Evaluation Overview

Scope of the evaluation

In March of 2023, FRY Creative were commissioned to conduct a situation and needs analysis, leading to the creation of an organisational theory of change (TOC), on behalf of United By 2022 (UB22). This theory of change led to the development of an evaluation framework, which outlined the indicators necessary to evidence the intended outcomes presented in the TOC, relating to the five Trailblazer programmes. Following completion of both of these scopes of work, FRY Creative pitched to deliver a full evaluation of United By 2022's Trailblazer programmes, and were subsequently awarded the work in November 2023, for completion in April 2025. The below overview outlines the methods through which the above three scopes of work were designed and delivered.

Evidence of Need, Theory of Change and Evaluation Framework Development

As detailed above, FRY Creative began designing United By 2022's theory of change in March 2023. In order to complete a first draft, a thorough literature review was undertaken using strategic documentation provided by UB22. These documents were thematically analysed and then consolidated into an initial draft of the theory of change (TOC). This draft TOC was then used by UB22, along with a research guide, to conduct interviews with identified stakeholders. The results formed the basis of FRY Creative's situation and needs analysis. The discussion guide was developed by FRY Creative and training was provided to UB22 on how to undertake interviews. Twenty-eight key individuals and organisations were identified and interviewed by the UB22 team. Discussions were structured around the following areas:

- Regional needs and strengths
- Organisational needs and strengths
- Reflections on the first draft of the UB22 theory of change

Data analysis was undertaken by FRY Creative. Video and voice-recorded interviews[1] were transcribed using Otter.ai. Qualitative data analysis software, QDA Miner Lite, was used to code all interviews using a standardised coding framework. Insights from the interviews were used to develop the evidence of need maps, which have not been presented here to preserve the anonymity of stakeholders.

The UB22 theory of change was developed via the above situation and needs analysis, using key informant interviews with stakeholders identified by UB22, to determine the needs across Birmingham and the West Midlands. It sought to build the theory of change on the ambition of United By 2022, in conjunction with the needs of the sectors they aimed to support.

The resulting theory of change can be viewed in Annex 1. It highlights four key priority areas, which feed up into eight principal short-term outcomes.

The four priority areas for United By 2022 are as follows:

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[1] One interview was not recorded therefore written notes were provided to FRY Creative.

Be a Catalyst: build on the positive feeling and revitalised image of the region to increase opportunities for overlooked communities

Be Inclusive: improve representation and access across sports, arts and culture sectors and break down the barriers to taking part

Be Influential: advocate for unheard communities and volunteers and connect businesses and local charities

Be Relevant: understand and respond to the contextual barriers that prevent people from engaging

These priority areas will lead to the delivery of eight short-term outcomes, which should be measurable by the completion of the Trailblazer projects in December of 2024.

Wellbeing - 'Individuals feel an increased sense of wellbeing through engaging as audiences and participants, as well as through delivering projects as staff.'

Skills - 'Organisations and individuals will be better skilled and more confident to deliver work and to seek new work.'

Resource - 'Organisations and individuals will have more resources and capacity as a result of financial and/or development investment.'

Networks - 'Organisations and individuals will be better networked, particularly across sectors which currently operate in silo.'

Exchange - 'Learnings, evaluations and processes are open sourced, shared and adopted by other organisations.'

Representation - 'Organisations and individuals who have traditionally been excluded on the grounds of age, class, ethnicity, gender, sexuality or disability will be better platformed, funded and empowered.'

Co-creation - 'Co-creation is more frequently used in community projects, driving better inclusion, access and ownership.'

Access - 'Processes (from application to participation to evaluation) are fully accessible on both programme and project levels. Best practice is acted upon, shared and iterated.'

If these eight short-term outcomes are successfully achieved, then United By 2022 will have contributed towards the following medium and long-term outcomes, and finally the ultimate impact of the programme.

Medium-term Outcome
'Diverse-led organisations across Birmingham and the West Midlands are better resourced and actively engage with other organisations to share, learn, adapt and improve their support to their target communities.'

