

**Report of** Assistant Chief Executive – Citizens and Communities

**Report to** Executive Board

**Date:** 9<sup>th</sup> March 2016

**Subject:** The Leeds Social Value Charter

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number: 3	Yes	<input checked="" type="checkbox"/> No

## Summary of main issues

1. Executive Board commented on an early draft of the Leeds Social Value Charter (Appendix 1) in Spring 2014 when it was presented as part of the Best Council Plan report and endorsed its development. The Leeds Third Sector Partnership, chaired by Cllr Christine Macniven, has held oversight for its further development since that time. The one page charter and its associated supporting leaflet has been crafted, revised and finalised through constructive cross sector collaboration and discussion in many forums over time.
2. The charter seeks to establish a coherent ambition for Leeds in terms of social, environmental, economic benefits and provides private, public and third sector organisations and colleagues with strategic and operational encouragement to pursue new ways of working and to take the actions necessary to deliver greater social, environmental, and economic value benefits for Leeds. It will be supported by the sharing of experience, ideas and tools to aid application. There is good work already taking place (examples are provided in section 2.2.10) promoting and delivering social, environmental, and economic value in the council's work with the private and third sectors. Nevertheless, it is acknowledged that further work is needed to ensure that the benefits of social value are considered in all of our activities, investments and relationships.
3. The charter sets out the commitment of partners in the city to promote social responsibility, build social capital and deliver social, environmental, and economic value,

maximising the impact in Leeds of the 'Leeds pound' (Appendix 2 - Definition of Terms). It will support the delivery of many of the council's strategies and plans, including:

- The Council's ambition to be a 'Strong Economy and Compassionate City' and an 'Efficient and Enterprising Organisation'
  - The Commission for Local Government's approach to energising civic enterprise, new ways of working and the development of a new social contract with the citizens of Leeds and articulated in both the Best Council Plan and the 2016/17 Revenue Budget report.
  - The Joint Health and Wellbeing Strategy, Children and Young People's Plan, Best Start Plan, Safer Leeds Plan, the Best Council Plan, the Adult Social Care Better Lives through Enterprise focus, the Breakthrough projects and much more.
4. Third Sector Partnership has now approved the Leeds Charter for Social Value and all partners have been invited to endorse the charter prior to a formal launch and roll out. NHS Leeds West CCG, NHS Leeds North East CCG and Leeds Beckett University have already endorsed the Charter. NHS Leeds SE CCG, University of Leeds and the Leeds Chamber of Commerce and Third Sector Leeds are currently progressing endorsement.
5. Executive Board is invited to endorse the Leeds Social Value Charter and encourage partners and the Council's directorates to further develop social value ambitions and promote activity.

## **Recommendations**

Executive Board is recommended to:

1. Note the contents of this report.
2. Endorse the charter, support the establishment of a cross sector implementation group and encourage Council directorates to explore opportunities to deliver on the social value ambitions.
3. Request that the Assistant Chief Executive maintain an overview of Charter developments and implement its principles within the Council and across the City.

## **1. Purpose of this report**

- 1.1 To recommend that Members of Executive Board endorse the Leeds Social Value Charter (appendix 1) and request that Council directorates seek to enhance existing activities to promote social responsibility, build social capital, deliver social value and maximise the social return on the Council's investment in all aspects of policy and practice.

## **2. Background information**

### **2.1 The Leeds Social Value Charter**

- 2.1.1 The Leeds Social Value Charter (appendix 1) sets out the commitment of partners in the city to promote social responsibility, deliver social, environmental, and economic value and maximise the impact in Leeds of the 'Leeds pound'. This commitment is set within the context of a vision for Leeds as a healthy, fair, compassionate and welcoming city in which its citizens benefit from the city's economic growth. It asserts that the continued success of Leeds is dependent on enterprising and thriving private, public and third sector partners that work together, alongside active citizens and local communities, for the benefit of the whole city.

