

# CT097 Response Maintenance Case Study

## Background

The CT097 Response Maintenance Works Contract represents a pioneering approach in the integration of social value within public sector procurement. Let as four separate lots, each awarded to a different contractor.

Significantly ahead of its time, this contract included embedded social value clauses prior to the introduction of Procurement Policy Note 01/21 (PPN 01/21), which mandated the evaluation and scoring of social value within public contracts.

Under CT097, three distinct Key Performance Indicators (KPIs) were established to ensure measurable and impactful delivery of social value.

- KPI 7 – Buy Social - This performance area focused on quantifiable labour contributions, requiring a specified number of weeks to be delivered through engagement with apprentices, students, professional trainees, long-term unemployed individuals, or “other” trainees. The target was proportionally linked to the overall contract spend, ensuring that social value delivery scaled with project investment.
- KPI 8 – Apprenticeship Employment: This clause obligated the main contractor to employ three trade apprentices directly each year over the life of the contract. By mandating direct employment, the clause supported long-term skills development and workforce sustainability in the construction sector.
- KPI 9 – Community Enterprise Engagement: The third performance area established escalating targets for spend with social enterprises—2% of contract spend in Year 1, 3% in Year 2, and 5% in Year 3. Notably, this expenditure was restricted to social enterprises whose activities were aligned with the nature of the contract works, ensuring that the social investment reinforced the local and sector-specific economy.

The forward-thinking structure of CT097 provided a robust framework for delivering social value through public procurement. This contract stands as an early exemplar of how contractual mechanisms can drive tangible community benefit and inclusive economic growth within public works projects.

## **Implementation Challenges**

While the CT097 Response Maintenance Works Contract was innovative in its approach to embedding social value, its implementation presented several practical challenges that tested the capacity and structure of contractors engaged under the framework.

One of the most significant difficulties arose from KPI 8, which required the direct employment of apprentices by the main contractor. This proved challenging for contractors whose operational models were heavily reliant on subcontracting. Despite this the contractor's willingness to engage in still development initiatives have ensure that the KPI was delivered.

Another major challenge was the execution of KPI 9, which stipulated an escalating percentage of contract spend with social enterprises—2% in Year 1, 3% in Year 2, and 5% in Year 3. While the intention behind this clause was to drive meaningful community investment, its practical delivery was hindered by a limited number of social enterprises operating within the construction sector and was also dependant on where the social enterprises where located vs where the contracts where located. The requirement that any spend had to be commensurate with the works under the contract further constrained flexibility, narrowing the field of potential suppliers. Consequently, the ambitious targets, particularly in the latter years, were viewed by some contractors as unrealistic or unachievable within the existing market conditions.

These implementation difficulties highlighted the gap between policy ambition and on-the-ground deliverability, emphasizing the need for supporting infrastructure, market development, and flexible contracting approaches to enable the successful delivery of social value in complex operational environments.

## **Evolution of KPI 9 and Rationale for Change**

Considering the challenges experienced with the original KPI 9 under the CT097 contract, the Northern Ireland Housing Executive undertook a review of its approach to social value delivery. This led to the adoption of the Social Value in Procurement (SIB) guidance which was introduced following the Procurement Policy Note 01/21 (PPN 01/21), which recommends allocating 100 social value points per £1 million of contract value.

However, recognising the ambition and intent behind the original KPI 9, NIHE, in collaboration with all active contractors and following legal consultation, made the strategic decision to increase the target to 120 points per £1 million. This adjustment honoured the original commitment to community investment while providing a more flexible and realistic framework for delivery.

The revised model broadened the scope of social value activities by enabling a wider range of community based initiatives. These initiatives were developed through collaboration between contractors and NIHE's Good Relations Officer and Area Manager, whose close ties to local communities allowed for the identification of targeted, meaningful projects. All proposed initiatives were reviewed and approved by the Artes Manager ensuring consistency and oversight.

Importantly, the updated approach did not exclude continued engagement with social enterprises. Instead, it allowed for a more balanced and locally informed model, giving contractors the flexibility to deliver social value in a way that was both community-driven and contractually compliant.

## **Case Studies**

The following examples highlight a range of initiatives delivered through the CT097 Response Maintenance Works Contract. These include both early projects completed under the original KPI 9 focused on engagement with social enterprises and later initiatives implemented following the updated KPI 9 framework, which enabled a broader scope of community-based interventions. Together, they illustrate the evolving and impactful nature of social value delivery under the contract.

### **Greystone Antrim – “All About Us” Environmental Project**

#### **Plants, Pots, and Artwork by Dean Kane (Visual Waste)**

The “All About Us” ASD Teens group, based in the Greystone area of Antrim, was formed in 2018. Since then, they have gained recognition for their impactful work with children, young people, and the wider community. On Wednesday, 26th March 2025, the group proudly received the King's Award.

As part of a broader environmental clean-up initiative, Social Clause collaborated with the group to design vibrant street art at the commercial premises where their unit is based. This project has been warmly received and has significantly contributed to brightening the local area.





### **Grange Neighbourhood Renewal Group – Best Kept Garden Initiative**

#### **In partnership with The Bytes Project**

This initiative emerged from discussions with the Grange Neighbourhood Renewal Partnership. Aiming to foster community spirit, a “Best Kept Garden” competition was launched across four Housing Executive communities: Grange, Ollardale, Rashee (Ballyclare), and Anderson Park (Doagh).

The initiative was well received, with small prizes from a local garden centre awarded to participants.



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### **TIDAL Toome – Digital Equipment Donation**

This social clause provided iPads to a seniors group in Toome, enabling them to participate in digital awareness classes. The equipment will be an invaluable resource as the group explores social media literacy and online safety, in collaboration with local youth.



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### **Rathfern Community Group – New Mower & Strimmer**

Through this social clause, Rathfern Community Group received a new mower and strimmer. This equipment will help maintain a clean and tidy environment and offer young people at the Sovereign Centre opportunities to learn new skills.



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### **MPDA Community Hub – Multi-Sensory Room**

Funding from this social clause supported the creation of a multi-sensory room at the MPDA Community Hub. The room provides a calming, stimulating environment for children and adults with additional needs, offering therapeutic play and anxiety relief. This is a vital resource, especially in areas facing deprivation.



## **NACN Community Group Rathcoole – Community Hub Backdrop**

A new backdrop was installed in the NACN Community Hub in Rathcoole, enhancing the space for community events and activities.

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## **Belfast City Mission Rathcoole – Senior Citizens Winter Warmer Program**

This social clause supported the provision of warm meals and a welcoming environment for senior citizens during the winter months. The initiative helped combat isolation and promote well-being in the community.

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## **Summary of Impact**

Project	Focus Area	Community Benefit
Greystone Art	Youth Empowerment	Environmental beautification
Garden Initiative	Community Pride	Resident engagement
TIDAL Toome	Digital Inclusion	Senior tech literacy
Rathfern	Environmental Care	Youth skill-building
MPDA Hub	Special Needs Support	Inclusive play space
NACN Hub	Community Events	Enhanced facilities
Winter Warmer	Elderly Support	Social connection

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## Case Study: Building Community Through Strategic Partnerships

**Partner:** PK Murphy Construction

**Collaborators:** The Turnaround Project, USEL, Local Community Groups

**Timeframe:** 2003–2025

**Location:** Northern Ireland

### Long-Term Partnership: PK Murphy & The Turnaround Project

#### **Background:**

Since 2003, PK Murphy has maintained a strong partnership with **The Turnaround Project**, a social enterprise focused on rehabilitation and reintegration through employment.

#### **Impact of Social Clauses:**

The introduction of social clauses significantly expanded the scope of this collaboration. The Turnaround Project has since:

- Grown its workforce
- Established itself as a subcontractor in **grounds maintenance** and **response maintenance**
- Diversified services to include **power washing, gutter cleaning** and **communal cleaning**
- Acquired new equipment and training through social clause investment



## **Empowering Local Employment: PK Murphy & USEL**

### **Overview:**

PK Murphy's partnership with **Ulster Supported Employment Ltd (USEL)** supports employment and training for individuals with disabilities and health conditions.

### **Services Delivered by USEL:**

- Communal and void cleaning
- Gutter cleaning
- Grass cutting
- Power washing
- Graffiti removal

### **Community Benefit:**

This collaboration not only enhances the upkeep of community spaces but also creates meaningful employment opportunities for local residents.

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## **Community Project: Scrabo Gardens**

**Partner:** Scrabo Community Group

### **Project Scope:**

- Site excavation and ground level reduction
- Installation of ground membrane and gravel
- Vertical board fencing installed
- Preservation of existing trees

### **Outcome:**

The transformed space now serves as a foundation for future enhancements, including planters, greenhouses, and perennial planting.





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## **Community Project: Ebenezer Hall Restoration**

**Partner:** Ebenezer Hall Community Group

**Project Scope:**

- Roof valley stripped and replaced with new lead, felt, and lath
- Damaged slates replaced
- External plaster repairs completed
- Full exterior repaint
- Faulty downspouts replaced



**Impact:**

These essential repairs have extended the life of the building and ensured its continued use as a vital community hub.

**🌿 Community Project: Bowtown Community Development**

**Partner:** Bowtown Community Group

**Project Scope:**

- Installation of a Defibrillator

**Outcome:**

The presence of the defibrillator significantly enhances the community's emergency response capabilities. It provides peace of mind to residents, knowing that life-saving equipment is readily accessible in the event of a cardiac emergency.



## Summary of Outcomes

Project	Partner	Key Benefits
Turnaround Project	PK Murphy	Workforce growth, service expansion
USEL	PK Murphy	Inclusive employment, community upkeep
Scrabo Gardens	Scrabo Community Group	Green space development
Ebenezer Hall	Local Community	Facility preservation and enhancement
Defibrillator	Bowtown Community Development	Lifesaving equipment

## Case Study: Greenview & Habitat for Humanity – Building Sustainable Futures

**Focus:** Sustaining Tenancies | Skills Development | Inclusive Engagement

**Location:** Northern Ireland

**Partnership Since:** 2012

**Award Recognition:** Shortlisted – *Cross Sector Collaboration*, NI Social Enterprise Awards 2023

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## Purpose

This partnership empowers individuals and strengthens communities by:

- Sustaining tenancies for vulnerable individuals
- Providing accredited and practical training
- Creating inclusive pathways to employment
- Promoting sustainability through reuse and repair
- Offering meaningful engagement for people of all ages and backgrounds

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## 🔧 Core Programmes

- **Kitchen Rescue:** Repurposing donated kitchens to reduce waste and provide affordable solutions
- **House to Home Interventions:** Supporting tenancy sustainment through minor repairs and decorating
- **Toolbox Basics Training:** Teaching essential home maintenance skills
- **Construction Skills Development:** Hands-on experience for volunteers and trainees
- **OCN-Accredited Training:** Employability and construction-focused qualifications
- **JobStart Scheme:** Paid placements for young people entering the workforce



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## 👥 Key Roles

- **Construction Supervisor:** Delivers training and ensures quality of work
- **Volunteer Coordinator:** Manages volunteer engagement and develops training pathways

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## 💛 Partner Organisations

Greenview and Habitat collaborate with a wide network of referral and support partners, including:

- **Employment & Skills Support:** Stepping Stones, Mencap, The Cedar Foundation, Action Mental Health, Orchardville, Probation Board
- **Referral Agencies:** MACSNI, NIACRO, St Vincent de Paul
- **Social Workers & Youth Justice Services**

These partnerships ensure tailored support and targeted pathways for individuals facing barriers to employment or independent living.

## 12-Month Impact Snapshot

Activity	Total Completed
House to Home Projects	43
Toolbox Basics Training Sessions	47
Kitchen Rescues	56
OCN Employability Training Completions	16
Volunteers Engaged	334
Volunteer Hours Logged	1,872



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## Community Impact

- **MACSNI Feedback:**

“This service is invaluable to the young people at MACS. The staff are warm, friendly and kind. They make young people feel valued and allow for a smooth transition into supported living accommodation.”

“Allowing young people to pick their own colours gives them a sense of ownership and pride in their new tenancy.”

- **JobStart Trainee Feedback:**

*Josh:* “The ReStore staff’s dedication to volunteers and customers inspires me. Anyone thinking about applying should go for it—they’d love every part of it!”

- **Agency Feedback:**

“Thank you to you and all your team for your support this year. You have made a significantly positive impact on our young people.” – *MACS*

Partner agencies including Hydebanks, NIACRO, and Action Mental Health have praised the programme as a valuable opportunity for their clients.

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## Recognition & Celebration

In 2023, Greenview and Habitat for Humanity Ireland were **shortlisted in the Cross Sector Collaboration category** at the **NI Social Enterprise Awards**. The awards ceremony, held on **27th October 2023**, was attended by five members from each organisation. While the partnership didn’t win, the evening was a meaningful celebration of their shared impact.



Northern Ireland  
Social Enterprise  
AWARDS 2023

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## ✓ Summary of Outcomes

Outcome Area	Achievements
Sustainability	56 kitchens rescued from landfill and repurposed
Tenancy Support	43 homes improved through House to Home interventions
Skills Development	47 Toolbox sessions and 16 OCN qualifications delivered
Volunteer Engagement	334 volunteers contributed 1,872 hours

Outcome Area	Achievements
Employment Pathways	JobStart placements and accredited training opened doors to work
Community Collaboration	Strong partnerships with 10+ organisations across NI



### Case Study: CTS – Women’s Tec & Bolster Community Partnership

**Focus:** Empowering Women & Girls | Rural Inclusion | Skills Development

**Location:** Newry, Mourne & Down, Northern Ireland

**Partners:** CTS, Women’s Tec, Bolster Community, Women in Business NI



### Purpose

This partnership was created to address systemic barriers faced by women and girls in rural and disadvantaged communities. The initiative focuses on:

- Combating rural isolation
- Expanding opportunities for women and girls from underrepresented backgrounds
- Building confidence, motivation, and practical life skills
- Increasing employability through hands-on training and personal development



### Key Initiatives

### 1. New Premises in Newry

A dedicated space was opened to serve as a hub for training, support, and community engagement.

### 2. DIY & Construction Skills Courses

A series of accredited and non-accredited courses in DIY and construction help women gain practical, transferable skills.

### 3. Personal Development & Wellbeing Programs

Workshops and support sessions focus on mental health, confidence building, and personal growth.

### 4. School Engagement Activities

Outreach to local schools introduces young girls to non-traditional career paths and builds early interest in construction and trades.

### 5. Family Support & Employment Pathways

Participants receive support with family needs and are connected to work experience and placements with local employers.

### 6. Roles Created

- **Development Coordinator:** Oversees programme delivery and community engagement
- **Part-Time Tutor:** Delivers training and supports learners



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### Recognition & Legacy

- **Highly Commended** in the *Social Value Category* at the **CEF Employers Federation Awards**

- Enabled both Bolster Community and WOMEN'STEC to deliver high-demand programmes previously unfunded
- Strengthened collaboration between two social enterprises, leading to long-term impact



### **Securing Future Investment**

A major legacy of this partnership is the successful **joint bid to the UK Shared Prosperity Fund**, alongside **Women in Business NI**. This secured:

- **£879,000 in funding**
- Support for **420 economically inactive women**
- Expansion of services across **Newry, Mourne & Down** and **Belfast**
- Continued delivery of training, support, and employment pathways for the next two years

### **Impact Summary**

Area	Outcome
Skills Development	Increased confidence and employability

Area	Outcome
Community Engagement	Reduced rural isolation
Youth Outreach	Early exposure to trades for girls
Employment Pathways	Real-world experience and job readiness
Strategic Growth	£879k secured for regional expansion

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## Conclusion

The CTS – Women’s Tec & Bolster Community partnership is a model of how collaborative, community-led initiatives can drive real change. By combining practical training, personal support, and strategic investment, the programme is empowering women and girls to thrive—personally, professionally, and socially.

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## **Community Engagement and Charitable Impact under CT097**

As part of the CT097 Response Maintenance Works Contract, contractors were required to engage meaningfully with local communities—building awareness, promoting opportunities, and delivering lasting social value throughout the duration of the contract.

To foster transparency and connection, contractors hosted local information days to introduce residents to the contract, outline the services being delivered, and advertise employment opportunities. These events also helped to promote the project within the community and build positive relationships with local stakeholders.

A significant focus was placed on education and youth engagement, with contractors working closely with local schools to promote careers in construction. Activities included career talks, interview skills workshops, and demonstrations of potential career pathways within the industry. Contractors also participated in the CITB NI Adopt-a-School programme, which provides structured, ongoing engagement with local schools to raise awareness of construction careers and support students' learning. In addition, contractors took part in the CITB NI 'Build Your Career – Apprenticeships: Tomorrow's Talent Today' events held at W5, which featured engaging breakout activities such as joinery, Civil Engineering and sessions on Emerging Technologies, alongside information on apprenticeship pathways and employer opportunities. These initiatives form part of CITB NI's broader campaign to inspire young people to pursue careers in construction.

One particularly successful initiative was a five-week health and wellbeing programme run in partnership with three local primary schools, which culminated in a colour run involving students, staff, and the wider school community.

Alongside educational engagement, contractors demonstrated a strong commitment to local charitable support. For example, a contractor partnered with Brain Injury Matters, organising fundraising events including coffee mornings, a 100km charity walk, and purchasing an ice trike—a key resource that expands access to the charity's Pedal Power Initiative. Other charitable contributions included donations to AWARE-NI (a mental health charity based in Belfast), Galbraith Friends for Cancer Care, Cancer Focus, and a pink coffee morning in support of Breast Cancer Awareness.

These wide-ranging engagements demonstrate how the CT097 contract enabled contractors to go beyond service delivery and create tangible, positive outcomes for local communities supporting education, health, employment, and social wellbeing.





Healthy Kidz

12 April at 12:49 · 🌐



Today at St Joseph's Ps, Antrim we held our Celebration Colour run to finish our partnership with Combined Facilities Management (CFM)



This was a 5 week Health and Wellbeing Programme held in:

- St Joseph's Ps, Antrim
- St Comgall's Ps
- Ballycraigy Ps

where many children were provided the opportunity to see the benefits and joys of physical activity through weekly sports sessions.

It was great to bring such a positive impact to so many children and an overall brilliant partnership with CFM 🍌

Thanks for having us!!

[#healthykidz](#) [#cfm](#) [#colourrun](#) [#partnership](#)



## Total Investment

The CT097 Response Maintenance Works Contract has delivered substantial social and economic impact, as evidenced by the calculated financial outturns. Based on the National TOMs (Themes, Outcomes and Measures) social value framework, the social return on investment from employment-related initiatives under KPI 7 and KPI 8 totals **£1,335,030.70**. This reflects the engagement of 95 individuals across a range of roles, including directly employed apprentices, paid employment apprentices, students, professional trainees, other trainees, and unpaid work placements.

In addition to the employment outcomes, the contract also achieved significant direct investment within local communities through KPI 9. Across both the original and revised models of KPI 9, a total of **£581,518.78** has been spent on community-focused initiatives and social enterprise engagement, further reinforcing the contract's contribution to local economic and social wellbeing.

## Conclusion

The CT097 Response Maintenance Works Contract was ambitious in its early commitment to embedding social value into public sector procurement, well ahead of policy requirements. However, the original design of KPI 9 posed considerable delivery challenges. The requirement to allocate a fixed and increasing percentage of contract spend to social enterprises conducting construction related work proved unrealistic, primarily due to the limited number of suitable social enterprises operating within the sector. As a result, the original KPI 9 targets could not be met in practice, and this aspect of the contract could reasonably be viewed as a failure in terms of implementation.

Despite this, the contract ultimately became a model of innovation and adaptability. Rather than abandoning the social value ambitions, NIHE collaborated with active contractors and legal advisors to revise KPI 9 in line with the Social Value in Procurement (SIB) guidance introduced after PPN 01/21. By increasing the target to 120 points per £1 million and expanding the scope to include a broader range of community-based initiatives, the contract was able to support more locally relevant, impactful projects.

These initiatives, often identified through collaboration between NIHE's Good Relations Officer or Area Manager, ensured that social value delivery was informed by those who best understood community needs. This approach led to a significant increase in meaningful engagement, not only in terms of employment and training opportunities but also through a wide range of tailored, community-led projects across all four contract areas.

In the end, CT097 should be seen not as a failure, but as a forward-thinking contract that evolved to meet real-world challenges. It delivered substantial social value and community investment, demonstrating how flexibility, collaboration, and a genuine commitment to community benefit can transform initial setbacks into long-term success.