



Minority
Business
Matters

ACTION PLAN

Social Value Workbook

for London's Small & Diverse-Owned Businesses

Delivered by:



Funded by
UK Government

SUPPORTED BY

MAYOR OF LONDON



WELCOME

Social Value isn't about grand gestures or expensive programmes. It's about the positive impact you're already creating through everyday business decisions and learning to recognise, measure and communicate it effectively.

Whether you're preparing for a public sector tender, seeking investment, or simply want to formalise the good work you do, this workbook gives you a practical, step-by-step plan to capture and showcase your Social Value.

Most small businesses are already creating significant impact. You might be hiring locally, supporting your team's wellbeing, buying from ethical suppliers, or reducing your environmental footprint. The challenge isn't creating value - it's proving it.

This workbook will help you:

- ❖ Identify the Social Value you're already generating
- ❖ Choose simple metrics you can actually track
- ❖ Gather evidence that buyers and investors want to see
- ❖ Tell your story in a way that wins contracts and builds reputation

Developed by www.defy-brands.com in partnership with Minority Business Matters, Heart of the City and MSDUK, this toolkit distils years of experience helping SMEs succeed in Social Value tenders and impact investment rounds.





About Us



**Minority
Business
Matters**

MBM provides free, practical support to help London-based small and diverse owned businesses and freelancers to build skills, win work and become supplier ready.

www.minoritybusinessmatters.com



Heart of the City is a charity, founded and supported by the City of London Corporation and the Bank of England, that support small and medium sized businesses to become responsible and sustainable in their operations by upskilling them. www.theheartofthecity.com



MSDUK is the UK's leading voice for inclusive procurement, championing small and diverse-owned businesses since 2006. They provide recognised SME certification, open doors into major corporate and public-sector supply chains and help organisations build meaningful connections that drive long-term, inclusive growth. www.msduk.org.uk



Your step-by-step action plan

This is a practical plan showing your Social Value activities, how to measure them and how to communicate them to buyers and investors.

💡 How to use this workbook

This is your working document. Fill it in as you go.

You don't need to complete it all at once, work through it in stages.

Save your progress and come back to it whenever you need.

Every section includes: what to do, why it matters and examples to guide you.

By the end, you'll have a complete Social Value Action Plan ready to use.



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SECTION 1

About your business

*Understanding your starting point
and what you want to achieve*



Section 1

ABOUT YOU & YOUR BUSINESS

Your Business Information

Business Name: _____

Sector/Industry: _____

Location (borough/city): _____

Number of Employees: _____

Main Products/Services: _____



Section 1

ABOUT YOU & YOUR BUSINESS

Where Are You Starting From?

Tick one that best describes you (this will help identify which parts to focus on)

☐ STARTING OUT:

I'm new to Social Value and want to understand what it means for my business

☐ ALREADY DOING THINGS:

I do activities that create impact but I don't track or communicate them

☐ GETTING ORGANISED:

I want to formalise what I'm doing and measure it properly

☐ TENDER READY:

I need to respond to a specific tender that asks for Social Value

 Why this matters

Starting Out? → Focus on Sections 2 & 3 first (Quick Wins and What You Do).

Already Doing Things? → Jump to Section 4 (Measuring) and Section 6 (Communication).

Getting Organised? → Work through all sections in order.

Tender Ready? → Complete Section 4 first, then check the Tender Response Guidance.



Section 1

ABOUT YOU & YOUR BUSINESS

Why Does Social Value Matter to your Business?

(Tick all that apply - be honest about what matters to you)

- ☐ Win public sector contracts (councils, NHS, government)
- ☐ Attract impact investors or grant funding
- ☐ Stand out from competitors
- ☐ Align my business with my personal values
- ☐ Attract and keep good employees
- ☐ Build a strong reputation in my community
- ☐ Required by a buyer I want to work with
- ☐ Create positive change in areas I care about
- ☐ Other: _____



Section 1

ABOUT YOU & YOUR BUSINESS

Your Number 1 Goal for Social Value

In the next 6 months, what's the one main thing you want to achieve with Social Value?

Examples:

'Win a £50K council contract'

'Get Living Wage accreditation'

'Hire 2 local apprentices'

My #1 Goal: _____

By when? _____



Keep this visible

Write your number 1 goal on a sticky note and keep it where you can see it.

Every action you take in this workbook should help you move towards this goal.

If something doesn't serve your goal, it's okay to skip it or save it for later.



SECTION 2

Quick wins: start this week

2-3 immediate actions that cost nothing and show impact fast



Section 2

QUICK WINS: START THIS WEEK

Creating Social Value:

Social Value isn't complicated. It's about the positive impact you create through everyday business decisions.

We've organised actions into four key areas:

- 1 Approach:** Your business model, policies, and procurement choices. This is about the systems and standards you put in place: who you buy from, how you pay suppliers and the policies that guide your operations.
- 2 People:** Employment, skills, wellbeing, diversity and inclusion and modern slavery. This covers how you treat your team, the opportunities you create and ensuring fair labour practices throughout your supply chain.
- 3 Community:** How you support and engage with local communities, charities and initiatives. This is your impact beyond your business: the time, skills and resources you contribute to the places where you operate.
- 4 Environment:** Actions you take to protect our planet and its inhabitants, with a particular focus on net zero. This includes reducing your carbon footprint, using resources wisely and working towards a sustainable future.

Don't wait to build the perfect plan. Start creating impact this week with simple actions that cost nothing.

Why quick wins matter

Build confidence and momentum.

Create evidence you can talk about immediately.

Show you're serious about Social Value.

Often these become your most powerful stories.



Section 2

QUICK WINS: START THIS WEEK

Choose 2-3 Quick Wins You Can Start This Week

Pick from the examples and ideas noted below or create your own.

The key is: you can do it this week with what you already have

1 APPROACH

- ☐ Switch your bank account to an ethical bank
- ☐ Calculate how much you currently spend with local suppliers
- ☐ Pay your invoices to small suppliers within 14 days (faster payment helps them)
- ☐ Review and update one business policy (e.g. environmental, diversity)
- ☐ Switch one supplier to a local or ethical business
- ☐ Join your local business network or Chamber of Commerce

2 PEOPLE

- ☐ Mention that you welcome applicants from diverse backgrounds in your job adverts
- ☐ Implement flexible working for parents or carers on your team
- ☐ Start a lunch-and-learn series for your team (free skills training)
- ☐ Check your current wages against Living Wage rates



Section 2

QUICK WINS: START THIS WEEK

2 PEOPLE (continued)

- ☐ Update job descriptions to include skills, not just qualifications
- ☐ Introduce wellbeing check-ins with your team
- ☐ Review your recruitment process for [unconscious bias](#)

3 COMMUNITY

- ☐ Offer 1 hour of free mentoring to a local student or start-up
- ☐ Contact a local school to offer careers talk or work experience
- ☐ Volunteer 2 hours with a local charity (or donate old equipment/supplies)
- ☐ Refer another small business to a potential customer
- ☐ Share another local business's post on LinkedIn Sponsor a local community event or initiative

4 ENVIRONMENT

- ☐ Switch to 100% renewable energy supplier (often same cost or cheaper)
- ☐ Replace disposable cups/plates in office with reusable ones
- ☐ Start a recycling system (paper, cardboard, electronics)
- ☐ Encourage team to use public transport (or cycle to work scheme if applicable)
- ☐ Do a waste audit, what do you throw away that could be reduced?
- ☐ Switch to a green web hosting provider



Section 2

QUICK WINS: START THIS WEEK

My Quick Wins: Starting This Week

	Quick win action	Done by (date)	Evidence I'll keep
1			
2			
3			

Evidence examples

Photos (before/after, team volunteering, certificate on wall).

Invoice or receipt (showing local supplier, renewable energy switch).

Email confirmation (accepting work experience student, booking careers talk).

Social media post (announcing new initiative).

Simple log/spreadsheet (tracking local spend, volunteer hours).



SECTION 3

What you already do

*Discover the Social Value you're
creating right now*



Section 3

WHAT YOU ALREADY DO

Most SMEs are already creating Social Value, you just haven't been calling it that.
This section will help you recognise and capture the impact you're already making.

You're already creating Value through...

Who you hire (local people, diverse team, fair wages).

Who you buy from (local suppliers, Social Enterprises, ethical sources).

How you treat people (flexible working, training, wellbeing support).

How you work (remote meetings reducing travel, recycling, reducing waste).

What you contribute (time, skills, donations to community).



Section 3

WHAT YOU ALREADY DO

1 **APPROACH:** *Your business model, policies, and procurement choices (e.g. sourcing ethically, supporting diverse suppliers)*

Responsible Procurement

Who do you buy from?

- ☐ We buy from local suppliers and small businesses
- ☐ We spend with Social Enterprises (businesses with social mission)
- ☐ We support businesses led by underrepresented groups (women, disabled people)
- ☐ We have ethical sourcing standards (Fairtrade, sustainable, cruelty-free)
- ☐ We prioritise suppliers with environmental certifications
- ☐ Other: _____

Ethical Business Practices

How do you ensure fair practices?

- ☐ We pay small suppliers quickly (within 30 days or faster)
- ☐ We audit supplier working conditions
- ☐ We have transparent pricing policies
- ☐ We pay fair taxes
- ☐ We bank with ethical or local financial institutions
- ☐ Other: _____

Business Model & Policies

How do you operate responsibly?

- ☐ We have a diversity and inclusion policy
- ☐ We have a Social Value or responsible business policy
- ☐ We are a certified B Corporation or working towards it
- ☐ We measure and report on our Social impact
- ☐ We engage stakeholders in decision-making
- ☐ Other: _____



Section 3

WHAT YOU ALREADY DO

2 PEOPLE: *Employment, skills, wellbeing, diversity and inclusion, modern slavery*

Fair Employment & Wages

How do you support your employees?

- ☐ We pay London Living Wage (£/hr) or Real Living Wage (£/hr)
- ☐ We offer flexible working for parents, carers, or people with health conditions
- ☐ We have employee wellbeing programmes (mental health support, EAP, wellness days)
- ☐ We offer more than statutory sick pay or holiday
- ☐ We have clear progression pathways for employees
- ☐ Other: _____

Skills & Development

What training and opportunities do you provide?

- ☐ We offer apprenticeships or work placements
- ☐ We provide on-the-job training and upskilling
- ☐ We support employees to get professional qualifications
- ☐ We mentor people facing barriers to work (ex-offenders, care leavers, refugees)
- ☐ We provide leadership development opportunities
- ☐ Other: _____

Diversity & Inclusion

How do you promote equality?

- ☐ We actively hire from underrepresented groups (care leavers, disabled)
- ☐ We have diverse representation at leadership level
- ☐ We monitor and report on diversity metrics
- ☐ We provide equality and inclusion training for staff
- ☐ We ensure equal pay for equal work
- ☐ Other: _____

Supply Chain Labour Standards

How do you ensure fair labour practices?

- ☐ We check suppliers for modern slavery risks
- ☐ We require Living Wage throughout our supply chain
- ☐ We conduct supplier audits for labour standards
- ☐ We have a modern slavery statement
- ☐ We provide training on identifying exploitation
- ☐ Other: _____



Section 3

WHAT YOU ALREADY DO

3 COMMUNITY: *How you support and engage with local communities, charities, and initiatives*

Community Engagement

How do you support your local area?

- ☐ Employees volunteer in company time (community clean-ups, charity work)
- ☐ We support local charities (donations, pro-bono work, fundraising)
- ☐ We share our space or facilities with community groups
- ☐ We sponsor local events or sports teams
- ☐ We partner with community organisations on projects
- ☐ Other: _____

Local Economy

How do you contribute to local prosperity?

- ☐ We create quality local jobs
- ☐ We prioritise local supply chains where possible
- ☐ We invest in community infrastructure
- ☐ We participate in local business networks
- ☐ We mentor local start-ups or entrepreneurs
- ☐ Other: _____

Youth & Education

How do you support the next generation?

- ☐ We work with local schools or colleges
- ☐ We visit schools or speak at careers events
- ☐ We offer work experience placements
- ☐ We support youth employment initiatives
- ☐ We offer scholarships or bursaries
- ☐ Other: _____



Section 3

WHAT YOU ALREADY DO

4 ENVIRONMENT: *Actions you take to protect our planet and its inhabitants, with a particular focus on net zero*

Resource Efficiency

How do you reduce your environmental footprint?

- ☐ We reduce waste and increase recycling
- ☐ We lower energy and water consumption
- ☐ We use sustainable or recycled materials
- ☐ We have carbon reduction targets
- ☐ We measure and monitor our resource use
- ☐ Other: _____

Climate Action & Net Zero

What are you doing about climate change?

- ☐ We use renewable energy
- ☐ We use low-carbon transport/logistics (EVs, cargo bikes, rail over road)
- ☐ We offset unavoidable emissions
- ☐ We have net zero commitments or targets
- ☐ We encourage remote working to reduce travel
- ☐ Other: _____

Circular Economy

How do you keep resources in use?

- ☐ We offer product repair or refurbishment services
- ☐ We have waste-to-resource initiatives (composting, upcycling)
- ☐ We use sustainable packaging
- ☐ We encourage customer recycling or take-back schemes
- ☐ We work with circular economy partners
- ☐ Other: _____



Section 3

WHAT YOU ALREADY DO

Now capture a list of what you already do

Approach	People	Community	Environment



Your Unique Social Value Story

Looking at everything you've captured in your list

- ❖ What makes your Social Value unique?
- ❖ What do you do that competitors don't?
- ❖ What are you most proud of?

Example:

We're a 100% woman-led tech consultancy that only hires people without traditional degrees, focusing instead on skills and potential. In 2025, we trained 6 junior developers (4 from underrepresented backgrounds) and moved 70% of our supply chain to local providers, keeping £45K in our borough. What sets us apart is that we offer every client a "Social Value report" showing exactly how working with us creates measurable community impact.



This example shows

- ❖ **Specificity:** 100% woman-led, 6 junior developers, 70% supply chain, £45K, 2025.
- ❖ **Impact:** People (skills-based hiring), Approach (woman-led model), Community (local suppliers).
- ❖ **Evidence:** 6 developers trained, 4 from underrepresented backgrounds, £45K local spend.
- ❖ **Human story:** People without degrees getting tech careers.
- ❖ **Commercial Value:** Clients get Social Value reports for their tenders.
- ❖ **Authenticity:** Specific numbers, embedded in business model (not bolt-on).

Our unique edge



SECTION 4

Measuring what matters

*Choose 3-5 simple metrics and plan
how to collect evidence*



Section 4

MEASURING WHAT MATTERS

Buyers and investors want proof, not promises. This section helps you track simple metrics and gather evidence you can show.



Keep it simple

You don't need fancy software or complex systems.

Track 3-5 metrics maximum to start.

Choose things you can actually measure with what you have.

Basic spreadsheet or even a notebook works fine.



Section 4

MEASURING WHAT MATTERS

Step 1: Choose Your Key Metrics

From Section 3, pick 3-4 activities you want to track. Choose activities that:

- ❖ Align with your #1 Goal (from Section 1)
- ❖ You're already doing or plan to do consistently
- ❖ You can easily gather evidence for
- ❖ Matter to your target buyers/investors

What I'll track	How I'll measure it	Target / Goal



Section 4

MEASURING WHAT MATTERS

Examples to inspire you

What I'll track	How I'll measure it	Target / Goal
Local jobs created	Number of employees living within 5 miles	3 new hires by Dec 2025
Local spending	£ spent with suppliers within borough	50% of total spend
Volunteer hours	Hours donated to community projects	24 hours per quarter
Waste reduction	% waste diverted from landfill	80% recycling rate
Training delivered	Number of training hours provided	40 hours per employee/year



Section 4

MEASURING WHAT MATTERS

Step 2: How Will You Collect Evidence?

For each metric noted in step 1, how will you prove it? Check what you'll use:

EVIDENCE TYPES (check what you'll collect)

- ☐ Invoices/receipts (showing local suppliers, purchases, donations)
- ☐ Employment contracts and payroll records (showing wages, local hires)
- ☐ Timesheets or volunteer logs (tracking community hours)
- ☐ Photos (team volunteering, events, certificates, 'before and after')
- ☐ Certificates and accreditations (Living Wage, ISO standards, training)
- ☐ Case studies and testimonials (from employees, suppliers, community partners)
- ☐ Utility bills (showing energy/water reduction, renewable energy switch)
- ☐ Spreadsheet logs (simple tracker you update monthly)
- ☐ Email confirmations (accepting placements, booking talks)
- ☐ Social media posts (announcing initiatives)

How I'll organise evidence:

Example

'Create a Google Drive folder'

'Monthly Excel tracker'

'Photos folder on phone'

💡 Evidence tips

Take photos when you do things - it's easy to forget later

Set a monthly reminder to update your tracker (last Friday of month?)

Keep a simple 'Social Value' folder on your computer

Don't wait for perfect data - estimates are fine to start with



Section 4

MEASURING WHAT MATTERS

Step 3: Which Framework?

Most buyers use one of these frameworks. Check the tender documents or buyer website to see which they use.

- ☐ National TOMs (Themes, Outcomes, Measures) - used by most councils and public bodies
- ☐ London TOMs - used by GLA and London boroughs
- ☐ UK Social Value Model
- ☐ Buyer's own framework (check tender documents)
- ☐ Not sure yet / Not needed right now

Framework I need: _____

Where to find it: _____

Don't worry about frameworks yet

You don't need to understand TOMs to start tracking impact.

Track what matters to you first, map it to frameworks later when needed.

Most frameworks are just different ways of categorising the same activities.

When responding to a tender, look up which TOMs codes match your activities (resources section has links).



SECTION 5

Your action plan

Turn insights into action with clear owners and deadlines



Section 5

YOUR ACTION PLAN

You've identified what you do and what you'll measure. Now let's turn it into action with clear owners and deadlines.



How to use this section

List 5-10 specific actions you'll take in the next 90 days.

Include Quick Wins from Section 2 if you haven't done them yet.

Include setting up your measurement system from Section 4.

Be realistic, better to do 5 things well than 10 things badly.

Assign an owner for each action (even if it's just you).

Set actual dates, 'next week' never happens, 'by April 10th' does.



Section 5

YOUR ACTION PLAN

Action Plan

Today's Date: _____ Review Date: _____

Action	Owner	Deadline	Status



Section 5

YOUR ACTION PLAN

Examples:

Action	Owner	Deadline	Status
Switch to renewable energy supplier	Brian	Research options by 20 th Feb	Switch by 1 st March
Create Social Value tracker spreadsheet with 5 key metrics	Wendy	Complete by 20 th Feb	On track
Write case study about apprentice we hired	Asad	Draft by 5 th April	Publish 25 th April
Calculate current local spend %	Brian	Complete by 1 st June	Review planned April 12th



Section 5

YOUR ACTION PLAN

Capacity Reality Check

Before you commit to your plan, make sure it's actually achievable:

Hours per month I can dedicate to Social Value: _____

Budget available for Social Value initiatives: £ _____

Who will own Social Value in our business? _____

Who's the backup if they're busy? _____



Red flags, scale back if:

- X You're committing to more than 5 hours per month without dedicated staff
- X You have zero budget but listed actions that require spending
- X No one is named as owner (it won't happen without ownership)
- X All deadlines are in the first 2 weeks (you'll get overwhelmed)
- X You have more than 10 actions for 90 days (too many priorities = no priorities)



Section 5

YOUR ACTION PLAN

What Might Stop You? (And Your Plan B)

Tick challenges you expect to face:

- | | |
|---|--|
| ☐ No time / Too busy with day-to-day | ☐ Can't measure impact properly |
| ☐ No budget for new initiatives | ☐ Team doesn't buy in |
| ☐ Don't know where to start | ☐ Unclear what buyers actually want |
| | ☐ Other: _____ |

For each challenge you ticked, write one action to mitigate it:

1. _____
2. _____
3. _____

Monthly Check-Ins

Set 3 dates to review your progress (30 days, 60 days, 90 days):

Month 1 Review: _____

Month 2 Review: _____

Month 3 Review: _____

Who will join you for reviews? (accountability partner, team member, mentor):



SECTION 6

Telling your story

How to communicate your Social Value to buyers, investors and customers





Section 6

TELLING YOUR STORY

You're doing amazing things. Now you need to tell people about it.
This section helps you communicate your Social Value effectively.

Your Social Value story template:

People remember stories, not statistics.

Develop 2-3 short stories you can tell about your Social Value impact.