- 2.1.2 The charter further asserts that real added value, maximum derived benefit and the greatest social return from investment will be achieved by promoting social responsibility, building social capital and delivering social value. It builds on the good work already taking place, for example, to:

- Forge new ways of working with our third and private sector partners to deliver our ambitions for the city within challenging budget limitations and with rising demographic pressures, and to;
- Build on our existing approaches to civic enterprise and the on-going innovation of new models of working that deliver strengthened and responsive public services.

- 2.1.3 The charter sets out six guiding principles that are intended to help all partners achieve our shared social value ambitions. It is intended to inspire and to encourage colleagues from all sectors, to explore how they can promote and consider what positive added social value they can broker or deliver in their business.

- 2.1.4 The charter does not seek to articulate a set of rules or a standard of practice that needs to be achieved through formal performance management. It is intended to become part of the operating framework within which colleagues in the private, public and third sector operate, building on and rolling out existing good practice.

### **2.2 The Development of the Leeds Social Value Charter**

- 2.2.1 The concept of a Leeds Social Value Charter to promote social value and social responsibility emerged in early 2014 following discussions in a range of forums and developments locally and nationally, including:

- The Public Services (Social Value) Act charging all public sector agencies to consider social values alongside economic values, early in their commissioning arrangements.
- The Commission on the Future of Local Government which proposed the concept of Civic Enterprise, “a new leadership style for local government where councils become more enterprising and businesses and other partners become more civic minded”.
- The Third Sector Ambition Statement for Leeds and its supporting implementation plan which determined a number of actions under the heading of promoting Social Responsibility and Social Value.
- Interest from private sector partners to develop mutually beneficial partnerships with communities and the third sector and realise their Corporate Social Responsibility and Community Investment commitments.

2.2.2 The ‘Social Value Act’ provided impetus to the good work that is already underway in the council to deliver the best possible services within decreasing budgets. However, it was recognised that the lack of a strategic commitment to social value may limit the potential for the work more broadly. The development of a Social Value Statement of Intent or Charter was determined as an important vehicle to articulate a commitment to social value.

2.2.3 Executive Board supported the development of the charter and had the opportunity to comment on the initial draft in spring 2014, when it was presented as part of the Best Council Plan report. Since then, the Leeds Third Sector Partnership, chaired by Cllr Christine Macniven, has driven the Charter’s development, its launch and its roll out. However, it’s important to note that whilst the development of the charter has been led by the Third Sector Partnership, it has relevance across all sectors and all areas of activity, not just the Third Sector.

2.2.4 More recently, the development of the Charter has been informed by the work of the Social Value in Health and Social Care task group and indeed the Council’s budget challenges which require us to develop new ways of working and the development of a new social contract with increased expectations of citizens, communities and all of our partners.

2.2.5 The Charter has been crafted and revised as part of an iterative process and as a result of lengthy collaboration between colleagues from the Council, Third Sector, NHS and Universities. It has been informed and shaped by forums including:

- Leeds Social Value in Health Task Group (see 2.2.8);
- Leeds City Council’s Corporate Commissioning Group (facilitated by Procurement colleagues ) and Officer Enterprise Group;
- Cross Sector Promoting Enterprise Task Group and the Cross Sector Community Investment Group (facilitated by the third sector);
- Third Sector Leeds and the supporting forums and networks (facilitating voice and influence within the third sector, by the third sector), and;

- Third Sector Partnership (facilitated by the council and co-production with Third Sector Leeds).

2.2.6 Whilst the Charter does not have a direct impact on equality, diversity and cohesion, by putting the Charter principles into practice, partners will help support the Council's ambition for a caring and compassionate city with less inequality and more opportunities for everyone: a safe place, with healthy individuals, thriving communities, successful businesses and a great environment.

2.2.7 The Public Services (Social Value) Act 2012 places a duty on local authorities when procuring service contracts above the EU procurement threshold (c.£162k) to consider:

- i. How what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and;
- ii. How, in conducting the process of procurement, it might act with a view to securing that improvement.

2.2.8 The council's contracts procedure rules reflect this requirement and tools are available on InSite to support consideration of social value matters through the procurement lifecycle. Procurement have been integral to the development of the charter and the leaflet, including organising a workshop session with council colleagues to share current social value practice and ideas for future developments. They have already deliver training on social value and they are currently developing more content for the council's web pages to include examples of toolkits, case studies and local and national contacts to support the implementation of the charter.

