(Del) NORTH LONDON WASTE AUTHORITY

ICHEME

SCHEDULE 25: SOCIAL VALUE

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1.1 ~~1.1~~ Purchaser's Social Value Requirements

This Schedule 25 is the revised Schedule 25 incorporated in Settlement and Variation Agreement No. 3 and replaces Schedule 25 (Social Value) of the Contract as originally executed, identified as NP-ARP-E7XX-XXX-TE-PM-090001_IChemE_Schedule 25 Social Value_Ver40_C01_Ver1 (the 'Original Schedule 25'). It records the agreed changes to social value delivery and incentivisation as part of that settlement and variation. This revised Schedule 25 shall prevail over Schedule 23 (Contractor's Proposals) to the extent of any conflict or inconsistency.

From the date on which the amendments to this Schedule under Settlement and Variation Agreement No. 3 take effect (the 'Amendment Date'), the Contractor shall have no further obligation to deliver the Schools Engagement Programme or Community Projects (including volunteering, donations and in-kind contributions), whether under this Schedule or Schedule 23, except for the limited schools assistance specified in paragraph 1.7 and the reallocation to the continuing Social Value Themes specified in paragraph 1.14. No incentive reward shall be payable for either discontinued theme, including for delivery before the Amendment Date. No replacement delivery shall be required under paragraph 1.13 beyond the reallocation incorporated in the revised requirements under this Schedule.

For traceability, the principal amendments to the Original Schedule 25 and their purposes are as follows:

(a) The Schools Engagement Programme and Community Projects have been removed from the continuing Social Value Themes and their detailed delivery requirements in former paragraphs 1.3.5 and 1.3.6 have been omitted, to give effect to the agreed cessation of those initiatives. The Contractor's limited schools assistance and the Purchaser's continuing responsibility for the programme are set out in paragraphs 1.7 and 1.8. Equality, Diversity and Inclusion has consequently been renumbered from paragraph 1.3.7 to paragraph 1.3.5 and related references have been corrected.

(b) The monetised values for Employment Opportunities for Local Residents and Opportunities for Local Businesses have been increased to reflect the increased Contract Price. The underlying 25% local-employment and 10% local-business spend requirements remain unchanged.

(c) The discontinued themes have been excluded from the incentive eligibility gateway and from reward assessment, without preserving a separate cash incentive entitlement. The agreed shortfall of £97,714.50 in undelivered monetised social value is instead reallocated across the five continuing Social Value Themes using the Incentive Adjustment Factors in Appendix C. The revised requirements, monetised benchmarks and minimum monetised values in paragraphs 1.3, 1.4 and 1.14 implement that reallocation; it is not a transfer of an equivalent cash reward.

(d) The updated Social Value Incentivisation Model, document NP-ARP-E7XX-XXX-TE-PM-090087 Ver3, updated 10 November 2026, is incorporated by reference in Appendix C to support assessment of rewards and deductions, subject to paragraph 1.14.2. Consequential amendments distinguish historical information from operative requirements and reconcile this Schedule with Schedule 23.

The Purchaser's Social Value Requirements for this Contract reflect the Purchaser's intention to generate benefits for society and the environment and are defined by reference to the following Social Value Themes:

1. ~~1.~~ Apprenticeships;
2. ~~2.~~ Training Placements;
3. ~~3.~~ Employment Opportunities for Local Residents;
4. ~~4.~~ Opportunities for Local Businesses; and

~~5. Schools Engagement Programme;~~

~~6. Community Projects; and~~

5. ~~7.~~ Equalities, Diversity and Inclusion (EDI),

together the "Social Value Themes" each of which is described in more detail in this Schedule 25 *Social Value*.

1.2 ~~1.2~~ Locations

1.2.1 ~~1.2.1~~ Priority Local Area

The Priority Local Area is defined as the area covering the London Borough (LB) of Enfield, LB Haringey and LB Waltham Forest.

Where the Social Value Themes are to be performed in specified locations, the Contractor shall use its best endeavours to perform the Social Value Themes included within the Contractor's Social Value Proposals in the Priority Local Area.

1.2.2 ~~1.2.2~~ Wider Local Area

The Wider Local Area is defined as LB Barnet, LB Camden, LB Islington, LB Hackney, the Districts of Broxbourne, and the District of Epping Forest.

Where the Social Value Themes are to be performed in specified locations and the Contractor, having used its best endeavours, is unable to perform the Contractor's Social Value Themes included within the Contractor's Social Value Proposals in the Priority Local Area, the Contractor shall perform the Contractor's Social Value Themes in the Wider Local Area or (where specified in the particular Social Value Theme) the relevant boroughs within the Wider Local Area to which the particular Social Value Theme applies.

1.3 ~~1.3~~ Social Value Themes

1.3.1 ~~1.3.1~~ Apprenticeships

1.3.1.1 ~~1.3.1.1~~ Definition (the following definitions replicate those in the Conditions of Contract and are inserted here for ease of reference).

'Apprentice' means a person undertaking an Apprenticeship.

'Apprenticeship' means a training work scheme:

- ~~•~~ provided in connection with the Works;
- ~~•~~ which, once successfully completed, will result in a nationally recognised qualification for the Apprentice (including but not limited to NVQ Level 3 and 2);

- for a duration of 12 consecutive months, or for such other period of time to be agreed with the Purchaser, which contributes to a nationally recognised qualification for the Apprentice (including but not limited to NVQ Level 3 and 2);
- for a minimum of 30 hours per week; and
- offered on at least equivalent terms and conditions of employment to those benefitting Equivalent Workers, including paying an hourly Gross Wage (or equivalent of an hourly Gross Wage) that is no less than the then prevailing London Living Wage.

1.3.1.2 ~~1.3.1.2~~ Locations to which this Social Value Theme applies

The Priority Local Area and, subject to section 1.2.2 of this Schedule 25 *Social ~~Values~~Value*, the Wider Local Area.

1.3.1.3 ~~1.3.1.3~~ Additional Requirements

The Contractor shall target Apprenticeships at young people not in education, employment or training (NEETS) and others within the equalities, diversity and inclusion categories set out in section ~~1.3.7~~1.3.5 of this Schedule 25 *Social Value*

The Contractor shall provide the Apprenticeships either:

a) ~~a)~~ as part of the Contractor's own corporate apprenticeship scheme provided that it complies with the requirements for an Apprenticeship; or

b) ~~b)~~ through a construction industry Shared Apprenticeship Scheme that complies with the requirements for an Apprenticeship such as, but not limited to, those provided by Evolve on behalf of CITB or Capital City College Training.

If the Contractor does not have its own compliant corporate apprenticeship scheme and is not registered with or is not a member of another construction industry Shared Apprenticeship Scheme, it shall join one or more construction industry Shared Apprenticeship Schemes in order to comply with its obligations under this Schedule.

