

**NORTH LONDON WASTE AUTHORITY**

**REPORT TITLE:** DELIVERING SOCIAL VALUE IN THE COMMUNITY

**REPORT OF:** MANAGING DIRECTOR

**FOR SUBMISSION TO:** PROGRAMME COMMITTEE


**DATE:** 7 SEPTEMBER 2023

**SUMMARY OF REPORT:**

This report provides an update on progress made and plans for delivering Social Value on the North London Heat and Power Project.

**RECOMMENDATIONS:**

The Programme Committee is recommended to comment on and note the content of the report.

**SIGNED:**  ..... **Managing Director**

**DATE:** 25 August 2023

## **1. INTRODUCTION**

- 1.1. The North London Heat and Power Project (NLHPP) is continuing to deliver high quality Social Value outputs across a number of different workstreams throughout the NLWA area. Progress against each social value theme is set out in section 2 including:

Apprenticeships;  
Training placements;  
Local labour;  
Local businesses;  
Community projects; and  
Schools engagement

- 1.2. A summary of the social value data up to the end of July 2023 is provided in the social value dashboard.
- 1.3. The Social Value team are also currently preparing a study, which will assess Social Value across the whole NLHPP. An update on this is provided below.

## **2. SOCIAL VALUE DELIVERY**

### **Apprenticeships**

- 2.1. The facilitation of apprenticeship opportunities for local residents continues to be a key target for the NLHPP. September is a particularly key month. It represents the start of the academic year, including enrolment on courses for new apprentices. A total of 10 new apprentices have now been appointed and they will enrol on their courses later this month, These 10 appointments comprise four directly with Acciona and six apprenticeship opportunities with Byrne Brothers, the main civils sub-contractor on the Energy Recovery Facility. The latter six roles include Quantity Surveyor, Engineering Technician and Formwork Carpenter apprentices. All of the candidates involved in the recruitment process for these roles are residents of the NLWA area, with one candidate from each of the following boroughs: Enfield, Haringey, Waltham Forest, Camden, Islington and Hackney. We will supply more details in person at the 7 September Programme Committee.
- 2.2. The four Acciona apprentices are pursuing Health and Safety, Design and Build, Accountancy and Artificial Intelligence courses. A positive feature of these four apprenticeships is that all of them had previously undertaken training placements on the NLHPP, which strengthens the sense of career progression within the Project. The four apprentices comprise of candidates from Haringey and Waltham Forest and include two female appointments (in Accountancy and Health and Safety roles). The Health and Safety apprenticeship position has been filled by a Haringey resident who participated in the Women into Construction (WiC) Training Placement Programme earlier this year.

- 2.3. Further apprenticeship opportunities will come forward later in 2023, in sectors including catering, business administration, design and payroll. All upcoming apprenticeship roles will be promoted via the Social Value Governance Board and with local job brokerages.
- 2.4. Apprenticeship opportunities on the NLHPP also continue to be promoted at in-person events by Acciona and their sub-contractors as well as the wider Project team. On 29 June, the NLHPP was represented at the Apprenticeship Festival, organised by London Borough of Waltham Forest, to promote available vacancies with local residents. There was a good level of engagement with those who attended the event as well as interest in the NLHPP. The team continue to identify opportunities to attend similar events across the NLWA area.
- 2.5. To date across the NLHPP, excluding the ten apprenticeship positions who will shortly be enrolling in their courses, 35 apprenticeships have been provided. This number has unfortunately slightly reduced since the last report, as a result of one of the apprentices deciding to pursue a career change. The team will continue to encourage the contractor to replace this position with another local candidate.

### **Training Placements**

- 2.6. The first round of the WiC training placements has already resulted in a number of positive outcomes. In addition to the Acciona apprenticeship mentioned above, another participant has been offered a paid summer placement with Rider Levett Bucknall construction cost advisers. The final destination report of the trainees (detailing the employment outcomes) is currently being prepared by WiC. After the success of this first round, Acciona are exploring ways in which the programme could be replicated to deliver a second round of WiC placements for local residents. This round would support the upcoming mechanical and electrical works associated with the ERF, a sector currently suffering from skills shortages. Separately to this, a further programme is being explored by contractors, to be focused on care leavers in the local area.
- 2.7. Over the past couple of months, the Acciona Building Information Management (BIM) programming team has also been supporting a trainee in a long term training placement position. This trainee has now been recruited as an apprentice and will enrol in an Artificial Intelligence course, as referenced in section 2.2 above, in the autumn.
- 2.8. A supported intern has also been working part time within the Social Value Team on Site, whilst finishing her school placement at West Lea, a local Special Educational Needs (SEN) school based in Enfield. As she has now finished her school placement, she has moved into a long-term training placement on the NLHPP, with the intention for her to progress into an apprenticeship position with Acciona once a suitable course can be identified. The opportunity for Acciona to

participate in the supported internship programme originated through an introduction from the NLHPP team, as part of the NLWA School Engagement Programme. Throughout her internship, her tasks have involved preparation of content for the School Engagement Programme and organising student Site Visits. West Lea School will be undertaking a student site visit and workshop at the NLHPP at the start of the next academic year.

- 2.9. A total of 158 training placements have been completed on the NLHPP to date. This represents more than two thirds of the total required under the Development Consent Order for the project. Not only is good progress being made on this issue, but the Social Value team are in discussions with London Borough of Enfield as to how the longer training placements (such as the WiC placements) can be adequately credited.

### **Local Labour**

- 2.10. The Project is on track with the local labour target, with 26% of the on-site workforce being a resident of the seven NLWA boroughs.
- 2.11. There are also a number of job opportunities which are currently being recruited for, including a Social Value Manager position with Byrne Brothers as well as a vacancy with the on-site catering team. Acciona are also now recruiting for two further positions, a General Site Operative (deadline for applications is 8 September) and a Site Administrator (deadline of 4 September). These opportunities have been shared with the Social Value Governance Board and with local job brokerages.
- 2.12. At the end of June, Byrne Brothers delivered an in-person workshop session with job seekers at Edmonton Green Library, which was organised in partnership with London Borough of Enfield and Job Centre Plus. The event was very successful, with one of the job seekers applying for a Byrne Brothers apprenticeship position as a result of this interaction.

### **Local Businesses**

- 2.13. The NLHPP remains on target in relation to contractor supply chain spend at 10%. To date, £26.4 million has been spent by NLHPP contractors within the local supply chain (rising to nearly £35.9 million if this also takes account of NLWA spend). Since starting delivery of the ERF, Acciona have made good progress towards their target, with £5.7 million being spent so far within the seven NLWA boroughs. Once committed spend from Acciona and their supply chain is realised, this is predicted to rise to £20.7 million spent with local businesses.

## Community Projects

- 2.14. The second round of RE-Power Communities was launched in July, Acciona's community projects programme. This round is open to organisations from all seven NLWA boroughs. Both monetary grants and volunteering time are on offer for local community groups to apply for. The Acciona resource bank also continues to be available for local groups, whereby useful materials from the construction site are donated to communities. The launch of RE-Power Round 2 has been promoted via the Social Value Governance Board, with existing contacts at local community groups, via the NLHPP social media channels and website. The website link is at <https://northlondonheatandpower.london/community/re-power-communities> for ease of reference to anyone reading this report.
- 2.15. The priorities of the second round of RE-Power Communities are:
- Places and spaces that matter to communities are improved;
  - People are helped to reach their potential;
  - Vulnerable people within the community are supported;
  - Community networks that respect cultural diversity are strengthened;
  - A legacy of stronger and more connected communities is achieved;
  - Local environments and biodiversity are enhanced; and
  - People are supported to increase green skills and tackle climate change.
- 2.16. The deadline for applications for this second round is 29 September 2023, at which point members of the Social Value Governance Board will decide the successful applicants. A number of online drop in sessions have been or will be hosted by Acciona over the course of the application period on the following dates: 25 July 2023 (4:30pm-6:00pm), 24 August 2023 (6:00pm-7:30pm) and 11 September 2023 (11:00am-12:30pm).
- 2.17. Progress also continues to be made with the projects under the first round, with a total of 363 volunteering hours delivered and £81,702.97 donated in community grants. Byrne Brothers have delivered a number of volunteering hours to assist with local Projects such as Leytonstone Synagogue, which is due to be completed in September. Haringey Play Association were awarded a grant under round 1 of the scheme and in August 2023 this was successfully completed. The funding allowed for carpentry skills workshops to be delivered to local young people. This has resulted in an outdoor kitchen being built at Somerford Grove adventure playground.



An outdoor kitchen has been built by Haringey Play Association, using funding from the round 1 of RE-Power Communities

### **Schools Engagement**

- 2.18. In the lead up to the end of the academic year, the schools programme continued to engage with a wide range of students throughout the NLWA area via different means of engagement.
- 2.19. Since June, Acciona have delivered two student site visits to the NLHPP. This includes visits from the Bridge Academy and Lubavitch Senior Girls School, which are both Hackney-based schools. These visits involved students participating in a tour of the construction site, hosted by Acciona and then delivery of workshop session about the NLHPP and routes into employment. The feedback received from these visits was very positive. There will be further opportunities for schools to participate in these site visits delivered from September, at the start of the next academic year. The team are continuing to promote these opportunities through existing contacts made through the school engagement programme.



Students from Lubavitch Girls School (Hackney) on a student site visit with Acciona in July

- 2.20. Five students have also visited site to participate in work experience opportunities during June and July 2023. This has included students from New River College (an Islington based Pupil Referral Unit (PRU), Alexandra Park School (Haringey), Oasis Academy Hadley and AIM North London (both Enfield-based). All of these students participated in at least a week's work experience (with the exception of the Oasis Academy Hadley student, who volunteered for two weeks worth of on-site work experience). These students also reported that they enjoyed coming to site and appreciated assisting with a range of tasks in different teams across the week(s).
- 2.21. The NLHPP has also continued to engage with local Primary School students. On 6 July 2023 the team visited Galliard Primary School in Enfield to deliver a workshop session to the student eco-council. The team delivered a workshop focused on the concept of sustainability, how this relates to the NLHPP and the ways in which this could lead to future career opportunities. They discussed benefits of sustainability and how this could be implemented at home and at school, and the students prepared posters to encourage behavioural change within their community.



The Project team visited Galliard Primary School (Enfield) in July to deliver a workshop session with the student Eco-Council

2.22. At the end of the academic year, members of the team (including Taylor Woodrow) visited Southgate School in Enfield to present on 'delivering a large scale construction project' to Year 9 students. The students learnt about the process involved in delivering the NLHPP and participated in a project management workshop exercise. Again, positive feedback was received from the students, with a number reporting that they would now consider a career in the construction industry or pursuing an apprenticeship route to employment.





The Project team also visited Southgate School (Enfield) to deliver a workshop session for Year 9 students

- 2.23. Currently, students are on the summer break and so there has been limited engagement with schools throughout July and August 2023. That said, a number of schools have expressed interest in participating in the school engagement programme from September 2023 and a number have also requested student site visits to the NLHPP. The team are reviewing the content and promotional materials associated with the programme to ensure that these are as up to date and interactive as possible.
- 2.24. The NLHPP has now engaged with 2,312 students from 47 schools in 66 sessions across all seven NLWA boroughs. Throughout the programme, 305 staff hours have been delivered. Up until the end of the academic year, workshops have been delivered in three local primary schools, one PRU and four SEN schools. The team continue to seek out opportunities to engage with students across the NLWA area, with a particular focus on encouraging participation with underrepresented groups, to highlight the range of career opportunities within the industry.

#### **Assessment of Social Value across the NLHPP**

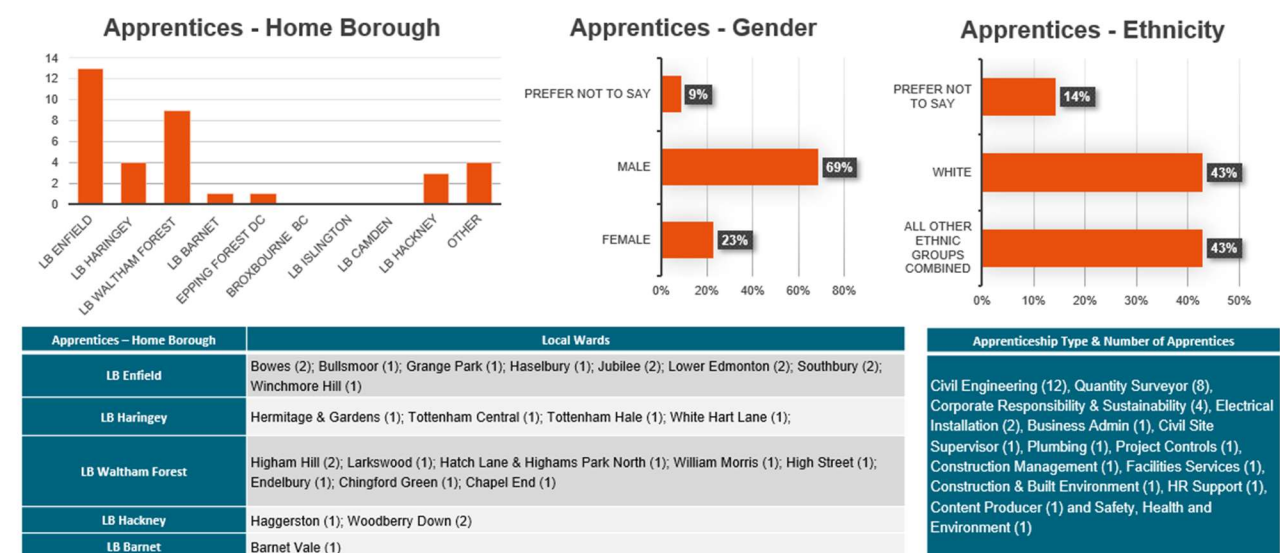
- 2.25. We are currently preparing a study which draws together the impact of social value action being delivered across the NLHPP as a whole. This will seek to quantify the impact of the various initiatives across the Project and will be supported by case studies of the substantial opportunities being delivered and will also demonstrate alignment to the United Nations Sustainable Development Goals. Data to inform this study is currently being collated.

# Social Value Dashboard

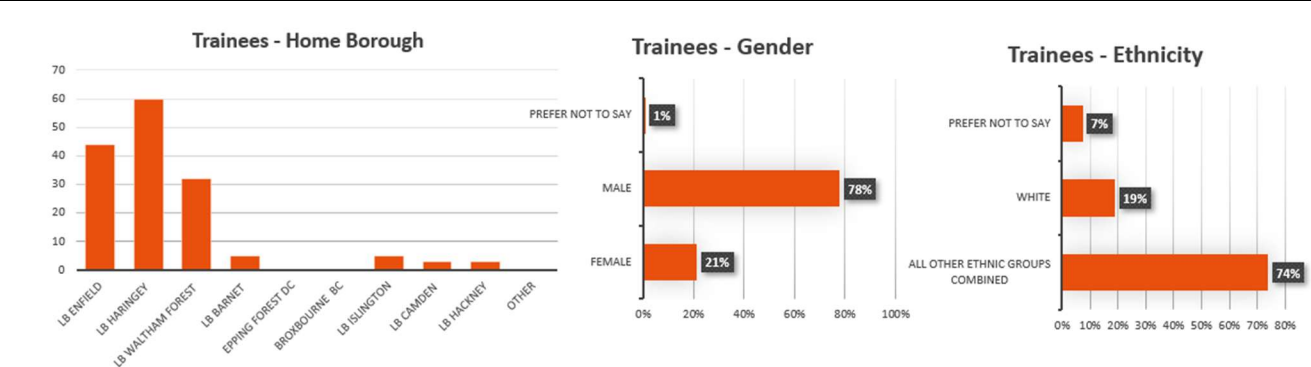
Social Value Theme	Target	Progress
<b>Development Consent Order (DCO) Obligations:</b>		
<b>Apprenticeships</b>	<b>100</b>	<b>91</b> years of apprentices' employment <b>35</b> individuals
<b>On-site Skills Training Placements</b>	<b>225</b>	<b>158</b>
<b>LB Enfield targets, adopted as measure by NLHPP:</b>		
<b>Local Labour</b>	<b>25%</b>	<b>26%</b>
<b>Local Businesses</b>	<b>10%</b>	<b>10%</b>
		<b>£26.4m</b> (local spend by contractors to date)
		<b>£35.9m</b> (local spend by NLWA & contractors to date)
<b>Delivery against Industry Benchmarks:</b>		
<b>Equality, Diversity &amp; Inclusion (EDI)</b>	The project aims to promote women in on-site construction workforce	<b>3%*</b>
	The project aims to promote Black, Asian and Minority Ethnic (BAME) Groups in on-site construction workforce.	<b>14%*</b>

\*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.

## Apprenticeships



## Training Placements



### Delivery & Monitoring:

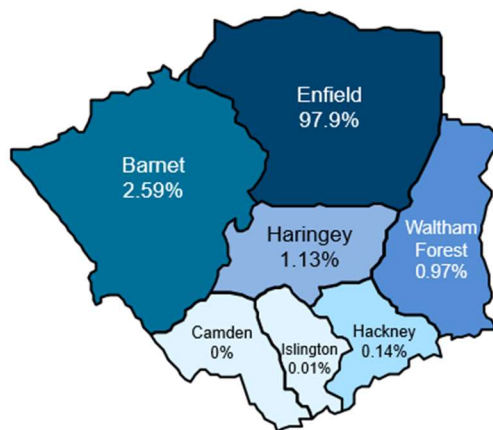
Delivery of training placements is targeted at a variety of EDI groups. To date, all trainees are from groups forming part of our EDI categories including long-term unemployed and lone parents.

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.

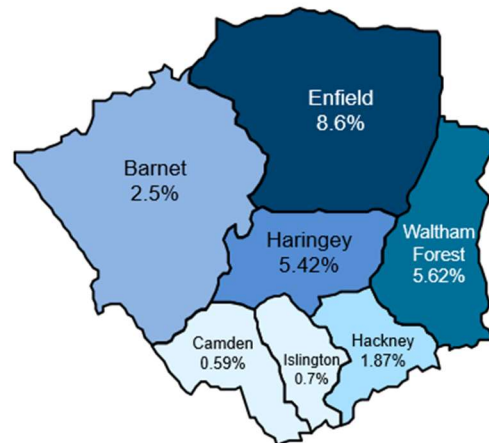
EDI data relating to the on-site trainees is collected through an end of placement survey and where possible supplemented by information from the training provider. Not all respondents have chosen to report on ethnicity and gender. Information is based on a responses from 119 out of 138 trainees (86%).

## Local Business Spend and Local Employment

### Local Business Spend by Borough



### Local Labour (all jobs) by Borough



The maps above display the distribution of local business spend and borough of local residents across the NLWA area, with the darker colours representing a higher percentage share. It is recognised that there is a disparity in terms of the distribution of local spend and local employment. The team will continue to signpost employment opportunities available on the Project through the Social Value Governance Board as well as via local job brokerages. As development of the ERF continues, more procurement opportunities for local businesses will arise through the supply chain. A number of 'meet the buyer' events will be held with local SMEs throughout the year, open for all businesses across the NLWA area. These opportunities will be promoted through the Social Value Governance Board and via the NLHPP digital channels.

## Schools Programme and Community Projects

### Schools Programme

	Secondary	Primary
<b>Total Number of schools engaged</b>	<b>44</b>	<b>3</b>
LB Enfield	10	1
LB Haringey	7	1
LB Waltham Forest	14	-
LB Barnet	3	-
LB Islington	5	-
LB Camden	1	1
LB Hackney	4	-
Other	-	-
<b>Number of SEN Schools Engaged</b>	<b>4</b>	
<b>Number of PRUs Engaged</b>	<b>1</b>	
<b>Number of sessions held</b>	<b>66</b>	
Sessions on careers topics	56	
Sessions on STEM topics	8	
<b>Number of students engaged</b>	<b>2312</b>	
<b>Number of staff involved</b>	<b>129</b>	
<b>Number of staff hours</b>	<b>304.5</b>	
<b>Number of site visits</b>	<b>12</b>	

### Community Projects

<b>Number of organisations supported</b>	<b>18</b>	
LB Enfield	6	
LB Haringey	6	
LB Waltham Forest	5	
LB Barnet	1	
LB Islington	-	
LB Camden	-	
LB Hackney	-	
Other	-	
	<b>Delivered</b>	<b>Target</b>
<b>Number of volunteer hours</b>	363	9,775
<b>Donation total</b>	£81,702.97	£187,500.00

### 3. EQUALITIES IMPLICATIONS

- 3.1. 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.

### 4. COMMENTS OF THE LEGAL ADVISER

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

**5. COMMENTS OF THE FINANCIAL ADVISER**

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

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