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## **St Michaels Place Huyton Mixed Use Commercial District - Phase 1**

### **Social Value Delivery Plan**

#### **1. Purpose**

This Social Value Delivery Plan outlines Genr8 Kajima Regeneration Ltd.'s (GKRL) strategic approach in creating a meaningful and measurable legacy of opportunity, inclusion and wellbeing for the communities of Knowsley as part of the St Michael's Place Huyton Mixed Use Commercial District development.

It reflects a shared ambition between GKRL, Knowsley Council, Fusion 21 and local stakeholders to go beyond compliance and deliver measurable impact across social, economic and environmental domains.

Implementation of the plan will ensure social value is embedded through every stage of the project lifecycle, from planning, design and construction through to long-term operation and stewardship.

The plan aligns with Knowsley Borough Council's ambition to create inclusive growth, address inequalities and promote sustainability through the Huyton Commercial District investment.

Reporting will be fed back through Fusion 21, collecting outputs from social value delivery on jobs, work experience, site visits, local subcontracting spend and investment in the community.

#### **2. Alignment to Knowsley Borough Council**

Knowsley is among the most deprived boroughs in the UK, with Huyton experiencing significant socio-economic challenges. Addressing these disparities is central to Knowsley Borough Council's strategic objectives, which emphasise job creation, skills development, and inclusive economic growth.

The Huyton Mixed Use Commercial District – Phase 1 project is committed to aligning with these priorities by:

- **Creating Local Employment Opportunities:** Prioritising the recruitment of Knowsley residents for construction and end-use roles, thereby directly contributing to reducing local unemployment and economic resilience.
- **Developing Apprenticeship and Training Pathways:** Collaborating with local partners, such as Knowsley Works, Lord Derby Academy and initiatives such as the Knowsley Apprenticeship Programme to offer apprenticeships and training, particularly targeting young people and those not in education, employment, or training (NEETs).
- **Engaging Local Subcontractors and Suppliers:** Implementing procurement strategies that favour local SMEs and VCSEs, ensuring that economic benefits from the investment are retained within the borough.
- **Hosting Community Employment Events:** Organising job fairs, Meet the Buyer events and workshops to connect residents with employment opportunities and support services.

- Supporting Community Initiatives: Partnering with local organisations to fund and support projects that invest in community wellbeing and resilience.

By embedding these actions into the project's framework, we aim to deliver tangible social value that aligns with Knowsley Borough Council's goals, support sustainable development and improve quality of life for residents.

### 3. Roles and Responsibilities

The Social Value Delivery Plan will be governed through a partnership structure, led by a newly formed Social Value Governance Board (SVGB). This structure brings together Knowsley Metropolitan Borough Council, GKRL, the main contractor and key delivery partners including Fusion 21, to provide strategic oversight, accountability and coordination across social value workstreams. See Table 1 for proposed SVGB members. The SVGB will ensure that delivery is:

- Locally informed – driven by community priorities and Council objectives.
- Collaborative – connecting local organisations, services and delivery partners.
- Transparent and accountable – with regular reporting and performance management.
- Place-based and inclusive – creating accessible, tangible benefits for Knowsley.

*Table 1: St Michael's Place Huyton Mixed Use Commercial District Social Value Governance Board members*

| Stakeholder                                  | Key Responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>GKRL</b>                                  | <ul style="list-style-type: none"> <li>• Lead client for Social Value Delivery</li> <li>• Oversee implementation of Social Value Strategy</li> <li>• Convene the SVGB and ensure stakeholder engagement</li> <li>• Manage stakeholder relationships and ensure</li> </ul>                                                                                                                                                                                                                                                                                        |
| <b>Main Contractor</b>                       | <ul style="list-style-type: none"> <li>• Develop and implement the Workforce Development</li> <li>• Coordinate site-based delivery and return regular social value performance data</li> <li>• Ensure all subcontractors deliver against SV targets and integrate EDI practices</li> <li>• Share monthly updates and quarterly reports with GKRL and the SVGB</li> </ul>                                                                                                                                                                                         |
| <b>Knowsley Metropolitan Borough Council</b> | <ul style="list-style-type: none"> <li>• Provide strategic alignment with local policy and priorities</li> <li>• Input into community needs, priority groups and local opportunities</li> <li>• Support stakeholder and VCSE mapping and engagement</li> <li>• Participate in monthly/quarterly SVGB meetings and co-design delivery solutions</li> </ul>                                                                                                                                                                                                        |
| <b>Fusion 21</b>                             | <ul style="list-style-type: none"> <li>• Use the Fusion21/CITB model to forecast and set social value targets.</li> <li>• Act as the primary coordinator for social value during the construction phase.</li> <li>• Facilitate regular meetings with the contractor to monitor delivery.</li> <li>• Gather, review, and manage social value data and records.</li> <li>• Support the delivery of apprenticeships, placements, training, and employment.</li> <li>• Act as a link between the contractor, community stakeholders, and local authority.</li> </ul> |

