery by providing volunteering opportunities as a means through which to begin to re-enter and contribute to society, whilst providing services within a supportive and positive environment based on positive relationships with staff.

'It's helped me finish my recovery brought me back to humanity and helped me embrace that and it's the biggest gift I've had. I've said to them that you've done more for me than you know, I get more out of it than anyone.' Job Club Volunteer, Broughton Trust

More motivated and increased aspirations

The individuals involved across the majority of organisations described how they felt more positive about their future.

'Amazing, buzzin' that I've come on this team...I just feel like I'm achieving something going towards my goal of being an animal inspector, things are looking up and I think my futures slowly getting there.' Young person engaged with the Prince's Trust programme, GMFRS

Due to the development of positive relationships between beneficiaries and staff, the organisations are often able to remain in contact with users and keep up to date with their subsequent progress and achievements. In the case of LKYPG many volunteers and staff were still in contact with one another and reported that for many of the young people involved in their film courses and drama performances, the experience led many to study arts at college or begin careers in acting. In both LKYPG and Broughton Trust there was also strong evidence of progression from attending youth groups to long-term volunteering among young people.

The staff across the organisations often act as role models for young people. This can be seen within the Broughton Trust's mentoring programme and GMFRS partnership with the Princes Trust.

'I could have gone two different ways but the Trust helped convince my parents about my apprenticeship because it's a cultural thing that traveller girls don't work. But I want to set a good example for my kids and for other traveller girls as well. I'll put them on the path that the Trust put me on, so not to do the same things but to go in the right direction, they've made a massive difference in my life and that's why I'm so attached to the Trust.' Former beneficiary and later employee of the Broughton Trust

'Although it's not directly linked to the service through training or with a natural progression route for them, the service is seen as a non-threatening service so a lot of them have respect for the fire service and what they do, and there's an element of excitement with the job as well and interest in going to the station, it has that appeal.' Team Leader, GMFRS

Feeling trusted and valued

Many of the organisations studied gave people who could otherwise be considered 'beneficiaries' real opportunities to become involved in the operations and delivery side of the organisation. The ability and opportunity to be able to contribute to the success of the organisation was identified as an essential element in enabling beneficiaries to feel valued.

'The work that I do can be challenging and I like helping people so that's good as well....it's made me feel good about myself.' User, SMaRT Garage

For example at SMaRT Garage, trainees were encouraged to teach others, and were empowered by the responsibility they had be given which acted as an important indicator of trust and the level of personal progress they had had made.

'It's brilliant, I like working with the crew and I teach all the new lads.' User, SMaRT Garage

Smart Garage, LKYPG, GMFRS and Broughton Trust are all characterised by strong levels of volunteer, beneficiary and community involvement in the delivery and general operations of the organisation and its projects. By involving individuals in this way, organisations have been able to establish positive relationships based on mutual levels of trust which are highly valued by both parties.

However, organisations are also able to ensure that beneficiaries feel valued by realising their ethos by adopting a respectful, flexible and non-prescriptive approach through which staff, volunteers, and beneficiaries interact with one another. The Broughton Trust has been identified as being particularly successful in establishing positive working relationships founded upon mutual respect with

beneficiaries. The Trust's open approach ensures that anyone can walk in and access services without facing any barriers. This appears to have created a strong sense of community among residents as people feel valued as individuals regardless of their difficulties or background. This is reinforced by staff supporting individuals by driving them to interviews, giving out their personal contact details, or by arranging the location of interviews/sessions around the beneficiary, and by what can generally be described as 'going above and beyond' the standard level of support services.

'No one gets turned away that's the good thing, not matter what you'll get help.'

'They regularly visit you even when you have a job. Yeah it's not like they get you the job and then disappear they support you all the time, they check how your job is going, and if anything is going wrong say you're getting bullied or something you just ring them.'

'It's not just a job it's a life style for them.'

Responses from focus groups with participants on Broughton Trust's construction training programme

Sense of ownership and increased local pride

By ensuring that the structure and direction of the projects at many of the organisations were developed by those accessing their support, organisations such as the Broughton Trust and LKYPG have created a strong sense of ownership within their communities. At LKYPG the design and delivery of activities are often decided by its members in response to community feedback, which resulted in even more active contributions. While the Broughton Trust has adopted a gradual approach whereby individual's progress along a pathway from beneficiaries to delivering activities for their community.

'We worked with the kids and got them engaged and encouraged them to become youth workers and eventually employed them. Before they would be leaving with no qualifications and they'd just be forgotten about. Since they come together they've really grown from bored teenagers to young adults who are in work or who are volunteering and developing activities like the football club for the community.' *Learning development worker, Broughton Trust*

This process creates a strong sense of ownership as programmes are delivered in collaboration with and within the local community. This is reinforced by the fact that the majority of members of staff come from the area and a number of them have gone through similar experiences as the people on the course. This naturally helps to develop a positive working relationship as both beneficiaries and the wider community are invested in the Broughton Trust and recognise that staff can relate to their situation, while staff are also much more likely to develop effective and sympathetic ways of working with individuals.

In contrast SMaRT Garage and Carbon Creative generate a sense of pride in the local community and environment in very different ways, due to the commercial element within both organisations. Rather than directly delivering projects, Carbon Creative supports local community groups by using both their personal and professional time to provide capacity and resources to improve the local environment. As a result, Carbon Creative has become viewed as having a genuine commitment and dedication to the area beyond the usual level of CSR commitment seen in the commercial sphere. This has resulted in a positive network of sustainable relationships with local stakeholders. Due to the project's focus on improving the biodiversity and visual appearance of the local environment, staff and local community workers have reported increased pride and ownership of natural assets in their local community. This appears to be the direct result of the community projects and their subsequent environmental improvements facilitated by Carbon Creative, which provide opportunities for people to interact socially with one another, thereby helping residents to feel more connected with one another and the natural environment.

Unlike the other organisations, SMaRT Garage's active involvement in the local community is purely through their commercial role, however a number of their clients take pride in using the business and deliberately chose to use the Garage due to its nature as a social enterprise as well as its commercial reputation. This demonstrates that an everyday transactional service, such as a garage, can provide customers a means to feel like they too are contributing to their community, albeit through commercial means.

'We get customers who know who we are and come to us because they know what we do so they feel they can trust us and they feel that they're having that impact and helping local people.

Obviously though they come because they get a good job and the price is right.' Garage Manager, SMaRT Garage

'I get a professional service at a reasonable price when my car is MoTed and serviced at SMaRT Garage. At the same time, I also know that I am helping other people to get training and employment opportunities who would otherwise struggle to do so. Why would I not choose to be a customer there?' SMaRT Garage, Customer

Better physical health

A number of the organisations also provide their beneficiaries with the opportunity to improve their physical health through activities focused on encouraging exercise and healthy eating. LKYPG aim to improve levels of good health, and health-related skills through cookery and food safety classes, alongside healthy eating projects at their allotment through Project Shed. Project Shed combines a focus on healthy eating and physical well-being with arts-based activities, and is easily accessible to the community through its numerous pop-up projects which often use food from the allotment. There are currently around 20 people working on the project including adults, young people, and children. Healthy eating and improved knowledge of food is a key concern for the group due to the lack of basic skills and knowledge among certain sections of the community.

'A parent and 14 year old came to see me and the girl wanted to know what animal potatoes come from. I've been working with young people at the allotment since 2006, including someone who is now at Salford Council doing gardening and that. The 14 year old girl worked with me for 2 years, we grew potatoes and she did a cooking course before she went to university.' Group leader, LKYPG

The group's cookery and food safety classes have been successful in supporting people in the area to learn how to cook healthy food, whilst their work at the allotment ensures that members gain a deeper understanding of different foods, where they come from, and how to grow food at home. The group also run sessions with the local junior school where young people involved with the project talk about their experiences and what they have learnt about cooking and the allotment, in order to help educate and encourage their peers to become involved. For many the project has become a big part of their lives and has helped them to improve their diet by learning new skills and recipes.

'They asked whether I wanted to do the cooking course they were running. So me, my mum and my brother's girlfriend did the course. I can make a lot more now before I only knew the basics but now I know a lot more and have got some good recipes to do with the kids. I've also decided to do the allotment to learn to garden as I've never had a garden before.' Female volunteer LKYPG

For one volunteer their improved knowledge and skills not only led to positive health outcomes but economic ones, as they were able to get a part-time job at the Hilton Hotel in the kitchen. The group's regular youth clubs also provide an important element of focus and routine, and act as an important motivational factor for young people to keep active, get out from the house, and socialise.

'All these kids, I don't know what they'd be doing today [without LKYPG]. Probably bored, maybe playing, and not even going out. On hot days like this I think they would have stayed inside probably been getting fat.' Young Volunteer at LKYPG youth club.

Although not their primary focus, both Carbon Creative and Broughton Trust provide resources and activities designed to encourage healthy eating and better physical health for members of their community as a natural extension of their aims and ethos. In the Trust's case they provide classes such as 'look good, feel good' which support beneficiaries to gain skills and make lifestyle choices to improve their physical and emotional health, while their youth clubs encourage young people in the area to keep active through a variety of means. In contrast, at Carbon Creative they help facilitate and/or contribute to positive health outcomes by providing their time and resources to help local projects. The company has worked with a number of local schools, providing them with raised beds which help to teach pupils where their food comes from, and the food produced is then used to cook the school meals. As a result of these projects, pupils learn about healthy eating and growing their own food, while their diet is improved through the higher quality of home grown produce used regularly in schools meals.

Increased confidence and self-esteem

'They've helped me a lot, it's made a big difference because I wasn't at all confident before but now I'm really confident now.' Young person engaged with the Prince's Trust programme, GMFRS

The majority of organisations all generated improved social outcomes, and although this is the final outcome in the 'social outcomes' section, improved confidence was often the first and most cited benefit during interviews. There were a number of reasons why individuals saw their confidence increase, for some having the opportunity to become involved in itself was a crucial factor, enabling them to gain an important sense of achievement..

'I'd say my confidence is slightly better, I still have my bad moments but I feel like now, you know what, I've done this to prove to myself that I can do it and I'm not a loser, and it makes me feel good, it's about proving to myself because I'm my worst critic and this place has really helped me do that.' Beneficiary, Broughton Trust

Increased opportunities for socialising, positive relationships with staff and the way in which opportunities were delivered, were also identified as important factors in helping beneficiaries to improve their confidence levels.

'It's something different and a new experience, and it's helped me make new friends. It's also helped my experience and has given me confidence which has helped me to work on my customer skills.' User, SMaRT Garage

The importance of an accessible approach to service delivery and the role it plays in increasing the confidence of beneficiaries is particularly recognised by the Broughton Trust. The Trust have developed a gradual approach to encouraging beneficiaries to take part in their courses by building their confidence, in order to help break down many of the personal barriers individuals may face when re-entering education.

'We lure them in really through the crèche of youth clubs, we don't mither them at the start, we just begin slowly by encouraging them and then we might talk about the other options, like the courses to improve their maths and English. We help boost their confidence so it becomes a no brainer. Small courses help to build them up for the next level if they want to go forward. So at the start we focus on the softer elements like confidence building so we do fun courses like jewellery making to get people used to being in that environment again and learning.' Learning Development Worker Broughton Trust

Naturally the role that the above factors played in helping to increase the confidence of beneficiaries varied depending upon the organisation's approach and type of intervention or opportunity. In many ways, increased self-confidence can be seen as the most important of the social outcomes. Although, as section 4.1.5 in this report describes, the relationships between the outcomes are complicated and bi-directional, for the majority of social outcomes it is possible to consider them 'feeder' outcomes, necessary for large improvements in self-esteem. Furthermore, it is often these large improvements in self-esteem and confidence which are essential to economic outcomes, such as skills development and finding employment.

4.1.2   Common economic outcomes

Consultation indicated that the activities of the majority of organisations also facilitated the achievement of social value through tangible economic outcomes, i.e. outcomes where the value can be communicated in direct monetary terms. Most of the economic outcomes identified relate to the experiences of people accessing the organisations, for example as a result of becoming involved with these organisations individuals are subsequently able to find work, or improve their chances of finding work through training. However several of the organisations' activities also result in a reduction in the use of statutory services.

Improved job-related skills
Many of the outcomes explored in the 'social outcomes' section contribute to many of the transferable skills that employers look for such as confidence, good time management and strong interpersonal skills. However, many of the organisations also enable individuals to pick up new technical skills that could also be beneficial for work. For example SMaRT Garage provides an environment which ensures that volunteers gain relevant qualifications and experience in a real life working environment, in order to provide them with the experience and skills they need to re-enter the workforce.

'I've learnt lots more skills and can I changed breaks now which I couldn't do before and I can service cars which I would never have been able to do…it looks good when you go to interview because they know you've been doing, and you have more chance of getting the job. It all helps for going for a job.' User, SMaRT Garage

The Broughton Trust also specialises in providing adult education courses which enable leaners to gain both skills-based and more academic qualifications. The long-term aim of the majority of courses available at the Trust is to increase levels of employability amongst learners, however beneficiaries are also encouraged to enrol simply to pursue their interests and enjoy the learning experience. The success of the Trust's approach is evidenced by the fact that many of their current employees started as beneficiaries and were supported to progress and eventually gain employment with the Trust.

'I attended the centre at first to do a counselling and sociology course, and then I did the course in youth work. I've also done two safeguarding courses and a 'PTLLS' course [PTLLS is a short teaching course Level 4 introductory award]. So if I hadn't had the opportunities with BT I wouldn't be able to do what I do now successfully.' Youth Worker at the Broughton Trust

The Trust has also developed a particularly successful job club which supports learners to improve their IT, CV and interview skills.

'We get more people into work than other job clubs because they just provide the resources but we provide the support and talk to them and help source the jobs, and people can tell me their situation. So we've had 11 in work since Christmas.' Job Club Volunteer, Broughton Trust

Accessing training or further education
Individuals are able to access training directly from the organisations studied as part of their role as service providers, excluding Carbon Creative due to its nature as an environmentally responsible private business. The training and opportunities offered by these organisations is bespoke, recognising that a one-size-fits-all model would not necessarily account for the different starting points and needs of beneficiaries and their different aspirations. This can be seen in the way in which SMaRT Garage deliberately interweaves support for the development of interpersonal skills and difficulties faced by beneficiaries, in combination with more practical garage-based and employment related skills and qualifications.

As well as the tailored training, organisations offered opportunities to access standardised, nationally-recognised qualifications such as basic Maths and English qualifications or NVQ's in a variety of topics. At GMFRS' Prince's Trust programme many of the young people that had accessed formal qualifications were now considering continuing their education once the programme had finished.

'I wish the course [at GMFRS] was longer. I want to go back to college and re-sit my maths and English, which is what we're doing here but I want to go through properly to GCSE so I can then go to uni to become an IT teacher. Even though I'll have to do the hard work just to do it, I will because I've realised that even though I don't want to I have to do something if I want to get there.' Young person engaged with the Prince's Trust programme, GMFRS

The above quote not only illustrates that individuals are able to improve their qualifications as a result of their involvement with a particular organisations, but that the support and encouragement they receive increases their motivation, acting as a catalyst to accessing more qualifications elsewhere. At GMFRS many of the young people who had taken courses were now applying for apprenticeships and further education. The majority of organisations including GMFRS also used their knowledge to signpost and encourage individuals to access different external opportunities that would be of interest.

Gaining employment
All organisations were successful at facilitating or ensuring that individuals who gained experience and skills could access opportunities for future employment. For example a number of organisations had positive relationships with the local business community. As a result of these connections organisations were able to facilitate training, apprenticeships and employment with certain businesses. The majority of opportunities for employment came after individuals had ceased engagement with organisations. As a result, most of the detailed stories of individuals finding employment came from when employment had been found with the organisation itself or with a partner organisation. However due to the positive relationships developed with beneficiaries amongst the majority of organisations, a number return to report their progress or continue their involvement with the organisation in a different or more informal capacity.

'So we've had a woman working with us who hadn't left the house in 7 years, and now she's a service manager at one of the main dealerships, so you can see a real progression.' Northern Regional Manager, SMaRT Garage

At the Broughton Trust the possible opportunities for future employment were visible to individuals taking adult education courses as the majority of the paid staff were local to Salford and had previously been on education courses at the Trust themselves. This in itself acts as a tangible example through which to motivate beneficiaries and contributes to the positive relationship that the Trust has with the community.

Reduced use of statutory services

The positive economic and social outcomes described above all have the potential to reduce the demand, or potential future demand, on statutory services. Although much of this has to be inferred, there are some clear examples of where this occurs. For example, many SMaRT Garage trainees had previously been residents in secure units due to mental ill health, but due to their progress since engaging with SMaRT Garage some no longer need the level of intensive and expensive support, and can manage their personal difficulties with the help of less intensive and non-clinical support.

The ability to reduce the demand on statutory services can be seen in most strongly in GMFRS and Broughton Trust, although LKYPG does play a minor role in reducing anti-social behaviour through its Monday and Tuesday youth clubs. The numerous community engagement and prevention programmes delivered by GMFRS alongside the Princes Trust, and Strategic Salford Integrated Prevention Hub programmes, play an important role in ensuring that young people gain access to opportunities and training, this occupies their time and encourages a sense of purpose and aspiration.

'It's something to look up to. They're good role models. A lot of people working in youth work have had a rough time, a lot of the people in the fire service in work engagement have worked their way up so they can see that progression route.' Youth Engagement Coordinator, Salford Integrated Prevention Hub (GMFRS)

This has resulted in a notable reduction in the level of antisocial behaviour and fire-related activity recorded by the Fire service and their statutory partners. The programmes have also proved successful in encouraging young people into work and further education and helping them to manage their personal difficulties, resulting in a reduction in public service demand. The Broughton Trust has also proved successful at reducing the demand on statutory and local services provision through its work placement and youth mentoring schemes, which beneficiaries feel has had a tangible impact on the level of anti-social behaviour in the area.

'If it wasn't for the Trust I'd never have had a job in me life, they've helped get me every job I've ever had in me life. It's not only a job they've helped us get a well-paid job with prospects.'

'It's really helped the crime rate.'

'If these [staff at the Trust] weren't here most of the people in here would probably be criminals.'

Responses from Employment programme focus group, Broughton Trust

4.1.3 Common environmental outcomes

Reducing negative environmental outcomes and increasing positive environmental outcomes is a fundamental aim and principle within Carbon Creative's operations, and there is clear evidence of this. Carbon Creative has achieved its commitment to become a carbon neutral business by adopting ways of working that reduce and offset its net Co^2 emissions, such as purchasing electricity from 100% renewable sources, and encouraging travel amongst staff that does not require fossil fuel power. One of the main means through which Carbon Creative off sets its emissions whilst fulfilling its aim to improve the local environment is through its tree planting scheme, which increases biodiversity within urban Salford, as well as beautifying the local area for the enjoyment of local people. To date, Carbon Creative has planted around 7,000 trees throughout Salford and delivered projects across local schools ranging from tree planting to the provision of raised beds and polytunnels for growing vegetables and flowers.

'It's like the raised beds; a couple of generations of children will be able to use them. It's really improved their school experience and they can learn to grow and just get outside, which they wouldn't get to do normally.' Council Environmental Education Officer (Carbon Creative)

LKYPG also contribute to biodiversity and beauty within Salford via its allotment, which also decreases food miles and the costs of buying food by providing fruit and vegetables for group members, and encouraging residents to grow their own food.

'A lot of the avenues have gardens but they don't do anything because they don't know what to do. Even some of the adults that work with us now have started taking some of the excess plants and seedlings and started growing some stuff in their back garden.' Group leader, LKYPG

'There's different eco-systems that we've built, the allotment is a change to the local area too. When we first got our allotment it was pretty decrepit and wasn't very appealing to the eye, we used to have a big ugly shed that was all decaying.' LKYPG Volunteer

The Broughton Trust's Irwell Valley Sustainable Communities Project also delivers positive environmental outcomes whilst demonstrating the potential linkages between environmental and economic outcomes. The project supports households to reduce their energy bills and grow their own food, both of which are beneficial to the environment, as well as reducing household expenditure. As part of the project the Trust have also developed community planting schemes which create meadowland around the local estate increasing biodiversity and creating a positive visual impact for residents.

The community engagement element of GMFRS' Prince's Trust programme also demonstrates the linkages between environmental and social outcomes. Indeed the community engagement often included aesthetic improvements across the local area and renewing facilities for local residents, such as restoring a playground within a local community centre. This made the young people feel valued and often more connected with their community and they could see the positive impact their work had on residents.

'We've done our challenge and we got to help plant flowers with the children and they were buzzin' off it.' Young person engaged with the Prince's Trust programme, GMFRS

4.1.4 Outcomes for different stakeholders

A number of social outcomes experienced by beneficiaries accessing the organisations are also experienced by paid members of staff, or those in formalised volunteer roles. Whereas outcomes such as 'increased confidence and self-esteem' and 'reduced social isolation' can be considered more material in people accessing the organisations; personal development such as increased confidence, and high levels of job satisfaction are also common in staff members, as they themselves gain soft and technical work skills.

Although skills development through employment is expected, throughout all the organisations in this report the employees and volunteers often experienced particularly high levels of professional and/or personal development and their contributions were often valued and included in the organisations' strategic planning. Staff and volunteers also reported high levels of satisfaction from seeing how they were able to encourage individuals to make progress. Staff reported that seeing this personal progression was a key part of why they enjoyed their job, as this gave them a sense of purpose and made them feel valued.

'The main impact is sometimes the gratification and it can be something as simple as someone coming up to you and saying I came to work today by myself rather than being escorted. And that adds a level of value that no one else can see or measure that this one individual has managed to get here on their own steam.' Garage Manager, SMaRT Garage

Staff also reported how their work had changed many of their pre-existing assumptions towards certain groups of people, as their experiences had helped them understand the challenges facing these groups.

'In the past you'd probably dismiss them as you wouldn't have understood it but now we engage with them. I mean I probably do things now that I would never have dreamed of doing, or engaging with people I never would have dreamed I'd be engaging with, and seeing different issues but that's all part of it which helps us get on with our jobs.' Garage Manager, SMaRT Garage

'I've had to do the training as a lot of people have complex needs you know drug and alcohol and all that. Some of them haven't interacted with people for ages and I recognise that, I like seeing them become more than they were than they came here.' Job Club, Volunteer Broughton Trust

Across all organisations staff reported a strong sense of pride that they were working for an organisation with strong values, particularly those which were shared. For example at Carbon Creative staff reported that they were proud to be working somewhere that had strong set of environmental values, which they felt that they could live out through their work.

'We try and promote green values with the staff so we have a ride to work scheme and we've installed a bike rack and a lot of staff have really taken to that. They tell us they genuinely enjoy getting involved with the community groups and they're always invited to pop round. The nice thing is as well is that when we have people contacting us for jobs they really connect with the ethics, so it's a bit of an appeal.' Partner, Carbon Creative

4.1.5   Relationships between outcomes

Throughout the research it has become increasingly apparent that across all organisations softer social outcomes, such as improved confidence, feeling valued, and a positive relationship between staff and their respective organisations, needs to be achieved before an organisation can generate more tangible economic outcomes. Once these positive social outcomes are achieved they form part of a gradual pathway of progression, whereby beneficiaries are able to develop themselves personally and professionally, which naturally increases the likelihood that individuals will find employment.

'I think it's a balance between them feeling for the first time in a while that they're part of something, so working in a team and spending time with each other really helps. They also gain skills from the fire service element, so they learn to become more reliable and work together and then they work in communities where they live and give something back, and can go on to get jobs or go to college.' Team Leader, Princes Trust Programme GMFRS

It would therefore appear that positive social outcomes facilitate and initiate an individual's ability and willingness to progress towards economic outcomes. This is implicitly recognised to be the most effective way of achieving socio-economic outcomes by the organisations studied, and is evidenced by the way in which they work to deliver community projects and deliver services. For example each organisation's approach is characterised by a gradual approach centred on an individual's needs and designed to increase the beneficiaries' confidence, personal development and establish relationships between them and the organisation. It is only once this is achieved that organisations begin to introduce beneficiaries to more formal courses or more challenging opportunities. However organisations endeavour to make sure that the initial social outcomes such as improved confidence continue to be developed by regularly checking an individual's progress, and gaining feedback to ensure that beneficiaries continue to feel able to work towards their goals.

This process is exemplified by the following quotes in which an individual describes their experiences:

Personal development
'Definitely positive, it's a good thing because you know if it was a normal job I'd have to do 9-5 so in a way when I get a job I'll be used to turning up on time.'

Social Outcome
'I think differently now, rather than negative thoughts I think more positively. Well part of this job is you get told what to do, but part of it you have to think for yourself, so it makes you feel better about yourself.'

Leading to Economic Outcome
'I've learnt lots more skills and can I changed breaks now which I couldn't do before and I can service cars which I would never have been able to do. Eventually I'd like to get work.'

Beneficiaries at Smart Garage

4.2   Qualities critical to achieving social value outcomes

The social and economic outcomes generated by the organisations studied were dependent on a number of key factors, which appear to be essential in developing the initial softer outcomes necessary for the generation of harder and more tangible economic outcomes such as employment. Across all of the organisations the development of both social and economic outcomes have been found to be dependent on factors such as the ethos and values of an organisation, its delivery approach, partnerships, leadership and working relationship with beneficiaries. All of the organisations deliver

various types of socially valuable outcomes, however depending upon the nature of each organisation the type and extent of these outcomes can be delivered as part of their primary function, or as a consequence of their values and approach to service delivery. For example as a charity, community group and public service organisation respectively, the Broughton Trust, LKYPG, and GMFRS exist solely to generate socio-economic outcomes as part of their organisation's purpose. In contrast, as a social enterprise SMaRT Garage must balance its social objectives with its need to remain commercially viable, in order to continue to deliver its work placements and training schemes. The same applies for Carbon Creative which balances its primary drive to deliver profit and remain commercially viable, with its desire to be an environmentally responsible business and make a positive impact within its community. Although Carbon Creative is not featured as prominently as the other organisations it is an important example of a business which is able to balance these considerations to make a positive social impact within its community. The various considerations and priorities facing different types of organisations explain the different approaches of each organisation, and their presence within the various outcome sections of this report.

4.2.1 Values and ethos

All of the organisations studied demonstrated strong values and a clear ethos encapsulated throughout their operations and their relationships with both their staff and beneficiaries. Across all organisations, partners and individual beneficiaries were treated with respect, understanding and were valued as individuals without judgement. This was often due to both the personal and professional experiences and values of staff, or as a result of an organisations policies and procedures such as regular training and feedback sessions. The emphasis on recognising beneficiaries as individuals with valuable skills and experiences also appears to have created a strong element of bottom up input within everyday operations and service delivery, manifesting itself in a variety of ways throughout the different organisations. By responding to beneficiaries as individuals and fellow members of the community, staff often demonstrated a shared sense of common values, encapsulated in the attitude:

'We're here to serve.' Chief Executive Broughton Trust

'It's real people connecting with real people, you don't get intimidated when you walk in you don't feel out of place. Everyone knows everyone and you're not sat in front of someone suited and booted. Everyone's normal, everyone gets each other.' Former beneficiary and employee, Broughton Trust

This was often enhanced by the fact that a significant proportion of staff across the organisations also lived in the local area. This is a particularly evident within LKYPG and Broughton Trust as a majority of staff live within a few miles of the organisations' bases, while a large proportion of the staff and volunteers were once beneficiaries themselves. As a result of this common approach all of the organisations were well liked and respected by individual beneficiaries, who often spoke of how a particular staff member or organisation's approach had helped them to change existing attitudes and made them feel valued, trusted and respected as a person. Managers across the organisations reported that they felt it was these relationships based on common values which were key to engaging beneficiaries, and ensuring effective service delivery and positive social and economic outcomes.

For example SMaRT Garage beneficiaries are treated with a non-judgemental attitude which provided an important change from the clinical services and approach that they had previously experienced.

'We don't take a clinical approach and we approach things without any judgment.' Northern Regional Manager, SMaRT Garage

GMFRS' extensive community engagement programme focuses on prevention by supporting beneficiaries with their personal development through various individual and team based activities. The Prince's Trust course in particular, places a strong emphasis on trust and personal freedom, encouraging students to push their boundaries and take responsibility for themselves, their teammates and small projects.

'I think ours is unique in its approach as it's well established and we've been running it for ten years, there's work programmes out there but these work programmes refer the young people to us, because it just doesn't work for them. I don't know whether it's the design, putting something back into the community, our staff, or the opportunities that open up for them with the fire service or our reputation. But I don't think there's anything that compares to us.' Princes Trust Programme Manager, GMFRS

4.2.2 Delivery

The strong values and ethos exhibited by all of the organisations studied has informed their approach to delivery. Each demonstrated a strong ability to recognise beneficiaries as unique individuals with complex needs rather than 'clients', which has naturally resulted in the development of a flexible approach to delivery with services designed to accommodate the needs of different beneficiaries . For example, in the case of delivery organisations such as GMFRS, they endeavour to adapt services around individuals in recognition of the different challenges facing beneficiaries, through personal development plans and individual feedback sessions. By recognising beneficiaries as individuals the organisations appear to implicitly recognise and value them as having their own expertise and experiences, which they use to inform service delivery at various levels. This has led them to adopt a grass roots approach where feedback from beneficiaries shapes and informs service delivery in order to improve the effectiveness and relevance of programmes. As a result of their ethos, all of the organisations studied appear to be aware of the innate power dynamic between beneficiaries and service providers, and make a conscious effort to deliver an accessible and non-hierarchal approach to services, which provide relevant skills, and a level of autonomy within programmes.

The values and ethos of the organisations studied therefore provide the principle foundations around which an organisation's approach to service delivery is shaped. The majority of organisations demonstrate a key ability to view their beneficiaries as individuals able to actively contribute to their recovery. This has led to the formation of the following attitudes which are articulated within service delivery across the organisations in various forms:

'We grow rather than impose which creates sustainable outcomes, because we see local residents as part of the solution not the problem and want to support them to deliver their own solutions.' Chief Executive, Broughton Trust

'Everyone should have the right and opportunity to be included in work and nobody should be excluded from that world.' Northern Regional Manager, SMaRT Garage

The training and support beneficiaries receive for their personal and professional development, therefore adopts a gradual approach, accommodating the specific situation of each beneficiary. For organisations like SMaRT Garage this has led to the development of a unique approach to delivery through the creation of a realistic experience of the world of work within a controlled and supportive environment. Their acknowledgment of the central role that beneficiaries play within their own recovery has also led them to allow an important level of flexibility and choice regarding their training, alongside the introduction of peer learning. As a result both beneficiaries and staff feel trusted and valued, and reported how important their autonomy and new-found ability to support and train others was to them.

'You're not micro-managed, you're given the freedom to express yourself and develop.' Youth Worker, Broughton Trust

In the case of Broughton Trust staff demonstrated a strong belief that individuals can provide the solution to the issues facing both themselves and their local community, embodied within the attitude *'let's ask them what they want rather than telling them what they need (Trust Co-ordinator).'* This has led to the Trust to develop their programmes based upon community research conducted by local residents. This has led the Trust to tailor their programmes to local needs, and has proven to be both popular and effective. Like SMaRT Garage the Trust delivers person centred services, however in the Trust's case programmes are designed to provide a gradual pathway, through which beneficiaries can progress to eventually deliver services themselves as either volunteers or paid employees. The Trust prides itself on their no barriers approach to service delivery and their internal operations:

'There's no real pecking order. People come in here and think Chief Exec is the caretaker.' Trust Co-ordinator, Broughton Trust

'You can just come in whenever you like and say I want to start a maths course and they'll just tell you everything about it and they help you through it.' User, Broughton Trust

4.2.3 Partnerships and collaborations

There is an impressive level of partnership working and recognition of the importance of collaborative working within the organisation studied. All had relationships and regular contact with local

organisations, both within and outside their sector and realm of expertise. These relationships took a number of forms and were both formal and informal. The more formal relationships were connected with organisations that had a direct service delivery role. For example organisations like SMaRT Garage and GMFRS, in partnership with the Princes Trust receive referrals from statutory services, and are often in regular contact with these bodies in order to signpost and support their beneficiaries with issues beyond the realm of their expertise. The majority of organisations also partner with other bodies and funders to deliver projects, such as the Broughton Trust's work with local construction company GPL on a joint employment programme and their Irwell Valley Sustainable Communities Project, delivered in partnerships with 12 local groups from the voluntary, public and private sectors. GMFRS has also recently developed a strategic integrated prevention hub in partnership with the Council and Police, which pools the resources from the three organisations to deliver tailored support to young people referred through the Bridge Scheme, who are considered to be vulnerable or at risk of offending.

The more informal partnerships were demonstrated by LKYPG and Carbon Creative, both of whom have been very effective at establishing an impressive range of relationships with local stakeholders. Carbon Creative has been particularly effective at establishing relationships between local businesses and community groups to facilitate the development of community projects. Carbon Creative themselves have also established a number of positive direct relationships with community groups, and are highly regarded by their partners due to their level of personal commitment

'We thought we could create a resource that other people could basically get involved with, and we could match make with people who wanted to give money and people who wanted to do projects. So we set it up as a CSC and we raised £20,000 for projects from some big clients like Barclays and we created a website as a resource.' Partner, Carbon Creative

'It's from the heart with them.' Council Environmental Education Officer

Across the majority of organisations there a was clear recognition of the importance and benefits of collaboration, as a number of organisation sat on steering committees to ensure they remained informed and in a position of influence to shape local policy and practice.

'We do a lot of collaboration work and work with the drugs and alcohol, and mental health teams a lot as those kinds of problems have tripled in the last ten years. It's what we have to do to work, because we can't do everything and we understand that a lot of these problems are on ongoing with other agencies.' Programme Manager, Princes Trust

Organisations are able to increase the strategic nature of their service delivery or community projects through their partnerships, as well as increasing the effectiveness of programmes through integration, by avoiding issues such as service duplication. In many cases, partnership working also presents organisations with the opportunity to contribute and influence wider agendas and plans. The Broughton Trust consider this to be particularly important and chair a number of committees such as the Community Learning Trust, and Third Sector Learning Council, as well as sitting on all relevant council boards such as financial inclusion. Organisations report that they have been able to gain new contracts, as a result of these partnerships and their membership of strategic committees. For GMFRS and the Broughton Trust, their approach to partnership working has also enabled them to pool resources or match and gain additional funding from partners to deliver projects.

In contrast Carbon Creative and LKYPG tend to develop more informal partnerships through personal relationships and contacts, although LKYPG occasionally enters more formal partnerships on a case-by-case basis with small scale projects funded by local bodies such as Housing Associations. Neither organisation operates at a strategic level or acts as a direct service delivery organisation in the traditional sense e.g. providing regular training or support services, although their work can be considered to deliver an importance service to their communities.

However despite the positive benefits of partnership working, organisations have identified a number of challenges when working or attempting to work collaboratively. For example organisations report added strain on capacity and staff, which is often not compensated by tangible returns on the investment of an organisation's time. It is also often expected that organisations should be working in partnership as part of normal good practice, however this is often not rewarded financially as partnership working is not a statutory obligation for the organisations studied. This dilemma can be seen within the following quotes:

'It's a good way of working as you tend to get more work from it, but it's not particularly easy. We're part of a local working group, which is great but that just compounds my work, and you don't realise that when you sit down. It involves much more than just a 2 hour meeting once a month.'

'Strategically we try and get as much input as possible and want to link in, but we tend to end up feeding into the Council's strategy etc. key strategies like that are often outside of my job remit but we don't get any funding for doing that. It's important that we feed into plans as a lot of funding is in silos, but other organisations have a statutory duty to do that whereas we do it or are asked to do it because we know it works, but we don't see anything from that directly. So we're operating really effectively but you don't see the returns.'

Youth Worker, Broughton Trust

Difficulties were also reported when attempting to collaborate with key statutory services, as their methods of service delivery are often prescriptive, and subject to complex working practices which are difficult to adapt and work with. These differences in approach often present difficulties when organisations wish to establish partnerships with statutory bodies, as statutory services often have issues understanding alternative or more informal methods, as they are used to understanding service delivery through a specific framework.

4.2.4 Internal operations and practice e.g. strategic planning and internal review

Carbon Creative and LKYPG are excluded from this section due to their structures as a commercial business and a community group respectively. In the case of Carbon Creative planning is commercially focused on business development and standard company HR, whereas LKYPG operates informally with only one paid member of staff, and lacks a formal board structure and a strategic focus within its service delivery.

However for the remaining organisations the way in which they approach their reviews and internal planning is shaped according to the values of their respective organisations, this can be seen particularly strongly within the Broughton Trust. The organisation prides itself on its holistic, non-hierarchical and open approach to both beneficiaries and staff, demonstrating a clear level of respect and acknowledgement of the importance of their views. This attitude has gone on to inform the development of integrated and strategic 5 year plan across the Trust, where all departmental objectives feed into future plans for the organisation. The Trust also aims to ensure that the department staff have transferable qualifications such as PTLLS (a level 4 NVQ short teaching course) enabling them to contribute their input and skills throughout all elements of the organisation. Regular one on one reviews with beneficiaries also feed into team reviews which are then discussed at quarterly whole staff meetings. This is a particularly effective way to avoid issues such as duplication and highlight issues within service delivery across the organisation.

This attitude can be seen in the following quote:

'The Admin team aren't just admin. We don't just have admin. They can teach. Without admin the whole thing just collapses. The admin team have their own meetings, everyone else does, so they should too everyone is as important as everyone else. There's no real pecking order.' Chief Executive, Broughton Trust

In contrast to the Trust, large organisations such as GMFRS have dedicated directorates for corporate planning and reviews, however at the grassroots level the views of beneficiaries and staff are strongly prioritised with regular programme staff and beneficiary reviews. Information is then fed back to the project level for review and filtered through the relevant directorates to the corporate level. A similar process occurs within SMaRT Garage, whereby the organisation monitors its effectiveness through data reports, regular staff meetings, and personalised feedback session with beneficiaries, which are then fed back at both local and national management levels. Due to the recognition of the value and importance of beneficiary expertise and experiences, both organisations use the data collected to shape the direction of their strategic priorities, and incorporate relevant feedback to maintain effective service delivery and organisational best practice.

5 SOCIAL VALUE MEASUREMENT

'Social value measurement' is a relatively new field of monitoring and evaluation, and as such what exactly social value measurement should entail is not clearly defined. There are various in-depth methods that allow an organisation to come to a conclusion about the social value they have created across their company or a specific project, such as Social Return on Investment (SROI), cost benefit analysis, social auditing, and the HACT (Housing Association Charitable Trust) Social Value Model. Sitting within, or utilised separately, from these methods are standalone tools to aid social value measurement, which often measure social value according to a specific outcome or stakeholder. Examples include Outcomes Stars[2], and financial proxies[3]. Interviews and focus group with the individuals an organisation is seeking to support, and the primary technique used for the present research, can also give an excellent idea of the extent of the social value that has been achieved, as well as the reasons for this.

Although there is no single method for measuring social value, a good approach to being able to articulate and understand social value will have the following characteristics:

❑   It will allow an organisation to articulate outcomes (evidence of the *consequences* of what they have done, such as 'improved self-esteem') rather than just outputs (evidence that the activity has taken place, such as number of people attending a gardening club);
❑   It will allow an organisation to prove the value they have created;
❑   It will allow an organisation to improve the value they create in the future;
❑   It will allow an organisation to make strategic decisions;
❑   It will accurately reflect what has been achieved in a way that mirrors what it means to the beneficiary.

All of the organisations studied were aware of social value measurement as a concept and were measuring outcomes to some extent although the methods, level of frequency and tools varied between organisations. The issues faced when measuring their social value also varied. Below is a summary of the methods used by each organisation, plus common difficulties they faced when measuring social value.

5.1   Organisational approaches to measurement

5.1.1   Broughton Trust

For their own purposes the Trust's primary measure is the number of residents gaining qualifications or progressing into further education, employment or training. In addition to this the Trust tracks the extent to which residents reach their personal development targets over the life time of their relationship with the Trust, and these targets can be both social or economic (education, employment and training) in nature.

Annual social impact reports are produced for the organisation as a whole with additional smaller project evaluations for those with different funding streams as *'every funder wants them'* (Chief Executive). However funders have different priorities which mean that the methods and metrics vary between projects.

> *'In terms of measurement we use Outcomes Stars, social value and action plans etc. because it really depends on the funder, every programme has a measurement attached.'* Youth Worker

---

[2] Outcomes Stars measure the outcomes typically achieved in a specific social sector, or for a specific group of individuals. Specific Outcomes Stars include the 'Work Star' and 'Mental Health Star'- there are over 20 in total. See http://www.outcomesstar.org.uk/
[3] Financial proxies are estimates of the financial or economic value of an outcome where the exact value cannot be possibly known. For example, if an individual achieves better health and therefore visits their GP it is not possible to know exactly how much money this has saved, but an estimate can be made by calculating the unit cost of an average GP visit by summing a number of different variables including GP salary per appointment, prescription costs and wider surgery costs including administrative staff necessary to the appointment.

This variability presents certain challenges for staff, who report difficulties in managing the weight of asks from all the different funders. Staff report that the Trust often receives the risks of delivery and cost of measurement, making it harder *'to balance delivery with data collection and evaluations' (Youth Worker).* For some *'It can be a bit overwhelming in the face of cuts as there's a lot less resources to invest in the Trust and a heavy focus on measurement, which doesn't give you a good balance and return on staff time.' (Youth Worker)*

All data from all programmes is entered into a central database and is accessible to all departments, but, despite the wealth of data collected, the Trust feel that they *'are crap at using data' (Chief Executive)* externally to showcase the achievements of the Trust. The people who use their services also feel that their internal use of this data for strategic purposes could be improved. The Trust stated that the reason for this is due to a lack of time and also a preference to use any surplus funds to reinvest back into programmes rather than for marketing and promotion. For example:

'We are crap at marketing. We're rubbish at that. We haven't got the time or the ability to market.'
'We don't sit down and think strategically about what we can do better due to time pressures.' in
relation to marketing, Chief Executive

5.1.2   Carbon Creative

In the case of Carbon Creative, the organisation's Social Value measurement practices predominantly focus on quantitative data. This is because the majority of social value outcomes they generate are environmental and are therefore 'hard' rather than 'soft' measures that are better communicated numerically. Despites their environmental focus, Carbon Creative also capture the qualitative experiences of those who participate in their community projects through questionnaires, in order to understand their impact and identify ways in which they can improve their work with the community in the future.

'We do get them to do feedback forms for the more complicated or longer term projects... We got plenty of great feedback, people discovering a love of the outdoors, and working with other people.'
Council Engagement officer

A number of Carbon Creative's partners on community projects also conduct their own impact evaluations using questionnaires and interviews with participants. This information is often fed back to Carbon Creative through their positive relationships, meaning that Carbon Creative do not always have the opportunity to prove and improve what they do using their own data, and must instead rely upon evidence collected by others.

Carbon Creative's ability to capture its social impact through its involvement in community groups is dependent on the nature of each project and the time staff are able to commit to analysing, and conducting questionnaires beyond the pre-existing commitments of day-to-day business. This is understandable as Carbon Creative is a commercial organisation which facilitates and helps to deliver community projects, due to a socially conscious desire to go beyond their ethical commitments as a carbon neutral company, and to actively generate visible social and environmental impacts in their local area.

5.1.3   Lower Kersal Young People's Group

LKYPG endeavour to gain regular feedback from group members through the use of project-specific questionnaires in order to identify their impact, and any improvements which could be made. However, beyond the infrequent use of project questionnaires detailed, social value measurement is confined to the evaluation of the group's larger projects, which are dependent on the success of the group's funding applications. As a community group, more standardised and rigorous forms of evaluation are beyond the group's current capacity, and as a result project evaluations vary depending upon their resources and the time and requirements of a particular funder.

'Monitoring depends on the project, we have key things that we do throughout because they are asked for by lots of funders, but it depends because every funder asks for different things.' Group leader

The group have an innate understanding of their impact due to their experience working on the ground and strong personal relationships within the community. It is these relationships upon which the group rely in order to develop effective projects and activities, and to understand the social outcomes that they generate. This is a very informal and organic process where beneficiaries discuss their experiences with group members through relationships based on mutual respect and trust. Group members are also able to visually see their impact on beneficiaries and the wider community. By developing positive relationships with beneficiaries, group members are able to collect beneficiaries' personal stories and written testimonies to create case studies, which are then used to demonstrate their impact to funders.

'We keep all the information on file, and use it to apply for bids. Like the story of the girl and the potato helped in getting the allotment. If you tell a funder that you want to do a cooking programme, and you have had 67 go through level one and two they will think oh that's good.'
Group Leader

However, on an everyday basis these stories and experiences remain within the memories of group members until called upon for evaluation purposes.

'I just rely on T (Group Leader) to collect the data in his head and then just tell me, and then I write them up and keep them on file.' Grants support officer and resident Artist

Although the group recognise that more formalised approaches to social value measurement do exist, it is felt that they are cumbersome processes. The group recognise the benefits of formalised approaches and their ability to measure and interpret social impacts in a more structured manner; however they are considered unnecessary given that group members already have a deep understanding of their impact, based on their personal knowledge and visual perception of an individuals' progress.

'That's how I measure it, people who stay with us and go to college/university, that's good for me- that they're not working for me at 16 and then end up going nowhere.' Group Leader

If funders want more formal data it may be that small community-based organisations such as LKYPG need support from these funders to build the skills that will allow them to collect this data.

5.1.4 SMaRT Garage

As part of the First Step Trust, SMaRT Garage has access to an overarching national organisational monitoring system, which records and monitors a significant amount of demographic data and employment and skills outcomes resulting from the Garage's services. The information collected by the SMaRT Garage is sent to the headquarters of the First Step Trust in London for analysis; the findings are then used to demonstrate the impacts and subsequent outcomes generated by the Garage. The information is also used to assess the effectiveness of the Garage's support programmes as part of an internal learning process. The emphasis on reflection is an important social value principle shared across all of the organisations studied and is a point of pride for the Garage.

'We used all of the information collected as a learning exercise, and because we're not delivering outcomes for payment we can be more reflective.' Northern Regional Manager

However, again, the emphasis on reflection is a natural extension of the organisation's values rather than a conscious adoption of social value principles, and is seen by SMaRT Garage as an essential and necessary element of good practice in order to effectively realise its objectives. The information collated is used to prove the impact of the Garage so that it can apply for pots of funding for additional projects. On these additional projects the particular outcomes against which the data is measured is dependent upon the funder.

The strong quantitative element within the Garage's approach to social value measurement is complemented by the collection of qualitative data through the use of interviews and individual programme reviews. This information is then used to create personalised case studies to capture and illustrate the softer social outcomes generated for individuals, in order to '*Really tell the story.'* *Northern Regional Manager*

However, the 'softer' social outcomes data is only collected via these qualitative means; there is no quantification of social outcomes.

5.1.5   Greater Manchester Fire and Rescue Service

Perhaps unsurprisingly given that the Fire Service is by far the largest of the five organisations, its systems for data collection were the most sophisticated of those researched. The Fire Service possesses a large scale internal monitoring and evaluation system, which incorporates qualitative and quantitative data managed by their Corporate Planning and Intelligence Directorate. This team manages the organisation's evaluation policies and procedures, and always looks towards developing different ways of evaluating projects and their outcomes. The service adopts a measured approach to evaluation, which is dependent upon the nature of each project. For example for:

'Smaller activities and projects the services develops a light touch approach whereas for major interventions we'd do something more intensive like cost benefit analysis.' Risk and Intelligence Officer

A light-touch approach consists of a more informal approach where staff gather beneficiary feedback using simple questionnaires or through interviews. The majority of data collected through this approach is qualitative in nature and is captured at the local level by project staff who then feedback the information to the management level. If findings from projects such as the Prince's Trust programme or the Strategic Integrated Prevention Hubs are of a corporate or a strategic nature, the information is collated by the Corporate Planning and Intelligence Directorate at the corporate level, who then produce reports to members at the management level regarding the method of evaluation and the programme's impacts.

This approach is part of an organisation-wide learning process, which aims to reflect and analyse the impacts and outcomes generated by the service and its programmes as a whole. The emphasis on learning and reflection is a particular strength of GMFRS and is considered an essential, and necessary element enabling the service to continue to deliver and develop good practice.

Information is also shared with the Service's partners on particular projects such as the Prince's Trust programme where staff are required to regularly feedback to both the Service and the local college.

'Yeah so obviously we have to feedback to the college the Trust and the Fire service, so they know where we're up to with thing's on a regular basis. So the log books are quite an intensive part of their work, so we have to make sure that they're filling them all in to meet the requirements of the College and the Trust.' Team manager, Princes Trust

For programmes and community projects at the local level the Service uses SARA (Scanning, Analysis, Response and Assessment) methodology to measure the projects impacts and ensure that it meets the service's objectives. The exact method of measurement varies according to each project; however each project undergoes an initial scoping exercise, which will determine the organisation's approach i.e. whether the service will adopt a light touch approach etc. However as SARA requires a significant amount of resources and bureaucracy the Service has adopted its own toolkit using SARA as a guide, which can accommodate a lighter level of evaluation to suit local projects.

At the local level the softer social outcomes are captured by staff delivering projects on the ground through the use of log books, presentations and case studies, the results of which are circulated through the Chief Executives' highlight report which goes out quarterly and shares the learning at the local level. Social value is becoming more important for GMFRS, as it begins to develop more services with shared delivery and collaboration. For example, when conducting cost benefit analysis the Service endeavours to ensure that they provide the financial value of the social outcomes of any project. This also extends to ensuring that any evaluation across the Service includes a commentary regarding the social impacts that GMFRS deliver as an organisation. This is exemplified by the services greater use of case studies to demonstrate where things are working well. For example:

'Historically a lot of our evidence was based on numbers and that was probably the case going back 5 years, but we've seen a real change in that we've brought a specialist in. We've seen a swing away from quantitative to qualitative and capturing people's stories and people's thoughts on projects. 5 years ago it was probably about 100% data and now it's around 60 to 40% on softer qualitative analysis.' Risk and Intelligence Officer

Deliberate measurement of social value is a relatively new development within the Fire Service and is in response to the changing commissioning landscape, and a recognition that there will be increasing pressure on the Fire Service to demonstrate wider social value in the future.

5.2   Measuring social value: general findings

Despite knowledge of social value from a measurement perspective, when asked what they understood 'social value' to be, for many interviewees there seemed to be a disconnect between 'social value measurement' and the day-to-day socially valuable activities they were clearly delivering. What organisations 'do' was typically not conceptualised as 'Social Value'. The outcomes they generate were viewed as a natural consequence of addressing the needs of local people or environmental issues. Responses tended to describe their organisations impacts and achievements as *'making a difference',* or as *'doing good'.*

It would therefore appear that organisations interpret their impact in terms of their organisational mission and values rather than through the concept of social value. For example Broughton Trust's mission statement includes a commitment to create 'an East Salford where unemployment is at the national average level...' and as a result they are focused on the delivery of services or projects which benefit the community, and interpret their outcomes through this approach. 'Social values' are for the most part lived out unconsciously and naturally through working practices, and 'social value' is often conceptualised purely in terms of a measurement 'tick box' that has to be done in order to continue to secure funding. This separation between social value measurement and social value delivery is an important finding for the future communication of 'social value' in Salford.

6   CONCLUSION

It is a deep-rooted cultural impetus to 'make a difference' that fundamentally characterises the five organisations that feature in this report. This ingrained desire to 'do good' is apparent across all levels of the five organisations in their everyday practices and working ethos. The five organisations do not need legislation such as the Social Value Act to cajole them to act in a way that brings maximum benefits to their community. Instead, strong, inclusive leadership within each organisation recruits, develops and instils a cultural drive to 'do good' for the people of Salford.

The resulting culture and practice of the organisations share several common features:

❑   The model of leadership appears to be largely successful because it is not imposed. Leadership recognises the importance and value of every individual's voice and this in turn creates a more democratic and empowering approach to delivery;

❑   There is energy, authenticity and passion in the way in which the organisations go about their work;

❑   There is no expectation amongst staff or volunteers to go 'above and beyond' standard job descriptions, but in many cases staff become involved in local social life and neighbourhood networks in order to support their local community, or shape their personal lifestyle to reflect the organisation's ethos. For example, this was the case at Carbon Creative where many staff cycle to work to reduce their impact on the local environment;

❑   Staff demonstrate an ability to understand the pressures, needs and challenges individual beneficiaries face and adapt their approach accordingly;

❑   The ability to be able to offer Salford and its people what they need is possible because the organisations are all open, accessible and flexible, readily seeking feedback from their beneficiaries and staff, and constantly changing and developing according to this continuous feedback;

❑   There is a natural respect towards the people of Salford as individuals who are able to contribute to both their own and their community's development.

These characteristics were ways of working that enabled the social value outcomes identified in this report. Thus it appears that it is not specific changes in practice or policy that are important to Salford as a Social Value City, but instead a social movement that encourages Salford citizens and organisations to connect with, reconnect with, or value their pre-existing drive to make a difference. It is evident through the study of these five organisations, and their connections to other like-minded bodies, that there already exists a naturally occurring network of groups and individuals who contribute instinctively to social good within Salford. This pre-existing latent social movement is a strength of Salford and potentially the start of something bigger and more overt.

The following recommendations outline what the Social Value Alliance's role in facilitating this social movement could be, focusing on the strengths of the Alliance in bringing different sectors and organisations together to encourage more organisations in Salford to demonstrate the characteristics identified in this report.

While the recommendations are intended for the Social Value Alliance, it is suggested that given the number of initiatives underway in Salford, (such as the Social Enterprise City and the Salford Cooperative Ambassadors), the key institutions and initiatives that fall outside of the Alliance should also reflect on the recommendations, in order to understand any duplications, convergence and shared learning and begin to foster a genuine Salford-wide approach to social value.

7   RECOMMENDATIONS

7.1   Formation of recommendations

To support the formation of the recommendations a workshop was held with the wider Social Value Alliance. During this workshop the findings of the report were explored and two key questions were presented that intended to draw out the implications of the report for the Alliance's future strategic priorities:

1)   How can organisations such as those in the report be best supported to do what they do?
2)   How can we encourage more organisations to develop the same qualities as the organisations that feature in this report?

Both the findings from the workshop and the report findings themselves inform the recommendations for the Social Value Alliance that are outlined below. It is important that when considering the recommendations that the role of the Social Value Alliance is recognised. The Alliance does not aim to impose processes and actions. Rather, the recommendations are presented with the recognition that the Alliance can use its collective membership and associated networks to *encourage* and *aid* behaviours and practices in keeping with social value.

The recommendations are presented in two overarching subsections:

❑   **Part one** outlines three key themes emerging from the research which are recommended to form the core of the Alliance's strategy for supporting, and growing the number of organisations that have qualities similar to those identified in the report.

❑   **Part two** presents recommendations specifically intended for public sector members of the Social Value Alliance.

Where relevant, other strategic initiatives or agendas that relate to the work of the Social Value Alliance are referenced.

7.2   Part one: supporting and growing the number of socially valuable organisations

In order to move towards a 'Social Value City', where all individuals and organisations are making a positive social, economic and environmental contribution in the city, there is a role for the Social Value Alliance in encouraging more organisations to develop the behaviours of the organisations that feature in this report. This is because these behaviours have been critical to achieving a positive impact on the people of Salford and their environment. In essence, there may be a role for the Alliance in developing a 'social value movement', where the different parts of Salford are inspired or nudged towards more socially valuable behaviour.

The strategic approach adopted by the Alliance should take a long-term view. This is because what the Social Value Alliance essentially plans to facilitate is a cultural shift within Salford, which builds on a good pre-existing base of social action, as culture change is a complex and gradual process. Therefore recommendations are split into short-term and longer-term actions. Drawing on the evidence presented in this report and the themes explored in the workshop, it is recommended that the approach taken by the Alliance to inspire or nudge socially valuable behaviour is organised under three themes: leadership, networks and promotion. There are of course, in addition to the three themes and the activities that sit below them, other themes that should be considered across Salford and activities that could sit underneath the three identified themes. However, the themes and activities suggested are those that it is felt, that the Social Value Alliance would be best-placed to deliver and prioritise given the report and workshop findings.

7.2.1   Leadership

Within the case study organisations strong leadership was essential to developing the deep-rooted organisational culture and desire to do good from which all behaviours and practice grew. In general, the leadership seen within the organisations was:

❏   inclusive;
❏   non-hierarchical;
❏   passionate;
❏   committed to 'doing good' above everything else;
❏   actively demonstrated the behaviours it encouraged in others.

As the five organisations were from different sectors and operated within different contexts it was apparent that excellent leaders are found across organisations of different types and sizes, rather than being restricted to the most powerful institutions. Furthermore, within each organisation behaviours and responsibilities associated with leadership were not just found in chief executives or equivalent roles, but were evident in less senior staff and volunteers.

Given that leadership was crucial to the effective functioning of all the organisations, this is the first of the three key themes shaping the recommended ongoing approach of the Social Value Alliance.

Recommended actions for Social Value Alliance
Short term
In the short-term the Social Value Alliance should review the composition of its own membership to ensure that that it includes a cross-section of individuals from different organisational sizes and sectors. This is important because the research identified excellent leaders across a broad spectrum of organisations. Allowing the contribution of excellent leaders who are not 'the usual suspects' would enable the way the Alliance itself operates to be more non-hierarchical and cooperative, in line with the organisational structures within the report. It is recommended that the Alliance actively reaches out to leaders from the types of organisations that are currently underrepresented, such as small community groups and private businesses, particularly if they are believed to undertake socially valuable practices. The benefits of joining a wider Alliance to their own practice and as individuals will need to be made clear to these organisations.

Longer term
Once a refreshed membership base is in place, it is recommended that the Alliance considers pursuing a number of different leadership work streams, all of which aim to grow the number of leaders across and within different organisations that display excellent leadership qualities in line with those found in the report.

It is recommended that the Alliance hosts leadership skill sharing sessions. These leadership sessions could be themed, drawing directly on the leadership qualities identified in the research.

❏   On an ongoing basis, leaders from different sectors could form cross-sector working groups to engage in bi-directional peer mentoring where they share learning and best practice from their own job roles. These leaders should not be restricted to senior staff.

❏   This is particularly important when leaders are from organisations that appear to possess only a few of the qualities that the case study organisations possess. In these circumstances there is a greater challenge in terms of leaders influencing others within their organisation and overcoming the prevailing cultural norms and practices, particularly if they are in a junior leadership role. Support and advice from other leaders would be beneficial in these circumstances.

❏   It is important that individuals are encouraged to directly influence processes relating to leadership within their own organisations, and take learning beyond discussions within Alliance meetings or skills sharing sessions.

❏   Organisational functions relating to leadership that members could seek to influence could include, for example, recruitment procedures and other HR functions (e.g. training). Alliance members could encourage their organisations to influence these processes in line with the report findings, so that organisations begin to recruit more individuals with the types of leadership qualities identified in this report, and further develop the leadership skills in their existing staff base.

❑   There are various more precise ways in which members could seek to influence depending on their specific work load, however this would require further research. For example, if seeking to influence recruitment procedures, an Alliance member could consider moving their organisation towards value-based recruitment[4], where personal qualities and values in lines with those more likely to create social value are considered as at least as important as professional qualifications.

In addition to the above, it is recommended that the Alliance seeks to learn from and influence other leadership work taking place in Salford, such as the Salford Cooperative Ambassadors. The Ambassadors programme explores cooperative principles with leaders from a variety of different sectors, and there is clear convergence with many of the leadership themes in the current report.

7.2.2   Networking

Partnerships and collaborations were critical to the effective working of the case study organisations. This finding is not unique: networks and systems approaches are increasingly being recognised as essential to affecting positive change within a locality. This observation about the importance of cross-sector approaches holds true for maximising social value as much as any other consideration. With this in mind, there is perhaps a need for a much wider network that has an interest in social value, which extends beyond the Social Value Alliance membership in order to encourage social value practice.

Recommended actions for Social Value Alliance
Short term
Although face-to-face networking is important, individuals often find that there is limited time to engage in these activities over-and-above day-to-day working commitments. Developing other less time-intensive means for a wider number of individuals to engage with social value could be a means of growing a social value movement more rapidly. Salford CVS have recently acquired funding to develop online resources and forums so this could be a timely and appropriate vehicle for alternative means of growing wider networks.

The content of such online resources should be carefully considered, and ideally developed through consultation with a wide group of stakeholders from various sectors and organisations. It is important to recognise that the intention of these resources should not be just to serve current members of the Alliance and/or organisations that already embody many of the social value characteristics identified in the research, but to inspire others too. Consultation should therefore focus on what would inspire people to adopt many of the behaviours seen in the report. For example, how can an organisation change the way they engage with beneficiaries so the staff-beneficiary relationship is more flexible and equal? How could they begin to forge partnerships with organisations from sectors other than their own? Short case study videos with individuals from different organisations with experiences of these issues could be one means of inspiring others.

Longer term
There are a number of different activities currently underway within Salford and Greater Manchester more widely that have an emphasis on network building. In particular the Cooperative Commission undertaken by Salford City Council and the spin-off initiatives that emerged, have evaluated the potential for improved cooperative working and the involvement of wider groups such as residents, businesses and community groups in local governance and decision-making. It is recommended that, similar to convergence with other local initiatives with an emphasis on leadership, the Alliance undertakes research to map where networks such as these converge with the membership of the Social Value Alliance.

Once the mapping exercise is completed it is recommended that the Social Value Alliance meet with individuals that oversee these programmes to ensure that collectively the potential impact of such initiatives are maximised and duplication is avoided. For example, the Cooperative Ambassadors programme brings together representatives from a variety of sectors to advance cooperative working between different organisations and individuals. It may be that this could be a forum for sharing the critical factors for delivering social value identified within this report. For example, one of the functions of the Cooperative Ambassadors' cooperative development could be to develop a group of

---

[4]   For example see http://www.skillsforcare.org.uk/Document-library/Finding-and-keeping-workers/Recruitment-and-retention-strategy/Values-based-recruitment-job-descriptions.pdf

ambassadors from various sectors across Salford that meet regularly with a view to increasing cooperation, and information sharing and ideas between organisations. Should the Ambassadors initiative continue, sharing the findings of this report via this pre-existing network could help make improving socially valuable practice a key intended outcome of cooperative working.

7.2.3 Promotion

Both nationally and within Salford, it could be argued that much of the focus of the social value agenda has been on the activities of the public sector and, the organisations they typically commission goods and services from, particularly the third sector. This is because historically the move to measure social value, or impact, has come from the third sector[5] and more recently because of the Public Services (Social Value Act) 2012 has encouraged both the public sector and organisations they commission from, particularly the third sector, to consider social value. However, as the report demonstrates with the cases of SMaRT Garage and Carbon Creative, there are organisations that exist outside of the commissioning context that deliver socially valuable activities. This is particularly pertinent in the case of Carbon Creative: is it a private business and the nature of its primary purpose does not require it to make a positive contribution to Salford. SMaRT Garage is a social enterprise so to some extent is committed to social value, but again it could have chosen to operate as a normal car garage.

There is, therefore, a real value to Salford in these organisations going beyond standard business models, and it would be of further benefit if more businesses developed similar practices. It is therefore recommended that the Social Value Alliance seeks to promote businesses that demonstrate they are, as far as possible, committed to social value in Salford. This could enable these businesses to attract new customers, and in turn create more revenue for social good. In turn this may encourage other businesses to adopt social value culture and practice, growing the social movement in Salford.

Promotion of businesses that genuinely create social, economic and environmental outcomes is particularly important because, as was identified in the workshop, the organisations that do the most good are not necessarily the best at shouting about what they do. It was felt that sometimes bigger organisations with larger marketing budgets are able to articulate a positive picture of their wider impact which does not always reflect reality.

Recommended actions for Social Value Alliance
Short term
The Social Value Alliance has a small budget of £10,000 to spend on a follow-up project. It was decided in the workshop that this budget should be spent on a promotion or marketing project, which is in line with the promotion focus area of the recommendations. It is as yet undecided what this project will consist of, but in the short-term it is recommended that the Alliance focuses any promotional activities on this single project.

Long term
It is recommended that with a long-term view the Social Value Alliance looks to have undertaken the projects below.

❑ If the intended outcome is to drive more business towards businesses that 'do good' in Salford, a simple yet potentially highly effective initiative could be the development of a comprehensive list of socially valuable businesses in Salford. This list could be accessed by all those that live and work in Salford, so that individuals and organisations can make an informed decision about the businesses they choose to use. While the concept is simple, it is still recommended that the Alliance dedicates significant resources to the concept, particularly the development of appropriate criteria that organisations need to fulfil in order to appear on the list, and to ensure that they genuinely have a positive impact on Salford. It is recommended that the Alliance draws on the business characteristics identified in this report to develop the criteria, and engages with Salford businesses already known to be socially valuable to Salford in order to develop the criteria.

---

[5] For example see this guide on Social Return on Investment for the third sector, published by the Cabinet Office in 2009 http://b.3cdn.net/nefoundation/aff3779953c5b88d53_cpm6v3v71.pdf

❑   In addition to providing simple promotion of socially valuable businesses, the Social Value Alliance could consider supporting businesses to develop their marketing skills, so that they can promote the value of their core business alongside any additional social impact they have in Salford. While some external expertise may be required to build these skills, this activity could be considered alongside the leadership skill sharing recommended earlier in this section, where organisations mentor and support each other to build the necessary skills.

7.3   Part two: recommendations for public sector members of the Social Value Alliance

7.3.1   Barriers to creating social value in the current system

As demonstrated in the report the organisations that interact with public services were able to deliver a large number of important social value outcomes. However, what also became clear in the report was that the current public sector environment was not necessarily optimal for commissioned and partner organisations to conduct effective, socially valuable work within Salford. Some of the evidence from the report indicated that public sector processes and procedures could on occasion prevent organisations from operating in the ways that were most effective in terms of social value outcomes, or that the time or financial resources available for effective practice is reduced. The three most commonly cited, and related issues were with funding and commissioning; measurement including social value measurement; and resources and capacity. Many of the observations and recommendations below are also relevant to non-statutory funders.

Funding and commissioning
Current landscape
The current funding and commissioning landscape is deemed to consist of predominantly short-term, prescriptive contracts. Contracts are often looking for outcomes to be achieved rapidly, not recognising that sustainable outcomes can take a long time to achieve. Tenders are often high value, meaning that they are often not accessible to smaller organisations that cannot deliver large contracts. Social value often appears as an 'add on' rather than a quality that should be recognised as being applicable across the entirety of an organisations' practice and delivery.

Ideal future landscape
The case study organisations unsurprisingly indicated that longer term and less prescriptive tenders could enable more flexible, context-specific and personalised approaches to delivery. In line with much of the findings in this report, it was suggested that a closer 'partnership' between commissioners and providers would also be beneficial so that commissioners could develop a deep understanding of what providers are achieving. This would enable them to be engaged in ongoing discussion about how to flex and tweak contracts whenever required to deliver the maximum social value. Involving providers at the very early stages of the tender design process was suggested as a means of designing tenders, that are accessible to smaller organisations and addressing many of the other potential barriers to achieving social value.

Measurement
Current landscape
Measurement and evidence required by commissioners and funders is often, from the perspective of providers, a 'box ticking' exercise rather than something that can help prove and improve practice: the organisations themselves rarely use the data to assess their performance. Different funders and commissioners have different measurement requirements, which mean that measurement can become a burdensome process in circumstances where more than one funding stream exists. The data requirements funders and commissioners have of providers are often 'one-size fits all' meaning that small organisations are often required to provide the same data as larger organisations with greater capacity.

Ideal future landscape
Similar to commissioning, the measurement process would be developed in agreement between the provider and the funder or commissioner. This would help ensure that the monitoring and evaluation process gathers data that is useful for both the funder and the provider, in line with the general principles at the start of Section 5. Furthermore, the requirements would vary according to the size of the organisation, and where the monitoring and evaluation skillsets of organisations are limited, funders and commissioners would signpost providers to capacity building support. Closer working relationships would mean that commissioners would be able to establish first-hand whether the organisation was effective without the need to rely solely on extensive data collection.

Capacity

Current landscape

All the organisations in the report had informal and formal partnerships across Salford and recognised these as vital to delivering effective work. However, there was a sense that as public sector reform continued there was a greater push from local authorities and other public sector agencies for providers to become involved in shaping strategies and policy. While the organisations recognised that this was a valuable opportunity, it was additional to other delivery requirements. In contrast it was felt that this was part of the remit of public sector bodies so less of a pressure on civil servants' time.

Ideal future landscape

In situations where the input of providers and other organisations outside of the public sector would facilitate decision making, the public sector would work with these organisations to obtain strategic input in a manner that minimises time commitments. One option would be outreach visits to organisations rather than requiring representatives to attend external meetings. In addition, there would be more explicit understanding about what the benefits are for the non-public sector organisations of contributing to cross-sector strategy formulation, so that the relationship felt non-hierarchical and of mutual benefit.

7.3.2   Recommended actions for public sector members of the Social Value Alliance

With the above considered, the following recommendations are made to public sector members of the Social Value Alliance.

Short term

With the support of the wider Social Value Alliance, it is recommended that public sector members conduct an audit of the current practice relating to issues of funding and commissioning, measurement and capacity. It is recommended that the audit requires public sector members to assess practices within their own organisation and other organisations of which they have good knowledge. Given that practice within the public sector is changing rapidly, it is recommended that the audit also captures any current or planned future initiatives that aim to change practices in these three areas, and whether these initiatives will change practices in line with the ideal future landscape outlined above. Given the devolution context, it is recommended that this audit also considers Greater Manchester-wide initiatives.

Long term

In the longer term it is recommended that public sector members of the Social Value Alliance draw on the findings of the audit to establish priority areas and organisations where the Alliance should seek to influence practice or ongoing change initiatives in line with the ideal funding and commissioning, measurement and capacity landscape outlined in this report. It is recommended that a clear action plan is formulated to nudge practice in line with ideal landscape outlined above. For example, if there was a scenario where a review was taking place of commissioning processes across the Council, a member of the Social Value Alliance that also serves as a Council commissioner could be tasked with actively engaging with the Council process, and sharing evidence of what the ideal future commissioning landscape would look like.

APPENDIX 1

Social value organisations

FOUNDING MEMBERS OF THE SOCIAL VALUE ALLICANCE

6 Degrees	Pro Contact
City West Housing Trust	Salix Homes Trust
GMB	Salford City College
Greater Manchester Chamber of Commerce	Salford City Council
Greater Manchester CSU	Salford Community Leisure
Greater Manchester Fire and Rescue Service	Salford CVS
Greater Manchester Police	Salford Health Matters
Greater Manchester West Foundation Trust	Salford Royal NHS Foundation Trust
Health Watch Salford	Social Adventures
Henshaw's Society for Blind People	Start in Salford
Inspiring Communities Together	The Big Life Group
Jobcentre Plus	Together Trust
Langworthy Cornerstone Association	Unison
NHS England	University of Salford
NHS Salford Clinical Commissioning Group	Unlimited Potential

SUPPORTING ORGANISATIONS

Social Enterprise UK	Institute for Voluntary Action Research
AGMA Procurement Hub	UCL Institute of Health Equity
New Economy	Network for Europe
Anthony Collins Solicitors	Alzheimer's Society

APPENDIX 2

Interview topic guide

STAFF

Impacts on Direct beneficiaries

What impact?
What impacts do you think your programme has for individuals?

Do you see any changes in people who attend your programme?

Are they able to do something they have not been able to do before?

What benefits/negatives do you think they experience after taking part in the programme?

How?
Is there anything about the programme which you think makes a difference to beneficiaries?

How do you think the programme impacts individual beneficiaries?

How do beneficiaries feel about the programme?

Does it have more of an impact on some groups more than others?

How does it achieve these impacts?

Are there any barriers to achieving these impacts?

Why?
Why do you think using the programme has impacted individuals?

Why do you think this is?

Added value
What would happen to beneficiaries without your organisation/programme?

If your beneficiaries had not worked with X/taken part in the programme do you think they would feel the same?

What would have happened if they had not worked with X/ used the programme?

Why do you think this is?

Are there any similar programmes which are available to your beneficiaries?

How much do you think these other organisations contribute towards impacts on individual beneficiaries?

Does your organisation work in partnership with any organisations?

Why/why not?

Embed
How does your organisation/programme do what it does?

Why does your organisation or programme do what it does?

Where did the idea come from?

How long has your organisation been working this way?

What drives your organisation and staff?

What are your organisations priorities?

Why is this the case?

Impacts on Direct beneficiaries

Demonstrate
Do you measure your impact?

Why do/don't you measure your impact?

Where does the information go?

How do you use the data e.g. graphs etc.?

What do you use the data for?

Who sees the data?

Direct beneficiaries

What impact?
Has the programme had an impact on you in anyway?

Have you experienced any changes as a result of the programme?

Are you able to do something you have not been able to do before?

How do you feel about the programme?

Have you experienced any benefits/negatives as a result of taking part in the programme?

How?
Is there anything about the programme which has made a particular difference to you?

Why do you think this is?

How do you think it has achieved this?

Are there any barriers to achieving these impacts?

Why?
Why do you think using the programme has impacted you?

Added value
What would have happened to you if the organisation/programme did not exist?

If you hadn't worked with X/taken part in the programme do you think you would feel the same?

What would have happened if you had not worked with X/ used the programme?

Why do you think this is?

Are there any similar programmes available to you?

How much do you think this organisation has impacted you? – Do you work with other organisations?

Why/why not?

These questions are repeated under the following themes, impacts on the: wider community, environment and volunteers

APPENDIX 3

Glossary

Social Value

Can be viewed as shorthand of social, economic and environmental value. Considerations of social value take assessment of organisational impact beyond just standard performance measures, such as profit, to the wider impacts, both positive and negative, that an organisation has on individuals and communities.

Social Value Outcomes

Something that follows as a result or consequence which leads to an action which is beneficial for an individual's social or economic circumstances

Person centred approach

Person centred practice is an approach to service delivery and care provided by organisations that places the person at the centre of their own care and considers the needs of the individual, their circumstances and the needs of those around them.

Commissioning

Commissioning is the process of specifying, securing and monitoring services to meet people's needs at a strategic level. This applies to all services, whether they are provided by the local authority, NHS, other public agencies, or by the private and voluntary sectors.