Long-term Outcome
'Across Birmingham and the West Midlands barriers to engagement (including the impact of Covid-19 and the cost of living crisis) are alleviated for young people, ethnic minorities, disabled people, LGBTQ+, and economically deprived communities so they can actively participate in sports, arts & culture, volunteering and/or employment opportunities.'

Programme Impact
'To continue to galvanise civic engagement through volunteers, charities and community organisations. We upskill and support charities and community groups so they become more resilient, and we will unite them with local businesses. By 2032, our work will contribute to the West Midlands becoming a national beacon of inclusive growth, where barriers are broken down and opportunities are accessible to a wider range of people.'

As part of the development of the evaluation framework, indicators for the eight short-term outcomes were developed. These were developed in consultation with the internal United By 2022 teams during the programme design phase, prior to the start of the programmes. As such, the final first draft of the evaluation framework maps the eight outcomes onto the five Trailblazer programmes, outlining which Trailblazer strand contributes to which outcome.

This was then further developed on successful award of the evaluation delivery, where FRY Creative spent a significant amount of time designing the data collection methods and processes with internal staff teams. This is outlined in the following section, and forms the methodology used to collect the data presented as part of this interim report. This has involved one minor revision to outcome wordings - replacing 'audiences' with 'volunteers' in the wellbeing pillar:

Wellbeing
Individuals feel an increased sense of wellbeing through engaging as participants and **volunteers** as well as through delivering projects as staff.

It has also involved remapping of the Trailblazers onto the outcomes, which now looks as follows:

Figure 1. Trailblazers by Outcome Area

	Critical Mass	Bring the Power	Gen22	Social Value	Volunteers
Wellbeing	Y	Y	Y		Y
Skills	Y	Y	Y	Y	Y
Resource	Y	Y	Y		
Networks	Y	Y	Y		Y
Exchange	Y	Y	Y		
Representation	Y	Y	Y		
Co-creation	Y	Y	Y		
Access	Y	Y			Y

United By 2022: Theory of Change ([Full Document Link](#))

IMPACT

Across Birmingham and the West Midlands the positive impact and momentum arising from the the Birmingham 2022 Commonwealth Games is sustained over a longer period of time and the region is known as a hub for inclusive innovation within the sports and arts & culture sectors

LONG TERM OUTCOMES

Across Birmingham and the West Midlands barriers to engagement (including the impact of Covid-19 and the cost of living crisis) are alleviated for young people, ethnic minorities, disabled people, LGBTQ+, and economically deprived communities so they can actively participate in sports, arts & culture, volunteering and/or employment opportunities.

MEDIUM TERM OUTCOMES

Diverse-led organisations across Birmingham and the West Midlands are better resourced and actively engage with other organisations to share, learn, adapt and improve their support to their target communities

SHORT TERM OUTCOMES

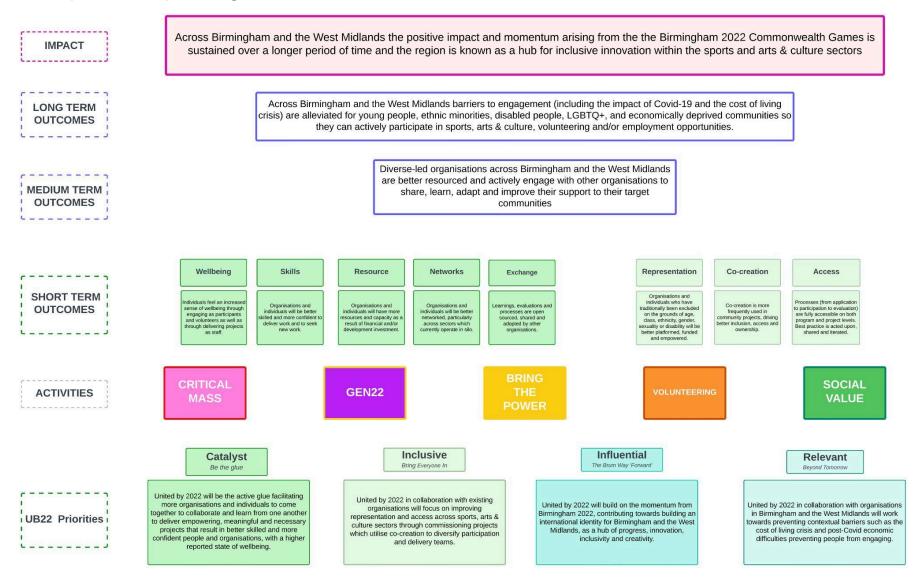| Wellbeing	Skills	Resource	Networks	Exchange
Individuals feel an increased sense of wellbeing through engaging as participants and volunteers as well as through delivering projects as staff.	Organisations and individuals will be better skilled and more confident to deliver work and to seek new work.	Organisations and individuals will have more resources and capacity as a result of financial and/or development investment.	Organisations and individuals will be better networked, particularly across sectors which currently operate in silo.	Learnings, evaluations and processes are open sourced, shared and adopted by other organisations.

