



Community Housing Cymru Measuring Social Value/ Impact across RSLs in Wales

- A Scoping Exercise



1. Introduction and Background

Measuring and understanding social impact and social value is increasingly important to the social housing sector as finance remains tight, activities diversify and grow in scale, and there is increased need to evidence Value for Money (VFM). This is evidenced by how the Regulatory Board in Wales is currently taking a review of VFM¹ and has expanded its remit to look at the social value impact across the sector.

Social value is set against a background of the Wales Procurement Policy (2015) which adopts a definition of procurement which ensures that value for money is considered in the very widest sense when contracting in the public sector in Wales², and the delivery of added value through the community benefits clause, ensuring that organisations are “Delivering Maximum Value for the Welsh Pound” (2010).

Social impact is set against a background of needing to measure and understand how the social housing sector is contributing to holistic outcomes, including:

- **A number of Welsh Government strategic aims and goals focusing on the anti-poverty agenda and creation of sustainable communities through organisations working together.**
- **The assessments of local well-being under the [Well-being of Future Generations \(Wales\) Act 2015](#).³**
- **The phasing out the Communities First programme, and establishment of a new approach focusing on three key**

¹ <http://gov.wales/docs/desh/publications/170301-value-for-money-progress-report-feb-2017-2>

<http://prp.gov.wales/docs/prp/toolkit/140815communitybenefitreportenglishwebupdated.pdf>

³ <http://www.legislation.gov.uk/anaw/2015/2/contents>



areas of employment, early years, and empowerment.⁴ Central to this is the focus on tackling the negative impacts of Adverse Childhood Experiences (ACEs) across Wales and creating resilient communities.

- The Welsh Government focus on driving employment levels in Wales and developing an Employability Plan⁵ which will set out how the Government will reshape employability support for job-ready individuals, and those furthest from the labour market, to acquire the skills and experience to gain and maintain sustainable employment.
- Section 14 of the [Social Services and Well-being \(Wales\) Act 2014](#)⁶ requires local authorities and Local Health Boards (HBs) to work together to assess the extent of the needs for care and support (including the needs of carers for support) in the local authority's area and the extent to which those needs are not being met.

This paper sets out the experiences of our members in measuring social value and social impact and presents a way forward in feeding into the value for money agenda.

⁴<http://gov.wales/newsroom/people-and-communities/2016/new-approach-needed-to-build-resilient-communities/?lang=en>

⁵ <http://gov.wales/newsroom/educationandskills/2017/170711-skills-and-science-minister-outlines-wg-plans-for-employability-in-wales/?lang=en>

⁶ <http://www.legislation.gov.uk/anaw/2014/4/contents>



2. Methodology

The survey was developed by the Social Impact Working group which comprises members from CHC Networks, including the Housing Led Regeneration Network, Chief Executives Forum, Regulation Network and Finance Forum. The Working Group was set up to provide a platform for members to develop mechanisms that can assist in sharing good practice on measuring social value/impact and create a shared understanding of 'social value/impact' across the sector and with other stakeholders.

The survey was developed to provide a clear indication of how much work is already taking place to measure the value and impact of all our members' initiatives and projects.

CHC surveyed its 33 member organisations over 3 weeks. 30 organisations responded to the survey, giving us a response rate of (90%).



3. Defining Social Value/Impact

The first task was to understand how each organisation defined social value and social impact and whether these terms were included in their corporate priorities. This, we believe, would give us an indication of organisations' commitment and focus on measuring social value. Implied in the question on written guidance is the question of leadership shown within organisations in measuring social value/impact.

The survey proposed the definitions and distinctions below:

“Social value” is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract. (Public Services (Social Value) Act 2012)⁷

“Social impact” is the effect of an activity on the social fabric of the community and well-being of the individuals and families.

3% of organisations reflected that they are in the process of coming up with an organisational understanding of the terms.

7% of respondents made no distinction between the two terms and said that they use these terms interchangeably within their organisations.

At least 6% of the organisations in our responses have adopted the government's definition of social value as defined it in the survey.

⁷ http://www.legislation.gov.uk/ukpga/2012/3/pdfs/ukpga_20120003_en.pdf



3.1 Emerging Themes

Although a number of organisations provided varying definitions of social value and social impact, all organisations referred to both terms in positive ways. A number of themes emerged from the definitions with the theme of ‘bringing about positive change in communities’ running through the definitions.

