

Social Value Guidelines for Leeds City Council Commissioners



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Introduction and foreword - Leeds City Council's ambitions around social value

The council is responsible for procuring over £800m of goods and services annually.

This provides us with a fantastic opportunity to make the Leeds pound go further and to make a major positive impact in Leeds communities through the implementation of our statutory Social Value responsibilities. The Social Value Act places statutory responsibilities on us to consider social value around procurement above a certain value.

However, we have much wider ambitions as a council:

- a) to explore opportunities to secure added value much more widely and creatively; and
- b) for all our contractors and providers to be able to describe themselves as "social entrepreneurs"

This guidance has been developed to aid commissioners across the council to think about how social value can be incorporated in the future procurement of goods and services. While this Guide is to be followed in all cases, it is **not** a set of instructions, and consideration of what is appropriate in each case will require flexibility and innovation. Rather, the aim of this Guide is to inspire and encourage you to explore opportunities to secure Social Value benefits through the commissioning opportunities that you lead.

You can use your judgement to determine what is appropriate and possible with each specific commissioning initiative.

This Guide may also be shared with potential contractors too, so that they can see what the council's priorities are and think about how they can contribute to this agenda, and become "social entrepreneurs" themselves.

Cllr James Lewis

General information about social value from commissioning

The focus on social value

The Social Value Act (2012) requires the council to have regard to economic, social and environmental well-being in connection with our contracts.

Social Value is a way of thinking about how scarce resources are allocated and used to improve the economic, social and environmental well-being of an area. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community can be when a public body chooses to award a contract. Link to Social Value Guide to Public Services (Social Value) Act 2012.

In May 2016, the council and other partners in the city signed up to the "Leeds Social Value Charter". The Leeds Social Value Charter sets out social value ambitions for Leeds and asks council officers to consider social value in all we do. This builds on the existing expectation in Contracts Procedure Rules (CPR 3.1.7) that require consideration of social value within procurement activity.

The Leeds Social Value Charter sets out the following guiding principles to help us achieve our social value ambitions in Leeds:

- Using the procurement and commissioning process to embed social value outcomes into the twelve big ideas set out in the Leeds Inclusive Growth Strategy - 2018-2023;
- 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.

Social value in commissioning

Consequently, commissioners must consider what opportunities exist in any contracting opportunity to deliver added value to society and the local economy, whilst minimising damage to the environment. For example, when procuring goods you could consider issues of sustainability and minimising environmental impact, as well as supporting the local supply chain through the use of local suppliers to deliver positive impacts on the Leeds economy. Looking at it another way, how can we help our contractors and providers to become "social entrepreneurs"?

Guidance on considering social value in commissioning

How to use the guidance

If you are procuring goods or services then you should consider whether social value can be incorporated into your procurement. The guidance gives you examples of how suppliers that are tendering for contracts with the council could support the council's Best City objectives and ambitions, and make the Leeds pound go further. However, this guidance is not a set of instruction nor an exhaustive list - it is designed to give you inspiration about what may be possible, and provides contacts for further information and guidance.

Within commissioning activity there are opportunities to require, promote, encourage and invite social value outcomes, including in the following ways:

- As part of the consultation process before carrying out a procurement you may determine what social value outcomes would be relevant to the contract. These may be included within the specification and contract terms, and may be scored as part of the tender evaluation, where relevant to the subject matter of the contract and where they are value for money;
- By structuring the procurement in such a way that smaller and local organisations have greater opportunities to participate, whether directly or within the supply chain;
- Through dialogue with potential tenderers and contractors to raise awareness and encourage greater social value outcomes generally where they do not form part of the specification;
- By inviting bidders to consider for themselves whether there are additional social value benefits that they can deliver;
- By keeping social value matters under review and measuring outcomes through contract management;

Remember, when thinking about social value it is important that:

- What is incorporated into any procurement process is both proportionate and relevant to the procurement and that you are not imposing such a burden that the successful delivery of the contract, in time and within budget, is placed at risk. As such, you may wish to set thresholds at which Social Value will always be scored as part of the evaluation criteria e.g. all contracts above £50,000.00 must include scoreable Social Value outcomes with a minimum weighting of 10%.
- You ensure that you procure in line with the Contracts Procedure Rules;
- Bidders are aware that Social Value commitments are specific to what is being procured and should not refer to outputs to which the organisation is already committed, either under any other undertaking(s) or by law.

You can find a worked example at Appendix A.



Guidance on considering social value in commissioning

Set out below are:

Priorities for LCC and good employer ambitions that commissioners are **required to consider** integrating into all tenders/contracts.

Leeds ASKS - doing your bit for Leeds (or some similar language) Commissioners are encouraged to **invite bidders** to consider any additional added value that they can deliver.

Other ideas for commissioning economic, social and environmental added value - commissioners will determine if it is **appropriate** to integrate these into a contract

Leeds ASKS

Bidders will be invited to indicate what if any added social value outcomes they can deliver. This may be as part of the tender process or after they have been awarded the contract (at the point when details around the contract are being 'clarified'). Given the uncertainty over bidder responses, or that this may be post-procurement, it may not be possible to score these, but they **COULD** be monitored.

Priorities for Leeds City Council

Commissioners are required to:

- **Think** about the appropriateness of integrating these **priorities** into **all contracts**
- determine whether it is appropriate to the contract and the activity, and explain why if it isn't relevant

1 Employment and Skills

Always remember the 3 E's

Commissioners must determine whether the Council priorities are appropriate to include in the tender documents, and whether they should be scored as part of the contract/ what proportion. Some ideas are included in the "Other Ideas for Commissioning Section," below.

2 Environment e.g. reduction in carbon emissions

Support from Procurement and Commercial Services and specialist implementation tools (like the Employment and Skills Toolkit) is available to aid consideration of appropriateness to the contract, to set outcomes, benchmarks and scoring criteria.

3 Education

Good employer ambitions

Some of the ambitions are mandatory considerations for commissioners, others desirable.

Commissioners will use their judgement based on the size of the contract, the type and size of lead contractor and the activity to determine what, if anything, will be included in the tender documents or in the contract.

Mandatory considerations

- ▶ Generally ensure pay, benefits, training and the working environment contribute to quality services (for example, that the contract eliminates the use of 'false agencies' which undermines workers' rights, guards against inappropriate use of zero hours contracts and tackles low pay)

- ▶ Support staff to increase their skills
- ▶ Ensure issues of low pay are considered and addressed (also in the supply chain)

Other desirable considerations

- ▶ Improve the contracting organisation's own policies and practices for their employees and ensure that they are disability and mental health friendly etc. Key areas that employers could look at are as follows:
- ▶ Becoming a Leeds Mindful Employer promoting mental health in the work place (note there is a small charge for signing the charter but the 10 steps employer toolkit is free to access)
- ▶ Leeds Carers Commitment

- ▶ Sign up to Child Friendly Leeds and promote foster friendly employment policies in your organisation
- ▶ Safer Leeds Domestic Violence and Abuse Quality Mark
- ▶ Disability Confident Mark (Jobcentre Plus)
- ▶ Leeds Social Value Charter
- ▶ Promoting the Leeds Safeguarding Pledge

Further information about these and other issues are included in Appendix C



Other ideas for commissioning economic, social and environmental added value

Commissioners will use their judgement based on the size of the contract, the type and size of lead contractor and the activity to determine whether it is appropriate to include any additional social value objectives in a tender document.

Any expectations should be proportionate.

Economic

Strong economy with quality local jobs
You could use the **Employment Toolkit** to help you think about what would be appropriate to include in your contract. For contracts of £100K and over it is mandatory to use the tool.