Representation	Co-creation	Access
Organisations and individuals who have traditionally been excluded on the grounds of age, class, ethnicity, gender, sexuality or disability will be better platformed, funded and empowered.	Co-creation is more frequently used in community projects, driving better inclusion, access and ownership.	Processes (from application to participation to evaluation) are fully accessible on both program and project levels. Best practice is acted upon, shared and iterated.

ACTIVITIES

CRITICAL MASS	GEN22	BRING THE POWER	VOLUNTEERING	SOCIAL VALUE

UB22 Priorities

Catalyst
Be the glue

United by 2022 will be the active glue facilitating more organisations and individuals to come together to collaborate and learn from one another to deliver empowering, meaningful and necessary projects that result in better skilled and more confident people and organisations, with a higher reported state of wellbeing.

Inclusive
Bring Everyone In

United by 2022 in collaboration with existing organisations will focus on improving representation and access across sports, arts & culture sectors through commissioning projects which utilise co-creation to diversify participation and delivery teams.

Influential
The Brum Way 'Forward'

United by 2022 will build on the momentum from Birmingham 2022, contributing towards building an international identity for Birmingham and the West Midlands, as a hub of progress, innovation, inclusivity and creativity.

Relevant
Beyond Tomorrow

United by 2022 in collaboration with organisations in Birmingham and the West Midlands will work towards preventing contextual barriers such as the cost of living crisis and post-Covid economic difficulties preventing people from engaging.

Evaluation Methodology

The following section outlines the design of data collection methods and strategy to measure the effectiveness of United By 2022 in achieving the eight short-term outcomes outlined above, via its five Trailblazer programmes.

Stakeholder Groups

The evaluation was principally concerned with evaluating on a programme level how the Trailblazer programmes came together to collectively achieve eight outcomes. As such, there was a need to aggregate data across the programmes in order to identify their collective impact. We therefore identified common types of engagement across the strands, as well as common aims and intentions within each of these engagement groups.

FRY spent considerable time with each of the Trailblazer teams to thoroughly understand their delivery plans. This enabled the evaluation team to categorise everyone engaging across all Trailblazer programmes into six groups. These six groups defined the type of engagement taking place, and therefore the type of stakeholder engaged. As such, throughout the report, sessions (defined as any instance of UB22 or its suppliers delivering engagement with any stakeholder group) and stakeholders will be discussed according to the following categorisation. The six engagement categories utilised in this evaluation are as follows:

Participants

These are individuals who attended, engaged and benefitted from the three youth projects delivered as part of the Trailblazer programme - Bring the Power, Critical Mass and Gen22. Participants engaged in provision which was seeking to benefit them according to the eight outcome areas identified. Participants were split into long-term participants and short-term participants according to how they engaged. Long-term means an individual intentionally attended multiple sessions of a Trailblazer programme. Short-term participants may only have had one point of interaction with a Trailblazer programme.

