

NORTH LONDON WASTE AUTHORITY

REPORT TITLE: NORTH LONDON HEAT AND POWER PROJECT – SOCIAL VALUE STRATEGY

REPORT OF: PROGRAMME DIRECTOR

FOR SUBMISSION TO: PROGRAMME COMMITTEE

DATE: 2 NOVEMBER 2020

SUMMARY OF REPORT:

This report covers the functional strategy for social value on the North London Heat and Power Project.

RECOMMENDATIONS:

The Committee is recommended to note the approach set out in the Social Value Strategy at Appendix A.

A handwritten signature in black ink, appearing to read 'David Allen', is written over a faint, light blue circular stamp.

SIGNED: Programme Director

DATE: 21 October 2020

1. INTRODUCTION

- 1.1. The North London Heat and Power Project (NLHPP) team are currently developing and implementing a programme manual – a suite of documents designed to guide successful delivery of the programme. Within this, a series of strategy documents will form the top level of the manual defining the challenges to be addressed, and the strategic approaches to meeting these. The initial set of strategies identified for development and their outline purpose is included in Table 1.

Strategy	Outline Description	Presented to Members
Information Management	Looks at the control of our information, data and knowledge.	October 2019
Resource Management	Addresses the need for people, assets and funds.	January 2020
Risk Management	Looks at the approach to management of risk	January 2020
Health, Safety & Wellbeing	Considers all aspects of keeping all parties associated with the NLHPP safe and well	March 2020
Technical Assurance	Addresses how the Authority will oversee the development of the technical solution and design development	March 2020
Monitoring & Control	Considers aspects associated with scheduling, controlling costs and reporting on the programme.	July 2020
Delivery and Construction Management	Deals with the core construction activities and the challenges linked to interfaces, operational site working and logistics.	July 2020
Commercial	Considers the procurement and subsequent delivery of contracts	September 2020
Financing Function	Considers the challenges associated with planning, obtaining and managing the necessary financing for the programme	September 2020
Stakeholder Engagement	Addresses the challenges associated with the range of stakeholders in the programme.	November 2020
Social Value	Looks at the aspects of social and community benefits that the works will bring.	November 2020

Table 1 - List of NLHPP Strategy Documents

- 1.2. These strategies are being provided to Members at suitable opportunities to enable an understanding of these challenges of those elements of the project, and how the project team will address them.
- 1.3. Each management strategy must adapt to changing or emerging needs of the Project and, as such will be reviewed periodically. It is anticipated that the Project strategies will be submitted to the Programme Committee for review and noting approximately annually. Therefore, from January 2021 onwards, the review cycle will begin again.
- 1.4. The first periodic review of the strategy has taken place and no changes to the document are required. The next review will take place early in 2021. The focus in the initial implementation of the strategy has been on progressing the identified actions, as set out in this report and as reported on in each NLHPP project update report.

2. SOCIAL VALUE STRATEGY

- 2.1. This report presents the strategy for social value, which is included in its entirety in Appendix A. The focus of this strategy is to set out how the NLHPP construction programme will maximise social value and benefits for local people and the wider community. The aim is to take all opportunities to generate benefits for society and the environment. A report on Social Value in the project was presented to the Authority meeting on 24 September 2020 which provided an overview of the social value aims for the NLHPP and an update on current activity. This report is a presentation of the strategy and covers that activities in that strategy.
- 2.2. In establishing the strategy, the first requirements included were those contained in the agreement with London Borough of Enfield (LB Enfield) in support of the application for a Development Consent Order (DCO) for the NLHPP works (the section 106 agreement). These obligations were to provide at least 100 apprenticeships in the work of the project, and 225 one-week on-site training places.
- 2.3. The strategy then sets out the further workstreams in this area, which are addressed either through the works contracts or by the Authority working with the contractors. Details of the approach to these workstreams were set out in the report to the Authority meeting in September. The report sets out the approach to meeting the targets of the workstreams.
- 2.4. Key risks to delivery of the strategy are identified as insufficient resource to carry out the work, and insufficient buy in from contractors to achieve the aims. These are being addressed through:
 - 2.4.1. Incorporation of requirements into contracts and monitoring of performance. The requirements have been set at a higher level for the

higher value contracts (EcoPark South Construction and Energy Recovery works) so that the obligations are commensurate with the nature, quantity and value of works to be carried out, and the length of contract.

- 2.4.2. Liaison with the local community to identify key concerns which can be addressed, leading to demonstrable value, through engagement with LB Enfield, local ward councillors in LB Enfield, Waltham Forest and Haringey, the Community Liaison Group, which includes resident representatives, and other agencies in the local area including apprentice course providers.
- 2.4.3. For the construction contract for the Energy Recovery Facility, identification of the value of the required social value obligations, to enable monitoring against value provided and to enable the project team to ensure that the measures proposed and implemented achieve the results desired.

3. COMMUNICATION OF THE BENEFITS WHICH ARE INHERENT IN THE PROJECT (WHICH WERE DESCRIBED IN THE REPORT TO THE SEPTEMBER AUTHORITY MEETING) AND OF THE INITIATIVES BEING UNDERTAKEN TO THE COMMUNITY AND OTHER STAKEHOLDERS WORKSTREAMS

Apprenticeships

- 3.1. These will be delivered through the contracts, and 10 apprentices have started work within the contracts for the Northern Access, Laydown Area West and the EcoPark South Works. Information about course providers and schemes for ensuring apprentices are able to complete their apprenticeships if the contract for works is of a shorter duration are provided to contractors. This year, the project team led the start of the recruitment process for EcoPark South apprentices so that Taylor Woodrow, once appointed, could complete the process to ensure that the apprentices were able to start at the beginning of the current academic year.

On-site skills training

- 3.2. The team has developed a two-week training programme so that the DCO requirement for one-week on-site training places can be met. The additional week allows for classroom training to include the obtaining of a (Construction Skills Certification Scheme) CSCS card (or equivalent) which is needed for the trainees to go onto the construction site. In addition, training is also provided for back to work skills. This is carried out by the contractors and, as with apprenticeships, information is supplied to assist in planning the training to maximise benefit for the individuals. 23 placements have been delivered, 22 on Laydown Area West and 1 on Northern Access, with further placements on the Northern Access being delivered through October and November.

Local employment target and local expenditure target

- 3.1. To meet targets for local employment of 25% of opportunities filled locally and for 10% of total expenditure to be in the local area. These targets are in line with the LB Enfield targets for the borough. Data received from contractors to date, indicates that 28% of opportunities have been filled by local people so far and 13% of total expenditure has been in the local area. It will be important to work closely with the contractor on the EcoPark South and Energy Recovery Facility (ERF) works contracts if this target is to be met, as the total spend will include construction of components off site, and therefore the proportion of spend which is capable of being met locally will reduce.

London Living Wage

- 3.2. To ensure London Living Wage is paid as a minimum to those employed on site on the project. This is a contractual obligation and is monitored through contractor reporting, with the ability to audit. It is currently being paid to all those working on the project on site.

Equality, Diversity and Inclusion (EDI)

- 3.3. To ensure that the project creates an inclusive environment and that recruitment is open and non-discriminatory (EDI). Contractors are required to ensure that recruitment processes are open and non-discriminatory. The Employment Relations Code of Practice (ERCOP) (appended to the NLHPP update report at the Authority meeting on 3 October 2019 and available through the website at [this page](#)), which is included in project contracts, contains provisions including:
- 3.3.1. Requirements for equality, diversity and inclusion to be reflected in management of the workforce, which will be supported by the Authority as client;
 - 3.3.2. That all those working on the contract have a legal right to work in the UK and are directly employed on a PAYE basis;
 - 3.3.3. Prohibition on discrimination and blacklisting of any kind.
- 3.4. Compliance with these measures will provide some assurance that modern slavery is not an issue within the project contract workforce. Monitoring for signs of modern slavery will be important on an ongoing basis as part of the management of the contract and ensuring compliance with the ERCOP.

Schools Programme

- 3.5. A school's programme for engagement in the local area. This programme is led by the project team. Engagement with local education officers has taken place, and during this academic term, the project team will attend a meeting with the heads of science within local schools to determine the activity which would best meet the

needs of the target group of pupils in Key Stage 3 (ages 11-14). The programme to be proposed would include information and engagement about waste and construction topics and would be aligned to the curriculum and to careers guidance in school. The proposals are being developed for presentation to teachers later this term.

Community Programme

- 3.6. A community programme to deliver improvements to the area. This would be expected to achieve improvements to the local environment and could include capacity building amongst local communities. The lead on designing and delivering this programme will lie with the contractors for EcoPark South and the ERF works and will be informed by project team engagement with LB Enfield and other local groups and bodies to identify the key concerns in the area. While the local discussions have started and will continue, the workstream is not yet underway.

4. EQUALITIES IMPLICATIONS

- 4.1. There is an express EDI workstream in this strategy. Equalities implications are considered for each element of the programme as it is developed and implemented.

5. COMMENTS OF THE LEGAL ADVISER

- 5.1. The Legal Adviser has been consulted in the preparation of this report and has no comments to add.

6. COMMENTS OF THE FINANCIAL ADVISER

- 6.1. The Financial Adviser has been consulted in the preparation of this report and has no comments to add.

Contact officer:

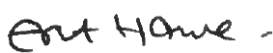


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APPENDIX A SOCIAL VALUE FUNCTION STRATEGY



Social Value – Function Strategy

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Assurance Record			
	Author	Check & Review	Approval for Use
Name	Esther Howe	Ursula Taylor	David Cullen
Role	Social Value Lead	Legal and Governance Lead	Programme Director
Signature			
Date	20/01/2020	20/01/2020	23/01/2020

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2	20/01/2020	Version for PD approval

Engagement Confirmation		
Function	Role Support	Notes
Programme Director	C	Consulted
SRO	C	Consulted
SHE&W	C	Consulted
LEL	N/A	
Technical Advisor	N/A	
Technical Authority	C	Consulted
Programme Office	C	Consulted
Project Delivery	C	Consulted
Legal & Governance	C	Consulted

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1 Context and Vision

The North London Heat and Power Project (NLHPP) is the programme of works authorised by Development Consent Order (DCO) granted in February 2017 through which the existing energy from waste (EfW) plant at the Edmonton EcoPark will be replaced with a new Energy Recovery Facility (ERF). The programme of works includes provision of a Resource Recovery Facility (RRF) for reception and transfer of waste incorporating a public Reuse and Recycling Centre, and EcoPark House (EPH), a visitor centre which will be used to provide community / education space and back up office space. In preparing for and carrying out the works in the NLHPP programme, the management team is working closely with LondonEnergy Ltd (LEL) the operators of the EcoPark and the current EfW plant.

Create a waste management facility in which local communities take pride, which demonstrates value and is a model for public sector project delivery”

The NLHPP leadership team have developed a vision for the programme, set out in the box above. Each function of the programme organisation will play a role in delivering the vision and this document, the “function strategy”, sets out the challenges to achieving the vision and the approach to overcoming them.

2 Purpose

This document is the function strategy for Social Value. Its purpose is to set out how the NLHPP construction programme will maximise social value and benefits for local people and the wider community.

The Social Value Strategy reflects the workstream led by NLHPP’s Social Value Lead, who reports to the NLHPP Head of Legal and Governance.

The Social Value Strategy reflects that value is not just economic or monetary in nature. To demonstrate value in the holistic sense, NLHPP must also exploit all opportunities to generate benefits for society and the environment. It is important that social value is taken into account by NLHPP’s decision makers when they weigh up the costs and benefits of different options for the programme. NLWA is required to do this as a public sector authority, but the NLHPP leadership are also clear that maximising social value is the right thing to do, and has articulated the ambition to set a new benchmark for public sector infrastructure projects in this arena.

3 Starting Point

There are three DCO Obligations which relate to social value. In summary, these are to deliver no fewer than 100 apprenticeships and 225 training places over the course of the project, and to provide information relating to contracts and sub-contracts to local businesses.

These obligations have been reflected as requirements in the contracts for the site preparatory works, and will be reflected in future contracts. The number of apprenticeship and training places within each contract is determined according to the nature of the works, as well as the value and the length of the contract. Thus the forth-

coming contracts for the EcoPark South and ERF Construction will deliver substantially more outputs than the preparatory works contracts.

Beyond the s106, NLWA has included additional requirements within its contracts aimed at promoting employment, skills and economic development. An Employment Relations Code of Practice has also recently been adopted which contractors will be required to adhere to; this aims to avoid poor workforce relations which can pose significant risks to programme delivery, but also to promote social value. Related social value measures include payment of the London Living Wage to all employees, third party staff and apprentices; prioritisation of local candidates in recruitment; and promotion of Equality, Diversity and Inclusion in workforce management.

NLWA's key elements of work now underway relating to social value are as follows:

- I. facilitating delivery of the social value measures within existing contracts – for example, liaising with local further education providers, contractors and London Borough (LB) of Enfield to identify how best to deliver the required apprenticeships and training places
- II. ensuring social value requirements are appropriately reflected in future contracts
- III. developing and expanding the NLHPP social value programme, reflecting NLWA's ambition to set a new benchmark for achieving social value in public sector infrastructure projects.

Various ideas are currently being researched and investigated to pursue point (iii) above. Central to this process is engagement with key stakeholders such as LB Enfield, training providers and community groups, as well as liaison with internal NLHPP teams such as project delivery, communications and the Programme Director.

4 Challenges

The programme challenges that this strategy will support the addressing of are:

Challenge	Description
Meeting DCO Obligations	S106 agreement with LB Enfield requires the Programme to deliver 100 apprenticeships and 225 training places (financial penalties apply if these are not delivered), and to provide information relating to contracts and sub-contracts to Local Businesses.
Statutory requirements relating to social value	NLWA is required to promote social value by the Local Authority Best Value Duty Act 1999, the Public Contracts Regulations 2015 Public Procurement selection criterion and the Public Sector Equalities Duty (Equality Act 2010). However, these obligations must be balanced against the risk of exceeding NLWA's powers, and of picking up the statutory responsibilities of local councils.
Provide a model for public sector infrastructure projects in the delivery of social value	In line with the programme Vision, NLWA and its constituent members aspire for NLHPP to set a new benchmark for the achievement of social value, by pro-actively driving the benefits programme; leaving a legacy; ensuring we can track and evidence the social benefits of the project; and learning lessons from other construction projects.

Challenge	Description
Ensuring the skills and workforce required to deliver the project are in place	While the NLHPP is well located in relation to the London labour market, it will be competing with many other construction projects for skills and workers, and a shortage of many types of construction and engineering workers in the UK is forecast by sector studies.
Making the case for the project	Maximising and publicising the social value of the project presents an opportunity to enthuse stakeholders (especially the local community), countering recent negative publicity from protesters.
Addressing social injustice and making society more equitable	The construction sector, and society more broadly, is characterised by inequity and injustice. For example, not all workers are paid a 'living wage' and certain demographic groups experience barriers to accessing better paid jobs. NLWA should endeavour, in the way it sets up and implements the NLHPP programme, to avoid perpetuating such imbalances, and to be a model of what a better construction sector and society should look like.
High levels of deprivation in the local area surrounding NLHPP	Edmonton is one of the most deprived parts of London, with a demographically diverse local population. This implies substantial opportunities for the programme to benefit disadvantaged groups within the local community and to encourage under-represented demographic groups into the workplace and construction industry. The views of local consultees, and a consideration of local and regional economic development and regeneration policy, will assist in formulating social value measures which address this challenge.
Ensuring economic benefits are experienced locally	There is a risk that the substantial spending associated with the NLHPP programme will not benefit businesses and residents in the local area (who are likely to be the ones experiencing any disruption associated with the works). Positive action is required by NLWA so that rather than doing business solely with larger, nationally-based companies it maximises spending with local businesses; economic benefits and the 'multiplier effects' of NLWA's spending will then be retained locally.
Minimising reputational risk	NLHPP contractors are obliged to adhere to the Employment Relations Code of Practice and thus to promote the most stable and harmonious employment relations. This reflects the ambition to provide a model for public sector project delivery, but is also necessary to avoid the considerable reputational risk which poor workforce relations can represent.
Resource limitations and programme timescale	NLHPP must be delivered on time and to budget. Some social value measures have the potential to add cost and delay to the programme. All costs and benefits must be made apparent so they can be taken into account by decision makers when the Social Value Strategy is formulated and finalised.

5 Strategic Approach

The approach to meeting these challenges will be based around the following key areas:

Area	Explanation	Addresses
Attract new talent into the construction industry and upskill the current workforce	This is the underlying aim of activities around apprenticeships and training, and reflects policy objectives at both the local and the strategic level.	<ul style="list-style-type: none"> • Meeting DCO Obligations • Statutory requirements relating to social value • Ensuring the skills and workforce required to deliver the project are in place
Create opportunities for local and disadvantaged people	Potential measures falling under this strategic area include promoting local businesses and local labour, advancing objectives relating to Equalities, Diversity and Inclusion (EDI), and contributing to community projects. Apprentice and training s106 obligations are also relevant.	<ul style="list-style-type: none"> • High levels of deprivation in the local area surrounding NLHPP • Provide a model for public sector infrastructure projects in the delivery of social value • Making the case for the project • Meeting DCO Obligations
Stimulate interest in STEM subjects and construction / waste infrastructure related careers via an NLHPP education programme	A schools programme has the potential to benefit local communities, in particular young people who could feasibly become part of the NLHPP's workforce. It also meets the strategic need to expand the skills and workforce available to deliver infrastructure projects in the future.	<ul style="list-style-type: none"> • Ensuring the skills and workforce required to deliver the project is in place • High levels of deprivation in the local area surrounding NLHPP • Provide a model for public sector infrastructure projects in the delivery of social value
Ensure best practice in employment relations	As well as being necessary for the successful delivery of the programme and to meet statutory requirements, ensuring best practice in workforce management generates social value, for example by promoting employee welfare and ensuring decent pay rates.	<ul style="list-style-type: none"> • Minimising reputational risk • Provide a model for public sector infrastructure projects in the delivery of social value • Statutory requirements relating to social value

Area	Explanation	Addresses
		and employment relations

6 Supporting Plans

The following management plans and supporting documents will be required to implement this strategy.

Strategic Plan	Purpose	Description
Social Value Management Plan	To identify the activities via which the aims of the Strategy will be achieved, and the associated actions via which the Strategy will be implemented.	The Management Plan will include a section describing each Social Value activity, setting out short, medium and long term actions and identifying associated costs and resource requirements.
Social Value Monitoring Requirements	To set out the process for monitoring contractor compliance with NLHPP's social value and employment relations requirements, including the information required from contractors to evidence the compliance. This monitoring process a crucial part of ensuring that NLWA can demonstrate the value which it generates, in line with the NLHPP vision.	This document will set out information to be included with contractors' monthly monitoring reports, and describe the process via which NLHPP's Social Value lead will work with internal and external colleagues to ensure that compliance with social value and employment relations requirements is effectively monitored.

7 Risks

Potential risks which threaten the successful delivery of this strategy are:

Description	Planned Mitigation(s)
Costs of measures to maximise Social Value are considered disproportionate to benefits, so that Strategy is not supported.	Cost and time implications of social value measures, as well as benefits, are identified so they are transparent to NLWA decision-makers and constituent members, who are offered opportunity to feed back on initial Strategy proposals. This will enable formulation of a balanced Social Value Strategy in which costs are proportionate to the potential benefits, and which has the buy-in of decision-makers and stakeholders.
External stakeholder buy-in, engagement and support is inadequate.	Implementation of the Strategy will rely on input from numerous external partners - e.g. Enfield Council, local community groups, local colleges and training partners, local schools – whose motivation and capacity to support NLWA may be limited.

Description	Planned Mitigation(s)
	Effective stakeholder liaison will be prioritised as a key responsibility of the NLHPP Social Value Lead, who will work with the Communications team to draw on their expertise and on existing relationships and stakeholder engagement activities.
Insufficient NLWA Internal Resource – Social Value function	Consultant resource in place, with intention of recruiting. f NLWA staff member to cover the role after this point.
Insufficient NLWA Internal Resource and buy-in – wider NLWA programme	Successful implementation of the Strategy is dependent on contributions of colleagues from other NLHPP teams such as Project Delivery, Communications and Procurement, whose priorities relate to their own programme function. Social Value Lead must work closely with internal colleagues to ensure Social Value is an integral part of these functions and to deliver the Social Value Strategy with maximum effectiveness and efficiency. This includes communicating the aims and benefits of the Social Value workstream to all programme team members, as it is vital that they become advocates for the Strategy and support and promote it in their work. NLHPP's senior leadership team to continue to champion Social Value and emphasise its importance as part of the programme.
Insufficient Contractor Resource and buy-in	Much of the Social Value Strategy will be delivered via NLHPP's prime contractors. Social value requirements should, as far as possible, be clearly articulated within tender documentation so contractors can reflect any cost and resource implications in their bids. NLWA Social Value Lead to work closely with contractors to facilitate delivery of social value so any issues in delivering social value requirements are identified and addressed promptly. This includes communicating the aims and benefits of the Social Value workstream to contractors, so they understand its benefits and support its delivery.

8 Development

The Social Value Strategy is intended to be valid for the duration of the NLHPP programme. However, it is recommended that this Strategy document and associated plans are reviewed every six months and updated if required to reflect any new challenges or objectives which emerge, and any lessons learned as activities become live workstreams and new contracts commence.

It may also be valuable for the Strategy to be reviewed when the role of Social Value Lead is handed over from the consultant resource to a NLWA staff member, anticipated early 2020.

9 Resources

In establishing and delivering this strategy and its subsequent management plan, some key resource requirements have been identified:

Resource	Requirement
People	<p>NLHPP Social Value Lead. AECOM consultant resource procured for 2.5 days per week until February 2020, responsible for leading the elements of work described in section 3. NLWA staff member to be recruited to cover the role subsequently.</p> <p>Other NLWA and NLHPP staff may be required to support certain activities – e.g. schools programme, volunteering programme. Precise resource requirements will depend on activities pursued and will be determined in due course.</p>
Tools	To be confirmed / developed

10 Functional Stakeholders

A high-level summary of stakeholder interfaces is captured below. A full detailed stakeholder management plan with regards to this function will be prepared within the relevant management plans.

Stakeholder	Relationship
Programme Office	The Social Value function needs to inform this stakeholder. The PO will offer inputs and support to facilitate and enable delivery of the Social Value Strategy (e.g. planning, monitoring / reporting progress and risks, championing social value among the wider programme team).
Project Delivery	The Social Value function needs to consult with this stakeholder to develop a Social Value Strategy which is deliverable, and to implement contractor requirements relating to social value and employment relations.
Governance and Legal	The Social Value function is accountable to this function.
Commercial	The Social Value function needs to consult with this stakeholder to ensure the Strategy complements and is consistent with procurement activities.
Finance	The Social Value function needs to inform this stakeholder, and may require information from them, e.g. to assess the costs of potential Social Value measures, and to implement London Living Wage accreditation.
Technical Authority	The Social Value function needs to inform this stakeholder.
Technical Advisors	The Social Value function is unlikely to interface with this stakeholder.
Legal Advisers	The Social Value function may need to inform this stakeholder, and require information from them (e.g. on contractual requirements).
Planning Advisers	The Social Value function may need to inform this stakeholder, e.g. to update them on engagement activities with LB Enfield regarding DCO obligations.
Financial Lead	The Social Value function will need to inform this stakeholder when cost implications fall outside specific projects.
Supply Chain/Contractors	The Social Value function needs to consult with this stakeholder, and to work with them to successfully implement numerous elements of the Social Value Strategy.
Operator/LEL	The Social Value function is unlikely to interface with this stakeholder, though there may be some scope to learn

Stakeholder	Relationship
	lessons from LEL's experience in implementing social value measures e.g. regarding their ex-offenders recruitment programme.
Borough Officers	The Social Value function needs to consult with LB Enfield s106 officers to ensure the Social Value Strategy delivers against NLHPP's DCO obligations, and with other officers to gather information and secure support for the Social Value Strategy.
Members	The Social Value function needs to consult with this stakeholder, maintain engagement and seek decisions when necessary; this will be done via the Programme Director and the Managing Director.
Public	The Social Value function will have some interface through the public as part of some activities (e.g. schools programme, community projects), however this will be relatively limited and it is anticipated that many interactions with the public will be via the Communications team.