Under social value the main theme to emerge was that of community. This included references to bringing about positive changes, uplifting communities, projects to include communities, improving communities, and bringing about satisfaction, pride, and confidence in communities.

There were some variances in whether social value is to be measured in financial terms, with some organisations emphasising that social value is not about the pound and others saying that this was the equivalent of measuring the pound value. There was, however, a general agreement that emerged which showed that the impact of measurements focuses on the social, economic and environmental well-being of communities. Also of significance is that these interventions are seen as over and above any contractual obligations and that they are sustainable.

Definitions provided generally summed up social impact as the act of measuring the social value. There is an argument to be made here as a result of that there is no agreement of use of terms across housing associations.

The main words that emerged from the definitions can be seen below in Figure 1 and Figure 2.



Figure 1: Identifying Social Value



Source: CHC Social Value/Impact Survey for RSLs in Wales May 2017

Figure 2: Identifying Social Impact



Source: CHC Social Value/Impact Survey for RSLs in Wales May 2017



The terms social value and social impact are not necessarily in use by some organisations and instead terms such as "Social Return on Investment" and "Community Benefits" are in use. Even though different terms may be used, the idea of interventions within communities and positive outcomes still runs through the definitions as well as organisations being a catalyst for change and having ongoing impact.

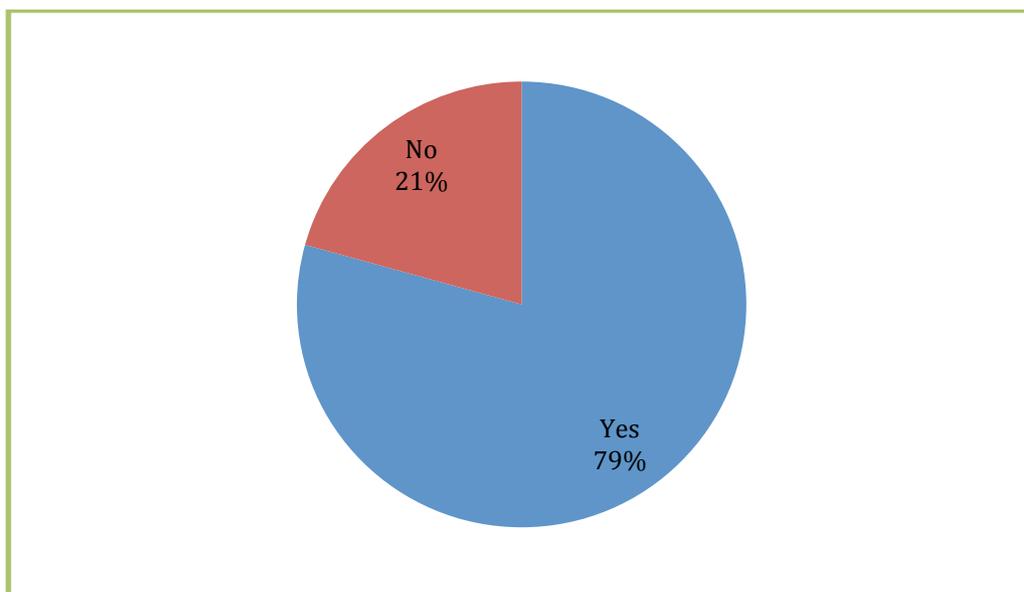


4. Identifying Social Value in working practices, strategies and policies

We asked members if social value or social impact is referenced in their organisations' documents which might give us an indication of the importance that organisations place on measuring social value.

An overwhelming majority, 79% of respondents, indicated that social value/impact is referenced within their organisations' documents.

Figure 3: Is Social Value/Impact referenced in your strategies/policies/working practices?



Source: CHC Social Value/Impact Survey for RSLs in Wales May 2017



To develop this further we wanted to understand how the terms were included. Over half of those who responded indicated that social value or social impact is referenced in one way or another within their Value for Money (VFM) strategy or statements. This might be an indication that organisations want to achieve greater accountability for the services that they provide.

It was also very clear that the Welsh Government community benefits procurement framework has played a vital role in organisation procurement practices. Most respondents said that social value is referenced in procurement frameworks with some organisations setting a requirement for community benefits clauses way below the Welsh Government requirement of £1 million pound spend.

For some organisations the terms are included in community strategies and asset based community development strategies.

Some organisations have plans to include social value measurement more widely in business plans and digital inclusion strategies, thereby identifying the developing importance of social value measurement within organisations.

