



Creating Lasting Value

Our Social Value Strategy and Commitments



ODS Social Value

At ODS, we believe successful businesses should create value that extends beyond the services they deliver. As a business wholly owned by Oxford City Council, we are committed to making a positive difference for the people, places and communities we serve.

For us, social value is **the lasting positive impact we create for people, communities and the environment by embedding purpose alongside profit.**

Our purpose is simple:

To make your part of the world a great place to live, work and visit.

It guides how we work, how we invest, and how we make decisions. It shapes the services we provide, the people we employ, the organisations we buy from, and the way we care for the environment.

We call this **Doing Good.**

Our Doing Good Commitments

Doing Good is not just a slogan. It's not simply something printed on our vehicles or worn on our t-shirts. It represents the commitments we make to society and the difference we choose to create.

You might ask: what does this actually mean? What good is ODS doing?

To answer that, we need to define what Doing Good looks like in practice. That's where our Doing Good Commitments come in. They set out the change we want to create and help focus our efforts where we can have the greatest impact.

This focus matters. While we have the opportunity to make a difference in many areas, meaningful change comes from concentrating our efforts and being clear about what we want to achieve.

Our Doing Good commitments are all linked to our purpose. They are supported by a clear explanation of why each area matters, both to ODS and to the communities we serve. Understanding the challenges we are trying to address helps us measure progress and focus on creating lasting change, rather than good intentions.

We have grouped our commitments into five areas:

- Employment,
- Education & Skills,
- Economy,
- Environment,
- Health & Wellbeing.

Together, these provide a clear and measurable framework for delivering social value. Our approach aligns with the UK Social Value Model and reflects its latest focus on employment, education and skills, while maintaining a broader commitment to supporting economic, environmental and community wellbeing outcomes.



5 Key Areas

Employment

Good employment is one of the most powerful ways we can make a positive difference. It supports people to build secure, fulfilling lives, strengthens local communities, and enables organisations like ours to thrive.



Doing good through employment means opening opportunities that change lives.

We champion fair access to work, clear progression, and pathways for young people and those facing barriers. Our ambition is to build a workforce united by purpose, where every role is meaningful, every person feels valued, and everyone can see the positive impact of the work they do

Why we are focusing here

Oxford is a city known for education, science and innovation, but its success depends on the people who keep it running every day. Like many organisations, we face an ageing workforce and growing skills challenges, making it vital that we create pathways into meaningful careers for local people.



We also know that access to opportunity is not equal. Too many young people still face barriers to employment and career progression. By creating quality jobs, apprenticeships, work experience opportunities and clear routes into long-term employment, we can help people build brighter futures while strengthening the workforce and services our communities rely on.

5 Key Areas

Education & Skills



Doing good through education and skills means opening pathways to opportunity at every stage of life.

We create inclusive learning and development opportunities, bringing people together to build skills, grow in confidence and thrive, enabling individuals to shape better futures for themselves, their communities and society.

Why we are focusing here

The world of work is changing rapidly. New technologies, environmental challenges and evolving industries are creating demand for new skills, particularly in the growing green economy. At the same time, experienced workers are retiring, creating a need to develop the next generation of talent and ensure valuable knowledge is passed on.



As a business rooted in our local communities, we believe we have a role to play in helping people gain the skills, confidence and experience they need to succeed. By working with schools, colleges, training providers and community partners, we can help create clearer pathways into employment while supporting a skilled and resilient workforce for the future.

5 Key Areas

Economic



Doing good economically means using growth as a force for positive change.

By reinvesting all our profits into public services and developing new, sustainable opportunities, we aim to strengthen local economies, support public value, and address the social challenges facing our communities.

Why we are focusing here

Every pound spent has the potential to create value beyond the immediate service being delivered. By supporting local businesses, SMEs, social enterprises and voluntary organisations, we can help keep money circulating within local communities, creating jobs, strengthening local supply chains and supporting inclusive economic growth.



As ODS continues to grow, we want our success to deliver benefits beyond our own organisation. This means looking at how we use procurement, partnerships and investment decisions to create wider social and economic impact, while ensuring we continue to deliver value for customers and residents.

We also believe there is an opportunity to connect economic growth with social outcomes. By working with suppliers, partners and community organisations, we can help create pathways into employment, support local enterprise and ensure that the value generated through our activities contributes to stronger, more resilient communities.

5 Key Areas

Environment



Doing good for the environment means leaving every place better than we found it.

We do this by improving and caring for the places people use every day, empowering others with the confidence and understanding to look after their environment and delivering innovative low carbon solutions through our technology to create greener, more resilient places.

Why we are focusing here

The environmental challenges facing communities today are significant. From climate change and carbon reduction to resource management and biodiversity, organisations are increasingly expected to demonstrate how they are contributing to a more sustainable future. At the same time, customers, residents and partners rightly expect greater transparency about the environmental impact of the services they receive.



As ODS grows its services in areas such as low-carbon technology, retrofit and renewable energy, we have an opportunity to make a meaningful contribution to the transition to a greener economy. We also recognise the important role we can play in influencing behaviours, reducing waste and helping communities better understand the impact of the choices they make.

By combining practical action with long-term environmental ambition, we aim to reduce our own impact, support our customers and communities to do the same, and help create places that are healthier, more sustainable and better prepared for the future.

5 Key Areas

Health & Wellbeing



Doing good through health and wellbeing means supporting people through every stage of working life

We use evidence and employee insight to understand what people need at different stages of life, and take practical action to help them stay well, stay in work, and continue to contribute.

Why we are focusing here

A healthy workforce is essential to delivering reliable services and building a sustainable organisation. As our workforce ages and many colleagues approach retirement, we need to better understand and respond to the changing health and wellbeing needs of our people.



By providing practical support that helps employees stay healthy, engaged and in work for longer, we can improve wellbeing, strengthen workforce resilience and contribute to healthier communities.

Our Headline Commitments

We recognise that commitments alone are not enough. Creating meaningful social value requires action, measurement and accountability.

We are embedding social value into the way we operate across our business, from recruitment and workforce development to procurement, environmental management and community partnerships.

To ensure our strategy delivers tangible outcomes, we will focus on a number of priority commitments:



Employment

- Create apprenticeship opportunities and employment pathways for local people.
- Support young people furthest from the manual labour market through structured work experience and routes into employment.



Economy

- Increase the social value delivered through our supply chain and procurement activities.



Environment

- Develop and deliver a carbon reduction plan with a clear pathway to net zero.



Education & Skills

- Support the development of green skills through partnerships with education providers and industry.



Holding Ourselves Accountable

We believe social value should be visible, measurable and open to scrutiny. By publishing our strategy, we want our customers, communities, partners and employees to understand the difference we are working to make and hold us accountable for delivering it.

We are committed to being transparent about the progress we make and the challenges we face.

Each year, we will review and report on our social value performance, sharing the outcomes we have achieved and the areas where further improvement is needed. By measuring our impact and publishing our progress, we aim to build trust, demonstrate accountability, and ensure we continue to deliver meaningful benefits for our communities, our customers and the environment.

Because doing good is not a separate initiative for ODS. It is how we do business.





Creating lasting value.

For people.
For communities.
For the environment.

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