



PROGRAMME COMMITTEE  
PROJECT BRIEFING

# 2

## Delivering Social Value

07 November 2024



**NORTH LONDON WASTE AUTHORITY**

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

**REPORT OF:** HEAD OF STRATEGIC COMMUNICATIONS

**FOR SUBMISSION TO:** INFORMAL PROGRAMME COMMITTEE MEETING

**DATE:** 07 NOVEMBER 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.

**SIGNED**.......... **Head of Strategic Communications**

**DATE:** 31 October 2024

## **1. INTRODUCTION**

- 1.1 The NLHPP continues to make good progress delivering its social value objectives across the local north London boroughs. A specific update on apprenticeships is included in this report.
- 1.2 Across the past four years the social value programme has continued to go from strength to strength as NLWA has worked with its contractors to achieve social value outcomes beyond the targets set by the Development Consent Order. Over this time, NLWA officers have worked closely with Taylor Woodrow to include contractual targets that would align with Members' ambitions for local opportunities to be maximised throughout delivery of EcoPark South (EPS). The final building was handed over to the Authority in September 2024 and a summary of the social value achieved throughout the contract with Taylor Woodrow is set out in Section 3.
- 1.3 Acciona's Energy Recovery Facility (ERF) contract is entered the third year of on-site delivery from October 2024. Section 4 sets out a look ahead amid the challenges faced on the construction delivery and likely impacts to upcoming social value activity planned by Acciona.
- 1.4 The report also covers a look beyond the NLHPP social value at how NLWA has been able to embed wider social value into the authority, building on the aims and ambitions that were set for NLHPP into service delivery and engagement activities.
- 1.5 A summary of progress by each of the following social value themes is provided in Appendix A:
  - 1.5.1 Apprenticeships
  - 1.5.2 Training Placements
  - 1.5.3 Local Labour
  - 1.5.4 Local Business Spend
  - 1.5.5 Community Projects
  - 1.5.6 School Engagement
  - 1.5.7 Awards

## **2. APPRENTICE UPDATE**

- 2.1 Working with NLWA, and with Project contractors including Galldris, Barhale, DSM, Arup, Taylor Woodrow, WSP, Acciona and Byrne Bros., apprentices from the seven north London Boroughs have completed a range of courses across Construction,

Engineering, Surveying, Information Technology and Business. Courses have ranged from 18 months and up to 5 years – with candidates achieving accreditation between Level 2 and up to Level 6. Up-skilling of the construction workforce occurs not only through the completion of apprenticeship courses, but also from the chance for apprentices to work as ‘One Team’ with a large number of people from across different contractors and employers.

- 2.2 As part of this approach, the Apprenticeship Network, managed by NLWA’s Social Value team, continues to run regular events for the apprentices working across the Project to support cross-disciplinary learning opportunities and networking. In February 2023 the Network were given a tour of LondonEnergy’s energy from waste facility and a talk from Neil Murray, Project Manager for the EcoPark South Works. Feedback from an apprentice stated, *‘Neil’s presentation was engaging, stressing the importance of positive workplace culture that drives towards goals but always focused on people and teamwork. After that, our visit to LondonEnergy offered a valuable understanding of what Acciona is building. I understood the complex coordination process involved in delivery of the waste and in the control room, we could observe how emissions are monitored, emphasising the importance of the Project’s environmental commitments.’*



Figure 1: Apprentices visit the LondonEnergy control room

- 2.3 In April a visit was organised to Brent Cross Regeneration Project where the apprentices did a tour and had the opportunity to ask the project team questions about the new site, gaining valuable insight into other large scale project taking place in north London.



Figure 2: NLHPP Apprentices visited Brent Cross Regeneration Project on 29 April

2.4 Most recently a visit was arranged at the Meridian Water development in Enfield where apprentices on both Projects shared experiences and project challenges. The apprentices shared that it was a great opportunity to re-connect and hear each other's experiences. Taylor Woodrow is also working on Meridian Water and some previous NLHPP apprentices are now continuing to work in the local area at Meridian Water. This has been an excellent example of supporting individuals to build their construction careers in Edmonton and gives confidence for young people to pursue an apprenticeship. A speaker event was also delivered by Tom Milne, Principal Engineer at Ramboll who shared his career experience with the group.

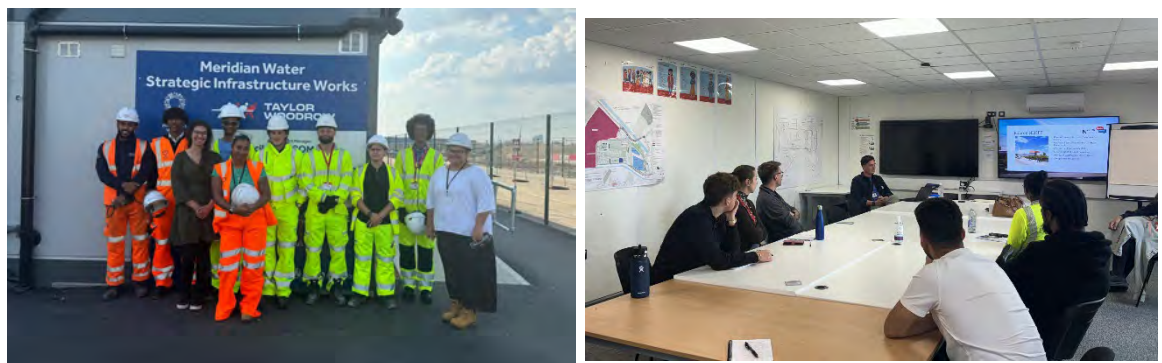


Figure 3: Left: Apprentice Network at Meridian Water Development. Right: Apprentice Network expert talk with principal engineer Tom Milne, Ramboll.

### **3. TAYLOR WOODROW SOCIAL VALUE ADDED THROUGHOUT CONTRACT**

- 3.1 Taylor Woodrow have now practically completed all the buildings on the EcoPark South contract. Across the four-year period of construction, the delivery of the following social value activities outlined in this section were achieved. Key lessons have been learnt to improve the overall delivery of social value on NLHPP:
- 3.2 42 years of apprenticeships were achieved across the contract. This was completed by 15 individuals and while lower than the target for 20, many individuals completed longer than one year of training. This contributed significantly more years towards the NLHPP S106 target, at double the original assumption, and gave individuals a fuller training experience while working on NLHPP. To better reflect the added value a multi-year apprenticeship offers an individual, the Acciona contract counts apprentices in Full-Time-Equivalents (FTE) terms rather than headcount.
- 3.3 93 training placements, exceeding target of 50. These placements were made up of two-week courses delivered with the College of North East London for participants to gain a CSCS card. While there was great uptake in the training, there were limited opportunities for participants to continue into roles or apprenticeships within the NLHPP. Lessons learned from this programme have shifted the focus of activities for training to longer term placements which provide 10 weeks of training directly related to an apprenticeship opportunity. This is giving a stronger candidate pipeline from local boroughs into apprenticeships with NLHPP, more direct employment outcomes from the training placements, and a better learning experience for individuals.
- 3.4 144 Full Time Equivalent (FTE) jobs for local people (28% of all FTE jobs), exceeding its 65 FTE target. In headcount terms, Taylor Woodrow achieved 17.7% local workforce towards our total project headcount target. While Taylor Woodrow's local headcount was below 25%, the higher local FTE measure indicates on average local employees worked on the Project for longer than non-local employees. Acciona's target is in FTE terms to better evaluate the time spent working on the Project by local people. The project target of 25% headcount also allows evaluation of the number of individuals employed from the local area including individuals who might work part time or temporarily.
- 3.5 £21.8 million local spend (14.3% spend on the EPS Project) against 10% target. It was expected that Taylor Woodrow delivering a less complex build than the ERF would be able to achieve better local spend with suppliers. The target was changed from a percentage of spend to a fixed amount within the Acciona contract to ensure the spend did not fluctuate with market changes. The project team reports local supplier spend as a percentage across the whole development.

3.6 Although there were no targets set in the contract, Taylor Woodrow also contributed significantly to NLHPP's ethos for community volunteering, charity donations (over £12,700) and schools' engagement. Members of the team volunteered to give careers talks, attended careers fairs and contributed to schools' engagement materials including videos on working in engineering and construction. An overview of some of these activities to raise funds and donate to local charities are included below:

3.6.1 Enfield-based charity Action for Kids (AfK) - £4,405 donated. The charity provides mobility equipment for young people with disabilities and delivers training and work experience programmes to help improve independence.

3.6.2 Salvation Army Leytonstone & Oasis Cupboard project – £700 worth of food donated.

3.6.3 Bake Sale, Steve's Iron Man Hamburg and EPS Five-A-Side football Tournament – £3407 donated to AFK.

3.6.4 Friends of Fir Farm - £200 to support the farm.

3.6.5 Summer BBQ - £380 donated to AFK.

3.6.6 Food Bank Donations – £5,000 donated to The Oasis Project, Enfield

3.6.7 Christmas Toy Drive – Over 60 toys donated to Oasis Hub Hadley.

3.6.8 Christmas Party and Raffle Draw – Over £1700 raised (Donation made to AFK, Toys and foodbank contributions made to Oasis Hub Hadley)



Figures 4: Fundraisers for Enfield-based AFK charity. Left: Taylor Woodrow Team at Summer BBQ. Right: 5-a-side Football team.

- 3.7 The NLHPP is part of the Considerate Constructors Scheme (CCS), a voluntary scheme that assesses construction sites in terms of respect for the community, care for the environment and valuing the workforce, with additional points available for innovations. Taylor Woodrow achieved a score of ‘outstanding’ and scored 50 out of 50 in their 2022 CCS visit. Achieving the highest score demonstrated Taylor Woodrow went above and beyond standard practice in terms of environment, sustainability and social value through its implementation of innovative construction solutions.



Figure 5: Left: Considerate Constructors Logo award to Taylor Woodrow. Right: a tour taken on the Taylor Woodrow site in 2022.

#### 4. NEXT STEPS ON ACCIONA ERF CONTRACT

- 4.1 Acciona is now the sole main contractor responsible for social value delivery across the Project. Activities have continued in recent months, however a slow down in construction activity on the ERF site due to an inability to secure suitable subcontractors is likely to have knock on impacts on the rate of delivery of some social value activities against targets, particularly onboarding of new apprentices and trainees, onboarding local people into jobs, and spend with local businesses.
- 4.2 The NLWA social value team is working closely with Acciona to address the impact of potential delays. Targets within the contract for social value are still on track to be met over the life of the contract delivery but this may take longer to achieve than originally planned.
- 4.3 Not all areas are impacted by delays onsite with Acciona close to delivering its contracted 720 hours of schools engagement. Engagement with community projects and equality diversity and inclusion training is all still progressing well.
- 4.4 Acciona is targeted to deliver 9,775 volunteer hours with community organisations and is currently reporting 1,340 hours against this target, equivalent to over 160 days' worth of volunteering. Whilst activity is continuing to reach this target and boost working with volunteering groups, it will be ambitious to meet this. NLWA have agreed with Acciona that once the schools target for volunteering hours is met, they will continue to support the award-winning NLHPP Schools Programme



and count this activity towards the community volunteer hours target. This represents a higher social value metric in monetary terms and is an added benefit to our local school's engagement. Plans are also underway to explore higher value volunteering opportunities that will support better social value outcomes with the hours that are contributed to community volunteering activities.

- 4.5 The Social Value Governance Board is being reviewed as the third year of delivery is entered into. A focus has been on engagement with skills and employment contacts within boroughs, however the opportunities within these areas are progressing well but limited. The challenges that are currently facing the project relate to a lack of individuals in the industry with the relevant skills level and competency. This is a move away from the focus on entry level roles in the industry and requires a more specialist solution to industry wide challenges on mechanical engineering and steel erection. Further work on this is being explored by Acciona and NLWA to address this skills gap and a reset of the Social Value Governance Board membership is being proposed for 2025.

## **5. BEYOND NLHPP SOCIAL VALUE**

- 5.1 With the successful delivery of the North London Heat and Power Project social value delivery, officers have been keen to build on existing networks and lessons learnt to improve North London Waste Authority's wider impact in local communities.
- 5.2 Officers are continuing to realise opportunities for social value within the Authority's service delivery. In May, NLWA hosted a Supported Work Experience student placement from SEN school, Kisharon in Barnet. Feedback from the school staff was positive *"[the student], Shannon and myself would like to say a big thank you and say how much we enjoyed and valued the experience today. It is so good of you to arrange this [the student] and although at times he may have found this challenging with the trains, walks and new environments it is still good for him to have had this 'world of work' experience in so many ways"*. NLWA continues to work with Kisharon and explore other opportunities of working together.



Figure 6: Copy of the Completion certificate for the 'World of Work' experience student who joined North London Waste Authority.

- 5.3 NLWA is participating in a graduate programme for finance staff with the London Boroughs of Camden and Enfield. Two graduate trainees are currently employed in the Finance and Corporate Services team alongside the NLWA hosted NLHPP apprenticeship placement in External Relations, mentioned in Appendix A.
- 5.4 In April 2024, LondonEnergy launched its Mentoring Programme in partnership with Wise Up Networks, welcoming students from Harris Academy in Tottenham. This was followed by a similar programme for students from Leytonstone School in Waltham Forest in October. The initiative offers young people the opportunity to gain hands-on work experience across various departments, including Engineering, IT, Legal, and HR, while being mentored by LondonEnergy employees. The feedback from the students has been positive, with many expressing a desire to stay in touch and Harris Academy booked in for 2025. LondonEnergy's apprenticeship programme also continues to support new talent into their contract delivery.

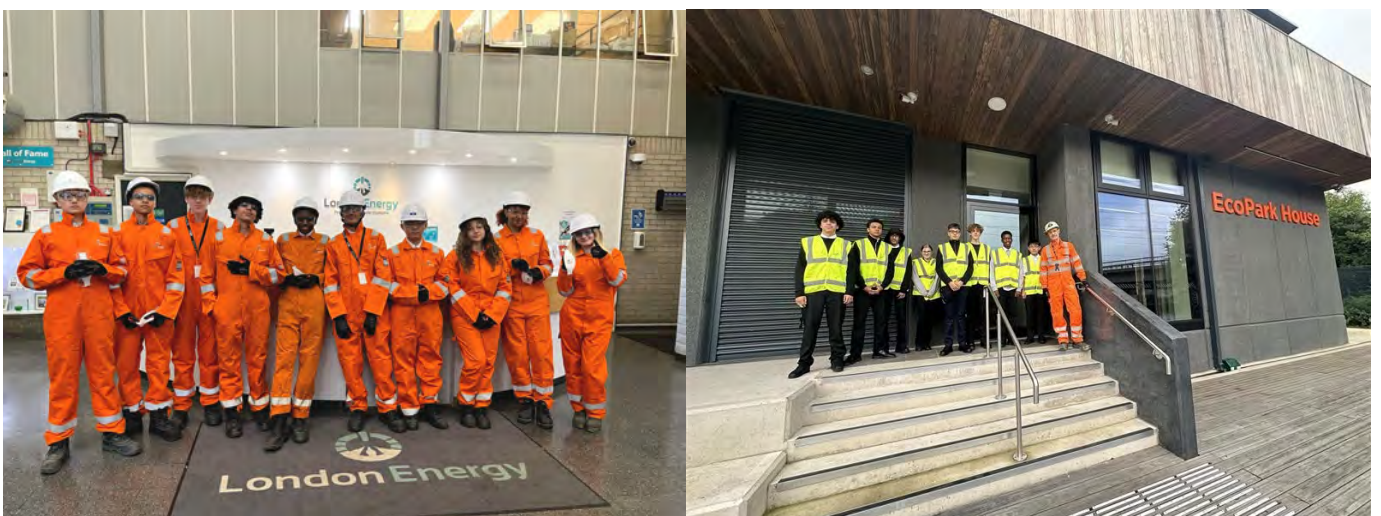


Figure 7: Ten Leytonstone School students on the LondonEnergy mentoring programme., the students participated in a range of workshops across disciplines and a tour of the facilities onsite, including the new EcoPark House and Resource Recovery Facility

- 5.5 Community groups have continued to be partnered with. In September, two tonnes of compost was donated to Rays Road Community Gardens in Enfield with a previous RE-Power community scheme participant.
- 5.6 NLWAs North London Community Fund activities have expanded with a series of ‘community workshops’ targeted to support future and existing applicants of the North London Community Fund and RE-Power Communities scheme. In partnership with Acciona the workshops aim to strengthen grass-root organisations’ eligibility for future rounds, boost networking amongst like-minded parties, and help to embed sustainability and social value into the heart of north London. During September Acciona delivered seven events. The sessions provided training free of charge, covering topics for Developing and Managing People, Monitoring and Evaluation, and Proposal Writing. Overall, 24 organisations have attended sessions from Acciona or NLWA, with workshops continuing into November.
- 5.7 The NLHPP Schools programme has grown the Authority’s reputation for engagement with local schools and interest in topics relating to sustainability, recycling and waste management, and construction and STEM subjects. In July, the Eco-council from Risley Avenue Primary School, based in Tottenham, helped with planting some flowers which will support insect life in line with the Project’s biodiversity objectives, ahead of the RRC opening with support from LondonEnergy staff. The students then learned more about the NLHPP and its environmental initiatives in a workshop with Acciona. Students and teachers were appreciative for being invited to have an exclusive visit to the RRC before the official opening, as well as having the opportunity to contribute towards this.



*Figure 8: The Eco-council from Risley Avenue Primary School, based in Tottenham, helped LondonEnergy with planting some flowers to support biodiversity onsite before the RRC opening in July.*

- 5.8 The schools programme work continues alongside NLWAs expanding Education Programme, which is being designed to align with the national curriculum, ensuring its relevance and educational value. The programme has been designed with input from schools, and is currently being delivered in seven primary schools (one in each borough). It is steered by an education steering group, which includes representatives from all seven north London boroughs.
- 5.9 An instrumental facility for the schools engagement will be EcoPark House as it begins to offer visits to students and opens up the opportunities to invite local people onto the EcoPark to see first-hand the scale of waste in north London. Beyond the schools visits more opportunities to partner with community organisations and support grassroot organisations are being explored as the building begins to operate which will significantly increase the social impacts and activities the Authority becomes involved with. We are also looking forward to welcoming back to EcoPark House the Edmonton Sea Cadets, who run after school children's activities that teach about naval topics and practical lessons on the River Lea. A long-term upgraded, space will be provided for the group going forwards.

## **6. EQUALITIES IMPLICATIONS**

- 6.1 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.

## **7. COMMENTS OF THE LEGAL ADVISER**

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

## **8. COMMENTS OF THE FINANCIAL ADVISER**

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

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## **APPENDIX A: SOCIAL VALUE DELIVERY**

### **Apprenticeships**

Since its inception, 45 apprenticeships have either been completed or are underway on the Project, against the Project target to deliver 100 apprenticeships by completion. In total 53 apprenticeship opportunities have been created, with eight apprentices having resigned before completing a full year of their placement. The Project has already made very good progress towards its DCO s106 requirement for apprenticeships, delivering 91 of the 100 apprenticeship years required.

A new apprentice joined NLWA's Social Value team in September 2024, and will work towards a Level 4 Corporate Responsibility and Sustainability qualification over 20 months while working with the team on supporting the Project's social value activities. Another apprentice began an 18 month Level 4 BIM Programme qualification in September 2024 with Acciona, having previously been onboarded on a 3 month training placement.

There are two apprenticeship vacancies live on the NLHPP website – a Civil Engineering Apprentice to be taken on by Byrne Bros. and a Construction Site Supervisor Apprentice with Acciona. Two additional apprentices are expected to be onboarded before the end of the year.

Raising awareness of the career opportunities on the Project with under-represented groups in the construction industry continues to be an important ambition of the Project, particularly with its recruitment of apprentices. Of NLHPP apprentices, 24% are female and 42% are from ethnic minority groups (excluding white minorities). (Not all employees disclose EDI data and these statistics could be an underestimate).

### **Training placements**

The Project has also made very good progress towards the DCO s106 and Project targets to deliver 225 training placements for local people, with 205 placements delivered to date. The s106 specifies each placement should be at least one week, while the Project requires each to be at least two weeks, and all placements must result in an accredited outcome.

Placements have ranged in length and been hosted by Buckingham, Galldris, Taylor Woodrow, Barhale, Acciona and Van Elle. Short-term training placements consist of trainees learning essential skills on a live construction project, completing training courses and working towards obtaining a Construction Skills Certificate Scheme (CSCS) card (or another accredited outcome). Most recently Acciona has chosen to take on longer-term trainees for 3 month placements with a number of trainees then moving on to longer-term apprenticeships on the Project. A range of accredited outcomes have been achieved across training placements to date – including pre-employability skills, Health and Safety, IT and Corporate Social Responsibility qualifications.

The Project has worked with partners to deliver training placements, including Enfield Skills Bootcamp and Women into Construction. Trainees are asked for feedback on completing their accredited courses. Two recent Acciona trainees reported:

*“I have enjoyed my training placement in Acciona. Everything is very helpful, the best job I have ever had. I have been long term unemployed and now I am very excited to go every day to work. They have given me anything I need. And the training needed to complete my job.”*

*“My training actually felt like work experience. My supervisor gave me various training modules and took me to meetings so that I could understand the goals and objectives of the social value department. Everybody else was ready to answer my questions and support me in every way. I understood how purchasing works, how subcontracts are selected, how data is analysed, etc. from my colleagues. It was incredible.”*

## **Local Employment**

Local employment is a key priority on the Project, with structures and processes put in place to maximise local employment outcomes. These include all vacancies on the NLHPP being advertised on the website and social media channels, and communicated to contacts at all seven of the NLWA area boroughs through quarterly Social Value Governance Board meetings as well as via local job brokerages. In addition to this, project team members regularly attend job fairs throughout the NLWA area to discuss opportunities with local residents.

Over 500 jobs on the Project have been taken by local people to date, representing a 19.7% local labour rate in headcount terms. The Project aims to deliver 25% local workforce (headcount). A data capture issue for local labour was resolved to measure the project performance against the target in October. Further improvements on the reporting are being explored to better measure the Full Time Equivalent (FTE) figures in the new onsite data system.

## **Local Business Spend**

Approximately £49.5 million has been spent with local businesses on the Project to date. As a proportion of total spend this stands at 7.6%, below the Project target of 10%. The Social Value team is continuing to look at opportunities to work with local businesses and maximise local spend.

Examples of local businesses involved in the NLHPP so far include: Galldris (an Enfield-based civil and structural engineering company); Bunzi Limited (a Haringey-based construction equipment company); Spartan Safety Limited (a Waltham Forest-based PPE company); RAMS Worldwide (a Hackney-based paramedic services company); Aven Ecology, (a Barnet-based ecology services company) and Yes Engineering Group Limited (an Islington-based engineering consultancy).

For some local businesses, such as JCT IT Consultant from Enfield, gaining contracts on the Project has provided valuable experience that has supported their future growth. James Clear-Tournas runs the company and is responsible for the installation and maintenance of the IT network and related equipment, providing troubleshooting support, and developing

and managing IT solutions. His contributions to NLHPP have gone beyond service delivery with also mentoring on the Women into Construction programme and work experience placements. He said of the student he mentored “*once trained to junior tech level, he was able to prioritise issues and complete projects faster*”. The experience was pivotal for the student who has no prior interest in the sector and went on to enrol in a computer science course at college.



*James from JCT – an Enfield-based IT Consultant working on the NLHPP.*

## **Community Projects**

Project community donations now total £148,870 and volunteering hours 1,340. The Project has engaged with over 40 local community organisations delivering donations or volunteer hours towards delivering social value in the local community. A broad range of organisations have been supported to date including community groups, local charities, schools and organisations supporting children and young people, and food banks. Acciona Social Impact Days support staff to spend time volunteering with local community organisations.



*Acciona Team volunteering at Left: Hornsey Lane Estate Community Association in Islington, Centre: The Woodshop of Recycled Delights in Camden, and Right: Euston Foodbank in Camden.*

At the end of last year Acciona and Byrne Brothers's RE Power Communities Round 2 provided small grant funding totalling £27,624 to 14 organisations through a competitive bidding process. Unsuccessful RE-Power round 2 applicants were offered the opportunity to request TimeBank (volunteer hours) support.



*Representatives from successful organisations of RE-Power Communities Round 2 attended the Celebration Event at Berol House on 4 December.*

Acciona launched their Resource Bank in January and regularly share the list of available resources with RE-Power Communities organisations.

### **Schools Engagement**

The Project continues to engage with local schools offering site visits, school visits, and volunteers to attend careers talks and jobs fairs. Over 4,000 students at a total of 69 schools and colleges have engaged with the Project to date. Looking forward the Schools Engagement Team is looking for opportunities to deliver its SHECan construct workshop which aims to inspire young girls and women to consider careers in the construction industry and help tackle underrepresentation of female workers. The workshop showcases role models of women in a range of roles on the Project, who share their career history and what they enjoy most about working on the Project, demonstrating the diversity of career paths and professional backgrounds.





*The Project team attended the London Academy of Sustainable Construction Careers Conference in Haringey and delivered a workshop with Acciona at Risley Primary School in Haringey.*

Eco Park House will open for use for site visits by the public, including schools, from January 2025. The Social Value team is currently planning a pipeline of events to be hosted on site and is looking forward to welcoming school groups to the new space including the onsite classroom space.

### **Awards**

The Project continues to be recognised by the wider industry for its innovative and impactful approach to social value and has been shortlisted for ‘Best Social Value Team’ at the Black Professionals In Construction (BPIC) awards due to be announced in December.

In June, the Project won ‘Innovation in Delivering Sustainability and Social Value’ award at the MJ achievement awards 2024, recognising the work being delivered through the social value work stream, the project’s overall social benefits, and how that is benefiting local communities across north London.



*MJ Award ceremony with NLWA Chair, Cllr Clyde Loakes, and NLWA Team.*

In March, the Project was shortlisted for Construction News Awards for ‘Community Engagement Project of the Year’ recognising Acciona’s support for Re-Power Communities and Social Impact Days.

The NLHPP School Engagement Programme won ‘Most Innovative Project of the Year’ at the annual Institute of Economic Development (iED) awards at the end of 2023. The judges were particularly impressed with the scale of the schools’ programme and the feedback from the students who had participated.



*NLHPP Schools Programme Award with Social Value Team who supported the programme in 2023.*

The Project has also won ‘Best Sustainable Brownfield Infrastructure Scheme’ and ‘Best Public Sector Brownfield Project’ at the Environment Analyst Brownfield awards in 2023. The award celebrated the sustainable delivery of the NLHPP is, bringing together positive environmental and social value benefits during planning and construction. It also highlighted how the Project is aligned with the ambitions of the United Nations Sustainable Development Goals (UN SDGs) by promoting sustainable consumption and circular economy whilst reducing emissions from waste disposal and consumption.



*NLHPP colleagues and Environmental team at the Brownfield Awards in 2023.*

Apprenticeships: Resident borough of apprentices

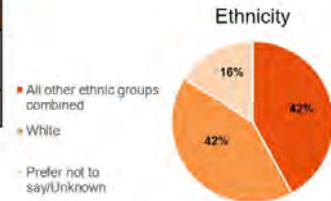
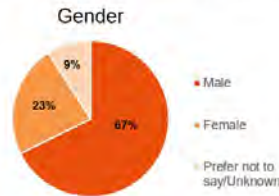
Of the 42 apprentices which have been delivered or are currently underway.



As some apprentices leave their course prior to the completion of a full year they are removed from this headcount total.

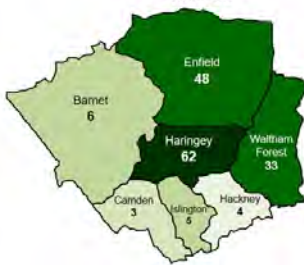
6 other apprentices have been delivered for residents in other areas.

Target	100 Apprentices	100 Years
Delivered or underway	New opportunities created	Apprenticeship years created
43	53	93

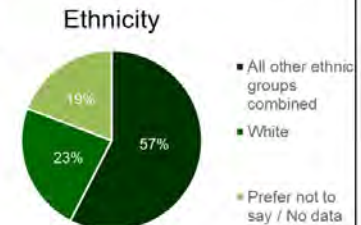
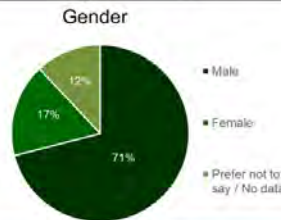


Training Placements: Resident borough of trainees

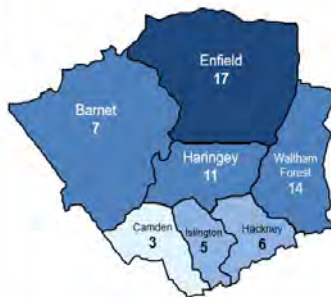
Resident boroughs of trainees



Target	225
Current Headcount	Placements completed
167	210



Schools Programme: Number of individual schools engaged with by borough



	Number of Institutions	Students
Total no. of schools ('mainstream' primary + secondary + SEN +PRU)	63	3,549
No. of Primary Schools	9	577
No. of Secondary Schools	54	2,972
No. of SEN schools engaged	9	373
No. of PRUs engaged	1	11
No. of Colleges	6	493

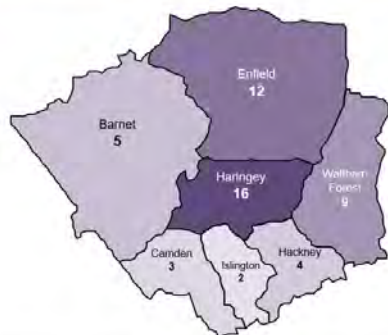
Local Business Spend



This is the equivalent of: **£49.5 million** spent by contractors with local businesses

**Local Labour**  
19.7% of the work-force is made up of local labour.

Community Projects: Number of community organisations supported by borough



**Volunteer hours**  
Delivered: 1,525 hours  
Target: 9,775 hours

**Donations**  
Delivered: £154,074  
Target: £187,500

Community Action



Byrne Bros. donated over £5,950 to Houndsfield Primary School in Enfield to support refurbishment and landscaping of the school's playground.