In complying with its obligations under this Schedule, either through its own corporate apprenticeship scheme or through a construction industry Shared Apprenticeship Scheme, the Contractor shall provide new Apprenticeships in connection with the Works. The Contractor may transfer any existing apprentice enrolled under either its own corporate apprenticeship scheme or through a construction industry Shared Apprenticeship Scheme to work in connection with the Works but doing so does not comply with the Contractor's obligation to meet the Social Value Benchmark Measure to provide Apprenticeships for a minimum of ~~90 new Apprentices~~93.5 equivalent 12-month Apprenticeships as set out in section 1.3.1.4 below.

Apprenticeships should be those which are directly related to the construction sector and based on the Site. The Contractor shall, for example, prioritise a civil engineering apprenticeship over one for business administration.

The Contractor shall provide Apprenticeships throughout the Contract and shall programme them so that Apprentices complete as much of their Apprenticeship on the Works as possible.

1.3.1.4 ~~1.3.1.4~~ Social Value Benchmark Measure

~~90 Apprenticeships will be carried out and completed in the Contract period.~~
A minimum of 93.5 equivalent 12-month Apprenticeships (4,488 apprenticeship weeks) shall be carried out and completed in the Contract period. The equivalence provisions below apply to this revised requirement.

To enable the provision of Apprenticeships which are longer than 12 months' duration, the obligation may be satisfied by the provision of Apprenticeships of 12, 24, 36 or 48 months' duration, with a corresponding reduction in the overall requirement. For example, the

provision of an Apprenticeship to one Apprentice for a 36 month duration will equate to the creation of Apprenticeships for three Apprentices each for a 12 month duration.

1.3.2 ~~1.3.2~~ Training Placements

1.3.2.1 ~~1.3.2.1~~ Definition

'Training Placements' offer relevant skills training and provide a practical and insightful experience in occupations directly relevant to the construction sector. These are to be provided throughout the Contract with each placement being:

- primarily within the Site, but which may have an element of off-site classroom training;
- offered on at least equivalent terms and conditions to those benefitting Equivalent Workers including paying an hourly Gross Wage (or equivalent of an hourly Gross Wage) that is no less than the then prevailing London Living Wage;
- two weeks in duration (two consecutive weeks or two separate weeks);
- provided primarily to a school or college leaver, or an adult who has not been employed in the previous six months or more prior; or those of other EDI groups supported by the Works;
- and a person undertaking such a training placement shall be an 'OSS Trainee'.

1.3.2.2 ~~1.3.2.2~~ Locations to which this Social Value Theme applies

The Priority Local Area and, subject to section 1.2.2 of this Schedule 25 *Social ~~Values~~Value*, LB Barnet, LB Camden, LB Islington and LB Hackney.

1.3.2.3 ~~1.3.2.3~~ Additional Requirements

Training Placements are to be targeted at those looking to gain experience of the construction sector and those groups identified in the definition of EDI in section ~~1.3.7~~1.3.5 below.

The duration of a training placement is to be equivalent to two weeks where one week comprises classroom-based training (for example preparation for relevant certification such as a CSCS card (Construction Skills Certification Scheme) or similar) and the second week comprises on-Site experience where trainees are exposed to on-Site activities. This could involve shadowing workers to witness first-hand the different types of work being undertaken.

Trainees should exit the placement with a tangible benefit such as a CSCS card that would be advantageous to finding onward employment within the construction industry.

The Contractor shall set out how it will provide evidence of skills that trainees have acquired during their on-site training placements through for example the completion of an exit questionnaire for each trainee.

1.3.2.4 ~~1.3.2.4~~ Social Value Benchmark Measure

~~180~~199 Training Placements ~~will~~(398 placement weeks) shall be carried out and completed in the Contract period.

1.3.3 ~~1.3.3~~ Opportunities for Local Businesses

1.3.3.1 ~~1.3.3.1~~ Definition

'Local Businesses' means businesses that are located in the Priority Local Area or the Wider Local Area.

1.3.3.2 ~~1.3.3.2~~ Locations to which this Social Value Theme applies

The Priority Local Area and, subject to section 1.2.2 of this Schedule 25 *Social* ~~*Values*~~*Value*, the Wider Local Area.

1.3.3.3 ~~1.3.3.3~~ Additional Requirements

No additional requirements.

1.3.3.4 ~~1.3.3.4~~ Social Value Benchmark Measure

The Contractor shall ensure that 10% of the Contractor's supply chain spend (all goods and services tendered by the Contractor) in connection with the Contract shall be with Local Businesses.

1.3.4 ~~1.3.4~~ Employment Opportunities for Local Residents

1.3.4.1 ~~1.3.4.1~~ Definition

'Employment Opportunities for Local Residents' means the employment of individuals who reside in the seven boroughs of LB Enfield, LB Haringey, LB Waltham Forest, LB Barnet, LB Camden, LB Islington and LB Hackney.

1.3.4.2 ~~1.3.4.2~~ Locations to which this Social Value Theme applies

The Priority Local Area and, subject to section 1.2.2 of this Schedule 25 *Social* ~~*Values*~~*Value*, LB Barnet, LB Camden, LB Islington and LB Hackney.

1.3.4.3 ~~1.3.4.3~~ Additional Requirements

The Contractor shall ensure that local people benefit from the Works, including employment opportunities that arise.

1.3.4.4 ~~1.3.4.4~~ Social Value Benchmark Measure

25% of employment opportunities supported by the Works to be held by residents of the seven boroughs in the Contract period.

~~1.3.5 Schools Programme~~

~~1.3.5.1 Definition~~

~~A 'Schools Programme' will:~~

- ~~Educate children and young people about the Works and the NLHPP Programme through engagement, presentations and Site visits;~~
- ~~Raise awareness among young people on waste management, reduction and sustainability;~~
- ~~Stimulate an interest in Science, Technology, Engineering, and Mathematics (STEM) subjects; and~~
- ~~Encourage young people to consider pursuing careers in the sectors of construction and waste.~~

~~1.3.5.2 Locations to which this Social Value Theme applies~~

~~There is no specified area. The Purchaser will determine which schools will be engaged in the School Programme. Schools involved in the Schools Programme will be local to the Site.~~

1.3.5.3 Additional Requirements

The Schools Programme will be run by the Purchaser with the support and assistance of the Contractor. The Purchaser will coordinate all liaison with the schools.

The Contractor shall subject to the Purchaser complying with its obligation to deliver the Schools Programme in Schedule 3 *Responsibilities of the Purchaser*, provide support and assistance to the Purchaser during the preparation of the Schools Programme, including helping to shape the content of curriculum activities, career fairs or Site visits through their technical expertise.

The Contractor shall provide support and assistance for Schools Programme activities including, but not limited to, the following:

- Delivering curriculum-based sessions in school either by volunteers or through an external delivery partner;
- Sessions on careers and routes to obtaining employment including apprenticeships and training provision. These sessions may also involve employability skills training including sessions on how to structure a CV or undertake a professional interview;
- Attending careers presentations / fairs at local schools and colleges to provide information on the types of careers that can be undertaken within the construction and waste sectors;
- Offering summer placements, such as work experience placements, during the school holidays;
- Providing learning opportunities for primary school aged children, which could involve both lessons and Site visits; and
- Site visits for all groups of children and young people.

1.3.5.4 If the Purchaser (at its discretion) elects not to deliver the Schools Programme it shall notify the Contractor of the same and the Contractor shall not be obliged to comply with the requirements of this section 1.3.5 of this Schedule. Where the Purchaser notifies the Contractor of its decision not to deliver the Schools Programme the provisions relating to the Schools Programme shall be deemed to have been deleted from sections 1.4 *Monetised Social Value Themes*, 1.7 *Contractor's Social Value Responsibilities*, 1.8 *Purchaser's Social Value Responsibilities*, 1.10 *Monitoring and Management* and 1.14 *Remedies for non-performance* of this Schedule."

1.3.5.5 Social Value Benchmark Measure

A time commitment equivalent to 60 people days per year (based on an 8-hour day) to be delivered to selected schools identified by the Purchaser.

1.3.6 Community Projects

1.3.6.1 Definition

'Community Projects' will generate environmental and/or social benefits for those living and working closest to the Site. Community Projects that provide long term benefits to the public realm in particular in terms of cleanliness, enhancement of environmental benefits, local people capacity building, or other initiatives relating to the Works will be preferred.

1.3.6.2 Locations to which this Social Value Theme applies

~~Community Projects will be located in communities local to the Site. The type and location of these projects will be subject to agreement with the Purchaser.~~

~~1.3.6.3 Additional Requirements~~

~~The Contractor shall bring its own experience and innovation to make a difference to communities local to the Site and identify relevant important projects.~~

~~The Contractor shall carry out Community Projects which deliver positive physical change as well as positive change to people's lifestyles and sense or involvement in community. This may include:~~

- ~~environmental projects which improve the quality of the local area;~~
- ~~place making and public realm improvements; and~~
- ~~projects which generate capacity building amongst local people, and civic pride.~~

~~1.3.6.4 Social Value Benchmark Measure~~

~~An average of 1,300 people days per annum to support local Community Projects (based on an 8-hour day) shall be carried out in the Contract period.~~

1.3.5 ~~1.3.7~~ Equality, Diversity and Inclusion

1.3.5.1 ~~1.3.7.1~~ Definition

Support a diverse workforce and maximise benefits of the Works for under-represented, disadvantaged groups, including without limitation:

- Unemployed (for at least 6 months prior);
- Long term unemployed / economically inactive (for at least 12 months prior);
- NEETS (16-24 year olds not in Education, Employment or Training);
- Lone parents;
- Women;
- Physical disability;
- Learning disability;
- BAME;
- Ex-offenders; and
- Armed Forces Veterans.

1.3.5.2 ~~1.3.7.2~~ Locations to which this Social Value Theme applies

There is no specified area for this Social Value Theme.

1.3.5.3 ~~1.3.7.3~~ Additional Requirements

The Contractor shall monitor and maintain a process of progress in recruiting a representative workforce to measure success and establish whether any corrective actions are required.

1.3.5.4 ~~1.3.7.4~~ Social Value Benchmark Measure

At least one hour per annum of EDI training undertaken by all staff, including supply chain staff, employed in connection with the Works in the Contract period. The Contractor shall ensure that at least 5,026 hours of such training are delivered in aggregate in the Contract period.

1.4 ~~1.4~~ Monetised Social Value Themes

The Purchaser has monetised the Social Value Benchmark Measures for each Social Value Theme forming the Purchaser's Social Value Requirements. The monetised value for each Social Value Theme has been informed by the National Themes, Outcomes and Measures (TOMs) Social Value Measurement framework; National TOMs 2020: Social Value Calculator for Procurement or other equivalent replacement calculator and is set out in the table below~~:~~. The revised values in the final column below apply from the Amendment Date in place of the original values. The Schools Engagement Programme and Community Projects rows are retained solely to identify the original requirements and values for historical comparison; they impose no continuing delivery obligation, save for the limited assistance in paragraph 1.7, and confer no incentive reward entitlement. The revised aggregate benchmark for the five continuing Social Value Themes is £62,554,649, excluding the discontinued themes. The revised physical requirements and minimum monetised values are set out in paragraphs 1.3 and 1.14. The percentage requirements in paragraphs 1.3.3.4 and 1.3.4.4 are unchanged.

Social Value Theme	**Social Value Benchmark Measure**	**National TOMs Ref**	**Original Monetised Value £**	**Revised Monetised Value £ (SVA No. 3)**
Apprentices	~~90~~93.5 new apprenticeships created	NT10 / RE12	£896,000	£930,811
Training Placements	~~180~~199 Training Placements delivered	NT12 / RE15	£57,000	£62,976
Employment Opportunities for Local Residents	25% of employment opportunities supported by the Works to be held by residents.	NT1 / RE1	£18,722,000	£33,618,996
Opportunities for Local Businesses	10% of ~~Contactor's~~Contractor's supply chain spend through the Contract should be directed towards local businesses	NT18 / RE21 and RE22~~RE22~~	£14,101,000	£27,458,817
Schools Engagement Programme	~~A time commitment equivalent to~~Historical requirement only: 60 people days per year (based on an 8-hour day) ~~to be delivered to selected local~~for schools identified by the Purchaser ~~shall be carried out in the Contract period~~. No continuing requirement, save for paragraph 1.7.	NT8 / RE9 and RE10	£31,000	Not applicable (discontinued)

Community Projects	~~An~~Historical requirement only: an average of 1,300 people days per annum ~~to support local Community Projects~~ (based on an 8-hour day) ~~shall be carried out in the Contract period~~supporting local Community Projects.	~~NT28~~NT29 / ~~RE32~~RE33	£534,500	Not applicable (discontinued)
Community Projects	~~Donations~~Historical requirement only: donations or in-kind contributions to local community projects (£ ~~&~~and materials).	NT28 / RE32	£187,500	Not applicable (discontinued)
Equalities, Diversity and Inclusion (EDI)	~~One~~At least one hour per annum of ~~Equality, Diversity and Inclusion (~~EDI~~) undertaken by~~ training for all staff, including supply chain staff, employed in connection with the Works, and at least 5,026 hours in aggregate in the Contract period.	NT21/ RE25	£471,000	£483,049
		SV£ TOTAL	**£35,000,000**	**£62,554,649**

1.5 ~~1.5~~ Local Organisations and Providers

Appendix B to this Schedule includes a list of Apprenticeship course providers, Apprenticeship training agencies (ATA), colleges / higher education facilities, and organisations that may provide support to the Contractor in carrying out the Contractor's Social Value Proposals.

The information provided in Appendix B should not be relied upon and the list of Local Providers is not exhaustive and there may be other providers not listed there.

1.6 ~~1.6~~ Contractor's Social Value Proposals

~~The~~Subject to this amended Schedule 25, Contractor shall carry out and complete the commitments included in the Contractor's
Social Value Proposals contained within Schedule 23 Contractor's ~~Proposal~~Proposals. The Contractor's Social Value Proposals include the following:

- ~~•~~ A Delivery Strategy providing the detail of the approach to how the Contractor's Social Value Proposals shall be carried out during the Contract period;
- ~~•~~ A Social Value Delivery Programme setting out the phasing of when the Contractor's Social Value Proposals will be carried out during the Contract period;
- ~~•~~ Details of the Contractor's social value management arrangements and resources;
- ~~•~~ Details of the Contractor's monitoring and evidencing arrangements setting out how progress will be demonstrated against measures and incorporation of lessons learnt to improve future delivery;
- ~~•~~ Details of the Contractor's risks and mitigation arrangements; setting out the potential risks to delivering the Contractor's Social Value Proposals and their approach to mitigating those risks
- ~~•~~ The Contractor's Monetised Social Value to be carried out during the Contract period. The monetised value will be provided using the Purchaser Specific National Themes, Outcomes and Measures (TOMs) Social Value Measurement framework; National TOMs 2020: Social Value Calculator for Procurement. This document is contained in Appendix A to this Schedule.

1.7 ~~1.7~~ Contractor's Social Value Responsibilities

~~The~~Subject to paragraph 1.1, the Contractor is fully responsible for carrying out the Contractor's Social Value Proposals~~, with the exception of the Schools Programme whereby the Contractor will be providing support and assistance to the Purchaser~~.

From the Amendment Date and for the remainder of the Contract period, the Contractor shall assist the Purchaser with the Schools Engagement Programme solely by: (a) providing suitable safety boots and other personal protective equipment for use by children during school visits to the Site; (b) providing lunch for the children during those visits; and (c) providing one 60-minute talk each month to children participating in the Schools Engagement Programme about the Contractor and its role on the Project. These obligations do not reinstate any other Schools Engagement Programme or Community Projects commitments in this Schedule or Schedule 23.

1.7.1 ~~1.7.1~~ Contractor's Delivery Strategy

The Contractor shall maintain and regularly update the Delivery Strategy throughout the duration of the Contract period to ensure the best approach is used to deliver the objectives of the Contractor's Social Value Proposals.

1.7.2 ~~1.7.2~~ Contractor's Social Value Delivery Programme

The Contractor shall carry out the Contractor's Social Value Proposals by the dates shown in the Contractor's Social Value Delivery Programme.

1.7.3 ~~1.7.3~~ Social Value Named Personnel

The Contractor shall at all times have and maintain resources adequate to carry out the Contractor's Social Value Proposals. The Contractor's Social Value Manager shall not be changed without the prior approval of the Project Manager. Reference shall be made to Schedule 8 *Contractor's named personnel*

1.8 ~~1.8~~ Purchaser's Social Value Responsibilities

The Purchaser shall remain responsible for delivery of the Schools Engagement Programme, with the Contractor's assistance limited to that specified in paragraph 1.7.

~~The Purchaser will provide suitably qualified personnel (including with any necessary external checks such as DBS) to deliver the Schools Programme.~~

The Purchaser shall give the Contractor reasonable assistance and provide personnel with adequate skills and experience to support the Contractor in carrying out the remaining Contractor's Social Value Proposals.

1.9 ~~1.9~~ Engagement and Communications

All stakeholder engagement and communications relating to the carrying out of the Contractor's Social Value Proposals will be in accordance with the requirements of Schedule 24 *Stakeholder Management and Collaboration*.

1.10 ~~1.10~~ Monitoring and Measurement

1.10.1 ~~1.10.1~~ Progress Reporting

The Contractor shall prepare monthly progress reports in a form to be approved by the Project Manager. The monthly report shall include, but not be limited to, the following items:

- Progress made against the Contractor's Social Value Delivery Programme;
- A summary of the Monetised Social Value delivered;
- Activities completed in period;
- Activities planned; and
- Risks and issues, and mitigation proposals.

1.10.2 ~~1.10.2~~ Meetings

Meetings to review progress and discuss matters relating to social value shall be held on a regular basis on dates to be fixed by the Project Manager and Purchaser's Social Value Manager. Meetings shall be attended by the Project Manager and Purchaser's Social Value Manager and by the Contractor's Contract Manager and the Contractor's Social Value Manager, including representatives of appropriate Subcontractors. The meetings shall monitor the delivery of the Contractor's Social Value Proposals, understand and resolve any challenges and, if necessary, consider alternative options to be provided.

1.11 ~~1.11~~ Early Warning

The Contractor or the Project Manager shall give an early warning by notifying the other as soon as it becomes aware of any matter which could:

- risk the successful delivery of the Contractor's Social Value Proposals; and/or
- cause delay to the Contractor's Social Value Delivery Programme.

Following the delivery of such early warning, the Project Manager and the Contractor shall meet to discuss how such risk or delay may be mitigated.

1.12 ~~1.12~~ Delays

If at any time the Contractor falls behind the Contractor's Social Value Delivery Programme, or it becomes clear that it will so fall behind, then the Project Manager may require the Contractor either to take such steps as may be practicable in order to achieve the Contractor's Social Value Delivery Programme or to revise the Contractor's Social Value Delivery Programme in the light of the circumstances and to re-submit it to him for his approval.

If the Project Manager decides that the rate of progress is likely to prejudice the Contractor's ability to complete the Contractor's Social Value Proposals, and that this is due to a cause for which the Contractor is responsible, the Project Manager may give notice to that effect to the Contractor. Following such notice, the Contractor and Project Manager shall agree a course of action to remedy the potential delay, and the Contractor shall use his best endeavours to implement the agreed course of action.

1.13 ~~1.13~~ Change to the Social Value Commitments

If at any time during the performance of the Contract, the Contractor is of the opinion that a change to the Contractor's Social Value Proposals is necessary because:

- external factors affecting the Contractor's ability to deliver the Social Value Benchmark Measures have become overburdensome;
- a change is required resulting from stakeholder and beneficiary engagement; or
- a change would otherwise be beneficial to the Purchaser,

the Contractor shall bring the matter to the attention of the Project Manager stating the reasons for his opinion and where appropriate submitting his proposals for a variation to the Contractor's Social Value Proposals.

The Contractor may propose to deliver alternative social value measures provided that the financial value of the social value delivered is equivalent to the value that was submitted in the Contractor's Monetised Social Value. The Contractor shall use the Purchaser Specific National Themes, Outcomes and Measures (TOMs) Social Value Measurement framework; National TOMs 2020: Social Value Calculator for Procurement as set out in Appendix A.

The Project Manager's decision on the proposal for a variation shall be given within fourteen days, or such longer period as the Project Manager notifies the Contractor within the said fourteen days is reasonably required for the Project Manager and the Purchaser to consider the proposed variation. For the avoidance of doubt, a variation to the Contractor's Social Value Proposals under this Schedule shall not constitute a "Variation" under Clause 16 of the Conditions of Contract.