Training Attendees

These were individuals who attended training provision delivered by United By 2022 and/or its delivery partners that was specifically intended to benefit the individual's professional skills, capacity or knowledge according to the eight outcome areas identified. In short, these were people who attended sessions to learn something, and then go and apply it in a different context.

Network or Advisory Attendees

These were individuals engaged to advise on the design or delivery of a Trailblazer programme. They were often brought in for consultancy engagement, to inform the direction of a project. They may have been young people, industry professionals or sector representatives. This group often contributed to cocreation indicators.

Volunteers

These are individuals who are registered on the United by 2022 Volunteers Collective Portal. They delivered volunteering for a number of organisations, on behalf of United by 2022.

Engaged Organisations

This engagement group is the only which seeks to understand impact at an organisational level. It is related to organisations who benefitted from the support of volunteers provided by United By 2022. These are organisations who utilised the volunteer portal to access the Volunteers Collective.

Delivery Staff

This engagement group tracked individuals who worked on behalf of organisations to deliver United By 2022 contracts. These could be organisations who delivered provision for participants, those who facilitated network and advisory services, or those who provided training.

Figure 3 below maps how engagement strands within each of the Trailblazer Programmes fit into the six engagement types outlined above.

Figure 3. Trailblazer Sub-strands by Engagement Type

Engagement Type	Critical Mass	Bring the Power	Gen22	Social Value	Volunteers
Long Term Participants	Black Country Inclusive Dance Participants Coventry Inclusive Dance Participants FABRIC Keep Moving Participants SAMPAD Participants	Common Ground Participants Gift of the Games Participants K'antu Sensory Experience Participants Kabaddi Participants Stronger Together Participants	Gen22 Participants Ideas Made Real Participants		
Short Term Participants		HARK Schools Workshops Participants BTP Competition Participants Festival Days Attendees			
Network and Advisory	Dance Leaders Group	Blesst Youth Panel Festival Days Planning Groups			
Training	Attendees of Dance Leaders Group Training	Common Ground Training Attendees Gift of the Games Training Attendees Stronger Together Training Attendees	Sense Training Attendees	Capacity Building Meet the Funder 1:1 Surgeries Skilled Volunteering Session UB22 Family Events	
Volunteers					Volunteers Collective members
Delivery Staff	Black Country Inclusive Dance Dance Leaders and Support Workers Coventry Inclusive Dance Dance Leaders and Support Workers FABRIC Keep Moving Dance Leaders and Support Workers SAMPAD Dance Leaders and Support Workers	Common Ground Delivery Staff Gift of the Games Delivery Staff K'antu Sensory Experience Delivery Staff Kabaddi Delivery Staff Stronger Together Delivery Staff HARK Schools Workshops Delivery Staff BTP Competition Delivery Staff	Gen22 Flagship Organisations Gen22 Grassroots Organisations Ideas Made Real Supporting Organisations		
Engaged Organisations					Organisations using volunteers

Data Collection Strands

Quantitative data

Quantitative data collection was conducted via two methods: Activity Reporting and Individual Impact Surveys. Activity reporting recorded output data about the engagement taking place, such as the number of participants taking part, or the location of the sessions which have been delivered. It is the mechanism United By 2022 and its partners used to monitor and track the engagement they delivered. Individual Impact Surveys were a series of online and paper surveys completed by the people benefitting from and delivering sessions across the six engagement types identified above.

Activity Reporting

A series of activity reporting templates were developed and provided to both United By 2022 and their relevant delivery suppliers. These activity reporting templates were intended as a central space where a record of all delivery sessions can be documented. Activity reporting templates were separated according to the six engagement groups outlined above. They recorded delivery on a session by session basis, collecting information such as the content of the session, the number of participants in attendance or the postcode at which the session took place.

Booking Forms

In order to understand basic information about attendance and engagement, 'training' engagement activities have also utilised booking forms. These collect basic information about who attended the session, such as the organisation they represent and their postcode.

Individual Impact Surveys

These are a series of quantitative and qualitative surveys which were completed by people benefitting from and delivering sessions across the six engagement types identified above. Survey templates were designed according to these six groups. Templates were then used to create a set of bespoke surveys per Trailblazer strand. This ensured that the questions asked on each survey were relevant to the outcomes to which the programme related, but also the stakeholder group being engaged. While different stakeholder groups may have answered variations of the same survey template, the core themes remained aligned with the overall Trailblazer outcomes. To facilitate reporting against key indicators, responses have been aggregated across surveys where engagement types share commonalities, with the aggregation methodology detailed in Annex 2: Evaluation Framework. For example, training participants on Critical Mass worked towards quite different outcomes to their counterparts in Gen22. As such, whilst both groups have completed surveys based on the training template, the questions they have been asked will differ.

All individual impact surveys contained a mixture of demographic and outcome based questions. Some surveys contain questions related to the processes used to deliver the

programme. In the majority of instances individuals filled out one survey per method of engagement they've completed. However, in some instances, where a more in depth understanding is required, individuals completed both a baseline and an endpoint survey. This is most commonly the case for long-term participants. Where a baseline and an endpoint survey is required, we collected some personal information in order to link the form responses. Where a baseline and endline survey were disseminated, the endline survey has been used to outline the demographic profile of the group, and the baseline data has been discarded. This is to account for double counting. The exception to this is in Gen22, where the baseline data has been used for demographic analysis and the endline discounted. This is because of the fuller sample collected at baseline for this project. These surveys have been disseminated by United By 2022 and their delivery partners both online and in-person. The majority of questions across all surveys were optional.

A full list of the surveys disseminated have been provided below, along with the groups they were disseminated to, and the number of survey returns produced. Survey code is generated according to the following format TRAILBLAZER_ENGAGMENT TYPE_BASELINE OR ENDLINE

Survey Code	Disseminated To	Sample
BTP_NET_END	Blesst Youth Panel Festival Days Planning Groups	22
BTP_PART_END	Common Ground Participants Gift of the Games Participants K'antu Sensory Experience Participants Kabaddi Participants Stronger Together Participants	153
BTP_PART_FD	Festival Days Attendees	63
CM_PART_END	Black Country Inclusive Dance Participants Coventry Inclusive Dance Participants FABRIC Keep Moving Participants SAMPAD Participants	99
CM_PART_BASE	Black Country Inclusive Dance Participants Coventry Inclusive Dance Participants FABRIC Keep Moving Participants SAMPAD Participants	86
GEN_PART_BASE	Gen22 Participants Ideas Made Real Participants	507
BTP_PART_BASE	Common Ground Participants Gift of the Games Participants K'antu Sensory Experience Participants Kabaddi Participants Stronger Together Participants	114

GEN_NET_END	Blesst Youth Panel Festival Days Planning Groups	13
SOC_TRA_IND	Capacity Building Meet the Funder 1:1 Surgeries Skilled Volunteering Session UB22 Family Events	62
VOL_VOL_BASE	Volunteers Collective members	2171
BTP_DEL_END	Common Ground Delivery Staff Gift of the Games Delivery Staff K'antu Sensory Experience Delivery Staff Kabaddi Delivery Staff Stronger Together Delivery Staff HARK Schools Workshops Delivery Staff BTP Competition Delivery Staff	27
CM_DEL_END	Black Country Inclusive Dance Dance Leaders and Support Workers Coventry Inclusive Dance Dance Leaders and Support Workers FABRIC Keep Moving Dance Leaders and Support Workers SAMPAD Dance Leaders and Support Workers	4
CM_TRA_END	Attendees of Dance Leaders Group Training	13
GEN_DEL_END	Gen22 Flagship Organisations Gen22 Grassroots Organisations Ideas Made Real Supporting Organisations	28
VOL_END_END	Volunteers Collective members	337
BTP_TRA_CG	Common Ground Training Attendees	6
BTP_TRA_END	Gift of the Games Training Attendees Stronger Together Training Attendees	2
GEN_PART_END	Gen22 Participants Ideas Made Real Participants	250
VOL_ENG_END	Organisations using volunteers	18

Qualitative Data

Due to the diverse nature of both the activity across Trailblazer strands, as well as the stakeholders engaging with them, there was no uniform qualitative data collection that sits across the programme. Rather, over the course of evaluation design, FRY Creative has spent time with each of the Trailblazer teams to understand how qualitative data collection would best fit in the contexts of their programme. The result is bespoke qualitative methods spread across Trailblazer strands.

These methods were specific to groups of individuals engaging with elements of a programme. In some instances these methods took a deep focus on one individual or group, whilst in other cases they sampled a group of individuals from the broader population.

The various points of qualitative data collection have been outlined below:

Trailblazer	Stakeholder Group	Attendees & role	Type	Date
Volunteers Collective	Volunteers #1 - 11:00	7 attendees	FGD	22 October 2024
Volunteers Collective	Volunteers #2 - 13:00 Perry	6 attendees	FGD	22 October 2024
Volunteers Collective	Volunteers #3 - 14:30	4 attendees	FGD	22 October 2024
Gen22	Sense Level 1	Powered by CAN	KII	6 December 2024
Gen22	Sense Level 1	Girl Grind	KII	23 October 2024
Gen22	Sense Level 1	Warrens Hall Riding School	KII	23 October 2024
Gen22	Sense Level 1	The Table Walsall CIC	KII	24 October 2024
Gen22	Gen 22 Participants	Solihull CEP	FGD	19 November 2024
Gen22	Gen 22 Participants	Central Youth Theatre	FGD	7 November 2024
Gen22	Gen 22 Participants		KII	6 December 2024
Gen22	Gen 22 Organisations	Warwickshire Cricket Foundation	KII	21 November 2024
Gen22	Gen 22 Organisations	Birmingham Children's Trust	KII	20 November 2024
Gen22	Gen 22 Organisations	Your Basketball League	KII	25 November 2024
Gen22	Gen 22 Organisations	Pitch2Progress	KII	26 November 2024
Gen22	Gen 22 Organisations	Gazebo Theatre	FGD	19 December 2024
Bring the Power	Festival Leads - Sandwell Festival Day	Ruth Hopkins Creative Services Ltd	KII	5 November 2024
Bring the Power	Festival Leads - Walsall Festival Day	Kids In Communication	KII	2 December 2024
Bring the	Festival Leads - Birmingham	Our Community Foundation	KII	28 November 2024

Power				
Bring the Power	Festival Leads - Wolverhampton	ConnectEd Partnership	KII	14 November 2024
Critical Mass	Keep Moving group leaders	Emma Bright	KII	21 November 2024
Critical Mass	Keep Moving group leaders	Clare Wood	KII	20 November 2024
Critical Mass	Keep Moving group leaders	Ruth Pugh and Julie Wright	KII	21 November 2024
Critical Mass	Keep Moving group leaders	Sara Macqueen	KII	21 November 2024
Critical Mass	Keep Moving group leaders	Natalie Haslam	KII	27 November 2024
Critical Mass	Keep Moving group leaders	Fabric	KII	12 December 2024
Critical Mass	Keep Moving group leaders	Rachel Liggitt	KII	22 November 2024
Critical Mass	Critical Dance	Ashley Jordan, Ascension Dance	KII	13 August 2024
Critical Mass	Critical Dance	Ashley Jordan, Ascension Dance	KII	9 December 2024
Critical Mass	Critical Dance	Josie Wheel, Ladybug Lodge	KII	17 December 2024
Critical Mass	Critical Dance	India-Rose Cox, , Ascension Dance	KII	10 December 0202
Social Value	UB22 Family	Calico, William Wilson Turner and Canal & River Trust	FGD	27 August 2024
Social Value	Social Value Orgs (UB22 Family)	Wild Earth	KII	27 November 2024
Social Value	Social Value	Hark	KII	19 December 2024
Social Value	Social Value	Fabric	KII	12 December 2024

Data Analysis

As is noted in the programme overviews of the report, activity is still ongoing for a number of the Trailblazer programmes. As such, this report only includes activity which has taken place during 2023 or 2024. Analysis has therefore excluded any data relating to sessions taking place in 2025.

All surveys listed in the quantitative data section were aggregated and cleaned using Google Sheets and OpenRefine. All quantitative analysis was then undertaken in Google Looker Studio. A dashboard presenting all analysis conducted has been provided as an accompaniment to the report.

Secondary data has been used from the [Office of National Statistics](#) to map postcodes to their Local Authority Areas, Lower Social Output Areas, and their related Indices of Multiple Deprivation deciles and rankings.

Verified Social Value Data has also been provided post-analysis by United By 2022. According to the following method:

Measuring Social Value: The TOMs Methodology

The measurement and reporting framework used for this report is aligned with the National Social Value Measurement Framework ('UKl TOMs' - Themes, Outcomes & Measures). Data was recorded across these categories on a cloud-based platform called "the Portal", a tool created by Social Value Portal (SVP), and then validated by their in-house experts.

The TOMs are built around 5 key Themes, supported by a number of Outcomes and specific Measures. The Themes centre around promoting jobs and skills, supporting regional growth, empowering communities, protecting the environment and promoting social innovation. Each Theme is broken down into outcomes that are agreed to have a positive impact on communities, and these are further broken down into quantitative Measures.Financial proxy values have been attributed to Measures within the framework, allowing organisations to report their overall contribution to society in financial and non-financial terms.

The financial proxies are set and moderated by The National Social Value Taskforce and are based on cost benefit analysis and appraisal techniques as outlined in the Treasury Green book, together with public sector reporting from sources such as the NHS, Local Authorities, Department of Work and Pensions and the Police. Some proxy values are further adapted to reflect the local landscape and communities.

Our TOMs
As an organisation, we measure our services against 50+ TOMs. However, each of these TOMs fall within one or more of the following categories that we felt represented the outcomes we wanted to work towards as a charity

> **Theme 1 – Jobs: Promote Local Skills and Employment**
> UB22 outcomes:
> - More local people in employment
> - More opportunities for disadvantaged people
> - Improved skills for disadvantaged people
> - Improved employability of young people

> **Theme 2 – Growth: Supporting Growth of Responsible Regional Business**
> UB22 outcomes:
> - More opportunities for local MSMEs and VCSEs

- Improving staff wellbeing and mental health
- Social value embedded in the supply chain

Theme 3 – Social: Healthier, Safer and more Resilient Communities
UB22 outcomes:
- Creating a healthier community
- Vulnerable people are helped to live independently
- More working with the community

Theme 4 – Environment: Decarbonising and Safeguarding our World
UB22 outcomes:
- Safeguarding the natural environment

Theme 5 – Innovation: Promoting Social Innovation
UB22 outcomes:
- Social innovation to create local skills and employment
- Social innovation to support responsible business
- Social innovation to enable healthier safer and more resilient communities
- Social innovation to safeguard the environment and respond to the climate emergency

The Social Value Movement

The origins of the social value movement lie in the 2012 Public Services (Social Value) Act, which requires public authorities to evaluate the additional social value benefits that could be achieved through their spending alongside cost and quality during the procurement process. In 2020, Procurement Policy Note 06/20 strengthened this legislation by requiring all public bodies to deliver social value through relevant procurements, requiring a minimum weighting of 10% be applied to the social value portion of bid evaluations.

Social value is a key pillar of public sector procurement as a result. Birmingham City Council is one example, applying a 10% weighting; other councils like Brighton & Hove attribute up to 30%. However, all sectors now leverage social value to create more equitable systems in society – private sector businesses are embracing social value in their own procurement and the third sector remains a key enabler for social value given how embedded they are in their localities.

The Birmingham 2022 Commonwealth Games Organising Committee wanted to establish itself as a promoter of the social value movement. They succeeded in establishing the Games as the first major sporting event to include social value in its procurement practices, and themselves as the first organising body for such an event to do the same. In creating, measuring, monitoring and reporting their social value the Organising Committee have left an important legacy and set a benchmark for future Commonwealth Games and other major sporting events.