

Lower Thames Crossing

7.21 Stakeholder Actions and Commitments Register (Tracked changes version)

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List of contents

	Page number
1 Executive summary.....	1
2 Introduction	2
2.1 Background.....	2
2.2 Purpose of the document.....	2
2.3 The Project	5
3 Development of the SAC-R.....	7
3.1 Stakeholder consultation.....	7
3.2 Ongoing identification of SAC-R commitments	7
3.3 Securing the SAC-R commitments	7
Part 1 - Stakeholder Actions and Commitments Register.....	8
Part 2 - Stakeholder Actions and Commitments Register – Skills, Education and Employment	26
Part 3 - Stakeholder Actions and Commitments Register – Community Funds	51

Deleted: 1 Executive summary 1¶

2 Introduction 2¶

2.1 Background 2¶

2.2 Purpose of the document 2¶

2.3 The Project 5¶

3 Development of the SAC-R 7¶

3.1 Stakeholder consultation 7¶

3.2 Ongoing identification of SAC-R commitments 7¶

3.3 Securing the SAC-R commitments 7¶

Part 1 - Stakeholder Actions and Commitments Register 8¶

Part 2 - Stakeholder Actions and Commitments Register – Skills, Education and Employment 25¶

Part 3 - Stakeholder Actions and Commitments Register – Community Funds 51¶

List of plates

	Page number
Plate 2.1 Control Plan	4
Plate 2.2 Lower Thames Crossing route	6

List of tables

	Page number
Table A.1 Stakeholder Actions and Commitments Register	9
Plate 2.1 Control Plan	4
Plate 2.2 Lower Thames Crossing route	6
Table 1 Skills, Education and Employment strategy performance targets	31

Deleted: Plate 2.1 Control Plan 4¶
Plate 2.2 Lower Thames Crossing route 6¶

Deleted: Table A.1 Stakeholder Actions and Commitments Register 9¶
¶
Table 1 Skills, Education and Employment strategy performance targets 30¶

1 Executive summary

- 1.1.1 The purpose of this Stakeholder Actions and Commitments Register (SAC-R) is:
- a. In Part 1 to provide a list of design, construction, and operational related commitments given to stakeholders that are secured within the Development Consent Order (DCO) but which do not naturally sit within the Register of Environmental Actions and Commitments (REAC), the outline management documents or other control documents secured under Schedule 2 of the draft DCO and are not contained within side agreements (agreed with specific stakeholders outside of the DCO).
 - b. In Part 2 to secure National Highways' commitment to skills, education and employment via the SEE Strategy which sets out how measures would enable the skills, education and employment opportunities associated with the Project to be realised.
 - c. In Part 3 to secure National Highways' commitment to pay the Community Funds in order to provide a mechanism to address residual impacts of the Project through establishing two Panels to award grants to eligible community-led initiatives.
- 1.1.2 The SAC-R commitments are legally secured through article 61 of the draft DCO (Application Document 3.1). That article requires National Highways to implement the measures in the SAC-R to ensure the delivery of the commitments contained below. The Explanatory Memorandum (Application Document 3.2) provides further explanation of the legal effect of this provision.

2 Introduction

2.1 Background

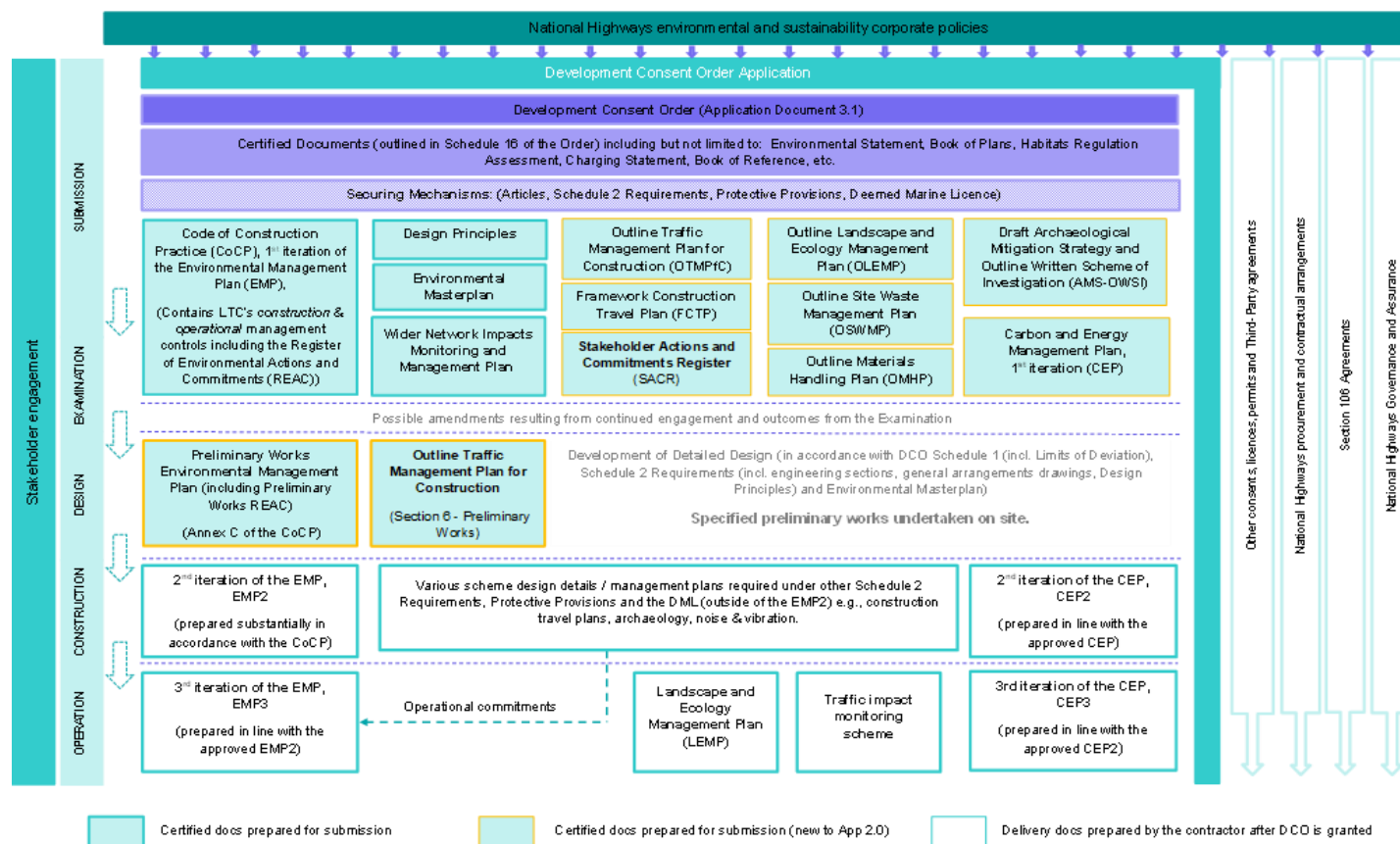
- 2.1.1 National Highways (the Applicant) has developed numerous commitments to mitigate and/or minimise impacts associated with the A122 Lower Thames Crossing (the Project) in consultation with numerous stakeholders.
- 2.1.2 Many of these commitments relate to environmental mitigation measures identified through the environmental assessment undertaken for the Environmental Statement (ES) (Application Document 6.1), which are either incorporated into the REAC within the Code of Construction Practice (CoCP) (Application Document 6.3, ES Appendix 2.2) or outline management plans which support the DCO application. The ES [Document References 6.1, 6.2 and 6.3] has been updated, and should be read with reference to the latest version of the ES Addendum [Document Reference 9.8].
- 2.1.3 Through the ongoing consultation with stakeholders, the Applicant has identified that there may be commitments which stakeholders have requested that do not fall within the scope of the commitments which are included in the REAC or outline management plans.
- 2.1.4 These commitments may be implemented either through private agreements with stakeholders or secured by the DCO, through Part 1 of the Stakeholder Actions and Commitments Register (SAC-R)
- 2.1.5 The SEE Strategy and Community Fund set out in Part 2 and Part 3 were initially contemplated as being secured by way of a section 106 Agreement with the relevant local authorities for the Project. However, in light of the nature of the commitments they have been transferred to the SAC-R which will provide security that they will be implemented. Including them within the SAC-R also ensures that there is one version of the SEE Strategy and Community Fund commitment which will apply to all of the different local authorities offering a transparent and consistent approach.
- 2.1.6 The local authorities will have powers to enforce the SEE and Community Fund commitments set out in the SAC-R through Part 8 of the Planning Act 2008 as Article 61 requires National Highways to implement the measures in this document.
- 2.1.7 References to National Highways in this document should be construed as a reference to the "undertaker" in the dDCO.

2.2 Purpose of the document

- 2.2.1 The purpose of the SAC-R is to secure design, construction, and operational related commitments given to local authorities and other stakeholders that are secured within the DCO but which do not naturally sit within the REAC, the outline management documents or other control documents secured under Schedule 2 to the draft DCO and are not contained within a s106 agreement or other side agreement (agreed with specific stakeholders outside of the DCO).

- 2.2.2 Mindful that a number of issues are likely to emerge during the examination, the intention is to reduce the need for legal agreements by providing a mechanism to provide legally secured commitments (which do not fall in the scope of other management plans or control documents). The document is anticipated to have the effect of:
- a. assisting stakeholders by obviating time/expense associated with legal agreements, thereby speeding up resolution of issues during Examination
 - b. gives sight to Examining Authority and Secretary of State on how issues have been resolved without waiting for such agreements to be completed, thereby reducing delays at the decision stage.

Plate 2.1 Control Plan

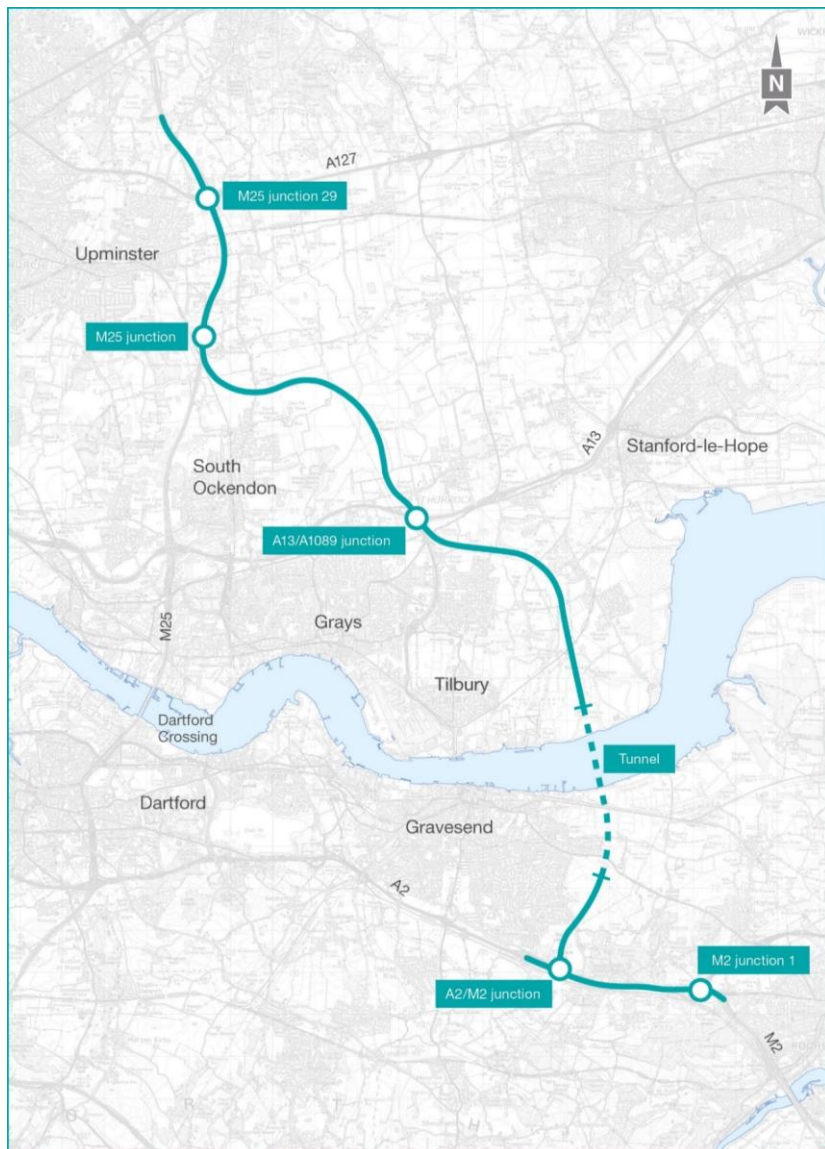


2.3 The Project

- 2.3.1 The A122 Lower Thames Crossing (the Project) would provide a connection between the A2 and M2 in Kent and the M25 south of junction 29, crossing under the River Thames through a tunnel. The Project route is presented in Plate 2.2.
- 2.3.2 The A122 would be approximately 23km long, 4.25km of which would be in tunnel. On the south side of the River Thames, the Project route would link the tunnel to the A2 and M2. On the north side, it would link to the A13, M25 junction 29 and the M25 south of junction 29. The tunnel portals would be located to the east of the village of Chalk on the south of the River Thames and to the west of East Tilbury on the north side.
- 2.3.3 Junctions are proposed at the following locations:
- a. New junction with the A2 to the south-east of Gravesend
 - b. Modified junction with the A13/A1089 in Thurrock
 - c. New junction with the M25 between junctions 29 and 30
- 2.3.4 To align with National Policy Statement for National Networks (Department for Transport, 2014) policy and to help the Project meet the Scheme Objectives, it is proposed that road user charges would be levied in line with the Dartford Crossing. Vehicles would be charged for using the new tunnel.
- 2.3.5 The Project route would be three lanes in both directions, except for:
- a. link roads
 - b. stretches of the carriageway through junctions
 - c. the southbound carriageway from the M25 to the junction with the A13/A1089, which would be two lanes
- 2.3.6 In common with most A-roads, the A122 would operate with no hard shoulder but would feature a 1m hard strip on either side of the carriageway. It would also feature technology including stopped vehicle and incident detection, lane control, variable speed limits and electronic signage and signalling. The A122 design outside the tunnel would include emergency areas. The tunnel would include a range of enhanced systems and response measures instead of emergency areas.
- 2.3.7 The A122 would be classified as an 'all-purpose trunk road' with green signs. For safety reasons, walkers, cyclists, horse riders and slow-moving vehicles would be prohibited from using it.
- 2.3.8 The Project would include adjustment to a number of local roads. There would also be changes to a number of Public Rights of Way, used by walkers, cyclists and horse riders. Construction of the Project would also require the installation and diversion of a number of utilities, including gas pipelines, overhead electricity powerlines and underground electricity cables, as well as water supplies and telecommunications assets and associated infrastructure.

