

Keeping it local:
maximising the
Welsh £



the
CAN DO
toolkit
...five years on



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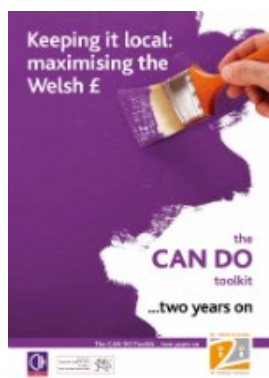


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www.cih.org/i2i

You told us:

5130

job and training opportunities have been created between September 2008 and December 2013 using the principles of the CAN DO approach. This equates to 19.7 opportunities per week since the i2i project started. In this time, i2i has delivered support and advice to over 50 organisations.



the CAN DO toolkit...5 years on



Five years ago, the Chartered Institute of Housing Cymru’s i2i project launched the CAN DO Toolkit to assist social housing landlords in ensuring that housing investment programmes delivered wider community benefits, with a particular focus on targeted recruitment and training (TR&T) opportunities for disadvantaged communities.

The CAN DO Toolkit is i2i’s free resource to housing providers who wish to deliver community benefits as part of their contracts. It is a step-by-step guide giving help and advice on how to procure targeted recruitment and training as a core contract requirement, and develop supply chains through the use of small and medium enterprise.

Over the past five years, there has been gathering political momentum for the community benefits agenda across Wales. In December 2013, Jane Hutt AM, Minister for Finance contacted all housing providers in Wales citing the importance of obtaining the maximum value for every pound spent in Wales:

“Added value means that, wherever possible, we will utilise public procurement creatively as a strategic tool to deliver economic benefit to the people and communities of Wales through employment, training and supply-chain opportunities.”¹

The Welsh housing sector has been at the forefront of community benefits delivery and i2i has documented the successes through its CAN DO Toolkit review documents. Last year, i2i’s survey showed that the number of jobs and training opportunities created by the housing sector in Wales totalled nearly 4000. This year, we are pleased to report that the total is **5130**.

Publication Date	Targeted Recruitment & Training Opportunities p.a.	Cumulative Number TR&T
2010 ...One Year On	487	487
2011 ...Two Years On	696	1183
2012. ...Three Years On	1398	2581
2013 ...Four Years On	1184	3765
2014 ...Five Years On	1365	5130

The business priorities for social landlords are becoming increasingly focused on ‘the bottom line’ as the impacts of the Welfare Reform Act, austerity measures and the rising cost of living, begin to be felt. Wales has a higher dependency of welfare benefits than Great Britain as a whole with 18.5% of the population claiming one or more benefits². In such a precarious financial situation it would be understandable if housing providers moved away from putting resources into community benefits.

¹Hutt, J. (2013), *Maximising the Impact of Welsh Procurement Policy - Wales Procurement Policy Statement*, Cardiff, Welsh Government
²Welsh Government (2013), *Analysing the impact of the UK Government’s welfare reforms in Wales – Stage 1 analysis*, Cardiff, Welsh Government

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However, it appears that landlords' appetites for community benefits and targeted recruitment and training (TR&T) are still plentiful. Let us be clear: community benefits are a long-term solution for bringing employment, economic and social gain to disadvantaged populations, to help break the cycle of poverty and to promote the principles of equality and inclusion.

i2i has continued to develop and improve the CAN DO Toolkit with input from the housing sector. The CAN DO Toolkit 2 – SME friendly procurement encouraged landlords to develop their local supply chains in order to maximise the benefit to the community. In 2013, i2i undertook the first refresh of the original toolkit to ensure that it remains relevant and that it responds to changes in the political and social landscape in Wales.

