the CAN DO toolkit
Community Benefits in Procurement

Resource 1: introductory guide
Pioneering work in Wales by the “i2i” initiative has brought with it considerable benefits through a targeted recruitment and training approach using the “Can Do” toolkit in procurement.

The use of social clauses in contracts for refurbishing social housing, through the work of “i2i” for example, has been particularly successful in helping unemployed adults and young people to find work in an increasingly competitive labour market.”

Homes for Wales: A White Paper for Better Lives and Communities May 2012

‘maximising the jobs and training opportunities from public and private investment in Wales is essential – the pioneering Can Do Toolkit has helped the housing sector lead the way in delivering on this agenda’

Martin Mansfield, General Secretary, Wales TUC

“I would see every local authority and social landlord contract have a Targeted Recruitment and Training (TR&T) requirement. Commonplace in Wales, these require the would-be suppliers to detail how many people they will support into employment and – most important – exactly what type of opportunities and training will be given. Such a document waves goodbye to vague pledges by suppliers of supporting the local workforce – instead each tenderer can be compared easily and gives local authorities and social housing providers something to measure against and someone to hold accountable.

Sinead O’ Neill Customer Service & Community Manager. Ian Williams Ltd

“V2C has been committed to adding social value to our procurement since our establishment in 2003. The Can Do Toolkit has provided a template for us, from putting training and employment opportunities in our contracts, to getting contractors involved in community initiatives. With our own dedicated staff member, we’ve been widening our scope to other areas such as legal services and grounds maintenance, and innovative ways to encourage local SMEs to engage with us.”

Stephen Cook, CEO Valleys to Coast Housing

“The power of purchase can be a strong driver of social justice so long as minimum cost in contracting is not allowed to masquerade as ‘best value’. A major problem in the age of austerity is that cuts and savings are easier to measure than the value-adding activity that has the most positive impact on Welsh communities. I trust that i2i and the Can Do Toolkit will continue to promote the culture of social, economic and environmental benefits in public procurement in and beyond the Housing Sector.”

Kevin Morgan, Professor of Governance and Development, School of Planning and Geography, Cardiff University

“i2i has definitely caught the eyes of Government more widely – the appreciation of the good work i2i has done. It’s not been easy, it’s been a difficult journey but the appreciation of the success there is starting spread beyond housing into other areas of Government thinking and I’m very hopeful that this sort of model will be something that we’ll be able to brand as a Welsh way of doing things.”

Huw Lewis, Minister for Housing, Regeneration and Heritage, TAI conference, 22 March 2012
introduction

The Can Do Toolkit was originally produced for Social Landlords in Wales to ensure that investment programmes delivered wider community benefits, with a particular focus on targeted recruitment and training (TR&T) opportunities for disadvantaged communities. The drive for community benefit or ‘social value’ in procurement in the last decade has extended into other contract areas and other sectors.

The Social Value Act\(^1\) has been introduced by the UK Government to promote the consideration of community benefits in all public sector procurement. We are pleased to note that the Welsh public sector, especially in housing, has already embraced this agenda through the work of i2i (inform to involve) in Housing and Value Wales in other sectors.

The Social Housing sector in Wales is recognised for its role as a key regeneration partner. The investment that has come through the Welsh Housing Quality Standard work has been a major driver, and a strong base for the expansion of community benefits into other areas of procurement, such as legal services, gas servicing contracts and grounds maintenance. Outside of housing, it has been used on my public sector contracts such as highways and 21st century schools.

As available construction contracts become smaller, there is increasing interest in Shared Apprenticeship Schemes. Apprentices are taken on through organisations such as CCTAL and Y Prentis, and given a variety of work experience around different contractors. This allows a Social Landlord with a contracting opportunity of even as short as 12 weeks to make a meaningful contribution to an apprentice’s training.

acknowledgements

Based on the pioneering work by Anthony Collins Solicitors and Richard McFarlane on behalf of i2i. Anthony Collins Solicitors and Richard Macfarlane are the most experienced UK practitioners in the inclusion of community benefits requirements in public sector contracts and agreements.

We would like to thank the working group for their input:

Thanks to Michelle Smith, Working Links

NOTE: all the resources of the Can Do Toolkit provide advice in general terms only. Readers should seek independent legal advice before use.

For support on tenant engagement in procurement and service delivery, the use of community benefit clauses and other current issues in the housing sector, contact i2i at www.cih.org/i2i.

For advice on social inclusion measures in wider public sector contracts, contact Value Wales, the Welsh Government Division supporting public sector organisations achieve best value for money in all public services.

vwpolicy@wales.gsi.gov.uk

\(^1\) Public Services (Social Value) Act 2012
the CAN DO toolkit

This toolkit is an update on the original Can Do Toolkit produced in 2008. Since then, the sector has had some exceptional people working on social benefit clauses in contracts. Their experiences have guided us in this review of what is working well and what can be enhanced.

The vast and growing experience of the Housing Sector together with recent policy developments – the McClelland Review, the Social Value Act and the draft EU procurement directives (December 2011) – reinforce the legitimacy of incorporating social value clauses into contracts. Indeed, given the current need to maximise jobs and training opportunities, it becomes imperative.

This guide is directed at how to most effectively implement the Community Benefits process. As long as the benefits are clearly defined, appropriate and measurable, and the correct procedure followed, they can be made a core requirement in contracts. The revision of the European procurement directives states that ‘public procurement must, more than ever, ensure the optimal use of funds in order to foster growth and job creation….and encourage access to public procurement for SMEs’.

**resource 1**
The introductory guide includes a step-by-step guide to implementing community benefit clauses, a draft agenda for the first planning meeting, information on shared apprenticeship schemes and a section on frequently asked questions.

**resource 2**
Remains as the 2008 edition. There is ample information online as to the updated legal basis for community benefit clauses.

**resource 3**
Contains model materials to use in the contracting process, including a menu for wider community benefits; it is planned for re-release in 2013.

**CORE or NON-CORE?**

**This is the CORE approach**
If an organisation wants to achieve community benefit from, for example, a major housing renovation project, they should advertise it as a project for both 'housing works and community benefit'. As a core requirement, it can be monitored as part of the contract and is enforceable as a contract term. The inclusion of community benefit must be stated clearly in the contract notice and the tender documents and it can be assessed as part of the award criteria. It should be capable of being measured and scored objectively and in proportion to the other tender criteria.

**The NON-CORE approach**
If the community benefit cannot be linked to the subject matter of the contract, then as an alternative, the benefit can become a contract condition. It will not be assessed at either the PQQ or award stage, but it must still be non-discriminatory and proportionate to the contract. Acceptance of the contract conditions can be made a Pass/Fail requirement. Organisations should still check that the requirements benefit the organisation’s aims or policies in some way.
To include Community Benefits in your procurement, your organisation needs to have the powers to do so.

The Welsh Government and Local Authorities in Wales have the legal powers as part of their ‘well-being’ provisions. Most RSLs will have broad regeneration and community development objectives included in their constitutions or corporate strategies.

**Example**
The objects of Bron Afon are to benefit people in need by reason of poverty, age, disability or illness in the community, directly or through local groups by:

3.2. promoting community involvement in Bron Afon
3.3. community development through training and the provision of information
3.4. enabling and empowering members of the community to participate in the affairs of Bron Afon and local groups
3.5. delivering strategies in partnership with the local authority for the well-being of the community

European Law governs the procurement process. European case law has commented on the use of social and environmental clauses and the following good practice can be drawn:

- It is possible to include Community Benefit or Targeted Recruitment and Training (TR&T) requirements in public procurement provided the drafting and the process does not disadvantage non-local bidders, eg by requiring them to have local labour market knowledge, a local base or use local materials.
- Social requirement that address a policy objective of your organisation are allowed. They do not need to provide a financial or service benefit to the organisation – they can for example benefit the wider community.
- All requirements must be able to be measured and the delivery verified.

The Public Services (Social Value) Act, implemented from January 2013, requires public bodies to consider how the services they commission and procure might improve the economic, social and environmental well-being of the area. It applies to public services contracts (and those containing a minor element of goods/works) over EU thresholds. It does not apply to public procurement of goods or works, however both UK and Welsh Governments promote the consideration of social value in contracts as best practice.

**Model text**
(enter name) is committed to achieving economic, social and environmental well-being for its residents and implementing the Community Strategy so as to ensure a better quality of life for everyone, now and for generations to come. To achieve this it commits to the following actions to the fullest extent possible within the relevant legal and policy frameworks and the available funding:

i) to consider what recruitment and training, equal opportunities and supply-chain opportunities could be obtained from each works contract with an estimated value exceeding [£...m] and each services contract with an estimated value exceeding [£.....];

ii) to include training, equal opportunities and recruitment requirements, and supply-chain opportunities in its service requirements, where it considers this appropriate;

iii) to include other social and environmental matters in its service requirements, where it considers this appropriate; and

iv) to use these requirements in all stages of the selection and contract award process, and as contract conditions.
A business case for

- community benefit to be included in contracts as corporate policy; or,
- for a specific project to include community benefits.

Consider these issues

1. the nomination of a Community Benefits champion for your organisation and their involvement in project planning at the earliest stage

2. consider how you can involve tenant representatives in the procurement process, by helping determine what are priority community benefits, or being involved in PQQ and ITT assessment panels (training from i2i available)

3. define target beneficiaries as this will influence the resources required to effectively implement any community benefit eg tenants, young people, long-term unemployed, ex-offenders

4. identification of resources that could cover facilitation and advice, monitoring and progress-chasing, and contributions to training costs (if needed); does it represents value for money in terms of staff time and costs? Are there any funding streams available?

5. decide if your organisation has a budget for Community Benefits, or if will you require the contractor to give you a ‘cost neutral to the client’ commitment *

6. define project requirements, including the minimum size of contracts that will use community benefit, what community benefit can reasonably and realistically be achieved and what weighting it should carry during the tender evaluation stage.

7. outputs must be clearly defined to ensure effective measuring and monitoring; for TR&T we recommend longer opportunities for fewer people is better than short placements for a large number of individuals

8. determine what information contractors require to meet those goals

9. ensure that resources and support services exist for the outputs requested from the contractors eg available trainees, training providers, employment services etc

10. we recommend having TR&T placements as a core requirement, but for wider community benefits, you could negotiate them post-contract award as a contract variation. There is wider scope for partnering and discussion but they still hold as part of the contract terms.

*see FAQs for discussion on ‘cost neutral to the client’
Check to see if the contract is likely to exceed EU procurement thresholds


It is recommended that recruitment and training should be part of the core requirements of what is being purchased. This is a matter for the purchaser to decide on the basis of its powers and policies, but note that the core elements must be referred to in the Contract Notices, and the requirements must not be drafted so that they disadvantage non-local bidders.

The use of Community Benefits in contract conditions must be mentioned in the OJEU Contract Notice for the contract if it is a core requirement. It is recommended that any community benefit requirement should be stated in the Notice, even if it is non-core.

The most useful tip to follow, if using TR&T as core requirements, is that this needs to be stated within the main title of what you are procuring. So, for example, if you are procuring 500 new kitchens and would like to include TR&T the title for the contract will be ‘500 new kitchens and targeted recruitment and training’.

**model text**

Under this [procurement / project] the [contractor / developer] is required to participate actively in the economic and social regeneration of the locality of [....] and surrounding the place of delivery for the [procurement / project]. Accordingly contract performance conditions may relate in particular to social and environmental considerations.
Community Benefit including TR&T should be included in the sections that deal with technical capacity and ability.

You should choose from the following options depending on the priorities identified in your business plan eg training for young people or support for SMEs.

**model text**

Please give examples and details if you have previously been involved in any of the following (250 words):

1. generating employment and training opportunities for long-term unemployed people
2. providing training opportunities for young people and retaining them after the completion of training
3. promoting supply-chain opportunities to SMEs and social enterprises
4. the development of trade skills in your existing workforce
5. what you have done to promote equal opportunities

- What was your exact involvement in each of the above activities?
- Which of the examples above have been most successful and why?

Pre-Qualification Questionnaire (PQQ) is used by purchasers to identify suitable suppliers to invite to tender for contracts. It is commonly used in procurement and enables the buyer to shortlist potential providers by obtaining information regarding technical knowledge and experience, capability/capacity, organisational and financial standing. It is not information relating to how they propose to deliver the current contract.
Detailed requirements of the community benefits (ideally based on the business case) need to be included at this stage.

Outputs are required to be:

1. Clearly defined
2. Measurable
3. Relevant to the subject matter of the contract
4. Achievable
5. Proportionate to the size of contract

You should provide an Information Sheet with information on local conditions eg the client’s priority groups for targeting opportunities, contact details for supply-side agencies for recruitment and business support agencies.

Examples of possible text for inclusion in ITT specifications are included in the Resource 3 in Templates 1, 3 and 4.

While the details will vary from contract to contract there are a number of common elements that are included in ‘community benefit’ specifications. These include:

- some reference to the policy or legal underpinning for the requirements
- measurable performance indicators, relating to the required outputs, and/or a recruitment process that has to be followed (e.g. for site vacancies)
- monitoring and performance review requirements
- a disclaimer to protect the client from ‘claims’ relating to any supply-side interventions they make.

**model text**

In pursuance of the information provided in the OJEU Contract Notice that the Contractor is required to actively participate in the economic and social regeneration of the locality the Contractor shall deliver the TR&T and supply chain requirements as set out below.

or

It is the Employer’s intention that the delivery of the contract assists in the achievement of their policies on sustainable development/social inclusion/economic and social regeneration/equal opportunities (select as appropriate) as set out in [the relevant policy documents]. Accordingly, and in pursuance of the information provided in the OJEU Contract Notice, the Contractor is required to deliver the TR&T and supply-chain requirements as set out below.
Developing an Award Process

1. ask bidders to submit a method statement with their tender setting out how they will achieve the social requirements

2. if it is a core requirement, the method statement can be scored and used in the award.

3. the weighting given to that statement needs to be agreed early on in the process

4. If community benefit is a non-core requirement, the method statement should not be scored but used as a basis for post-award discussions

5. Where the social/TR&T elements are to be scored a scoring framework should be used to ensure a robust and fair evaluation of TR&T Method

6. A Method Statement and Scoring Framework are included in Resource 3

Tenants in Procurement

Housing providers may wish to consider giving tenant representatives a role in assessing submissions in the tendering process. Tenants may be well placed to identify, ask and assess responses to questions relating to diversity issues, delivery of the works or community benefits.

i2i offers training for tenants to enable them to be part of an evaluation panel. It covers areas such as confidentiality, how to mark tender, good practice examples, types of community benefits, and EU procurement processes.
The model clauses in Resource 3 can be used as a starting position for all procurement, including those covered by the EU rules. They are drafted on the basis that the client has requested that the contractor supply a service delivery plan / method statement satisfactory to the employer, concerning how it will generate employment opportunities and other community benefits.

Reporting should be undertaken early and often to ensure the contract keeps focus on TR&T and supply-chain requirements. Consider putting the community benefits into the monitoring process as KPIs. If progress-chasing and responding to monitoring information requires resources from the client, this will determine the level of monitoring that can reasonably be achieved.

It is important to be able to verify key outcomes, e.g. weeks of employment for new entrants. Resource 3: 2.9 Monitoring & Verification Information is a good starting point. Notify the contractor from the outset if you require information on ethnicity, gender, area of residence etc. For a large number of trainees the recording and analysis could require a database system. You may also wish to provide the contractor with a prepared spreadsheet for monitoring.

The client should not request information that cannot be used/analysed.

You should take appropriate advice on collection, storage and communication of personal information under the Data Protection Act.

Value Wales has developed a community benefit measurement tool to capture data on how procurement is benefiting the Welsh economy. The following are a sample of their questions which can be a basis for the information requested from a contractor:

- Is the contractor based in Wales?
- What is the value of the contract that relates to goods, services and overheads?
- how much was spent with businesses based in Wales providing goods, services, or overheads?
- value of the contract that relates to staff and labour
- how much was spent on people living in Wales who are/were employed as a result of this contract?
- what value was spent with small- and medium-size enterprises (SMEs) based in Wales?
- what value was spent with third sector enterprises (TSEs) based in Wales?

Further information on the Value Wales Community Benefits Measurement Tool can be requested from i2i or Value Wales.
Community Benefits Meeting

Suggested topics for a meeting on Community Benefits in your organisation. This should be undertaken as early as possible in the project planning.

Community Benefit
- what kind of community benefit are you seeking? Jobs and training or wider benefits such as community projects, mentoring or SME support?
- Will you be including them as ‘core’ benefits (measurable + comparable)? Or as non-core benefits negotiated after tender selection (better suited to eg community projects)

Beneficiaries
- Who are the intended beneficiaries?
- What support needs do they have and can they be met?
- Targeted at tenants? Community? Wider geographical area?
  - Are there sufficient people from the target communities that want to engage?

Cost
- Are beneficiaries to be employed, on work experience or work trial?
- Is sustaining existing trainees going to be acceptable as an aim?
- What existing training resources are available at no cost to client/contractor?
- Where can the contractor get information on how to deliver at cost-neutral? Is there a named contact?

Recruitment and Training Supply-side
- What agencies are available to provide applicants/trainees? (all opportunities need to be made available to named agencies as early as possible)
- Can they focus recruitment on targeted local communities? Is there any support required to do this?
- Are there any subsidies or support costs for training? Draw down grant?

- Are they aware of their role in the tendering process, and will they respond positively to approaches by potential contractors?

Setting Targets
- Who will be on project team? (eg procurement, tenant liaison, development staff)
- What targets will be used? (eg quantitative such as number of hours of placement, qualifications achieved, move on to employment OR qualitative such as improved confidence)
- Will the contractors realistically be able to deliver these outcomes?

Targets can be set as:
- a specified number of beneficiaries
- a specified number of weeks of engagement in the contract for beneficiaries
- number of beneficiary weeks per £… in contract value

Monitoring
- Consider early and often
- Who will be responsible for the monitoring? Who will they report to?
- What exactly will be monitored? (do not collect any data that is not required)
- Has the Data Protection Act been considered in data collection and storage?

Champion
- Who will be nominated champion for Community Benefits? (single point of contact to communicate across the organisation, and with outside agencies and contractors)
- Are all departments aware of their roles and responsibilities in delivery of Community Benefits?
- Is there any training required across the organisation to ensure all staff & managers are aware of and understand Community Benefits?
In traditional apprenticeship schemes, apprentices work for one employer throughout their training period. In response to the difficulties some construction firms have in sustaining long-term placements for the full qualification, schemes have been established where apprentices can be employed by a specially-created host body, and then placed with different companies. This gives the apprentice a range of skills and experience, and allows contractors to participate in apprentice training even if they have only short placements available.

It offers greater security for the apprentices that they will be able to complete their training. It gives SMEs the opportunity to fulfil TR&T requirements in contracts and make a contribution to training and development.

CITB-Construction Skills is the accrediting body for apprenticeships in construction across the UK and they monitor the progress of candidates through the programmes. They are developing these new apprenticeship models across England and Wales.

CCTAL, an affiliation of construction firms for the promotion of training, ran a highly successful pilot of the shared apprenticeship scheme in Carmarthenshire. It has developed an independent company to act as host, to take on the apprentices with the training levy. It fulfils all the payroll and HR functions, and then allocates apprentices to construction firms for placements. It is planning to expand across the West Wales region.
(contact: Anthony Rees www.cctal.co.uk)

Y Prentis launched in 2012 covering the South East Wales area. It operates as a host on broadly the same principles as CCTAL and was developed by Melin Homes with CMC2. Their board has representation from clients and contractors.
(contact: Mandy Summers www.sosavi.co.uk)

There are currently negotiations with interested partners in North Wales to form a regional scheme there. Any queries can be directed to Construction Skills.
(contact: Wyn Prichard www.cskills.org)

As apprentices are shared around different areas, there is less chance of a candidate being from one specific housing association community or estate, but these programmes are open to discussions about what candidates are looking for placements. Housing associations can become pro-active in trying to direct tenants, their families or communities into taking up further education and apprenticeships.

What can you do as a Housing Association with construction contracts?

- Determine in your project planning meeting whether it could be suitable for an apprentice placement, contact your local shared apprenticeship scheme or CITB for advice
- Ensure that you include your local Shared Apprenticeship Scheme on your information sheet for contractors
- Consider supporting a tenant through an apprenticeship; there is a higher chance of success if they are mentored and supported with transport costs/childcare.
What IS a community benefit?
Community Benefit is anything that comes out of a contracted agreement between two parties that directly or indirectly benefits the wider community. Public sector bodies, including social housing providers, are increasingly using their procurement budgets to target these benefits to particular areas of deprivation, or to promote economic activity to SMEs and social enterprises.

The most common type of community benefit is a requirement for jobs and training (TR&T – targeted recruitment and training). Apprenticeships and sustained employment are the ideal outcome in TR&T, however not all contracts are suitable for these so shorter periods of training, NVQs, and up-skilling existing workers can be appropriate.

Wider community benefits such as staff volunteering days, sponsoring local sports teams, mentoring in local schools and making donations to community events have long been recognised as good publicity opportunities for companies, and many have corporate social responsibility plans that include these types of activities. In social housing, we would like to see these types of activities directed to our communities, to combat the lack of resources these areas face.

What kind of community benefits are there?
• employment of long-term unemployed, young people and people who are disadvantaged in gaining employment
• taking on trainees to undertake apprenticeships, NVQs or other qualifications
• work experience placements
• mentoring and education opportunities at local schools
• support and resources for local community, arts and sports initiatives
• advice and support for local supply chain
• environmental impacts – use of recycled materials, reduction of waste sent to landfill, local environmental projects.

A comprehensive list of Community Benefits is available at www.cih.org/i2i

Why should I use community benefits?
• It creates real job and training positions for people in our communities who have difficulty accessing mainstream opportunities
• Raises profile of housing provider and contractor with communities by showing commitment to real change
• Can be more cost effective to integrate these regeneration activities into existing project procurement, rather than a stand-alone tender and contracting exercise eg install a kitchen in a community centre as part of procurement of 1,000 kitchens under WHQS, rather than grant funding community group to procure a single kitchen separately.
• Community benefits are now familiar to many construction firms contracting with the public sector, so it is a wasted opportunity to not include them in new schemes

Will including Community Benefit mean that the contracts just become more expensive?
It is also commonly assumed that the inclusion of TR&T requirements will have an unaffordable additional cost and therefore not provide value for money. However, as the Glasgow Housing Association example below shows, this does not need to be the case. A key point to remember is that both affordability and value for money are best addressed through an early consideration of what TR&T requirements should be included, and how these can be designed so they fit with the resources available.

Glasgow Housing Association
Until the Community Benefit in Procurement pilot study there was not sufficient evidence of the impact of including TR&T requirements in a contract on Value for Money. However, based on scoring of 344 PQQs and 84 TR&T Method Statements, the Glasgow Housing Association case study indicates that:
• the inclusion of TR&T requirements at all stages of the procurement did not deter bidders;
• the bidders with the highest scores overall – at both PQQ and tender stage – were those that also scored highest on the TR&T requirements.
• In each case the community benefits requirements helped the contracting authorities to achieve their policy objectives without additional cost to the contracts.

How can a contractor/firm commit to make the community benefit ‘cost neutral to the client’?
‘Cost neutral’ means that any costs associated with the project are absorbed into the general overheads of the contractor/firm. Client and contractors should discuss how the contract can be delivered on a cost neutral basis.

The contractor, if there is a cost neutral or ‘nil cost’ requirement, cannot charge the client for any community benefit. It might be argued that a contractor could just increase the cost of the tender to fund the community benefit, however there is a risk that they could price themselves out of winning the contract.

Contractors need to accept and embrace community benefits and commit to delivering them. Forward-thinking contractors already accept that community benefits are now an integral part of procurement in the public sector and recognise the benefit to their company in being able to demonstrate their capability in delivering community benefit and their commitment to doing so.

Where can we find external resources to fund apprentices or work placements?
The client should ensure that they provide an information sheet during the tendering process with details of local employment or training support agencies that can facilitate or fund placements, such as Job Centre Plus, Sector Skills Councils or Careers Wales.

How can we make sure the contractor is fulfilling his Community Benefit agreement?
• Put the measurable outcomes from the Community Benefit clauses in the Key Performance Indicators, and monitor early and often
• Ensure your Community Benefits Champion is aware of all progress of contracts to monitor performance
• Determine early in project planning what resources will be given to monitoring
• Confirm identity of any new employees and/or trainees

I’m a contractor – where can I get help on Community Benefit and how to include it in my tender?
The i2i website has a dedicated page for contractors www.cih.org/i2i/contractors. Please contact us for more information.

Talk to the client at earliest opportunity to see what their priorities are.

Business Wales also offer funded business support for all your tendering and supply chain work (business.wales.gov.uk)

We already have a corporate social responsibility programme – isn’t this enough?
Community Benefits and TR&T are targeted at local areas of deprivation. These are the areas that the client is attempting to benefit from additional job and training opportunities and wider community benefits.

Targeting these additional benefits isn’t difficult and the client should be able to support you. For example, if you are sponsoring a football team, ask the client to identify a football team in the targeted area. If you are taking on trainees, use the agencies in the area where the contract is being delivered. Our contracts aren’t large enough to take on an apprentice.

You could consider participating in a ‘shared apprenticeship scheme’ (information on Shared Apprenticeship Schemes included in the Can Do Toolkit)

You don’t necessarily have to host a full apprenticeship. Discuss with the client whether you can consider work trials, or other community benefits such as tool talks or site visits for interested school leavers.

A comprehensive list of Community Benefits is available at www.cih.org/i2i