One of the issues that we wanted to understand in the research was how those who do not include social value or social impact in the written documents reference it. From the definitions that we received it was apparent that different terms are in operation and we needed to understand the range of terms used by all housing associations. This would help us to gain a better grasp of the scale of programmes that are currently being measured, as we appreciate that not all members use the same terms to describe their current measurement programmes.

The 21% of our members who have not directly referenced social value or social impact use a variety of terms. Terms used include:



Community investment, community benefit, value for money, added value, social value or economic impact, outcomes for individuals and communities, broad statements such as making lives better, responsible business or corporate social responsible business, results based accountability, and outcomes.

These terms are reflected in the definitions for social value that were identified in the question asking organisations to say how they define social value.

4.1.1 Leadership/Guidance

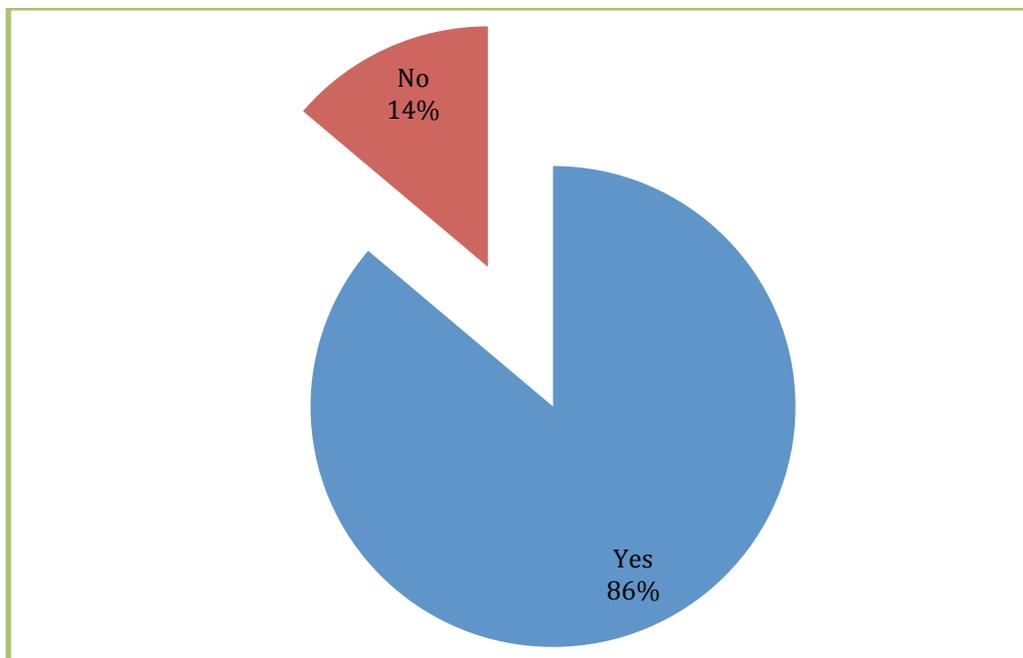
The majority of respondents showed that their organisations are already working at measuring social value/impact by referencing these terms in the corporate documents which guide their work.



5. Measuring Social Value/Impact

After getting a clear understanding of how organisations define social value, we wanted to know if they are measuring social impact or social value within their organisations. An overwhelming majority of respondents (86%) indicated that they have implemented some measurement tools for social value or social impact. This shows a high percentage of our members are engaged in measuring social value or impact even though they may all use different terms.

Figure 4: Has your organisation implemented any measurements of social value/impact?



Source: CHC Social Value/Impact Survey for RSLs in Wales May 2017



Respondents highlighted a range of tools currently in use to measure social value/impact. Some of the tools are bespoke tools and others are more generic in nature.

The Welsh Government Value Wales toolkit used to measure procurement projects was the most referenced tool, with organisations adopting it in some areas to measure any activity. This was followed by the HACT measuring tool which again has either been implemented fully or adapted to suit. Other measuring tools highlighted included Social Return on Investment (SROI) and Results Based Accountability; internal outcomes based monitoring and sometimes linked to business objectives with Key Performance indicators (KPIs) linked to understanding performance and impact. Some initiatives have included commissioning external evaluators on projects. Others have calculated positive PR coverage (by using a SROI multiplier of 3 to calculate the true value of articles in the local press).

In some cases measurements have looked at numbers that have accessed services such as employment services, welfare advice services, financial outputs from financial advice services, use of community facilities, tenants moving on successfully and calculation of monthly external grants received and value of any ‘in kind’ donations.