Spending the Leeds £ in Leeds

Examples of how contractors could support this include:

- ▶ Implement good employment practices
- ▶ Create new employment opportunities
- ▶ Support people into jobs and apprenticeships, for example consider:
 - employing people with a disability or people furthest from the jobs market facing additional barriers
 - School engagement
 - Providing learning/raining opportunities to people with low skills
 - Mentoring and providing career advice to young people

Spending the Leeds £ in Leeds

Examples of how contractors could support this include:

- ▶ Considering the local supply chain and trying to include local contractors and SMEs and third sector organisations based in Leeds

Spending the Leeds £ in Leeds

- ▶ Earn enough to support themselves and their families
- ▶ Do well at all levels of learning and have the skills they need for life

Social

▶ Compassionate city with strong, engaged and well-connected communities

Improving health and quality of life

Contributing to improving health and quality of life in Leeds by supporting key initiatives which aim to create a more inclusive and healthy city.

Examples of how contractors could support this include:

- ▶ Dementia Strategic Alliance
- ▶ Friendly Leeds
- ▶ White Ribbon campaign helping to tackle domestic violence

Enjoy happy, healthy, active lives

Building strong communities

Working with communities to support local actions that build strong and resilient communities.

Examples of how contractors could support this, include:

- ▶ Corporate Social Responsibility and Employer Supported Volunteering schemes
- ▶ Offer training to local communities/third sector organisations in the organisation's area of expertise
- ▶ Partnering/working with a local third sector organisation to provide support/advice/ volunteers
- ▶ Supporting their local community (investments in time or money responding to local priorities)

Environmental

▶ Cutting carbon and improving air quality

Reducing negative environmental impacts

Examples of how contractors could support this, include:

- ▶ Reducing waste/increasing recycling
- ▶ Developing sustainable transport options, including for example: the use of eco vehicles; more efficient route management to reduce mileage; encouraging staff to cycle, car share or walk to work, or work from home; regular maintenance of vehicles and monitoring of emissions; adapting routes and delivery times to avoid traffic pollution hotspots or areas around schools
- ▶ Improve energy efficiency in buildings
- ▶ Housing providers ensuring that houses have good insulation and efficient heating systems
- ▶ Good housing and environment enable all people of Leeds to be healthy

Monitoring and reporting on Social Value

- ▶ As well as considering social value as part of any procurement process it is also important to consider how you will monitor any social value outcomes that are included in the service specification or that the tenderer has committed to delivering as part of their tender submission.
- ▶ Think about how you will monitor social value outcomes when developing your contract management plan, including how you will quantify and report on the impact. Colleagues in Procurement and Commercial Services will be able to advise as to the availability of digital tools to facilitate the quantification of social value
- ▶ You might also want to review the social value commitments made by the contractor over the life of the contract so that they continue to be relevant and support the Best City ambitions.
- ▶ **Monitoring takes time - ensure that the SV objectives are proportionate to the effort and time involved in monitoring**

Procurement and Commercial Services (PACS) will take the lead on coordinating and driving the council's approach to seeking to deliver social value and social value outcomes will be reported corporately by PACS to Executive Board and Corporate Governance and Audit Committee at least annually.



Appendix A : Worked example

Subject matter of the contract

Officers often ask “What is meant by “linked to the subject matter of the contract?” This is a requirement of Regulation 67 of the Public Contracts Regulations 2015 which states - “social aspects” linked to the subject matter of the contract can be used as award criteria. As such, understanding this concept is crucial to maximising Social Value outcomes through the contract and ensuring that the Regulations are complied with, thereby reducing the risk of a procurement challenge.

For a Social Value matter to be linked to the subject matter of the contract it must be a core requirement of that contract which would normally be included as part of the specification. However, it must be noted that there are limits on what requirements could be considered to have a close enough relationship to the contract’s subject matter in order to be considered a core requirement. This is particularly the case for supplies contracts.

Examples include:

- a requirement for targeted recruitment and training in construction related skills is sufficiently linked to the subject matter of a contract to build a school in order for it to be evaluated at tender stage;
- a provision for the use of locally grown ingredients in a catering contract in order to reduce carbon emissions is sufficiently linked to the subject matter.

Set out is an example of how you might consider incorporating Social Value into your procurement exercises. It details the Social Value outcomes that Directorates might typically be expected to consider in their procurement exercises when using this guidance. However, this is only an example and commissioners must think about the most appropriate social value outcomes to include as part of their procurement exercises bearing in mind the subject matter of the contract.



Area covered	Outcome required	Policy/ relevance to subject matter of contract	Possible award criteria	Possible evaluation questions	How you could evaluate bidders response	Monitoring delivery of outcomes could include
Economic	Improved employability and skills	Inclusive Growth Strategy	Creation of employment and skills opportunities	Describe how your organisation would recruit, train, retain and support employees and other persons engaged or to be engaged in performance of the contract, and how you would monitor and measure this.	<p>Responses should set out how the prime contractor and any key suppliers in the supply chain would recruit, train, retain and support employees and other persons engaged, or to be engaged, in performance of the contract, including apprentices. Responses should set out how this would drive improvements in performance and how you will ensure equality and accessibility, without discrimination, to employment and other opportunities, and promote them so as to be fully accessible. Responses may include:</p> <ul style="list-style-type: none"> • recruitment practices and employment conditions that attract good candidates, minimise turnover of staff and improve productivity • supporting people into work by providing career mentoring, including mock interviews, CV advice, and careers guidance • offering opportunities for work experience or similar activities • encouraging and providing a level playing field to persons from all backgrounds and circumstances. 	<p>Number of full-time equivalent employment opportunities to be created, in relation to the contract, including for those who:</p> <ul style="list-style-type: none"> • are apprentices • are disabled • have health conditions • are women • are mothers returning to work • are rehabilitating young offenders (18-24) or ex-offenders • were previously long term unemployed (unemployed for a year or longer, aged over 25) or who were not previously in employment, education or training (aged 18-24) • are from a BAME background • are armed forces veterans • are care-leavers <p>Of those employment opportunities created, the number of full-time equivalent employment opportunities to be retained in relation to the contract</p> <ul style="list-style-type: none"> • throughout the contract, and • beyond the contract end date <p>Number and type of training opportunities to be created, in relation to the contract, including those resulting in recognised qualifications (e.g. BTEC, City & Guilds, etc. etc.) and apprenticeships (Level 2,3, and 4+)</p> <p>Number of work placements, pre-employment courses, paid/unpaid student placements, or paid internships to be created in relation to the contract.</p>

Appendix B : LCC contacts and further guidance on social value and the procurement process

Area covered	Outcome required	Policy/ relevance to subject matter of contract	Possible award criteria	Possible evaluation questions	How you could evaluate bidders response	Monitoring delivery of outcomes could include
Social Value	Ensuring supply chains are accessible to all types of businesses, including SMEs and VCSEs	Leeds Social Value Charter	Creation of opportunities for a diverse supply chain	Describe how your organisation would ensure a diverse supply chain that is accessible to all types of businesses, including where appropriate SMEs and VCSEs and how you would monitor and measure this	Responses should show how the prime contractor and any key suppliers in the supply chain will ensure a diverse supply chain that is accessible to all types of businesses, including where appropriate SMEs and VCSEs. Actions to reduce barriers to participation in the supply chain may include: <ul style="list-style-type: none"> • pre-market engagement activities; • co-design and co-creation of services; • advertising subcontracting opportunities on Contracts Finder; • practices to ensure prompt payment through the supply chain; • breaking sub-contracts into sub-contracts where possible; • reasonable, proportionate insurance requirements. 	<ul style="list-style-type: none"> • Number, value and percentage of spend of prime and sub-contracting opportunities won by SMEs and VCSEs in relation to the contract • Number of pre-market engagement activities to be carried out to create a diverse supply chain in relation to the contract • Number and type of supply chain development activities to be carried out to create a diverse supply chain in relation to the contract
Environmental	Environmental impacts are reduced	Climate emergency	Environmental impacts are reduced	Describe how your organisation would perform the contract to ensure that environmental impacts from carbon emissions are reduced, and how you would monitor and measure this?	Responses should set out how the prime contractor and any key suppliers in the supply chain would minimise or mitigate any negative environmental impacts, and contribute to the target of Leeds being a carbon neutral City by 2030, in the performance of the contract.	Number and type of initiatives to reduce carbon emissions in relation to the contract <ul style="list-style-type: none"> • Annual percentage by which carbon emissions will be reduced in the delivery of the contract, from the baseline to be established in the first year of the contract (e.g. waste to landfill, water consumption, greenhouse gas emissions)

Further help and advice from council colleagues: includes contact details for procurement category manager and directorate social value champions

Procurement category manager		Directorate social value champions who can offer advice and signposting regarding social value	
Tony Bailey	Adults and Health	Adults and Health	Emma Carter/Lisa Keenan/Gwen Wagner-Adair Myrte Elbers - Public Health
Philippa Elliott	Business and Professional Services	Adults and Health	Pat Fairfax Peter Mudge (Local Neighbourhood business links)
Phil Rigby Richard Nelson	Construction and Housing Leeds Building Services	City Development Resources and Housing	Tracey Greig (Employment and Skills) Rob Henderson (Private Sector Engagement)
Edwige Moutault	Children and Families	Children and Families	Barry Jones Pat Michael
Derek Prest	FM and Transport	Resources and Housing	Jackie Fox
Nick Cairns	Environment and Leisure	Highways and Leisure	
Keri Wilkins	Regional and Culture	Leisure	
		Richard Norton	Third Sector - Supporting Commissioning Manager

Leeds City Council Support

Support on Insite: For further guidance you can visit the Social responsibility and procurement page which is part of the Procurement toolkit on Insite at:
<https://insite.leeds.gov.uk/toolkits/procurement-and-category-management/social-responsibility-and-procurement>

Employment and skills toolkit
 The employment and skills toolkit provides guidance on including employment and skills requirements into council contracts (services and goods) and should be applied to all contracts valued over £500,000 and at least 12 months or more in length. Employment and skills outcomes are potentially relevant to all contracts

however, dependant on the value, duration and subject matter of the specification there will be practical limits as to what can be achieved, e.g. whether there is scope within the contract to create employment or offer apprenticeships.

Further guidance and support can be sought from the Employment Leeds team. (**Link to the latest toolkit and contact for advice and guidance**).

Social value case studies
 It is the intention to publish Case Studies which illustrate the range of opportunities and approaches to achieving social value outcomes on Insite in the near future.

Other support

Gov.uk has a range of information and resources on the Social Value Act www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources

The Social Value Hub, developed by Social Enterprise UK, contains a number of free resources to assist people with implementing the Social Value Act.

More information about Social Value can be found at the following link: www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources

Appendix C : Further information and contacts about key initiatives that contractors could deliver

Being a good employer		
	Description	Further details case studies/ online portal link
Mindful Employer	Supports employers to support mental wellbeing at work.	www.mindfulemployer.net/
Access to Work	An Access to Work grant can pay for practical support to support people who have a disability, health or mental health condition to help them start working or stay in work.	www.gov.uk/access-to-work/overview
Disability Confident	Jobcentre Plus can help employers with: <ul style="list-style-type: none"> making sure their application process is accessible advising them about recruitment practices which open up jobs to disabled people information about making reasonable adjustments which can help someone start or keep their job Employers can also apply for the Disability Confident symbol (which has replaced the 'two ticks' symbol). The symbol can be used on adverts to show that employers encourage applications from disabled people. 	www.gov.uk/recruitment-disabled-people/encouraging-applications
Domestic Violence	Safer Leeds has developed the Domestic Violence and Abuse Quality Mark for private businesses. This offers a framework for employers to improve their responses to employees affected by domestic violence and abuse. A self-assessment checklist is available to help them consider what they can do in this area.	www.leeds.gov.uk/c/Pages/domesticviolence/Employers.aspx
Leeds Carers Commitment	The Leeds Carers Commitment is about working towards being the best city for carers, it sets out commitments that employers can make to support carers, including: <ul style="list-style-type: none"> Being a carer-friendly employer Promoting good practice in the identification and recognition of carers Providing carers with relevant information and signpost/refer carers to specialist information, advice and support 	www.democracy.leeds.gov.uk/documents/s154677/Commitment%20to%20Carers%20Appx%20B%20070217.pdf Or contact Ian Brooke-Mawson, Strategic Commissioning Manager for Carers
One You Leeds	Guidance and signposting regarding healthy living, as part of workplace health but also whilst working with customers/clients who'd like some help to improve their health.	www.oneyouleeds.org.uk/

Employment		
Employment and recruitment support	The Leeds Apprenticeship Hub can offer support on apprenticeship frameworks and standards, funding support available to businesses who take on apprenticeships and information about the newly introduced apprenticeship levy. Employment Leeds works with businesses to provide support on recruitment and supporting people into jobs.	Tracey Greig Tracey.greig@leeds.gov.uk
Volunteering		
Leeds Volunteer Centre	The Leeds Volunteer Centre is managed by Voluntary Action Leeds and: <ul style="list-style-type: none"> Advertises local volunteering opportunities in the city Provides guidance on managing volunteers 	www.doinggoodleeds.org.uk/contact-volunteer-centre-leeds.html
Challenging stigma and raising awareness		
Leeds Dementia Action Alliance	The Leeds branch of the Dementia Action Alliance (DAA) supports groups and organisations to help make Leeds a dementia-friendly city, and brings together everyone in Leeds who wants to make a difference for people living with dementia, including families and carers, so people can still participate in everyday life and maintain as much independence as possible.	www.dementiaaction.org.uk/local_alliances/2892_leeds_dementia_action_alliance
Child Friendly Leeds	Leeds has an ambition to be the best city for all our children and young people to grow up in. Child friendly Leeds is the initiative for everyone who shares this ambition, from enthusiastic individuals to large organisations. There are range of practical things that businesses can do such as: <ul style="list-style-type: none"> Supporting employees to volunteer in schools Becoming a Child Friendly ambassador Offering apprenticeships, training and work placements to young people Working with young people to help them develop CV writing skills Provide incentives and rewards for Leeds children in care and their carers 	www.leeds.gov.uk/childfriendlyleeds/Pages/default.aspx e-mail: childfriendlyleeds@leeds.gov.uk for further details.
Third sector/social enterprise organisations		
Doing Good Leeds	Doing Good Leeds is the website for the Third Sector in Leeds, developed and run by the sector. It includes a searchable directory of third sector organisations in Leeds.	www.doinggoodleeds.org.uk/
Social Enterprise Yorkshire and Humber	Social Enterprise Yorkshire and the Humber (SEYH) represents, promotes and connects social enterprise in the region and it has a searchable directory of social enterprises operating in the Yorkshire and Humber region.	www.seyh.org.uk/
Voluntary Action Leeds	The generic third sector infrastructure support organisation which LCC invests in to facilitate development of strategic voice and reach into the third sector. Can facilitate sector wide or targeted communication with the third sector.	
Chambers of Commerce	The Leeds Chamber of Commerce and the many local town and district centre Chambers across the metropolitan area provide a useful route to engage with the private sector from the global to very local small businesses.	Key contact at Leeds Chamber of Commerce for business support carolyn.townsley@wnychamber.co.uk

Social value guidance for suppliers

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.

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 your carbon footprint

- 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'

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 Foundation Living Wage; use fair contracts

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.

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

