



DELIVERING SOCIAL VALUE
IN THE COMMUNITY

Programme Committee Project Briefing



North London Heat and Power Project

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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:

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

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

2. SOCIAL VALUE DELIVERY

Apprenticeships

2.1. The number of apprenticeships created on the project so far has increased to 28. This includes a new quantify surveyor apprentice from Waltham Forest who joined the project in November with NLHPP Advisor organisation, RLB. The progress is reflected in the Social Value Dashboard in Appendix A.

2.2. In addition, the project is continuing to safeguard employment for three local apprentices on the EcoPark South contract who have been transferred to the NLHPP from the neighbouring Meridian Water development due to delays with the scheme. The three apprentices are from Enfield and the NLHPP played an important role in providing continuity of employment for them, as their apprenticeships were at risk. The apprentices have been working on the project since May 2022 and will likely remain on the NLHPP until the end of the EcoPark South contract in 2023.

2.3. On the Energy Recovery Facility (ERF) contract, recruitment for five apprenticeship vacancies has been ongoing in November, and local candidates have been interviewed in December for roles in project controls, administration, finance, document control, and collaboration. The new apprentices are expected to start in January 2023 once appointed.

2.4. To ensure the new cohort of apprentices feel welcome and connected across the NLHPP, the Apprentices Network has been refreshed in November to welcome the new cohort of apprentices from Acciona and introduce them to existing apprentices on the NLHPP. The apprentices met on site and expressed interest in learning about each other's respective organisations, hearing from experienced professionals on

the project, as well as using the sessions to network with each other and experienced professionals. The Network also provides apprentices with an opportunity to practice their communication and presentation skills as they take turns presenting on a subject of choice. The next Apprentices Network will be held in January 2023.

Training Placements

- 2.5. The delivery of training placements has resumed on the project with the commencement of ERF training placements. A lot of preparation has gone into delivery of training placements to ensure they provide a direct route into employment on the project, and this is already being evidenced on the ERF contract. The first programme of training placements for unemployed local women has been delivered in partnership with Haringey Works and Waltham Forest College, where the project provided placements for two women which are aligned to the current recruitment opportunities on the project. Participants have secured interviews for the vacancies on the project. Furthermore, an unemployed candidate who had no construction experience was engaged through the Waltham Forest Jobs Fair as part of a Site Operative Training Placement, which included a four week paid site placement, CSCS Health and Safety Level 1 training and successful completion of the CSCS touch screen test. This individual has been recruited as a Site Operative Apprentice.
- 2.6. Looking ahead to the new year, Acciona is working with Women into Construction to plan a work placement programme for Spring 2023 aligned to employment opportunities within the main civils works package. Engagement also continues with Enfield Council to support their Construction Skills Bootcamp programme.
- 2.7. 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 has increased to 141.

Local Businesses

- 2.8. Monthly data collected from contractors shows that the project is achieving 15% spend by the Authority's main contractors with local sub-contractors and suppliers based in London Boroughs (LB) of Enfield, Haringey, and Waltham Forest. This progress is set against a project target of 10% of main contractors' spend on sub-contractors and suppliers being local as agreed with LB Enfield as part of Section 106 monitoring (although it is not a Section 106 obligation). This proportion of local spend equates to £15.2m to date.
- 2.9. Spend directly by the Authority is also monitored in relation to NLHPP construction spend. This shows that when NLWA and main contractors' spend is considered

together, the project has injected over £24.3m directly into the local economy in Enfield, Haringey and Waltham Forest.

- 2.10. On the ERF contract, the contractor has so far committed to over £9 million of purchases with local suppliers across seven NLWA boroughs. Of the total committed, £901k has been spent to date.
- 2.11. To support achievement against target, Acciona is planning further engagement with the local supply chain through a second “Meet the Buyer” event early in 2023 in partnership with the main civils sub-contractor when appointed.

Local Employment

- 2.12. To date, the rate of local employment on the project, i.e. who are from Enfield, Haringey and Waltham Forest, is 19%, rising to 24% when all NLWA boroughs are considered.
- 2.13. On the ERF contract specifically, this figure is much higher, with 27% of the workforce to date from Haringey, Enfield and Waltham Forest, which increases to 48% when all NLWA boroughs are considered.
- 2.14. The creation of employment opportunities for local residents continues, with Acciona currently recruiting for three roles including a Site Operative, a Measurement Quantity Surveyor, and a Construction Planner.

Schools Programme

- 2.15. The delivery of the NLHPP schools programme achieved a new milestone in December, with the number of students engaged in the programme to date reaching over 1,190. Over 44 sessions have now been delivered across 23 schools in Enfield, Haringey, Waltham Forest, Hackney and Islington. Plans are already in place to engage with schools in the two remaining boroughs (Camden and Barnet) by early 2023.
- 2.16. November has been a particularly busy month for the schools programme, with 11 schools sessions delivered by a wide range of organisations on the project, including NLWA, Acciona, Taylor Woodrow, Arup, AECOM, and RLB. This allows the programme to offer insights from professionals in a wide range of fields, roles, and levels, from apprentices through to senior managers. Feedback from students consistently shows that majority of students have an improved understanding of the variety of job roles available in the construction and engineering-related sectors (60% of students on average), with consistent increases in the number of students who would consider a career in the sector as a result of the engagement, and an increased likelihood of pursuing apprenticeships.

- 2.17. Among these school events was the Green Skills event for years 9 and 10 at the London Stadium, which offered a great opportunity to raise the profile of the NLHPP. The project team engaged with over 150 students from a range of London boroughs, including delivery of workshops for 64 students from four schools in LB Waltham Forest and LB Enfield. Feedback from the students highlighted how much the students enjoyed the sessions and valued what they had learned. Comments from students included: *'I found it very interesting and eye-opening'*, *'I had a lot of fun today in the sessions'* and *'It was really fun, and we learned many things, I really enjoyed it'*. It was great to see so many students engaging with the project and enthusiastic about green skills, the industry and associated opportunities.



Figure 1: NLHPP at the Green Skills Event

Equality, Diversity and Inclusion (EDI)

- 2.18. Engaging with hard to reach groups and encouraging representation of women and ethnic minorities in NLHPP's workforce remains a key focus of social value delivery on the project. Cllr Diakides and Cllr Bevan of Haringey met officers on 22 November. This enabled the project to team to make better links with groups representing young people, especially those at risk of school exclusion and getting caught up in crime. As a result of the meeting, NLHPP staff met representatives

from Haringey Community Gold (HCG) and North London Partnership Consortium, identifying opportunities to work together. The NLHPP team is now developing tailored support to help HCG participants access opportunities, which could include role model mentoring, placements to help them learn about work involved, and training to assist them in preparing for employment

- 2.19. Work is also ongoing to engage with children with special educational needs (SEN). In December, the team attended a Careers Fair at the Lime Academy Hornbeam (Waltham Forest) which caters for children with additional needs. The session included an interactive spot-the-hazard activity for Year 8 and 9 students and their parents, as well as targeted discussions where members of the team were matched with students who have expressed an interest in the construction sector. Furthermore, the team is currently working with an SEN school in Barnet to tailor the programme content to deliver to their students in late January.
- 2.20. In November, the Project Team organised an NLHPP Inclusion Summit. This was done in partnership with the organisations delivering the project. The purpose was to provide a key reminder and focal point for future action. There is a clear message that as promoters we want NLHPP to be a role model for promoting equality, diversity and inclusion across all teams involved in the project. In addition, we want to be able to share experiences from our project so that it has a positive impact beyond our work and into the construction sector more generally. The summit included participants who had leading roles in promoting this agenda in organisations such as HS2, Network Rail and Wates Construction. Participants confirmed that the summit highlighted the importance organisations working together to create an inclusive and anti-racist project environment. The project leadership will arrange further opportunities to promote and embed this message.

Community Projects

- 2.21. Acciona has launched the community projects initiative – RE-Power Communities - to local community organisations in November, with applications being accepted up to 20 January 2023. The initiative allows applications for volunteering time and small grants (of up to £2,500) towards local projects. In December, Acciona hosted an information session on the initiative and the application process for organisations which had expressed interest. Similar sessions will be on offer in early January.

3. MEMBER ENGAGEMENT

- 3.1. Members are asked to consider how local supply chain opportunities, employment, youth engagement and the schools programme can be progressed in their areas and provide comments. Officers will continue to liaise with borough officers in relevant departments – economic development and education in particular.

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.

APPENDIX A: SOCIAL VALUE DASHBOARD



Social Value Dashboard: December





Social Value Dashboard

Summary – data up to November 2022



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	81 years of apprentices' employment 28 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% £15.2m (local spend by 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.	-	4%*
	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.

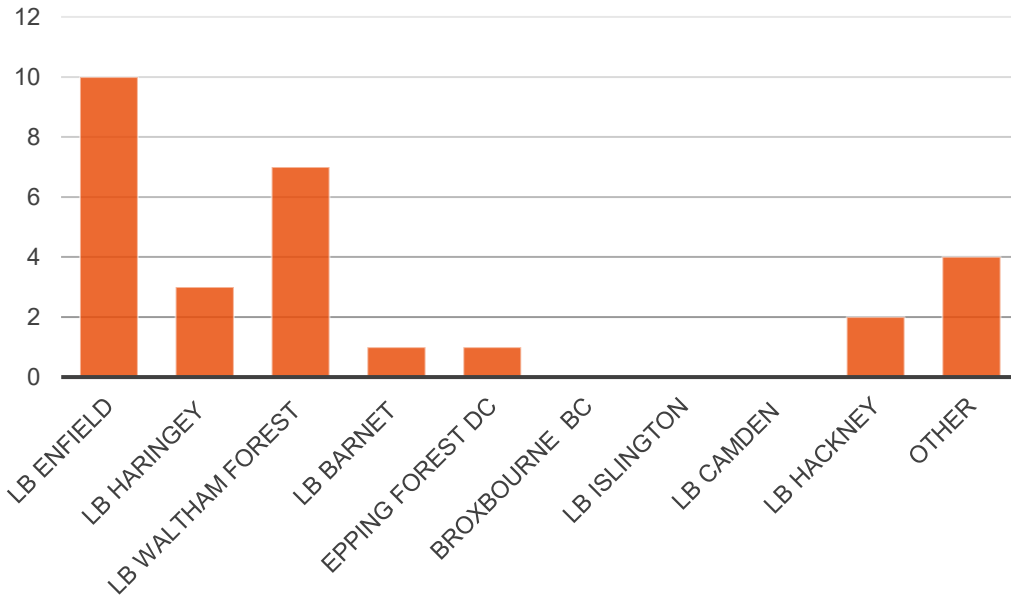


Social Value Dashboard

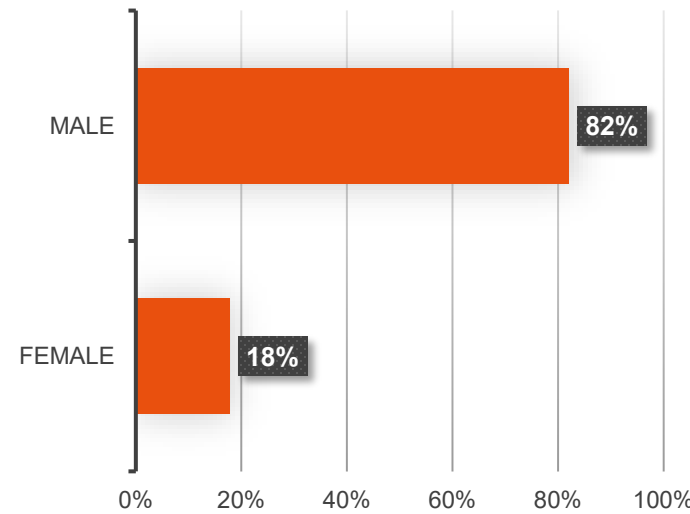
Apprenticeships



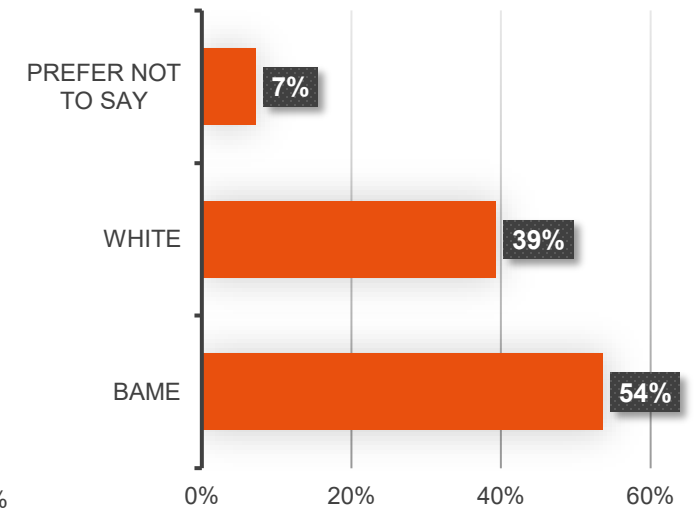
Apprentices - Home Borough



Apprentices - Gender



Apprentices - Ethnicity



Apprentices – Home Borough	Local Wards
LB Enfield	Upper Edmonton (1); Turkey Street (1); Southbury (1); Lower Edmonton (2); Jubilee (3); Grange (1); Chase (1)
LB Haringey	Tottenham Hale (1); Seven Sisters (1); White Heart Lane (1)
LB Waltham Forest	Higham Hill (1); Larkwood (1); Hatch Lane (1); William Morris (1); High Street (1); Endelbury (1); Chingford Green (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.

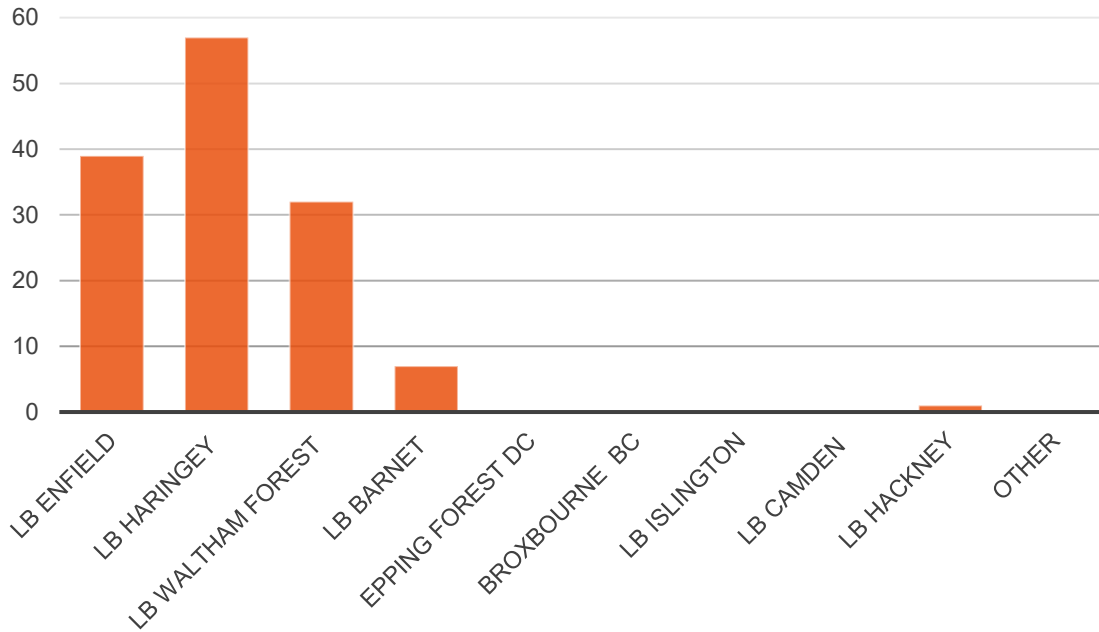


Social Value Dashboard

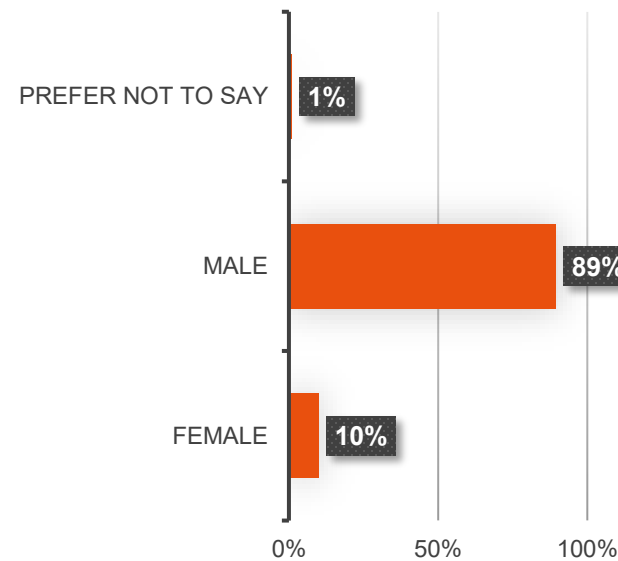
On-site Skills Training Placements



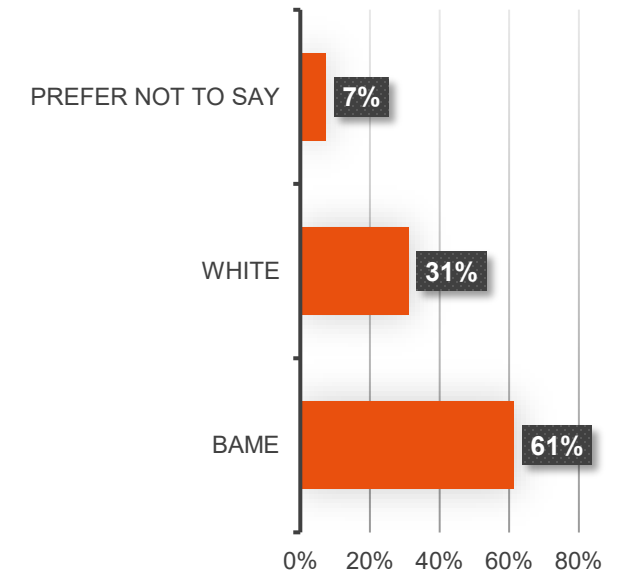
Trainees - Home Borough



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%).