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                            | <ul style="list-style-type: none"> <li>• Monitor compliance with the agreed Social Value Delivery Plan.</li> <li>• Provide updates to the local authority on social value progress as needed.</li> <li>• Support PR and communications activity with the developer, contractor, and council.</li> </ul>                                                                                                         |
| <b>Chamber of Commerce</b> | <ul style="list-style-type: none"> <li>• Promote supply chain opportunities to local businesses.</li> <li>• Connect local SMEs with the developer and contractor.</li> <li>• Support 'Meet the Buyer' events and workshops.</li> <li>• Encourage local business involvement in jobs and training.</li> <li>• Provide feedback on local economic impact.</li> </ul>                                              |
| <b>Knowsley Works</b>      | <ul style="list-style-type: none"> <li>• Promote job and training opportunities to local residents.</li> <li>• Match candidates to roles, placements, and apprenticeships.</li> <li>• Support pre-employment and employability programmes.</li> <li>• Provide ongoing advice and wraparound support to local jobseekers.</li> <li>• Share local labour market insights to inform workforce planning.</li> </ul> |
| <b>One Knowsley</b>        | <ul style="list-style-type: none"> <li>• Connect local VCSEs to funding, volunteering, and partnership opportunities.</li> <li>• Support delivery of Thrive (community fund, TimeBank, ResourceBank).</li> <li>• Promote social value initiatives across the VCSE network.</li> <li>• Help identify community priorities and ensure inclusive engagement.</li> </ul>                                            |
| <b>Lord Derby Academy</b>  | <ul style="list-style-type: none"> <li>• Facilitate access to students for careers talks, site visits, and mentoring.</li> <li>• Support delivery of school-based workshops and construction-focused activities.</li> <li>• Identify students for placements, apprenticeships, or early talent programmes.</li> <li>• Embed the project into the school's careers and pathways agenda.</li> </ul>               |

#### 4. Key Stakeholders

We have identified a core network of local VCSEs, community leaders, and public sector partners to co-deliver social value through the Huyton Mixed Use Commercial District. These stakeholders will be engaged to shape delivery, inform design, support consultation and maximise long-term community impact.

| <b>Organisation</b>                        | <b>Role/Contribution</b>                                        |
|--------------------------------------------|-----------------------------------------------------------------|
| Knowsley Council (Major Developments Team) | Day-to-day Council liaison; oversight of development objectives |
| Knowsley Council                           | Engagement and Insight Officer                                  |
| CLeach Comms                               | Strategic Comms Lead for public consultation                    |

|                       |                                                                           |
|-----------------------|---------------------------------------------------------------------------|
| Fusion21              | Procurement & Social Value support, supplier engagement & monitoring      |
| Heart of Glass        | Arts and cultural engagement, creativity-based social value programmes    |
| MakeCIC               | Creative wellness, recycling, and employability training programmes       |
| Oneday                | Local regeneration and meanwhile use support                              |
| Huyton Market Traders | Market trader representation and stakeholder liaison                      |
| British Legion        | Local community group to be engaged through KMBC for consultation support |
| War Memorial Trust    | Heritage and community engagement                                         |

These stakeholders will help shape and activate:

- The rollout of the Thrive TimeBank and Community Fund (MakeCIC and OneDay)
- Creative and cultural programming in partnership with Heart of Glass
- Public engagement activities and meanwhile uses
- Supply chain and procurement-led impact delivery via Fusion21

Stakeholder engagement will be iterative, transparent, and logged through the project's engagement tracker, with outcomes reported to the SVGB.