STORY 1:

What happened:

Impact created:

Evidence/proof:



Why communication matters

Buyers can't score what they don't know about.

Investors want to see your impact before they fund you.

Customers increasingly choose businesses with purpose.

Employees want to work for companies that care.

But: Don't greenwash, be honest about your journey, including challenges.



Section 6

TELLING YOUR STORY

Story examples:

'We hired Sarah, a care leaver, as an apprentice. She's now a full-time team member and training to be a manager.'

'We switched to 100% renewable energy in March 2026, reducing our carbon footprint by 40%.'

'Our team volunteered 50 hours at the local food bank, helping distribute 2,000 meals to families in need.'

'We moved 60% of our supply chain to local businesses, keeping £25k in the local economy.'

Where Will You Share Your Stories? Check all the places you'll communicate your Social Value:

- ☐ Website (create a dedicated 'Social Value' or 'Impact' page)
- ☐ Tender responses (always include specific examples and evidence)
- ☐ LinkedIn (share stories, milestones, behind-the-scenes)
- ☐ Instagram/Facebook (photos and short updates)
- ☐ Annual report or impact report (if you create one)
- ☐ Email newsletters to customers
- ☐ Pitch decks for investors
- ☐ Team meetings (celebrate wins internally)
- ☐ Case studies and testimonials
- ☐ Awards applications (Women in Food & Drink, local business awards)
- ☐ Other: _____



Section 6

TELLING YOUR STORY

Quick Communication Actions

Choose 3 things you'll do this month:

1. _____
2. _____
3. _____

Easy Wins:

- ❖ Add one sentence about Social Value to your email signature
- ❖ Update your LinkedIn 'About' section to mention your impact
- ❖ Post one Social Value story on LinkedIn this week
- ❖ Add a 'Community' or 'Impact' section to your website
- ❖ Take 5 photos this week of your impact in action

Avoid greenwashing

Be honest about where you are in your journey.

Don't claim impact you can't prove.

It's okay to say 'We're working towards X' rather than claiming you're already there.

Share challenges and learnings, not just wins.

Use specific numbers, not vague claims ('we hired 3 apprentices' not 'we invest in young people').



Section 6

TELLING YOUR STORY

Your 1-Minute Pitch

Write a short pitch about your Social Value that you can use in any situation (networking, tender, investor meeting):

'At [Business Name], we believe business should create positive change.

That's why we:

1. _____
2. _____
3. _____

This year we've [key impact metric] and we're working towards [future goal].'

Example:

'At Green Plate Catering, we believe business should create positive change.

That's why we:

1. Source 100% of ingredients from farms within 20 miles, keeping £80K in the local economy
2. Run our "Second Chance Kitchen" programme, training people who've faced barriers to employment
3. Operate zero-waste kitchens, composting all food waste with community gardens

This year we've trained 6 apprentices (5 now in full-time roles) and diverted 2.4 tonnes of waste from landfill. We're working towards B Corp certification by December 2026.'



SECTION 7

Resources

*Free tools, funding sources and
where to get expert advice*





Section 7

RESOURCES: EXTERNAL LINKS

You don't have to do this alone. Here are free resources, funding sources and support organisations to help you.

Getting Started - Free Guides & Tools

Social Value UK: www.SocialValueuk.org - comprehensive guides on measuring Social Value

B Corporation: www.bcorporation.uk - certification for businesses meeting high standards

Heart of the City: www.theheartofthecity.com - responsible business resources for SMEs

Supply Chain & Procurement

Supply Chain School: www.supplychainschool.co.uk - free training on responsible procurement

London Anchor Institution Network (LAIN) www.anchors.london/ - guides on public procurement and Social Value

Environment & Climate

SME Climate Hub: www.smeclimatehub.org - free carbon calculator and Climate Fit course

Green Economy: www.greeneconomy.co.uk - advice on sustainable business practices

UK Business Climate Hub: www.businessclimatehub.uk/free-tools - templates and calculators

ReLondon: www.relondon.gov.uk - waste reduction support for London businesses



Section 7

RESOURCES: EXTERNAL LINKS

Verification & Certification

EcoVadis: www.ecovadis.com - sustainability ratings (paid but recognised by buyers)

Normative: www.normative.io - carbon accounting platform

Living Wage Foundation www.livingwage.org.uk/ - accreditation for paying fair wages

Mayor's Good Work Standard www.london.gov.uk/ - free London accreditation for fair employment

Funding & Financial Support

Innovate UK Business Connect: www.iuk-business-connect.org.uk - grants and innovation funding

Grow London Local: www.growlondonlocal.london - support hub for London small businesses

British Business Bank: www.british-business-bank.co.uk - finance options for SMEs

Virgin StartUp: www.virginstartup.org - loans and mentoring

Good Finance: www.goodfinance.org.uk - Social investment and impact finance

Venture Builders & Accelerators

Ashoka: www.ashoka.org/en-gb - support for Social entrepreneurs

Sustainable Ventures: www.sustainableventures.co.uk - climate tech accelerator

Zinc: www.zinc.vc - builds mission-driven businesses

Carbon13: www.carbonthirteen.com - climate tech venture builder



Section 7

RESOURCES: TOMs

Understanding TOMs Frameworks

If a buyer asks you to use TOMs, here's what you need to know:

National TOMs (most common):

- ❖ Used by most councils and public sector buyers
- ❖ Organised into: Jobs, Growth, Social, Environment, Innovation
- ❖ Each activity has a code (e.g. NT1 = local employment)
- ❖ Find the full framework: www.SocialValueportal.com/national-toms

London TOMs:

- ❖ Variation of National TOMs specific to London
- ❖ Used by GLA, TfL and many London boroughs
- ❖ Focuses on: People, Economy, Community, Planet
- ❖ More info: Search 'London TOMs' on www.london.gov.uk

How to use TOMs in a tender response

1. Read the tender, see which TOMs they're asking for.
2. Look at your activities from Section 3 of this workbook.
3. Match your activities to the TOMs codes they've listed.
4. For each TOMs code, provide: what you'll do, how you'll measure it, evidence.
5. Use the specific language from TOMs (e.g. 'We will deliver NT1: Local Employment by hiring 2 apprentices within 5 miles').



Section 7

RESOURCES: TOMs

Tender Response Template

Use this template when responding to a Social Value question in a tender:

CONTRACT DETAILS:

Buyer: _____

Contract Value: _____

Social Value weighting: _____% of total score

Submission deadline: _____

BUYER'S STATED PRIORITIES (from tender docs):

1. _____

2. _____

3. _____



Section 7

RESOURCES: TOMs

MY RESPONSE STRUCTURE:

For each priority, use this format:

Use this template when responding to a Social Value question in a tender:

RESPONSE TEMPLATE

Buyer Priority:	[e.g. Local employment]
What We'll Do:	[Specific action with numbers and timeline]
How We'll Measure:	[Metric and target]
Evidence:	[What proof you'll provide]
TOMs Code:	[If required - e.g. NT1]

Example:

Buyer Priority: support local employment

What We'll Do: we will hire 2 new apprentices from within 5 miles of the contract site over the 2-year contract period. Each apprentice will receive 40 hours of on-the-job training and work towards a Level 3 qualification.

How We'll Measure: 2 apprentices × 52 weeks × 2 years = 208 person-weeks of employment

Evidence: employment contracts showing local addresses, training certificates, quarterly progress reports

TOMs Code: NT1 (Local employment)



CONGRATULATIONS

You now have a complete Social Value Action Plan.

The fact that you've worked through this workbook puts you ahead of most businesses. You're not just doing good - you can prove you're doing good.

Remember:

- ❖ Start small and build momentum
- ❖ Evidence as you go (don't wait until you need it)
- ❖ Celebrate wins with your team
- ❖ Update this plan every month
- ❖ Share your story - you're creating real impact

Keep going. Your work matters.





Peer Support & Community

Would you like to connect with other SMEs on the same journey?

- ❖ Join Heart of the City's free programmes: www.theheartofthecity.com
- ❖ Attend MSDUK's 'Meet the Buyer' events to learn what public sector wants www.msduk.org.uk
- ❖ Sign up for Minority Business Matters updates www.minoritybusinessmatters.com
- ❖ Book free 1:1 advice sessions (check with local council or business support organisations)
- ❖ Join London Anchor Institution Network events

If you're stuck or need help with any section, email info@theheartofthecity.com

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Funded by
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