- 2.3.9 The Project has been developed to avoid or minimise significant effects on the environment. The measures adopted include landscaping, noise mitigation, green bridges, floodplain compensation, new areas of ecological habitat and two new parks.

Plate 2.2 Lower Thames Crossing route



3 Development of the SAC-R

3.1 Stakeholder consultation

- 3.1.1 The Applicant has carried out a number of consultation events as detailed in the Consultation Report (Application Document 5.1) and the Statement of Engagement (Application Document 5.2). This has included statutory and supplementary (non-statutory) consultation and design refinement, community impacts and local refinement consultation.
- 3.1.2 In addition to the stakeholder consultation detailed in the Consultation Report (Application Document 5.1), the Applicant has carried out, and will continue to carry out, stakeholder-specific engagement with those individuals and organisations who both support and object to the Project.
- 3.1.3 The Applicant has identified and agreed actions and commitments through this consultation that are provided in the SAC-R in Part 1.
- 3.1.4 The Applicant has also identified the need to commit to the obligations set out in Parts 2 and 3 and has discussed the proposed obligations with the relevant local authorities.

3.2 Ongoing identification of SAC-R commitments

- 3.2.1 The Applicant will continue to engage with stakeholders beyond the submission of the DCO application, and the SAC-R provides a means to identify and update actions and commitments throughout the pre-Examination and Examination stages of the Project.

3.3 Securing the SAC-R commitments

- 3.3.1 The SAC-R commitments are legally secured through article 61 of the draft DCO (Application Document 3.1). That article requires implementation of the commitments in Parts 1, 2 and 3. The Explanatory Memorandum (Application Document 3.2) provides further explanation of the legal effect of this provision.

Part 1 - Stakeholder Actions and Commitments Register

- 1.1 The following register has been updated during the pre-Examination, Examination and Decision stages of the Project in response to representations made by Interested Parties.

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Table A.1 Stakeholder Actions and Commitments Register

Topic	SAC-R ref no.	Location	Commitment	Party responsible	Beneficiary	Time period
Public access to land	SACR-001	Orsett Fen	Unless otherwise agreed with the Secretary of State following consultation with Natural England, prior to the specified date as defined in article 54 of the DCO, National Highways will, during the construction phase, and where it has temporary possession of the land identified as Fen land A and Fen land B in the DCO or has otherwise acquired that land, not prevent public access to that land unless the prevention of public access is reasonably required for (i) construction purposes; or (ii) health and safety purposes; or (iii) to allow for the protection of any environmental mitigation. National Highways will inform Natural England as soon as is reasonably practicable of any prevention of public access to Fen land A and Fen land B during the construction phase (and the basis on which public access is being prevented). Following a notification that public access is being prevented, Natural England may request an update on when any prevention is expected to cease and National Highways will provide a response as soon as is reasonably practicable.	National Highways / Contractor	Natural England	Prior to and during construction of so much of Work Nos. 8J, OH7, E36, FCA3, FCA2 and 8K situated within Fen land A and Fen land B
Educational road safety	SACR-002	Project wide	The Contractors shall develop and provide an educational road safety programme for school aged children. Due regard shall be given to emerging local priorities as identified by the relevant local authorities through the Employment and Skills Working Group.	Contractor	Relevant local schools	Throughout construction as required
Green Lane farm access during construction	SACR-003	Green Lane	During construction, the Contractor shall maintain controlled access for farm vehicles to access across the route of the A122 in the immediate vicinity Green Lane during construction to ensure access to retained land is not impeded. The Contractor shall discuss with the	Contractor	C.H. Cole & Sons	Prior to and during construction of Work No. 7M

Topic	SAC-R ref no.	Location	Commitment	Party responsible	Beneficiary	Time period
			landowner their reasonable access requirements and use reasonable endeavours to agree such access.			
Brentwood Road farm access during construction	SACR-004	Brentwood Road	<p>The Contractor shall establish the farm access track from Brentwood Road to the north of the Brentwood Road compound prior to the severance of any existing access. The access track shall remain accessible to the landowner, subject to any security control that may be required, throughout construction.</p> <p>Access shall be provided for farm vehicle access to the west of Brentwood Road opposite the junction with the new High House Lane alignment prior to access to this area being severed by construction activity. The re-aligned High House Lane shall be constructed and available for landowner use prior to the closure of the existing Lane.</p> <p>The Contractor shall discuss with the landowner their reasonable access requirements and use reasonable endeavours to agree such access.</p>	Contractor	C.H. Cole & Sons	Prior to and during construction of Work Nos. CA6, ULH10, 6M, 6L and 7B.
Farm access during construction	SACR-005	Project wide	Where access to a significant area of a landowner's farmland is severed by construction works, the Contractor shall ensure that the farmer is provided with controlled access to their retained land. The Contractor shall discuss with the landowner their reasonable access requirements and use reasonable endeavours to agree such access.	Contractor	Relevant farm landowner	Throughout construction as required
Landowner access to retained land EX298754	SACR-006	Northern tunnel entrance compound and Land	During construction, the Contractor shall, following receipt of no less than seven days' notice from the landowner (unless otherwise agreed and except in an emergency), provide controlled access to all of the landowner's retained land (EX298754) outside of the Order Limits. Post construction, a permanent access	National Highways / Contractor	Mr Mott and any successor in title	Prior to and during construction and use of the northern tunnel

Topic	SAC-R ref no.	Location	Commitment	Party responsible	Beneficiary	Time period
		Registry title EX298754	route shall be provided from Station Road via the portal access road (to the west of the A122) to all of the landowner's retained land (EX298754) outside of the Order Limits. The Contractor shall liaise with the landowner regarding this commitment.			entrance compound (Work No. CA5). National Highways to provide permanent access post-construction upon completion of the permanent access road (Work No. 5D)
Ockendon Road closure	SACR-007	Ockendon Road	The temporary full closure of Ockendon Road (as defined below) shall not exceed 10 months. The temporary full closure is the closure which is in place between point 38/D and point 38/C in the Streets Subject to Temporary Restrictions of Use Plans [REP9-054] , with the reference RNTM58 in the outline Traffic Management Plan for Construction [REP9-235] .	Contractor	London Borough of Havering	Throughout construction as required
Thurrock Travellers' Site	SACR-008	Gammon Field travellers' site	Without prejudice or limitation to the approval required under Requirement 13 of the DCO, the undertaker must not carry out Work Nos. 7E, 7Z and MU54 in or over any part of the existing travellers' site until the replacement Gammon Field travellers' site is laid out and capable of occupation by the residents of the existing travellers' site and Thurrock Council agrees in writing (acting	Contractor	Thurrock Council and the residents at Gammon Fields	Prior to Works Nos. 7E, 7Z and MU54

Topic	SAC-R ref no.	Location	Commitment	Party responsible	Beneficiary	Time period
			reasonably and such agreement not to be unreasonably withheld or delayed) that the site is capable of occupation, except that the undertaker may exercise powers under the DCO to take possession for the purposes of, and carry out, non-intrusive and intrusive surveys and investigations on the existing travellers' site provided that such non-intrusive works, surveys, and investigations must not prevent access or use of the existing site by residents. In the event of a disagreement about the replacement site being capable of occupation, an appeal may be made to the Secretary of State under article 65 (appeals to the Secretary of State) of the DCO.		travellers' site	
Folkes Lane ULH (Work No. ULH 02)	SACR-009	Folkes Lane Woodland Car Park	The undertaker must ensure that the detailed design and construction of Work No. ULH 02 and the access associated with Work No. G10 secure (during the construction phase) (i) the provision of parking for two Forestry England pick-up truck maintenance vehicles at the site of the existing Folkes Lane car park; and (ii) permit ongoing 24-hour access for emergency vehicles to Folkes Lane Woodland from Folkes Lane. The undertaker must during those works also use reasonable endeavours, following consultation with Forestry England, to identify measures which would permit continuous and safe access for pedestrians from Folkes Lane to the Folkes Lane Woodland during the construction phase (except that such access will not be required where its prevention is reasonably required for health and safety purposes).	Contractor	Forestry England; London Borough of Havering	During the construction, operation, and demobilisation of Work No. ULH 02
Drainage pond (Work 9T)	SACR-010	Franks Farm	As part of detailed design, the undertaker will use reasonable endeavours to minimise the permanent land acquisition associated with the drainage pond at Franks Farm (Work 9T) including considering its location	Contractor	Mrs Carver	During construction

Topic	SAC-R ref no.	Location	Commitment	Party responsible	Beneficiary	Time period
			(provided that is consistent with the powers under the DCO). A timber post and rail stock proof fence shall also be provided to the boundaries of the field prior to the pond being brought into use.			
Embankment at Franks Farm	SACR-011	Franks Farm	As part of the detailed design, the undertaker will use reasonable endeavours to minimise the permanent land acquisition and removal of trees as part of the embankment works in Plot 44-32 and 44-21 at Franks Farm. The undertaker will use reasonable endeavours to minimise those temporary working areas associated with the utility works, Work Nos MU82, MU83 and MU84, within plots 44-07, 44-09, 44-16, 44-20, 44-21, 44-31, 44-32 and 44-44.	Contractor	Mrs Carver	During construction
Retention of vegetation at Plot 44-07	SACR-012	Franks Farm	As part of the detailed design, the undertaker must use reasonable endeavours to identify the trees, hedgerows and vegetation which can be retained in Plot 44-07 at Franks Farm, specifically fronting on to St Mary's Lane.	Contractor	Mrs Carver	During construction
Franks Farm water treatment plant	SACR-013	Franks Farm	As part of the detailed design, the undertaker must design and carry out Work No MU84 to reasonably ensure the protection of the existing water treatment plant in Plot 44-16 at Franks Farm so far as is reasonably practicable. Should the works affect the existing water treatment plant, National Highways will be responsible for replacing it to its current function, size and capability at National Highways' expense.	Contractor	Mrs Carver	During construction
Ron Evans Memorial Field replacement open space	SACR-014	Ron Evans Memorial Field	The Contractor shall landscape and make available for public access no less than 33,000 sqm of the replacement open space (Work No. OSC7) for Ron Evans Memorial Field (shown on Sheets 29 and 33 of the Special Category Land Plans (Volume C)) in accordance with the Environmental Masterplan, outline Landscape	Contractor	Thurrock Council (landowner) and the public	During construction before public access to open space within the

Topic	SAC-R ref no.	Location	Commitment	Party responsible	Beneficiary	Time period
			and Ecology Management Plan and Design Principles, before public access to the existing open space within the Order Limits (plots 29-09, 29-03, 29-02, 29-04, 29-283, 29-282, 33-35 and 33-19 on Sheets 29 and 33 of the Special Category Land Plans (Volume C)) is restricted. Works Nos. MU57 and MU54 shall be fenced/hoarded off in accordance with the Code of Construction Practice to assist public access over the surrounding 33,000 sqm of replacement open space, in the event the two occur at the same time. Footpath access between Long Lane and the retained area of open space (located outside the Order Limits) and replacement open space to its north located within the Order Limits (Work No. OSC7) shall be retained via the existing route of FP97 or by temporary diversion around the working area for Long Lane Utility Logistics Hub (Work No. ULH8), except where short-term closures are required for safety reasons, in accordance with the outline Traffic Management Plan for Construction.			Order Limits (Special Category Land parcels 28-09, 29-03, 29-02, 29-04, 29-283, 29-282, 33-35 and 33-19 on Sheets 29 and 33 of Special Category Land Plans (Volume C)) is restricted.
Thames Chase replacement open space	SACR-015	Thames Chase	The Contractor shall landscape and make available for public access no less than 16,000 sqm of the replacement open space (Work No. OSC11) for Thames Chase (shown on Sheet 44 of the Special Category Land Plans (Volume C)) in accordance with the Environmental Masterplan, outline Landscape and Ecology Management Plan and Design Principles by the end of the third year of construction, following completion of the earthworks for the new road (Works Nos. 9D and 9E) and new flood compensation area (Work No. FCA6). Works Nos. MU72 and MU79 shall be fenced/hoarded off in accordance with the Code of Construction Practice to	Contractor	Forestry England (landowner) and the public	By the end of the third year of construction

Topic	SAC-R ref no.	Location	Commitment	Party responsible	Beneficiary	Time period
			assist public access over the surrounding replacement open space, in the event the two occur at the same time.			
Folkes Lane Woodland replacement open space	SACR-016	Folkes Lane Woodland / Hole Farm	The Contractor shall landscape and make available for public access the replacement open space (Work No. OSC12) for Folkes Lane Woodland (shown on Sheets 46 and 47 of the Special Category Land Plans (Volume C)) in accordance with the Environmental Masterplan, outline Landscape and Ecology Management Plan and Design Principles, before public access to the existing open space at Folkes Lane Woodland within the Order Limits (plots 46-04, 46-06, 46-55, 46-08, 46-11, 46-12, 46-09, 46-13, 46-26 and 47-26 on Sheets 46 and 47 of the Special Category Land Plans (Volume C)) is restricted. The replacement land (Work No. OSC12) is accessible from the retained open space at Folkes Lane Woodland (located outside of the Order Limits) via the M25 overbridge. Any temporary crossing of the Utilities Offline Access for Beredens Lane ULH (for emergency vehicles and motorway-prohibited traffic including pedestrians, holders of provisional motorcycle or car licences, riders of motorcycles under 50cc, cyclists and horse riders) to access the replacement land shall be developed in accordance with the outline Traffic Management Plan for Construction.	Contractor	Forestry England (landowner) and the public	During construction before public access to open space at Folkes Lane Woodland within the order limits (land parcels 46-04, 46-06, 46-55, 46-08, 46-11, 46-12, 46-09, 46-13 and 46-26 on Sheets 46 and 47 of Special Category Land Plans (Volume C)) is restricted.
Tunnel Design and Safety Consultation Group (TDSCG)	SACR-017	N/A	Key elements of the detailed design in relation to safety and operational effectiveness shall be subject to consultation through a Tunnel Design and Safety Consultation Group (TDSCG). Topics of consultation through the TDSCG shall include, but not be limited to, the matters identified in the agreed	National Highways	Emergency Services and local authorities	Prior to and throughout construction