1.14 ~~1.14~~ Performance Incentivisation

To encourage social value delivery throughout the Contract, the Purchaser has created the Social Value Incentivisation Model to financially reward or deduct amounts from the Contractor based on defined performance outcomes.

1.14.1 ~~1.14.1~~ Social Value Incentivisation Model

The Social Value Benchmark Measures are the ~~Purchaser's~~Purchaser's expected level of ~~social value~~ delivery for each continuing Social Value Theme and are set out in ~~Paragraph~~paragraph 1.4. ~~The~~Their revised aggregate monetised value ~~of the Purchaser's Social Value Benchmark Measure is £35,000,000.~~is £62,554,649. The discontinued Schools Engagement Programme and Community Projects are excluded from that total and from incentive reward assessment.

The Contractor has populated the Purchaser's Specific National TOMs 2020: Social Value Calculator for Procurement to provide the Contractor's Monetised Social Value which forms part of the Contractor's Social Value Proposals contained within Schedule 23 *Contractor's Proposals*.

For the purposes of this Schedule and the Social Value Incentivisation Model, the Contractor's Monetised Social Value for Employment Opportunities for Local Residents shall be

£25,214,247 and for Opportunities for Local Businesses shall be £27,458,817, in substitution for the corresponding Schedule 23 values. The revised minimum monetised values for all five continuing themes are those in the final column of the table below, replacing the original minimum values. Those revised values incorporate the agreed reallocation of £97,714.50 of undelivered monetised social value from the discontinued initiatives, using the Incentive Adjustment Factors identified in Appendix C. This is a reallocation of social value delivery requirements, not a cash payment or credit to the Contractor, and shall not be applied a second time when assessing rewards or deductions.

The Social Value Incentivisation Model is applied only when the following conditions are met:

theThe Contractor's Monetised Social Value contained withinfor each continuing Social Value Theme, as revised by this Schedule 23 *Contractor's Proposals* must not be less than the revised Minimum Monetised Social Value shown in the tablefinal column below:

Social Value Theme	TOMS Reference	Revised Purchaser's ~~Social Value~~ Benchmark	Minimum Requirement	Revised Minimum SV£ (SVA No. 3) ~~Minimum Monetised Social Value~~
Apprenticeships	NT10/RE12	£~~896,000~~930,811	100%	£~~895,968~~930,811
Training Placements	NT12/RE15	£~~57,000~~62,976	100%	£~~56,962~~62,976
Employment Opportunities for Local Residents	NT1/RE1	£~~18,722,000~~ 33,618,996	75%	£~~14,038,701~~ 25,214,247
Opportunities for Local Businesses	NT18/RE21 and RE22	£~~14,101,000~~ 27,458,817	100%	£~~14,101,000~~ 27,458,817
~~Schools Engagement Programme~~	~~NT8/RE9 and RE10~~	~~£31,000~~	~~25%~~	~~£7,750~~
~~Community Projects~~	~~NT29/RE33~~	~~£534,500~~	~~25%~~	~~£133,526~~
~~Community Projects~~	~~NT28/RE32~~	~~£187,500~~	~~n/a~~	~~n/a~~
Equalities, Diversity, and Inclusion (EDI)	NT21/RE25	£~~471,000~~483,049	25%	£~~117,734~~120,762
	SV£ TOTAL	**£~~35,000,000~~ 62,554,649**		**£~~29,351,641~~ 53,787,613**

The Contractor must deliver no less than 50% of the Contractor's Monetised Social Value for each of the five continuing Social Value Themes, applying the revised values under this Schedule. The discontinued Schools Engagement Programme and Community Projects, including the limited assistance in paragraph 1.7, are excluded from this eligibility condition and from incentive reward assessment.

~~Value for all Social Value Themes.~~

~~The~~Subject to the eligibility conditions above, the Social Value Incentivisation Model provides ~~the Contractor with financial reward for each~~rewards for the five continuing Social Value ~~Theme~~Themes by reference to delivery between ~~a range of~~ 75% ~~to~~and 125% of the Contractor's Monetised Social Value, ~~with the exception of Community Projects: TOMs reference NT29/RE33~~applying the relevant Incentive Adjustment Factors and the provisions of this Schedule. No reward is payable for the discontinued themes.

No incentive reward shall be payable in respect of the Schools Engagement Programme or Community Projects, including for any delivery before the Amendment Date or assistance under paragraph 1.7. Any previous provision preserving such an entitlement is replaced by

the reallocation to the continuing Social Value Themes described above. That reallocation does not constitute a guaranteed incentive payment: any reward for a continuing theme remains subject to actual performance and the applicable eligibility and reward provisions. Neither the discontinued themes nor their undelivered shortfall shall be counted again in determining eligibility, rewards or deductions.

For failing to deliver the Contractor's Monetised Social Value for Apprentices and Training Placements, the Social Value Incentivisation Model deducts amounts when the Contractor ~~fails to deliver~~delivers less than 50% of the Contractor's Monetised Social Value.

1.14.2 ~~1.14.2~~ Assessment of incentivisation

Within 15 Business Days of the issue of the Take Over Certificate, the Project Manager will assess the amount to be paid to or deducted from the Contractor. Where amounts are due to the Contractor, the payment will be made in the next payment due under the Contract.

The updated model identified in Appendix C shall be used for assessment, subject to the operative requirements and values in this Schedule.

1.14.3 ~~1.14.3~~ Change to the Social Value Commitments

If the Contractor proposes a change to the social value delivery in accordance with Paragraph 1.13, the Project Manager will decide an appropriate adjustment to the Social Value Incentivisation Model. Any such adjustment shall apply prospectively to that proposed change and shall not reinstate a reward for a discontinued theme or duplicate the reallocation already incorporated under Settlement and Variation Agreement No. 3.

1.15 ~~1.15~~ National TOMs Framework updates

The monetised values in this Schedule have been calculated using the National TOMs 2020: Social Value Calculator for Procurement. The National TOMs Framework is updated annually to reflect social value best practice and changes in measure proxy values to reflect updates

in statistical data available from key sources such as public datasets, as well as incorporating newly available research.

The monetised values for the Purchaser's Social Value Requirements, the Contractor's Social Value Proposals and Social Value Incentivisation Model will be updated throughout the Contract to reflect the latest National TOMs Framework updates.

2. APPENDIX A - PURCHASER SPECIFIC NATIONAL TOMS SOCIAL VALUE MEASUREMENT FRAMEWORK

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~~2. APPENDIX A - PURCHASER SPECIFIC NATIONAL THEMES, OUTCOMES AND MEASURES (TOMS) SOCIAL VALUE MEASUREMENT FRAMEWORK~~

Purchaser Specific National Themes, Outcomes and Measures (TOMs) Social Value Measurement framework NP-NLW-41XX-XXX-DS-ZZ-090001

3. APPENDIX B - INFORMATION RELATING TO PROVISION OF APPRENTICES AND SOCIAL VALUE DELIVERY

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3. APPENDIX B - INFORMATION RELATING TO PROVISION OF APPRENTICES AND SOCIAL VALUE DELIVERY

List of Training Providers for Apprenticeships

List of Potential Apprenticeship Training Agencies (ATA)

ATA Name	Contact Details	What is on offer	Website	Comments
~~JBT Training~~	~~Email: admin@jbt-training.co.uk.~~ ~~Telephone: 01923~~	~~• Construction Apprenticeship~~ ~~• Waged site placement~~ ~~• College placement~~	~~https://www.jbt-training.co.uk/~~	~~Apprenticeships last for a minimum of one year.~~ ~~They consider all proposals~~
JBT Training	Email: admin@jbt-training.co.uk. Telephone: 01923 770011	• Construction Apprenticeship • Waged site placement • College placement • Paid college day release	https://www.jbt-training.co.uk/	Apprenticeships last for a minimum of one year. They consider all proposals especially where this helps protected groups like ex-offenders, people with disabilities or mental health conditions, ex-military etc.
~~K10~~	~~Email:hello@k-10.co.uk~~	~~A range of apprenticeships including Surveying Technician and Construction Site Management.~~	~~https://www.k-10.co.uk/what-we-do/client-~~	~~The Contractor will be charged an hourly fee that covers the trainees~~
K10	Email:hello@k-10.co.uk Telephone: 0203 6962 660	~~and Construction Site Management.~~ A range of apprenticeships including Surveying Technician and Construction Site Management. They will offer to do the following on the Contractor's behalf: • source suitable candidates from the local borough; • provide CSCS and L1H+S training certification; • college enrolment and management therein; and •administer the apprentice payroll and PAYE contributions~~training certification;~~	~~we-do/client-~~ https://www.k-10.co.uk/what-we-do/client-services	The Contractor will be charged an hourly fee that covers the trainees wages, holiday and sick pay, employers' NI contribution and training course costs. When the Contractor has no more work for the Apprentice, K10 will arrange for them to move to another project within their home borough.

			~~services~~	
		~~• college enrolment and management therein; and~~		
		~~•administer the apprentice payroll and PAYE contributions~~		

~~Evolve UK~~	~~Contact Name: James Hackett Email:~~	~~Manages the CITB shared apprenticeship scheme in London.~~	~~https://evolveuk.org/how-the-evolve-shared-apprenticeship-scheme-~~	~~Contractors and sub-contractors inform Evolve of apprenticeship vacancies. Evolve will require~~
	~~james.hackett@evolveuk.org~~	~~Evolve will put forward existing or recruit new apprentices for~~		~~details including trades requested, expected duration of the~~
	~~Telephone:~~	~~vacancies. New Apprentices will~~	~~works/~~https://evolveuk.org/how-the-evolve-shared-apprenticeship-scheme-works/	~~placement and site information.~~ Contractors and sub-contractors inform Evolve of apprenticeship vacancies. Evolve will require details including trades requested, expected duration of the placement and site information. The host contractor would be responsible for training, daily safety and supervision and approving timesheets.
Evolve UK	Contact Name: James Hackett Email: james.hackett@evolveuk.org Telephone: 07891691180	Manages the CITB shared apprenticeship scheme in London. Evolve will put forward existing or recruit new apprentices for vacancies. New Apprentices will be interviewed by Evolve and then put forward for an interview with the host. Evolve ensures that new apprentices have their CSCS card and safety boots. Evolve takes care of paying apprentices and supports the host with behaviour management (e.g. attendance and time keeping issues, and mentoring).		
		~~Evolve takes care of paying apprentices and supports the host with behaviour management (e.g. attendance and time keeping issues, and mentoring).~~		

List of Work Experience Providers/Facilitators

Provider	Location	Offer	Contact	Website
Capital City College Training	Several sites across London-CONEL, Islington and Westminster Kingsway	• Has provided candidates and pre-employment training. • Note: candidates may not be looking for employment within the construction sector: and the programme is funded by LB Enfield, which is due to end at the end of 2020 (potential for it to continue).	Nanette Higgins Tel: 07714272183 Email: Nanette.Higgins@capitalcct.ac.uk Clarence Prince Email: Clarence.Prince@capitalcct.ac.uk	https://www.capitalcct.ac.uk/other-training/
Waltham Forest Construction Training Centre	Dudley College of Technology – Simian, Hollydown Way, Leytonstone, London, E11 4DD	• The Training Centre provides construction skills training courses in: steel fixing, general construction, kerb laying, drain laying, paving, flooring, work at heights, roofing, rail track safety and tunnel skills. • Several of the courses are with the CISRS (Construction Industry Scaffolders Record Scheme) • Several of these are short courses.	Phone: 0345 602 2418 Email: hello@simian-risk.com	http://cisrs.org.uk/training-centres/national-construction-college-waltham-forest/

Provider	Location	Offer	Contact	Website
		~~Several of the courses are with~~		~~forest/~~
		~~(Construction Industry Scaffolders Record~~		
		~~Scheme)~~		
		~~• Several of these are short courses.~~		

Provider	Location	Offer	Contact	Website
Notting Hill Genesis	Offices across London, partnering employers in 12 London Boroughs	• Works with approximately 25 other housing associations to pool resources and offer unemployed people the chance to become skilled tradespeople in the construction industry, through the Construction Training Imitative (CTI). • The CTI is aimed at people who are unemployed, 18+ and studying towards a construction-related qualification at college or university. • Opportunities include bricklaying, carpentry, painting and decorating, plumbing, electrical, plastering and site management. However, what's on offer depends on the development pipeline. • They have had trainees working on sites in Barnet, Enfield and Waltham Forest. • We need further clarity whether they would be able to work with us on a non-housing project.	For more information on the Construction Training Initiative, please contact them on 0203 815 2341 or cti@nhhg.org.uk.	https://www.nhhg.org.uk/jobs/train-with-us/construction-training-initiative-cti/#panel2305

		• We need further clarity whether they would be able to work with us on a non-housing project.		
A Fairer Chance	Unit 81, Millmead Business Centre, Millmead Road, London N17 6QU	• The organisation places ex-offenders, NEETS and ex-gang members as well as care leavers, long term unemployed and older workers into employment across facilities management, rail, construction and retail industries. • They have relationships with many large and small construction employers.	Rozie Skinner Matey Tel: 07756062258 Email: Rozie@afairerchance.co.uk	http://afairerchance.http://afairerchance.com/
				com/
	London N17 6QU	older workers into employment across facilities management, rail, construction and retail industries.	Rozie@afairerchance.co.uk	
		• They have relationships with many large and small construction employers.		

Provider	Location	Offer	Contact	Website
Barnet and Southgate College	Wood St Campus (High Barnet) Colindale Campus Southgate Campus Edmonton Green Campus Hospitality House (East Finchley)	•College helps students to find jobs, apprenticeships and voluntary work. • The College also offers facilities for hire across several of their campuses.	Email: info@barnetsouthgate.ac.uk Telephone: 020 8266 4000	https://www.barnetsouthgate.ac.uk/courses/display/all/property_and_construction
Finchley College	Finchley Central	• Multiple construction-related courses ranging from Levels 3-6. • Short courses including the provision of a CSCS card. • The courses do have a cost - for example, a CSCS card course costs £150 including VAT and a certificate fee.	Tel: 0044 208 349 8184 Mobile: +44 7974221155 Email: finchleycollege@yahoo.com	http://www.finchleycollege.com/
College of North West London	Wembley Campus Willesden Campus	• The College's specialist training facilities cover bricklaying, carpentry, electrical installation, plumbing, tiling and other trades. • There is a student careers service that supports work experience.	Phone: 020 8208 5000 (general enquiries)	https://www.cnwl.ac.uk/courses/construction-and-building-services

City of Westminster College	Paddington Green Campus Maida Vale Campus	• Offers several 1-2 weeks construction short courses, which are free for the unemployed or people claiming benefits. • Work experience is compulsory for all students. There is a WEX platform to facilitate this.	Email: customer.services@cwc.ac.uk (general enquiries) Tel: 020 7723 8826 (general enquiries) General enquiries form https://www.cwc.ac.uk/~~co ntact~~contact	~~https://www.cwc.ac.~~https://www.cwc.ac.uk/about-us/news-events/article/2016/10/17/getting-your-first-work-experience-placement ~~uk/about-us/news-events/article/2016/10/17/getting-your-first-work-experience-placement~~

Provider	Location	Offer	Contact	Website
London South Bank University	Southwark and Havering Campuses	• The University acts has a Mayor's Construction Academy Hub and have a pre-pre-employmentemployment programme. •They also offer CSCS card courses.	Tel: (free phone) 0800 923 8888 Email: MCAsupport@lsbu.ac.uk	https://www.lsbu.ac.https://www.lsbu.ac.uk/study/course-finder/construction-btec-hnc uk/study/course-finder/construction-btec-hnc
South Thames College	Wandsworth/ Tooting	• Several lower level construction-related courses • The college is keen to work with businesses and employmers in the construction sector.	Contact name: Matt Walker Email: matt.walker@stcg.ac.uk	https://www.south-south-thames.ac.uk/employers/6190-work-experience.html thames.ac.uk/employers/6190-work-experience.html

Barking and Dagenham College	Rush Green, Romford and Barking	• Several construction-related courses• All 16-19 year study programmes contain a work experience element.• The College also offers a traineeship programme for slightly longer term placements (from 6 weeks to 6 months).	Phone: 02080903020 Contact Job Coaches, Sandra, Sheila and Natalie, about offering work experience/placements -: employer.services@bdc.ac.uk	https://www.~~barking~~barkingdagenhamcollege.ac.uk/employers/work-experience-placements ~~dagenhamcollege.ac.uk/employers/work-experience-placements~~

Provider	Location	Offer	Contact	Website
West London College ("WLC")	Ealing Green College Hammersmith and Fulham College Southall Community College Park Royal College West London Construction Academy (Southall)	• Has its own Construction Academy. •The college offer a range of ten day work-focused training including a course run by Women into Construction. • WLC guarantee the opportunity for work experience for 16-19 year old students, and can often organise it for students who are 19+.	Contact: Alison Franklin at Reed NCFE Tel: 0207 565 1283 Email: alisonfranklin@reed-ncfe.org.uk	https://www.wlc.ac.uk/courses/construction
Train2Work Academy	Tottenham	• They have their own centre where they accommodate training. • They offer a Level 1 award in Health and Safety in construction, CSCS card training. • Cost of the course is £250 per person and includes the courses above as well as the cost of the CSCS card and exam.	Contact Name: Mustafa Muse Tel: 07983 580 970 Email: mustafamuse@train2workacademy.org	https://www.train2workacademy.org/

List of organisations that can assist with Local Employment

Provider	Offer	Contact	Website
A Fairer Chance	•The organisation works with ex-offenders, NEETS and ex-gang members as well as care leavers, long term unemployed and older workers into employment across facilities within the construction sector. •They also work with local job centres and are able to assist in finding suitable candidates and workers.	Contact: Rozie Skinner-Matey Tel: 07756062258 Email: Rozie@afairerchance.co.uk	~~http://afairerchance.com/~~http://afairerchance.com/

Career Transition Partnership (CTP)	•The Career Transition Partnership (CTP) is a partnering agreement between the Ministry of Defence and Right Management Ltd. •They can operate as an intermediary service for employers wishing to hire Service leavers. • They also offer a service of providing Ex-Military Work Placements	Contact: Central Support Team Email: EmployerSupport@ctp.org.uk Tel: 0121 236 0058	~~https://www.ctp.org.uk/employers~~https://www.ctp.org.uk/employers

Working Chance	• This organisation offers support to women leaving the criminal justice and care systems by linking them to jobs with mainstream employers. •They provide bespoke rehabilitation and employability programmes for these women.	Email:info@workingchance.org	~~https://workingchance.org/about/~~https://workingchance.org/about/

Provider	Offer	Contact	Website
	mainstream employers. •They provide bespoke rehabilitation and employability programmes for these women.		
Catch 22	Helps young people and adults into work and training through high quality and responsive apprenticeships, vocational training and employment support programmes that are tailored to the needs of individuals.	Tel: 02073364800 Online enquiry form	https://www.catch-22.org.uk/our- https://www.catch-22.org.uk/our-services/ services/
Olmec	A Black and Minority Ethnic led Social Enterprise and provides support to help people find employment. Olmec holds job clubs in Enfield and Haringey on a regular basis to help residents find suitable employment. They offer support in getting individuals employment in a range of industries.	Contact: Lawrence Bedeau, Employment Coordinator Tel: 07715069874 Email: lawrence.bedeau@olmec-ec.org.uk	http://www.olmec-ec.org.uk/employment- http://www.olmec-ec.org.uk/employment-support/enfield-haringey-job-clubs/ support/enfield-haringey-job-clubs/

Bounce Back	A charity and social enterprise focused on the training and employment of people in, and leaving, prison. They offer programmes in a wide variety of construction industry skills and their aim is to get as many people back into work. They deliver CSCS training in a number of	Email: info@bouncebackproject.com Telephone: (0)20 7735 1256	~~https://www.bouncebackproject.com/~~https://www.bouncebackproject.com/

~~Provider~~	~~Offer~~	~~Contact~~	~~Website~~
	~~programmes in a wide variety of construction industry skills and their aim is to get as many people back into work. They deliver CSCS training in a number of prisons and in the community.~~		
Love London Working	A training and employment programme helping unemployed people over the age of 16 into work. A three year London-wide	Tel: 030050 8000 Online enquiry form	~~https://www.lovelondonworking.com/~~https://www.lovelondonworking.com/

	programme led by housing association Clarion Housing Group, (in partnership with 15 other housing associations). They are able to assist candidates in finding training and employment opportunities.		
Building Heroes	Provides skills training to military veterans and support into employment in the building trades. They run courses that are open to veterans and those who are in resettlement to aid them in their transition into the construction sector.	Email:info@buildingheroes.org.uk	~~https://www.buildingheroes.org.uk/cours~~https://www.buildingheroes.org.uk/course ~~e~~

Provider	Offer	Contact	Website
N-Ergy	Delivers vocational training and employment support throughout the UK to one of the hardest-to-reach groups: offenders and ex-offenders. Their focus is on helping those inside prisons to develop new skills and gain nationally recognised qualifications prior to being released. These skills are developed through vocational programmes such as QCF / NVQ's. They deliver vocational training and employability programmes to those in custody followed by specialist employment support during their journey back to employment and reintegration into the community.	Tel:01656656443 Email:somahoney@n-ergygroup.com	http://n-ergygroup.com/http://n-ergygroup.com/

Youth Employment ~~Employmen t~~ UK	The organisation supports young people by providing the support they need in order to get into employment. Their Skills and Careers Hub provides 14-24 year olds with free resources, advice and guidance. Designed with input from young people, the Skills and Careers Hub offers practical tools to support young people through education, transition into employment	Tel: 01536513388.Email:info@youthemployment.~~or~~ ~~g~~org.uk	~~https://www.youthemployment.org.uk/ab~~https://www.youthemployment.org.uk/about-us/ ~~out-us/~~

Provider	Offer	Contact	Website
	guidance. Designed with input from young people, the Skills and Careers Hub offers practical tools to support young people through education, transition into employment		
Haringey Construction Partnership	Haringey Construction Partnership's aim is to ensure local residents can benefit from the job and training opportunities created as a result of the physical development taking place in Haringey, both in the wider construction industry and end-use jobs	Unable to get specific contact information for the Partnership. However, Haringey Works contact is below: Tel:02084892969 or 02084892852. Email: works@haringey.gov.uk	https://www.haringey.gov.uk/jobs-and-training/haringey-works/haringey-construction-partnership training/haringey-works/haringey-construction-partnership

	once completed. They work in partnership with the Council, Job Centre Plus and the College of Haringey, Enfield and North East London. They also run the programme, Haringey Works, which provides free employment and skills support exclusively for Haringey residents.		

Provider	Offer	Contact	Website
Women into Constructio nWomen into Construction	Women into Construction is an independent not-for-profitnot-for-profit organisation that promotes gender equality in construction. They provide support to women wishing to work in the construction industry, and assist contractors to recruit highly motivated, trained women, helping to reduce skills gaps and create a more gender-equal work force. They also provide brokerage of women into work-placements and employment.	Email: info@women-into-construction.org Tel: 07480856802	https://www.women-into-construction.org/contractors/https://www.women-into-construction.org/contractors/

List of organisations that can assist with use of local businesses

Provider	Offer	Contact	Website
~~Constructio n~~Construct ion Circles	The organisation brings together construction and property-oriented organisations and individuals, both nationally and regionally.	Contact: Lara Ayris Email:lara@constructioncircl es.~~co m~~com	~~https://www.constructioncircles.com/about/~~https://www.constructioncircles.com/about/
Build Enfield	Build Enfield is led by LB Enfield and acts as a platform where by local supplier and subcontract opportunities with projects are advertised.	Contact: Rozie Skinner Matey Email: Rozie.~~Skinner-Matey~~Skinner-Matey@enfield.gov.uk	~~https://new.enfield.gov.uk/buildenfield/opportunities-for-~~https://new.enfield.gov.uk/buildenfield/opportunities-for-local-businesses/
			~~local-businesses/~~

Build Local	Build Local works with the Business, Employment and Skills service providers across the four North London Boroughs (Enfield, Haringey, Waltham Forest and Barnet) to help coordinate things like vocational skills training, including construction, employment support and business engagement and capacity-building. The organisation is run by Angela and Paul who previously worked as S106 officers at LB Enfield ~~engagement and~~	Contact: Angela Beanland Email: angelabeanlands@build-local.co.uk Tel:07961780 833	~~https://www.build-local.co.uk/Providers~~https://www.build-local.co.uk/Providers

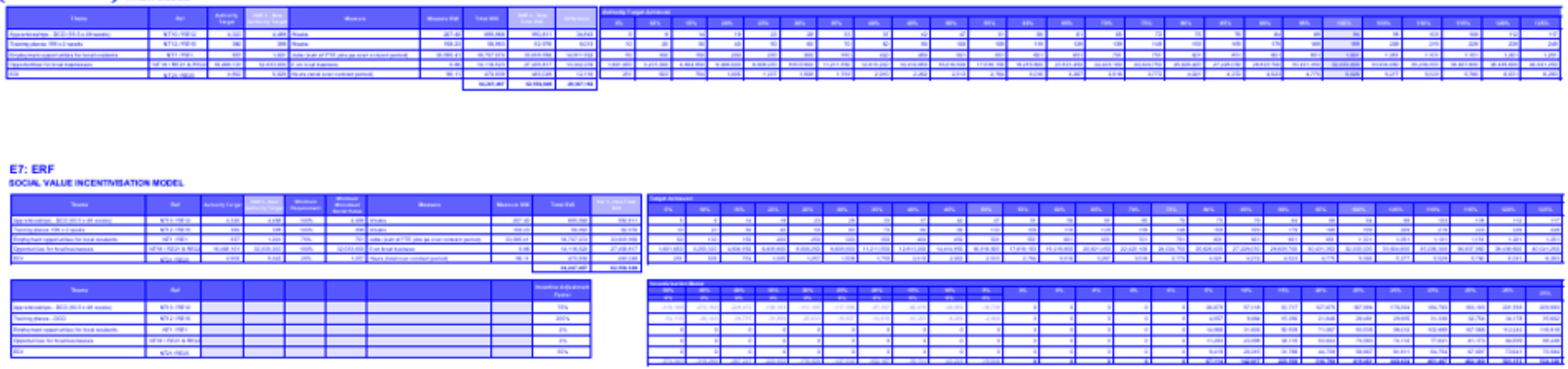
~~Provider~~	~~Offer~~	~~Contact~~	~~Website~~
	~~capacity-building. The organisation is run by Angela and Paul who previously worked as S106 officers at LB Enfield~~		

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4. APPENDIX C – SOCIAL VALUE INCENTIVISATION MODEL

The Social Value Incentivisation Model is the Excel workbook NP-ARP-E7XX-XXX-TE-PM-090087_Ver3, updated 10 November 2026, supplied as NP-ARP-E7XX-XXX-TE-PM-090087_Ver3 (2).xlsx, comprising the sheets 'Purchaser SV Benchmark' and 'Contractor's SV Proposals'. It is incorporated by reference for the purposes of paragraph 1.14, subject to the precedence provision in paragraph 1.14.2. It covers only the five continuing themes. Its Incentive Adjustment Factors are: Apprenticeships 0.75; Training Placements 2; Employment Opportunities for Local Residents 0.02; Opportunities for Local Businesses 0.02; and EDI 0.5.

(Added)



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