2.2.9 Colleagues from the third sector, commissioners from Leeds City Council directorates (including Adult Social Care, Public Health and Children's Services) and the three NHS Leeds Clinical Commissioning Groups, were brought together as part of a national programme to focus on social value in the commissioning of health-related services. This initiative was funded by the Department of Health and delivered by Social Enterprise UK and the Institute for Voluntary Action Research. This Health and Social Value Programme Task Group recommended that the Charter be endorsed by all partners.

2.2.10 NHS Leeds West Clinical Commissioning Group prepared a paper for the Leeds Health and Wellbeing Board, drawing attention to the Charter and proposing that social value should be adopted as a priority by the Health and Well Being Board. It argued successfully that a 'commissioning for social value' approach should be embedded into the work of the city wide work streams that fall under the Health and Well Being Board.

2.2.11 There are a number of initiatives that deliver a social value benefit. Examples are:

- West Yorkshire Low Pay Charter (adopted by Leeds City Council);
- The council requires directorates to consider what employment and skills opportunities can be secured through contracts with a value over £100,000.

Toolkits, training and guidance are made available to support commissioners and contractors in doing so.

- The spin out of ASPIRE led to the creation of a staff led social enterprise operating in the independent sector to deliver high quality, cost effective public services.
- The Leeds Community Investment Guide for the private sector has been launched. This guide is a council, private and third sector initiative to promote and facilitate increased company giving and promote corporate social responsibility.
- Leeds has an effective Third Sector Partnership and has developed a Leeds Third Sector Ambition Statement which sets out a description of and a commitment to a thriving third sector, able to play a leading role as a city partner and deliver for Leeds. Despite budget pressures Leeds has maintained its investment in the sector, delivering added value and providing significant opportunities for creative, new ways of working to deliver public services in the future.
- Leeds City Council's partnership with FareShare Yorkshire (a charity which redistributes surplus food from the food industry) has led to a system of food parcel referrals being introduced, reducing costs to the Council's local welfare support scheme and ensuring long term food supplies to families and individuals.
- Leeds City Council invests over £112m a year in the third sector through relationships with over 2000 individual organisations. This investment generates significant added value. The sector employs over 13,000 full time equivalent staff and utilises approximately 200,000 volunteers and brings in significant additional funds to contribute to the delivery of council priorities. For example, Neighbourhood Networks in the city generate an additional £2m of funding each year and the Leeds Older People's Forum leads on the Time to Shine initiative which has brought £6m to Leeds.
- Children's Services commissioned Leeds Alternative Travel to support children and young people with SEND to travel independently to and from school. In 2014/15, 121 young people were supported to develop confidence and skills, but also delivering gross in-year savings of £298K.
- Citizens and Communities directorate commission's advice services which generates added value through the use of 225 volunteer staff, attracting an additional £6.9m of additional resources over 5 years.

### **3. Endorsing and implementing the Charter**

- 3.1 The Leeds Social Value Charter and the text for its supporting leaflet has been approved by the Leeds Third Sector Partnership and all partners in the city have been invited to endorse it and work towards its shared social value ambitions for Leeds. Leeds Beckett University and NHS Leeds West and North East CCG's have

already formally endorsed the charter. NHS Leeds South East CCG, the University of Leeds, Third Sector Leeds and the Leeds Chamber of Commerce are progressing with its endorsement.

3.2 In summer 2015, the charter was the subject of final consultation and whilst the text was supported unanimously, it was proposed that it should be presented with a leaflet providing more of a background and setting out ideas for its implementation with key contacts for further support and information. The Charter is now presented as part of a four page leaflet (appendix 1), which includes the one page Charter statement, background, contact details for more information, web links and ideas demonstrating how the charter's guiding principles can be put into practice in many areas of activity, irrespective of the size of the organisation and the sector. Providing encouragement and ideas on how to implement the charter's principles are key to ensuring that the charter makes a difference on the ground.