It was important to understand which tools are currently in use by our members and understand the reasoning behind the use of these measuring tools. Again approaches to measuring social value were varied and driven by different considerations. Although some organisations use anecdotal evidence to show the impact of their work, a number use either bespoke or adapted tools to measure the value and impact of their activities. Also reflected in the survey is that some organisations are working towards implementing the Future Generations Act National indicators to ensure that they comply with the requirements of the Act.



Figure 5: Tools currently in use

HACT social value calculator	Outcomes based monitoring of services
Results based accountability	Insight tool
Local Multiplier 3 (LM3)	Business objectives linked to KPIs
HACT well-being valuation approach	Performance management system
Can do toolkit HACT	Value for money statement
KPI monitored via specific bespoke ITC system	Monthly value of external grant and 'in kind' donations
Bespoke system based on HACT	Bespoke Value for Money (VFM) Cost
Social Returns on Investment (SROI)	Value Wales toolkit which measures procurement projects

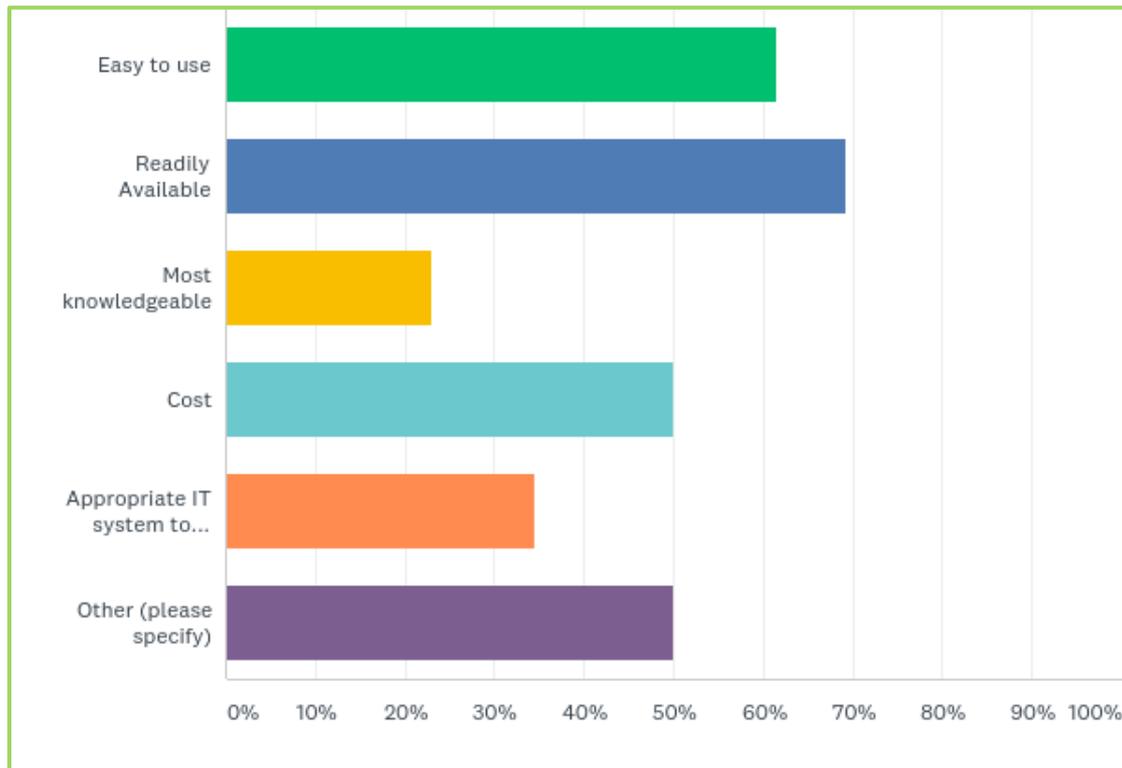
Source: CHC Social Value/Impact Survey for RSLs in Wales May 2017

5.1 Why these tools?

We provided a range of reasons why organisations might adopt certain measurement tools and 69% indicated that they used the tools because they were readily available, 62% because they are easy to use, with the cost being considered third at 50%. When asked to consider other issues in adopting the methods, those that specified other methods highlighted that funders/ governance requirements played a major role in the adoption of the Welsh Government Value Wales toolkit. Another reason is that methods had a culture fit and fitted in with organisations' values and, more importantly, IT systems. Under fit in with values, a point was made that measurement of impact should not be about just measuring for the sake of measuring but should be used to inform organisational decisions. Lessons learnt from other organisations have also played a role in the choice of tools that have been adopted.



Figure 6: What is your reason for choosing the current method/s?



Source: CHC Social Value/Impact Survey for RSLs in Wales May 2017

5.2 Reasons for not carrying out any measurements

The small minority (14%) who have not implemented any measurements of social value or social impact highlighted a number of barriers that include limited capacity in staff time and cost of measurement tools such as HACT. Some limitations with the current IT systems means recording and inputting the data to undertake such activities are seen as too timely and cost intensive. Others cited the size of organisations and the activities that are currently carried out which do not warrant the expense of carrying out social value measurements. The research showed that smaller organisations may find it more challenging to implement or carry out social value



measurements unlike bigger organisations. This can be explained in that the majority of organisations are currently measuring social value against major contracts and procurement projects.

Also apparent from the research is that people feel that measuring social value/ impact does not necessarily help them in articulating the real difference made (what was referred to as the 'so what') as this would involve intensive follow up of clients, way beyond the life of some projects. This may also reflect the deficiency of the systems in use. Also highlighted is that the sector needs to show what impact their activities are making on other sectors and tools currently in use do not necessarily help with this.

We asked those organisations who are not currently measuring social impact what would encourage them to measure social value/impact and the main response was that they require an easy to use system where you input the data and it automatically calculates the sums. Respondents also thought that a free or at least a cost effective system would help as some of the current systems such as HACT are quite costly. There were also calls for national or regulatory guidance regarding a standardised approach that Welsh RSLs can adopt and which would allow consistency and benchmarking across the sector.

5.3 Challenges in carrying out measurements

We asked respondents to share some of the challenges that they face in carrying out the task of measuring social value within their organisations. We hoped that this would help us assess current issues and see if there were any answers out there and help us share any good practice.



Figure 7: Challenges in measuring social value/impact

Systems Management	<ul style="list-style-type: none"> • Complexity of systems • Tools such as Value Wales toolkit is geared towards larger projects and cannot always be used for smaller projects. The toolkit can pose challenges for SME's to complete • Integration of Value Wales toolkit with wider Social Value measurement • Systems that meet some but not all of the reporting requirements. Do not want duplicate systems • HACT has limited calculated measures and can give inflated social value ratios • The costs of HACT Value toolkit/ implementing the SROI approach properly at a time when many RSLs have budget constraints • Some interventions / impacts are less tangible and measurement is more tenuous / harder to have confidence in • It is not always possible to measure the impact through quantitative measures. Need a quantitative and qualitative approach for reporting which includes a narrative and case studies
Staff Commitment	<ul style="list-style-type: none"> • Lack of staff buy in and commitment to data collection, • Difficulty embedding this within team working practices • No individual or team targeted with role of measuring social value or social impact • Trying to bring new staff into the thinking systems approach • Limited capacity within organisations the time it would take for staff to calculate social value/impact for every intervention • Challenge getting external contractors involved with the process
Data Collection	<ul style="list-style-type: none"> • There are limitations with some of the data collection methods i.e. surveys used within HACT which do not fit all relevant projects • Difficulty in getting partners to fill in data in consistent ways • Comparability and ensuring information/data is collected in a consistent way to ensure it is 'clean' and without gaps across the organisation and externally
Residents' needs	<ul style="list-style-type: none"> • Residents are at the heart of everything and calculating social value is not often raised as one of their key priorities • Time taken calculating social value means less time for officers to respond to residents' requests for support/interventions within communities • Danger of over surveying residents and tenants

Source: CHC Social Value/Impact Survey for RSLs in Wales May 2017



5.4 Areas for measuring Social Value

Although respondents face some challenges in measuring social value, they are still implementing measurements against a wide variety of areas and projects.

One of the things which is apparent is that housing associations are measuring social value against a vast number of project areas that they are engaged in. The areas that housing associations are measuring against roughly reflect the areas where they are contractually obliged to show social impact i.e. procurement projects. Interestingly, measuring against contracts procurement came out highly among the respondents. This is also reflected in the tools which are used to measure social value where the Value Wales Community Benefits toolkit was mentioned a number of times.

Employment and training projects were also significant and so were community development projects.

Figure 8: Areas of current measurement



Source: CHC Social Value/Impact Survey for RSLs in Wales May 2017



5.5 How often do you report?

Respondents showed that they report against a number of targets which includes informal reporting on more ad-hoc basis. Reporting times are usually dependent on the timescales of the different projects and also driven by the funders' reporting requirements.

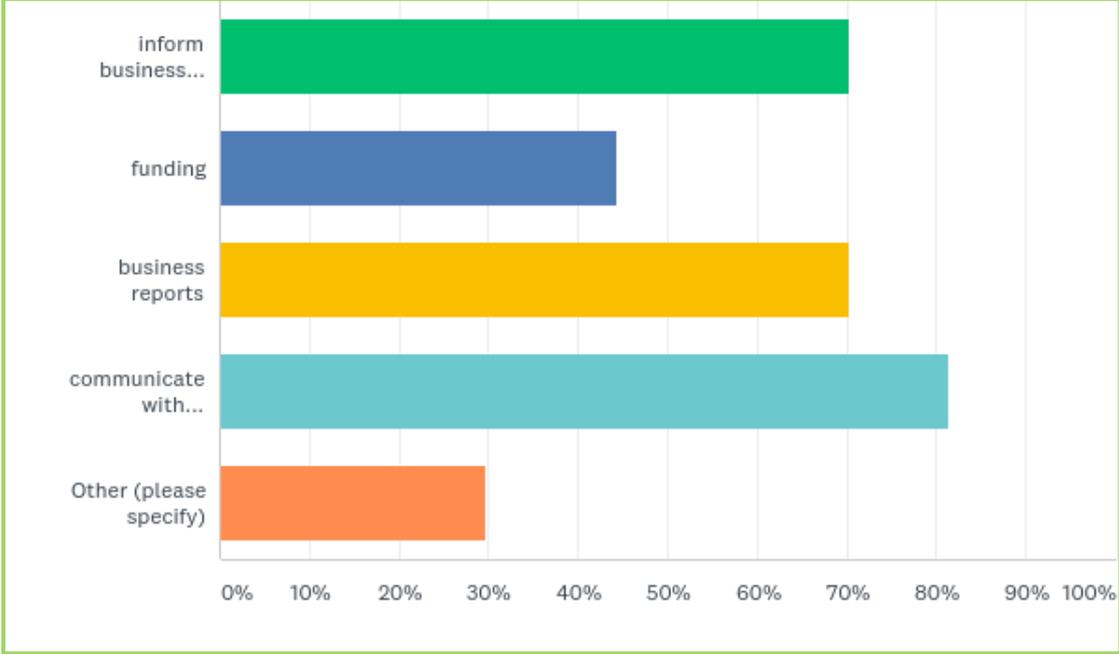
Projects also collect data and report monthly, bi-monthly, quarterly, annually and, for example, projects that produce community benefits under Value Wales toolkit tend to report at the end of each project.

5.5.1 Use of information

It was important for us to understand how housing associations currently use the information that they get from measuring social value. The majority of respondents (81%) indicated that they used this information to inform and communicate with stakeholders/ tenants. An equal proportion (70%) use the data to inform their business decisions and business reports. 45% utilise the information to seek funding for their organisations. Other areas that were identified in the survey include communications and PR, either internally or externally. Information is also being built into asset disposal, project and service reviews.



Figure 9: What is the information used for within your organisation?



Source: CHC Social Value/Impact Survey for RSLs in Wales May 2017



6. Realigning business decisions

Measuring social value and social impact is important for organisations as they help form the full picture in how organisations are achieving value for money. We were interested to assess if housing associations are using the results and what impact this is having on their businesses. A small minority of respondents reflected that it is still early days for them - they are still in the early stages of implementing social value measurements and capturing the data is currently the priority which means that data has not yet been used to make business decisions. Those respondents who said they are using information from social value/ social impact measurements to either make changes to their business or to develop other business areas identified a number of areas where results are making a difference. The success of some projects has provided the confidence to take on new projects.

6.1.1 Strategic Business Development

Findings have been used to feed into strategic business development and include:

- **Feed social impact data into disposal decisions.**
- **Bid for external funding**
- **To provide assurance to the Board that organisations are delivering against stated objectives and adding value to the Association's core business**
- **To realign corporate priorities and devise SMART rather than vague objectives**



- A shift in the way in which staff work together to ensure that staff from all ranges of services are collectively looking at and making decisions based on ‘social data’
- Providing a case for retaining and resourcing in-house Community Investment Team.
- Refocus on providing more opportunities within own business to grow the workforce of the future.
- The Value Wales Toolkit has influenced specifications and procurement policy. Contractor engagement has changed significantly with a review of the procurement approach to maximise the social value of contracts. Also using community benefits clauses in development contracts regardless of size of contracts
- Efficiency and effectiveness review of tenant engagement processes.
- Change in employment practices i.e. employing a person with disabilities after feedback from the community through the tenant liaison panel to help develop better practices ,and improve services for disabled tenants and improve equality and diversity practices across the organisation
- Development of Social Enterprise subsidiary and more cost effective service delivery of property related work streams
- Restructure of housing and a long term commissioning arrangement with the Local Authority

6.1.2 Housing Management

A number of organisations have used results to implement specific areas of work including housing related support services.

- They have been used to help sustain tenancies through early intervention and resources being shifted from reactive housing management to a more proactive approach,



‘Prevention by Intervention’. This has resulted in a dramatic increase in tenancies sustained for more than 6 months, demonstrating social value to both the tenants and to the organisation in value for money terms.

- **Support decisions in the provision of recycled furniture and white goods.**

6.1.3 Developing Employment Initiatives

- **Results have been used to understand the impact that organisations have on job creation activities and the support that they provide**
- **Enabled a better strategic fit in relation to projects such as LIFT and Communities for work (C4W).**
- **Have created own in-house training and employment scheme using the information gathered from hosting Communities First and LIFT.**
- **Increased volunteering opportunities**
- **Continue to work to understand how to maximise impact on employment and community.**

6.1.4 Partnership Work

- **Results highlighting health and wellbeing impact was used to explore further partnership working opportunities where targeted work of a housing association could impact outcomes of interest to other partners, for example Local Authorities, Social Care Services, Health Board services including Public Health Wales, Police, Fire and Rescue Services.**



7. Way Forward

This research is seen as a first step in identifying the support needs of housing associations to fully engage with measuring social value and incorporating it within their value for money approach. Given the diversity of organisations in size, scale and areas of operation, organisations cited the need to promote a culture change that would make it possible for organisations to start looking at measuring the outcomes from their projects.

Most respondents cited sharing examples of best practice which would allow organisations to share information and gain a better understanding of what others are doing. Information could be shared on tools used through sharing mechanisms/networks e.g. Yammer network, incorporate information sharing and promote awareness of relevant models through agenda items at pre-existing forums / conferences. In addition, share case studies from within and outside the sector – not just the ‘how’ but their use to facilitate change. This could be in the form of seminars, bringing in experts in the field, again outside as well as inside the sector.

Others thought that provision of guidance and a simple measurement, reporting framework for the sector and a standardised approach to measuring social impact/ value might make it easier for organisations. However, others cited that sharing of ideas across the sector might be the best way as ‘one size does not fit all’. Also with different interpretations of social value applicable to organisations’ area and business priorities, no standard methods of measurement will apply. It was suggested therefore that it would be best for ‘organisations to collaborate and share approaches to augment everyone's ability to maximise social value through their application of resources’.

Others noted that CHC could help explore the different types of tools and options open to Housing Associations and provide guidance on the tools that exist and their limitations and benefits. These could be through Networks, training, best practice and also trial new methods/approaches.



Others felt that CHC could offer impact reports that look at the lasting impact of projects such as for example, apprenticeships provided, look at the numbers, length of time provided and look at the impact that the apprenticeships had on the individuals and on the organisations.

There was also a feeling that organisations generally have a good grasp of measurement tools and the need to measure their impact. However, perhaps what was important was to promote a better understanding of project impacts and how these relate to population indicators as set out in a pure Results Based Approach (RBA) approach.

Others also felt that CHC can advise housing associations on how best to demonstrate the value of measuring and using social impact/value to tenants and residents 'so they begin to recognise this as something that needs to be prioritised'.



8. Conclusion

This research set out to help the sector find a way of defining social value/impact which was acceptable across the sector, understand how organisations are currently measuring social value, which tools they are using, identify the challenges that they might be facing, explore how the results from social value measurement are being used across organisations and how best we can build on this work to support organisations.

Different people within organisations filled in the survey and, in some cases, it was shared across departments. It is clear that this is still early days in terms of social value measurement for housing associations. For most RSLs the concept of social value is embedded within their daily work and written in policies in ways that may not read social value at face value. This means that there is a need to debate across the sector about these terms and how they link to evidencing VFM from procurement and other activities. The definition of social value and social impact is different across organisations but from the results it is clear that organisations see social value and social impact as the positive changes that they are responsible for within their communities.

The diversity of RSLs across Wales also means that there is a diversity of tools being used to measure social value or how organisations are considering social value measurements. This research has shown that RSLs are measuring the impact that they make on the communities despite some challenges that they might face. The research has identified that smaller organisations face more challenges in measuring social value and may require more support in how they are able to articulate the impact of their current work.

There is a growing trend for organisations building in strategies to start measuring social value or using the results from the measurements to make informed business decisions.



We believe that this research is a first step in looking at how RSLs measure social value and social impact and how they might use this to reflect on Value for Money (VFM) work.

The CHC social Impact working group will utilise these results to frame how better to engage with the sector on social value measurements and how this might start to feed into the Value for Money (VFM) work.



9. Recommendations

It is clear from this snap survey that RSLs are using a variety of ways to identify social value/ social impact but also quite clear that most organisations understand why they are considering social value or should be considering social value within their business. We also hosted a social value workshop to help shape the recommendations and we have a number of recommendations to help support organisations going forward.

1. Define Social Value principles

- Identify and establish a common understanding of social value/ social impact
- Develop pledge or principles on social value which considers indicators from the Future Generations (Wales) Act (2015)

2) Sharing Good Practice

- Provide training/awareness raising on tools and use of tools across organisations
- Better understanding of what tools we are using. Pull together a briefing note which identifies tools in use and examples of their use highlighting advantages and disadvantages and include learning from RSLs
- Create a template for Social Value case studies and share case studies across the sector

3) Collaboration

Recognise that RSLs are different and unique and will adopt different ways of working depending on size, geography etc.

- Provide mentoring opportunities across the sector which can promote good practice and support



- Provide Networking opportunities and cross sector learning through workshops, seminars etc.



Appendix 1

Social impact working group

Steve Cranston Chair

Stuart Baldwin

Stuart Epps

Debbie Green

Michael Hughes

Bronwen Lloyd

Kieron Montague

Sally Cockerill

Hayley McNamara

Selina Moyo



Appendix 2

1. Welcome to My Survey

Thank you for participating in our survey. Your feedback is important.

CHC's Social Impact working group is trying to establish the different toolkits/methods currently in use by RSLs to approach and measure social value and or social impact, please see our working definitions below.

"Social value" is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract. (Public Services (Social Value) Act 2012:

"Social impact" is the effect of an activity on the social fabric of the community and well-being of the individuals and families.

The following link may also be helpful <http://www.socialimpactsotland.org.uk/understanding-social-impact/what-is-social-impact/>

We have put together a quick survey to help with our understanding of which toolkits are currently in use, how you approach measurement of social value/impact and the challenges and opportunities for RSLs in adopting the different methods. All information from the survey will be fully anonymised and used to help us share good practice across the sector.



2.

1. Address

Name

Company

Email Address

Phone Number

2.

a) What does your organisation interpret 'social value' to mean?
b) What does your organisation interpret 'social impact' to mean?

3. Is social value/impact referenced in your strategies/policies?

Yes
 No

4. If yes how is it included?

5. Has your organisation implemented any measurements of social value/impact?

Yes
 No

6. If yes please state which tool/s you use?



7. Are you aware of any other ways of measuring social value/impact?

8. What is your reason for choosing the current method/s?

Easy to use

Readily Available

Most knowledgeable

Cost

Appropriate IT system to capture and report on social value/impact

Other (please specify)

9. If you do not carry out any social value/impact measurements at the moment why not?

10. If not what would make you start measuring social value/impact within your organisation?

11. What are some of the challenges to using the current method/s that you use?

12. Against which areas are you currently measuring social value/impact?



13. Please rank your organisation's priorities in terms of the value added outcomes you seek to deliver from procurement and commissioning and projects that you deliver in training, employment etc.

<input type="text"/> High	<input type="checkbox"/> N/A
<input type="text"/> Medium	<input type="checkbox"/> N/A
<input type="text"/> Low	<input type="checkbox"/> N/A
<input type="text"/> Don't Know	<input type="checkbox"/> N/A

14. If you have answered low to the above, why do you think that is the case?

15. How often do you measure social value/impact?

16. What is the information used for within your organisation?

- inform business development
- funding
- business reports
- communicate with stakeholders, tenants/beneficiaries
- Other (please specify)

17. Please provide any examples you have on how you have used the results of social value/impact measurement to realign business priorities or services

18. How could CHC help you /your organisation to improve how you measure and use social value?



19. How could CHC and the Social Impact Working Group assist with your organisation's approach to measuring social value/impact?

20. Any other comments: