

Harnessing territorial CSR
to respond to urban needs

Unlocking opportunities, improving cities

Integrated Action Plan (IAP)

**CSR is a useful tool for the sustainable performance
of companies serving the territory**

Measure the contribution of companies to achieving the SDGs
through the creation of a dedicated CSR-SDG observatory



urbact.eu/cities4csr



Integrated Action Plan (IAP) BASIC VERSION

CITIES4CSR





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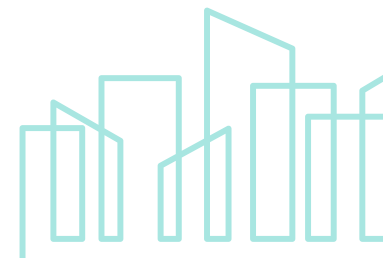
CSR is considered a powerful tool to improve the sustainable performance of companies and thus contribute to territorial development.

This is why, for many years, Nantes Métropole has been developing synergies between all the players in the area to widely promote CSR and help companies develop their own CSR approaches through the creation of a CSR platform based in particular on groups of work and an information-sharing website.

Thus have emerged projects resulting from this cooperation: on gender equality, biodiversity, attractiveness... which constitutes an active and creative ecosystem.

Nantes Métropole now wishes to go further on the measurement and observation aspect in order to see how the CSR initiatives of companies, which are more and more numerous, contribute to the achievement of the territory's sustainable development objectives (SDGs). It is a question of clarifying the projects and decisions of the CSR platform thanks to objective data and thus maximizing the positive impacts on the territory.

This IAP presents the reflections and the first results of this experimentation carried out within the framework of Urbact which will make it possible tomorrow to greatly improve the operation of the CSR platform thanks to a data driven management.



PRESENTATION OF CONTEXT AND PROCESS



European Union
European Regional Development Fund



CITY CONTEXT AND DEFINITION OF THE INITIAL POLICY CHALLENGE



CITY CONTEXT

The Nantes metropolitan region (Nantes Métropole) is located in the western part of France. It is ranked 6th largest metropolis in France (638,000 inhabitants) and includes 24 municipalities, including the City of Nantes (303,000). The Nantes Metropolis is one of the most dynamic metropolises at the national level with the third highest population growth (+8000). The city has successfully mastered the transition from an industrial economy focused on shipbuilding until the 1980s to a modern, diverse economy focused on services, culture and knowledge. The famous spirit of local collaboration (stemming from relative geographic isolation, Catholic culture, emphasis on family businesses, and humanistic worldview) has created a vibrant and thriving business community in the social spirit. Nantes is the 2019 European Capital of Innovation.

Historically in France, the government-business relationship has been formal, indirect, focused on the long term and focused on processes. High, trusting relationships are the norm. These cultural aspects foster the development of implicit CSR arrangements and trigger overall positive CSR outcomes across the country.

CSR-MODEL, INSTITUTIONS AND PROJECTS

Implementation of a responsible public procurement strategy has led companies in Nantes, notably SMEs, to challenge Nantes Métropole and the City of Nantes about the need for support with CSR. The idea of a CSR resources cluster portal was born, aiming to make the various local initiatives and support facilities for SMEs clear, explicit and accessible. Soon a platform was born; gathering all the local relevant stakeholders, establishing working groups and incentives, and offering support services for companies (e.g. CSR audits, CSR loans). A dedicated website provides information for local companies on good practices and relevant events (e.g. the yearly social change conference). The Nantes CSR-Platform stands for a highly developed implicit CSR-model based on a local CSR-strategy.

The Platform aims at giving accessibility to initiatives ; it acts as clear CSR-information and showcasing service for companies, especially SMEs. It provides links to useful resources and constitutes a bridge to the CSR-sites of the territory. Initiatives can come from managers but also from employees. It centrally facilitates the promotion of responsible economic development. Platform development reflects a strong social innovation and participation approach in Nantes (e.g. Great City Debates, Innovation Capital

Europe) and a high-trust local culture. It also builds on the strong national legislation track record that has influenced CSR-developments in France since the start of century.



THE PURPOSE OF THE PLATFORM AND ITS ACTION PRIORITIES

Thanks to numerous initiatives led by private and public actors, the territory of Nantes Métropole is now recognized as a pioneer in the field of corporate social responsibility (CSR), at national and even European level. At the end of 2020, the Nantes metropolis was the 1st in the ranking of the + CSR metropolises in France.

Indeed, created in 2013, the CSR platform of the Nantes metropolitan area is recognized as one of the first territorial platforms in France. It brings together a community of actors committed to the development and promotion of CSR on the metropolitan territory, in particular for VSEs and SMEs.

In line with CSR values, the platform is made up of stakeholders from different backgrounds. It is a "place" for coordinating all the initiatives carried out, financed and supported by Nantes Métropole or its partners in favor of CSR. It brings together good practices, actors, tools, guides, offers and CSR events from the Nantes territory structured around 3 axes: Understand / Get inspired / Act.

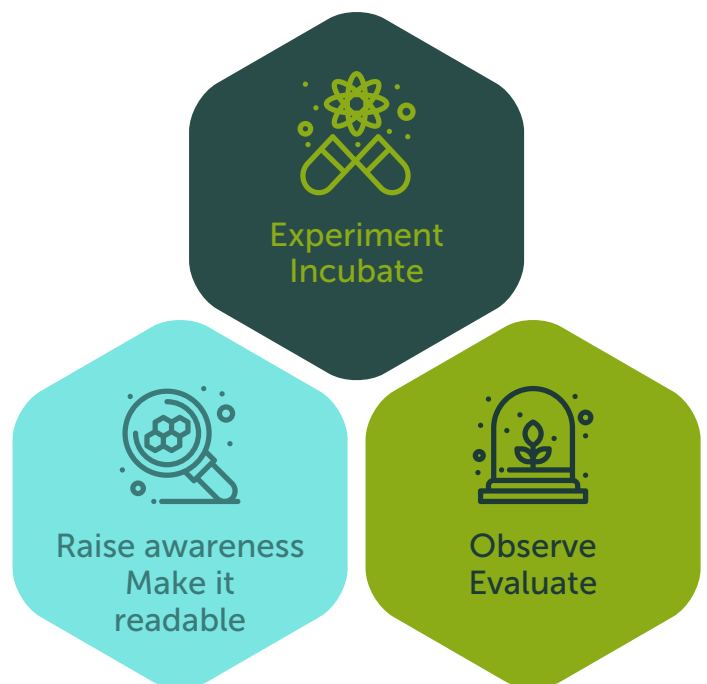
Indeed, created in 2013, the CSR platform of the Nantes metropolitan area is recognized as one of the first territorial platforms in France. It brings together a community of actors committed to the development and promotion of CSR on the metropolitan territory, in particular for VSEs and SMEs.

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In the context of accelerating its responsible economic development policy, Nantes Métropole wanted to challenge and redefine the specific role of the CSR Platform, its *raison d'être*, and its priority issues. The consultation was conducted between June and December 2021, with more than 200 stakeholders.

The purpose of the CSR platform is therefore to: «Bring together the actors and actors who are committed to CSR on our territory in order to bring out and spread solutions to encourage and support SMEs and VSEs, towards responsible economic development».

It is based on 3 pillars:



The consultation also made it possible to define 34 CSR issues on the territory, including 10 issues where priority action must be taken on the territory, which will give rise to a specific action plan:

1. Contribute to the sustainable management of resources by promoting the circular economy in particular.
2. Reduce and offset the carbon footprint.
3. Facilitate the local economy, in particular through procurement from local suppliers.
4. Preserve biodiversity.
5. Fight against precariousness and maintain skills (sustainable employment).
6. Promote gender equality.
7. Get employees moving (beyond the company manager).
8. Promote transparency on CSR approaches and their impacts.
9. Encourage the employment of young people, seniors and people far from employment.
10. Develop responsible purchasing.

MUNICIPALITY AND CSR: INSTRUMENTS, INTERFACE AND STRATEGY

Nantes Metropole is a catalyst for CSR; thanks to a website that lists the tools, offers and support services for companies. But it also supports multi-stakeholder working groups on key topics that can turn into operational programmes (working group examples: employer brand, tele-working; operational programmes: free salary negotiation training for women).

POLICY CHALLENGE DEFINITION

Potential for Change – NANTES

- › **Expanding CSR-Engagement from an excellent base** – quantitatively (more businesses on board) and qualitatively (exploring new practices and benchmarks).
- › Contributing further **insights and lessons** regarding the overarching challenge for CSR to promote responsible economic development to achieve the social and environmental transition.
- › Learning from **other European best practice** on urban CSR.
- › Building on the impressive local evidence base in Nantes by **developing CSR-themes**:
 - Focus on SME's and their CSR-efforts
 - Change possibilities through strong peer pressure (e.g. supplier-buyer, auditing)
 - CSR-growth potential via auditing and marketing (winning talent)
 - Conceptually advancing the crude divide between implicit and explicit CSR
- › **CSR-Mobilisation tool/s**: Creation of **CSR-Observatory**, emphasising measurement and improvement.

CHOSEN URBACT-POLICY CHALLENGE

While Nantes has a well-functioning, comprehensive CSR-platform, it currently lacks appropriate tools to observe, measure, categorise and assess CSR-implementation, need to strengthen the third pillar of the platform: «observe_evaluate». Moreover, it needs to link effective measurement with SDG-promotion in Nantes. The overall challenge for CSR is to promote responsible economic development. The aim is to achieve the social and environmental transition (SDG's) thanks to the engagement of companies. Envisioning a successful solution would mean engaging the largest number of companies in CSR, having the largest number of companies integrating CSR in the core business model, and develop specific CSR actions linked to territory issues (diversity, climate action...).



IAP-FOCUS



STRATEGIC GOAL OR VISION OR NEED

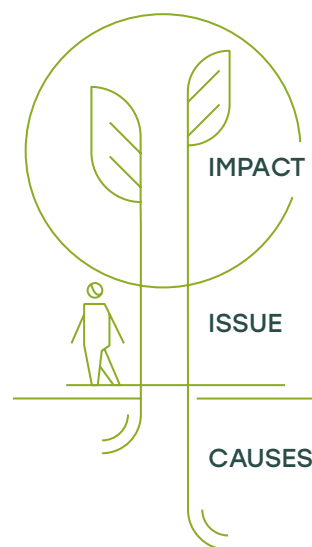
The link between CSR and the UN SDG's is becoming the international way to talk about sustainable development. This also applies to companies. CSR through various reference points including ISO 26000 is used in companies to build their sustainable development strategy. In Nantes, the combined effort to measure existing CSR-practice and relate it to broader policy benchmarks under URBACT will take the already successful municipal CSR-intervention to the next level.

For Nantes Metropole to have a CSR data observatory, which is measuring CSR-Practice and relating it to broader policy benchmarks, using a system that monitors SDGs and compares them to CSR indicators for analysis of complementarity. All the while, this ensures that any CSR actions being implemented are relevant and their impact towards the SDGs can be seen and demonstrated.

The IAP-pathway will be shaped by existing CSR-governance arrangements. The CSR-Platform relies on a shared open governance model with Steering Committee and six colleges. Nantes Metropole has an internal technical network of CSR-officers to coordinate CSR policy outward and inward. Obstacles to IAP-development progress will be identified early in Phase 2, and adequate responses be developed.

INTERVENTION FOCUS

We decided to intervene on the subject of observation and measurement in order to gain efficiency in the implementation of actions with companies. Indeed, after more than 10 years of work to promote CSR and help companies adopt good practices, Nantes Métropole feels the need to build real data observation tools in order to increase the relevance of the actions implemented.



To be able to adapt public policies and collective actions - resulting from the CSR platform of the Nantes metropolitan area - to act with companies on the most relevant subjects to accelerate the achievement of the Sustainable Development Goals in the region.

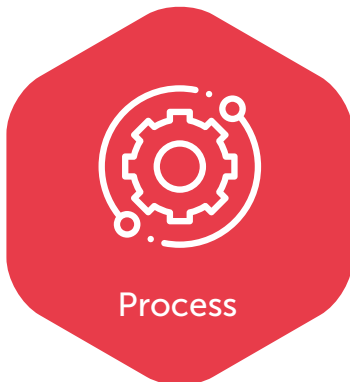
ASPIRATIONS FOR THE INTEGRATED ACTION PLAN

The integrated action plan must be an operational document that describes the actions to be carried out both during the "active" phase of the Urbact project but also for the implementation over time of actions resulting from this collective reflection. We choose in our IAP to describe only the part relating to measurement and observation, indeed, all the actions resulting from the platform are too numerous to be dealt with in detail in this IAP.

Thus we worked on an action plan for the 2 and a half years of the project, in direct connection with the mobilization of the ULG (with the creation of Small Scale Actions) and an action plan which aims at deployment over the years. To come from the work carried out, with an ambition to modify or influence public policies and cooperation projects between the municipality and companies.



DESCRIPTION OF THE PROCESS



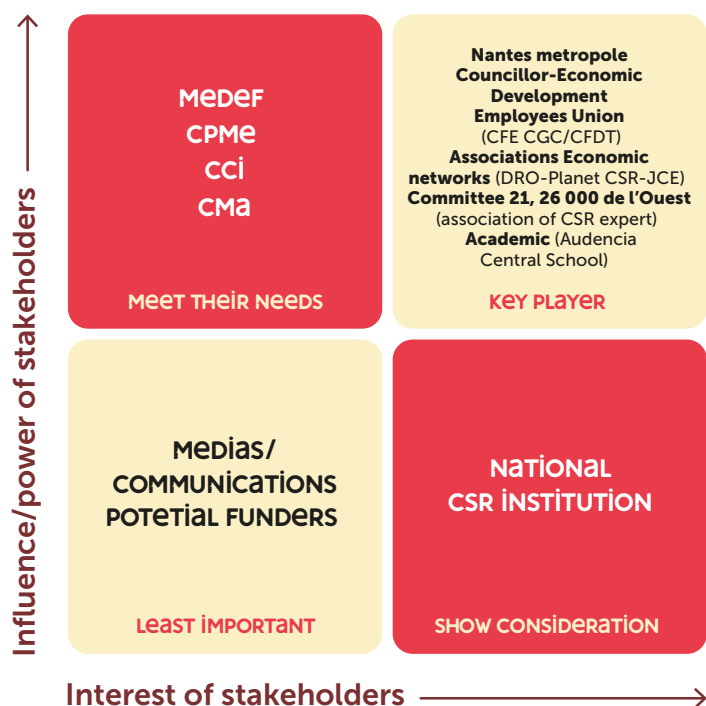
COMPOSITION AND ROLE OF URBACT LOCAL GROUP (ULG)

The Nantes metropolitan area's CSR platform has worked for many years with various colleges of stakeholders, united in common governance through a steering committee that meets annually. Moreover, it was during an orientation committee that the subject of the creation of a CSR / SDG observatory within the framework of Urbact was discussed and decided. The members of the committee were called to participate in the ULG so that the different colleges are represented in the ULG.

a SHARED GOVERNANCE MADE OF 6 COLLEGES OF ORGANISATIONS



STRUCTURE OF THE URBACT LOCAL GROUP



COMPOSITION OF THE URBACT LOCAL GROUP

#	ULG COMPOSITION	MOBILISED	NAME STAKEHOLDERS/ORGANISATIONS
1	Different departments within the local administration	✓	Nantes Metropole
2	Elected people responsible for policies connected to challenge	✓	Councillor – Economic Development
3	Different tiers of government in the relevant policy area	✓	National CSR-institution
4	Beneficiaries of the policies	✓	All ULG Members are beneficiaries
5	Private sector, business community, employers	✓	Corporate entities: Medef and CPME (employers unions), Chamber of arts and crafts-CCI (chamber of commerce and industry)
6	Business associations, advocacy groups, unions	✓	Employee unions (CFE-CGC/CFDT), Associations Economic networks (DRO-Planet CSR-JCE)
7	Third sector, NGOs, social enterprises, foundations	✓	Committee 21, 26 000 de l'Ouest (association of CSR expert)
8	Knowledge/research centres, universities, education providers	✓	Academics (Audencia- Central School)
9	Media/Communication (traditional, social), Influencers		
10	Potential funders		



ULG meeting

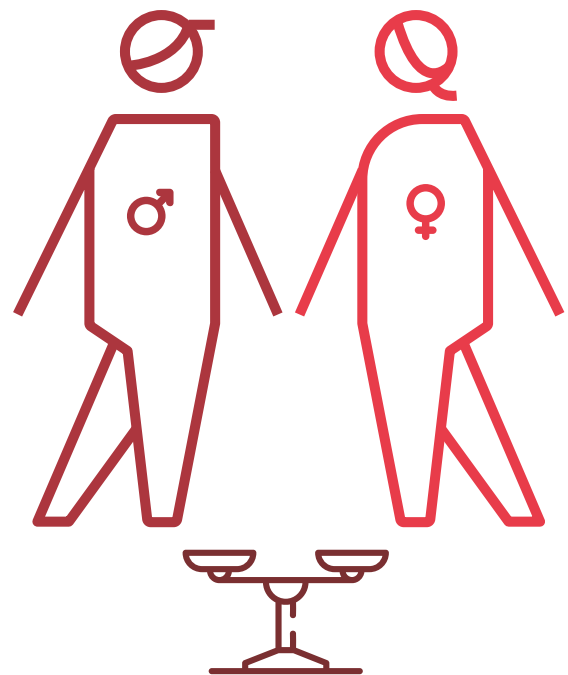


Gender equality

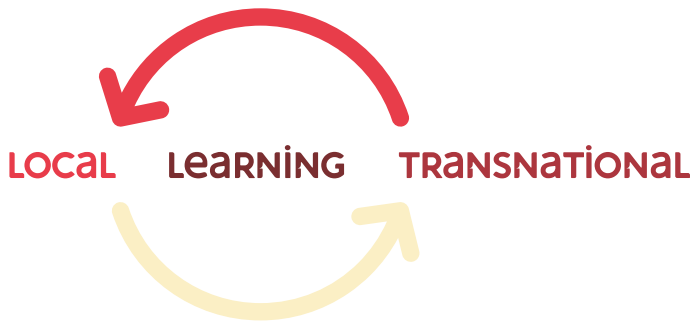
We systematically make sure to have mixed working groups in order to maximize creativity. This was the case for our ULG, it should be noted that CSR is often carried out by women within the various structures.

In the CSR/SDG observatory that we created thanks to our ULG, we specifically selected SDG 5 on gender equality. Thus we observe different criteria on the territory: wage gap, differences in level of studies, professional integration and compare them with other territories. This information should help us build targeted actions to reduce the gaps observed between women and men.

More generally, the CSR platform has been working on issues of gender equality for many years and has in the past developed the Negotraining program which aims to train women free of charge in 3 hours in wage negotiation, more than 3000 women have already been able to benefit from this program.



ROLE / IMPACT OF TRANSNATIONAL EXCHANGE AND LEARNING ON LOCAL PROGRESS



General

The exchanges are the heart of the interest of the Urbact program. We try to be as active as possible in these exchanges both during transnational meetings and also outside with requests from other cities (Guimares, Molina de Segura for example).

The interventions of the experts are also a source of learning for us on the various subjects selected (public procurement, group animation in digital format, etc.), this helps us to carry out the dynamics of our ULG as well as the small scale actions.

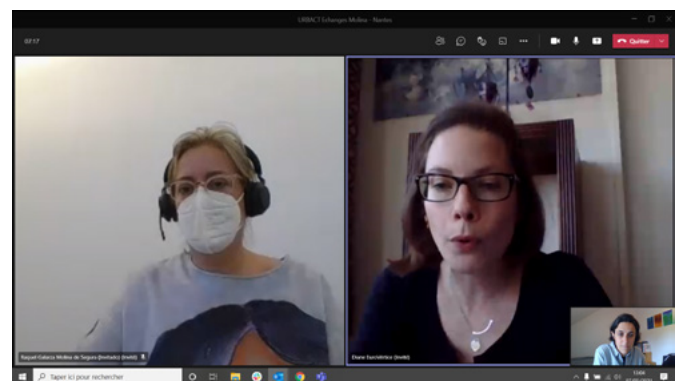
Input ('What have we learnt from Others')

We have learned a lot about the place of CSR in other countries and the difference in vision compared to the Nantes approach. Indeed, the link between the companies engaged in CSR initiatives and the municipalities is envisaged by many cities of the Urbact program from a financial point of view. It is about getting companies to finance certain public policies (planting trees, educating young people about the environment, helping the most vulnerable, etc.). This is a totally different approach from the municipality of Nantes, which is more in support of companies to integrate good CSR practices. We could summarize the approaches such as cities for CSR or CSR for cities.

Output ('What have we thought others')

We have repeatedly shared the experience of the CSR Platform developed over many years in Nantes, in particular through the hosting of a transnational meeting in February 2020 just before the start of the pandemic.

We thus had the opportunity to discuss with Molina de Segura to detail the function of the CSR platform that they seek to replicate in their territory, so as to share our experience with them and thus save them time. We also zoom in on a specific device deployed by the CSR platform to encourage wage negotiations for women.



Peer to peer visio with Molina de Segura



action PLAN



European Union
European Regional Development Fund



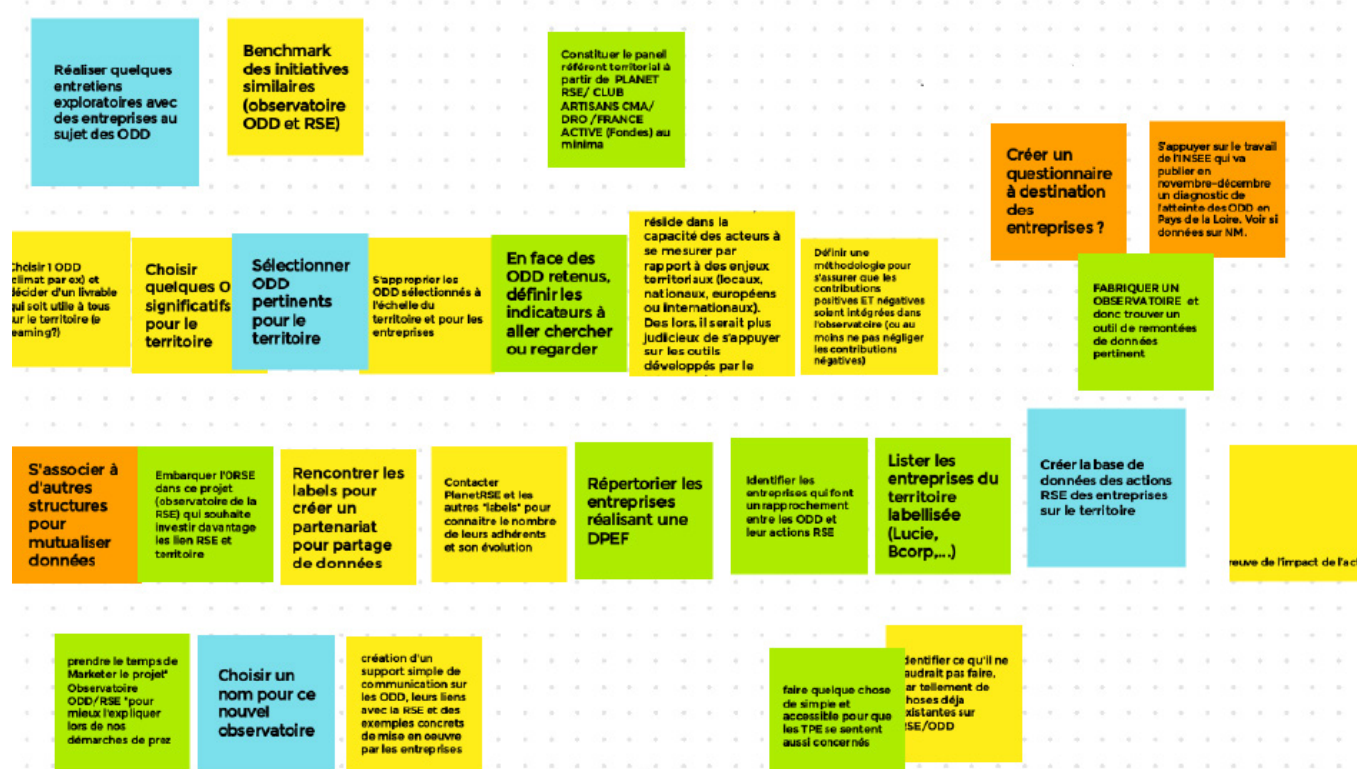
OBJECTIVES, ACTIONS AND SCHEDULE



GENERAL

We worked with ULG to determine our action plan during the active phase of the program to carry out the small scale actions. For the group, this was to come up with a beta version of a CSR / SDG observatory.

We first did a collaborative brainstorming job to determine the different issues and actions to take. Then we grouped them by theme and synthesized them, to have a clear vision of what we wanted to achieve together.



Brainstorming on the measurement issue

Axes de travail déterminés	Idées générées au départ
1. Poursuivre l'exploration / benchmark (entretiens, rencontres réseaux, initiatives) pour être le plus exhaustif possible sur l'existant et le contexte	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; width: 30%;">Réaliser quelques entretiens exploratoires avec des entreprises au sujet des ODD</div> <div style="border: 1px solid black; padding: 5px; width: 30%;">Benchmark des initiatives similaires (observatoire ODD et RSE)</div> <div style="border: 1px solid black; padding: 5px; width: 30%;">Constituer le panel référent territorial à partir de PLANET RSE / CLUE ARTISANS CMA / DRO / FRANCE ACTIVE (Fondex) au mieux</div> </div>
2. Travailler sur les ODD et notamment les cibles pour sélectionner les plus pertinents pour le territoire (4-5) qui servirait de base au futur observatoire	<div style="display: flex; justify-content: space-between;"> <div style="width: 20%;">Choisir l'ODD à limiter par ex et décider d'un format qui soit utile à tous sur le territoire (e-learning?)</div> <div style="width: 20%;">Choisir quel ques O significatifs pour le territoire</div> <div style="width: 20%;">Sélectionner ODD pertinents pour le territoire</div> <div style="width: 20%;">S'approprier les ODD sélectionnés à l'échelle du territoire et pour les entreprises</div> <div style="width: 20%;">En face des ODD retenus, définir les indicateurs à aller chercher ou regarder</div> <div style="width: 20%;">résultats dans la capacité des acteurs à se mesurer par rapport à des enjeux territoriaux (locaux, nationaux, européens ou internationaux). Des fois, il serait plus judicieux de s'appuyer sur les outils développés par le</div> <div style="width: 20%;">Définir une méthodologie pour évaluer que les contributions positives ET négatives soient prises en compte dans l'observatoire (le seul risque ne pas négliger les contributions négatives)</div> </div>
3. Déterminer les données issues des entreprises, utiles au regard des ODD retenus (adhérents des réseaux, entreprises labellisées, soumises à la DPEF, ayant de bonnes pratiques...)	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; width: 20%;">S'associer à d'autres structures pour mutualiser données</div> <div style="border: 1px solid black; padding: 5px; width: 20%;">Embarquer l'ORSE dans le projet (observatoire de la RSE) qui souhaite investir/développer les liens RSE et territoire</div> <div style="border: 1px solid black; padding: 5px; width: 20%;">Rencontrer les labels pour créer un partenariat pour partage de données</div> <div style="border: 1px solid black; padding: 5px; width: 20%;">Contacter PlanetRSE et les autres "labels" pour connaître le nombre de leurs adhérents et leur évolution</div> <div style="border: 1px solid black; padding: 5px; width: 20%;">Répertorier les entreprises réalisant une DPEF</div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="border: 1px solid black; padding: 5px; width: 20%;">Identifier les entreprises qui font un rapprochement entre les ODD et leur actions RSE</div> <div style="border: 1px solid black; padding: 5px; width: 20%;">Lister les entreprises du territoire labellisées (Lucie, Bcorp...)</div> <div style="border: 1px solid black; padding: 5px; width: 20%;">Créer la base de données des actions RSE des entreprises sur le territoire</div> </div>
4. Communication sur le projet (nom, support explicatif simple...)	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; width: 20%;">prendre le temps de réfléchir le projet Observatoire ODD/RSE "pour mieux l'expliquer: les démarches de projet"</div> <div style="border: 1px solid black; padding: 5px; width: 20%;">Choisir un nom pour ce nouvel observatoire</div> <div style="border: 1px solid black; padding: 5px; width: 20%;">création d'un support simple de communication sur les ODD, leurs liens avec la RSE et des exemples concrets de mise en oeuvre par les entreprises</div> <div style="border: 1px solid black; padding: 5px; width: 20%;">fabriquer quelque chose de simple et accessible pour que les TPE se sentent aussi concernés</div> <div style="border: 1px solid black; padding: 5px; width: 20%;">vérifier ce qu'il ne faudrait pas faire, et surtout de nouvelles idées existantes sur RSE/ODD</div> </div>

Determination of areas of work

LINK TRANSFORMATION - OBJECTIVES – ACTION

What we seek to transform is the public policy of responsible economic development with the objective of having an observatory that measures the contribution of companies through their

CSR actions to the achievement of sustainable development objectives. To do this, we have defined the actions to create a beta version of a territorial observatory.

Axes de travail déterminés	Actions à mener
1. Poursuivre l'exploration / benchmark (entretiens, rencontres réseaux, initiatives) pour être le plus exhaustif possible sur l'existant et le contexte	<ul style="list-style-type: none"> - Sources à explorer complémentaires (Diag atteinte des ODD en Pays de la Loire nov-déc) - Structures à rencontrer / à étudier : PlanetRSE, Club des Artisans RSE CMA, DRO, France Active, Afnor, Lucie, Ecovadis, Global compact - Rencontre d'une entreprise spécialisée dans la compilation de données territoriale
2. Travailler sur les ODD et notamment les cibles pour sélectionner les plus pertinents pour le territoire (4-5) qui servirait de base au futur observatoire	<ul style="list-style-type: none"> - Sélection des ODD pertinents pour le territoire - Identification des cibles des ODD en lien avec les actions des entreprises
3. Déterminer les données issues des entreprises, utiles au regard des ODD retenus (adhérents des réseaux, entreprises labellisées, soumises à la DPEF, ayant de bonnes pratiques...)	<ul style="list-style-type: none"> - Création d'un mapping des données existantes au sein des entreprises au regard des cibles ODD retenues et de leur fréquence d'acquisition (supposée annuelle) - Détermination de la forme du rendu de l'observatoire - Détermination des moyens de collecte des données - Réalisation d'une première « observation »
4. Communication sur le projet (nom, support explicatif simple...)	<ul style="list-style-type: none"> - Détermination du nom - Création d'un support (page sur le site de la plateforme RSE et PPT) explicatif de la démarche et des participants

SSA action plan



KEY TRANSFORMATION AREAS AND INTEGRATED CAPACITY BUILDING ACTIONS (ICBA'S)



KEY ENVISAGED OVERALL TRANSFORMATION

It is about transforming the way decisions are not taken on the public policy of responsible economic development via its CSR platform by basing them on the analysis of territorialized data.

#	KEY TRANSFORMATION AREAS – WHAT WILL URBACT SPECIFICALLY CHANGE IN OUR CITY?
1	Visualization of the link between companies' CSR approach and SDGs
2	Decision support to develop or guide responsible economic development public policies in conjunction with local stakeholders

KEY TRANSFORMATION AREAS (... IT CAN BE LESS OR MORE THAN 4 AREAS)

The CSR/SDG observatory is intended to be public and online, so each territorial actor will have access to it and can refer to it to build or participate in useful actions to improve the territory from a sustainable development point of view.

Capacity Building – Urban CSR Eco-System (Describe in one sentence the focus of capacity building for each of the three institutional groupings in relation to the identified key transformation areas!)

KEY TRANSFORMATION AREAS	CAPACITY BUILDING MUNICIPALITY Municipal CSR-Attitudes, Interfaces, Toolbox and Strategies	CAPACITY BUILDING BUSINESSES AND NON-PROFITS Local CSR-Sector, Activities, Initiatives, Campaigns...	CAPACITY BUILDING CIVIC SOCIETY Citizens, Communities, Neighbourhoods, Networks, Associations, Movements...
1	Provision of a visualization tool (observatory) Strengthening the link between CSR and achieving the SDGs	Provision of a visualization tool (observatory) Strengthening the link between CSR and achieving the SDGs	Provision of a visualization tool (observatory) Strengthening the link between CSR and achieving the SDGs
2	Allows you to determine the priority subjects on which to act in connection with the challenges of the territory (example: safety at work or travel, etc.)	Allows companies to determine actions to be carried out internally that directly correspond to the challenges of the territory (example: gender equality)	Allows citizens to have access to objective and neutral data on the achievement of the SDGs and the contribution of companies with comparison when possible with other territories



Changing the Status-Quo (Describe in one sentence how – for each Key Transformation Area - the status-quo for each of the four outcome areas will change/improve because of the URBACT intervention (see also IAP-Roadmap (Section3))

We want to perform in our public sustainable development policies during business-oriented.

	KEY TRANSFORMATION AREAS	SOFT: RELATIONSHIPS	SOFT: DATA, INFORMATION AND KNOWLEDGE	HARD: PLANS AND CONTRACTS	HARD: INSTITUTIONS AND PRACTICES
1	Visualization of the link between companies' CSR approach and SDGs		Greatly improved access to information		
2	Decision support to develop or guide responsible economic development public policies in conjunction with local stakeholders	Change of culture on the challenges of the territory: shift from "feeling" to data and objective evaluation		Launch of public policies and projects that are more efficient because they are based on objective and localized data	

Action Table for Key Transformation Area 1

Visualization of the link between companies' CSR approach and SDGs

ACTION	INTENDED RESULT/S	RESOURCES / ASSETS	LEAD AGENCY	KEY PARTNERS	TIMESCALE (SHORT-TERM, MEDIUM-TERM, LONG-TERM)
Modeling of an observatory	A beta version of the observatory	ULG Budget 10,000 euros	Nantes Métropole Agence Déclic	Naomis Company	Delivery in January 2022
Online posting of the observatory on the website of the CSR platform	An observatory that is effective and visible to all	Budget of the CSR platform	CSR platform team	Lunaweb Company	Current 2022
Extension of the observatory to all the SDGs		?	CSR platform team	Other services of Nantes Métropole	?

Action Table for Key Transformation Area 2

Decision support to develop or guide responsible economic development public policies in conjunction with local stakeholders

ACTION	INTENDED RESULT/S	RESOURCES / ASSETS	LEAD AGENCY	KEY PARTNERS	TIMESCALE (SHORT-TERM, MEDIUM-TERM, LONG-TERM)
Modification of public policy and / or launch of new projects (working group) adapted to the issues now visible and shared	Better efficiency in subject choice in order to maximize impact	ULG Elected responsible economic development	Nantes Métropole Agence Déclic	Orientation committee of the Nantes metropolitan area's CSR platform Other services of Nantes Métropole	End of 2022



SMALL SCALE ACTIONS (SSA)



SSA-LOGIC

The small scale action aims to create a beta version of the observatory in order to test the relevance of such a tool. And must make it possible to answer a certain number of questions before deciding to move up to a higher scale and develop a more complete observatory.

- Are the data easily accessible or under what conditions?
- Does it reveal subjects so far in the shadows?
- Is it useful for decision making?
- Is it easy to update?

SSA-DÉTAIL

To achieve this SSA, we have:

- Continue the exploration / benchmark (interviews, network meetings, initiatives) to be as exhaustive as possible on the existing and the context and to avoid redundancies.
- Work on the SDGs and in particular the targets to select the most relevant for the territory (4-5) which would serve as a basis for the future observatory.
- Determine the data from companies, useful regarding the selected SDGs.
- Make a model of the observatory.
- Communication on the project.

PUBLIC PROCUREMENT

Public procurement is a very important transformation lever for Nantes Métropole. For many years, Nantes has been working to integrate social and environmental criteria into its orders. It has even built a responsible purchasing plan, a document that serves as a reference for internal buyers and for external companies. Indeed, Nantes Métropole selects its service providers, including on sustainable development criteria to encourage virtuous CSR practices, a grid of indicators per purchasing family has even been created collectively by the actors of the territory to harmonize the practices of public purchasers. and send a clear message to companies.

As part of this project, we were led to select a technical service provider for the observatory, in addition to the traditional criteria; cost, deadlines, quality we have studied social and environmental criteria related to the CSR practices of companies. Finally, we selected the service provider collectively with the members of the ULG.





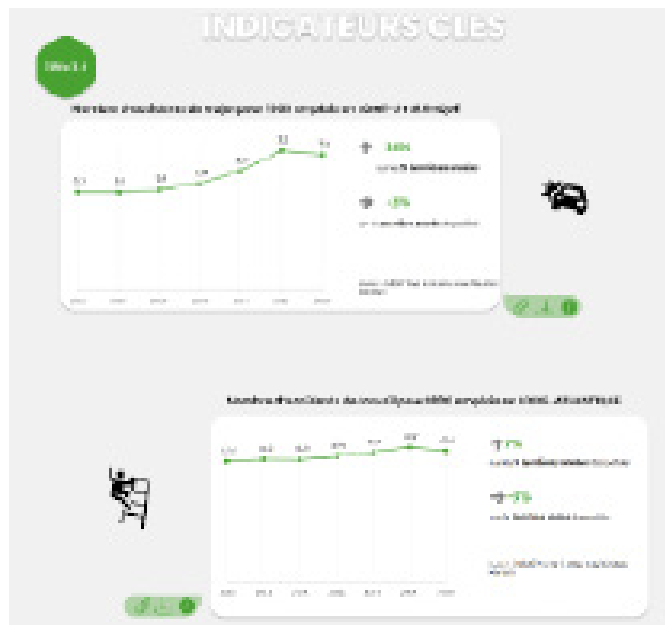
Découvrez les indicateurs de la métropole nantaise et évaluez votre entreprise par rapport aux 17 objectifs de développement durable.

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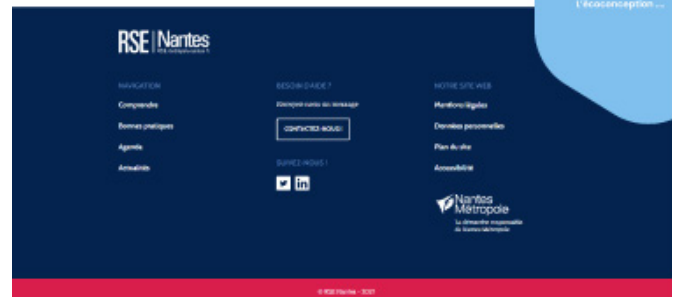
SSA-LESSON LEARNT (REFLECTION ON TESTING)

All the lessons have not been learned yet, but at this stage, this SSA allows us to answer most of the questions we were asking ourselves about the accessibility of data, the highlighting of subjects that were not previously visible and the usefulness in the decision making. For example, we have already observed that the issue of safety (commuting or work accident) in companies has deteriorated in recent years when we were not aware of it. The health and safety of employers is a CSR subject for companies and directly linked to public planning and transport policies for the city, with regard to commuting accidents. New actions should therefore be considered in this area, and it is this work with the observatory that has made it possible to realize this.



Ce site est écoconçu

L'écoconception...



RESSOURCES



RESOURCES

For the realization of the Smale Scale Action, the resources used are the human resources of the services of Nantes Métropole and the budget of the CSR platform supplemented by the financial resources of Urbact to finance the project. In the long term, to bring this observatory to life, we imagine needing a budget of around 100,000 euros to develop and sustain the observatory live un the next 3 years.

SOURCES OF FUNDING

Subsequently, if it is decided to develop the observatory over time, it will be necessary to find additional funding, probably coming from the metropolis, perhaps by pooling budget lines with different services, because this observatory will probably be useful more broadly than the economic development service (eg: ecological transition service)

Private sector funding seems unlikely to be considered.

LINKS TO OTHER EUROPEAN PROGRAMS

No idea.

DELIVERY FRAMEWORK



WHO WILL DELIVER ACTIONS? ROLES AND RESPONSIBILITIES OF STAKEHOLDERS

Actions related to the deployment and enrichment of the observatory will be carried out by Nantes Métropole.

The public policy actions resulting from the lessons learned from the observatory will be carried out by Nantes Métropole in conjunction with its partners.

The concrete actions or projects resulting from the lessons learned from the observatory will be carried by the members of the CSR platform and decided in a steering committee with all the stakeholders.

FURTHER IMPORTANT INFORMATION ON DELIVERY

The aim is to make this observatory a real tool for steering and guiding actions in the territory in connection with companies.



MONITORING



MONITORING FRAMEWORK DESCRIBE HOW TO MEASURE GENERAL PROGRESS OF HOW ACTIONS CHANGE OUTPUT AND OUTCOMES?

To monitor overall progress a number of indicators should be monitored.

The monitoring elements are as follows:

- Effective online launch of the observatory
- The number of visits to the observatory pages
- The number of SDGs and indicators present
- The number of Nantes Métropole departments involved in updating and developing the observatory
- The number of projects launched resulting from the analyzes allowed by the observatory
- The positive development of the observatory's indicators to achieve the SDGs

KEY OUTPUT INDICATORS

ACTION	DEFINITION	BASELINE VALUE	TARGET VALUE	SOURCE OF INFORMATION
Putting the observatory online		No	Yes	Page on the website of the CSR platform
Maximize visits to the observatory		Number of visitors to the CSR platform's site	1/3 of visitors to the CSR platform also visit the observatory	Google Analytics
Increase the number of SDGs and associated indicators identified		5 SDGs	10 to 17	Observatory pages

KEY RESULTS INDICATORS

SPECIFIC OBJECTIVE	DEFINITION	BASELINE VALUE	TARGET VALUE	SOURCE OF INFORMATION
Involve and have other Nantes Métropole departments contribute		2 services involved	5	CSR platform team
Launch new projects		4 par an issus de la plateforme RSE	6	CSR platform team
Have a positive evolution of the observatory's indicators		?	More than 50% of the indicators are evolving positively	CSR / SDG Observatory created

EVALUATION OF MONITORING – DESCRIBE PROCESS

The CSR platform team will be in charge of collecting and monitoring these indicators. They will be discussed in team meetings and shared with Nantes

Métropole services during the various coordination meetings and with members of the platform during orientation committees.



RISK ANALYSIS



DESCRIPTION OF TYPE OF RISK

The main risks are:

- technical difficulties of uploading
- difficulties in updating the observatory
- lack of appropriation of the tool by users
- the lack of political will to deploy the observatory (more SDGs and updates)

CATEGORIZATION INTO LOW, MEDIUM OR HIGH RISK

- technical difficulties of uploading > **low risk**
- difficulties in updating the observatory > **high risk**
- lack of appropriation of the tool by users > **medium risk**
- the lack of political will to deploy the observatory (more SDGs and updates) > **low risk**

IMPACT \ LIKE-LIHOOD	IMPACT		
	+++	++	+
+++	difficulties in updating the observatory		
++		lack of appropriation of the tool by users	technical difficulties of uploading >
+		the lack of political will to deploy the observatory	

RISK MITIGATION STRATEGIES

To mitigate these risks, actions are already underway:

- technical difficulties of uploading > **low risk**
 - > the Lunaweb company in charge of the CSR platform website is also the recipient of the observatory model in order to be able to anticipate integration into the site
- difficulties in updating the observatory > **high risk**
 - > All data sources are compiled and come from open data
- lack of appropriation of the tool by users > **moderate risk**
 - > a name and logo to present the observatory has already been created to facilitate identification
 - > the design of the observatory is worked on with the ULG with a view to optimizing the user experience
 - > SEO work should be done
 - > a presentation and a real communication plan must accompany the launch
- the lack of political will to deploy the observatory (more SDGs and updates) > **low risk**
 - > inform elected officials and showcase the analyzes enabled by this tool in the service of achieving the SDGs

CONCLUSION

Participation in the Urbact project allowed us to explore a subject that is at the heart of the CSR platform since it is the Observe-Measure pillar. Difficult to learn, this pillar is the least advanced of the CSR platform, so we were able to experiment with the ULG on the creation of a complete and ambitious tool to measure the impacts on the territory and the achievement of the SDGs.

The potential of the tool created is very high for the policy of responsible economic development but also for the other public policies of Nantes Métropole. We will see in the years to come, grow this observatory and consequently be born many impact projects on the territory !



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