## 5. GKRL's Approach to Social Value

The Social Value Delivery Plan is based on six guiding principles:

1. Place-based regeneration – aligning social value delivery with the needs and aspirations of Huyton's communities and Knowsley's Borough of Choice priorities.
2. Collaborative governance – creating a Social Value Governance Board (SVGB) to drive delivery, review progress and connect with regional strategies such as those from VS6 and Liverpool City Region.
3. Integrated lifecycle delivery – embedding social value across pre-construction, construction and operational phases with clear roles, KPIs, and feedback loops.
4. Inclusive design and social equity – working with 5plus and KKA to create accessible, safe and inclusive spaces, including a multi-faith room, active travel infrastructure, and accessible public realm.
5. Local-first supply chain and skills approach – prioritising local recruitment, apprenticeships, VCSE and SME procurement to retain economic value in Knowsley.
6. Transparent measurement and continuous improvement – using the Social Value Portal and TOMs to set baselines, track progress, and benchmark across the Liverpool City Region.

## 4. Social Value Targets

GKRL have set a range of cohesive social value targets for the Huyton Mixed Use Commercial District Phase. Specific and measurable targets have been set in line with the National TOMs Framework. These targets are summarised in Table 2 and have been co-

developed with local context in mind, including insight from Knowsley Council and key stakeholders.

The specific financial targets for each phase will be determined during the discharge of planning conditions, in collaboration with Knowsley Council and will include committed £ amounts to be spent with VCSEs, with the local supply chain, community donations or in-kind distributions, mental health initiatives funded and environmental innovation projects.

*Table 2: St Michael's Place Huyton Mixed Use Commercial District TOMs based targets*

| NT Ref | Item                                                                                   | Unit  | Quantity         |
|--------|----------------------------------------------------------------------------------------|-------|------------------|
| NT1c   | Employment of local people                                                             | FTEs  | 120              |
| NT3    | No. of employees (FTE) hired on contract who are long-term unemployed (1+ yr)          | FTEs  | 5                |
| NT4    | No. of employees (FTE) hired who are not in employment, education, or training (NEETs) | FTEs  | 3                |
| NT8    | Hours supporting young people into work                                                | Hours | 800              |
| NT9    | Training opportunities                                                                 | Weeks | 50               |
| NT10   | Apprenticeships                                                                        | Weeks | 413              |
| NT11   | Support for 16–24-year-olds into work                                                  | Hours | 240              |
| NT12   | Short-term meaningful work placements (1-6 weeks)                                      | Weeks | 20               |
| NT13   | Paid work placements (6+ weeks)                                                        | Weeks | 8                |
| NT14   | £ spent with VCSEs                                                                     | £     | To be determined |
| NT15   | Hours of expert advice to VCSEs and MSMEs                                              | Hours | 150              |
| NT17   | Volunteer hours to support VCSEs                                                       | Hours | 800              |
| NT18   | Local supply chain spend                                                               | £     | To be determined |
| NT19   | Total amount spent through the contract with LOCAL MSMEs                               | £     | To be determined |
| NT21   | EDI training delivered                                                                 | Hours | 1800             |
| NT22   | % procurement contracts including commitments to ethical procurement                   | %     | 100              |
| NT23   | % supply chain contracts with social value commitments, measurement & monitoring       | %     | 100              |
| NT28   | Community donations or in-kind distributions                                           | £     | To be determined |
| NT39   | Mental health initiatives funded                                                       | £     | To be determined |
| NT41   | % of staff on contract paid RLW                                                        | %     | 100              |
| NT42   | % of contractors in supply chain paying RLW                                            | %     | 100              |
| NT45   | Carbon Certification                                                                   | Y/N   | Y                |
| NT49   | Carbon literacy training delivered                                                     | Hours | 800              |
| NT53   | Environmental innovation projects                                                      | £     | To be determined |

### 5.1. Social Value Workstreams

The Plan establishes four key workstreams (Futures, Prosper, Thrive, and Sustain) that support the Council's vision to deliver better outcomes and possibilities for Knowsley's communities. Knowsley includes areas of entrenched inequality, health disparity and

economic inactivity, which these workstreams seek to address through investment in skills, meaningful employment, community empowerment and environmental sustainability Table 3.

