



Revo

Retail. Property. Community.

Social value framework for retail property

Social value tool for retail property.

Purpose.

This framework is a tool that owners, investors, LAs and participants in the retail property community can consider using to measure and chart their progress on social value. This can be for individual assets, which can then culminate in to a portfolio wide exercise. We hope this will support reporting into investors.

Some of these areas are within direct control of owners. However, to create positive social value, local and longstanding partnerships with local authorities, other businesses, charities or educational institutions are vital. We have built this so that there are a few major areas of influence and positive impact that the retail property community can create and contribute to. We have decided not to address environmental issues as a separate area, as increasingly high built environment practices are becoming industry standard. We have captured environmental impact across different areas such as actions on sustainable transport, sustainable supply chains and improving health and wellbeing of the community.

The framework has been divided into themes, priority areas, goals, actions and outcomes. This is then supported by means of measurement. In a separate document we have provided guidance on data and methodology. All the actions and behaviours are staggered according to the complexity of creating social value, these are:

Actions within direct influence of owners **Actions achieved through Partnerships** **Progressive social value**

Where the colours at the top of the section blur, this indicates that the section covers a variety of aspects which can include those actions within direct control moving into what may be considered progressive outcomes.

Themes:

Vibrant Community:

Priority Areas:

1. Meaningful community engagement
2. Open, healthy and inclusive space

Local Economy:

Priority Areas:

1. Supporting local business
2. Responsible procurement
3. Supporting better employment
4. Resilience in the workforce



Vibrant community.

Vibrant community.

Priority area 1: Meaningful community engagement.

Community engagement enables projects and/or developments to be relevant to local communities. Meaningful community engagement can provide intelligence for adapting assets and promote social cohesion through working in partnership with others. Improved trust and relationships between different groups is an important outcome of an engagement process as it enables future projects to be developed with more ease and efficiency. Giving the community the opportunity to shape what happens in their local area can encourage a newfound social citizenship and sense of pride and ownership of place. It can also be a significant way to bring traditionally marginalised members of communities to the forefront. The new age of community engagement must be a process of continuous and serious consideration.