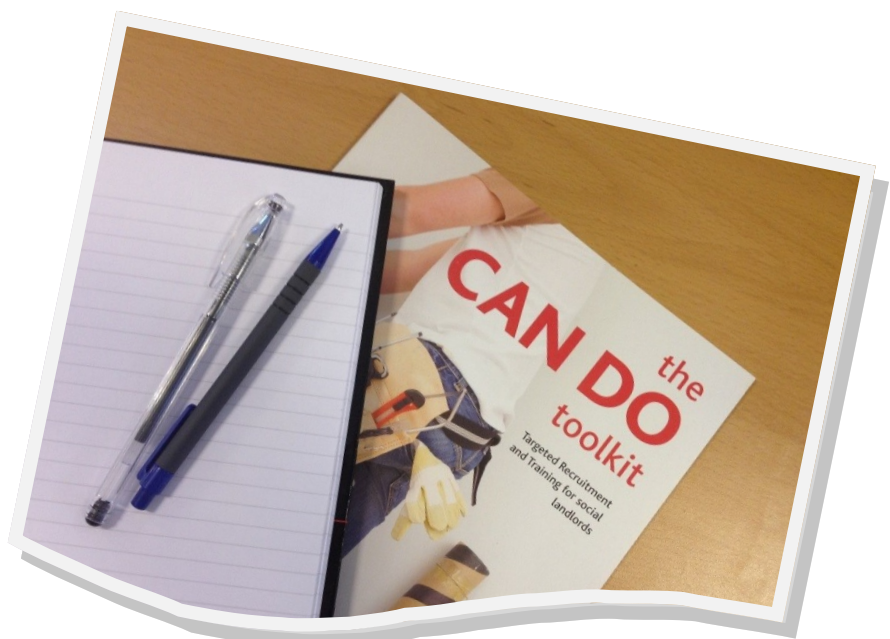
This year, Welsh Government grant funding for the i2i project comes to an end. We'd like to thank Welsh Government for its support and commitment to the project, along with all of the housing providers in Wales who have committed to community benefits as a core procurement principle and helped to make the Welsh housing sector leaders in this field. We hope that the CAN DO principles will endure as this agenda grows in importance and impact. i2i will continue as a brand under the Chartered Institute of Housing Cymru. All current Can Do toolkit resources and i2i publications will remain as a free online library available to the general public. The expertise of i2i staff and alumni will remain in the sector and our enthusiasm and commitment to the programme will continue

This report, 'The CAN DO Toolkit...5 Years On', charts the success of the CAN DO principles in helping the housing sector in Wales to procure community benefits and targeted recruitment and training (TR&T) for Welsh communities. The conclusions drawn from the data provided will help ensure that the community benefits agenda is kept at the forefront of Welsh housing policy, and encourage housing providers in Wales to remain the leading proponents of community benefits through procurement.

Gareth Jones, i2i Co-ordinator

CIH Cymru / i2i

February 2014





the CAN DO toolkit...5 years on.

Summary

Every year, i2i distributes the 'i2i CAN DO Toolkit' survey asking housing providers across Wales to provide information on their procurement activity and the community benefits that they have introduced in the past year. The survey was sent to representatives of housing associations, local authorities and contractors. This year, 19 responses were received across the housing sector.

The survey gives an indication of the benefits achieved by the Welsh housing sector by adopting the principles of i2i's CAN DO Toolkit, which promotes community benefits and targeted recruitment and training.

The results of the survey indicate that in 2013, £183m was spent by the housing sector in Wales on WHQS projects, with a further £28.5m spent on other projects such as the installation of photovoltaic panels. There is also an indication that landlords are beginning to address the issue of housing demand as £21m was spent on new builds between December 2012 and December 2013.



SME Friendly Procurement

i2i champions the development of local supply chains and places emphasis on supporting small and medium enterprise through housing investment. This is an agenda that has been embraced by landlords, with all respondents stating **that at least 86% of their contractors are based in Wales**, with 6 respondents reporting that 100% of their contractors are based in Wales. This equates to £27.7m spent with Welsh contractors relating to goods, services and overheads, with a further £36m spent on staff and labour. This represents a £63.7m boost to the Welsh economy. These figures are a conservative estimate as most respondents were unable to place an accurate value on their investment with Welsh-based contractors.

In addition organisations such as social enterprises, supported businesses, supported factories and community or voluntary groups have also benefitted from this investment, with evidence of £3.7m being spent in the third sector.

Training, Qualifications & Employment

Respondents were asked to give a breakdown of training, jobs and qualifications: NVQ1, NVQ2, NVQ3, Skillbuild, Pathways to Apprenticeships, apprenticeships, Jobs Growth Wales placements, graduates, work experience, internships, work trials, volunteering, youth contracts and direct employment. 10 respondents reported providing these opportunities for their beneficiaries with **700 training places and qualifications being delivered across the Welsh housing sector in the last 12 months**.

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Equalities

This year, the annual i2i survey included equality-related data collection questions for the first time. This follows on from i2i's 'Active Response 10: Equalities and community benefits'; a document exploring the barriers to employment and training for groups with specific protected characteristics, that tried to ascertain what additional barriers some groups will experience in accessing the labour market and community benefit opportunities and how organisations can work with communities and partners to overcome them. Our survey asked respondents to indicate the percentage of community benefit beneficiaries by the protected characteristics of age, gender, disability, ethnicity, sexuality and religion. The results show that there are significant gaps in the availability of this data with only five respondents having collated any profiling information of this type.

Gender

Three respondents submitted data on the breakdown of beneficiaries by gender.

	Male	Female	Transgender
Respondent 1	86%	11%	0%
Respondent 2	100%	0%	0%
Respondent 3	94%	6%	0%

The figures show that there is an extremely heavy bias towards male beneficiaries, and it should be noted that the figures supplied by Respondent 1 are incomplete, indicating that mechanisms for recording this data, as well as other data pertaining to protected characteristics, must be developed further to facilitate monitoring and evaluation.

Disability

One respondent submitted information on disability and recorded that there were no disabled beneficiaries of community benefits in the last twelve months.

Ethnicity

One respondent submitted information on ethnicity and recorded that there were no black/minority/ethnic (BME) beneficiaries of community benefits identified in the last twelve months.

Sexuality

No respondents collated information on beneficiaries' sexuality.



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Religion

One respondent submitted data on religion, indicating that 48% of beneficiaries identified as 'Christian', with 1% identifying as 'atheist', and 1% as 'other' (unspecified). It should be noted that this data is incomplete.

Age

Of the profiling data collected, 'age' was the most widely reported data with five respondents collecting the required information.

	Under 20	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70+
R1	-	42%	24%	-	-	-	-	-	-	-	-	-
R2	80%	5%	5%	10%	0%	0%	0%	0%	0%	0%	0%	0%
R3	6%	18%	18%	24%	12%	9%	9%	3%	0%	0%	0%	0%
R4	45%	45%	-	-	-	-	-	-	-	-	-	-
R5	6%	23%	14%	17%	9%	7%	6%	2%	1%	2%	0%	0%

Jobs and training opportunities appear to be targeted largely towards younger people, with most beneficiaries being aged under 30. However, there is some evidence that housing providers are offering some placements to older people, with data showing that small numbers of people in their fifties and sixties are benefitting from targeted recruitment and training initiatives. In general, however, it is the lack of data that is most apparent. The key to progressing the future community benefit agenda is a new focus on equality-based inclusion within targeted recruitment and training.



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Testimonials from the i2i alumni

Since 2008, many housing professionals across Wales have worked on the i2i project, and put an enormous amount of time, effort and expertise into promoting community benefits. Their dedication has seen an idea turn into a meaningful success, providing jobs and training for people who may otherwise have been unable to access the labour market. Here's what they said about their time in the i2i team:

"I feel very proud to have been part of such a forward thinking and creative team! TR&T is now common language within the housing sector and the outcomes that have been achieved are fantastic!"

Elin Brock, Cantref



"Working on the i2i project was one of the most satisfying things I've ever done professionally. It was so refreshing to see actions not words, and to support this wave of innovation in the housing sector (much of it occurring in North Wales). In the end, tenants were happier and more empowered, jobs and training was targeted to the people that needed it, and significant amounts of money was spent in communities and local economies. What's not to like?!"

Dewi Llwyd Evans, Tai Eryri

"Community benefit through procurement takes a 'behind the scenes' part of business operations, and puts it centre stage delivering jobs, training and community engagement in a way people can instinctively understand and appreciate. It's not a hard and fast set of rules and procedures – it is an attitude, a CAN DO attitude, that looks for positive ways of working."

Rachel Morton, Valleys 2 Coast



"Being part of the i2i project was a truly eye opening experience to a world that I'm privileged to have been a part of – the engagement mechanisms that the project champions, pioneering tenants at the heart of Housing, the blood, sweat and tears of housing stock transfer ballots, and the community benefits that it has ensured are being delivered through the Can Do toolkits, and tailored organisational support made it such an exciting thing to be a part of. "

Rachel Honey-Jones, NPT Homes



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“i2i has had an amazing impact on how business is done within the housing sector in Wales, helping to create thousands of jobs and training opportunities and bringing real change to organisational culture. What’s even more exciting is that i2i has also engaged with stakeholders beyond Wales and beyond the housing industry: proof that Welsh housing is a true pioneer and the Can Do journey will continue.”

Julie Nicholas, CIH Cymru

“Having been a part of the i2i project makes me very proud. As a result of our work with transferring local authorities we have contributed to the development of a new type of RSL; where tenants, communities and staff all work together to bring about improved services and additional benefits, including jobs and training and local delivery of housing investment. On a personal level, I have made friends and colleagues for life. People who I still work with and influence my career. I will always look back fondly when I think of what we achieved.

Kirsty Ellis, Caer Las



“We helped change the housing landscape in two ways. We worked alongside tenants and landlords to unlock billions of pounds of investment in Welsh Housing Quality Standards. And we changed the way the money was spent making sure that jobs and training for local communities came out of this once in a generation opportunity.”

Keith Edwards, CIH Cymru

“Working on the i2i project has opened my eyes to the incredible commitment of the Welsh housing sector in making a real difference to the lives of people living in their communities. I feel proud to be part of a project that has a real, tangible social value. I’ve been able to explore and influence equality and anti-poverty agendas, and play a small part in making community benefits through procurement recognised nationally as good practice.”

Gareth Jones, RCT Homes



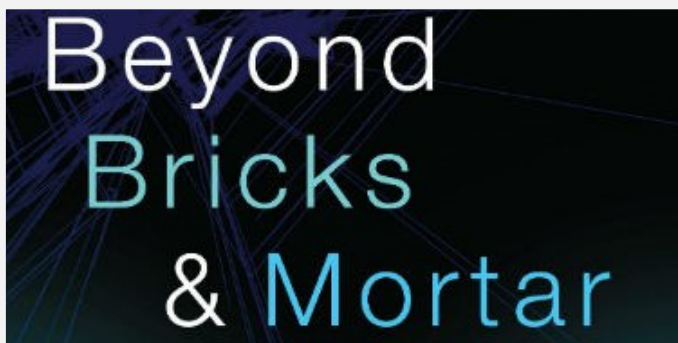
“The CAN DO Toolkit was launched in 2008 and has gone from strength to strength over the last 5 years. As a result of the innovation seen across the housing sector through utilising the Can Do Toolkit principles, there have been several advances on the original document. This is brilliant news – the world has moved on, i2i has moved with it, and we must make sure that we continue to do so.”

Elen Grantham, Tai Ceredigion

Case Study: Beyond Bricks and Mortar



The City and County of Swansea's Waterfront City programme of works is a phased 5 year project of infrastructure and landscape improvements. The project also aims to create an impact on deprivation by the inclusion of social benefit clauses through each phase of contracts. Each contractor has been asked to fulfil a number of person weeks of training for new entrant trainees or apprentices. 759 person weeks of training have been achieved to date. Of the 21 people that have received training 5 were kept on after the contract was completed and 4 are still working on the contract. Occupations ranged from Design Engineering assistant to labourer and administrator.



Beyond Bricks and Mortar (BB&M) is the Council's initiative for ensuring that social benefits are part of all the Council's contracts. Mark Jenkinson was previously unemployed for over ten years. He had tried his hand at a few things, but nothing that lasted. Mark faced a turning point in his life after his mother passed away.

"I was getting involved in things which I knew where not good for me and I was heading for trouble. I needed to get my life in order and get something to focus on. After being referred to Steps to Employment at Gower College, I was put in touch with the Council's Beyond Bricks and Mortar Team".

Mark started work with Alun Griffiths Ltd on the Waterfront City Tawe Bridges in June 2011, and was moved onto a project regenerating Lower Oxford Street. He has been kept on for another project in Neath.

"Getting a job means everything to me, I have a better quality of life, improved confidence and I am now starting to think about getting some qualifications to further enhance job prospects."