The social value workstreams (Futures, Prosper, Thrive, and Sustain) are designed to deliver tangible change through structured interventions. These include:

- Creating pathways into employment, training, and apprenticeships for residents and priority groups
- Delivering employability programmes that remove barriers to work for underrepresented groups
- Maximising educational engagement and youth opportunity via partnerships such as Regeneration Brainery
- Strengthening local supply chains and VCSE capacity through mentoring, grants, and expert advice
- Embedding diversity equity and inclusion through accessible design and recruitment practices
- Driving Net Zero ambitions by enabling carbon literacy and sustainable behaviours

| Workstream     | Activity                                                                   | Lead (GKRL or Main Contractor) | Method                                                                                                                                                                                                  | Outcome                                                                                                                | TOM S Ref   | Timeframe                                        |
|----------------|----------------------------------------------------------------------------|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------------------------|
| <b>Futures</b> | Supporting educational engagement                                          | GKRL                           | Develop partnerships with secondary schools and Regeneration Brainery to co-design bootcamp content; embed sessions into school calendars with commitment from volunteering mentors to support annually | Inspiration for young people to consider careers in the built environment; increased school and employer collaboration | NT8         | Post planning and throughout construction period |
|                | Inclusive Employability Programmes (Youth and Adults 50+)                  | Main Contractor                | Collaborate with Jobcentre Plus, adult learning providers, and employers to tailor age-inclusive and accessible employability pathways linked to local labour market demand                             | Reduced unemployment in harder-to-reach groups including older adults                                                  | NT10 , NT11 | Construction                                     |
|                | Work Placements and Vocational Opportunities                               | Main Contractor                | Integrate work placements into the Workforce Development Plan; secure commitment from supply chain partners for placement targets and structured supervision                                            | Improved access to real-world work experience and industry knowledge                                                   | NT12 , NT13 | Construction                                     |
|                | Support for Adults with Learning Disabilities and Mental Health Conditions | Main Contractor                | Work with health and social care VCSEs to create tailored supported internship programmes; develop accessibility standards and pastoral support frameworks                                              | Increased inclusivity and supported access to meaningful work                                                          | NT1c        | Construction                                     |
| <b>Prosper</b> | Dedicated Supplier Page and Opportunity Visibility                         | Main Contractor                | Co-design supplier engagement page with Fusion21 and Knowsley Council; include work package visibility, registration links and training resources to support early engagement                           | Increased registration and successful tendering by local SMEs/VCSEs                                                    | NT18 , NT19 | Pre-construction and during construction         |
|                | Meet the Buyer and Get Fit to Supply Workshops                             | Main Contractor                | Plan and deliver quarterly Meet the Buyer events; provide targeted business support and capacity building sessions to align SMEs/VCSEs to live and upcoming packages                                    | Improved SME and VCSE tender success and delivery capability                                                           | NT15        | Pre-construction and during construction         |
|                | VCSE/SME Business Development Programme                                    | Main Contractor                | Design a structured development programme with Fusion21 and SVGB; deliver training in business planning, tendering and risk; culminate in a showcase to contractors                                     | Stronger business planning and pipeline generation in local supply base                                                | NT14 , NT23 | Pre-construction and during construction         |
| <b>Thrive</b>  | TimeBank Volunteering Scheme                                               | GKRL                           | Establish a volunteer hours pledge process with supply chain; develop a matchmaking framework and database that pairs volunteers to VCSE needs using an online portal                                   | Increased capacity in local VCSEs and delivery of community projects                                                   | NT17        | Post planning and throughout construction period |

|                |                                                   |                 |                                                                                                                                                                   |                                                                          |      |                                                  |
|----------------|---------------------------------------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|------|--------------------------------------------------|
|                | Community Fund Administration                     |                 | Launch and manage a transparent grant application process; define clear criteria and co-develop promotion and support tools with VS6 and One Knowsley             | Improved quality of life for vulnerable residents; community cohesion    | NT28 | Post planning and throughout construction period |
|                | ResourceBank for Material Donation                | Main Contractor | Design an onsite logistics and allocation process in collaboration with the main contractor; implement a ResourceBank log and publicise available materials       | Improved public realm, promotion of circular economy                     | NT31 | Construction                                     |
| <b>Sustain</b> | Accredited Carbon Literacy Training for Workforce | Main Contractor | Work with Carbon Literacy Project to develop a bespoke training programme; embed into site induction; mandate completion for key contractor staff                 | Behavioural change in construction; support for carbon reduction targets | NT45 | Construction                                     |
|                | Community Carbon Literacy Programme               | GKRL            | Utilise funding from workforce programme to launch community carbon literacy training; prioritise VCSEs and marginalised communities; co-design content with SVGB | Upskilled community leaders; wider impact beyond construction lifecycle  | NT49 | Construction                                     |
|                | Train the Trainer Model                           | GKRL            | Develop a train-the-trainer framework in collaboration with Carbon Literacy Project; ensure long-term delivery sustainability post-construction                   | Long-term sustainability and training continuity                         | NT53 | Post planning                                    |

## 6. Embedding Social Value

GKRL is committed to embedding social value as a contractual obligation across all stages of delivery. This ensures social value is a core requirement that is consistently managed, measured and improved throughout the life of the contract.

### 6.1 Contractual Requirements

To embed social value from the outset, GKRL will include clear social value clauses within all contracts with the main contractor and key supply chain partners.

These will specify:

- Social Value KPIs: Targets for local employment, EDI, Net Zero, training, apprenticeships, and local spend.
- Reporting: Required formats, frequency (monthly), and submission deadlines.
- Delivery Expectations: Alignment with the Social Value Delivery Plan and TOMs framework.
- Participation: Requirement to engage in the Social Value Governance Board (SVGB), community investment initiatives, and workforce planning.
- Performance Management: A clear escalation and recovery process for underperformance.

### 6.2 Implementation Process

The following sequential steps must be followed by the main contractor:

- 1) Mobilisation and Induction
  - a) Attend SVGB meetings to align on targets and delivery plans
  - b) Cascade social value expectations to subcontractors via onboarding sessions.
- 2) Workforce Development Plan
  - a) Develop a live WDP detailing skills needs, roles, volumes, and timelines.
  - b) Update monthly and share with GKRL and SVGB.
  - c) Embed WDP requirements into all subcontractor agreements
- 3) Supply Chain Engagement
  - a) Implement the Supply Chain Social Value Action Plan (SC-SVAP).
  - b) Ensure all subcontractors commit to relevant TOMs outcomes.
  - c) Deliver Meet the Buyer events and SME/VCSE development activities.
- 4) Delivery of Social Value Activities
  - a) Facilitate employment, apprenticeships, work placements, training, and community engagement initiatives aligned to the four SV workstreams: Futures, Prosper, Thrive, Sustain.
  - b) Coordinate closely with local partners such as Fusion21, Knowsley Works, and One Knowsley.

### 6.3 Workforce Development Plan

As a core contractual requirement, the main contractor will develop and maintain a Workforce Development Plan (WDP) to align labour forecasting with social value

commitments across the life of the development. This live strategic tool will be central to planning and delivering employment, skills, and training outcomes.

Key responsibilities:

- Update the WDP monthly, sharing progress with GKRL, Fusion 21 and the SVGB.
- Embed the WDP into supply chain onboarding, with subcontractors submitting data via monthly returns.
- Provide monthly/quarterly summaries detailing:
  - Employment-related KPIs
  - Emerging skills gaps
  - Future labour demand

Core Functions of the WDP:

- Detail labour and skills needs by phase, including:
  - Roles, competencies, volumes, timelines, and host employer
- Forecast peaks in employment to identify required interventions.
- Coordinate recruitment pipelines, apprenticeships, placements, and training initiatives.

Outcomes and Purpose:

- Drive targeted employment for residents and underrepresented groups.
- Inform curriculum design and training offers through collaboration with education providers.
- Ensure continuity of employment across packages and wider regional projects.
- Create a responsive, demand-led approach to social value delivery.

## **7. Monitoring & Reporting**

To ensure effective delivery of social value throughout the life of the St Michaels Place development, an integrated and robust monitoring and reporting framework will be implemented. The main contractor will be required to include social value requirements in the procurement of key subcontractors and report progress of subcontractors against agreed targets monthly.

### **7.1 Ongoing Monitoring and Performance Tracking**

GKRL and Fusion21 will establish a structured and consistent monitoring process to manage social value delivery throughout the development phase. The main contractor will be accountable for implementing and coordinating this system across their supply chain.

**Main Contractor Responsibilities:**

- Ensure all subcontractors submit monthly reporting to GKRL capturing progress against contractual TOMs targets.
- Submit a consolidated Quarterly Social Value Performance Report to GKRL and Fusion21, aligned to agreed KPIs.
- Maintain a live Social Value Dashboard through Fusion 21, providing real-time visibility of performance across key metrics, including:
  - Local employment, including NEETs and long-term unemployed

- Apprenticeships, accredited and non-accredited training
- Work placements and pre-employment programmes
- Local and SME supply chain spend
- Careers engagement, mentoring, and youth support
- Charitable donations and volunteering activity
- Carbon literacy training and environmental innovations

## **7.2 Monthly Reporting and Meetings with Knowsley Council**

Monthly review meetings will be held with Knowsley Council and Fusion21 to provide oversight, troubleshoot delivery challenges, and ensure the plan remains responsive to local priorities.

### **Meetings will cover:**

- Progress against planned outcomes and any proposed changes in milestones, timelines, or delivery methods.
- Summary of monetised social value delivered in the period and cumulative Social and Economic Value to date.
- Activities completed and qualitative reporting on what has worked well.
- Identification and mitigation of any underperformance, with recovery plans to address gaps.
- Preview of upcoming activities for the next quarter.
- A risk and issue log mapped to each TOMs indicator with live mitigation updates.

This integrated approach will ensure accountability, strategic oversight, and high-quality delivery of social value throughout the project lifecycle.

## **7.3 Reporting Responsibilities and Methodology**

Fusion21 will oversee and manage all reporting processes to ensure consistency and transparency.

The main contractor will work with Fusion 21 to:

- Implement a monthly monitoring schedule across all live social value initiatives.
- Support subcontractors in submitting timely and accurate social value data.
- Maintain and update the social value dashboard to ensure up-to-date performance visibility.
- Coordinate production of:
  - Monthly Social Value Reports (starting Q4 2025) for submission to the designated Social Value Lead at Knowsley Council.
  - An Annual Social Value Impact Report summarising:
    - Cumulative social and economic impact
    - Key milestones and achievements
    - Lessons learned and improvement recommendations
    - Case studies and community narratives

- Progress towards Knowsley's Social Value Framework objectives

All reports will include:

- Quantitative data: Current and forecasted performance for each TOMs measure
- Qualitative insights: Case studies, feedback and surveys, identifying what needs improvement, and lived impact
- Alerts and mitigation: Explanation of any Red/Amber KPIs with recovery plans

Reporting will be supported through real-time Power BI dashboards and geospatial analysis and SDG reporting.

#### **7.4 Governance and Oversight**

Governance of social value delivery will be led by the SVGB. The SVGB will:

- Meet bi-monthly during the construction phase and bi-annually post-completion
- RAG Status will be applied to all commitments with early intervention required for red/amber ratings. Where necessary escalation to contract management teams will occur if non-compliance persists.
- Support alignment with broader Liverpool City Region initiatives
- Ensure opportunities are maximised for local communities across employment, supply chain, environment and wellbeing

This approach will ensure that GKRL is mandating and embedding SV structurally into the development's delivery, ensuring long-term positive outcomes for Knowsley communities and sustained local benefit.

#### **8. Social Value Method Statements**

The following method statements outline the core implementation routes, targets, and delivery responsibilities for each of the four social value workstreams. Each method statement integrates Equality, Diversity and Inclusion considerations, ensuring the actions taken reflect the diverse needs of Knowsley communities and seek to dismantle barriers to access, inclusion and opportunity.

| Method Statement           | Supporting Disadvantaged Individuals into Employment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Workstream                 | Futures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Associated Targets         | NT1c, NT3, NT4, NT8, NT9, NT10, NT11, NT12, NT13, NT21, NT41, NT42                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Contractor or supply chain | Main Contractor and supply chain                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Lead role                  | Main Contractor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Delivery Partners          | Jobcentre Plus, Fusion21, Local Training Providers, Local Recruitment Organisations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Methodology                | <ul style="list-style-type: none"> <li>• Develop and maintain the Workforce Development Plan to map labour demands and align job vacancies to local recruitment, apprenticeship and work placements opportunities to maximise impact within Knowsley and Huyton.</li> <li>• Establish recruitment processes and procedures that support higher levels of local employment with local defined as an individual living within Knowsley (determined by postcode).</li> <li>• Use the Workforce Development Plan to define work placement opportunities for target groups (including NEETs, adults 50+, women in construction, and individuals with LD/MH conditions) aligned to vacancies</li> <li>• Work with partners to implement structured work placements that provide work experience and skills to local residents who experience barriers into work, ensuring reasonable adjustments and flexible working conditions as appropriate to support participants effectively.</li> <li>• Identify new apprenticeship opportunities detailed within the Workforce Development Plan, planning recruitment and targeting underrepresented groups.</li> <li>• Coordinate the development of job descriptions and person specifications for each apprenticeship position and advertise through local partners</li> <li>• Develop apprenticeship training plans, detailing the skills and competencies to be developed and acquired across a defined timeline.</li> <li>• Secure workplace mentoring for apprentices and establish regular review meetings with the training provider</li> <li>• Determine ongoing progression opportunities by monitoring the progress of all active apprentices through individual training plans</li> </ul> |
| Monitoring and Reporting   | <ul style="list-style-type: none"> <li>• Number of disadvantaged individuals placed into employment, apprenticeships, and work placements.</li> <li>• Duration of employment sustained (weeks).</li> <li>• Progression of individuals into sustained employment or further training.</li> <li>• Feedback from participants and delivery partners.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Equality and Diversity     | <ul style="list-style-type: none"> <li>• Promote equal access to employment opportunities by targeting under-represented groups.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

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|                          | <ul style="list-style-type: none"><li>• Facilitate inclusive recruitment and training programmes aimed at fostering diversity within the construction workforce</li><li>• Ensure robust monitoring of equality and diversity outcomes to measure impact and address any disparities.</li></ul> |
| Key Dates and Milestones | TBC                                                                                                                                                                                                                                                                                            |

| Method Statement           | Inspiring Young People through Skills                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| Workstream                 | Futures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Associated Targets         | NT1c, NT3, NT4, NT8, NT9, NT10, NT11, NT12, NT13, NT21, NT41, NT42                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Contractor or supply chain | GKRL                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Lead role                  | GKRL,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Delivery Partners          | Regeneration Brainery, MakeCIC, OneDay, Heart of Glass, Lord Derby Academy, Local Schools                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Methodology                | <ul style="list-style-type: none"> <li>• Design and deliver a programme of inspirational bootcamps, career talks, and mentoring in partnership with Regeneration Brainery</li> <li>• Offer practical, creative placements and workshops with MakeCIC, including carpentry and Fab Lab experiences.</li> <li>• Coordinate community-focused tree planting initiatives with OneDay, linking to Forest Schools and sustainability education.</li> <li>• Facilitate design and arts-based projects with Heart of Glass to inspire community engagement and creativity</li> <li>• Implement structured work experience and apprenticeship opportunities for young people.</li> </ul> |
| Monitoring and Reporting   | <ul style="list-style-type: none"> <li>• Number of young people engaged through events and workshops.</li> <li>• Apprenticeships and placements commenced and completed.</li> <li>• Feedback from young people and schools on the quality and impact of activities</li> <li>• Number and type of projects delivered.</li> </ul>                                                                                                                                                                                                                                                                                                                                                 |
| Equality and Diversity     | <ul style="list-style-type: none"> <li>• Ensure broad accessibility and engagement from diverse youth backgrounds.</li> <li>• Regular monitoring to ensure representative participation and address potential barriers.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Key Dates and Milestones   | TBC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

| Method Statement           | Supply Chain Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| Workstream                 | Prosper                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Associated Targets         | NT14, NT15, NT17, NT18, NT19, NT21, NT22, NT23, NT41, NT42                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Contractor or supply chain | Main Contractor and supply chain                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Lead role                  | Main Contractor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Delivery Partners          | Fusion21, local SMEs/VCSEs, OneKnowsley                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Methodology                | <ul style="list-style-type: none"> <li>• Deliver market engagement events and “Meet the Buyer” sessions to raise awareness of contract opportunities across local suppliers</li> <li>• Launch SME/VCSE capacity building programme tailored to enhance capabilities, resilience and competitiveness of local SMEs and VCSEs.</li> <li>• Mandate Real Living Wage, ethical procurement and social value commitments within supply chain contracts</li> <li>• Undertake Quarterly supply chain performance reviews and escalation process for non-compliance</li> <li>• Engage the local Traders Association to align procurement and supply chain development activities with the specific needs of local businesses.</li> <li>• Integrate specific sustainability and carbon reduction criteria into procurement processes, linking to Carbon Literacy training.</li> </ul> |
| Monitoring and Reporting   | <ul style="list-style-type: none"> <li>• Local supply chain engagement (including MSMEs)</li> <li>• Total spend and percentage of spend with local SMEs and VCSEs.</li> <li>• Number and scale of local suppliers engaged through the procurement process</li> <li>• Attendance and outcomes from market engagement and capacity-building sessions</li> <li>• Feedback and satisfaction ratings from SMEs/VCSEs participants.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Equality and Diversity     | <ul style="list-style-type: none"> <li>• Ensure procurement processes and events actively encourage participation from diverse and underrepresented businesses, including minority-owned, women-led, and disabled-led SMEs and VCSEs</li> <li>• Use inclusive language and accessible formats in all procurement documentation and communication materials.</li> <li>• Monitor and report diversity statistics within the supply chain, regularly evaluating progress and identifying areas for improvement</li> </ul>                                                                                                                                                                                                                                                                                                                                                      |
| Key Dates and Milestones   | TBC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

| Method Statement           | Community Engagement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Workstream                 | Thrive                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Associated Targets         | NT17, NT21, NT28, NT31, NT39                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Contractor or supply chain | Main Contractor and supply chain                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Lead role                  | Laura Hall (Engagement), One Knowsley, VS6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Delivery Partners          | Fusion21, local SMEs/VCSEs, OneKnowsley                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Methodology                | <p>Launch Thrive to offer VCSEs access to a dedicated TimeBank (volunteering hours), Community Fund (small grants), and ResourceBank (material donations):</p> <p><b><i>Timebank and Community Fund</i></b></p> <ul style="list-style-type: none"> <li>• Volunteer Skills Audit – understanding volunteering skills</li> <li>• Design Thrive Framework with Knowsley Council and One Knowsley, aligning with local priorities</li> <li>• Create Thrive Brochure, detailing the application process for VCSEs</li> <li>• Establish governance panel through the Social Value Governance Board.</li> <li>• Support VCSE applicants offering 1:1 advice session to support groups unfamiliar with funding applications</li> <li>• Ensure equitable distribution of funding and volunteer hours across all communities in need.</li> <li>• Develop feedback mechanisms</li> <li>• Implement monitoring and impact tracking</li> </ul> <p><b><i>Resource Bank</i></b></p> <ul style="list-style-type: none"> <li>• Establish a Resource Log to be maintained by the main contractor throughout the build phase</li> <li>• Ensure dedicated space for site storage of reusable and safe surplus materials</li> <li>• Health and Safety risk assessment and monitoring</li> <li>• Track materials logged as part of the site's waste and reuse strategy</li> </ul> |
| Monitoring and Reporting   | <ul style="list-style-type: none"> <li>• Charitable donations</li> <li>• Volunteering hours via the Timebank</li> <li>• Number and type of community projects supported</li> <li>• Feedback from organisations and beneficiaries</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Equality and Diversity     | <ul style="list-style-type: none"> <li>• Proactively engage underrepresented communities and demographics in programme design, ensuring diverse participation.</li> <li>• Ensure that funding applications and volunteering opportunities are fully accessible, providing alternative formats or assistance when needed.</li> <li>• Monitor engagement and participation data to guarantee equitable distribution and inclusion across all Thrive activities.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

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|                          | <ul style="list-style-type: none"><li>• Regularly evaluate and address potential barriers to participation faced by minority groups, women, older adults, young people, and people with disabilities.</li></ul> |
| Key Dates and Milestones | TBC                                                                                                                                                                                                             |

| Method Statement           | Environmental Impact and Carbon Literacy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Workstream                 | Sustain                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Associated Targets         | NT22, NT31, NT45, NT49, NT53                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Contractor or supply chain | Main Contractor and supply chain                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Lead role                  | Main Contractor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Delivery Partners          | OneDay                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Methodology                | <ul style="list-style-type: none"> <li>• Implement accredited Carbon Literacy Training tailored specifically for the construction workforce and operational teams</li> <li>• Facilitate regular review sessions to ensure ongoing programme effectiveness and continuous improvement.</li> <li>• Maintain active communication and reporting channels between trainers and site leadership teams</li> <li>• Ringfence Carbon Literacy training budget to support roll out to community organisations bespoke training module</li> </ul>                            |
| Monitoring and Reporting   | <ul style="list-style-type: none"> <li>• Number of sessions delivered and participants accredited</li> <li>• Funding for community carbon literacy rollout</li> <li>• Community feedback surveys, evaluating awareness, understanding and application of carbon literacy</li> </ul>                                                                                                                                                                                                                                                                                |
| Equality and Diversity     | <ul style="list-style-type: none"> <li>• Ensure training sessions and resources are fully accessible and inclusive, offering support for participants with diverse needs.</li> <li>• Use inclusive language and provide materials in multiple formats and languages where needed.</li> <li>• Regularly monitor participation demographics to ensure equitable representation across the workforce.</li> <li>• Address and remove barriers to participation, ensuring equal opportunity for all staff members to engage with Carbon Literacy initiatives</li> </ul> |
| Key Dates and Milestones   | TBC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |