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PROGRAMME COMMITTEE
PROJECT BRIEFING

Delivering Social Value in the Community

16 March 2023



North London Heat and Power Project

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P02	08/03/2023	Programme Committee Project Briefing.

1. INTRODUCTION

- 1.1. This report provides Members with an update on the status of the North London Heat and Power Project (NLHPP) with regard to the delivery of social value. Progress against each social value theme is set out in section 2 including:

Community projects,
Apprenticeships,
Training placements,
Local businesses,
Local employment,
Schools programme, and
Equality, diversity and inclusion.

- 1.2. A summary of the social value data up to the end of January 2022 is provided in the social value dashboard included in Appendix A.

2. SOCIAL VALUE DELIVERY

- 2.1. The Energy Recovery Facility (ERF) Social Value Governance Board (SVGB), which comprises of council officers from seven NLWA boroughs, an NLWA Member, Acciona, and NLWA, met in January to guide delivery of social value outcomes on the project. The meeting was well attended, with representation from six of the seven NLWA-member boroughs. The key item on the agenda was the shortlisting of successful community projects (see details below). The SVGB also focused on discussing issues such as how best to work in partnership to ensure the opportunities enabled by NLHPP are reaching the local communities, including jobs and apprenticeships, training placements, and opportunities for local businesses. There was agreement from members on using their respective networks to promote NLHPP opportunities in each local area as they arise, a process which Board members felt worked well.
- 2.2. Given the pace of social value activities on the project, it was agreed that the SVGB would meet more frequently, moving from quarterly to two-monthly meetings. This will allow SVGB members to align more effectively and ensure no opportunities are being missed.

Community Projects

- 2.3. January signified the launch of the community projects workstream on the NLHPP. The high level of interest and quality of applications received across community organisations has been supported by the collaborative working across council officers and members of the SVGB as well as councillors who have helped to promote the initiatives to their respective local organisations.

- 2.4. As mentioned above, the SVGB met to agree the list of successful projects which will be supported. 15 initiatives from Enfield, Haringey and Waltham Forest have been selected to receive grants of up to £2,500, and five projects which bid for volunteer time will all be granted.
- 2.5. The initiatives which will be supported and their locations are:
- 2.5.1. AFK, Enfield – Working with Disability. The project will provide a travel training service for disabled children and young people. The project will support skills and confidence outcomes in young people to help the access education and employment.
 - 2.5.2. Edmonton Community Partnership, Enfield. The project will support the refurbishment for Pymmes Park Visitor Centre to support outreach activities and support enrichment for pupils and families, providing opportunities to support education and raise aspirations of young people.
 - 2.5.3. Enfield Island Youth and Community Trust (ENACT), Enfield. The project will develop a new community allotment space for five families, local youth groups and volunteers. The initiative will help to reduce social isolation, promote good health and wellbeing, as well as importance of recycling and sustainability.
 - 2.5.4. Express Tuition Ltd, Enfield. The project will provide employability training and mentoring for new migrants and victims of forced migration delivered over 12 weeks. Community members will join the courses to improve their skills and eventually do job applications and attend interviews in confidence.
 - 2.5.5. Residents of Edmonton Angel Community Together (REACT), Enfield. The project will support a community garden development and SOW WHAT WE REAP workshops for residents on sustainable gardening initiatives, in turn supporting social, economic, environmental and wellbeing outcomes.
 - 2.5.6. 21K Digital Media, Enfield. Project will offer 10 unemployed young people the opportunity to gain event planning skills to use in planning a careers event. The initiative will support local unemployed people to gain digital and employability skills.
 - 2.5.7. Disability Action Haringey, Haringey. The project will see the refurbishment of unit used by Disability Action Haringey. The new unit will provide a space for community to seek help and assistance.
 - 2.5.8. Ozer Umagen, Haringey. The project will involve the partnering with local special needs organisation to prepare food packages for struggling families. The initiative will provide volunteering opportunities for people

with learning disabilities, while providing essential support packages to local families.

- 2.5.9. Youth on the Move, Haringey. The project will offer disadvantaged young people aged 15-16 a midweek getaway for skill development and career guidance. The initiative will help address the risk of exclusion for young people, while supporting them to reach their potential.
- 2.5.10. Haringey Play Association (HarPA). The project will build a new woodwork station and open-air kitchen at Somerford Grove Adventure Playground. Young people who use the space will be engaged in the construction process, helping them gain new skills, improve confidence, and reduce their risk of exclusion and/or involvement in criminal activity.
- 2.5.11. Step by Step London, Haringey. The project will develop a sensory garden for local children to develop new skills and improve their social, emotional and physical health. The garden will help to engage with vulnerable groups in the community, including children and adults with autism, ADHD and other disabilities.
- 2.5.12. Whittingham Primary Academy Parent Teacher Association, Waltham Forest. The project is focused on school outdoor classroom gardening to build raised garden beds within the school to enable the children to come together to be able to plant various plants, including fruit and vegetables. The project will support greater engagement in nature among young people, as well as greater understanding of sustainability and biodiversity.
- 2.5.13. Friends of St Barnabas Church, Waltham Forest. The project will build a community living space and sustainable food pantry to provide a high quality safe space to deliver community services.
- 2.5.14. Walthamstow Toy Library and Play Centre, Waltham Forest. The project will deliver training for Forest School sessions in Langthorne Park. The initiative provides an opportunity to improve the local environment and wildlife, encourage outdoor play and appreciation of the natural world, and increased engagement with local communities.
- 2.5.15. Leytonstone and Wanstead Synagogue, Waltham Forest. The project will see the renovation of Synagogue Sukkah and communal gardens which are important assets for the community. The improvements will allow for greater engagement with community members who experience mental health issues and developmental disabilities who greatly enjoy being involved with Sukkot and gardening activities.

- 2.6. The community projects workstream presents a great opportunity to strengthen linkages with local community organisations and help deliver direct benefits to communities close to the NLHPP site.
- 2.7. The next round of applications for community projects is expected to launch in the summer and will be open to all NLWA boroughs.

Apprenticeships

- 2.8. Two new apprentices have been appointed on the project, taking the total number of apprenticeships created on the project so far to 30. The new appointments include a Corporate Responsibility and Sustainability apprentice from Haringey and a Project Controls apprentice from Waltham Forest, both with Acciona. The progress is reflected in the Social Value Dashboard in Appendix A.
- 2.9. Two further apprenticeship offers have been made to candidates to fill the HR Assistant role and the Building Information Modelling (BIM) Assistant role and the new joiners are due to start with Acciona at the end of February.
- 2.10. In response to request from Members, apprentices on the project in the future will be recruited from all NLWA boroughs without the initial focus on candidates from Enfield, Haringey and Waltham Forest as a priority area. The project team met with Acciona and the communications team to discuss the approach on how best to reach candidates. The team already has an established network of contacts across job brokerages in all seven boroughs who actively support on filling employment vacancies on the project. This relationship will now be expanded to apprenticeship recruitment as opportunities arise, in addition to promotion of apprenticeships through the SVGB.
- 2.11. Apprenticeship appointments are going to continue over the upcoming months. This includes two more apprenticeships which will open in April/May. The roles will provide an opportunity to trainees from seven NLWA boroughs from the Women into Construction course who will be completing their training placements on NLHPP in April to apply for the roles ensuring a pathway into employment.
- 2.12. In February during the National Apprenticeship Week, the NLHPP had a full calendar of events across the local area to promote apprenticeship pathways to students. This included the Leyton Sixth Form College Careers Fair, Waltham Forest College Job Fair, Haringey Works Apprenticeship Fair, as well as the Waltham Forest Apprenticeship Job Fair.



Figure 1 NLHPP at Haringey Apprenticeship Fair

Training Placements

- 2.13. Following the successful award of the Construction Skills Bootcamp to Enfield Council (which Acciona and NLWA supported), local unemployed residents are being recruited by Enfield to start their nine-week skills training. The project will provide three work placements, each two weeks in duration, for trainees in February and March. Trainees will be placed with Acciona and their subcontractor, Van Ellen.
- 2.14. The Women into Construction training placements are also being prepared, starting with an employer briefing event which took place in February for the organisations taking part. Acciona and NLHPP Advisor organisations will offer 16 women from seven NLWA boroughs training placements on the project across a range of disciplines.
- 2.15. Furthermore, Acciona is currently offering a four week paid training placement to an unemployed resident from Waltham Forest. If successful he will progress into an Admin Assistant apprenticeship role.

- 2.16. The overall progress on the delivery of training placements is detailed in the Social Value Dashboard in Appendix A. The total number of training placements delivered up to end of January 2023 is 141.

Local Businesses

- 2.17. The spend by contractors on businesses in the local area has increased £19.3m in total, which rises further to £28.4m when the spend by NLWA in relation to NLHPP construction is considered.
- 2.18. The spend is expected to increase further, as Acciona's supply chain have committed to a further £12m in local spend through their social value commitments. As such, the value of local spend commitments on the contract are already exceeding the contractual target of £16.5m. To drive local supply chain spend further, Acciona is planning a second "Meet the Buyer" event early in March 2023 in partnership with the main civils sub-contractor, Byrne Brothers.

Local Employment

- 2.19. To date, the rate of local employment on the project, i.e. who are from Enfield, Haringey and Waltham Forest, is 19%, rising to 25% where all NLWA boroughs are considered.
- 2.20. The creation of employment opportunities for local residents continues, with Acciona currently recruiting for two Site Operative roles. The project team has been working closely with officers from seven NLWA boroughs to ensure employment opportunities available on the NLHPP are reaching local residents. This has included promotion of job opportunities through job brokerages in the boroughs, as well as the NLHPP social media channels. The team is liaising with Acciona's HR Manager on an ongoing basis gauge what works best in the local recruitment process and identify lessons learned on an ongoing basis (e.g. good level of interest on social media to job postings, translating to interviews).
- 2.21. Furthermore, as part of the National Apprenticeship week in February, the project team and contractors attended a series of job fairs in Haringey and Waltham Forest to engage with candidates face to face.

Schools Programme & Equality, Diversity and Inclusion (EDI)

- 2.22. Engagement with young people commenced at pace with the start of the new academic term. A number of events have been held in January with a strong focus on inclusion. This included two events in Islington.
- 2.23. On the 23 January 2023, the project team visited the New River College Pupil Referral Unit which caters for pupils with social, emotional and mental health challenges as part of the school's careers week. The team delivered a session on a

large scale construction project, which was followed by an activity involving building structures from metal straws and other materials. Students were interested in the project and the concept of producing energy from waste in their local area.

- 2.24. A female engineer from Acciona shared her career path with students at the Elizabeth Garrett Anderson school for girls. The session supported the Year 10 students with mock interviews and a workshop to help prepare for their future and inspire girls to pursue a career in engineering and construction.
- 2.25. Further engagement is being planned across all NLWA boroughs in the run up and during the National Careers Week on week commencing 6 March. This includes work experience for 20 students from Haringey Sixth Form College hosted by the EcoPark South contractor, Taylor Woodrow in early March.
- 2.26. Furthermore, on 14 March the project team will be meeting with up to 30 young people in Enfield who are not in employment, education or training to talk about careers and opportunities on the project, in partnership with Acciona and Byrne Brothers.

3. MEMBER ENGAGEMENT

- 3.1. The project team has been developing content to expand the schools programme into primary schools. Members are asked to consider how engagement with primary schools could be supported to help deliver the programme.

4. EQUALITIES IMPLICATIONS

- 4.1. In carrying out this workstream, equalities issues are taken into account as relevant for that activity. In particular, it is acknowledged that work to encourage specific groups into the construction workforce is enhanced when role models are provided with similar characteristics. For this reason, a variety of individuals present at schools and careers events, and recruitment advertising emphasises inclusion.

5. COMMENTS OF THE LEGAL ADVISER

- 5.1. The Legal Adviser has been consulted in the preparation of this report and comments have been incorporated

6. COMMENTS OF THE FINANCIAL ADVISER

- 6.1. The Financial Adviser has been consulted in the preparation of this report and comments have been incorporated.

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Social Value Dashboard: January





Social Value Dashboard

Summary – data up to January 2023



Social Value Theme	Definition	Target	Progress
Development Consent Order (DCO) Obligations:			
Apprenticeships	S.106 obligation to provide 100 apprenticeships, each with a duration of 12 consecutive months. Apprenticeship means a training work scheme: (a) offered to a person ordinarily resident in the Local Area; (b) in any sector which directly relates to, and other work associated with the Project; (c) which, once successfully completed, will result in a nationally recognised qualification for the apprentice (including but not limited to NVQ Level 3 and 2); (d) at a minimum of 30 hours per week; and (e) offered on at least equivalent terms and conditions of employment to those benefitting Equivalent Workers, including paying a wage in accordance with industry norms	100	85 years of apprentices' employment
			30 individuals
On-site Skills Training Placements	S.106 obligation. 'On-Site Skills Training' means no less than 225 training placements offering relevant skills training in various sectors and provided throughout the Construction and Demolition Period, each placement being: (a) primarily on-site within the Application Site, but which may have an element of off-site classroom training; (b) offered on at least equivalent terms and conditions to those benefitting Equivalent Workers including paying a wage accordance with industry norms (if applicable); (c) one week duration; (d) provided to a school or college leaver, or an adult who has not been employed in the construction industry during the previous six (6) months.; and a person undertaking such a training placement shall be an 'OSS Trainee'.	225	141
LB Enfield targets, adopted as measure by NLHPP:			
Local Labour	Target to promote local employment. Contractors should employ suitable candidates from the local area (London Boroughs of Enfield, Haringey and Waltham Forest)	25%	19%
Local Businesses	Target to maximise contractors' expenditure within the local area (London Boroughs of Enfield, Haringey and Waltham Forest)	10%	15% £19.3m (local spend by contractors to date)
		-	£28.4m (local spend by NLWA & contractors to date)
Delivery against Industry Benchmarks:			
Equality, Diversity & Inclusion (EDI)	The project aims to promote women in on-site construction workforce. Representation of women varies across different trades and nature of the roles. Monitoring continues to establish reliable benchmark comparisons.	-	3%*
	The project aims to promote Black, Asian and Minority Ethnic (BAME) Groups in on-site construction workforce. Monitoring continues to establish reliable benchmark comparisons.	-	15%*

**Not all employees have chosen to report on ethnicity and gender, and the statistics are likely an underestimate. NLHPP is working with contractors to improve data collection.*

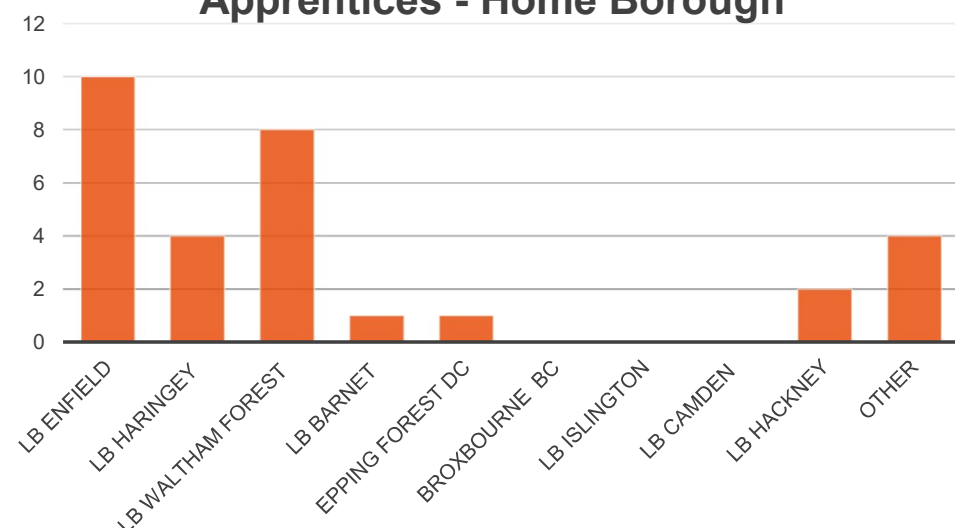


Social Value Dashboard

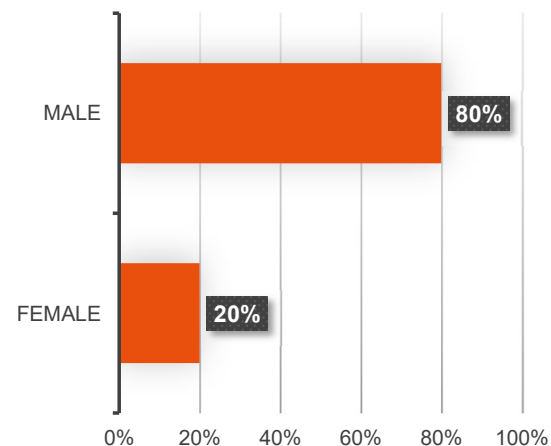
Apprenticeships



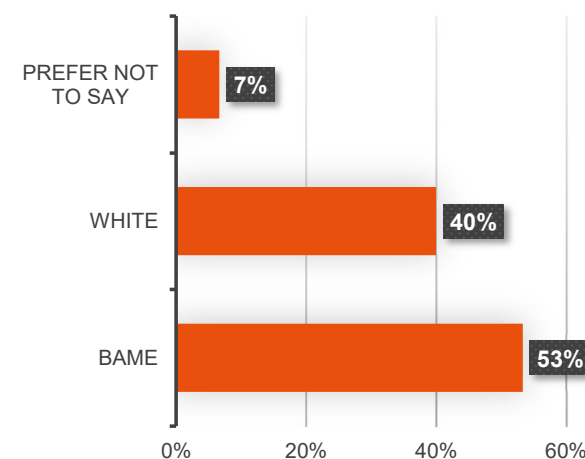
Apprentices - Home Borough



Apprentices - Gender



Apprentices - Ethnicity



Apprentices – Home Borough	Local Wards
LB Enfield	Bowes (1); Bullsmoor (1); Grange Park (1); Haselbury (1); Jubilee (2); Lower Edmonton (2); Southbury (2)
LB Haringey	Hermitage & Gardens (1); Tottenham Central (1); Tottenham Hale (1); White Heart Lane (1);
LB Waltham Forest	Higham Hill (1); Larkwood (1); Hatch Lane & Highams Park North (1); William Morris (1); High Street (1); Endelbury (1); Chingford Green (1); Chapel End (1)
LB Hackney	Haggerston (1); Woodberry Down (1)
LB Barnet	Barnet Vale (1)

Delivery & Monitoring:

Data on origin, ethnicity and gender relating to apprentices is collected from contractors on site for monthly reporting.

Local employment and recruitment of apprentices is prioritised in the contract (in particular in LB Enfield, LB Haringey and LB Waltham Forest, followed by other north London boroughs).

All construction contractors have policies to encourage equality and diversity in their recruitment practices. They have obligations under the contract with NLWA to eliminate all forms of discrimination in employment practices in accordance with an established single equality scheme.

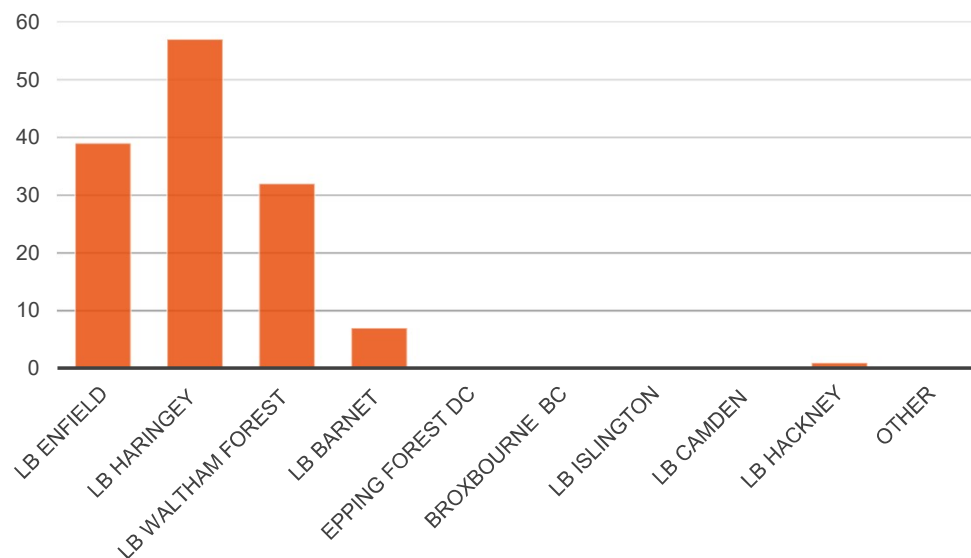


Social Value Dashboard

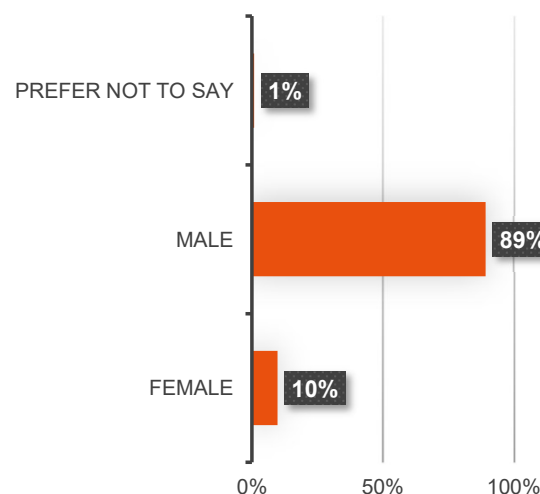
On-site Skills Training Placements



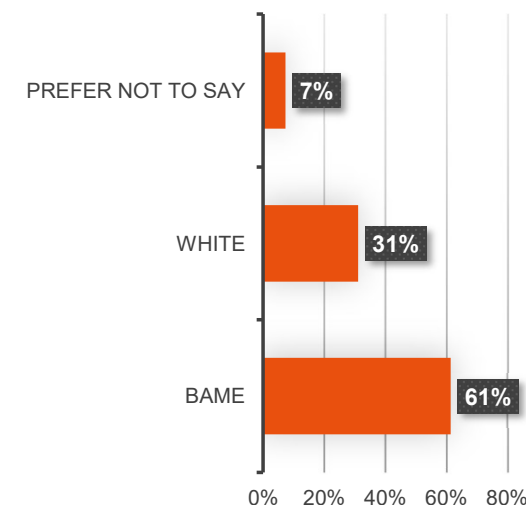
Trainees - Home Borough



Trainees - Gender



Trainees - Ethnicity



Delivery & Monitoring:

Delivery of training placements is targeted at a variety of EDI groups. To date, all trainees are from groups forming part of our EDI categories including long-term unemployed and lone parents.

Training placements are prioritised for local residents (in particular in LB Enfield, LB Haringey and LB Waltham Forest, followed by other north London boroughs). Recruitment of trainees is facilitated through engagement with local Job Centres and agencies.

EDI data relating to the on-site trainees is collected through an end of placement survey and where possible supplemented by information from the training provider. Not all respondents have chosen to report on ethnicity and gender. Information is based on a responses from 121 out of 141 trainees (86%).