Topic	SAC-R ref no.	Location	Commitment	Party responsible	Beneficiary	Time period
			terms of reference (which reflect Appendix A2 of Design Manual for Roads and Bridges (DMRB) CD 352). Details of information presented to the TDSCG, along with any feedback and comments received (which shall be assessed and incorporated into the detailed design as far as reasonably practicable), shall be formally recorded into a finalised safety consultation document (as defined in DMRB CG 300).			
Natural England Service Level Agreement	SACR-018	Project wide	National Highways will progress a Service Level Agreement with Natural England for the provision of advice and engagement in connection with the Project in the period prior to and during construction.	National Highways	Natural England	Prior to and during construction
Landowner access through Compound CA5	SACR-019	Land south of Station Road at Goshems Farm (LR Titles: EX246889 and EX538698)	At the detailed design stage, the Contractor will use all reasonable endeavours to provide the landowner with controlled access through the north-east corner of Compound CA5 to the land south of Station Road. However, access cannot be guaranteed at this stage.	National Highways / Contractor	Mr Mott and any successors in title	For the duration that Compound CA5 is in use during construction
Thurrock Open Space Community Engagement Officers	SACR-020	Engagement activities targeted at seven wards within Thurrock: Ockendon, Orsett, Stifford Clays, Little	National Highways commits to funding two community engagement officer posts for a period of three years during the construction phase. The posts will focus on activities including community awareness raising and capacity building, providing a targeted and bespoke approach to open space activities and the promotion of physical activity within target communities. The two posts would both be 0.6FTE. National Highways commits to covering staff on-costs and redundancy costs at the end of the three year period, together with a	National Highways	Thurrock Council Residents in high sensitive wards affected by construction activities	Years 1 to 3 of the construction period

Topic	SAC-R ref no.	Location	Commitment	Party responsible	Beneficiary	Time period
		Thurrock Blackshots, Chadwell St Mary, Tilbury St Chads and East Tilbury	nominal capital sum of £9k across the three years associated with the provision of materials for community engagement activities.			
North Portal rendezvous point (RVP)	SACR-021	Adjacent to the A122 southbound carriageway, between 600m and 2,500m north of the North Portal	National Highways will consult with the emergency services to identify a potential location for a northern RVP that is between 600m and 2,500m from the North Portal, which has direct access to the southbound A122 carriageway. Provided the design and location of that proposed RVP complies with DMRB CD 352, National Highways will use best endeavours to submit a planning application for an RVP in that location (provided that any steps are not inconsistent with the undertaker's licence granted under the Infrastructure Act 2015). In the event an alternative location has permission to be implemented prior to the construction of the proposed North Portal access track, the Applicant will implement that permission and not seek to acquire land or implement the proposed RVP adjacent to the proposed North Portal access track unless otherwise agreed with the emergency services (or, failing agreement, the Secretary of State).	National Highways	Emergency Services	During detailed design and construction
Restoration of Royal Society for the Protection of Birds (RSPB) land	SACR-022	Shorne Marshes	Once the RSPB's land at Shorne Marshes is no longer required for the Milton compound, the Contractor shall establish a habitat for wetland birds which will comprise the following: <ul style="list-style-type: none"> 3 large ponds with a depth 50cm lower than Environment Agency main river level 	National Highways / Contractor	RSPB	Following de-mobilisation of Milton compound, and as required after land is

Topic	SAC-R ref no.	Location	Commitment	Party responsible	Beneficiary	Time period
at Shorne Marshes			<ul style="list-style-type: none"> 20 ephemeral 'mortar' ponds of 3–5m diameter and Environment Agency main river level depth meandering ditch (not linked to the ponds) with no flow and with stepped structure none of the ponds to be linked to any external ditches ditch to be approximately 2–4m wide and 1–1.5m deep, with varying bank gradients and sufficient sections at 45-degrees suitable for water vole burrowing ditch to widen along short stretches to create pockets of shallow water and exposed mud suitable for bird foraging (broadly in accordance with ES Figure 2.4: Environmental Masterplan Section 4 (4 of 10) [REP9-136]) clustered thorn scrub planting across 20% of the site (60% blackthorn) generally across the plot as a mosaic of stands and isolated plants, including around the 3 permanent ponds on the northern aspects planting is to be tightly clustered, not planted in traditional rows mosaic of semi-improved rough grassland and scrub around the isolated pond system including hibernacula and refuges created using arisings from ditch and pond creation arisings also used to create low bunds around the isolated pond system to aid ponds' water retention avoiding loss to main river system aquatic and grassland vegetation will be allowed to colonise naturally (no planting) 			returned to RSPB

Topic	SAC-R ref no.	Location	Commitment	Party responsible	Beneficiary	Time period
			<ul style="list-style-type: none"> no fencing or gates <p>Based on the requirements above, the final detailed design shall be agreed and finalised with the RSPB Site Manager (or failing agreement with the RSPB Site Manager, by the Secretary of State). Prior to enhancement work starting, consultation with National Grid Electricity Transmission, Network Rail, and the Canal Trust will be sought to confirm that the completed scheme has no impact on their undertakings. The Contractor shall collaboratively engage with RSPB during the implementation of the habitat for wetland birds.</p>			
WCH construction monitoring and support for engagement in Kent	SACR-023	Monitoring at 1) Byway NS195 2) NG7 junction with Thong Lane 3) NS167 to the east of the junction with NS170 Engagement measures in Westcourt and Riverside wards	<p>National Highways will make a financial contribution to Kent County Council for the sum of £35,000. The contribution will be targeted towards the installation of Active Travel Counters at a number of locations and wider community engagement activities and awareness raising associated with open space and WCH provision. Activities which the contribution will fund include the following:</p> <ul style="list-style-type: none"> The installation of Active Travel Counters at three monitoring locations, namely NS195 (approximate grid reference TQ673695), NG7 (approximate grid reference TQ671727) and NS167 (approximate grid reference TQ675703). Installation will take place 12 months prior to works being undertaken to stop-up or divert these routes. The purpose of the monitoring is to measure the effectiveness of Public Right of Way (PRoW) diversions delivered by the Project. Enabling the provision of accurate, up-to-date and publicly accessible information, including via the Kent 	National Highways	Kent County Council	A minimum of 12 months prior to the start of works required to stop-up or divert WCH routes NS195, NG7 and NS167

Topic	SAC-R ref no.	Location	Commitment	Party responsible	Beneficiary	Time period
			<p>County Council and Explore Kent websites, the PRoW interactive map, and social media, regarding the timing and extent of any temporary stopping up of PRoWs in Kent and the lifting of restrictions.</p> <ul style="list-style-type: none"> • Providing information about alternative recreational opportunities that are available to the public in the area. • Promoting PRoWs which have been diverted by the Project and alternative existing routes for leisure and recreation as works progress. • Undertaking targeted marketing to households within the Riverside and Westcourt wards. 			
Star Dam Flood Defence Structure	SACR-024	To the west of Princess Margaret Road Land plots 19-18, 19-24 and 19-25	<p>Work No. 5R relates to the construction of a new PRoW between Coalhouse Fort and FP200. The Applicant shall not exercise compulsory acquisition powers in relation to Work No. 5R over such parts of plots 19-18, 19-24 and 19-25 that form part of the flood defence structure known as Star Dam which is maintained by the Environment Agency.</p> <p>The works to construct Work No. 5R shall be designed and constructed such that there is no material impact on the Environment Agency's ability to access, operate, replace or maintain that defence structure or any upgrade to that structure which may be required in relation to the Thames Estuary 2100 Plan.</p>	National Highways	Environment Agency	Throughout construction
Remediation strategy for replacement recreational land	SACR-025	Replacement recreational area north of Thong Lane (shown on Plate 5.13 of	National Highways will work with Gravesham Borough Council to assess whether there is any contamination risk and agree any required remediation on the land identified as a replacement recreational area at Design Principle S3.17. Any remediation required would be delivered or funded by National Highways and would be	National Highways	Gravesham Borough Council	Before formal legal transfer of the land to Gravesham

Topic	SAC-R ref no.	Location	Commitment	Party responsible	Beneficiary	Time period
		the outline Landscape and Ecology Management Plan)	to a standard suitable for the intended use by Gravesham Borough Council as a recreational facility.			Borough Council
Environment Agency Service Level Agreement	SACR-026	Project wide	National Highways will progress a Service Level Agreement with the Environment Agency for the provision of advice and engagement in connection with permitting pre-application discussions for the Project in the period prior to and during construction.	National Highways	Environment Agency	Prior to and during construction
Handover of pre-construction baseline air quality and noise monitors to relevant local authorities – Gravesham Borough Council, Thurrock Council, London Borough of Havering and Brentwood Council	SACR-027	Project wide	Without prejudice to the monitoring conclusions in ES Chapter 5: Air Quality (Section 5.8) [APP-143] and ES Chapter 12: Noise and Vibration (Section 12.8) [APP-150] , National Highways shall upon request handover the existing pre-construction baseline air quality and noise monitors to relevant local authorities in respect of such monitors and data for their administrative area (provided that the relevant landowner consents to such monitoring equipment on their land). Upon completion of construction, the pre-construction baseline air quality and noise monitors can remain <i>in situ</i> upon request made by the relevant local authorities (provided that the relevant landowner consents to that monitoring equipment on their land). Upon handover, the relevant local authorities will be wholly responsible for all costs and permissions associated with the relocation of equipment, maintenance of current locations and monitoring equipment, power and facilitation costs, webhosting costs, ongoing data collection, analysis, reporting and calibration of equipment. National Highways will not be	National Highways / Contractor	Local authorities	Operation

Topic	SAC-R ref no.	Location	Commitment	Party responsible	Beneficiary	Time period
			responsible for replacement of the equipment at the end of its serviceable life. Following any such handover, the relevant local authorities must share the air quality and noise monitoring data from such monitoring equipment at the request of National Highways, clarify what the data will be utilised for and engage with the National Highways operations team relating to all air quality or noise monitoring information.			
Manor Farm, Ockendon Road closure	SACR-028	Manor Farm, North Ockendon	During construction, and in particular the period when the Ockendon Road is to be closed (SACR-007), in addition to controlled access commitments to a farmer's retained land (SACR-005), the Contractor will use all reasonable endeavours to ensure the undertaker's operations do not unduly compromise the agricultural operation of Manor Farm.	Contractor	Mr Stuart Mee	During construction
Manor Farm Shop, Compensation	SACR-029	Manor Farm, North Ockendon	The undertaker will use reasonable endeavours to agree with the landowner, a mechanism for the payment by National Highways of interim compensation payments in respect of evidenced financial losses incurred by the Manor Farm Shop resulting from the temporary closure of Ockendon Road. All such payments to be assessed in line with the Compensation Code.	National Highways	Mr Stuart Mee	During construction
Manor Farm, Water resources and irrigation	SACR-030	Manor Farm, North Ockendon	In addition to commitments RDWE016 and RDWE038 in the REAC, the undertaker will use all reasonable endeavours to (i) ensure an uninterrupted supply of water of equivalent quality and quantity as at present is naturally available to replenish the 'Essex Manor' reservoir (except where such a supply is interrupted because of natural phenomena such as drought or other uncontrollable events) and (ii) ensure that the impacts of	Contractor	Mr Stuart Mee	During construction

Topic	SAC-R ref no.	Location	Commitment	Party responsible	Beneficiary	Time period
			the Project works on the existing irrigation system are mitigated such that they do not adversely impact upon the current irrigation regime at Manor Farm, including provision of alternative or replacement apparatus for those parts of the irrigation apparatus affected and maintenance of the same during construction of the Authorised Development.			
Manor Farm, Field accesses	SACR-031	Manor Farm, North Ockendon	<p>In advance of construction, the Contractor will:</p> <ul style="list-style-type: none"> provide a point of contact with whom the landowner can liaise, use all reasonable endeavours to (i) mitigate the impact on farming operations where the continued use of existing field access is impacted by construction works or (ii) where that continued use is not reasonably practicable, provide a temporary or permanent replacement field access, and engage fully with the landowner as regards the design of any new field accesses such that they will be suitable for larger farm machinery such as combine harvesters. 	Contractor	Mr Stuart Mee (and any successors in title)	During construction
Manor Farm, Access track off Ockendon Road	SACR-032	Manor Farm, North Ockendon	The undertaker will, where the DCO contains the powers to do so, grant the landowner the continued use and exercise of existing rights over the access track owned by National Highways under Land Registry titles EGL242966 and EGL311871 (plots 43-42, 43-44, 43-51 in the draft Order) and use all reasonable endeavours to agree a deed which secures the specified access use under those titles.	National Highways	Mr Stuart Mee (and any successors in title)	Prior to compulsory acquisition

Topic	SAC-R ref no.	Location	Commitment	Party responsible	Beneficiary	Time period
Thurrock Council owned land	SACR-033	Land within the order limits owned by Thurrock Council	<p>In relation to plots of land owned by Thurrock Council that National Highways may permanently or temporarily use under the DCO, National Highways agrees to provide Thurrock Council with a programme of the works within 12 months of the grant of the DCO and agree to provide updates upon request every 3 months thereafter. National Highways will use reasonable endeavours to undertake the works in general accordance with the programme provided to Thurrock Council except that the parties acknowledge that the programme provided and revisions will be indicative.</p> <p>In the event that the works cannot be carried out in general accordance with the programme, National Highways will provide an update to Thurrock Council on the extent of any variation to the programme as soon as reasonably practicable.</p> <p>In this commitment, “programme”, means the initial, or revised, anticipated and illustrative programme of the works substantially in the form of the working schedules already shared with Thurrock Council (which include anticipated duration of works on land owned by Thurrock Council).</p>	National Highways	Thurrock Council	12 months post-DCO consent
<u>Active Travel legacy and enhancement fund</u>	<u>SACR-034</u>	<u>Project wide</u>	<p><u>National Highways must, following the commencement of the authorised development, make available a total sum of £1,000,000 (subject to Index Linking) for the purposes of:</u></p> <p><u>(i) supporting active travel enhancements which integrate with or further improve the cycle tracks, bridleways, footpaths and permissive paths provided as part of the Project, or</u></p>	<u>National Highways</u>	<u>Kent County Council</u> <u>Essex County Council</u> <u>Thurrock Council</u>	<u>During construction and up to two years following opening of the tunnel area</u>

Topic	SAC-R ref no.	Location	Commitment	Party responsible	Beneficiary	Time period
			<p><u>(ii) supporting the carrying out of studies or development work in connection with such enhancements.</u></p> <p><u>Enhancements may comprise works to integrate the proposed active travel provision into the local network. Studies may comprise assessments of active travel routes crossing the Project, for example, an assessment of provision between East Tilbury and Chadwell St Mary, and along the A226 between Gravesend and Higham.</u></p> <p><u>The following bodies are able to make an application for a contribution from this funding: Kent County Council, Thurrock Council, Essex County Council, Transport for London, London Borough of Havering, Gravesham Borough Council, and Brentwood Borough Council. Each local authority or highway authority will be able apply to receive a sum which National Highways must consider and determine (acting reasonably, and with the aim of ensuring value for money and having regard to the desirability of supporting a range of projects across the Project area). The fund will remain open until two years following the opening of the tunnel area, unless the fund is exhausted before that date.</u></p>		<p><u>Gravesham Borough Council</u></p> <p><u>Brentwood Borough Council</u></p> <p><u>London Borough of Havering</u></p> <p><u>Transport for London</u></p>	

Part 2 - Stakeholder Actions and Commitments Register – Skills, Education and Employment

1 Interpretation

- 1.1 In this Part 2 the following terms and expressions have the following meanings unless otherwise stated:

Application	means the application submitted by National Highways to the Secretary of State on 31 October 2022, pursuant to section 37 of the 2008 Act for the Order to grant development consent for the Authorised Development;
Area Plan	means the plan included with this Part 2
Authorised Development	has the meaning of the term “authorised development” in the Development Consent Order
Commencement	means the carrying out of a material operation as defined in section 155 of the 2008 Act comprised in the Authorised Development and the words ‘Commence’ and ‘Commenced’ and cognate expressions shall be construed accordingly but shall exclude any preliminary works as defined in Schedule 2 of the Development Consent Order
Commencement Date	means the date of Commencement of the Authorised Development pursuant to the Development Consent Order
Construction Period	means the period between the Commencement Date and the date when both tunnels comprised in the Authorised Development to be constructed beneath the River Thames are open for use by the public;
Contractor	means the body or bodies contracted by National Highways to deliver the Authorised Development which bodies may alternatively be referred to as “Delivery Partners”
Delivery Partners	means the body or bodies contracted by National Highways to deliver the Authorised Development which bodies may alternatively be referred to as “Contractors”
Development Consent Order	means the development consent order entitled The A122 (Lower Thames Crossing) Development Consent Order which may be made by the Secretary of State pursuant to the application submitted by National Highways to the Secretary of State on 31 October 2022, pursuant to section 37 of the 2008 Act for the Order to grant development consent for the Authorised Development;
the Website	means the National Highways Lower Thames Crossing website: https://nationalhighways.co.uk/our-roads/lower-thames-crossing/environment/sustainability-report/
Working Group	means an employment and skills working group to be established pursuant to paragraph 3 of this Schedule;

Employment and Skills Plan	means the annual employment and skills plan or plans created by the Contractor or Contractors pursuant to the provisions of the SEE Strategy and this Part 2;
SEE Strategy	means the Skills, Education and Employment strategy at Appended to this Part 2 that sets out how National Highways will provide sustainable benefits to local communities by providing skills, education and employment opportunities in connection with the Authorised Development and which is to be reviewed and updated pursuant to this Part 2;
SEE Targets	means the minimum skills, education and employment targets as set out in paragraph 5 of this Part 2;
SMEs	means small and medium enterprises.

2 Skills Education and Employment Strategy (the SEE Strategy)

2.1 National Highways commits to:

- a. ensuring that the SEE Strategy as it is updated pursuant to this Part 2 is aligned with the following overarching objectives:
 - (a) to create a skills legacy by addressing the skills gap, creating a higher skilled community and by changing training standards for building low carbon infrastructure.
 - (b) to bring people closer to jobs by creating life changing opportunities for local people through new inclusive jobs and placements.
 - (c) to inspire future careers by assembling the next generation of talent through effective engagement with local students and educators.
 - (d) to support business growth by providing local businesses and SMEs with the tools to win new work and maximise economic benefits during and after construction.
- b. use its best endeavours to implement perform and comply with the provisions of the SEE Strategy (or procure the same) from the date the first actions and measures referred to in the SEE Strategy are to be undertaken and/ or implemented until the end of the Construction Period;
- c. review and update the SEE Strategy, including the SEE Targets, in consultation with the Working Groups at least every two years, from the date the Development Consent Order comes into force until the end of the Construction Period providing that any updates do not make the SEE minimum targets any less demanding.
- d. maintain as a minimum and at its expense the following two roles (whether or not the roles have the titles mentioned in sub-paragraphs (a) and (b) below) to oversee the SEE Strategy and its implementation from the date the Development Consent Order is granted until the end of the Construction Period;

- (a) Head of Benefits with overall responsibility for the implementation and updating of the SEE Strategy;
- (b) Supply Chain Lead with responsibility for engagement with the supply chain (including local and SMEs suppliers) to the Authorised Development and assurance of implementation of supply chain strategies put in place by National Highways with a view to achieving the SEE targets.

3 Employment and Skills Working Group

3.1 National Highways commits:

- a. to establishing a Working Group for the area north of the River Thames at least six months prior to the Commencement Date comprising those mentioned in sub-paragraphs (a), (b) and (c) below and inviting those mentioned in sub-paragraphs (d) to (f) also to be members of it
 - (a) the Head of Benefits (as referred to in paragraph 2.1d(a));
 - (b) the Supply Chain Lead (as referred to in paragraph 2.1d(b));
 - (c) a representative from each of Brentwood Borough Council, Essex County Council, The London Borough of Havering and Thurrock Council;
 - (d) a representative from each of the Contractor for the Northern Area and the Contractor for the tunnels and approaches the said representatives with responsibility for the implementation of the SEE Strategy (or parts thereof) and for the development of Employment and Skills Plans;
 - (e) A representative from the South East Local Enterprise Partnership;
 - (f) A representative from the Construction Industry Training Board.
- b. to establish a Working Group for the area south of the River Thames at least six months prior to the Commencement Date from comprising those mentioned in sub-paragraphs (a), (b) and (c) below and inviting those mentioned in sub-paragraphs (d) to (f) also to be members of it:
 - (a) the Head of Benefits (as referred to in paragraph 2.1d(a));
 - (b) the Supply Chain Lead (as referred to in paragraph 2.1d(b));
 - (c) a representative from each of Gravesham Borough Council, Kent County Council and Medway Council;
 - (d) a representative from each of the Contractor for the Southern Area and the Contractor for the tunnels and approaches the said representatives with responsibility for the implementation of the SEE Strategy (or parts thereof) and for the development of Employment and Skills Plans;

- (e) a representative from the South East Local Enterprise Partnership;
 - (f) A representative from the Construction Industry Training Board.
 - c. to operate the Working Groups according to paragraphs 3.2 to 3.7 below and with the purposes set out in paragraph 3.8.
- 3.2 The Supply Chain Lead (as referred to in paragraph 2.1d(b) above) shall chair the Working Groups and in his or her absence meetings will be chaired by another member of the relevant Working Group employed by or representing National Highways.
- 3.3 The chair of the Working Group will set the agenda for meetings of each Working Group and invite proposals for agenda items from members of the Working Group which proposals should be submitted to the secretariat at least five Working Days before a scheduled meeting of the Working Group. All proposals must be included in the agenda.
- 3.4 The chair of the Working Group may invite others at his or her discretion to attend a meeting or meetings of the Working Group in order to assist the members of the Working Group in their consideration of any matter.
- 3.5 Each Working Group will meet at least every two months unless otherwise agreed between all members of the Working Group referred to in paragraph 3.1a(a) to (c) in the case of the Working Group for north of the River Thames and paragraph 3.1b(a) to (c) in the case of the Working Group for the area south of the River Thames.
- 3.6 National Highways will provide the secretarial and administrative support necessary for the efficient functioning of the Working Groups and endeavour to circulate an agenda to all members of the relevant Working Group at least two Working Days before a scheduled meeting of that Working Group and the business of the meeting shall be confirmed to the items thereon.
- 3.7 Each member of a Working Group may by notice in writing to the chair of the Working Group appoint a deputy representative from the same organisation as the relevant member to attend meetings of the Working Group where the relevant member is unable to do so.
- 3.8 The purpose of the Working Groups will be to assist in identifying opportunities for developing skills and for providing employment opportunities for local people so as to assist in the SEE Targets being met and to otherwise meet the objectives in the SEE Strategy in order to benefit the local economy and to;
- a. share expertise and insights about emerging local priorities and act as a consultee in order to enable National Highways to create opportunities through the development of the SEE Strategy and through Employment and Skills Plans;
 - b. support National Highways and the Contractors to deliver initiatives that meet the aspirations and targets in the SEE Strategy;

- c. work in partnership with members of other working groups establish by National Highways in respect of the Authorised Development to develop and deliver initiatives that support sustainable skills and employment outcomes for local communities and the local economy; and
- d. to identify, promote and champion local skills and employment initiatives to enable local communities to maximise benefits through effective communication and engagement channels.

4 Implementation and performance of the SEE Strategy

4.1 National Highways commits to requiring its Contractors to use best endeavours to work collaboratively with National Highways to implement the SEE Strategy including (but without prejudice to the generality of the foregoing) in accordance with paragraphs 4.1a to 4.1c below:-

- a. By requiring the contractors to develop and update at least annually Employment and Skills Plans in consultation with the relevant Working Group for that part of the Authorised Development they are contracted to deliver that explains how the SEE Targets will be met for the Authorised Development as a whole, working collaboratively with other Contractors as appropriate.
- b. By undertaking regular reporting to National Highways in order to monitor progress against SEE Targets during the Construction Period.
- c. By ensuring that the outcomes from the reporting described in paragraph 4.1b are discussed at meetings of the Working Group at least annually and National Highways Annual Report will be reported on the Website.

5 SEE Targets

5.1 National Highways commits to requiring its Contractors to use their best endeavours to:

- a. achieve a target of at least 20% of people working on the Authorised Development to be local people who usually reside within the boroughs of Gravesham, Medway, Thurrock, Havering or Brentwood immediately prior to obtaining work on the Authorised Development, and who continue to do so on starting work on the Authorised Development.
- b. achieve a target of at least 45% of people working on the Authorised Development whose main place of residence is within 20 miles of the Authorised Development (including employees within the boroughs mentioned in paragraph 5.1a;
- c. achieve the minimum targets in Table 1 below for the Authorised Development as a whole (working collaboratively as needs be) the targets being for the total number of people employed for the activities specified in Table 1 below over the whole of the Construction Period; and

- d. ensure that opportunities to apply for employment in connection with the Authorised Development are advertised in advertising media across all of the administrative areas of the authorities referred to in paragraph 3.1a(c) and paragraph 3.1b(c) and information relating to such opportunities disseminated to the appropriate bodies such as Job Centres, situated in those areas.

Table 1 Skills, Education and Employment strategy performance targets

Activity	Minimum target
Training for local communities	350 people
Sector skills qualification	500 people
Apprentices	437 people
Graduates/trainees	291 people
Newly employed	500 people
Pre-employment programmes	650 people
Education engagement	5,000 people
Support to educators	2,000 hours
Work placements	470 people
SMEs spend	£1 in every £3
Business upskilling	1,000 businesses
Supply chain payment	Within a maximum of 30 Business Days

6 Contractor Liability

- 6.1 National Highways commits to taking timely and proportionate action to enforce against its Contractors any material breach of the obligations imposed upon them under or in accordance with this Part 2.

Lower Thames Crossing

Skills, education &
employment strategy

Contents

1.	About the Lower Thames Crossing	3
2.	Our local communities	4
3.	Strategy objectives	5
4.	Ambitions	6
5.	Objectives	8
	- Deliver a skills legacy	8
	- Create new jobs	14
	- Inspire future careers	18
	- Support business growth	22
6.	Reporting – targets and monitoring	26
7.	Appendices	32

1. About the Lower Thames Crossing

The Lower Thames Crossing is a proposed new road connecting Kent, Thurrock, Essex and Havering through a tunnel beneath the River Thames. It is the most ambitious road project in more than 35 years.

As the world’s third largest road tunnel, it will almost double road capacity between Kent and Essex, bringing communities together and driving economic growth. This will give millions of people more flexibility and choice for where they live, work and learn.

The Lower Thames Crossing has been designated a pathfinder project by National Highways. This means we are exploring carbon neutral construction and supporting the Government to reach net zero by 2050. We are putting carbon at the heart of everything we do, from continually exploring new and improved building methods to ensuring our current and future workforce and supply chain have the appropriate skills, knowledge and understanding to set the standard for the future of low-carbon infrastructure.

To build the Lower Thames Crossing we’ll need a diverse workforce ranging from engineers, architects and designers to caterers, sign makers and IT support. Over the six-years of construction, the Lower Thames Crossing will provide work for more than 22,000 people – including those employed directly to build the project and thousands more through the supply chain.

About this document

Our Skills, Education and Employment (SEE) Strategy details how we intend to provide sustainable benefits to local communities by providing new work, jobs and educational opportunities.

It also explains how we will cultivate the skills of the project’s workforce and local communities to keep the construction and highways industries moving forward.

This is the first version of this strategy which aligns with National Highways’ Strategic Business Plan 2020-2025 to build skills and capability in line with future requirements, recognising the benefits of a diverse talent pool that reflects local communities. Its ‘People Strategy’ focuses on key themes including:

- fostering a diverse and inclusive culture
- ensuring engaged and motivated colleagues
- matching the right people with the right skills to ensure they can reach their potential
- meeting the needs of business and customers, both now and in the future.

2. Our local communities

The Lower Thames Crossing would provide a connection between the A2 and M2 in Kent and M25 south of junction 29 in Essex. The route and associated works are proposed within Gravesend, Thurrock, Havering and Brentwood local authorities.

The Thames Estuary is a diverse mix of rural and urban areas. It is close to London with some communities among the most prosperous nationally, while others have been identified as among the most deprived.

The area is home to important ports, airports, road and rail infrastructure, which is key to the UK's economy and supply chain. Providing a gateway to the world and the rest of the country, this area is vital and instrumental in keeping people, goods and services moving and enabling international trade.

Despite this, as detailed within the **Thames Estuary 2050 Growth Commission report: 2050 vision**, Kent and Essex have struggled to keep pace with the scale of employment growth in London. The report details how the Thames Estuary area has a high proportion of adults with no formal qualifications. Wages in this area are also the third lowest in the UK per capita gross value added (GVA), half that of London and lower than seven of the eight English regions.

As detailed in the **South East Local Enterprise Partnership (SELEP) Major Projects Skills and Employment 2021** report, due to COVID-19 there has been a large increase in people receiving benefits across the SELEP region and skill levels are below the national average.

The report details how the area is seeing an extraordinary amount of growth in its pipeline of major projects, including the Lower Thames Crossing, presenting a multi-billion-pound boost to the economy. It also explains how these major projects will create a further demand for skills alongside the opportunity to upskill locally with new jobs and work for businesses.

In line with Government's ambitions, the Lower Thames Crossing is a key infrastructure investment. It will play a fundamental role in the drive to unlock economic growth through job creation, new work for businesses, higher skilled workers and stronger infrastructure and better transport.

3. Strategy objectives

The size and scale of the Lower Thames Crossing programme offers a huge opportunity to leave a positive skills, education and employment legacy across local communities. We want to take every opportunity to engage local people in the construction of the crossing, whether that be through new work and jobs or by supporting educators and delivery activities that will excite and inspire the next generation.

We've been working closely with key stakeholders within the South East and Thames Estuary regions, including local authorities, industry professionals, education and training providers and businesses, to develop a strategy that understands and aligns to local needs and priorities.

Our commitment is to create opportunities for new jobs and work, higher skills and better education.

Our objectives are to:

- **Deliver a skills legacy** – create a higher-skilled community and improve training standards for building world-leading low-carbon infrastructure.
- **Create new jobs** – breakdown barriers to employment and provide new and inclusive opportunities.
- **Inspire future careers** – assemble the next generation of talent through effective engagement with local students and educators.
- **Support business growth** – provide local businesses and small and medium enterprises (SMEs) with the tools to win new work and maximise economic benefits during and after construction.

Our SEE Strategy will be embedded into the culture of the project. Working with our supply chain and delivery partners, we'll deliver it by setting objectives and targets, implementing plans, and managing and monitoring data.

If our Development Consent Order is granted and when our delivery partners are onboard, we'll use our SEE Strategy's aims and objectives to support construction of the project. The SEE Strategy will be updated bi-annually to keep on top of the changing needs and priorities of our communities. There are three key themes that run throughout:

- The ambition to tackle inequality and create opportunities for all: in the workplace, in the classroom and in our supply chain.
- The commitment to work collaboratively with key stakeholders and other major projects in the region to adapt to evolving needs and priorities, and maximise outcomes for local communities and the wider construction industry.
- Our aim to lead by example and set the standard for building low-carbon infrastructure.

As well as working with key local stakeholders, the Lower Thames Crossing will keep on top of emerging Government initiatives such as Local Skills Improvement Plans (LSIP) and Net Zero Strategy.

4. Ambitions

We have six ambitions for the Lower Thames Crossing to ensure it provides sustainable benefits to local communities and the construction and highways industries. We've set ourselves a number of targets (see pages 26-27) to help us achieve these.

Figure 1: SEE ambitions and descriptions



5. Objectives - Deliver a skills legacy

Objective

Create a higher-skilled community and improve training standards for building world-leading low-carbon infrastructure.

Summary

- Understand the skills gaps and availability of existing skills within local communities.
- Ensure a coordinated approach amongst the delivery partners to addressing skills and labour demand, and opportunities to upskill local people.
- Conduct regular monitoring and refinement of skills and labour forecasts as construction and operational plans develop and mature.
- Prepare annual Employment and Skills Plans to ensure new and emerging challenges are addressed throughout the delivery of the project.
- Upskill project workforce with industry training to support career progression and enable them to do their job more sustainably.
- Provide local communities with new industry related training to develop local skills and create better access to higher skilled jobs.
- Provide an early careers programme including opportunities for apprenticeships, traineeships, and jobs for newly-qualified graduates.
- Understand and update the current training curriculum and standards by incorporating more carbon and green skills information.
- Develop a carbon culture from the ground up.

Approach

Skills demand

The Lower Thames Crossing will take thousands of people to build it, creating a significant demand for a skilled workforce for the construction of the project. The scale of opportunities is huge and we're committed to changing industry standards to leave a lasting legacy not only for the region, but also for the wider construction industry.

To understand the demand, we have used previous National Highways projects and comparable infrastructure schemes to calculate workforce numbers. This showed that we will engage more than 22,000 people during construction, including 10,000 jobs at peak. This is made up of both direct and indirect jobs with roles varying from lower to higher skill levels.

There are also indirect opportunities for skills and employment opportunities arising from the project.

Figure 2: Direct jobs and departments

Those directly employed to deliver the project: these include, but are not limited to:

Site roles

Traffic marshalls	Rig operators	Site supervisors
Security	Crane operators	Formwork gangers
Chain operators	Tunnel operatives	Form workers/carpenters
Plant fitters	Tunnel boring machine (TBM) operators	Steel fixer gangers
Auto-electricians	Pick-up drivers	Surveyors
Electricians	Van drivers	Concrete gangs
Pipefitters	Plant operators	Tower crane operators
Welders	Loading shovel drivers	Telehandlers
Slings	Trucks/dumper drivers	Pump operators
Steel fixers	Banks person	Store managers
Steel erectors/cladders	Labourers	General operatives
Joiners	Ground workers	

Office departments

Engineering	Quantity surveying	Document control
Design/building Information modelling (BIM)	Contract management	IT/digital support
Surveying	Estimating	Business administration
Project management	Accounts	Human resources
Environment	Procurement & buying	Stakeholder and community engagement
Health, safety & wellbeing	Logistics management	Communications
Consents	Quality control	Social value
Data analyst		

Figure 3: Indirect jobs

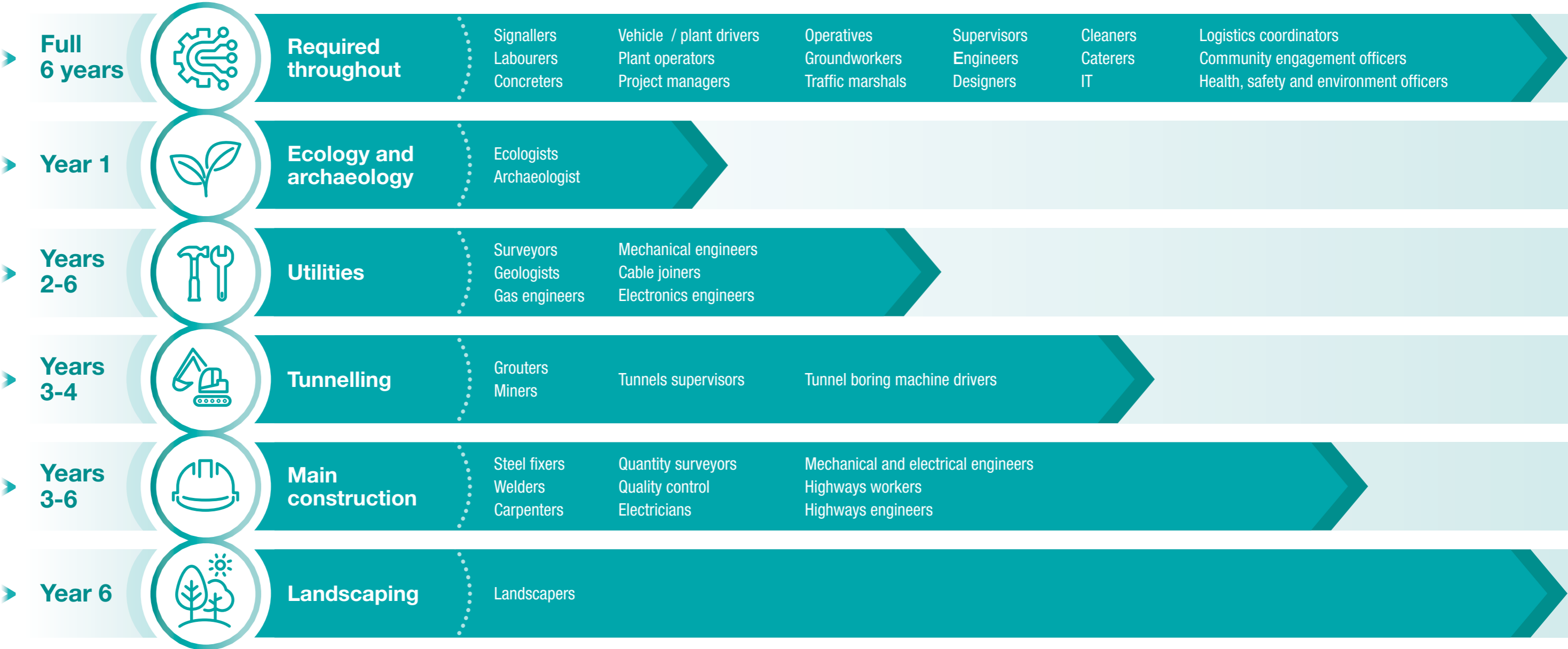
Secondary opportunities for businesses and organisations. These include, but are not limited to:

Secondary business opportunities

Accommodation	Leisure	Logistics
Catering	Retail	Cleaning
Office supplies	Manufacturing	Facilities

Here is an indicative timeline of the direct jobs that will be required during the six years of build for the Lower Thames Crossing

Figure 4: indicative direct jobs timeline



Before construction

To date, our focus has been on understanding local needs and priorities, which enables us to tailor our approach and plans for construction of the project. To do this we have been working closely with key stakeholders within the local communities and the South East/Thames Estuary region, including local authorities, the South East Local Enterprise Partnership

(SELEP), job brokerage services and other large infrastructure projects.

Our end goal is to ensure opportunities for local people are maximised by working together to train up and coordinate skilled work. We are also a member of several existing skills working groups (see figure 5).

Figure 5: Existing skills working groups and their purpose table

Ambition	Descriptions	Location
South East Major Projects Group (MPG)	Brings together organisations within the SELEP region, its partners, Government departments and other relevant bodies to ensure a local supply chain and workforce that will underpin the successful delivery of large infrastructure projects.	South East local authorities
Skills Sub-Group	Brings together skills leads from each of the MPG members to address skills needs and shortages. A skills report has been commissioned and a joint action plan is being developed.	South East local authorities
Skills Advisory Panel (SAP)	Brings together employers, skills providers and key local stakeholders to better understand and resolve skills mismatches at a local level. There are 36 SAPs across England as part of Mayoral Combined Authorities and Local Enterprise Partnerships.	South East local authorities
LTC Skills and Employment Working Group	Consists of skills professionals within each local authority who are a key consultee on the development and revisions to the annual Employment and Skills Plans that will be produced by our delivery partners.	Local authorities
Economic Development & Skills Partnership	A multi-agency partnership to ensure that local business and residents are aware of opportunities.	Thurrock
11-19 Strategy Group	Consists of head teachers in Thurrock with the aim of learning about opportunities and initiatives open to students within the borough.	Thurrock
Kent's Transport and Logistics Sector	Identifies potential national and local skill shortages within the transport and logistics sector and what partners in the area can do in support.	Kent

We are working closely with the Construction Industry Training Board (CITB), Department for Work and Pensions (DWP), the SELEP's Skills Advisory Panel and other large infrastructure projects (Bradwell B, Tideway and HS2), to assess the skills that would be required to deliver the project.

Skills gap analysis

A comprehensive skills gap analysis will be carried out by our delivery partners upon contract award. It would be updated annually to identify emerging needs, trends and availability of skills across the tier 1 and tier 2 communities (as defined in chapter 6). This will inform the annual Employment and Skills Plan along with existing analysis such as the SELEP Skills Report, which has recently identified challenges and opportunities for jobs and skills across all sectors in the region over the next 15 years. It will include detailed projections for when additional skills will be required and a plan to ensure delivery risks are mitigated.

Developing local skills

We want to provide people with the tools to access higher skilled jobs, minimise the skills gap and maximise opportunities for local people to gain more meaningful employment. Our delivery partners will be required to proactively offer industry related training to local communities. This could involve working with existing skills and training services, such as DWP and local job centres, to offer training including Construction Skills Certification Scheme (CSCS) and CITB accredited courses.

Our delivery partners will also be required to provide industry specific qualifications to upskill the Lower Thames Crossing workforce. These may include national vocational qualifications (NVQs), health, safety and leadership qualifications and the future skills needed to deliver a greener economy.

*Tier 1 delivery partners are the three of five management contacts who will build the new road. It consists of the Kent roads contract, tunnels contract and roads north of the Thames contract

Upskilling opportunities would be provided in a coordinated way that allows individuals to gain skills and experience working across different contracts on the project. The upskilling programme would also maximise opportunities to partner with other major projects or specialist training providers such as Transport for London's Tunnelling and Underground Construction Academy (TUCA).

To continue to improve industry best practice, tier 1 delivery partners* will be required to sign up to the CITB's National Skills Academy for Construction (NSAfC). This provides structure and direction to construction programmes to deliver consistent and high-quality training.

The NSAfC is one of 19 National Skills Academies supporting UK industries by developing training infrastructure to address sector-by-sector skills challenges.

The impacts and data from the NSAfC will be embedded into the Lower Thames Crossing's reporting cycle. It will include an independent industry expert who will work with us and our contractors to review outcomes and approaches on a quarterly basis and support them in meeting their skills needs.

Apprenticeships, traineeships and graduates

We recognise that an important area to develop skills and training will be through apprenticeships, traineeships and graduate opportunities. We want to attract and develop future talent, including early careers, those wanting to get back into work, or people looking for something new.

Our delivery partners will be required to develop an Early Career Talent Strategy that will detail how they will:

- promote access to opportunities and resources within our local communities (local definition in chapter 6)
- develop support programmes and forums to support new entries into and on the project
- develop standards and courses to address the skills gap
- develop effective succession planning to make sure early career talent have the right skills and attributes to succeed in their training programme
- develop training programmes for staff managing early career talent to provide the right support and guidance.

The Early Career Talent Strategy will be an annex to the delivery partner's annual Employment and Skills Plan.

Carbon Academy

There is a greater urgency than ever to do things more sustainably, reduce carbon and transition into a green economy. This puts the Lower Thames Crossing in a prime position to influence and drive change and set the standard for the future of construction.

But this requires a workforce with the right knowledge, skills, attitudes and values to create a more sustainable society. They need to have skills in the low carbon and environmental goods and services sector and be able to help all businesses use natural resources efficiently and sustainably, plus be resilient to climate change.

We are developing a Low Carbon Strategy to look at exactly how we can build the project with the lowest emissions. This includes exploring materials, market and management, plus the development of the Carbon Academy.

The Carbon Academy aims to set the standard for the future of the construction and highways industries by incorporating new working practices and standards and updating and creating new education and training. We will work in partnership with industry professionals and local education and training providers to test and scale-up innovative ways of building and maintaining low-carbon infrastructure.

It would be rolled out through a web portal, designed to upskill and support those involved in building the Lower Thames Crossing. This would ensure everyone has the appropriate skills, tools and understanding to deliver the UK's greenest road.

It will be a platform for promoting the project's carbon ethos and sharing important information, such as training, technical guidance and tools. It will be developed ready for delivery and be continually refreshed and updated with learnings from our partners.

The Carbon Academy will live beyond the Lower Thames Crossing as a tool for industry, setting the standard for future projects to use and learn from. Our ambition is that it will:

- change the standard of careers for low-carbon construction
- upskill the industry for all jobs to be done more sustainably
- futureproof businesses
- create a behavioural change for the future of construction.

Create new jobs

Objective

Create new opportunities by breaking down barriers to employment and providing new and inclusive jobs.

Summary

- Work with local stakeholders, and education and training providers to identify needs and priorities, and support local communities into new work.
- Develop pre-employment programmes focused on providing job roles that are accessible to disadvantaged or underrepresented groups (see figure 8).
- Proactively engage existing work provisions to maximise opportunities for local people experiencing unemployment.
- Support and use existing skills and training services where possible.
- Work with and share learning and best practice across other large infrastructure projects to maximise the impacts across the region.

Approach

Local communities

A programme of this scale can have a huge impact on local communities, so we want to make sure local people have the best chance to benefit from the project. In addition to the work described in chapter 4, we have been liaising closely with local stakeholders to understand current needs and priorities within our communities so that we can best tailor our approach and plans during delivery.

We want at least 45% of our workforce to be recruited locally. Of this at least 20% are targeted to be from within our local authorities and the other 25% from within 20-miles of the project route.

Our delivery partners will be required to engage with local job brokerage services and education providers to advertise jobs and provide support and resource material for their networks.

We want to break down barriers to employment opportunities, so we will be liaising closely with our delivery partners and supply chain to ensure they have inclusive and accessible processes that:

- attract, recruit and retain people from a range of backgrounds; irrespective of gender, race, disability, sexual orientation, religion or belief, age, transgender status, pregnancy and maternity, marriage or civil partnership, or socioeconomic status (this list is not exhaustive)
- ensure the working culture, practice and environment is open and transparent
- consider and understand the diverse needs of customers and neighbouring communities

The delivery partners will maintain detailed and accurate records of all employment opportunities to measure and monitor progress against the SEE targets.

Defining local

When recruiting for jobs, 'local' is defined in two ways; those living within one of the local authorities impacted by the construction of the new road (tier 1) and those who live within a 20-mile radius of the Lower Thames Crossing route or associated works (tier 2).

Tier 1 – local authorities

Postcodes that sit within the local authorities:

- South of the River Thames: Gravesham and Medway
- North of the River Thames: Thurrock, Havering and Brentwood

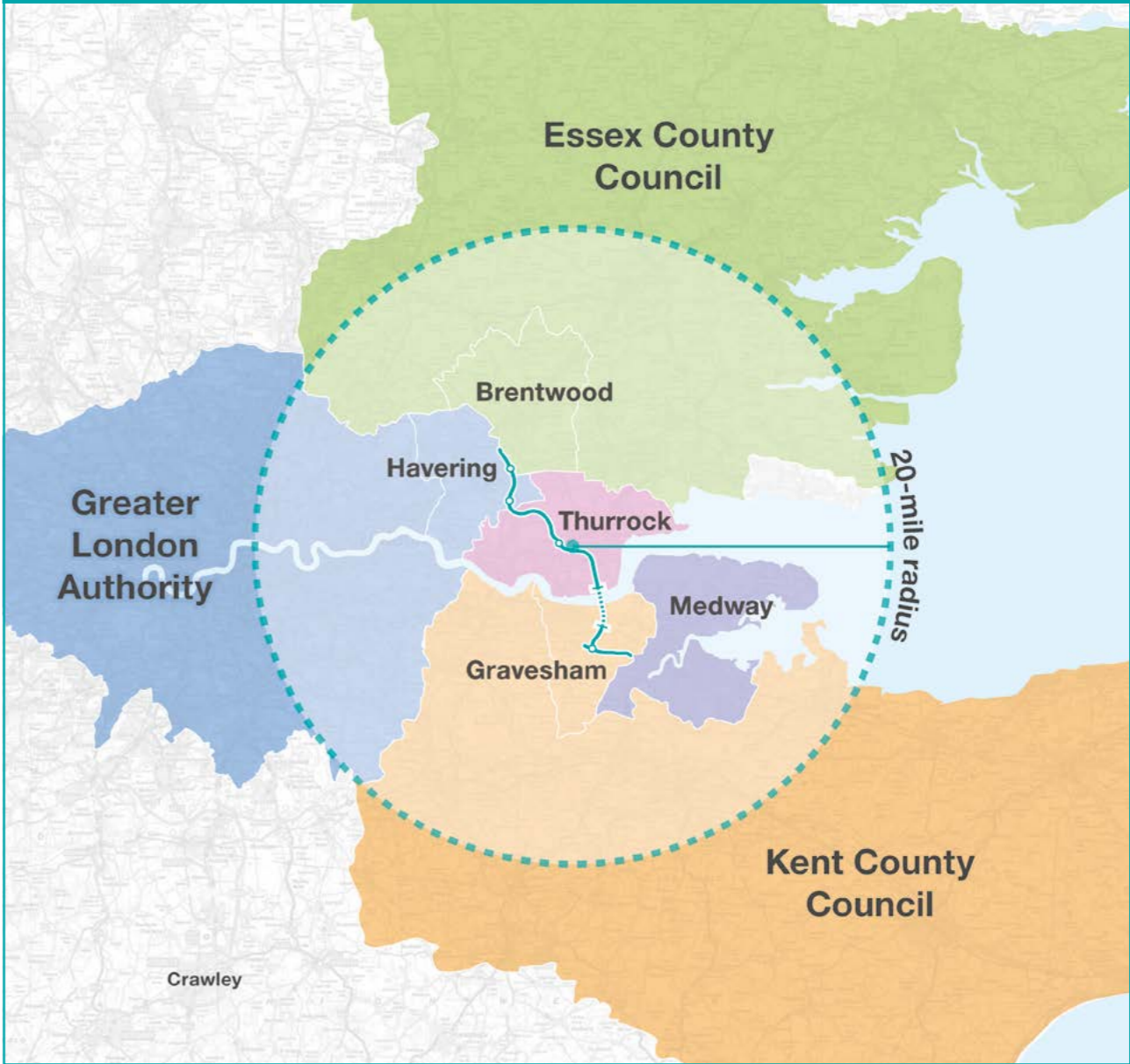
Figure 6: Tier 1 — local authority map



Tier 2 – within 20-miles of the project

Postcodes within a 20-mile radius of the project:

Figure 7: Tier 2 — indicative example of a 20-mile radius map



Placement programmes

The Lower Thames Crossing delivery partners will be required to develop pre-employment programmes for disadvantaged and underrepresented groups. To date, the groups identified with our key stakeholders can be found in figure 8. The pre-employment programmes must incorporate employability

skills, such as mock interviews, careers advice, digital training and a work experience placement designed to enhance knowledge and skills to support moving into a job role. They will also be required to offer guaranteed interviews to local job applicants from priority groups who meet the minimum criteria (see figure 8).

Figure 8:

Priority groups (not exhaustive)	Definitions
Care leavers	Someone who has spent time in the care of a local authority, such as foster or residential care.
Ex-offenders	Someone seeking paid work who has criminal convictions.
Not in Education, Employment or Training (NEET)	Someone who is unemployed and not receiving education or vocational training.
Special Educational Needs and Disabilities (SEND)	Someone with special education needs, such as a learning difficulty or disability, that means they need special health or education support.
Ex-military	Someone who previously worked within the military forces, including impacted family members.
Adult learners	An adult who is 19 or over in education.
Homeless, or those at risk	Someone without a home or at risk of not having or losing their home.
Women returners	Women returning to work after an extended career break, such as raising a family.

Returns to work

The Lower Thames Crossing delivery partners will be required to proactively maximise opportunities for local people who are unemployed with returning to work on the project.

Working with other projects

We are working with other large infrastructure projects within the region to plan how we can maximise opportunities for local people. Our delivery partners will be expected to work collaboratively during construction, which could involve delivering recruitment events, placement programmes, a shared job brokerage or training up and coordinating skilled workers across multiple projects.

Sharing learnings and best practice will also be crucial to the success and impact across the region.

Inspire future careers

Objective

Assemble the next generation of talent through effective engagement with local students and educators.

Summary

- Prioritise engagement towards those education providers that are most affected by the project and areas of socio-economic disadvantage.
- Develop an inclusive education programme that is aligned to the needs of local education providers including:
 - delivering science, technology, engineering and maths (STEM) workshops and activities in schools to educate and inspire future careers in construction, including skills needs and carbon/sustainability education.
 - providing careers advice and resources to young people and those looking for a career change.
- Develop work placement programmes in line with established courses and qualifications that provide practical experience of working on a large infrastructure project.
- Help to address the local tutor shortage using staff knowledge and expertise
- Work with and share learning and best practice across other large infrastructure projects to maximise impacts across the region.

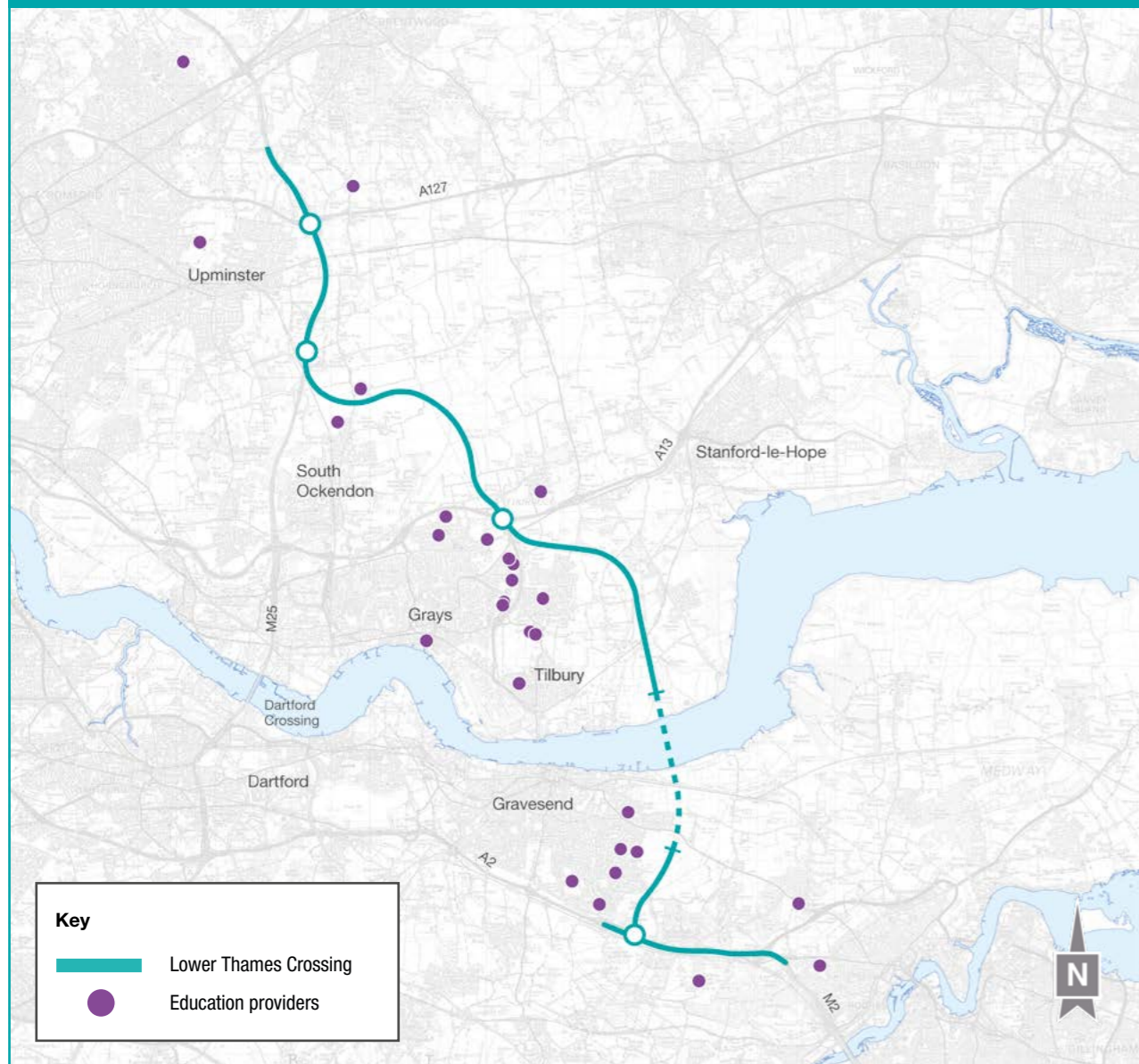
Approach

Local engagement

In the Lower Thames Crossing School Engagement Plan, local education providers have been arranged in a tier classification to understand how directly affected they could be by the project. The tiers are based on the anticipated construction impacts for noise, air quality, vibration and severance.

Our delivery partners will be partnered with a cluster of local schools, which they will prioritise their engagement with. These clusters will be made up of education providers most affected by the project and those from areas of socio-economic disadvantage, as referred by their local authority. Through this approach, the delivery partners will be able to work more closely with education providers, embed into their annual curriculum plans and maximise their engagement by measuring their impact. While we plan to assign clusters, their engagement will not be limited to this.

Figure 9: Indicative map of local education providers



Education programme

We are working in partnership with STEM Learning and The Careers and Enterprise Company (CEC) to develop an inclusive education programme to support both school and technical college educational needs. By using existing education providers, we'll be able to maximise our engagement by connecting with, and learning from, existing resources and networks, as well as using our own specialisms for creating innovative tools. We will also minimise the number of unnecessary contacts for schools and provide consistent employer engagement.

The education programme will provide support and training for those in education through five important delivery areas (see figure 10) and be made up of workshops, activities, careers advice, mentoring and resources.



Figure 10: Five education delivery areas

Work placement programmes

The education work placement programmes will be made up of work experience and T Level industry placements. It will offer at least one week's experience to students to support their careers education, while the industry placements will be designed to prepare students for the world of work.

T Levels follow GCSEs and are equivalent to 3 A-Levels. By incorporating them into the programme, we will be able to support students with further training and study while providing them with 315 hours (approximately 45 days) of work experience. We will have a variety of industry placements to offer, including but not limited to, construction and built environment, digital design, engineering, business and administration. The placements will be completed over a two-year course for students who have finished their GCSEs. T Levels sit alongside A-Levels and apprenticeships to give young people the opportunity to gain the industry, employability and technical skills needed to be an asset in the workplace. This route offers our contractors and supply chain an effective channel for recruitment, while giving young people exposure and experience into their chosen career paths.

We will work with education and training partners to make sure we are offering beneficial placements that provide positive experiences and opportunities for young people to use the skills they have learnt, as well as the chance to network and meet industry experts.

Ambassadors and advisors

To support both the education and work placement programmes, the project will support staff to become a mixture of both STEM Ambassadors and CEC Enterprise Advisors. STEM Ambassadors are volunteers from a wide range of science, technology, engineering and mathematical related jobs and disciplines, along with other general office and project support roles. They will offer their time and enthusiasm to schools, delivering activities and presentations to help bring STEM subjects to life, while demonstrating the value of them in careers.

CEC Enterprise Advisors will be members of staff who take their industry skills and knowledge and combine it with strategic thinking to support career leaders to improve secondary schools with their Gatsby Benchmarks.

What are Gatsby Benchmarks?

A framework of eight guidelines to improve careers provision, Gatsby Benchmarks have been adopted as part of the Government's Careers Strategy and statutory guidance for schools and colleges.

Support for educators

The *SELEP November 2021 Major Projects Skills and Employment report* details how there is a shortage of tutors for technical subjects, such as construction and engineering, across the South East region, particularly those who are able to teach emerging and evolving skills*. Working with the SELEP and other infrastructure projects, our delivery partners will be required to release staff for teaching to help tackle these shortages. They will do this through offering staff Continuing Professional Development (CPD) training and courses or equivalent to prepare them for the classroom. In addition, to address evolving skills they will offer specific support to tutors through the ambassador and advisor programmes.

Working with other projects

We are working with stakeholders and other large infrastructure projects within the region to maximise our engagement with both students and educators. Our delivery partners will be expected to work collaboratively to maximise outcomes and share best practice.

*Emerging skills refer to those forecast by infrastructure projects across the South East region. Evolving skills refer to new technologies and working methods such as those relating to solar, hydrogen, carbon.

Support business growth

Objective

Provide local businesses and small and medium enterprises (SMEs) with the tools to win new work and maximise economic benefits during and after construction.

Summary

- Develop a Supply Chain Directory for our delivery partners to build a supply chain with local businesses.
- Spend at least £1 in every £3 of construction budget with SMEs.
- Have early engagement with delivery partners to identify gaps and develop plans to support business growth.
- Ensure procurement platforms support local businesses and SMEs and provide clear visibility of opportunities.
- Deliver a supply chain support programme that upskills businesses by providing guidance and training to build more resilience and improve capability and capacity.
- Have direct engagement with companies and business networks and participate in existing and new events and initiatives to promote opportunities.
- Pay supply chain invoices within a maximum of 30 days (per tier).

Approach

Supply Chain Directory

To help SMEs and local businesses access work opportunities we've developed a Supply Chain Directory. This list of local businesses and their specialisms will be given to our delivery partners, making it simple for them to build their supply chain with local businesses and SMEs.

SME spend

In line with the Department for Transport's Small and Medium Enterprise Action Plan, we will work with contractors and suppliers to track SME spend throughout the supply chain. This will provide transparency of the project's contribution towards the wider Government SME agenda for £1 in every £3 of direct and indirect construction budget. All of our delivery partners will be required to report on SME and local business spend.

Procurement platform

Our delivery partners will be required to use CompeteFor as their procurement platform. This is a free supplier platform that enables businesses to compete for contract opportunities. By using this platform and encouraging local businesses and SMEs to register, it will make sure opportunities are advertised fairly and transparently.

Promoting opportunities in the supply chain

We're working closely with local authorities, the SELEP and networking organisations to understand local business needs and priorities. This will help us to build our supply chain and learn how, together with our delivery partners, we can best support local businesses and SMEs.

Our delivery partners will be required to continue working closely with stakeholders and other major projects in the region to identify opportunities to collaborate and support businesses to win work on contracts beyond the Lower Thames Crossing. Figure 11 highlights networking organisations and major projects.

Figure 11: Business networking organisations and major projects that can promote opportunities in the supply chain

Organisation	Location
Essex Chambers of Commerce	Essex
Kent Invicta Chambers of Commerce	Kent
British Chambers of Commerce	National
Federation of Small Businesses	National
I-Construct	National
Thurrock Business Board	Thurrock
Havering Means Business	Havering
Basildon for Business	Basildon
SELEP Major Projects Group	Regional

Contract engagement

We will work with bidders for the delivery contracts through the tendering phase and after the contract award to make sure they are committed to delivering the project with local businesses and SMEs using tools like the Supply Chain Directory. By engaging with contractors in this way, we aim to identify gaps in the supply chain that will enable us to deliver appropriate training and upskilling initiatives to support local businesses and SMEs.

Once contracts have been awarded, each of the main works contractors will be required to take part in one-to-one sessions with business networking organisations to break down barriers and help a greater number of local businesses and SMEs enter their supply chains.

In addition, the delivery partners will be encouraged to develop and use a local amenities network to increase the number of local businesses working with the project.

Supply Chain Support Programme

A programme will operate throughout the construction period to provide support to local businesses and SMEs. This will include providing advice, facilitating business-to-business mentoring, and supporting networking. It is hoped this will improve resilience and continue to develop their ability to bid for future contracts.

Our delivery partners will be required to prepare a Supply Chain Support Programme Delivery Plan to demonstrate how this has identified and targeted local and regional priorities and opportunities. They will also need to show how it has been designed to complement and support existing initiatives being led by stakeholders.

We are currently working with the Supply Chain Sustainability School (SCSS) to provide local businesses and SMEs with the advice and skills they need to make the most of the project’s opportunities such as events and initiatives, and training.

By working with, and supporting, the local SME sector in these ways, we will maximise the number of SMEs in our supply chain and create a lasting legacy of skilled and capable businesses ready to service other major projects within the region and beyond.

Supply chain payment

Our delivery partners will be required to pay all supply chain invoices within a maximum of 30 days. They will also monitor payments across all tiers of the supply chain to demonstrate that the following targets have been met; tier 2 within 19 days, tier 3 within 23 days and tier 4 and above within 30 days. This will be essential to achieve successful integrated working and creating a strong, resilient and sustainable supply chain.

Supplier tiers

This is the process of organising suppliers into tiers based on their level in our supply chain. Tier 1 refers to the Lower Thames Crossing delivery partners and tiers 2-4 refer to other organisations who supply labour, materials, goods or services.

9. Reporting – targets and monitoring

Reporting

To achieve our skills legacy, we have worked with our local stakeholders to set a series of SEE targets for the construction of the project. The SEE strategy's targets, as well as the aims and objectives, will be written into all delivery partner contracts, the specialist contracts (for example, utilities or archaeology) and their supply chain. Each will be required to submit an annual Employment and Skills Plan that aligns with their key performance indicators (KPIs) and the SEE strategy.

We will ensure that the project is setting the standard for supporting skills, employment, training and career development. We will work with bidders for the delivery partner contracts through the tendering phase and after the contract has been awarded to make sure they are committed to delivering on the SEE strategy's focus areas.

In chapter 10, appendix 1, you will find a summary table detailing the main deliverables before and during construction.

Minimum targets

To meet our ambitions, each of our delivery partners will contribute to, and be measured against, the targets (shown on the right) during construction. These figures are based on estimated contract values and lessons learnt from other large infrastructure projects and they are the overall minimum target. Financial incentives will also be written into contracts to not only meet but exceed important targets.



Figure 12: SEE minimum targets and activities

To highlight the importance of the strategy, and to set a high standard for our contractors and supply chain, we are already actively delivering against these focus areas, with a number of initiatives, recruitment drives and events having already taken place.

Targets and descriptions

Below are the descriptions of each target.

Figure 13: SEE targets and descriptions	
Target	Description
Training for local communities	Through new accredited and non-accredited training opportunities, we want to provide at least 350 local people with the tools to access higher skilled jobs. Examples of training include site safety, CITB training and greener skills for more sustainable ways of working.
Industry skills	By providing employees with new industry qualifications, we want to upskill our workforce to support their career progression and/or their abilities to do their job more sustainably. At least 500 employees will be supported to attain new technical or occupational skills, including national vocational qualifications (NVQs), health, safety and leadership qualifications and future skills needed to deliver a greener economy.
Apprentices (60% new/40% existing)	Apprenticeship courses offer invaluable qualifications alongside on-the-job experience. We will offer more than 400 new apprenticeships – 60% for new employees and 40% for existing employees to support career progression.
Graduates/trainees 26-week retention	We will support more than 290 people through our graduate and trainee programmes that offer meaningful support and career development.
Returners to work 26-week retention	We want to help address unemployment within our communities by getting over 500 local people into work on the project. A returner to work is somebody who was unemployed before starting the new job.
Pre-employment programmes	We want to breakdown work related barriers for local people. Our pre-employment programmes will offer more than 650 people valuable training and work experience and provide them with the tools to get into a fulfilling career.
Education engagement	We aim to inspire the next generation of construction professionals. Through an inclusive education programme, we'd like to provide at least 5,000 hours of engagement to raise awareness of STEM subjects and employment opportunities, while supporting students with their education and development into the working world.
Support to educators	We want to help address the local tutor shortage by using our staff knowledge and expertise. We pledge to spend at least 2,000 hours supporting and tutoring educators to help deliver effective learning, careers engagement and training to students.

Target	Description
Education work placements	Our education work placements will offer valuable work experience to over 470 students, supporting them with their careers education, preparing them for the world of work and growing a future pipeline of talent for the project and wider region.
SME spend	Through spending more than £1 in every £3 of construction budget with SMEs, we will support local businesses to gain work on the project and build resilience to maximise local economic and business growth during and after construction.
Business upskilling	We aim to upskill more than 1,000 local businesses by providing them with the skills needed to bid for work on the project and future contracts. Through mentoring, workshops and training sessions, we will improve their capability and capacity to gain new work not only on the project, but within the wider region.
Supply chain payment	To create a strong, resilient and sustainable supply chain, we will ensure invoices are paid within a maximum of 30 days (per tier).

Monitoring

As part of the project reporting mechanisms, all delivery partners and supply chain partners will be required to complete a regular report to effectively monitor target outcomes and impacts during construction. The findings from the reports will be discussed in a quarterly SEE forum and published in an annual outcomes report. The data will be reviewed at a project, contract and local authority level.

The figures below show an example of the types of monitoring data we will be capturing:

<div><div>Deliver a skills legacy</div><div><div>#</div>industry skills qualifications</div><div><div>#</div>residents undertaken training within a 20-mile radius of the project boundary</div><div><div>#</div>new apprentices</div><div><div>#</div>existing apprentices</div><div><div>#</div>graduates</div><div><div>#</div>trainees</div><div><div>#</div>green skills training</div><div><div>#</div>carbon literacy courses</div><div><div>#</div>short courses</div><div><div>#</div>weeks of training (apprentices, traineeships & graduates)</div></div>
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Figure 14: SEE monitoring data

10. Appendices

Appendix 1: Main deliverables before and during construction

LTC SEE objectives	Prior to construction	During construction
Deliver a skills legacy by creating a higher-skilled community and changing training standards for building low-carbon infrastructure.	<ul style="list-style-type: none">■ Work with key stakeholders, industry professionals, other large projects and delivery partners to understand local needs and priorities, map common skill gaps and monitor labour forecasts.■ Develop a Skills and Employment Working Group to determine a coordinated approach to addressing skills and labour demand within local communities.■ Engage with local skills and training providers to understand local industry training needs.■ Develop an Early Careers Strategy and early careers training programme.■ Delivery partners to develop their first annual Employment and Skills Plan.■ Develop the Carbon Academy through partnerships to understand what is available now to fill in any gaps and change the standard of carbon education and training.■ Begin to understand and develop new qualifications, training programmes and apprenticeship standards where required.■ Develop communications campaigns to promote relevant skills, education, employment and training opportunities to local communities.	<ul style="list-style-type: none">■ Define partnerships to support the delivery of the SEE strategy.■ Main works contractors must sign-up to the National Skills Academy.■ Provide local communities with new industry related training opportunities.■ Upskill project workforce with industry training.■ Run recruitment and training programmes within communities, including for skilled roles, apprenticeships, graduate and training programmes.■ Regularly monitor and refine our skills and labour forecasts as construction and operational plans mature and update annual Employment and Skills Plans.■ Continued liaison with working groups to support changing needs and priorities around skills, reviewing plans and maximising opportunities.■ Regularly review and update the online Carbon Academy to cultivate content, including learnings from delivery partners.■ Continue to develop new qualifications, training programmes and apprenticeship standards where required.
Create new jobs by breaking down barriers to employment and providing new and inclusive opportunities.	<ul style="list-style-type: none">■ Work with local stakeholders, existing work, education and training providers to identify local job needs and priorities.■ Use existing working groups, pre-employment programmes, and skills and training services, to plan and prepare for construction.■ Develop a placement programme focused on providing job roles that are accessible to disadvantaged or underrepresented groups.■ Work with other large infrastructure projects and share learnings and best practice to maximise impacts and outcomes.	<ul style="list-style-type: none">■ Define and use job role advertising/advertisement process.■ Run pre-employment programmes for disadvantaged or under-represented groups.■ Ongoing engagement with existing work provisions to maximise opportunities for local people returning to work.■ Continue to liaise with working groups, pre-employment, and education programmes to support SEE outcomes.■ Monitor and report on recruitment channels and outcomes.■ Continue to work, and share learnings and best practice, with other large infrastructure projects to maximise impacts and outcomes.