Goal	Action	Outcome	Measurement
Action within direct influence of owners			
<p>Goal – Moving towards real and continuous engagement</p> <p>In order to successfully engage in a dialogue with the community, owners should map all the community stakeholders and use all standard and alternative engagement platforms. It is important to consider who is participating in decision-making process and who is benefiting, by looking beyond traditionally recognised groups and governance structures in particular to those who are harder-to-reach and often excluded from citizen engagement efforts.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</p>	<ul style="list-style-type: none"> - Detailed mapping of demographics and surrounding population - Ongoing use of a variety of safe and appropriate platforms to engage with communities on issues that impact their places (tailored to local community) - Differing methodologies to communicate e.g. events and online - Ensuring transparency and accessibility to encourage engagement 	<ul style="list-style-type: none"> - Integration of community engagement into development/asset strategy - Increased engagement of usually silent communities/under-represented groups - Communities are meaningfully engaged - Creation of place enhances community needs - Developed community "ownership" or goodwill towards retail places 	<ul style="list-style-type: none"> - Evidence of mapping and engagement across a local population - Meaningful local partnerships (relationship and data alignments) which include occupiers - Number and types of engagement platforms - Solutions enabling people hard-to-reach and/or usually silent groups to engage - Number of people and groups/associations engaged in community activities - % of minorities involved in engagement process: POC, women, young, elderly, disabled, LGBTQ+, religious minorities To track internal engagement level: - Number of access points to consultation/feedback - Full multifaceted feedback and impact on asset - % of community recommendations actioned
Actions achieved through Partnerships			
<p>Goal – Exploring and celebrating nuance in communities</p> <p>It is important for retail places to recognise and understand the diversity, culture and heritage of the communities they operate in. Engagement with difficult to reach groups and subsequent space to support culture and heritage is key to vibrancy.</p>	<ul style="list-style-type: none"> - Reaching groups that may not traditionally be involved in placemaking via targeting or events/platforms that make engagement easier - Celebrating of cultures and preserving heritage 	<ul style="list-style-type: none"> - Supporting local identity - Strengthened community - Improved community wellbeing 	<ul style="list-style-type: none"> - Ensuring consultations with faith groups - Number and type of cultural celebrations per year - Number of people attending - Number of heritage sites preserved (in case of new developments/redevelopment) - Pride of place – survey
<p>Goal – Encouraging young people to invest in their spaces</p> <p>Young people should have the opportunity to share their views on the issues that affect them, have right to be heard and participate in the society as active citizens. Retail place owners can support young people, positively contribute to their safety through partnerships and support for youth organisations.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</p>	<ul style="list-style-type: none"> - Considering and actioning platforms, events or group related initiatives that encourage engagement with young people on use of retail places 	<ul style="list-style-type: none"> - Inclusion of young people - Reduction in crime and anti-social behaviour - Success and growth of community partners and public sector partners in achieving their goals 	<ul style="list-style-type: none"> - Partnerships with youth organisations and LAs to provide services to young people (e.g. youth clubs) - Number of children and young people supported - % Reduction in local youth crime - Reduction of youth requiring use of youth services - Increase in number of young people being active citizens (voting, taking part in clubs, taking part in community groups etc.)
<p>Goal – Moving towards better local partnerships</p> <p>In order to support local community, partnerships around common goals such as increasing community cohesion should be established. Businesses should strategically select community partners, aligned to the mission and values of the business. Volunteering and donations play an important role in supporting charities and community organisations.</p>	<ul style="list-style-type: none"> - Engagement with local charities and organisations targeting local community issues, Local Authorities, occupiers, BIDs and LEPs 	<ul style="list-style-type: none"> - Enhanced sense of community - Improved wellbeing of employees - Contribution towards charity/community partner achieving its goal - Outcomes compatible with charities/organisations aims 	<ul style="list-style-type: none"> - Number of organisations engaged - Number and types of initiatives - Goals/outcomes achieved reported by organisations engaged - £ money raised to address community issues - Number / % of employees volunteering - Number of volunteering hours - Number of skill-based volunteering hours
Progressive social value			
<p>Goal – Considering Community Ownership</p> <p>Is there scope to think about empowering communities via ownership or some governance of space? Community ownership can also deliver significant economic benefit.</p>	<ul style="list-style-type: none"> - During ongoing engagement of community, ascertaining appetite and ability for varying ownership or governance models - Provision of community space for people to socialise, use or own 	<ul style="list-style-type: none"> - Enhanced sense of ownership over space 	<ul style="list-style-type: none"> - Number and type of community establishments/ amount of space for community use - Use of innovative or alternative governing styles of community involvement - Transparent reporting of how community engagement is embedded in decision making process - Community or investment funds for local business or community initiative considered

Priority area 2: Open, healthy and inclusive space.

Community cohesion aims to build communities where people feel they belong and are comfortable interacting with others. Cohesive neighbourhoods are the ones where people want to live and invest. It is therefore paramount for the owners and curators of retail places to positively contribute to community cohesion. If the space is not open to everyone, then the owner/manager of the space is creating division in the community. Retail places owners can help reduce social isolation of individuals; positively contribute to the wellbeing and health of individuals and communities. Supporting their community, providing open, accessible and inclusive space will allow owners to successfully embed the asset in the local community.

Goal	Action	Outcome	Measurement
Action within direct influence of owners			
<p>Goal – Health and accessibility</p> <p>Retail places should be accessible to all and health issues loom large across the population. Retail property can cultivate space in the broader spectrum of health and wellbeing but also support those with disabilities face less barriers while out shopping. UK retail places and retailers are potentially missing up to one third of their communities. Improving social equality in this area will be beneficial to people, communities and businesses.</p> <p>Disability-inclusive 2030 Agenda for Sustainable Development. Disability is included in the following SUSTAINABLE DEVELOPMENT GOALS: 4, 8, 10, 11 and 17.</p>	<ul style="list-style-type: none"> - Providing space for/Promoting initiatives on physical and mental health, and sport activities - Increasing accessibility and inclusivity of the place via one of the following actions: - Adoption of the Revo Accessible Places Toolkit - Adaptation of recommendations by a charity and/or consultancy - Achieving Disability Confident level 3 	<ul style="list-style-type: none"> - Increased use of retail space for wellbeing and health initiatives - Improved health & wellbeing of the community - Increased evidence of those with visible and invisible disabilities can access retail places - Reduced social isolation 	<p>Indicator used to measure progress based on one (or more) of the following:</p> <ul style="list-style-type: none"> - Number of recommendations implemented - Increase in footfall/visitor from groups who are disabled - Increase in positive profile in media/social media - Number of initiatives related to health and wellbeing - Number of people who attended health/wellbeing activities - Space used for health services (%/sq ft) - Community/customer feedback
<p>Goal – Open, multi-faceted space</p> <p>The success of a place depends on how people adopt, use and manage it. Retail places offer the chance to engage in public life. Face-to face social contact further extends to including the long-term relationships between proprietors and customers.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 11: Make cities and human settlements inclusive, safe, resilient and sustainable.</p>	<ul style="list-style-type: none"> - Creating space open to everyone through: - Implementation of consultation with interfaith groups - Implementation of recommendations from hard to reach groups 	<ul style="list-style-type: none"> - Place considered part of the community - Strong local identity - Reduced social isolation - Inclusion - Healthier community 	<ul style="list-style-type: none"> - Inclusive owner policy - % of various demographics of local population who use the space - How the space is used vs how it is designed - Measurement of social interaction in the space - survey - Support networks utilising the space - Community support and signposting occurring on-site
<p>Goal – Improving digital inclusion</p> <p>Digital inclusion is an important enabler for all citizens to participate actively in society and to access digital services, products and networks. By investing in digital inclusion, companies can support better economic, health and social outcomes, in particular for those hard to reach.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p>	<ul style="list-style-type: none"> - Enabling digital inclusion through facilitating access to Internet and improving digital skills of those at risk of digital exclusion - Increasing digital visibility of community organisations by supporting technically and/or financially local websites 	<ul style="list-style-type: none"> - Reduced social isolation - Improved participation in digital economy - Increased digital visibility of community organisations and local businesses 	<ul style="list-style-type: none"> - Use of fast and secure free Wi-Fi - Free/discounted access to IT equipment for groups identified to be at risk of digital exclusion - % of various demographics of local population who use the digital platforms - Funding for social platforms - Links to local/community platforms on the retail place website
<p>Goal – Supporting access to nature</p> <p>Access to nature and biodiversity contributes positively to mental health and wellbeing. Green infrastructure contributes to better air quality and helps to reduce temperatures.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 13: Take urgent action to combat climate change and its impacts.</p>	<ul style="list-style-type: none"> - Increasing biodiversity, biophilia and green spaces and their usage 	<ul style="list-style-type: none"> - A healthier community - Improved wellbeing - Improved air quality 	<ul style="list-style-type: none"> - Number of initiatives supporting increase in biodiversity in local area - % of customer usable green space vs total scheme area