Ricky Medicke could not believe his luck when an opportunity arose through Beyond Bricks and Mortar with Alun Griffiths Ltd. Ricky previously worked as a window cleaner, but found that the work was irregular and unsustainable. He wanted a full time job and had a real desire to work. After months of searching for suitable vacancies, Ricky was put in contact with the BB&M team. After several conversations with the contractor it was agreed that Ricky could be taken on for a trial period. It took a little while for Ricky to settle into his new role, but with continued support and guidance he was able to prove himself and it has resulted in Ricky being taken onto a new site after Lower Oxford Street had finished. Ricky has received plaudits from his employers for his hard work and his positive attitude. Ricky is also thinking about doing some construction training through Welsh Government's 'Skills for Industry' programme. Ricky is relishing his new employment:

"My opportunity through BB&M has given me a full time job and security which I really needed".



Case Study: Peulwys Estate, Old Colwyn

Cartrefi Conwy took over transfer of stock from Conwy County Borough Council in 2008. Among the association's portfolio of 3,782 homes are 230 properties at Peulwys estate in Old Colwyn. These properties were a non-traditional build development of the 1970's and weren't envisioned to have a long lifespan. The homes are of steel frame construction, with poor roof structure and no insulation within the loft spaces resulting in cold properties which tenants find expensive to heat. This is compounded by the fact that Peulwys estate is ranked in the top 15 per cent of most deprived estates in Wales.

The sustainable aim of this project was to totally transform the estate's fortunes and eliminate fuel poverty by cutting fuel bills by about 40 per cent and reduce the estate's carbon footprint by 52 thousand tonnes over the next 25 years.



By creatively self-tendering and effectively using their own funds to enhance the funding available through the Community Energy Saving Programme (CESP), Cartrefi Conwy were able to invest over £4M on an environmental regeneration programme through a variety of fuel efficiency measures based around installing external wall insulation to the homes on Peulwys.

Rather than handing over the whole process to one of the 'Big Six' energy firms Cartrefi undertook the tendering, management and delivery of the entire project in house- which resulted in significant cost savings for the landlord. The competitive rates enabled Cartrefi Conwy to not only carry out works their our own properties but create a 100% funding model to an additional 35 owner occupiers on the estate. This equates to £12.5k in monetary value per property.



This 100% funding model was created not only through CESP funding but by working alongside a partnering contractor who carried out the works to owner occupiers without adding any overheads or profits to the costs. In addition, the



model value-engineered the supply chain which maximised the deliveries to site.

This work has totally transformed the estate's fortunes, substantially reducing fuel poverty by reducing fuel bills and carbon footprint and enhancing the aesthetics with a coloured render finish.

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Case Study: Non-traditional properties, Gwynedd



Cartrefi Cymunedol Gwynedd (CCG) is currently in the middle of a major WHQS project to improve 80 non-traditional properties of Airey Construction across north Gwynedd. The current scope of the works for these homes involves removing external walls, underpinning foundations, new roofs, new internal partitions, kitchens, bathrooms, heating, rewiring, fencing and paving. The refurbishment process on these homes can take up to 6 months to be completed.

The scope of works available on the non-traditional schemes has presented excellent targeted recruitment and training (TR&T) opportunities for contractors and sub-contractors as they are able to accommodate a wide range of apprenticeship routes. Improvement works on traditional properties would normally present apprenticeship opportunities in joinery, plastering, plumbing and electrical installation. However, these non-traditional schemes have been able to offer a further five apprenticeships and traineeships in scaffolding and bricklaying.

The scheme has also offered an extra 21 employment opportunities for experienced workers as well as the traditional apprenticeship and traineeship routes that usually accompany refurbishment of traditional properties.

The scope of work has allowed CCG to develop its own dedicated team solely in charge of this element including a dedicated Project Manager, Clerk of Works, Tenant Liaison Officer and Decanting Officer.

Communication with tenants whose homes are to be refurbished starts as much as 18 months before work begins. Tenants and residents are visited by a Tenant Liaison Officer (TLO) who will be their first point of contact throughout the whole process along with the Clerk of Works. Tenants are able to choose their new kitchen, bathroom, doors and fire surrounds as well as any reconfiguration of rooms.

When work has started on site, information evenings are held to update tenants and residents and local

Councillors on progress on the work. Work on tenants' homes take up to 6 months, yet communication with tenants and residents covers nearly 24 months. The refurbishment of non-traditional properties has allowed CCG to further extend its good practice on TR&T while accomplishing WHQS and keeping tenants and customers happy.



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Case Study: Value Wales Community

Benefit Measurement Tool



Melin Homes, as part of the delivery of Arbed Phase 2 European Regional Development Fund (ERDF) Project, recognised the real benefits that could be achieved by embracing and promoting the use of Value Wales' Community Benefit Measurement Tool. Melin recognised that for benefits to be maximised, the inclusion and support of all project partners was vital.

In implementing the practical use of the Community Benefit Measurement Tool, it was understood that there would be risks attached. Contractors needed to understand the importance of collecting and reporting accurate data. Melin sought to engage with contractors early and give a clear explanation of the requirements of the measurement tool. Contractors are required to submit information in excess of Value Wales' requirement to allow greater analysis and identification of duplicate or inaccurate data.



In order to ensure the co-operation of the contractor framework, and to obtain quick responses when required, Melin have developed a bespoke database which will allow the monitoring and evaluation of projects and their subsequent impact on the community. The database includes a detailed employment and training section which captures information on upskilling and sustainable employment.



The database can be used to demonstrate community impact by individual members of the supply chain in support of future tenders and to identify impact and employment by region or local authority area.

Together with the support of the supply chain, Melin have submitted the first completed measurement tool for the Arbed 2 Project. The successes of the project are highlighted by the achievement of a £2 benefit to the community for every £1 spent on the project.

Along with the excellent success of the project, Melin as a team have benefitted from many lessons learnt. The association has further developed its supply chain and increased its understanding of their needs & requirements. Delivery of community benefits works best where Melin works

to link the supply chain with the needs and aspirations of a community rather than allowing individual companies to define their own community investment. Welsh Government is now seeking to use Melin Homes to deliver training and assistance to other organisations in Wales in order to maximise the use and roll-out of the tool.

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Case Study: Grounds Maintenance Tender



VALLEYS TO COAST
CYMOEDD I'R ARFORDIR



In 2013 V2C re-tendered ground maintenance services for over half a million square metres of grassed area. Using the SME Friendly Procurement Initiatives of the 'Can Do Toolkit 2', V2C aimed to capture the abilities of local, smaller businesses by creating a package of support to ensure SMEs featured on the framework. This included:

- Simplification and standardisation of the process – simplifying language within the Notice, the PQQ and the ITT and offering guidance on completion at each stage.
- Splitting the contract into lots to provide opportunities for all size SMEs including Micro SMEs.
- Individual officer support was made available to help SMEs complete paperwork – a V2C officer contact list was issued at each stage inviting bidders to contact staff for support including Finance, Community Regeneration, Health & Safety, Recruitment & Training, Community Benefits and Procurement Officers.
- Local radio advertising and the production of a Local Business Database for mailshots, to identify SMEs that could participate in the tender exercise, along with the standard OJEU process.
- A commitment to interview every successful bidder that passed the ITT stage, within their own environment/workplace if preferred.

Meet-the-Buyer events in partnership with Supplier Development Services and an established grounds maintenance contractor to showcase best practice on achieving community benefits.

Market research was carried out which indicated that a number of local businesses of various sizes would be interested in the work. A large 'Meet the buyer' event was held with over 100 attendees at Waterton Business Park. This allowed V2C to explain that they were looking for more than basic grass-cutting and were expecting targeted recruitment and training (TR&T), engagement of the community and support for community projects (Community Benefit).



After the first season of delivery, Steve Curry, V2C Community Regeneration Manager noted "on top of the successful service delivery and generating community benefits, we also saved a lot of money! The training provided has exceeded contractual requirements and thousands of pounds of community benefit has been added to V2C's communities."

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Case Study: Y Prentis



In a move to address the skills shortfall within the construction industry Melin Homes and CMC2 formed a £2.5m shared apprenticeship scheme, Y Prentis. Since its launch last year, Y Prentis, set up by CMC2, Monmouthshire County Council's Community Interest Company and Melin Homes, and managed by SOSAVI is on course to reach its target to get 105 people onto a sustainable apprenticeship in its first three years.

Reflecting the changing needs of industry, the scheme allows apprentices to move flexibly between a number of employers to gain a full apprenticeship qualification. It enables employers to offer a proportion of an apprenticeship without having to commit to the full three year term, which is becoming increasingly difficult with the rise in short term projects or contracts which don't offer appropriate training and work experience.

The scheme is sponsored by the Welsh Government and CITB-Construction Skills Wales, the Sector Skills Council and Industry Training Board for construction and managed by Melin Homes and CMC2. It will offer 105 craft apprenticeships over three years including brickwork, joinery, plastering and infrastructure and civil engineering, with training and work placements being provided by local colleges and a number of local employers including Melin Homes, Cowlin, Leadbitter and Interserve.



Daniel Hearse was one of the first people on Y Prentis' books and he is now working on site helping to build a new super school with Leadbitter, a subsidiary of Bouygues UK.

"Last year I got laid off from an online retailer and I wanted to find a trade to give me some security, said 20-year-old Daniel, who has secured a two-year apprenticeship giving him valuable experience as he works towards his NVQ Level 2 in bricklaying. The on-the-job experience that I am getting now will hopefully give me a head start when I finish college and start looking for a job."

Deputy Minister for Skills and Technology Ken Skates paid a visit to the Penarth Learning Community (PLC) to meet Daniel and his fellow Y Prentis workers. Mr Skates said: "It's imperative for the

future of the Welsh economy that we ensure our young people have the high level transferable skills they need to find work and succeed in life."

Adrian Huckin, Director at Melin Homes and Y Prentis said: "The Y Prentice Shared Apprenticeship Scheme offers companies and apprentices many benefits and advantages and will be an invaluable addition to the development of the construction industry. Employing apprentices often becomes a great financial and time burden for small companies, however shared apprenticeships can alleviate these issues as well as addressing South East Wales' construction skills needs, making the industry in this area a more stable one."

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The Future...

There continues to be a large support network for organisations wishing to align themselves with the community benefits agenda. Welsh Government has reiterated its commitment to maximising the impact of housing and public investment in Wales, and has asked all landlords to adopt a community benefits approach within procurement practice. Support on community benefits is available from the following organisations:

CIH Cymru / i2i

www.cih.org/i2i

The i2i on-line library offers a wealth of free resources, providing publications on maximising community benefits and TR&T through good procurement practice. The library contains webinars, good practice publications and the famous Can DO toolkit. The i2i project, based at CIH Cymru in Cardiff, continues to offer tailored support through consultancy services to Welsh housing, and to other public services and organisations, who wish to begin and develop their community benefits policy and practice.

Building Enterprise

www.buildingenterprise.org

Building enterprise is a new project from Community Housing Cymru. The aim of building enterprise is to support the local economy, individuals and enterprises to lock the Welsh pound into Welsh communities. The project supports social enterprises and Registered Social Landlords (RSLs) to partner up and encourage new business models that create and anchor new opportunities in disadvantaged communities.

National Procurement Service (NPS)

www.npswales.gov.uk

The National Procurement Service for Wales aims to enable the Welsh public sector to collaborate more closely in procuring goods and services. NPS brings together public sector purchasing power of over £1 billion, in common and repetitive spend. The potential benefit of this arrangement is to save £25m per year to allocate to public services in the face of unprecedented budgetary pressures. Promoting local economic regeneration, community benefits and supporting SMEs and the voluntary sector in competing for Welsh public sector contracts.

Procurement Route Planner (PRP)

<http://prp.wales.gov.uk/planners/general/>

Welsh Government's PRP promotes a structured, step-by-step approach and encourages consistent, best practice to procurement throughout the Welsh public sector, incorporating the eProcurement Service (ePS) and based upon the principles of sustainable procurement.

Youth Employment UK

www.yeuk.org.uk

The leading UK campaigning and membership organisation dedicated to tackling youth unemployment.

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With thanks to
our 2014 survey
respondents!





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The i2i free resource library includes:



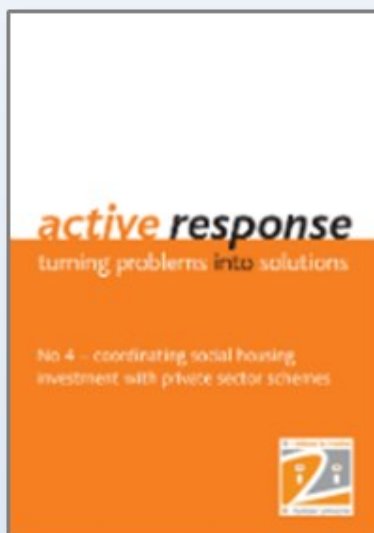
AR1: WHQS Business plans



AR2: Keeping WHQS Investment 'local'



AR3: Capturing the lessons on procurement in stock transfer organisations



AR4: Co-ordinating social housing investments with private sector schemes



AR5: Capturing the lessons on supporting tenants through targeted recruitment & training



AR6: Good practice



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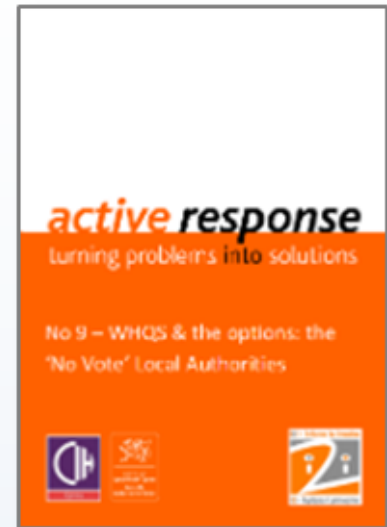
The i2i free resource library includes:



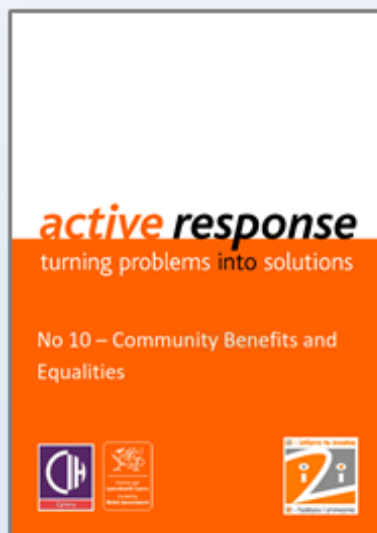
AR7: Digital inclusion



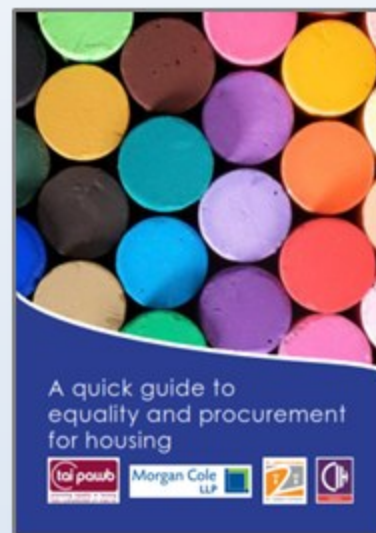
AR8: Lessons learnt from the Welfare Reform Demonstration Project



AR9: WHQS & the options: 'No vote' local authorities



AR10: Community benefits and equalities



A quick guide to equality & procurement for housing



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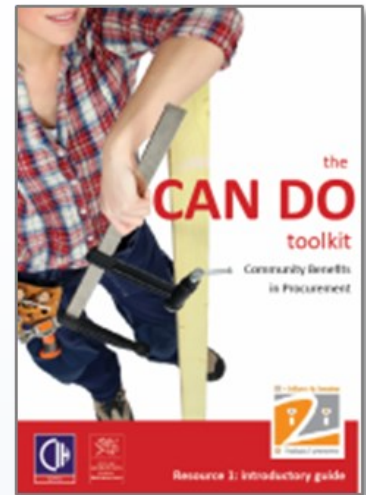
The i2i free resource library includes:



The CAN DO Toolkit



The CAN DO Toolkit 2: SME friendly procurement



The CAN DO Toolkit refresh

5 Years of i2i.

5 thousand jobs and training opportunities created.

50 organisations worked with.

