

OUR THEORY OF CHANGE

Our theory of change sets out how we as an organisation contribute to building the social investment market, and in turn drive greater impact and social change.

	INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT	
AS CHAMPION	<p>Staff resource</p> <p>Communication, research, events</p>	<p>1 Connect knowledge and networks Social, Financial, Business and Government Sectors</p> <p>2 Communicate Research, tools and examples of social investment</p> <p>3 Build broader supporting environment Infrastructure, regulatory and public policy work</p>	<ul style="list-style-type: none"> Increased proposals for use of social investment Enterprise and impact capability support Social investment products part of mainstream investment portfolios transitioning to impact Sharing social investment best practice Practitioner tools developed and updated Communications tools developed and available Supportive public policy environment Greater participation by social sector organisations in public sector commissioning Investments in market infrastructure 	<p>Growth in the social investment market across our four strands:</p> <ul style="list-style-type: none"> Finance for small and medium-sized charities and social enterprises Capital that allows innovation in tackling social problems to quickly grow and replicate Mass participation in social investment Greater financial scale to finance social issues 	<p>Additional capability of charities and social enterprises</p> <ul style="list-style-type: none"> Increase in appropriate capital reaching charities and social enterprises Greater charity and social enterprise capacity to grow revenues and impact Increase in charity and social enterprise retained earnings for reinvestment into greater impact Greater ability to articulate and evidence impact 	<p>Additional social outcomes for vulnerable and disadvantaged groups across the UK due to receiving appropriate investment across:</p> <ul style="list-style-type: none"> Housing and local facilities Citizenship and community Physical health Mental health and wellbeing Employment, training and education Financial inclusion Family, friends and relationships Arts, heritage, sport and faith Conservation of the natural environment
AS INVESTOR	<p>Staff resource</p> <p>Capital</p> <p>Returns – recycled funds</p>	<p>1 New proposals Partnerships, research and challenge prizes</p> <p>2 Assessment and co-development Analysis and capacity building</p> <p>3 Portfolio performance management Business development, training programmes, non-exec roles and impact reporting</p>	<ul style="list-style-type: none"> Healthy Big Society Capital pipeline Healthy intermediary pipeline Increased knowledge, resources and networks for social investment Increased impact and investment readiness of intermediaries Increased growth and sustainability of intermediaries Increased understanding of how capital can be used to create impact through sustainable models Appropriate deal and portfolio level indicators Improved intermediary impact strategy capability, decision-making and performance Appropriate exit and realised return 			