



# OUTLINE SKILLS AND EMPLOYMENT PLAN: 9.15

**DECARBONISATION**

## Cory Decarbonisation Project

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## 1. INTRODUCTION

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### 1.1. OVERVIEW

1.1.1. This **Outline Skills and Employment Plan (Outline SEP)** has been prepared for the Cory Decarbonisation Project, to be located at Norman Road, Belvedere in the London Borough of Bexley (LBB; National Grid Reference/NGR 549572, 180512). The following figures which show the location of the Proposed Scheme are also available in **Part 1 of Volume 2** of the **Environmental Statement (APP-072)**:

- **Figure 1-1: Site Boundary Location Plan;** and
- **Figure 1-2: Satellite Imagery of the Site Boundary Plan.**

1.1.2. The Applicant intends to construct and operate the Proposed Scheme to be linked with the River Thames. It comprises of the following key components, which are described below, and further detail is provided within **Chapter 2: Site and Proposed Scheme Description (Volume 1)**:

- The Carbon Capture Facility (including its associated Supporting Plant and Ancillary Infrastructure): the construction of infrastructure to capture a minimum of 95% of carbon dioxide (CO<sub>2</sub>) emissions from Riverside 1 and 95% of CO<sub>2</sub> emissions from Riverside 2 once operational, which is equivalent to approximately 1.3Mt CO<sub>2</sub> per year. The Carbon Capture Facility will be one of the largest carbon capture projects in the UK.
- The Proposed Jetty: a new and dedicated export structure within the River Thames as required to export the CO<sub>2</sub> captured as part of the Carbon Capture Facility.
- The Mitigation and Enhancement Area: land identified as part of the **Outline Landscape, Biodiversity, Access and Recreation Delivery Strategy** to provide improved access to open land, habitat mitigation, compensation and enhancement (including forming part of the drainage system and Biodiversity Net Gain delivery proposed for the Proposed Scheme) and planting. The Mitigation and Enhancement Area provides the opportunity to improve access to outdoor space and to extend the area managed as the Crossness Local Nature Reserve (LNR).
- Temporary Construction Compounds: areas to be used during the construction phases for activities including but not limited to: office space, warehouses, workshops, open air storage and car parking, as shown on the **Works Plans**. These include the core Temporary Construction Compound, the western Temporary Construction Compound and the Proposed Jetty Temporary Construction Compound.
- Utilities Connections and Site Access Works: the undergrounding of utilities required for the Proposed Scheme in Norman Road and the creation of new, or the improvement of existing, access points to the Carbon Capture Facility from Norman Road.

1.1.3. Together, the Carbon Capture Facility (including its associated Supporting Plant and Ancillary Infrastructure), the Proposed Jetty, the Mitigation and Enhancement Area, the Temporary Construction Compounds and the Utilities Connections and Site Access Works are referred to as the 'Proposed Scheme'. The land upon which the Proposed Scheme is to be located is referred to as the 'Site' and the edge of this land referred to as the 'Site Boundary'. The Site Boundary represents the Order Limits for the Proposed Scheme as shown on the **Works Plans**.

## 1.2. REPORT PURPOSE & OBJECTIVES

1.2.1. The socio-economic effects of the Proposed Scheme, including employment, are assessed in **Chapter 15: Socio-economics (Volume 1) (APP-064)** and **Appendix 15-1: Munster Joinery (Volume 3) (APP-112)** of the **Environmental Statement**.

1.2.2. Schedule 2 of the **draft Development Consent Order (DCO)** makes provision for submission of a skills and employment plan at Requirement 15.

1.2.3. The purpose of the Skills and Employment Plan, this document, is to optimise opportunities for the local workforce, both current and future. The Applicant's focus is on securing the skills and labour required to build and operate the Proposed Scheme, developing a legacy of a highly skilled and diverse workforce.

1.2.4. This document contains an outline of the plan that would be submitted in full for approval prior to commencement of the Proposed Scheme.

1.2.5. The objectives of this Outline SEP are to:

- deliver a highly skilled infrastructure workforce;
- work to promote the construction, decarbonisation, energy and waste infrastructure sectors with the aim of ensuring the best talent is available to these industries;
- support more people to reach their full potential by improving their skills and securing employment;
- seek to increase the diversity of the construction, decarbonisation, energy and waste infrastructure workforce; and
- encourage local recruitment wherever practicable.

1.2.6. It is important and relevant to note that the construction contractor(s) are yet to be selected. Whilst construction of the Proposed Scheme will generate the greater number of jobs, the employment and skills opportunities associated within that phase will be restricted to a relatively short time. In addition, construction of large infrastructure projects such as the Proposed Scheme is typically delivered through the use of a substantial number of sub-contractors, which reduces the ability to extend long term training or apprenticeship opportunities.

1.2.7. Consequently, this Outline SEP sets out a comprehensive set of strategic objectives and targets to be implemented throughout the operational life of the Proposed Scheme; the phase over which the Applicant has ultimate control and long-term

influence and is consequently able to optimise skills and employment opportunities to the local community; as it has done through Riverside 1 and has committed to do so at Riverside 2.

- 1.2.8. This document will be developed into a full SEP prepared ready for submission and approval prior to the commencement of development, to be in substantial accordance with this outline, and to include the measures set out in Item 11.3 of the **Mitigation Schedule** as secured by DCO Requirement 15.

### 1.3. REPORT STRUCTURE

1.3.1. The remainder of this document is structured as follows:

- **Section 2** – describes the local setting and considerations, including location context, local access and key assumptions applied to date; and
- **Section 3** – describes the potential measures that may be implemented to optimise local skills and employment opportunities.

## 2. LOCAL CONTEXT & CONSIDERATIONS

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### 2.1. INTRODUCTION

- 2.1.1. This section provides an overview of the site location, the key employment opportunities and local policy and strategies relevant to this document.
- 2.1.2. It outlines the key elements relevant to skills and employment contained within **Chapter 15: Socio-economics (Volume 1) (APP-064)** and **Appendix 15-1: Munster Joinery (Volume 3) (APP-112)** of the **Environmental Statement**.

### 2.2. SITE LOCATION

- 2.2.1. The Site is located immediately south of the River Thames, on Norman Road and within the Belvedere Industrial Area, which is land designated as a Strategic Industrial Location<sup>1</sup>.
- 2.2.2. The Site lies within the administrative area of the London Borough of Bexley. Reference to 'local' or 'locally' within this document refers to this administrative area.

### 2.3. SKILLS AND EMPLOYMENT OPPORTUNITIES ACROSS THE PROPOSED SCHEME

#### CONSTRUCTION PHASE

##### Options considered within the Environmental Statement

- 2.3.1. Construction for the Proposed Scheme is expected to start in 2026. There are two options for construction of the Carbon Capture Facility:
- Option 1 – Two-Phase Construction: First, one Carbon Capture Plant and CO<sub>2</sub> Processing Plant is constructed along with the LCO<sub>2</sub> Buffer Storage Area and LCO<sub>2</sub> Piping and Utilities to Proposed Jetty, the Supporting Plant, Proposed Jetty, and Ancillary Infrastructure. Then, the second Carbon Capture Plant and CO<sub>2</sub> Processing Plant is constructed sequentially (expected duration 60 months).
  - Option 2 – Single-Phase Construction: All elements of the Carbon Capture Facility, the Proposed Jetty and the Ancillary Infrastructure are constructed in parallel (expected duration 42 months). Option 2 encapsulates either two plant design or a single plant design<sup>a</sup>.
- 2.3.2. As explained at paragraph 15.4.12, Option 1 has been considered in **Chapter 15: Socio-economics (Volume 1) (APP-064)** as this presents the worst case scenario

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<sup>a</sup> A two-plant design will be the worst case scenario, requiring a larger quantity of plant and equipment in comparison to the single-plant design and having a longer duration at 42 months. A single-plant design will have a duration of 36 months.



for socio-economics. This is because fewer employment opportunities per annum would be generated for this option.

- 2.3.3. Paragraph 15.4.13 of the ES confirms that the choice between two plant lines or one does not change the socio-economic impacts of the Proposed Scheme.
- 2.3.4. Paragraph 15.4.14 of the ES confirms that the choice between demolition or retention of the Belvedere Power Station (disused) also does not affect the socio-economic impacts of the Proposed Scheme. *'The anticipated change in employment and GVA between the two scenarios would not be large enough to change the outcomes or significance of the assessment in the context of either the LBB or London labour pool and economy.'*

### **Embedded Design, Mitigation and Enhancement Measures**

- 2.3.5. The embedded design, mitigation and enhancement measures for the construction phase are set out at paragraph 15.7.2 and, relevant to this document, include that the Applicant will seek to recruit locally wherever practicable.

### **Employment Generation Estimated in the Environmental Statement**

- 2.3.6. Paragraph 15.8.6 estimates 914.9 full time equivalent construction jobs per annum during the construction phase. Further, it is calculated that *'Of the 914.9 construction jobs, 686.1 jobs would be created within Greater London and 228.7 outside Greater London.'*
- 2.3.7. Taking leakage, displacement and multiplier effects into account, paragraph 15.8.7 concludes that the Proposed Scheme would result in a total net employment generation of 1,166.4 jobs on average per annum during the construction phase.
- 2.3.8. At this stage, Contractor(s) have not been appointed; therefore, it is difficult to accurately predict the profile of staff numbers that would be on site across the construction programme. It is, however, recognised that the nature of construction work would change over time, resulting in different demands for staff, both in terms of quanta and skills.

## **OPERATION PHASE**

### **Embedded Design, Mitigation and Enhancement Measures**

- 2.3.9. The embedded design, mitigation and enhancement measures for the construction phase are set out at paragraph 15.7.4 and, relevant to this document, include that:
- *'the Applicant will recruit locally, wherever practicable, and enable access to training and career development. A Skills and Employment Plan will be prepared prior to the Proposed Scheme commencing operation and is secured by a requirement of the DCO; and*

- *this Plan will set out how the processes used to recruit and manage staff to work at the Proposed Scheme would be demonstrably fair and offer equal opportunities to all. the Applicant will seek to recruit locally wherever practicable.'*

2.3.10. Paragraph 15.7.6 confirms that

*'The Applicant will continue to provide funding and support to activities relevant to the local community in Bexley, such as the Community Eco Challenge (part of the Bexley Eco-Fest) which offers prizes for the most engaging, innovative and inspiring eco friendly upgrades people have made to their homes.'*

### **Employment Generation Estimated in the Environmental Statement**

2.3.11. Paragraph 15.8.15 confirms that:

*'...the Applicant has estimated that the Proposed Scheme could support approximately 27 FTE jobs for operation and maintenance activities. The Applicant's estimate is based on experience of the operation and maintenance of Riverside 1 and has taken into consideration roles associated with the functioning of the Proposed Scheme (e.g. administrative and other supporting functions) that may be based in Riverside 1 and/or Riverside 2.'*

2.3.12. Taking leakage, displacement and multiplier effects into account, in addition to recognition of the potential for displacement of the jobs currently available at Munster Joinery, paragraph 15.8.20 concludes that there is potential for a net loss of 29.5 full time equivalent jobs (as a worst case scenario).

2.3.13. Conversely, paragraph 15.8.21 concludes that should Munster Joinery be relocated, the Proposed Scheme would lead to the generation of operational employment opportunities of 34.4 full time equivalent jobs.

2.3.14. The type of jobs expected to be available at the Proposed Scheme are typically highly skilled and with good potential both for entry through apprenticeship and for career development:

- Managerial roles - across the Plant; Operations, Engineering and Maintenance; Safety, Health and Environment.
- Operators and Technicians – within the Shift Control Room and across the Plant; Mechanical; and Laboratory.
- Engineers – Process; Electrical, Control & Instrumentation; Mechanical and EC&I.
- Gatehouse, Security and Administration staff.

## 2.4. POLICY, STRATEGY AND INITIATIVES

### INTRODUCTION

- 2.4.1. This section sets out the current Bexley (local) and London wide initiatives relevant to consider in preparing this Outline SEP. These would be reviewed and any updates or new initiatives would be considered in preparing the full SEP.

### LONDON BOROUGH OF BEXLEY AND GREATER LONDON AUTHORITY INITIATIVES

#### Bexley Plan 2022 to 2026

- 2.4.2. *'The Bexley Plan guides our staff, contractors, partners and activity at every level of the council: it makes sure that our agreed outcomes and commitments are prioritised, tracked and delivered.'* LBB website for the Bexley Local Plan
- 2.4.3. The Priority 1 theme is titled: Aspiration for our residents. Outcome 3 of that Priority is that *'lifelong learning helps people reach their potential and access good jobs.'*
- 'We know it is important that everyone has the skills they need which allow them to get good jobs, both now and in the future. Nationally, there is a need for more technicians, engineers, health and social care professionals. In the future, there will be more reliance on technical and digital skills, literacy and maths.'*
- 2.4.4. To deliver this outcome, London Borough of Bexley commits to encourage and support residents to take up opportunities to retrain or update their skills, reducing digital exclusion and maximising available opportunities. The Council will work with educational partners, particularly the South East College, the Adult Education College and schools to promote lifelong education to young people and older residents.
- 'Working with partners, we want to support and provide access to the skills and qualifications Bexley residents need to move into higher-paying jobs and careers that will better harness their talent and improve their earnings.'*
- 2.4.5. Under this Outcome, the Council also commits to continuing to develop the way in which it supports residents not currently in education or employment, not least through the Bexley Business and Employment Team. Currently the authority provides a free recruitment service for Bexley businesses and it plans to deliver the National Restart Scheme to support Universal Credit claimants with the support required to get a career.
- 2.4.6. The Learning, Skills and Employment Strategy (2019 to 2023) sets out more details.

#### London Borough of Bexley, Growth Strategy – December 2017

- 2.4.7. The Bexley Growth Strategy is developed around six themes, with the first focussing on Economic Development, of which employment and skills is a predominant feature.
- 2.4.8. Paragraph 1.4.11 states:

*'In realising Bexley's economic potential, both locally and in a strategic London-wide context, the Growth Strategy recognises the importance of securing long-term infrastructure and developing economic resilience, focusing on diversification of employment sectors and ensuring that everyone is equipped to compete for jobs in an evolving and increasingly competitive market.'*

2.4.9. Paragraph 1.5.3 confirms that:

*'In light of the need to positively manage growth and the opportunities for change, the current projection is that up to 31,500 new homes and 17,500 new jobs can be delivered across the borough over the next 30 years to 2050, subject to provision of appropriate levels of infrastructure.'*

2.4.10. Section 2 identifies that logistics, construction and manufacturing are key sectors within Bexley, though growth has been seen in education, health, scientific and technical activities in recent years (paragraph 2.1.2). Paragraph 2.1.5 identifies the economic challenges faced within the Borough, with the first four directly relevant to this Outline SEP:

- relatively poor job growth in the borough, and slower growth in employment rates generally, with the number of Bexley residents in employment now increasing at a slower rate than the rest of London;
- a higher proportion of 18 to 24 year olds in Bexley claiming jobseekers allowance (JSA) than the London average and a higher proportion of Bexley's working age population being above the age of 50, compared to the London average;
- a low skilled population, with the percentage of Bexley's employed residents educated to NVQ level 2 or below (including no qualifications), significantly higher than the London average; and
- a low proportion of highly skilled population (NVQ level 4 or above) by London standards, with, as a result, higher unemployment levels, and lower income levels when compared with the London average.

2.4.11. Appendix A of the Bexley Growth Strategy sets out the aims, ambitions and outcomes identified in each of the growth streams. Theme 1, Economic Development is the theme pertinent to this Outline SEP.

2.4.12. The aims, ambitions and outcomes most relevant to this ESP from Theme 1, Economic Development are:

***Aim***

*To ensure residents have the necessary skills and qualifications to enable them to participate in these new opportunities, underpinned by a new spirit of entrepreneurialism and innovation, and the knowledge that residents can stay living in the borough and have successful, rewarding careers.*

### **Ambition**

*To make Bexley a thriving and ambitious place of opportunity through education and employment.*

### **Outcomes**

*Short term: increased local jobs*

*Medium term: reduced levels of unemployment*

*Long term:*

- *a strong and dynamic local economy incorporating a range of industries including high tech and creative sector;*
- *attractive, well connected employment locations with the ability to support innovation and accommodate expansion in the long term;*
- *a strong local culture of entrepreneurship creating a thriving small and medium sized business sector; and,*
- *a skilled local workforce able to take advantage of good quality employment opportunities with every chance to acquire new skills and gain advancement.*

## **An Employment and Skills Action Plan for London – June 2018**

*‘London First established the London Employment and Skills Commission to tackle London’s skills challenge head on. This is the first time that business leaders across London’s sectors have come together to analyse detailed evidence on current and future labour market challenges and put in place a comprehensive and cross-cutting Employment and Skills Action Plan for London.’*

- 2.4.13. The opening paragraph of An Employment and Skills Action Plan for London (‘ESAP’) makes clear its intention, and the document provides useful contextual information for this Outline SEP.
- 2.4.14. At Section 2, the ESAP recognises that the London population has higher levels of qualification than any other region and the proportion of adults with lower level qualifications is lower than nationally (page 26). However, despite this situation, *‘skills shortages appear to be high and growing in the capital.’* (page28).
- 2.4.15. Section 3 considers London’s education and skills system. Again, London performs well against national statistics, with nearly half of young people growing up in London going onto higher education (c.35% nationally). Apprenticeships have quadrupled in the last decade. However, it is also recognised that this level of participation is not consistent across London and that the funding system of apprenticeships has affected their take up rate.
- 2.4.16. Whilst apprenticeships in engineering and manufacturing technologies features in the top four sectors, the ESAP advises that there *‘are comparatively few apprenticeships in construction, planning and the built environment (2.9% of apprenticeships), leisure*

*and tourism (3.5%), and information and communication technology (4.3%). Here, there appears to be an opportunity for growth, given the importance of these sectors to London's economy.'* (page 36)

- 2.4.17. Chapter 4 of the ESAP presents recommendations for a business-led approach to skills in London. Those of most relevance to the ESP are:

**Action area one. Preparing London for the new labour market**

London First will deliver an online 'one-stop shop' platform as part of the 'Skills London offer to help learners, parents, and education providers better access the entry-level training and jobs opportunities that business has to offer.'

**Action area two. Giving London the tools to deliver**

London First will work with business and the Mayor to enable an effective employer-led approach to decision making on London skills policy and funding.

**Action area 3. Fixing apprenticeships to create a compelling offer**

Business should be incentivised to expand Level 4–6 apprenticeship opportunities at age 18 through system reform as set out below. This would allow young Londoners to have a greater choice between full-time higher education and higher-level apprenticeships.

**Skills for Londoners – June 2018**

- 2.4.18. *'Skills for Londoners (SfL) is the first dedicated post-16 skills and adult education strategy produced by a London Mayor. It sets out the skills challenges London faces, along with priorities and actions required to make the London skills system the envy of the world and achieve the Mayor's vision for:*
- 'A city for all Londoners – making sure Londoners, employers and businesses get the skills they need to succeed in a fair, inclusive society and thriving economy.'*
- 2.4.19. The Executive Summary makes clear the purpose of the SfL, and also recognises that *'realising the vision will not be without its challenges.'*
- 2.4.20. Page 17 presents a graphic of the levels of unemployment across the London boroughs, for those aged 16- 64 (year July 2016 to June 2017). LBB is the second lowest across London at 4 to 5.5%.
- 2.4.21. Page 18 presents a graphic of the levels of median gross weekly pay across the London borough. In this measure, LBB is at the mid-point, with residents receiving a median gross weekly pay of £651 to £700.
- 2.4.22. 2.4.17 Page 26 presents a graphic of those aged 25 – 64 with no qualifications or qualifications below level 2 (taken from the 2011 Census). LBB has some of the highest rates in this measure, with much of the borough reporting 30% to 40% of those aged 25 – 64 having no or low level qualifications.



### Mayor's Construction Academy

- 2.4.23. The Mayor's Construction Academy is an on-line resource intended '*to help more Londoners train in the skills they need to access construction sector vacancies on the capital's housing construction sites.*' It is consequently focussed on the residential sector, but provides a range of resources that should also be relevant to the construction of the Proposed Scheme.
- 2.4.24. The Academy brings together seven Hubs , the '*connecting point between all the organisations helping develop the workforce, whether employers or training providers, and the people that want to be part of that workforce.*'
- 2.4.25. The London South East Colleges Hub currently covers London Borough of Bexley, with a focus on '*changing the image of the construction sector as a career choice for young people, as well attracting a more diverse workforce. Alongside this, we are developing employer responsive training programmes to ensure learners have a seamless transition into T-Levels, apprenticeships, higher education and employment.*'
- 2.4.26. Hub highlights include:
- '*Delivered a Construction Challenge with girls from local schools and employer partners to promote school links, industry awareness and the range of opportunities for female trainees.*
  - '*Regular events with Serious About Youth focussed on getting BAME learners into sustainable employment.*'
- 2.4.27. Since 2022 a new Bexley Mayor's Construction Academy ('MCA') has been operational, providing a local focus within the borough. This will have a focus on developing a curriculum for Green and Digital Skills over the next ten years; topics relevant to the operation of the Proposed Scheme.

### Workforce Integration Network

- 2.4.28. Another on-line resource, the Workforce Integration Network ('WIN') was '*established to work with employers to address the challenges of improving representation in the workplace.*'
- 2.4.29. The WIN website reports that:
- 'Research undertaken by the GLA shows that Londoners' sense of belonging is tied to their ability to access economic opportunities, particularly good work. The workplace is also a setting in which people from different backgrounds can meet and form relationships. When some groups are excluded, these opportunities for building social integration are missed.'*
- 'Underrepresentation in the workplace is caused by a range of factors including discrimination, skills mismatch, and lack of qualifications and networks. For this to*

*change, employers must be more aware of the problem and what they can do to address it.'*

- 2.4.30. Consequently, in September 2020, the WIN published the Inclusive Employers Toolkit, focussing on young black men in construction and technology.

### **Bexley Business & Employment (BBE)**

- 2.4.31. London Borough of Bexley has restructured its employment support service, removing it from the local adult education colleges in house to a new department, BBE.
- 2.4.32. BBE has been established to facilitate engagement across businesses located within the borough to attract, and retain, a local workforce.

### **THE APPLICANT'S ROLE IN ITS COMMUNITY**

- 2.4.33. This Outline SEP has been drafted to provide a framework for the relevant planning authority to consider skills and employment opportunities presented through the Proposed Scheme. However, it is important and relevant to note that Cory is already highly active within the local community, contributing to a range of initiatives that raise awareness and understanding of STEM topics, waste and resource management.
- 2.4.34. These initiatives include the Industrial Cadets, the Engineering for a Cleaner World programme with Crossness Power Station and Bexley Eco-Fest with the London Borough of Bexley. Cory also welcomes many visits from local schools and community groups to tour its facilities every year. The tours seek to raise awareness of responsible waste management and the circular economy.
- 2.4.35. Industrial Cadets is a structured framework; giving 11-19 year olds the opportunity to participate in industry-based activities, develop their personal skills and raise awareness of career opportunities. Employers delivering accredited programmes are able to develop a structured approach to their talent pipeline. The Applicant already engages with this initiative and is happy to continue to do so. In 2024, Cory put approximately 16 Young People through silver accreditation, each gaining 5 days of work experience, and sponsored two bronze industrial cadet programmes with Harris Garrard.
- 2.4.36. The Engineering for a Cleaner World programme gives year eight pupils the opportunity to visit Crossness and Cory sites and compare, contrast and assess the effectiveness of their engineering solutions to waste management. Nearly 150 students took part in the 2021 event. Due to a change in personnel this initiative was temporarily put on hold, but the Applicant is working to kick start the programme in 2025.
- 2.4.37. The programme is run jointly by Cory and Crossness Pumping Station to demonstrate innovation in the waste management sector and inspire local school children to consider careers in engineering. The programme builds on the existing relationship between Cory and Crossness, following Cory's donation of £125,000 to secure the



future of the Pumping Station as a local community asset in 2018. The Crossness Pumping Station is a Grade 1 listed industrial heritage site, designed as part of the first sewage system for London

- 2.4.38. Following an introduction to the programme, pupils visit both the Crossness Pumping Station and Cory's Riverside EfW facility. The programme concludes with pupil presentations of their own mechanical devices to earn a certificate from the Engineering Development Trust. The Applicant would be happy to consider extending this programme to the Proposed Scheme.
- 2.4.39. The Bexley Eco-Fest provides tips and resources for living more sustainable lives, reducing environmental impact and getting more involved in the local community. Residents can show how they had put the tips into action by participating in Cory's Community Eco Challenge, which offers prizes for the most engaging, innovative and inspiring eco-friendly upgrades people have made to their homes. The Applicant sponsors the annual event, with its third face to face event taking place in September 2024, with approximately 2,500 people attending at Lesnes Abbey. The Applicant worked with local businesses and an event organising company to run it based in Bexley.
- 2.4.40. In July 2021, Cory was re-accredited as an Investor in People (IIP) (including at silver level for apprentices). The status is recognised as an important, independent assessment of what the company needs to do to help its employees to thrive. The confirmation of accreditation was achieved following a robust process which included an all-employee survey, interviews with the CEO and over 25 one-to-one interviews with people from all areas of the business. The company's policies, procedures, benefits and systems were also measured against the IIP's framework. Lloyd's Register annually verifies Cory's employee's technical competence. In 2024, Cory regained its IIP accreditation, with its Apprenticeship scheme upgraded to Gold Accreditation.
- 2.4.41. Staff at Cory's facilities are given the opportunity, and appropriate support, to develop their careers. For example, one employee now managing shifts in the Riverside 1 Control Room started his Cory employment as a technician on Middleton Jetty.
- 2.4.42. In short, the Applicant has a track record of making its facilities on Norman Road a desirable place to work, attractive to a diverse workforce, and one that offers remuneration in excess of the London Living Wage and sustained career progression prospects; and is committed to achieving this for the Proposed Scheme.

## **2.5. DEVELOPING THIS OUTLINE SEP**

- 2.5.1. The development and delivery of the Proposed Scheme sits within the construction and technology sectors; these are identified as growth areas providing potential for greater employment opportunity and diversity.

- 2.5.2. Having reviewed the relevant local and London wide policy, strategy and initiatives, the key areas relevant to be addressed within this Outline SEP are:
- A focus on making the Proposed Scheme an attractive employment opportunity for all, with a focus on women and young black men.
  - Providing opportunities for skills development for all, with a focus on young people.
  - Providing opportunities for the local workforce, with a focus on, but not limited to, those living in Bexley.
  - Supporting the Bexley MCA in developing the Green and Digital Skills curriculum.
- 2.5.3. This research has informed establishing the principles and actions presented in the following sections of this Outline SEP. It will be refreshed in preparing the full SEP.
- 2.5.4. Critically, these key areas have been used as strategic objectives in focussing the actions that will be taken by the Applicant in implementing the full SEP.

### **3. PRINCIPLES**

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#### **3.1. INTRODUCTION**

- 3.1.1. The Applicant aspires to be the 'employer of choice' within the waste and resource management industry. To fulfil this aim, the Applicant will source its workforce from the best available pool of talent either internally or externally, without compromise. It is only through recruiting people at all levels who have the necessary skills, knowledge, experience, aptitude, capability and potential that the Company, and its contractors, will flourish in the future.
- 3.1.2. The principles set out here are attributed to the Applicant. However, the selected construction Contractor(s) will be required to mirror these commitments and principles in their own employment strategies.

#### **3.2. SKILLS AND EMPLOYMENT PRINCIPLES**

- 3.2.1. The Applicant is committed to the equality of opportunity in all employment practices, policies and procedures.
- 3.2.2. The Applicant is committed to work with contractors and suppliers that will encourage local spend and bring local beneficial impact on value added, investment, and jobs.
- 3.2.3. The Applicant is committed to recognising the value of each individual, promoting diversity and is ensuring equality across the workforce.
- 3.2.4. The Applicant is committed to work with national and local organisations in order to maximise: recruitment from within the local community; progression into employment from skills and education initiatives; and recruitment from hard to reach groups.
- 3.2.5. The Applicant is committed to providing tailored training, relevant to the individual and relevant to all aspects of the employee life cycle.

#### **3.3. RECRUITMENT PRINCIPLES**

- 3.3.1. Cory has a dedicated recruitment manager currently reviewing and formalising all its recruitment policies and processes. The measures below may be updated in the full SEP as a result of that work.
- 3.3.2. A key element of developing a diverse workforce is through a focussed and effective recruitment process. Consequently, a number of principles that will underpin this process for the Proposed Scheme are included in this Outline SEP.
- 3.3.3. The recruitment process includes specifying the job, advertising the job, the application process, the process of selection, the location and timing of interviews, interviewing arrangements, assessment techniques, interviewing, selection criteria and any other activity forming part of the recruitment and selection or promotion process.

- 3.3.4. The Applicant operates a zero tolerance policy towards any form of unlawful discrimination or harassment during the recruitment and selection or promotion process on grounds of race, colour, nationality, ethnic origin, national origin, sex, sexual orientation, gender reassignment status, being married or a civil partner, religion, belief, disability, age, trade union membership or non-membership of a trade union.
- 3.3.5. In addition to observing its legal obligations, the Applicant is committed to following the best practice standards in the recruitment and selection or promotion process for preventing discrimination/harassment.
- 3.3.6. Resourcing plans would be prepared to cover expansion, anticipated project wins and changes in the employment market. These will ensure that any recruitment activity undertaken will be conducted in a planned and co-ordinated manner, wherever possible.
- 3.3.7. Succession plans would be prepared that identify individuals within teams who have the future potential to grow beyond their current role. This will encourage people to develop their careers and ensure their capability is maximised.
- 3.3.8. Vacancies will be properly scoped in a Role Profile – defining the nature of the position, accountabilities and decision-making authority. In tandem, the qualifications, skills and experience necessary for success will be identified.
- 3.3.9. Any recruitment advertising would seek to attract suitable candidates from as broad a local population as possible. The intention should be a wide spread of applicants to enable a better representation of the community in terms of ethnic mix, religion, disability, sexual orientation etc. Recruitment advertising should be designed to appeal to young black men and women and focussed within the local area.
- 3.3.10. The selection process would be planned carefully in advance and objective methods used to determine those candidates suitable for interview and eventual hire. The selection process would be designed to ensure that it does not inadvertently unlawfully discriminate against certain candidates.
- 3.3.11. Line managers would ensure they are properly prepared before assessing candidates and are aware of how to structure and conduct an interview.
- 3.3.12. All candidates whose application indicates a high level of suitability to the vacancy advertised would be interviewed.
- 3.3.13. The use of probation periods is mandatory for all external hires, irrespective of level of role. Full details of what this constitutes would be given to the candidate in writing and incorporated into contractual terms.
- 3.3.14. The Applicant's Diversity, Equal Opportunities & Inclusion Policy will be adhered to all times during the recruitment process to ensure that discrimination does not occur.
- 3.3.15. All candidates will be treated in a professional manner.

3.3.16. The recruitment and selection process will be monitored to ensure:

- that it is achieving its aims;
- that managers and employees are confident about its application; and
- that remedial action is taken where it is apparent that the process may not be achieving the Applicant's purpose.

## 4. MEASURES

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### 4.1. INTRODUCTION

- 4.1.1. The key principles of equality, diversity and fairness apply across the construction and operation phases of the Proposed Scheme where practicable. These principles underpin the Applicant's employment and skills approach; discrimination will not be tolerated.
- 4.1.2. Section 2 of this Outline SEP conducted a review of relevant strategies and initiatives that highlighted a local focus on making employment opportunities within both the STEM and construction sectors more attractive or accessible to three core groups young people, women and young black men.
- 4.1.3. It is notable that whilst there are three demographics identified, there is a consistent focus on young people. Consequently, the actions are focussed upon, but not limited to, those in education. This Outline SEP is particularly interested in enhancing the employability of Bexley's young residents, of whatever gender or racial background.
- 4.1.4. As recognised previously, the greatest opportunities for meaningful, long-term employment, and skills development, to the current and future workforce, are presented within the operation of the Proposed Scheme. Consequently, these actions are for the Applicant to implement throughout the operational life of the Proposed Scheme.
- 4.1.5. Wherever practicable, these actions will also be mirrored by the selected construction Contractor(s) in their employment strategies.
- 4.1.6. The actions have been grouped under three strategic objectives to match the key areas identified in Section 2 of this Outline SEP. Targets are presented to indicate how the Applicant would deliver these actions.

### 4.2. ACTIONS

#### **Strategic Objective 1:**

- 4.2.1. A focus on making the Proposed Scheme an attractive employment opportunity for all, with a focus on women and young black men.
- 4.2.2. **Action 1A:** Review and refresh of employment materials and strategies held within Cory to ensure it is attractive to the focus groups. To be completed within 24 months of this Outline SEP being approved.
- 4.2.3. **Action 1B:** Engagement with at least two colleges of further education (e.g. UTC Leigh and London South East Colleges) providing support to enhanced employability through job skills training, mock interviews and work experience. A target of 150 individuals impacted each year for the first 10 years of operation.

- 4.2.4. **Action 1C:** Continued engagement with the Bexley Eco Festival. A target of positive support every time Cory is asked to participate.
- 4.2.5. **Action 1D:** Targeted engagement with education establishments that have a high proportion of female and young black male students, with which Cory has not previously engaged. A target of CEIAG initiatives set up with 3 new establishments within the first 5 years of the Proposed Scheme being operational.

### **Strategic Objective 2:**

- 4.2.6. Providing opportunities for skills development for all, with a focus on young people.
- 4.2.7. **Action 2A:** Sponsorship of Children's University passports. A target of 200 per year for the first 10 years of operation.
- 4.2.8. **Action 2B:** Participation in local extra-curricular activities (eg Half Term Club at Erith Social Club). A target of 3 per year for the first 10 years of operation.
- 4.2.9. **Action 2C:** Participation in the Industrial Cadets, at all levels. A target of 100 accreditations per year for the first 10 years of operation for the first 10 years of operation.
- 4.2.10. **Action 2D:** Hosting educational visits, school tours, open days etc at the Riverside Campus. A target of 3 per month averaged over a 12 month period for the first 10 years of operation.
- 4.2.11. **Action 2E:** An appropriate induction programme will be arranged for all external appointees within the first 12 weeks of their start date of employment at the Carbon Capture Facility. This should cover information on the organisation in addition to more specific information relevant to the role eg health & safety procedures, site tour, payroll, expense claims etc. A target of 100%.
- 4.2.12. **Action 2F:** Successful apprenticeships completed across technical skills. A target of 5 completed apprenticeships per year for the first 10 years of operation, to include at least 2 higher level (Level 4-6) apprenticeships per year.

### **Strategic Objective 3:**

- 4.2.13. Providing opportunities for the local workforce, with a focus on, but not limited to, those living in Bexley.
- Action 3A:** Roles will be advertised internally and/or locally (not least through Bexley Business & Employment) for a working week prior to extending this beyond the borough. A target of 100%, unless:
- targeted succession has already taken place in a fair, objective and non-discriminatory manner;
  - a suitable candidate exists who is under notice of redundancy or is available for redeployment due to business rationalisation;

- it is a specialist role requiring a unique skill-set or specific industry/customer experience and these are unlikely to be found internally or locally;
  - an urgent need arises on a new business project or to fulfil a particular customer requirement; and
  - the role is business critical and to advertise it internally could impact negatively within the organisation vis-a-vis customer relations.
- 4.2.14. **Action 3B:** Effective engagement on the Bexley Development Board. A target of one board member throughout the operational life of the Proposed Scheme.
- 4.2.15. **Action 3C:** Effective engagement on the London South East College Employers Panel. A target of one board member throughout the operational life of the Proposed Scheme.
- 4.2.16. **Action 3D:** Effective engagement with the Bexley MCA to support development of the Green and Digital Skills curriculum. A target of at least one course approved such that the Bexley MCA is able to provide training for relevant role(s) at a time appropriate to the start of the Proposed Scheme operation phase. Each person entering the recruitment process via a course developed between the Bexley MCA and Cory would be guaranteed an interview<sup>b</sup>, for a relevant role, following their successful completion of training.

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<sup>b</sup> Should there be more than 25 applicants through this process for any single role, Cory may use telephone interview or other suitable screening process, as a first step for all applicants, with face to face interview guaranteed only for the most appropriate candidate(s).



## 5. MONITORING

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- 5.1.1. The Applicant is committed to being open and transparent in its implementation of this Outline SEP and consequently offers to provide a monitoring report of actions against targets.
- 5.1.2. The Applicant also commits to confirm to the BBE the employment status for those employed via the BBE for up to 12 months after each individual's start date. This information would be provided through reporting during the operation phase.



## DECARBONISATION

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