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Goal	Action	Outcome	Measurement
Actions achieved through Partnerships			
<p>Goal – Moving towards sustainable transport</p> <p>Good and coherent connection to the surrounding areas encourages walking and cycling, and increases safety. Pedestrianisation of the immediate area, prioritising sustainable transport will contribute to lower air and noise pollution. It will also increase physical activity of people visiting the place and improve the quality of life in the vicinity.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 3: Ensure healthy lives and promote well-being for all at all ages.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 11: Make cities and human settlements inclusive, safe, resilient and sustainable.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 13: Take urgent action to combat climate change and its impacts.</p>	<ul style="list-style-type: none"> - Creation of safe, well-integrated and easy to access space and prioritisation of sustainable transport 	<ul style="list-style-type: none"> - Increased safety and perception of safety - Well integrated place into surrounding area / linking retail development with the rest of the neighbourhood/city - Place accessible to people with no access to a car - Reduced air and noise pollution - A healthier community - Improved wellbeing 	<ul style="list-style-type: none"> - £ contribution to local infrastructure - Solutions to increase safety and better integration of the place into the neighbourhood - % of the immediate area that is pedestrianised - Number of separate bike lanes / or % of routes providing safe access for pedestrians and cyclists - Access to public transport - Public transport timetables compatible with opening hours of the scheme - Number of electric vehicle chargers - Number of bike parking stations - Walkability index
Progressive social value			
<p>Goal – Supporting those that are vulnerable</p> <p>The retail property industry is perfectly placed to play a key role in lifting people out of vulnerable positions through providing jobs, skills and training as well as other solutions.</p> <p>DEVELOPMENT GOAL 3: Ensure healthy lives and promote well-being for all at all ages.</p> <p>Target 3.5: Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.</p>	<ul style="list-style-type: none"> - Investing in solutions for deeper issues such as violence, drug use, poverty and homelessness 	<ul style="list-style-type: none"> - Strengthened community - Strong social network - Reduced cost of health and social services - Improved community wellbeing - Less anti-social behaviour - Increased safety and perception of safety 	<ul style="list-style-type: none"> - Number of vulnerable people supported/ reached by initiatives - Initiatives to prevent and overcome homelessness and in-work poverty - Initiatives to prevent and overcome other tough issues in the local community - Initiatives to tackle social isolation

Local economy.

Local economy.

Priority area 1: Supporting local business.

Local businesses are more likely to work with and use services of other local enterprises. Having a vital interest in and knowledge of local community, independent retail businesses have more chances to succeed than chain brands. Significantly more money spent with local independent businesses stay in a community. Working with and supporting local businesses through partnerships will increase the positive impact of owners on the local economy.

Goal	Action	Outcome	Measurement
Action within direct influence of owners			
<p>Goal – Lifting up local businesses</p> <p>A vibrant SME sector is a vital ingredient for a healthy market economy. By working with independent businesses, owners can help boost local economy and increase attractiveness of their places. They can also increase common business performance by supporting SMEs through investment, upskilling and training.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p>	<ul style="list-style-type: none"> - Supporting local businesses via sustained partnerships - Providing space or working in partnership with small businesses to trade 	<ul style="list-style-type: none"> - Boost to the local economy - Professionalization of local business scene - Increased business opportunities - Unique retail and service offer - Avoided cost of business advice for small businesses and start-ups 	<ul style="list-style-type: none"> - Training for local entrepreneurs/businesses, including support on tax issues - £ invested in local start-ups and X partnerships - Discounted space leased to local businesses and social enterprises (regular units and pop-ups)

Priority area 2: Responsible procurement.

Sustainable and transparent procurement is a high profile matter for all businesses today. It can help to build a company's reputation, save money, improve employment conditions of workers along the supply chain and increase innovation. Measuring and increasing transparency are powerful tools for managing the risks and increasing the positive impact throughout the supply chain. Including social enterprises into the supply chain is particularly beneficial, as these businesses address social issues and environmental issues. Owners should aim for actions related to procurement that follow circular economy principles in order to decrease negative impact on the environment.

Goal	Action	Outcome	Measurement
Action within direct influence of owners			
<p>Goal – Accessing a responsible supply chain</p> <p>Buying locally sourced products and services is beneficial for multiple reasons. The supply chain has a lower carbon footprint, the supply chain costs are reduced, and it allows better control and flexibility.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 13: Take urgent action to combat climate change and its impacts.</p>	<ul style="list-style-type: none"> - Sourcing services and goods locally where possible - Working in partnership to support responsible business practices with suppliers 	<ul style="list-style-type: none"> - Supporting local businesses - Lower carbon footprint 	<ul style="list-style-type: none"> - % of local enterprises in supply chain - £ contract value with local suppliers
<p>Goal – Encouraging social enterprise</p> <p>Social enterprises are worth considering as business partners as they outperform mainstream SMEs in terms of turnover and jobs growth, innovation and diversity. They can also positively contribute to the owner's impact on society and environment.</p> <p>Social enterprises play an important role in achieving the Sustainable Development Goals.</p>	<ul style="list-style-type: none"> - Looking to increase relationships with social enterprises in supply chain where possible 	<ul style="list-style-type: none"> - Support for local community - Increased innovation - Creation of social capital 	<ul style="list-style-type: none"> - %/number of social enterprises in the supply chain - £ spent with social enterprises

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Goal	Action	Outcome	Measurement
Actions achieved through Partnerships			
<p>Goal – Increasing knowledge of supply chain</p> <p>Increasing sustainability and transparency of the supply chain can help manage risks and contribute positively to the communities and environment along the whole supply chain.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p>	<ul style="list-style-type: none"> - Increasing sustainability and transparency of the supply chain 	<ul style="list-style-type: none"> - Benefits to more vulnerable stakeholders along the supply chain - Reduced environmental impact - Decreased risk of reputational damage 	<ul style="list-style-type: none"> - % of suppliers with responsibly sourced materials and products - % of suppliers committed to anti-slavery requirements - transparency/governance index run by a third party

Priority area 3: Supporting better employment.

Creating employment opportunities is one of the most important contributions of retail places to local society and economy. Good employment conditions and fair pay are key to better health and wellbeing of employees, therefore contribute to lower staff turnover, reduced absenteeism and better performance. Diversity and inclusivity are also beneficial to business. Supporting disadvantaged people into employment can be one of the most significant contributions to the society and economy. However, it is necessary for employers to understand multiple barriers that long-term unemployed and other disadvantaged people face and to help them to get and sustain employment.

Goal	Action	Outcome	Measurement
Action within direct influence of owners and/or achieved through Partnerships			
<p>Goal – Creating good jobs</p> <p>One of direct economic benefits of a retail place is creation of employment. Retail places offer opportunities to people across all ages and education levels. These opportunities are created by a large number of stakeholders connected to the place (owner, occupiers, service providers, suppliers etc.).</p> <p>SUSTAINABLE DEVELOPMENT GOAL 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p>	<ul style="list-style-type: none"> - Supporting employment through creation of jobs - Increasing local community spending power and alleviating financial burden for public services 	<ul style="list-style-type: none"> - Generated wages - Higher national revenue - Higher disposable income - Reduced cost of health and social services - Reduced need for unemployment benefit. - Increase in opportunities and employment for local people 	<ul style="list-style-type: none"> - Number of existing/already created jobs (entry point) - Number of new jobs created (net change) - %/number people from local community employed (breakdown by business: owner, occupiers, suppliers and service providers) <p>Financial estimates:</p> <ul style="list-style-type: none"> - £ Estimate of income tax - £ Estimate of disposable income - £ Estimate of reduced cost of health and social services plus employment benefits
<p>Goal – Moving towards better pay and conditions</p> <p>Providing good working conditions is beneficial for business. They contribute to lower staff turnover, reduced absenteeism, better performance and higher motivation. Providing minimum number of hours, pay commensurate with real living costs and paid sick leave are key contributors to staff retention and productivity. Additionally, living wage helps to prevent in-work poverty, improves employees' level of life and wellbeing.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 1: End poverty in all its forms everywhere.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 10: Reduce inequality within and among countries.</p>	<ul style="list-style-type: none"> - Creation of and encouraging business partners to create fair paid jobs - Creating good working conditions by guaranteeing minimum of hours worked, paid sick leave and moving away from zero hours to permanent contracts - Providing better work-life balance by supporting working parents 	<ul style="list-style-type: none"> - Fairly paid employment commensurate to cost of living - Decrease in in-work poverty - Higher discretionary spending - Improved employees wellbeing - Higher productivity - Improved social mobility - Better retention rate - Better work-life balance for employees - Higher work satisfaction - Improved mental health and wellbeing 	<ul style="list-style-type: none"> - % of employees paid Real Living Wage and above (breakdown by business: owner, occupiers, suppliers and service providers) - Level of employees' satisfaction on the employment conditions - Absenteeism level or retention rate - % of zero hours' contracts with minimum number of hours guaranteed - % of zero hour contracts changed to permanent contracts - % of employees with paid sick leave - Initiatives/services helping employees to alleviate financial and organisational burden of childcare (i.e. space and financial support for a nursery or after school care)

Goal	Action	Outcome	Measurement
Action within direct influence of owners and/or achieved through Partnerships and/or Progressive social value			
<p>Goal – Creating a workforce for a diverse society</p> <p>The benefits of inclusive and diverse workplace include easier recruitment and higher retention rate, better collaboration, innovation and performance. Inclusive and diverse companies outperform competitors on profitability. Diversity helps dispel negative stereotypes and personal biases about different groups. Being an inclusive employer also enhances company's brand value and reputation.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 5: Achieve gender equality and empower all women and girls.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 10: Reduce inequality within and among countries.</p>	<ul style="list-style-type: none"> - Increasing diversity and inclusivity of workforce by ensuring employment opportunities for people from all backgrounds, in particular disadvantaged groups 	<ul style="list-style-type: none"> - More resilient local community - Reduction of social isolation - Decreased unemployment - Reduced cost of health and social services - Reduced need for unemployment benefit - More opportunities for disadvantaged people 	<ul style="list-style-type: none"> - Comparison of age, gender and ethnic profile of workforce against national and local demographics - % / number and type of jobs created for under-represented/ disadvantaged/vulnerable people - % / number and type of jobs created for people with disabilities - % / number and type of jobs created for people with a history of crime

Priority area 4: Resilience in the workforce.

It is vital to provide people with skills adequate for the current and future labour market requirements. This will decrease the risk of people being forced into unemployment and will help to create skilled labour pool. Addressing some of the key reasons for persistently high number of young people excluded from the labour market in the UK is particularly important. However, as the society is ageing and people will work longer, it is necessary as well to arm older workers with new skills that will allow them to find new employment opportunities or adjust to the changing requirements at their current working place.

Goal	Action	Outcome	Measurement
Actions achieved through Partnerships			
<p>Goal – Skilling up, with a focus on key segments of society</p> <p>Skills development can reduce unemployment, increase income and improve standards of living. It can help workers with no formal education to avoid unemployment or be stuck in unstable low-wage jobs with little career mobility or growth. Investing in youth employment and training, as well as improving skills and job offer for older workers is vital for the future of the economy and businesses. In order to increase employment levels, it is necessary to provide appropriate jobs, training and qualifications.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p> <p>SUSTAINABLE DEVELOPMENT GOAL 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</p>	<ul style="list-style-type: none"> - Improving work skills and access to employment through training, mentoring and apprenticeship programmes - Preparing young people for employment by provision of appropriate training to students and early school leavers - Increasing retention and improving skills of older workers 	<ul style="list-style-type: none"> - Supported social mobility - Improved skills among key population segments - Future-proofed workforce - Improved mental health and wellbeing as people feel they are better prepared for employment - Creation of skilled labour pool - Young people with skills for long-term employment/building talent pool - Opportunity for young people to develop and progress professionally - Increased retention of older workers 	<ul style="list-style-type: none"> - No of partnerships in place to improve access to jobs to include mentoring, skilling up and to removing barriers - Number of people who received training - Level of satisfaction with training provided (measured by survey) - £ Apprenticeship funding - Number of business operating apprenticeship schemes - Number of apprenticeship/work placements - Number of local people supported to gain a qualification - Level of qualifications achieved - Number of businesses offering training for local schools' pupils and early school leavers - Number of young people who received training - No of partnerships in place to improve access to jobs and training for older people - Number of older people who received training

The framework has been developed based on publications/literature review and consultations with a wide range of stakeholders from private, public and non-profit sectors.

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