### **3.3 Supporting and encouraging implementation**

3.3.1 Implementation of the Charter will be achieved through promotion, encouragement and helping organisations to see how they can make a difference. Providing opportunities to share ideas and to see how other people have put it into practice will be important. It is the responsibility of individual partners to identify for themselves how they will embed the Charter principles and ambitions in to their policy and practice.

3.3.2 A cross sector implementation group is scheduled to meet quarterly. This will provide an opportunity for colleagues to share ideas about implementation and encourage partners and colleagues to roll out implementation. The health sector and universities are committed to working together with the council and third and private sector partners on this agenda.

3.3.3 Other forums focussing on specific areas of activity, like transport, environment, jobs and skills may emerge over time as time limited task groups or as the focus of one - off workshops. All partners are invited to engage in these discussions and forums to look at ways to implement the Charter.

3.3.4 Procurement will continue to develop training packages and tools to support the charter's implementation. As articulated earlier, guidance, toolkits, case studies from Leeds and other areas will be included on the web, including the council's procurement web pages and the third sector's 'Doing Good Leeds' website.

### **3.4 Arrangements for oversight and implementation**

3.4.1 The Third Sector Partnership will continue to maintain a strategic overview of arrangements to roll out and embed the charter. Other Partnerships may also choose to endorse and maintain an overview for its implementation from the perspective of their specific area of interest and work.

3.4.2 The Assistant Chief Executive (Citizens and Communities) will:

- Maintain an overview of charter developments and implement its principles across the City and within the Council;
- Invite Leeds City Council's Corporate Commissioning Group to promote implementation through Procurement and commissioning arrangements, and;
- Work with Leeds City Council's directorates to build on and roll out existing good practice and explore what further opportunities exist to maximise social value benefits.

## **4. Corporate Considerations**

### **4.1 Consultation and Engagement**

4.1.1 The Leeds Charter for Social Value has been the focus of significant cross sector dialogue and consultation, including: consideration at Executive Board in March 2014, Health and Well Being Board; Health and Social Value Task Group 2015; the council's Corporate Commissioning Group; Third Sector Partnership; Third Sector Leeds and with commissioning colleagues in the Council. NHS and University colleagues have taken in to their institutions for consideration and comment.

### **4.2 Equality and Diversity / Cohesion and Integration**

4.2.1 The EIA Screening document is attached as Appendix 3

4.2.2 The charter does not have any direct equality, diversity, cohesion and integration implications. Positive impacts on equality, diversity, integration and cohesion are anticipated as a result of colleagues pursuing new ways of working in response to the charter, but these will be considered by the service delivery directorate at the time of development.

### **4.3 Council policies and the Best Council Plan**

4.3.1 The Leeds Charter for Social Value will contribute to the cultural and practice change necessary to deliver on the compassionate city ambitions and other key partnership and council strategies and plans.

4.3.2 The charter does not set out specific actions, but it will act as an encouragement and a context for discussions about new ways of working that respond to our civic enterprise ambitions and a new social contract.

### **4.4 Resources and value for money**

4.4.1 There are no additional resource implications arising from this report.

4.4.2 The Charter aims to create a culture where there are additional social returns from investment; where partners are encouraged to deliver added social value using existing resources; where individuals and agencies are encouraged to be more socially responsible, which includes delivering more for less.



#### **4.5 Legal Implications, Access to Information and Call In**

4.5.1 The Public Services (Social Value) Act 2012 places a duty on local authorities when procuring services contracts above the EU procurement threshold (c.£162k) to consider:

- i) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and;
- ii) how, in conducting the process of procurement, it might act to secure that improvement.

4.5.2 The council's contracts procedure rules reflect this requirement and tools are available on InSite to support consideration of social value matters through the procurement lifecycle.

4.5.3 This report does not contain any confidential or exempted information and it is subject to call in.

#### **4.6 Risk Management**

4.6.1 Any risks associated with specific actions that emerge from the Charter will be addressed as part of service delivery arrangements.

### **5. Conclusions**

5.1 The Leeds Charter for Social Value sets out a coherent, partnership commitment to promote social responsibility and deliver social value. The charter is building on and adding focus to existing social value and social responsibility ambitions. The charter is not setting out rules or a standard of practice that needs to be achieved through performance management. It is aiming to influence ways of working, policy and practice through encouragement and inspiration.

5.2 The Third Sector Partnership has approved the Charter and invited all partners to endorse it and use it as a tool to promote and encourage wider delivery on social value and social responsibility ambitions. The expectation is that the council like all partners will develop new ways of working in response to the Social Value ambitions.

5.3 In implementing the charter's principles, new ways of working will be developed and these will contribute to the delivery of the Best Council, Best City and wider partnership ambitions by encouraging organisations to identify opportunities to deliver additional social value in everything that we do.

## 6. Recommendations

6.1 Executive Board is recommended to:

1. Note the contents of this report;
2. Endorse the Charter and support the establishment of the cross sector implementation group and encourage the Council's directorates to explore opportunities to deliver on the social value ambitions, and;
3. Request that the Assistant Chief Executive maintain an overview of Charter developments and implement its principles within the Council and across the City.

## 7. Background documents<sup>1</sup>

None

## 8. Appendices:

### Appendix 1

**The Leeds Social Value Charter leaflet**, includes:

The one-page Charter (page 1) plus

Why the Charter has been launched

Some of the ways that the Charter can be put into practice and

Contacts and web links (pages 2 – 4)

### Appendix 2

**Definition of terms**

Social Value; Social Responsibility; Social Capital and Social Return on Investment

### Appendix 3

**Equality Impact Assessment Screening**

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

# Leeds Social Value Charter

*Our vision is for Leeds to be a healthy, fair, compassionate and caring city where everyone benefits from the city's economic growth. The success of Leeds is dependent on private, public and third sector partners that are individually enterprising and thriving, but who also work together, alongside active citizens and communities for their mutual benefit and for the good of the City.*

*We believe that all sectors and partners, and Leeds' many and diverse communities, make important contributions to the success of the City, but real added value and benefit will be achieved and we will get the greatest possible social return from investment by promoting Social Responsibility, building Social Capital and delivering Social Value.*

*This Charter sets out the guiding principles that will help us achieve this in Leeds.*

## **Guiding Principles - The Leeds Approach:**

- *Aim to add value and deliver long-term social, economic and environmental benefits in all that we do*
- *Work in partnership with others to ensure that we achieve the best outcomes for Leeds and everyone benefits from the success of the City*
- *Create employment and training opportunities for people in Leeds and be a good employer*
- *Grow and strengthen the local economy by Investing the Leeds pound in Leeds*
- *Be sustainable, fair and ethical in all that we do*
- *Recognise the added value that community led organisations bring to the City*

*We believe that by operating in line with these principles Leeds can:*

- *Become the Best City in the UK – being fair, open and welcoming, with an economy that is both prosperous and sustainable, supporting all our communities to be successful*
- *Become a city of civic enterprise – with the Council being more enterprising and business, the third sector and other partners being more civic minded*
- *Become a city where all our citizens, in all their diversity, are valued, active and involved and are helping shape the city to meet our current and future needs*

**If you support the ambitions set out in this document, you may want to:**

- **encourage your own organisation to endorse the Leeds Social Value Charter and**
- **begin to explore how to put the ideas into practice**
- **look at *Some of the Ways the Charter can be put into practice***

## Why the Charter has been launched

The Charter aims to set out in one brief statement the city partners' commitment to promote social responsibility and social value and to make the maximum impact in Leeds with the Leeds pound.

The intention is that the Charter will serve as the expression of a shared commitment to our ambitions. It will provide a benchmark for practice, while giving organisations and their staff strategic and operational encouragement to take the actions necessary to deliver the Leeds that we all want.

