

**NORTH LONDON WASTE AUTHORITY**

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

**REPORT OF:** MANAGING DIRECTOR

**FOR SUBMISSION TO:** PROGRAMME COMMITTEE

**DATE:** 18 JANUARY 2024

**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:** 8 January 2024

## **1. INTRODUCTION**

- 1.1 The North London Heat and Power Project (NLHPP) is making progress in delivering social value across all north London boroughs in a number of different workstreams. Progress against each social value theme is set out in section 2, including:

- Apprenticeships
- Training placements
- Local Labour
- Local businesses
- Community projects
- Schools engagement

- 1.2 A summary of the social value data up to the end of November 2023 is provided in the social value dashboard.

## **2. SOCIAL VALUE DELIVERY**

### **Apprenticeships**

- 2.1 The number of apprenticeships created on NLHPP currently stands at 46, with 14 new apprenticeships being created throughout 2023. For monitoring purposes, as detailed in the Social Value Dashboard at the end of November 2023, there are 39 apprenticeships reported in the headcount, as these are apprenticeships which have either been delivered or are underway on the NLHPP. Any apprentice who leaves the NLHPP and their apprenticeship course before completing a full 12 months is excluded from the headcount and apprenticeship years, but still counted as a created opportunity.
- 2.2 In 2024, Byrne Brothers have committed to a further six apprentices. It is planned that these opportunities will come forward between May and September. Details of these vacancies will be shared with the Social Value Governance Board, including borough representatives, as well as local job brokerages and via the NLHPP digital channels.
- 2.3 The social value team has been working with Acciona to refresh the apprentice network, an opportunity for all apprentices working at different organisations across the NLHPP to meet and learn from one another. Following feedback from apprentices, the new network meeting has been organised to focus on three core sessions, which will rotate on a quarterly basis:
- 2.3.1 Employer-led sessions which address opportunities and challenges for apprentices within each employer organisation;

- 2.3.2 Project-wide apprentice network sessions that focus on sector specific learning and career development and an opportunity for all apprentices to come together;
- 2.3.3 Social Impact Days provide volunteering opportunities to participate in social value activities that align with existing programmes, such as the RE-Power Communities scheme.



Figure 1: The new apprentice network session on 21 November, with a talk from Douglas Chisholm, Delivery Lead, and tour of the Resource Recovery Facility

- 2.4 The apprentices enjoyed the new format of the session, with one of the local apprentices feeding back that *'Douglas' [Chisholm's] talk was truly inspirational, illustrating the diverse career paths that led him to his current position. It reinforced the notion that careers aren't linear; adaptability is key. The Resource Recovery Facility tour, led by Trudi, was eye-opening, revealing the scale of the Project.'*
- 2.5 There are also three NLHPP apprentices involved in the Reverse Mentoring scheme. The intention of this scheme is that both the mentor and mentee can learn from one another about their career journeys as well as areas of success and improvement.

### **Training Placements**

- 2.6 Another training placement was supported by the NLHPP, following a referral made by Enfield Skills Bootcamp. The total number of training placements delivered on the NLHPP now stands at 194. ACCIONA are also continuing to explore the ways in which a second round of Women into Construction (WiC) placements can support the upcoming mechanical and electrical works package.
- 2.7 During November 2023, the WiC team have liaised with the Engineering Construction Industry Training Board (ECITB) to understand how similar initiatives can be replicated and lessons learned. As a result of connections made through the Social Value Governance Board, the team are exploring whether this new round of training placements can be delivered at the new Construction Skills Academy at

Euston. The team are continuing to explore this in partnership with officers from London Borough of Camden.

- 2.8 After the success of the supported internship with West Lea School in Enfield, the team are exploring options for another placement from a special educational needs school in north London. It is likely an opportunity will be recruited in Acciona's social value team later in 2024.

### **Local Labour**

- 2.9 Local employment is on track. 24% of the local supply chain is from the seven north London boroughs.

### **Local Businesses**

- 2.10 The NLHPP is on track with its local spend commitments currently at 10% of contractor spend. Taylor Woodrow have been working through the verification process for their contractual social value targets. Incentivisation payments for Taylor Woodrow are related to progress towards their local spend and local employment targets.

### **Community Projects**

- 2.11 Following the shortlisting process for the RE-Power Communities Round 2, community grant payments were made to the successful organisations in November 2023. The team hosted an event at Berol House for the Round 2 organisations on 4 December 2023. Eight of the 14 organisations came together to meet the Acciona and NLWA teams. Each of the attendees introduced their organisations and the project which they are intending to use the funding for, outlining how crucial the funding and support will be for their continued success.



*Figure 2: Local community organisations met at Berol House on 4 December to network with each other*

- 2.12 Another case study from the Round 1 organisations was filmed in December at Haringey Play Association. The play association received funding and support to build a new woodwork station and open-air kitchen at Somerford Grove Adventure

Playground. A short clip from the recording was included in the December Construction Update Video and shared on social media channels.

### **Schools Engagement**

- 2.13 The schools program made progress this month, concluding the winter term. West Lea School (Enfield) and Highlands School both conducted site visits for a construction site tour and workshop session. Additionally, Acciona facilitated a mock interview session at Beacon High School in Islington, and representatives from Acciona and NLWA visited Leytonstone School in Waltham Forest for a mock interview session with Year 11 students. One colleague who attended shared, *'We had a great day speaking with students and hearing about their future aspirations. The school were extremely welcoming, and it was a real pleasure to be able to share advice on what employers will be looking for in interviews and encourage students to pursue their dream roles.'*
- 2.14 Additionally, the NLHPP participated in various career fairs at local schools, including George Mitchell School and Leyton Sixth Form College, both located in Waltham Forest. The team set up stands at these events, engaging with local students to discuss the Project and the diverse opportunities it offers. The NLHPP has interacted with 2,510 students through the schools program, spanning 52 schools and 81 sessions.
- 2.15 The Social Value team collaborates with the NLWA waste prevention team and their 'Education Hub' to align school programs across workstreams. Together, they prepare content for a schools bulletin to inform local contacts about activities in both the Project and the broader authority.

### **Look Ahead**

- 2.16 The Social Value team are dedicated to welcoming under-represented individuals into the workforce. The Social Value team collaborated with Acciona to create an Equality, Diversity and Inclusion (EDI) Training and Development plan, outlining internal EDI training and external opportunities (e.g., training placements, work experience, etc.). Acciona remains engaged in the Supply Chain Sustainability School Fairness, Inclusion, and Respect (FIR) ambassador program, with two team members participating in this training initiative.
- 2.17 The next Social Value Governance Board meeting is scheduled for 16 January 2024. The Board includes the participation of skills and employment representatives from the seven North London boroughs, so that opportunities can be identified to enhance coordination of NLHPP plans with borough priorities and initiatives.
- 2.18 When EcoPark House is complete, this will provide a new venue and opportunity to engage with local schools and students. Any use of EcoPark House will need to

consider the ongoing construction on the EcoPark in the short term and plans for EcoPark House are being worked on accordingly.

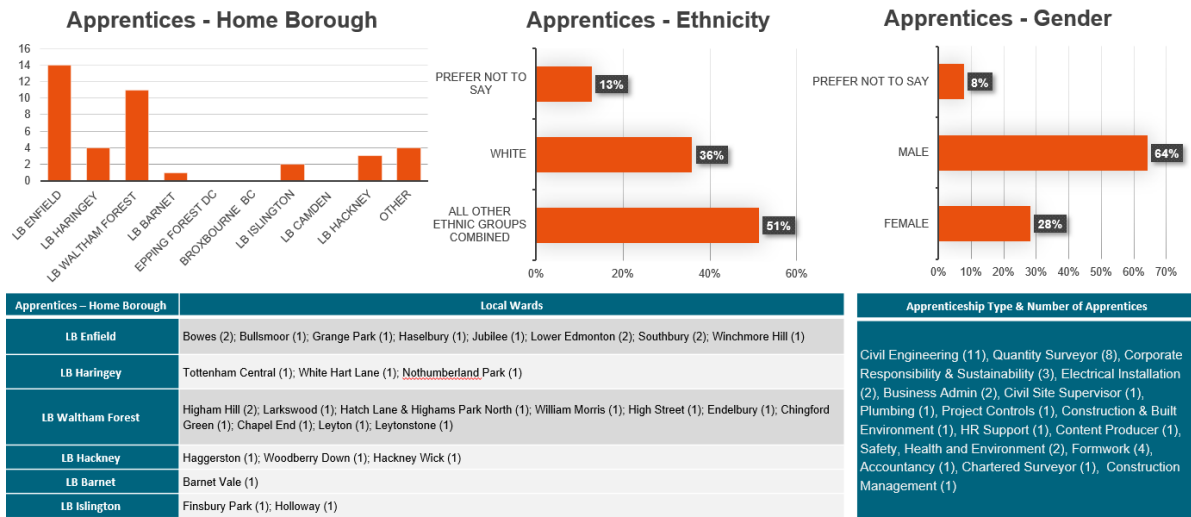
- 2.19 Finally, the social value team are in the process of finalising the initial draft of their Social Value Impact Study, aiming to offer a comprehensive overview of the NLHPP's positive impact on the local community in social, economic, and environmental terms. The report will present both quantitative and qualitative data to showcase the impact of the delivered initiatives.
- 2.20 A summary of the social value data up to the end of November 2023 is provided in the social value dashboard overleaf.

# Social Value Dashboard

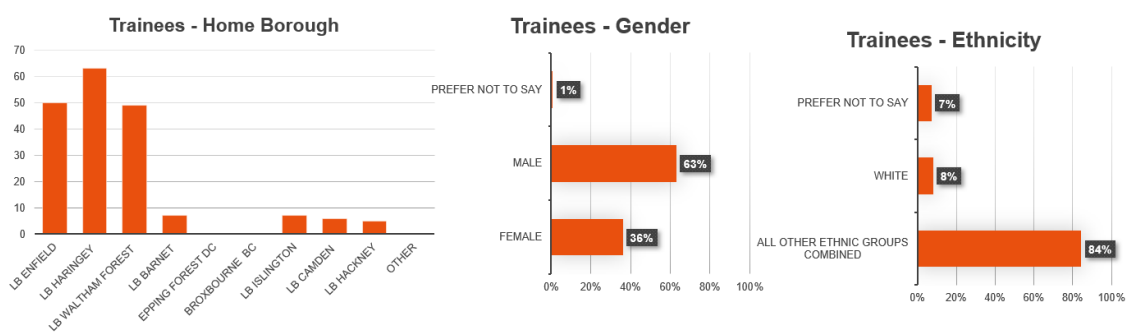
Social Value Theme	Target	Progress
<b>Development Consent Order (DCO) Obligations:</b>		
Apprenticeships	100	94 years of apprentices' employment created
		46 apprenticeship opportunities created
		39 apprenticeships delivered/ underway
On-site Skills Training Placements	225	194
<b>LB Enfield targets, adopted as measure by NLHPP:</b>		
Local Labour	25%	24%
Local Businesses	10%	10%
		£31.6m (local spend by contractors to date)
		£41.1m (local spend by NLWA & contractors to date)
<b>Delivery against Industry Benchmarks:</b>		
Equality, Diversity & Inclusion (EDI)	The project aims to promote women in on-site construction workforce	3%*
	The project aims to promote Black, Asian and Minority Ethnic (BAME) Groups in on-site construction workforce.	14%*

\*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:

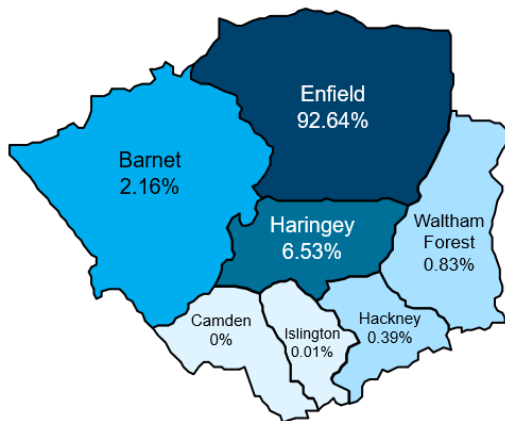
Delivery of training placements is targeted at a variety of EDI groups. To date, all trainees are from groups forming part of our EDI categories including long-term unemployed and lone parents.

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.

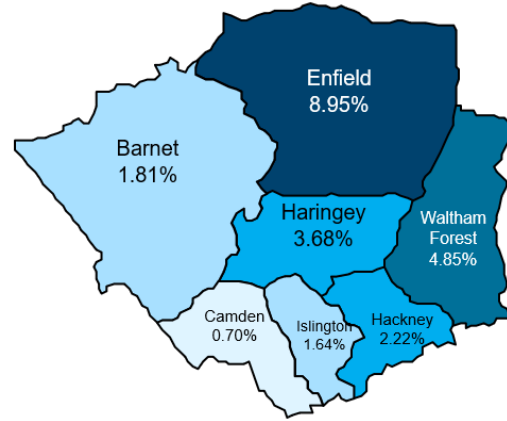
EDI data relating to the on-site trainees is collected through an end of placement survey and where possible supplemented by information from the training provider. Not all respondents have chosen to report on ethnicity and gender. Information is based on a responses from 119 out of 138 trainees (86%).

## 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>49</b>	<b>3</b>
LB Enfield	13	1
LB Haringey	8	1
LB Waltham Forest	13	-
LB Barnet	4	-
LB Islington	5	-
LB Camden	1	1
LB Hackney	5	-
Other	-	-
<b>Number of SEN Schools Engaged</b>	<b>5</b>	
<b>Number of PRUs Engaged</b>	<b>1</b>	
<b>Number of sessions held</b> (including colleges)	<b>81</b>	
Sessions on careers topics	69	
Sessions on STEM topics	10	
<b>Number of students engaged</b> (including college students)	<b>2,510</b>	
<b>Number of staff involved</b>	<b>148</b>	
<b>Number of staff hours</b>	<b>324.5</b>	
<b>Number of site visits</b>	<b>19</b>	

### Community Projects

	Number of Organisations Supported	
LB Enfield	8	
LB Haringey	9	
LB Waltham Forest	6	
LB Barnet	2	
LB Islington	1	
LB Camden	3	
LB Hackney	4	
Other		
<b>Total</b>	<b>33</b>	
	<b>Delivered</b>	<b>Target</b>
<b>Number of volunteer hours</b>	493	9,775
<b>Donation total</b>	£142,977.13	£187,500.00



### **3. EQUALITIES IMPLICATIONS**

- 3.1 In carrying out this workstream, equalities issues are considered 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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