

PPN 026 and the Temporary Labour Social Value Opportunity.

A strategic update to SLTE-002 on good jobs, fair pay, skills and supply-line transaction evidence.

2026

DOCUMENT CONTROL

Document control and research position.

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CENTRAL THESIS

PPN 026 makes temporary labour a material, underused social-value opportunity – but only where better jobs, fairer pay, stronger working conditions and real skills outcomes are additional, locally relevant and evidenced at supply-line level.

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READER ORIENTATION

Reader orientation

How to read this update and the limits of the opportunity claim.

This document is an independent strategic update to **SLTE-002 – Supply-Line Transaction Evidence in UK Temporary Labour**. SLTE-002 concluded that modern temporary labour governance is moving from supplier-level assurance toward worker-linked, route-specific, project-attributed transaction evidence. PPN 026 strengthens the commercial relevance of that conclusion by increasing the procurement weight attached to good jobs and skills, requiring social-value commitments to be monitored through contract mechanisms, and requiring at least one social-value KPI for contracts valued at £5 million or more.

The update does not repeat the full source-to-question map in SLTE-002. It asks a narrower question: **what does the newly published Social Value Model mean for temporary labour already used to deliver large public contracts?**

Temporary labour is not merely a delivery input. Under PPN 026, the quality, pay, accessibility, development and future pipeline of the contract workforce can become a material part of tender evaluation and contract performance.

The paper is objective and platform-neutral. It does not assume that any particular technology, supplier, payroll route or commercial model is required. It identifies an opportunity and the evidence discipline needed to use that opportunity credibly.

IMPORTANT BOUNDARY

PPN 026 does not create automatic social-value credit for using temporary labour, replacing a non-compliant route or meeting statutory duties. Award criteria must be relevant, proportionate and additional to ordinary contract delivery, and MAC 1b and 1c expressly look for outcomes beyond statutory minimums. The opportunity arises from genuine improvements and properly evidenced delivery, not from relabelling compliance.

SECTION 1

Executive Summary

The policy change, the opportunity and the necessary caution.

10%

minimum weighting for covered contracts from £1m to under £5m

20%

minimum weighting for covered contracts valued at £5m or more

6

model award criteria across good jobs and skills

12m

maximum interval for published KPI performance reporting

PPN 026 was published on 5 August 2026 and is intended to apply to in-scope central government procurements commenced on or after 1 January 2027. It applies to covered procurements with a total contract value of at least £1 million including VAT. The model raises the minimum social-value weighting to **20% for contracts valued at £5 million or more**, while retaining a minimum 10% weighting for contracts from £1 million to under £5 million.

The model also narrows the subject matter. Its two outcomes are **Good Jobs** and **Skills**, expressed through six model award criteria: high-quality jobs, fair working conditions, fair pay, training/retraining, in-work progression and talent pipelines.

This matters for temporary labour because large contracts often use substantial external, agency, subcontracted or payroll-intermediated workforces. Those workers already sit inside contract delivery. Yet their job quality, pay route, worker understanding, access to progression, local attribution and training outcomes are often weakly governed or absent from the social-value evidence base.

The opportunity is not that temporary labour makes social value easy. The opportunity is that a large existing contract workforce can be improved and evidenced through the same delivery activity, rather than treated as invisible to the social-value model.

The original SLTE-002 paper identified the evidence architecture required to connect worker-level activity to upper-chain procurement outcomes. PPN 026 now increases the strategic value of that architecture. Social-value commitments should be monitored through contractual mechanisms. For contracts valued at £5 million or more, at least one social-value KPI should be set; KPI performance should be reported at least annually, and poor performance can influence future supplier-exclusion considerations.

The strongest temporary-labour opportunity is therefore twofold:

- **Outcome opportunity:** improve the real quality of temporary work - pay, conditions, worker understanding, access, retention, skills and progression.
- **Evidence opportunity:** connect those improvements to the relevant contract, worker population, location, reporting period, baseline, target and accountable party.

RESEARCH CONCLUSION

Temporary labour is a potentially large and materially underused social-value field. The claim is strategic rather than quantified: no published source currently measures the total volume of PPN 026 scoring that is being lost through temporary-labour failings. The scale arises from the size and recurrence of temporary workforce activity, not from a calculated national score value.

SECTION 2

Research Sequence and Update Rationale

How the four earlier papers lead to the PPN 026 opportunity assessment.

SLTE-026 is the fifth step in a connected research sequence. The sequence moves from a general market-structure problem to a route-risk problem, then to worker outcomes, transaction evidence and finally a procurement opportunity created by the revised Social Value Model.

RESEARCH OUTPUT	PRINCIPAL FINDING	RELEVANCE TO THIS UPDATE
AMTF-001	Identified fragmented market truth and retrospective data dependency across large multi-party markets.	Temporary labour contains many records but often lacks a shared, current and authoritative account of the worker-level transaction.
CLCRH-001	Compared construction labour routes by legal, tax, worker-rights, evidence and assurance exposure.	Route substance and worker-payment evidence materially affect risk; supplier labels are insufficient.
ULESV-001	Assessed umbrella and payroll-chain choices through fair work, fair pay, worker understanding, ESG and public defensibility.	The pay route can strengthen or undermine social-value claims even where labour volume is identical.
SLTE-002	Translated regulation, procurement policy and enforcement into a supply-line transaction evidence model.	Upper-chain commitments increasingly depend on lower-chain worker, route, pay, project and evidence facts.
SLTE-026	Applies the newly published PPN 026 model to temporary-labour opportunity and evidence.	The contract workforce can become a direct scoring and performance field for good jobs and skills where the selected criteria are relevant, additional and properly evidenced.

2.1 What PPN 026 adds to SLTE-002

SLTE-002 included the previous Social Value Model as one source within a wider convergence of tax, worker-protection, modern-slavery, procurement and enforcement requirements. It asked whether labour-linked social-value commitments could be evidenced during delivery and concluded that such evidence must connect the contract, worker route, pay/treatment outcome and reporting period.

PPN 026 goes further in four material respects:

1. **Weighting:** major contracts at £5 million or more move from a 10% minimum social-value weighting to 20%.
2. **Concentration:** the model is streamlined around good jobs and skills, bringing the contract workforce to the centre of the assessment.
3. **Contractualisation:** supplier commitments are to be monitored and measured through contract mechanisms, with at least one social-value KPI for contracts of £5 million or more.
4. **Public performance consequences:** KPI performance is to be published and reported at least every 12 months, and poor performance may inform future exclusion considerations.

2.2 Why the research sequence matters

The sequence prevents the opportunity claim from becoming a policy-only observation. AMTF-001 explains why fragmented records weaken markets. CLCRH-001 shows that labour routes produce materially different risk outcomes. ULESV-001 shows that worker experience and pay-route clarity affect fair-work and social-value quality. SLTE-002 defines the evidence needed to make those outcomes attributable. PPN 026 then creates a stronger commercial reason to use that evidence.

2.3 PPN 026 sits inside a wider tightening of labour-chain accountability

The revised Social Value Model is not an isolated procurement change. It arrives alongside a wider movement from first-tier supplier approval and retrospective audit toward upper-chain accountability, route visibility and inspectable worker-level records.

2025-26 DEVELOPMENT	DIRECTION OF TRAVEL FOR TEMPORARY LABOUR
HMRC GfC12 labour supply-chain assurance	Businesses are expected to understand how the chain operates, look beyond immediate suppliers, verify information and repeat checks during the contract.
DAO 04/26 Tax Arrangements	Central government bodies must procure temporary labour through transparent, commercially viable chains, reflect employment/tax/supplier costs and margins, and assure direct and indirect supplier tax compliance.
Umbrella PAYE rules from 6 April 2026	Where an umbrella employs workers, the agency with the end-client contract - or the end client where no agency is involved - is responsible for ensuring PAYE is operated correctly and can face recovery of underpaid PAYE.
CIS fraud measures from 6 April 2026	HMRC can remove Gross Payment Status, assess tax loss and impose a 30% penalty where a business knew or should have known a CIS payment was connected to fraud.
Fair Work Agency enforcement	Investigations can include information requests, record inspection, worker or business interviews and premises visits, making fragmented labour records an operational enforcement weakness.

The same labour transaction is increasingly relevant to tax assurance, worker protection, enforcement, responsible procurement and social-value performance. The market direction is toward evidence that can satisfy those demands together without collapsing their different legal meanings.

SECTION 3

What PPN 026 Changes

Scope, weighting, award criteria, KPI obligations and pending guidance.

The published PPN establishes the strategic model and main award criteria. It does not yet provide the full practitioner framework. That distinction is important for any mapping produced in August 2026.

POLICY ELEMENT	PUBLISHED POSITION
In-scope bodies	Central government departments, executive agencies and non-departmental public bodies; other public bodies may choose to adopt the approach.
Value threshold	Covered procurements of at least £1 million total contract value including VAT under the Procurement Act 2023.
Timing	Procurements commenced on or after 1 January 2027; commencement occurs when the tender notice is published.
Frameworks	Social value should be assessed at framework and call-off, subject to the detailed guidance expected in autumn 2026.
Relevance and proportionality	Criteria must relate to the subject matter, be proportionate, avoid unnecessary burdens and barriers, and treat suppliers equally.
Weighting	Minimum 10% for £1m to under £5m; minimum 20% for £5m and above. Under absolute methodologies, the percentage applies to the non-price/quality score.
KPI discipline	Commitments should be monitored and measured contractually. Contracts of £5m or more should include at least one social-value KPI in addition to Procurement Act KPIs.
Reporting	KPIs should be published and reported at least once every 12 months via the contract performance notice or elsewhere if the statutory route does not apply.
Performance consequence	Evidence of poor performance may be considered when assessing grounds for future supplier exclusion.
Pending detail	Sub-criteria, practitioner guidance, metrics, community-programme resources, inherent-social-value guidance and fuller target-cohort detail are expected in autumn 2026.

3.1 The six award criteria

OUTCOME	MODEL AWARD CRITERION	PUBLISHED EMPHASIS
Good Jobs	1a - Create and/or retain high-quality jobs	Jobs in the relevant area, recruitment and retention practices that help communities access and retain jobs, relevant skills shortages, innovative/high-growth sectors.
Good Jobs	1b - Fair working conditions	Quality and security above statutory minimum, support for barriers to staying in work, trade-union access, flexible working, positive culture and healthy workforce.
Good Jobs	1c - Fair pay	Quality of the pay package, pay above the statutory wage floor and progressive remuneration that rewards and retains staff.
Skills	2a - Training / Retraining	Skills shortages, high-growth/changing industries, community/cohort co-design, apprenticeships, placements and workplace adaptations.
Skills	2b - In-work progression	Training or retraining that helps people move into higher-paid work, supports career progression, retention, service quality and consistency.
Skills	2c - Talent Pipeline	Future workforce pipelines, deprived communities, pre-work training, placements, apprenticeships, other development opportunities and high-growth skills.

3.2 What is not yet safe to claim

- There is not yet a final published metric set for the six MACs.
- There is not yet final detailed guidance on how existing or inherent social value, such as retained local jobs, will be scored.
- There is not yet a complete target-cohort and community-programme implementation framework.
- The phrase “every postcode” does not remove the requirements for contract relevance, proportionality, equality of treatment and non-discrimination.
- The 20% figure is a tender-score weighting, not 20% of contract expenditure and not a guaranteed monetary return.

VERSION-CONTROL POSITION

This paper maps the PPN as published on 5 August 2026. The mapping should be reviewed when the promised autumn 2026 guidance, sub-criteria, metrics and community-programme resources are published.

Temporary Labour as a Social Value Field.

Good jobs.

Fair working conditions.

Fair pay.

Skills and progression.

Evidence that follows the worker and the contract.

SECTION 4

Why Temporary Labour Is Inside the Opportunity

The contract workforce is already producing both social outcomes and evidence gaps.

Temporary labour often sits outside the social-value design conversation even when it forms a substantial part of contract delivery. Social-value plans may focus on new apprenticeships, community volunteering, local supplier spend or direct employees, while agency, umbrella, subcontracted and other temporary workers are counted only as labour volume.

That separation is increasingly difficult to defend under PPN 026. The model is concerned with the **contract workforce**, job quality, pay packages, barriers to staying in work, skills shortages, progression and future pipelines. Temporary workers can experience each of those outcomes directly.

4.1 The current contradiction

A contract can claim jobs and local employment while the workers delivering those claims have unclear pay routes, weak security, limited voice, little progression and no attributable skills evidence.

ULESV-001 identified this contradiction in payroll-chain terms: social-value credit for labour should be moderated by the quality, transparency and accountability of the worker pay route. CLCRH-001 showed that lower-chain routes can create materially different legal, tax and worker-risk outcomes even where the upper-chain supplier and labour volume appear unchanged.

4.2 Why the opportunity is comparatively accessible

The opportunity is comparatively accessible because the workforce already exists inside contract delivery. Buyers and suppliers do not necessarily need to invent a separate social-value programme before they can improve some outcomes. They can begin by changing how temporary workers are recruited, engaged, informed, paid, supported, retained and connected to training or progression.

However, accessibility is not automatic credit. The supplier must be able to show:

- the outcome is relevant to the contract and selected MAC;
- the intervention goes beyond ordinary statutory compliance where the MAC requires it;
- the benefit is additional or properly treated under future inherent-social-value guidance;
- the relevant area, community, cohort or skills need has been identified legitimately;
- the worker population, baseline, target, period and result are measurable;
- the evidence can be traced to contract delivery without double counting.

4.3 Three opportunity layers

Layer 1 – Job-quality uplift

Improve pay-route clarity, working conditions, security, voice, flexibility, support and fair pay for the temporary workforce already delivering the contract.

Layer 2 – Access and retention

Use recruitment, retention and workplace support to help local people and those facing barriers enter and stay in contract work.

Layer 3 – Skills and pipeline

Connect temporary workers and future entrants to training, progression, placements, apprenticeships and high-growth skills pathways.

OPPORTUNITY BOUNDARY

Layer 1 is the strongest immediate fit with the existing SLTE-002 evidence model. Layers 2 and 3 require additional locality, cohort, programme, training and outcome data, often owned by buyers, suppliers, training providers or community partners rather than payroll systems.

SECTION 5

MAC 1a: Create and/or Retain High-Quality Jobs

MAC 1a

Create and/or Retain High-Quality Jobs

PUBLISHED PPN 026 EMPHASIS

Jobs should be created or retained in the relevant area, recruitment and retention procedures should help communities access and retain jobs and address skills shortages, and opportunities may support innovative high-growth sectors.

TEMPORARY-LABOUR RELEVANCE

Temporary labour can support MAC 1a where a contract creates or retains genuine, high-quality employment opportunities in the relevant area and adapts recruitment or retention practices to improve access and continuity. The temporary route may be especially useful for rapid entry into work, sector transitions and flexible pathways, provided job quality is not sacrificed.

5.1 Current failure pattern

- Temporary-worker numbers may be reported without distinguishing new jobs, retained jobs, replacement labour or ordinary business-as-usual deployment.
- Work location, worker locality and the relevant community may be absent or held inconsistently across agencies and payroll providers.
- Short engagements may be counted as jobs without evidence of hours, duration, security, quality or retention.
- Recruitment routes may exclude local candidates or people facing barriers without those effects being visible upstream.

5.2 Opportunity

Temporary labour can support MAC 1a where a contract creates or retains genuine, high-quality employment opportunities in the relevant area and adapts recruitment or retention practices to improve access and continuity. The temporary route may be especially useful for rapid entry into work, sector transitions and flexible pathways, provided job quality is not sacrificed.

5.3 Evidence required

- contract, project, site and relevant-area reference;
- worker or pseudonymous person reference and engagement history;
- new / retained / replacement classification with baseline and methodology;
- job quality indicators such as pay, hours, duration, security, worker acceptance and support;
- recruitment source, access intervention and retention outcome;
- skills-shortage or high-growth-sector reference supplied by an authoritative external source;
- anti-duplication rules separating people, engagements and job opportunities.

5.4 Limitation and scoring caution

Ordinary mobilisation or replacement of workers is not automatically additional social value. The term “high-quality job” requires more than a headcount. Existing or retained jobs may become relevant under future guidance, but the final treatment of inherent social value had not been published when this paper was prepared.

SECTION 6

MAC 1b: Fair Working Conditions

MAC 1b

Fair Working Conditions

PUBLISHED PPN 026 EMPHASIS

Authorities will consider the quality and security of working conditions and award points for provision beyond statutory minimums, including support for people facing barriers, trade-union access, flexible working, positive culture and a healthy workforce.

TEMPORARY-LABOUR RELEVANCE

MAC 1b creates the strongest direct opportunity for temporary-labour reform. Buyers and suppliers can design the temporary route so that workers receive clear terms, understandable pay and employment information, predictable and properly recorded hours, accessible challenge and grievance routes, support for barriers, fair cancellation treatment and equivalent access to relevant workforce practices.

6.1 Current failure pattern

- Temporary workers may receive weaker information, less predictable work, fragmented complaint routes and limited access to workplace support than directly employed colleagues.
- Umbrella or multi-party arrangements can separate the employer, payer, agency, supervisor and complaint route.
- Supplier policies may describe fair work while worker-level acceptance, disputes, cancellation, hours and treatment remain unevidenced.
- The buyer may not know whether flexible working, union access, adaptations or health support were practically available to temporary workers.

6.2 Opportunity

MAC 1b creates the strongest direct opportunity for temporary-labour reform. Buyers and suppliers can design the temporary route so that workers receive clear terms, understandable pay and employment information, predictable and properly recorded hours, accessible challenge and grievance routes, support for barriers, fair cancellation treatment and equivalent access to relevant workforce practices.

6.3 Evidence required

- pre-start worker information and attributable acceptance;
- employment and pay-route identity, terms and accountable contacts;
- hours, scheduling, cancellation, dispute, correction and grievance records;
- evidence of flexible working, adaptations, union access or support where offered;
- worker feedback or understanding checks, with privacy and sampling controls;
- baseline statutory requirement and explicit description of the beyond-minimum commitment;
- exceptions, remediation, coverage and non-response records.

6.4 Limitation and scoring caution

Compliance with employment law is the baseline, not the awardable outcome. A clearer PAYE route can remove a weakness, but the social-value claim should identify the additional working-condition benefit actually provided and measured. Workplace culture, health and union access often require external or buyer-held evidence beyond payroll records.

SECTION 7

MAC1c: Fair Pay

MAC1c	Fair Pay
PUBLISHED PPN 026 EMPHASIS Authorities will consider the quality of the contract workforce pay package and award points where suppliers go beyond the statutory wage floor and use progressive remuneration to reward and retain staff.	TEMPORARY-LABOUR RELEVANCE Temporary labour creates a substantial fair-pay opportunity because pay is repeated, measurable and worker-specific. Suppliers can commit to pay above the applicable statutory minimum, remove opaque rate conversion, provide clear payslips and deductions, apply transparent rate progression and evidence that the worker received the promised amount on time.

7.1 Current failure pattern

- Advertised assignment rates may be confused with worker gross pay, especially in umbrella routes.
- Deductions, holiday treatment, employer costs and margin can be difficult for workers and buyers to reconcile.
- A contract may claim fair pay using a headline rate without proving the worker-level gross, net and total package outcome.
- Temporary workers may have limited access to progressive pay, retention uplifts or transparent rate review.

7.2 Opportunity

Temporary labour creates a substantial fair-pay opportunity because pay is repeated, measurable and worker-specific. Suppliers can commit to pay above the applicable statutory minimum, remove opaque rate conversion, provide clear payslips and deductions, apply transparent rate progression and evidence that the worker received the promised amount on time.

7.3 Evidence required

- applicable statutory wage threshold and lawful age/status inputs;
- contract or role pay commitment and effective dates;
- hours, rate, gross pay, deductions, net pay, holiday and pension treatment;
- payment instruction and reconciled payment outcome;
- progressive remuneration rule, eligibility and actual movement;
- retention or service-quality link where claimed;
- worker-facing explanation and query/correction evidence.

7.4 Limitation and scoring caution

Correct PAYE operation and payment of the legal minimum do not by themselves satisfy MAC 1c. The whole pay package and the promised improvement need to be evidenced. Payroll data can prove amounts and timing; it does not by itself prove that remuneration policy is progressive, fair across comparable workers or responsible for retention.

SECTION 8

MAC 2a: Training / Retraining

MAC 2a

Training / Retraining

PUBLISHED PPN 026 EMPHASIS

Training and retraining should address skills shortages or changing/high-growth needs, be co-designed with relevant communities or cohorts, and help local people or target cohorts gain the skills needed to enter and stay in work. Examples include apprenticeships, work placements and workplace adaptations.

TEMPORARY-LABOUR RELEVANCE

Temporary labour can provide fast, practical pathways into shortage occupations where training is attached to real work opportunities. Contracts can fund accredited learning, retraining, work placements, supervised experience, adaptations and transition support, then link the intervention to subsequent contract work.

8.1 Current failure pattern

- Temporary labour is often procured for immediate capacity, with training treated as a cost outside the assignment.
- Training records may sit with agencies, contractors, providers or workers and remain disconnected from contract reporting.
- Attendance may be counted without evidence of completion, competence, recognised outcome or subsequent work.
- Community/cohort need and co-design may be asserted without a documented external source or partner.

8.2 Opportunity

Temporary labour can provide fast, practical pathways into shortage occupations where training is attached to real work opportunities. Contracts can fund accredited learning, retraining, work placements, supervised experience, adaptations and transition support, then link the intervention to subsequent contract work.

8.3 Evidence required

- authoritative skills-shortage or target-skills reference;
- community/cohort or anchor-partner evidence and co-design record;
- programme, provider, curriculum, level, start/completion and accreditation data;
- learning hours, placement hours and workplace adaptation records;
- worker participation, consent and contract linkage;
- post-training employment, retention or role outcome;
- baseline, additionality, funding source and double-counting control.

8.4 Limitation and scoring caution

The base temporary-labour transaction record does not prove training delivery. Training-provider and community-partner data are usually external dependencies. A payroll or engagement system can link verified records to the contract, but should not infer learning, competence or cohort status from work activity.

SECTION 9

MAC 2b: In-Work Progression

MAC 2b

In-Work Progression

PUBLISHED PPN 026 EMPHASIS

Suppliers should help people move into higher-paid work through new skills or retraining, promote career progression and show how the intervention improves retention, service quality and consistency.

TEMPORARY-LABOUR RELEVANCE

Temporary work can become a progression channel rather than a holding pattern. Suppliers can define pathways from entry roles to higher-skilled roles, connect training to assignment eligibility, apply transparent rate progression and preserve evidence of movement between role, skill and pay levels.

9.1 Current failure pattern

- Temporary workers may repeatedly perform similar assignments without a visible progression route.
- Skills gained across agencies or projects are fragmented and not portable or recognised.
- Rate changes may occur without being linked to training, responsibility or career progression.
- Contract reporting may count training hours but not the resulting move into higher-paid or higher-skilled work.

9.2 Opportunity

Temporary work can become a progression channel rather than a holding pattern. Suppliers can define pathways from entry roles to higher-skilled roles, connect training to assignment eligibility, apply transparent rate progression and preserve evidence of movement between role, skill and pay levels.

9.3 Evidence required

- baseline role, skill level, pay rate and working pattern;
- progression pathway and eligibility criteria;
- training/retraining record and completion evidence;
- subsequent role, responsibility, rate and assignment outcome;
- retention, service-quality or consistency indicators where claimed;
- person-level continuity controls that do not confuse separate engagements with one outcome;
- causality limitation where progression may have several contributing factors.

9.4 Limitation and scoring caution

A higher later rate is not automatically an in-work progression outcome. The supplier should evidence the pathway, intervention and resulting movement. Temporary-labour systems must distinguish person progression from engagement counts and avoid claiming causality that the evidence cannot support.

SECTION 10

MAC 2c: Talent Pipeline

MAC 2c

Talent Pipeline

PUBLISHED PPN 026 EMPHASIS

Suppliers should create future workforce pipelines, identify potential in communities – particularly areas of deprivation – and co-design access to pre-work training, placements, apprenticeships and other opportunities. The model gives 45 days of work experience as an illustrative example.

TEMPORARY – LABOUR RELEVANCE

Agencies, contractors, training providers and community partners can use anticipated contract demand to create targeted pre-work pathways. Temporary assignments can offer a bridge from training or work experience into paid work, while preserving flexibility for participants and employers.

10.1 Current failure pattern

- Labour supply chains focus on filling live vacancies and may not invest in pre-work pipeline activity.
- Outreach, candidate development, placement and apprenticeship records are spread across multiple organisations.
- Pipeline candidates can disappear from reporting if they do not immediately become paid workers.
- Claims about deprived areas, young people or barriers may rely on sensitive or unverified data.

10.2 Opportunity

Agencies, contractors, training providers and community partners can use anticipated contract demand to create targeted pre-work pathways. Temporary assignments can offer a bridge from training or work experience into paid work, while preserving flexibility for participants and employers.

10.3 Evidence required

- future workforce need and skills-gap evidence;
- community/location analysis from an authorised source;
- co-design partner, outreach activity and programme eligibility;
- candidate participation, placement, apprenticeship or work-experience duration;
- transition into paid work, retention and progression outcomes;
- sensitive-cohort governance, consent, access restrictions and small-population suppression;
- additionality and attribution to the contract.

10.4 Limitation and scoring caution

Talent-pipeline activity sits largely outside ordinary payroll and engagement records until a person enters work. It requires external programme governance and careful treatment of personal and cohort data. PPN 026 target-cohort detail and community-programme resources were still pending at the date of this paper.

SECTION 11

Opportunity Conversion Matrix

Turning temporary-labour failings into genuine, evidenced outcomes rather than relabelled compliance.

The opportunity is best understood as a conversion problem. Existing temporary-labour weaknesses can become social-value interventions only when the contract changes the outcome and preserves the evidence.

CURRENT CONDITION	MOST RELEVANT MACS	POTENTIAL INTERVENTION	EVIDENCE NEEDED
Unknown or hidden payroll route	1b / 1c	Make the route visible before work, identify employer and payer, remove unauthorised substitution, give workers plain-language information.	Route disclosure; worker acceptance; employer/payer; payslip; deductions; exceptions.
Default umbrella use with weak worker understanding	1b / 1c	Use a clearer route or enhanced worker-tested transparency, direct complaint access and evidence of pay-package quality beyond minimum.	KID/terms; worker-understanding check; gross-to-net; holiday; query and correction.
Labour-only CIS or PSC used as ordinary site labour	1a / 1b / 1c	Move appropriate work to a defensible employment route, then improve job quality and pay rather than treating reclassification alone as social value.	Route substance; status basis; employment record; pay; working conditions; baseline.
High local labour volume but no locality attribution	1a / 2a / 2c	Define the relevant area, collect lawful location/context data, identify local need and distinguish existing from additional outcomes.	Project/site; relevant area; worker locality (controlled); baseline; new/retained classification.
Temporary workers excluded from training	2a / 2b	Give contract workers access to recognised training, adaptations and progression pathways linked to real assignments.	Programme/provider; learning hours; completion; role/rate movement; work outcome.
Repeated assignments without progression	2b	Define role and pay progression stages, recognise skills and link training to access to higher-paid work.	Person record; baseline role/rate; training; later role/rate; retention.
Reactive recruitment with no future pipeline	2c	Use forecast demand to co-design placements, apprenticeships, work experience and pre-work training with communities and anchor institutions.	Demand/skills need; partner; outreach; candidate; programme duration; paid-work transition.
Supplier declaration without worker-level proof	All selected MACs	Convert commitments into contract-attributed KPIs supported by line-item records, coverage and correction history.	Contract; KPI; population; source records; result; coverage; exclusions; evidence pack.

11.1 The conversion rule

Failure removal is the starting point. Social-value credit requires the additional worker or community benefit created by the improved route.

For example, stopping unlawful underpayment is compliance. Paying above the statutory minimum under a clear, progressive package may support MAC 1c. Providing a legally required payslip is compliance. Giving temporary workers a tested pre-start explanation, direct challenge route and equivalent access to flexible working or workplace support may support MAC 1b where it is additional and contract-relevant.

SECTION 12

Additionality, Locality and Baseline Discipline

Why a large existing workforce does not create automatic score credit.

PPN 026 is designed to capture additional benefits delivered through the way a supplier performs the contract. That creates three disciplines that temporary-labour proposals must satisfy: **additionality, locality and baseline clarity**.

12.1 Additionality

The supplier should explain what would happen without the commitment and what changes because of the contract. Existing jobs, ordinary recruitment, standard payroll administration and legal compliance cannot simply be relabelled as new social value. Future guidance is expected to address the treatment of existing or inherent social value, including retained local jobs; until then, claims should be explicit about the interpretation used.

12.2 Locality

PPN 026 focuses on benefits for relevant communities and areas. Temporary labour can support locality because work, site and worker records can be geographically attributed. That does not justify unrestricted collection or disclosure of home addresses, nor does it permit nationality-based preference. A relevant-area methodology should be defined, lawful, proportionate and compatible with equal treatment of suppliers.

12.3 Baseline

BASELINE QUESTION	WHY IT MATTERS
What is the existing temporary-workforce population?	Separates ordinary delivery from new or improved outcomes.
Which routes, pay levels and working conditions exist before intervention?	Allows fair-work and fair-pay uplift to be measured.
How many people, jobs, hours or engagements are being counted?	Prevents person/engagement/job double counting.
What training, progression and pipeline activity already exists?	Separates pre-existing programmes from contract additionality.
Which locality, cohort or skills need is being addressed?	Connects the commitment to a legitimate contract and community need.
What data is unavailable?	Prevents apparently complete claims built from inference or proxy.

12.4 A defensible claim structure

**Baseline → intervention → eligible population → contract linkage → measured result
→ coverage and limitations → correction history.**

SECTION 13

Evidence and Measurement Discipline

The controls required when worker outcomes become tender and contract-performance evidence.

PPN 026 moves social value from tender narrative into contractual performance. That shift increases the importance of evidence quality. A credible report must show not only the result, but also what population and rules produced it.

EVIDENCE PRINCIPLE	TEMPORARY-LABOUR APPLICATION
Contract relevance	Every outcome should identify the contract, framework/call-off where applicable, project, package, site or reporting context it supports.
Person versus engagement	Counts of people, jobs, opportunities, placements and engagements must be separately defined and deduplicated.
Authoritative source	Each field should identify whether it came from the employer, agency, buyer, training provider, community partner, payroll process or another source.
Finality	Tender promises, live provisional activity and final performance results should not be mixed.
Coverage	Reports should state included population, excluded routes, missing data, response rates and any periods not covered.
No inference	Cohort, disability, care-leaver, NEET, locality, qualification or progression status should not be inferred from weak proxies.
Privacy and purpose	Worker and cohort data should be purpose-limited, permissioned, pseudonymised where possible and suppressed for small populations.
Correction lineage	Disputes and corrections should create superseding records rather than silently overwrite prior results.
Economic separation	Worker pay, employer costs, supplier price, platform/service fees and social-value investment should remain distinguishable.
Independent review	An authorised reviewer should be able to reproduce the result from the source manifest and rule version.

13.1 Why SLTE-002 remains relevant

SLTE-002 already identified the repeated evidence categories: worker, project/contract, supplier route, employer/engager, payer, hours/period, pay, deductions, tax route, worker-facing information, accountable party and evidence state. Those fields remain the transaction backbone for PPN 026.

13.2 What PPN 026 adds

The new model requires additional fields that SLTE-002 did not need to treat as universal: locality, job-quality definition, new/retained status, baseline, additionality, target cohort, skills need, training provider, qualification or completion, progression outcome, pipeline programme, community co-design, contractual KPI and annual reporting status.

EVIDENCE BOUNDARY

Transaction evidence can show what happened. It does not automatically determine whether the outcome satisfies a buyer's award criterion, is additional, represents social value, or merits a particular score. Those remain procurement and contract-management decisions.

SECTION 14

Minimum PPN 026 Temporary Labour Evidence Model

The transaction fields and external programme data needed to support the six MACs.

A PPN 026-ready temporary-labour evidence model should extend, not discard, the SLTE-002 transaction core. The original fields prove the labour route and worker outcome. The new fields prove whether that outcome is local, additional, developmental and contractually measurable.

EVIDENCE LAYER	MINIMUM FIELDS	PPN 026 USE
Existing SLTE-002 transaction core	worker/pseudonymous ID; contract/project; supplier route; employer/engager; payer; hours/period; pay; deductions; tax route; worker information; accountable party; evidence state	Supports route, pay, working-condition and contract-attribution evidence, especially MAC 1b and 1c.
Job opportunity and quality	job/opportunity ID; new/retained/replacement state; start/end; hours; security; role; quality definition; retention outcome	Required to avoid treating engagements as jobs and to support MAC 1a.
Relevant area and locality	relevant-area rule; site/work location; lawful worker locality band; region/postcode area; source and confidence	Supports local job and community claims without exposing unnecessary personal data.
Baseline and additionality	baseline date/population; business-as-usual case; intervention; incremental result; funding source; attribution rule	Required across all MACs.
Working-condition uplift	beyond-minimum commitment; flexibility; union access; adaptation/support; worker voice; culture/health programme reference	Extends transaction evidence into MAC 1b.
Fair-pay uplift	applicable wage floor; committed threshold; pay-package components; progression rule; actual payment; retention link	Extends payroll evidence into MAC 1c.
Training / retraining	skills-need source; provider; programme; level; learning hours; placement/adaptation; completion; accreditation	Supports MAC 2a with external provider evidence.
Progression	baseline role/rate; pathway; intervention; later role/rate; higher-paid-work outcome; retention/service indicator	Supports MAC 2b.
Talent pipeline	future demand; community/anchor partner; outreach; candidate; pre-work learning; placement/apprenticeship; transition to paid work	Supports MAC 2c.
Cohort and barriers	lawful self-declared or verified cohort state; consent; source; purpose; access policy; suppression threshold	Required only where relevant and lawful; never inferred.
KPI and release controls	MAC/subcriterion; commitment; target; formula; period; finality; result; coverage; exclusions; version; publication status	Converts delivery into contractual performance evidence.

14.1 Minimum output types

- contract-workforce route and job-quality profile;
- fair-working-condition commitment and result report;
- fair-pay threshold, package and payment report;
- local job creation/retention report with baseline and deduplication;
- training/retraining participation and completion report;
- in-work progression and higher-paid-work outcome report;
- talent-pipeline and paid-work conversion report;
- social-value KPI evidence pack with coverage, limitations and correction history.

SECTION 15

Tender, Contract and KPI Questions

A practical question set for converting the opportunity into procurement and contract-management requirements.

The following question set can be used during market engagement, tender design, supplier response, contract mobilisation and performance review. It is not a substitute for the detailed PPN 026 guidance expected in autumn 2026.

STAGE / THEME	CORE QUESTION
Strategy	Which PPN 026 outcome and MAC is relevant to the contract subject matter, market and community need?
Workforce scope	Which temporary, agency, subcontracted, umbrella or other external workers are part of the contract workforce?
Baseline	What is the existing route, job quality, pay, locality, training and progression position?
Additionality	What will the contract change beyond statutory compliance and business-as-usual delivery?
Locality	How is the relevant area defined, and what lawful evidence connects people or jobs to it?
Fair work	What conditions will temporary workers receive above the statutory minimum, and how will access be evidenced?
Fair pay	What pay-package improvement will be delivered, compared with which applicable threshold?
Skills	Which verified skills shortage or changing need is addressed, and who co-designed the programme?
Progression	How will temporary workers move into higher-paid or higher-skilled work, and what result proves progression?
Pipeline	Which future workforce need, community and programme create the pathway into work?
Data ownership	Which facts are produced by the buyer, supplier, agency, employer, payroll operator, training provider or community partner?
KPI	What formula, population, target, period, coverage rule and evidence pack will monitor the commitment?
Privacy	Which worker/cohort data is necessary, who may access it, and how will small populations be protected?
Contract management	Who reviews performance, handles exceptions, approves corrections and implements remediation?
Reporting	How will results be published at least annually where required, and how will prior versions be preserved?

15.1 Suggested supplier response structure

1. Selected MAC and contract/community need.
2. Baseline and business-as-usual position.
3. Specific intervention and intended additional benefit.
4. Eligible workforce/community population and access method.
5. Delivery partners and accountable owners.
6. KPI, target, data sources, formula and reporting period.
7. Evidence, privacy, coverage, exception and correction controls.
8. Risks, dependencies and limitations.

SECTION 16

Stakeholder Implications

How PPN 026 changes the responsibilities of upper-chain and lower-chain participants.

PPN 026 changes the operating responsibilities of the labour chain. The upper chain selects and owns the procurement outcome, while the lower chain produces many of the facts needed to prove it.

STAKEHOLDER	STRATEGIC IMPLICATION
Contracting authorities / buyers	Select only relevant and proportionate criteria; include temporary workers in the contract-workforce analysis; define locality, baseline, target and data responsibilities; avoid unsupported cohort or nationality assumptions.
Framework operators / procurement platforms	Design evidence requirements at framework and call-off; make supplier reporting comparable; preserve line-item auditability beneath aggregate views; wait for autumn guidance before fixing final scoring mechanics.
Main contractors / prime suppliers	Flow social-value commitments into temporary-labour routes; control unauthorised route substitution; include agencies and payroll providers in evidence design; own contract KPI performance rather than outsource it to declarations.
Agencies / labour suppliers	Differentiate through clear PAYE routes, worker understanding, fair pay, access, retention, training and progression; produce contract-attributed evidence without exposing unrelated client data.
Umbrella / payroll providers	Provide worker-understood, reconcilable pay and deduction evidence; support upper-chain accountability; recognise that default opacity may weaken fair-work and fair-pay propositions.
Training providers / anchor institutions / community partners	Own authoritative programme, cohort, co-design, completion and qualification evidence; connect it lawfully to contract-workforce outcomes.
Workers	Receive plain-language information, accessible challenge routes, fair pay and conditions, and meaningful access to skills/progression; understand how optional personal data will be used.
Auditors / assurance functions	Test source lineage, population, additionality, locality, privacy, deduplication, coverage and correction; do not treat a report as independent certification unless that service has been separately commissioned.

16.1 The coordination requirement

No single party ordinarily holds the complete PPN 026 evidence position. Buyers hold contract and community context. Agencies hold recruitment and worker-route data. Employers/payroll operators hold pay and employment records. Training providers hold learning evidence. Community partners hold co-design and cohort context. The practical task is to connect these sources without allowing any one party to overstate what its data proves.

SECTION 17

Opportunity Maturity Model

From labour invisibility to KPI-governed social-value performance.

The opportunity should be treated as a maturity path. Organisations that begin with supplier declarations cannot jump directly to credible social-value performance by adding a dashboard. They need progressively stronger outcome design and evidence.

STAGE	EVIDENCE STATE	OPERATING POSITION	PPN 026 CONSEQUENCE
1	Invisible workforce	Temporary labour appears only as spend, supplier or headcount.	No defensible social-value position.
2	Supplier declaration	Supplier policies and tender commitments mention fair work or skills.	Narrative exists; worker and contract evidence is weak.
3	Retrospective sample	Periodic audits reconstruct route, pay or training outcomes.	Some assurance, but late and incomplete.
4	Contract-attributed transaction evidence	Worker, route, pay, conditions and project facts are captured and reconciled.	Strong base for MAC 1b/1c and parts of 1a.
5	Outcome programme integration	Locality, baseline, training, progression and pipeline partners are connected to transaction evidence.	Conditional support across all six MACs.
6	KPI-governed performance	Versioned targets, annual reporting, coverage, correction and remediation operate throughout the contract.	Defensible PPN 026 performance evidence.

17.1 Strategic direction

The commercial direction is from temporary labour as an unexamined cost line to temporary labour as a governed contract-workforce outcome.

SECTION 18

Conclusion

Final strategic position.

PPN 026 materially changes the procurement relevance of temporary labour. Major contracts will allocate a minimum 20% of tender scoring to the Social Value Model, focus that assessment on good jobs and skills, embed commitments in contract management, require at least one social-value KPI for contracts valued at £5 million or more, and expose KPI performance to recurring public reporting.

Temporary labour is already present across many of the contracts affected. It already determines whether workers receive high-quality jobs, fair conditions, fair pay, training, progression and access to future opportunities. Yet its outcomes are often hidden beneath supplier-level assurances, fragmented payroll routes and retrospective reporting.

The research sequence leading to this paper explains both sides of the opportunity. ULESV-001 shows that worker pay routes can strengthen or undermine social value. CLCRH-001 shows that route substance changes risk. SLTE-002 shows that modern assurance depends on worker-linked, project-attributed transaction evidence. PPN 026 now raises the score and contract-performance significance of those facts.

Temporary labour is a large social-value opportunity not because the points are automatic, but because the workforce is already inside delivery and many of its outcomes can be improved, measured and attributed at scale.

The disciplined response is not to claim every temporary job as social value. It is to identify the current failure or unmet need, design an additional and contract-relevant intervention, connect it to the relevant community or skills requirement, and preserve evidence from the worker-level transaction through to the contract KPI.

That is the strategic update to SLTE-002: supply-line transaction evidence is no longer only a compliance and assurance requirement. Under PPN 026, it is also part of the infrastructure required to convert temporary workforce improvement into credible procurement value.

APPENDIX A

PPN 026 Source-to-Opportunity Map

The official model translated into temporary-labour opportunity and evidence questions.

PUBLISHED SOURCE POSITION	TEMPORARY-LABOUR INTERPRETATION	EVIDENCE / CAUTION
Scope: £1m+ in-scope covered procurements	Temporary-labour opportunity is strongest in central-government contracts above the threshold; other public buyers may adopt voluntarily.	Confirm authority, procurement value, PA23 coverage and contract scope.
10% / 20% minimum weighting	Good-jobs and skills outcomes become a material tender differentiator, particularly at £5m+.	Do not describe weighting as contract spend or guaranteed score.
MAC 1a high-quality jobs	Temporary work can create/retain local jobs and widen access if quality and additionality are proven.	Job/opportunity/person definition; locality; baseline; quality; retention.
MAC 1b fair working conditions	Temporary workers are part of the contract workforce and can receive beyond-minimum conditions and support.	Terms; security; hours; voice; flexibility; support; worker evidence.
MAC 1c fair pay	Repeated payroll outcomes are measurable and can prove above-minimum pay and progressive packages.	Threshold; pay package; hours; gross/net; payment; progression.
MAC 2a training/retraining	Assignments can connect practical training to shortage roles and work entry.	Skills need; co-design; provider; learning/placement; completion; work outcome.
MAC 2b progression	Temporary assignments can form staged pathways into higher-paid/higher-skilled work.	Baseline role/rate; intervention; later role/rate; retention/service result.
MAC 2c talent pipeline	Contract demand can support pre-work training, placements, apprenticeships and paid-work transition.	Demand; community; partner; programme; duration; transition.
Contractual KPI monitoring	Temporary-labour commitments must become measurable contract performance.	MAC; target; population; formula; period; result; evidence pack.
Annual/public reporting	Reports need aggregated, privacy-safe evidence with lineage and coverage.	Recipient policy; suppression; source manifest; release/version.
Poor-performance consequence	Weak or unsupported delivery can affect future procurement risk.	Exception, remediation, final result and decision boundary.
Autumn 2026 guidance pending	Current mappings are provisional at subcriterion/metric level.	Version control and mandatory review after publication.

APPENDIX B

Evidence Field Matrix

The SLTE-002 transaction core and additional PPN 026 fields mapped to each MAC.

Legend: ● primary field; ○ supporting field; — normally outside the direct evidence need.

EVIDENCE FIELD	1A	1B	1C	2A	2B	2C
Worker / person reference	●	●	●	●	●	●
Contract / project / site	●	●	●	●	●	●
Supplier and route	○	●	●	○	○	○
Employer / payer	○	●	●	○	○	○
Hours / working period	○	●	●	●	●	●
Pay / deductions / payment	○	○	●	○	●	○
Worker-facing information	○	●	●	○	○	○
Dispute / grievance / correction	○	●	○	—	○	—
Job new / retained / replacement	●	○	○	—	—	—
Job quality / security	●	●	○	○	●	○
Relevant area / locality	●	○	○	●	○	●
Baseline / additionality	●	●	●	●	●	●
Target cohort / barrier	○	●	○	●	○	●
Skills-need source	○	—	—	●	●	●
Training provider / programme	—	—	—	●	●	●
Learning / placement hours	—	—	—	●	●	●
Completion / qualification	—	—	—	●	●	●
Progression role / pay outcome	○	○	●	○	●	○
Community / anchor co-design	—	—	—	●	○	●
Pipeline / outreach / conversion	—	—	—	○	○	●
KPI / period / target / result	●	●	●	●	●	●
Coverage / exclusions / evidence state	●	●	●	●	●	●

APPENDIX C

Procurement Readiness Checklist

A controlled checklist for applying this paper to procurement design and contract management.

CHECK	REQUIRED POSITION
Source version	Use the PPN published 5 August 2026 and record that detailed guidance is pending.
Scope	Confirm the organisation, procurement, value threshold, PA23 coverage and commencement date.
Criterion relevance	Select a MAC linked to the contract subject matter and market/community need.
Temporary-workforce population	Define which agency, subcontracted, umbrella, payroll-intermediated or other workers are included.
Baseline	Measure current jobs, routes, pay, conditions, training and progression before claiming uplift.
Additionality	State what the contract changes and what would happen without the commitment.
Locality / community	Define relevant area and source; avoid nationality discrimination and unnecessary personal data.
Beyond-minimum position	For 1b/1c, identify the benefit above the statutory requirement.
External dependencies	Identify community partners, training providers, skills sources and cohort owners.
Metric design	Define person/engagement/job unit, formula, target, period, exclusions, nulls and deduplication.
Evidence ownership	Name the authoritative source for every field and how it will be verified.
Privacy	Use purpose limitation, permissions, pseudonymisation and small-population suppression.
Contract mechanism	Insert commitment, KPI, reporting, review, remediation and change-control terms.
Release controls	Separate provisional from final results and preserve prior versions/corrections.
Claim boundary	Do not claim certification, compliance, additionality or score where the evidence only supports a factual output.

APPENDIX D

Source Register

Official policy and enforcement sources and the connected Augscape research sequence.

PPN 026: The Social Value Model

Cabinet Office, published 5 August 2026.

<https://www.gov.uk/government/publications/ppn-026-the-social-value-model/ppn-026-the-social-value-model-html>

Government orders that public spending must back British jobs and skills in every postcode

Cabinet Office press release, 5 August 2026.

<https://www.gov.uk/government/news/government-orders-that-public-spending-must-back-british-jobs-and-skills-in-every-postcode>

DAO 04/26 Tax Arrangements

HM Treasury / Cabinet Office, published 10 June 2026.

<https://www.gov.uk/government/publications/dao-0426-tax-arrangements/dao-0426-tax-arrangements>

PAYE rules for labour supply chains that include umbrella companies from 6 April 2026

HMRC, updated 19 June 2026.

<https://www.gov.uk/guidance/payee-rules-for-labour-supply-chains-that-include-umbrella-companies-from-6-april-2026>

Construction Industry Scheme: tackling fraud

HMRC, published 26 November 2025; measures effective 6 April 2026.

<https://www.gov.uk/government/publications/construction-industry-scheme-tackling-fraud>

Fair Work Agency enforcement statement

Department for Business and Trade / Fair Work Agency, published 19 May 2026.

<https://www.gov.uk/government/publications/fair-work-agency-enforcement-policy-statement/fair-work-agency-enforcement-statement>

Help with labour supply chain assurance – GfC12

HMRC guidance.

<https://www.gov.uk/guidance/help-with-labour-supply-chain-assurance-gfc12/recommended-approach-to-assurance>

AMTF-001 – Fragmented Market Truth and Retrospective Data Dependency

Augscape Research & Development, 2026.

https://augscope.com/amtf-001_fragmented-market-truth-and-retrospective-data-dependency.print-native.php

CLCRH-001 – UK Construction Temporary Labour Chain Risk Heatmap

Augscape Research & Development, 2026 Q2.

https://augscope.com/clcrh-001_uk-construction-temporary-labour-chain-risk-heatmap-2026-Q2.print-native.php

ULESV-001 – UK Umbrella Labour Ethics, Social Value and ESG Assessment

Augscape Research & Development, 2026.

https://augscope.com/ulesv-001_UK-temporary-umbrella-labour-ethics-social-value-and-esg-assessment.print-native.php

SLTE-002 – Supply-Line Transaction Evidence in UK Temporary Labour

Augscape Research & Development, 2026.

https://augscope.com/slte-002_uk-temporary-labour-supply-line-transaction-evidence.print-native.php

APPENDIX E

Non-Legal and Non-Scoring Note

Interpretive boundaries and professional-review requirements.

This document is an independent research and strategic interpretation paper. It is not Cabinet Office guidance, a tender response, a scoring model, a social-value valuation, a compliance statement, a certification, an audit opinion or legal, tax, employment, procurement, financial, insurance or investment advice.

The published PPN 026 model is incomplete at practitioner-detail level as of 6 August 2026. Detailed sub-criteria, metrics, community-programme resources, target-cohort detail and guidance on existing or inherent social value are expected in autumn 2026. Any live procurement should use the operative sources and professional advice available at the time.

The paper identifies where temporary-labour activity may support selected MACs and what evidence would be needed. It does not determine that a particular intervention is additional, relevant, proportionate, non-discriminatory, compliant, awardable or deserving of a specific score. Those decisions belong to the contracting authority and its professional advisers under the Procurement Act 2023 and applicable policy.

Where this paper uses the term "opportunity", it means a strategically addressable field for genuine worker and community outcomes. It does not mean free points, guaranteed score, automatic credit or a measured monetary opportunity.