The concept of a Leeds Charter to promote Social Value and Social Responsibility follows key developments and emerged from discussions in a range of forums between partners in Leeds, including:

- the Public Services (Social Value) Act: which charges all public sector agencies, to consider early in their commissioning arrangements, requirements relating to social and environmental, as well as economic value in their tendering processes; this raised the issue more widely and challenged partners to look at Social Value beyond the commissioning process
- the Commission on the Future of Local Government, led by Leeds City Council: which proposed the concept of Civic Enterprise, "a new leadership style for local government where councils become more enterprising, businesses and other partners become more civic, and citizens become more engaged"
- the development of the Third Sector Ambition Statement for Leeds and its supporting Implementation Plan, which identifies a number of actions which fall under the headings of promoting Social Responsibility and Social Value.
- Interest from private sector partners in making real their Corporate Social Responsibility and Community Investment commitments and making mutually beneficial partnerships with communities and the third sector
- the work of the Social Value in Health and Social Care task group

*We expect the Charter to support the delivery of the City ambitions set out in key strategies, including: Joint Health and Wellbeing Strategy, Leeds City Region Strategic Economic Plan, Leeds Growth Strategy, Children and Young People's Plan, Best Start Plan, Safer Leeds Plan and the Best Council Plan and much more.*

*We hope the Charter will inspire and encourage more colleagues from all sectors, involved in the widest range of activities to explore how they can become more socially responsible and what positive added social value they can make as they go about their business, whatever it is.*

*We believe that putting the Charter principles into practice will help to make Leeds a caring and compassionate City with less inequality and more opportunities for everyone: a safe place, with healthy individuals, thriving communities, successful businesses and a great environment ... the Best City in the UK!*

## Supporting partners to put the Charter into practice:

There is no rule book, but there are plenty of ideas and people around in Leeds and many other places who can inspire, advise and support. Set out over the next couple of pages are some of the ways that the Charter can be put into practice. This is not a set of rules, it is only intended to inspire and encourage.

More ideas, case studies and toolkits can be found at [www.to.be.inserted](http://www.to.be.inserted). As knowledge and ideas develop there will be more information, with additional links to other sites. We hope that you will share your experience too. A cross sector Implementation Group has been established to promote the Charter, share ideas and develop tools for implementation.

## If you want to know more, contact:

Leeds City Council	Pat Fairfax	<a href="mailto:pat.fairfax@leeds.gov.uk">pat.fairfax@leeds.gov.uk</a>	0113 24 78 909
Voluntary Action Leeds	Richard Norton	<a href="mailto:richard.norton@val.org.uk">richard.norton@val.org.uk</a>	0113 213 2590

*We don't know everything, but we can point you in the direction of lots of other people in the public, private and third sectors who do!!*

## **Some of the ways that the Charter can be put into practice . . .**

### **Aim to add value and deliver long-term social, economic and environmental benefits in all that we do**

- In all your transactions and actions think about how to add value to society and the local economy, whilst minimising damage to the environment

### **Work in partnership with others to ensure that we achieve the best outcomes for Leeds and where everyone benefits from the success of the City**

#### **All partners**

- Provide support to local small businesses, third sector organisations and social enterprises to ensure that they have the capacity to work in partnership and deliver services and contracts.
- Explore opportunities to work in partnership and collaboration with local public, private and third sector partners to deliver mutually beneficial, sustainable initiatives

#### **Opening up sub-contracting opportunities**

- Make accessible all sub-contracting opportunities to a diverse supply base including the third sector and local small business and social enterprise suppliers and provide mentoring and support to assist these organisations to tender for and deliver these supply opportunities where necessary.

### **Create employment and training opportunities for people in Leeds and be a good employer**

#### **Maximising Employment and Training Opportunities**

- Encourage the creation of local employment opportunities, training opportunities and apprenticeships as part of procurement and sub-contracting arrangements
- Establish an Employee Volunteering Scheme that develops competence in your workforce and provides labour and skills in communities
- Create employment and training opportunities, including recruiting people who might often be excluded, including supporting people into work through targeted training and placement opportunities
- Work with schools to ensure that the young people of Leeds develop the skills to succeed in the labour market

#### **Being a good employer**

- Develop a motivated and capable work force by supporting staff development and welfare and rewarding workers fairly
- Ensure that employees are recruited and treated fairly
- Pay employees fairly, aim for the Living Wage; use fair contracts

### **Grow and strengthen the local economy by investing the Leeds pound in Leeds**

#### **Strengthening the local economy**

- Grow and strengthen the local economy through a focus on local suppliers and the growth of the local infrastructure
- Support the local economy by choosing suppliers close to the point of service delivery where possible
- Encourage out of Town suppliers to invest in the local economy through their supply chain

#### **Investing the Leeds Pound in Leeds**

- Encourage your suppliers to endorse the principle of 'Invest the Leeds pound in Leeds' throughout their supply chains.
- Create a culture where Leeds businesses look to other Leeds businesses to meet their needs

### **Be sustainable, fair and ethical**

#### **Being sustainable, ethical and fair**

- Recognise the environment as an important asset
- Seeing the place you do business and operate in as an asset that needs to be valued now and for the future
- Minimise waste and energy use by adopting the 'reduce, reuse, recycle' approach
- Pay suppliers on time; pay a fair share of taxes; be open transparent and fair in working relationships

#### **Being a good neighbour**

- minimise negative local impacts, like noise and poor air quality, think about the impact on local people
- maintain and improve the local environment, like green spaces

#### **Minimising the negative impact of transport**

- Minimise miles –develop efficient route plans or support another organisation to do this

- Minimise emissions by changing fuel type or engines
- Share vehicles with other organisations or allow vehicles to be used for other purposes during down-time

#### **Implementing Sustainable Travel to Work policies**

- Support green travel to work initiatives, like encourage cycling to work, car sharing or the use of initiatives like the City Car Club or team 'bus passes'

#### **Recognise the added value that community led activity and organisations bring to the City**

##### **Create a culture where working in partnership with communities and the third sector is the norm**

- See citizens, other businesses and community organisations as valued partners, use an asset based approach

##### **Supporting community organisations with sponsorship, resources, expertise**

- Invest in the development and maintenance of a sustainable and effective third sector
- Consider sponsorship or partnership with a local school or community organisations: ask what one-off or on-going contribution you could make. It could be low cost, low input or something more major e.g. a small amount of money could ensure that the local school can provide termly prizes for attendance or achievement; a staff team might commit a day to stewarding the parking at a local fun day or fete; or a member of staff or team may wish to use their work skills to support a small third sector organisations need in that area; a business may want to sponsor a local sports team by buying the kit or covering the cost of transport to away matches, a community organisation can provide an opportunity for an employee to develop skills.

##### **Promoting Volunteering by individuals and by employees**

- Work with the Council or the Volunteer Centre to promote volunteering to your staff, via notice boards, meetings

#### **Being socially responsible and delivering social value...Other ideas:**

##### **Community Investment and Corporate Social Responsibility**

Use the *Leeds Community Investment Guide* to tap into the opportunities that exist for your company to make a difference in Leeds

##### **Space and Venues**

- Look to share buildings
- Offer your meeting room or conference room space to a local community group or charity for a regular meeting, one off event or offer hot desk office space
- Offer your transport yard as a safe parking space for a mini bus or van belonging to a local Charity/Voluntary Group/School

##### **Office Services**

- Offer to do photocopying for a local charity or community group, or offer to format and publish a Charity / Voluntary Organisations Annual Report or publicity materials, or to design and print the flyers for a local event

##### **IT Support**

- Could your IT specialists staff provide help to a local community group or charity or local start up SME

##### **Pass on your old equipment, furniture, IT equipment and other materials**

- If you are refurbishing your offices or hotel, or updating your IT system - you could donate your old desks, chairs, IT kit and other items to a local re-use charity for refurbishment and circulation

##### **Sharing specialist skills and knowledge**

- If you have specialist skills in your staff team or organisations can you share them with a voluntary organisation e.g. business planning; buildings project management

##### **Support around Transport**

- If you run in-house training for public service/drivers - offer a free place to a voluntary organisation
- If you have in-house mechanics to maintain your vehicles – offer free servicing for a local groups minibus or van
- If you provide coach and mini bus transport - offer the use of a bus to a local school for a one –off trip that they couldn't otherwise afford

## **Appendix 2     Definition of Terms**

### **Social Value:**

- A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits to society and the economy, whilst minimising damage to the environment

### **Social Responsibility:**

- When an individual or an organisation acts to benefit society at large
- Social benefits can be achieved through promoting human rights, establishing a diverse workforce, community benefits, volunteering, skills development etc.
- Environmental benefits can be achieved through reducing carbon emissions and increasing biodiversity or recycling etc.
- Economic benefits can be achieved through ethical trading, payment on time etc.

### **Social Return on Investment (SROI):**

- A framework for measuring and accounting for a broad concept of value (beyond money)
- It seeks to incorporate social, environmental and economic costs and benefits that reduce inequality and environmental degradation and improve wellbeing

### **Social Capital:**

- Refers to the customs and networks that enable collective action
- Increasing evidence shows that social capital is critical for societies to prosper economically and for development to be sustainable Social capital can build a community's capacity to work together to address their common needs, fostering greater inclusion and cohesion, and increasing transparency and accountability

# Appendix 3 Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions. Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

<b>Directorate:</b> <b>Citizens and Communities</b>	<b>Service area:</b> <b>Citizens and Communities</b>
<b>Lead person:</b> <b>Pat Fairfax</b>	<b>Contact number:</b> <b>0113 24 78909</b>

## 1. Title: Leeds Social Value Charter

Is this a:

**Strategy / Policy**

**Service / Function**

**Other**

**If other, please specify**

## 2. Please provide a brief description of what you are screening

**The Leeds Social Value Charter** aims to set out in one brief statement the city partners' commitment to promote social responsibility and social value and to make the maximum impact in Leeds with the Leeds pound.

The intention is that the Charter will serve as the expression of a shared commitment to our ambitions. It will provide a benchmark for practice, while giving organisations and their staff strategic and operational encouragement to take the actions necessary to deliver the Leeds that we all want.

Partners expect the Charter to support the delivery of the City ambitions set out in key strategies, including: Joint Health and Wellbeing Strategy, Leeds City Region Strategic Economic Plan, Leeds Growth Strategy, Children and Young People's



Plan, Best Start Plan, Safer Leeds Plan and the Best Council Plan and much more.

The Charter is intended to inspire and encourage more colleagues from all sectors, involved in the widest range of activities to explore how they can become more socially responsible and to consider what positive added social value they can make as they go about their business, whatever it is.

Whilst the Charter does not have direct impact on equality, diversity and cohesion, by putting the Charter principles into practice partners could help to make Leeds a caring and compassionate City with less inequality and more opportunities for everyone: a safe place, with healthy individuals, thriving communities, successful businesses and a great environment.

The Charter is intended to become part of the culture setting framework within which colleagues in the private, public and third sector operate. The expectation is that colleagues will be encouraged to be more socially responsible and deliver added social value. Any tools that are developed to support implementation and any projects and developments that Council colleagues engage in will be subject to equality screening.

### 3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		X
Have there been or likely to be any public concerns about the policy or proposal?		X
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?		X
Could the proposal affect our workforce or employment practices?		X
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> <li>• Eliminating unlawful discrimination, victimisation and harassment</li> <li>• Advancing equality of opportunity</li> <li>• Fostering good relations</li> </ul>		X

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

<p><b>4. Considering the impact on equality, diversity, cohesion and integration</b></p>
<p>If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.</p> <p>Please provide specific details for all three areas below (use the prompts for guidance).</p>
<ul style="list-style-type: none"> <li>• <b>How have you considered equality, diversity, cohesion and integration?</b>  <b>(think about</b> the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Key findings</b>  <b>(think about</b> any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Actions</b>  <b>(think about</b> how you will promote positive impact and remove/ reduce negative impact)</li> </ul>

**5. If you are not already considering the impact on equality, diversity, cohesion and integration you will need to carry out an impact assessment.**

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

## 6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Shaid Mahmood	Chief Officer Communities	05.02.16
<b>Date screening completed</b> <b>05.02.16</b>		

## 7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to [equalityteam@leeds.gov.uk](mailto:equalityteam@leeds.gov.uk) for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to <b>Governance Services</b>	Date sent: 08 February 2015
For Delegated Decisions or Significant Operational Decisions – sent to appropriate <b>Directorate</b>	Date sent:
All other decisions – sent to <a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a>	Date sent: