

# Social Value Management Certificate

Guidance Document



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## About the Social Value International Assurance and Accreditation Services

The Social Value Management Certificate is part of Social Value International's Assurance and Accreditation services. These services are provided by Social Value UK on behalf of Social Value International.

Contact Social Value UK at [info@socialvalueuk.org](mailto:info@socialvalueuk.org) if you have any questions or would like to discuss an application with our team.

## About the Social Value Management Certificate Development

The Social Value Management Certificate has been developed by Social Value UK and Social Value International as part of the assurance and accreditation services. The SVI Framework and Social Value Principles form the basis for the certification, as well as the Maximise your Impact Guide and Impact Questions developed by SVUK.

The criteria for the Social Value Management Certificate are updated incrementally based on methodological updates, feedback from users and awardees, and wider review and learning.

The current version of the Social Value Management Certificate is Version 2, published in March 2020.

The development of the criteria and certificates is overseen by Social Value International's Reporting and Assurance Technical Committee. There is more information on the SVI Governance on the website: <https://socialvalueint.org/social-value/governance/>

For more information about the governance contact Social Value International at [hello@socialvalueint.org](mailto:hello@socialvalueint.org).

# Section 1: Social Value

## What is Social Value?

We all experience changes in our lives because of the activities that we undertake, the services we use, and the people we interact with day to day. All of this has an impact on our overall wellbeing and changes the way we experience life. Social value quantifies the amount of change we experience and the relative importance we place on these different aspects of our lives. All of these changes contribute to our overall wellbeing. The value can be both positive and negative. It can be an intended outcome of an activity, or it can be an unexpected change that neither we, or the organisers of the activity expected to happen. Changes can happen for those around us too, for our families and friends.

There are some broad definitions of social value that incorporate social, environmental, and economic value. In UK legislation this is expressed in reference to a place. For SVI and this certificate we will be focusing on the social value created for people. Note: economic and environmental outcomes are aspects of individual wellbeing and so these outcomes will be captured as they become relevant for people (your stakeholders).

This certificate is designed to assess an organisations ability to capture and manage information about the social value created through their activities. This needs to include value that is not captured in market value.

To create as much social value as we can, we must manage the social value created through our activities. There are many things we do each day that could have an effect on those around us, at work (through our employment practices and work culture), through community engagement (through volunteer activities, or community partnerships), or for our customers, client or end users (through delivering the best service possible, with people's experience at the centre of design).

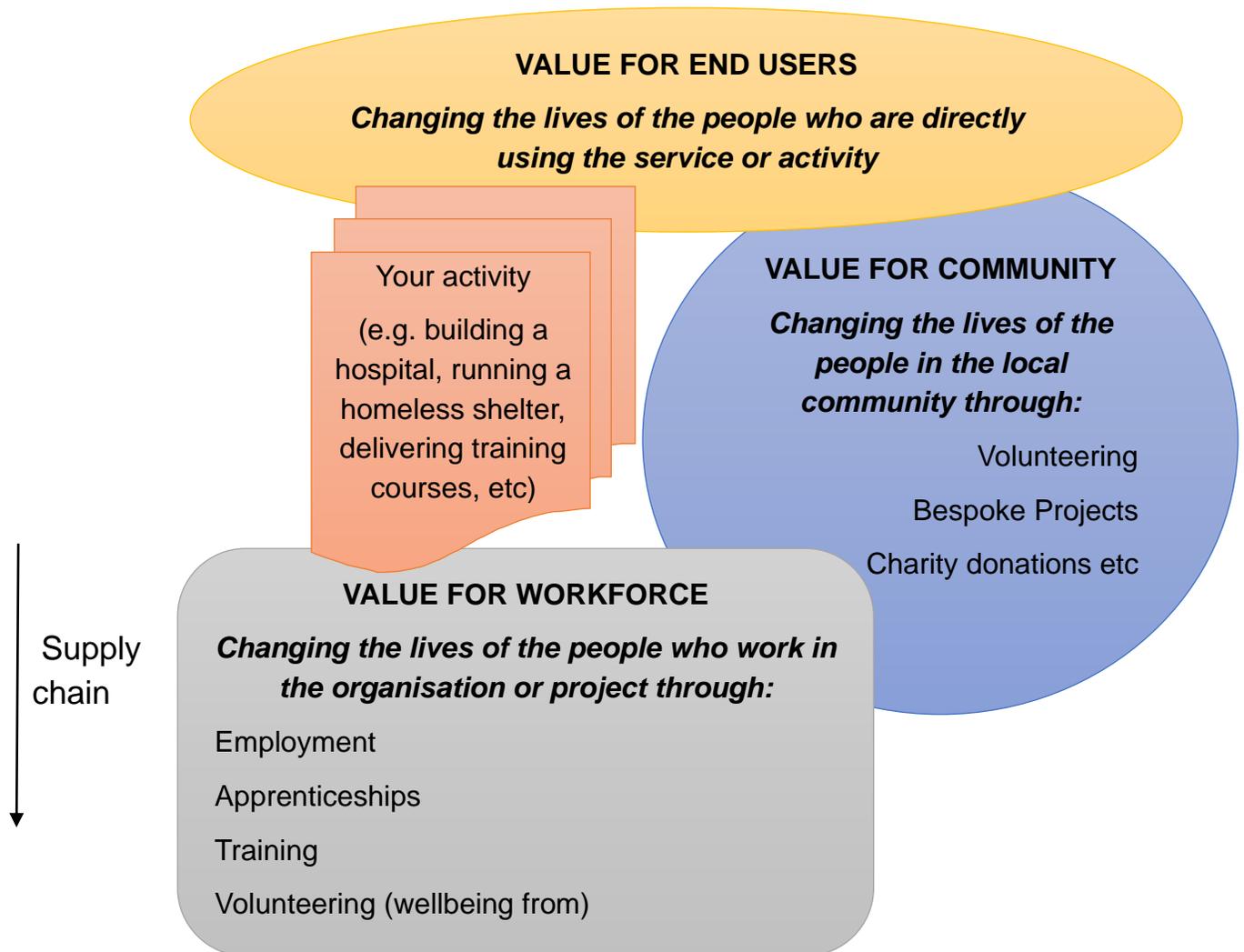
To make sure we are managing and maximising the value we create we must collect data on how our activities affect people's lives. This may include checking against our intended goals but will also include checking for unexpected changes in people's lives. This could be both positive or negative. Perhaps we have created a local park, but are we checking the experience the workers are having whilst building it, and the local community experience during the building process, and afterwards whilst they are using it? Are we planning to adjust our design and delivery of the park based on their feedback of their experience and what has changed for them?

Social value management can help us to change the way we understand the world around us, and to make better decisions about how to invest our resources and improve all of our lives.

## Who experiences Social Value in your activities?

If we accept that social value is the changes that happen in people's lives (aspects of their wellbeing) that they consider to be most important, and that these changes can occur through a person's interaction with different activities, then we should accept that we will be affecting different groups of people in a variety of different ways through any one activity that we are running.

The diagram below identifies some broad stakeholder groups that are likely to be affected by your activities. This is a helpful starting point for beginning to map out your stakeholders. There may well be others, and there will definitely be sub-groups within these broad groups. For example, other groups could include partner organisations, public services, or the environment. There may also be blending between the groups. For example, for a community organisation the local community are likely to also be the main end user group.



This is not an exhaustive list, but we recommend that this is used as a starting point for mapping out your stakeholder groups. It can also help in recognising the different opportunities for creating value.

## Section 2: The Social Value Management Certificate

### What is the Social Value Management Certificate?

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

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

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

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

## Why should I get the Social Value Management Certificate?

The Social Value Management Certificate can help you to:

- **Gain a competitive advantage:** You can prove to external stakeholders (including funders/ investors/ commissioners) that you are aligning to an international standard for managing social value and taking steps towards maximising the value that you can create.
- **Improve your practice:** You can follow a clear pathway for improving the way you are measuring and managing your social value with the support of peers and an international network of practitioners.
- **Maximise:** You can maximise the value you are creating for all of your stakeholders by implementing robust systems to measure, manage and maximise your social value.
- **Social risk management:** The certificate can provide confidence to you, and your stakeholders that you are taking steps to manage your social value.

## Organisational Social Value Representatives:

An organisation will need to identify at least one lead person to progress implementation of the Social Value Management Certificate. Senior level support is also imperative throughout the certificate pathway and must be evidenced at all levels. These representatives should cover:

- 1) **Social Value Lead:** Identify a social value lead or champion who will be responsible for implementing the Social Value Management Certificate.
- 2) **Social Value Senior Leader:** Identify a senior leader to provide oversight and ensure social value is part of an organisations' strategic priorities. Ideally this person will be part of the governance of the organisation.

All evidence for each level of the certificate must be agreed and signed off by both identified Social Value Representatives.

## How to Apply

Carefully read this Guidance Document. It contains all the information you need.

The steps for application are:

1. Your organisation must have membership with Social Value International.
2. Organise a preparation call with the Assurance Manager before undertaking the application.
3. Read the Terms & Conditions of Application. A signed copy of these must be submitted with your application.

4. Download and complete the relevant Criteria and Evidence Form for the relevant level from our website.
5. Fill out the online application form and upload your supporting evidence.

Copies of the necessary supporting documents are available on our website [here](#).

Before you apply it is also a good idea to use our [Social Value Self-Assessment Tool](#). The tool gives you a good introduction to all of the Social Value Principles. The tool helps you to diagnose where your systems and processes are already meeting the standards. It also has a very useful set of tips and guidance to help you improve the systems and processes you have in place. More information is available on the Self-Assessment Tool in Appendix 2 of this guide.

## Criteria for each level

The criteria for each level are based on the SVI Framework. This incorporates the Social Value Principles, impact questions, and guidance and standards. These are all referenced in the appendices of this document. We recommend you read these.

The certificate is applying the SVI Framework within an activity delivery cycle guided by the stages as outlined in the Maximise your Impact guide: <https://socialvalueint.org/wp-content/uploads/2018/05/MaximiseYourImpact.24.10.17.pdf>.

The list of criteria for each level is detailed on the Social Value Management Certificate Criteria document. The criteria for each level are also included on the criteria and evidence form that needs to be completed and submitted with your application.

The criteria are structured into 5 stages as below:

1. **Creating Capacity** - this pre-stage is asking for your organisation to build internal capacity so that you have the capability to manage your social value over time.
2. **Plan** – in this stage you will create (or review) your strategy and business plan which will include an impact management plan and an operations plan. Carry out user research, testing and co-design of products and services.
3. **Do** – in this stage you will design surveys and collect quantitative data from stakeholders about the changes they experience, and store and organise the data ready for analysis.
4. **Assess** – in this stage, you will analyse the data you have collected.
5. **Revise** - with your data and analysis in place, in this stage you will focus on using this as the basis for making decisions that are focused on maximising your impact. In most cases your decisions will come down to choosing between three courses of action: change, stop or scale-up.

## What kind of Evidence can be used?

An organisation will need to provide evidence to meet all of the criteria for each level of the certificate. The evidence will need to be in a format that is actionable within an organisation. Types of evidence could include:

### **Level 1: Commitment to all criteria:**

- Planning and structural documentation, e.g.:
  - A policy
  - A strategy
  - An action plan / project plan / work plan for implementing SV practice

**\*\*\*Not looking for evidence of implementation\*\*\***

### **Level 2: Implementation of your commitment:**

- An action plan / project plan / work plan for implementing SV practice (i.e. the one that was developed for Level 1, if done so).
- Evidence of action starting to happen, e.g.:
  - A stakeholder map
  - Interview / focus group data
  - A data management system (could be a spreadsheet)
  - Senior level engagement (minutes from board meetings)
  - Considerations of materiality and causality
  - Evidence of some changes and decisions made

### **Level 3: Manage - Decision making taking place**

- An action plan / project plan / work plan for implementing SV practice (i.e. the one that was developed for Level 1, and used for Level 2).
- Embedding in more parts of the organization (i.e. evidence for more than one area)
- Continuous processes (i.e. more than one time)
- Learning / changes made to activities, and to social value management systems and processes

For Level 1 of the certificate there are some templates available that may help. These are for Social Value Policies and action plans and they are available on the Social Value International website.

## Cost of Social Value Management Certificate application:

To make an application for the Social Value Management Certificate you must be an organisational member of Social Value International (or an affiliated National Network).

Membership type	Level 1	Level 2	Level 3	Renewal (of level 3)
Organisational member (small)	£500.00	£500.00	£500.00	£500.00
Organisational member (medium)	£750.00	£750.00	£750.00	£750.00
Organisational member (large)	£1000.00	£1000.00	£1000.00	£1000.00
Organisational member (very large)	£1250.00	£1250.00	£1250.00	£1250.00

All prices are in GBP and are exclusive of VAT.

### PLEASE NOTE:

- The price increases incrementally due to the increased complexity of organisational structure in larger organisations.
- The certificate is a process so each level must be achieved to be able to move to the next level.
- The Social Value Management Certificate is directly linked to organisational membership, your organisation must be a member of Social Value International to be on the certificate pathway.
- There may be some discounts available through your membership, which will be detailed in your membership information. Talk to the SVUK Engagement Team to find out more

## Frequently Asked Questions:

### **When can I apply for the Social Value Management Certificate?**

Whilst you can start preparing for your application at any time, and submit this through the Social Value International website, your application will only be processed during the Social Value Management Certificate rounds. There are 4 rounds throughout the year running for 2 weeks. The dates of these can be found on the Social Value International Assurance page on the website.

### **How long does the process take?**

There are a number of steps to take to get to the award stage of the certificate which includes an initial conversation, discussion on evidence, gathering of evidence and producing documents, and the review and feedback stages. This means that the process is very dependent on where you as an organisation are in terms of managing your own social value. It can also be dependent on the size and complexity of your operations.

### **How long will my results take from the date of application?**

The initial results will be available approximately 3 weeks after a complete application is received. There may be feedback and amendments that need to be made so plan for the process to take at least 1 month for amendments to be implemented after initial feedback has been received.

### **Can you apply for more than one level at one time?**

No. You must have each level in place before applying for the next level.

### **What membership is acceptable for applying for the Social Value Certificate?**

You must be an organisational member of Social Value International to apply for the certificate. This can be through one of the Joint Member Networks of Social Value International.

### **Can individual members of Social Value International apply for the certificate?**

You cannot apply for the certificate as an individual member.

### **How long does accreditation last?**

Accreditation is valid for two years.

## Section 3: Support

### Ongoing Support

The Social Value Management Certificate is an organisational journey. It is likely to take an organisation a number of years to work through all 3 levels. There is an explicit expectation that an organisation will progress from each level to the next, and renewal of the certificate will require evidence of systems still be used and developed.

This type of organisational change is likely to require work, resources, time, and engagement across the organisation. It will also require support. We have recognised 3 types of support that can help an organisation in this journey:

#### 1. Membership support

There is a variety of support that is offered through the SVI (and National Networks) organisational membership that can assist in an organisations journey. This could include:

- An SVI / National Network lead strategic workshop
- Access to a library of past webinars
- Case studies
- Support from the SVI team
- Training to develop a team members internal expertise. This could lead to Accredited Practitioner qualification
- Engagement in a network event

#### 2. Internal expertise

Some organisations are lucky to have internal expertise to support the development of internal processes, systems, and practices. This internal advocacy, knowledge and skill can support an organisation from the inside to develop and embed their own best practice.

This person may be an SVI Practitioner with an accredited knowledge of the SVI Framework and Social Value Principles.

### 3. External expertise

Some organisations will not have this internal skill pre-developed and so can either look to develop this internally as a part of the process or can seek external support.

There are a couple of avenues that SVI can assist with in seeking external support:

- SVI have a community of Practitioners of 3 levels many of whom work supporting organisations to develop and embed best social value management practice. A register of SVI Practitioners is available [here](#).
- There is also a directory of consultants on the Social Value UK website with support organisations who can assist with embedding best practice and in achieving the next level of your Social Value Certificate. [Find a consultant](#) on the Social Value UK website.

# Appendices

## Appendix 1: The Principles of Social Value

1. **Involve stakeholders** — Inform what gets measured and how this is measured and valued in an account of social value by involving stakeholders.
2. **Understand what changes** — Articulate how change is created and evaluate this through evidence gathered, recognising positive and negative changes as well as those that are intended and unintended.
3. **Value the things that matter** — Making decisions about allocating resources between different options needs to recognise the values of stakeholders. Value refers to the relative importance of different outcomes. It is informed by stakeholders' preferences.
4. **Only include what is material** — Determine what information and evidence must be included in the accounts to give a true and fair picture, such that stakeholders can draw reasonable conclusions about impact.
5. **Do not over-claim** — Only claim the value that activities are responsible for creating.
6. **Be transparent** — Demonstrate the basis on which the analysis may be considered accurate and honest, and show that it will be reported to and discussed with stakeholders.
7. **Verify the result** — Ensure appropriate independent audit.

You can read more about the Social Value Principles on the website: <https://socialvalueint.org/social-value/principles-of-social-value/>.

For more details see the Principles of Social Value introductory guide: <https://socialvalueint.org/social-value/standards-and-guidance/the-principles-of-social-value/>.

## Appendix 2: The Social Value Self-Assessment Tool

The [Social Value Self-Assessment Tool](#) is designed to help users judge how well they are measuring and reporting on their social value, in line with the Principles of Social Value.

It was created in collaboration with our members Hall Aitken.

The tool is comprised of a seven-stage questionnaire, showing results as a spider chart illustrating areas of strength and areas for improvement.

By using the Self-Assessment Tool you can:

- Fully explore the benefits of the Social Value Principles.
- Get advice on what to do next.
- Get an accurate baseline of how good your current social value measurement practices are.
- High scoring users can then use their score to guide them towards applying for assurance and accreditation.
- Judge your readiness for Social Value Certificate application.

The tool provides guidance, support and more advice to people who want to improve the way in which their organisation measures their social value and assesses their service delivery but don't know where to start. To access the tool, users can create an account and sign up for free [here](#).

## Appendix 3: 10 Impact Questions

The Ten Impact Questions outlined below are fundamental to maximising impact. For more information on how to apply the impact questions, read ['Maximise Your Impact.'](#)

1. What problem are we trying to solve?
2. What is our proposed solution to the problem?
3. Who experiences changes in their lives as a result of what you do?
4. What outcomes are (or likely to be) experienced?
5. How can we measure the amount of change to the outcomes?
6. How much change in each outcome has happened (or is likely to happen)?
7. How long do we need to measure the outcomes for?
8. What is the relative importance of the different changes in outcomes?
9. How much of the change in each outcome is caused by our activities?
10. Which changes matter and are important enough for us to manage?

There are also three overarching questions you will need to consider:

1. Who should answer them?
2. How rigorous do the answers need to be to inform your decisions?
3. What assurances do you need that the information is relevant, complete and accurate before you are able to make those decisions?

## Appendix 4: Standards and Guidance

The guidance and standards guide all of the work of Social Value International. They shape the criteria that is used in assessment for all of the assurance and accreditation services including the Social Value Certificate

All of Social Value International's standards and guidance documents are developed collaboratively with our members across the globe. Developments are led by our board and subcommittees. To find out more about the committees [click here](#).

All of the standards and guidance can be found here: <https://socialvalueint.org/social-value/standards-and-guidance/>

### Standards:

1. Standard on applying Principle 1: Involve Stakeholders: <https://socialvalueint.org/social-value/standards-and-guidance/standard-on-applying-principle-1-involve-stakeholders-2/>
2. Standard on applying Principle 2: Understand What Changes (Part 1): <https://socialvalueint.org/social-value/standards-and-guidance/standard-on-applying-principle-2-understand-what-changes-part-1/>
3. Standard on applying Principle 3: Value the things that matter: <http://www.socialvalueuk.org/app/uploads/2019/12/Standard-on-applying-Principle-3-Value-the-Things-that-Matter-FINAL.pdf>
4. Standard on applying Principle 4: Only Include What is Material: <https://socialvalueint.org/social-value/standards-and-guidance/standard-on-applying-principle-4-only-include-what-is-material/>

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