LTC SEE objectives	Prior to construction	During construction
<p>Inspire future careers through effective engagement with local students and educators.</p>	<ul style="list-style-type: none"> ■ Work with STEM and the Careers and Enterprise Company to develop an education programme, including SEND. ■ Start to develop a STEM Ambassadors and Enterprise Advisors network within the project. ■ Begin employer engagement with students, educators and those looking for employment. ■ Develop education work placement programmes, including work experience and T Level placements. ■ Develop a School Engagement Plan that details our approach towards those most affected by the project and from an area of socio-economic disadvantage. ■ Share learning and best practice across other major projects. 	<ul style="list-style-type: none"> ■ Embed education programme with schools. ■ Run an inclusive STEM programme, providing information and digital resources for students and educators. ■ Continue partnerships with STEM and the Career and Enterprise Company to monitor impacts (not just hours). ■ Use skilled workforce and expertise for tutoring educators. ■ Deliver, monitor and report on the education work placement programmes and T Levels. ■ Monitor and report on engagement and outcomes.
<p>Support business growth by providing the tools to win new work and maximise economic benefits.</p>	<ul style="list-style-type: none"> ■ Develop an Supply Chain Directory to maximise the number of local businesses and SMEs within the supply chain. ■ Learn from and use existing organisations to understand needs, priorities, and best approach. ■ Work with the SCSS to provide local businesses with mentoring and training. ■ Develop a Supply Chain Support Programme Delivery Plan. ■ Raise awareness of procurement platform ‘CompeteFor’ to encourage local businesses and SMEs to register. ■ Run programmes and events for early engagement with local businesses and SMEs. 	<ul style="list-style-type: none"> ■ Ensure all work opportunities are published on CompeteFor to ensure they are advertised fairly and transparently. ■ Continue to run support programmes and events for opportunities to join the supply chain. ■ Develop a supply chain mentoring programme to provide continuous training and learning to SMEs and local businesses. ■ Make sure all activities and their impacts are monitored and evaluated in a consistent way that demonstrates the value to communities and the local and regional economy.

Appendix 2: Related documents

There are a number of documents related or connected to the SEE strategy, including:

- **Lower Thames Crossing Early Career Talent Strategy**
Internal document that will detail our apprenticeship, traineeship and graduate programme plans.
- **Lower Thames Crossing Wider Economics Impact Report**
This will assess the wider impact of the project on skills and employment within the immediate and regional economy, and be published with the project’s Development Consent Order planning application.
- **Lower Thames Crossing Supplier Guide**
This will detail what a supplier will need to work on the project – currently being developed.
- **Thames Estuary 2050 Growth Commission report: 2050 vision**
Sets out an ambitious vision and delivery plan for north Kent, south Essex and east London up to 2050. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/718805/2050_Vision.pdf
- **SELEP March 2021 Skills Report**
Identifies challenges and opportunities for jobs and skills across all sectors in the region over the next 15 years. www.southeastlep.com/app/uploads/2021/03/SELEP-Local-Skills-Report-March-2021-FINAL.pdf
- **Major Projects in the SELEP Area November 2021 Skills and Employment report**
This identifies the challenges and opportunities the SELEP region is likely to face in meeting the demand for jobs and skills across all sectors of employment over the next 15 years as a result of the range of emerging major projects. www.southeastlep.com/app/uploads/2022/03/Mace_SELEP-Major-Projects-Skills-and-Employment_March22.pdf
- **Department for Transport’s Small and Medium Enterprise Action Plan**
This details the Government’s action plan for improving business opportunities for SMEs – assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1008497/dft-small-and-medium-enterprise-action-plan-june-2021.pdf
- **Lower Thames Crossing Lowest Carbon Strategy**
Currently being developed.

Appendix 3: Abbreviations

Abbreviation	Meaning
LTC	Lower Thames Crossing
SEE	Skills, Education and Employment
LEP	Local Enterprise Partnership
SELEP	South East Local Enterprise Partnership
EDSP	Economic Development Skills Partnership
SAP	Skills Advisory Panel
MPG	Major Projects Group
DWP	Department for Work and Pensions
CITB	Construction Industry Training Board
NSAfc	National Skills Academy for Construction
STEM	Science, Technology, Engineering and Maths
CEC	The Careers and Enterprise Company
SEND	Special Educational Needs and Disabilities
NEETs	Not in Education, Employment or Training
SMEs	Small and Medium-sized Enterprises
SCSS	Supply Chain Sustainability School
KPI	Key Performance Indicator
CPD	Continuing Professional Development

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Part 3 - Stakeholder Actions and Commitments Register – Community Funds

1 Interpretation

1.1 In this Part 3 the following terms and expressions have the following meanings unless otherwise stated:

Administration Agreement	means a deed between National Highways and Kent Community Foundation and separately with Essex Community Foundation providing for the administration and application of the Community Fund by the Kent Community Foundation and Essex Community Foundation (as the case may be) for the purpose of mitigating the intangible and residual impacts of the Authorised Development by enhancing the quality of life of communities within the Affected Wards the agreement also to provide for the payment of an additional sum by National Highways to meet the administrative expenses incurred by the Essex Community Foundation and the Kent Community Foundation (as the case may be) in discharging their responsibilities in administering and applying the Community Fund.
Affected Councils	means the local councils that host the Affected Wards.
Affected Wards	<p>In the case of the Community Fund to be administered by the Kent Community Foundation, the Affected Wards are as follows:</p> <ul style="list-style-type: none"> (a) Gravesham – Chalk, Higham, Instead Rise, Northfleet South, Painters Ash, Riverside, Riverview, Shorne, Cobham and Luddesdown, Singlewell, Westcourt, and Woodlands. (b) Medway – Cuxton and Halling, Strood North, Strood Rural, Strood South. <p>In the case of the Community Fund to be administered by the Essex Community Foundation, the Affected Wards are as follows:</p> <ul style="list-style-type: none"> (a) Thurrock – Belhus, Chadwell St Mary, Chafford and North Stifford, Corringham and Fobbing, East Tilbury, Little Blackshots, Little Thurrock Rectory, Ockendon, Orsett, South Stifford, Stanford-le-Hope West, Stanford East and Corringham Town, Stifford Clays, The Homesteads, Tilbury St Chads and West Thurrock. (b) Havering – Cranham, Harold Wood, and Upminster. (c) Brentwood – South Weald and Warley.
Annual Instalment	<p>means the following instalments from the Community Fund:</p> <ul style="list-style-type: none"> (a) £90,000 (subject to Index Linking) to the Kent Community Foundation; and (b) £180,000 (subject to Index Linking) to the Essex Community Foundation.

Annual Report	means a report to be produced annually by National Highways.
Application	means the application submitted by National Highways to the Secretary of State on 31 October 2022 pursuant to section 37 of the 2008 Act for the Order to grant development consent for the Authorised Development.
Authorised Development	has the meaning ascribed to the term “authorised development” in the Development Consent Order
Commencement	means the carrying out of a material operation as defined in section 155 of the 2008 Act comprised in the Authorised Development and the words ‘Commence’ and ‘Commenced’ and cognate expressions shall be construed accordingly but shall exclude any preliminary works as defined in Schedule 2 of the Development Consent Order.
Commencement Date	means the date of Commencement of the Authorised Development pursuant to the Development Consent Order.
Community Fund	means a total fund in the sum of £1,890,000 (subject to Index Linking) established by National Highways for the purpose of mitigating the intangible and residual impacts of the Development on the communities in the Affected Wards through providing Grants for schemes, measures and projects which promote the economic, social or environmental well-being of those communities and enhance their quality of life.
Community Fund Period	means the period of seven years from the Commencement Date.
Deed of Transfer	means a deed to be entered into between National Highways and the Kent Community Foundation (in respect of the Affected Wards within its area) and a separate deed with Essex Community Foundation (in respect of the Affected Wards within its area) providing for the payment of some or all of the Community Fund in accordance with this Part 3.
Development Consent Order	means the development consent order the subject of the Application
Essex Community Foundation	means the registered charity of that name whose registered charity number is 1052061 and whose company number is 03062567 and any successor organisation.
Essex Community Fund	means the fund to be administered by the Essex Community Foundation
Essex Community Fund Panel	means a decision-making body established by the Administration Agreement and Deed of Transfer to administer the Essex Community Fund and any appointed successors.

First Instalment	means the first instalments of the Community Fund being: (a) £90,000 (subject to Index Linking) to Kent Community Foundation; and (b) £180,000 (subject to Index Linking) to Essex Community Foundation.
Grants	means the payments to be funded by the Community Fund.
Kent Community Foundation	means the registered charity of that name whose registered charity number is 1084361 and whose company number is 04088589 and any successor organisation.
Kent Community Fund	means the fund to be administered by the Kent Community Foundation
Kent Community Fund Panel	means a decision-making body established by the Administration Agreement and Deed of Transfer to administer the Kent Community Fund.
Index Linking	means an adjustment in the amount of the relevant payment to be made by reference to the Consumer Price Index from the date the Development Consent Order comes into force until the date the relevant payment is due, and should that index cease to exist at any time then by reference to another index approved by the Secretary of State under article 61 of the Development Consent Order
Panels	means The Essex Community Fund Panel and the Kent Community Fund Panel.
the Website	means the National Highways Lower Thames Crossing website: https://nationalhighways.co.uk/our-roads/lower-thames-crossing/environment/sustainability-report/

2 Community Fund

- 2.1 National Highways commits to regulate the administration of the Essex Community Fund and Kent Community Fund in accordance with the provisions of this Part 3 by using its best endeavours to enter into an appropriate agreement or agreements (which may include an Administration Agreement and a Deed of Transfer) with:
- Kent Community Foundation; and separately with
 - Essex Community Foundation.
- 2.2 Subject to paragraphs 2.3 and 2.4, National Highways shall pay the following instalments from the Community Fund:
- the First Instalment on or before Commencement Date;

- b. the Annual Instalment on the date which is 12 months after the Commencement Date and thereafter at 12 monthly intervals until the end of the Community Fund Period.
- 2.3 The total amount payable under paragraph 2.2 shall not exceed the total amount of the Community Fund and once the Community Fund has been exhausted no further payments under this paragraph are due.
- 2.4 On the written and reasoned request of the Kent Community Foundation or the Essex Community Foundation, in the final quarter of each 12 month period (subject to paragraph 2.2), up to 10% of the following year's funding can be brought forward subject to approval in writing from National Highways.
- 2.5 The fund administered by the Kent Community Foundation shall apportion its funding towards Grants that benefit the communities in the relevant Affected Wards in the following proportions:
 - a. Gravesham – 75%
 - b. Medway – 25%
- 2.6 The fund administered by the Essex Community Foundation shall apportion its funding towards Grants that benefit the communities in the relevant Affected Wards at the following proportions:
 - a. Thurrock – 75%
 - b. Havering – 15%
 - c. Brentwood – 10%
- 2.7 Sums from the Community Fund shall be used to provide Grants in accordance with this Part 3 and for no other purpose.
- 2.8 Any sums paid from the Community Fund to the Kent Community Fund that have not been used in making Grants by the end of the Community Fund Period shall be returned forthwith to National Highways.
- 2.9 Any sums paid from the Community Fund to the Essex Community Fund that have not been used in making Grants by the end of the Community Fund Period shall be returned forthwith to National Highways.
- 2.10 In the event that the agreements contemplated in this Part 3 are not reached by the Commencement Date National Highways shall establish the Essex Community Fund Panel or the Kent Community Fund Panel (as the case may be) and administer the Community Fund in accordance with this Part 3 with National Highways (or a representative thereof) taking the place of the Kent Community Foundation Trustee and/or the Essex Community Foundation Trustee (as the case may be).

3 Awarding Panels

- 3.1 National Highways shall use its reasonable endeavours to ensure that the Administration Agreements entered into pursuant to paragraph 2.1 shall provide as follows:-
- 3.2 In the case of the Kent Community Fund:
- a. That the Kent Community Fund Panel for determining applications for Grants shall comprise:
 - (a) One Kent Community Foundation Trustee
 - (b) One representative from National Highways
 - (c) One representative from each of Kent County Council, Medway Council and Gravesham Borough Council.
 - (d) Four representatives from the local community, comprising one member representing Kent, one member representing Medway and two members representing Gravesham.
 - b. The Kent Community Foundation Trustee shall act as the chair of the Kent Community Panel and have the casting vote if the voting on any particular issue is tied.
 - c. A meeting of the Kent Community Fund Panel shall not be quorate unless five of its members are present at it, the five to include the chair-person and in respect of decisions relating to the distribution of funds for a purpose within a particular Borough it shall not be quorate unless the representative of that Borough is present.
 - d. The members of the Kent Community Fund Panel representing National Highways, the representatives from each of Kent County Council, Medway Council and Gravesham Borough Council and the Kent Community Foundation shall (by each having a vote if agreement cannot be reached) appoint the four representatives of the local community and shall invite applications for those positions from residents in the relevant Affected Wards.
 - e. The Kent Community Fund Panel shall develop and approve annually (following a vote) detailed eligibility criteria for making Grants based upon the themes mentioned in paragraph 3.4a of this Part 3 and subject to the criteria in paragraphs 3.4b to 3.4h of this Part 3.
 - f. No member of the Kent Community Fund Panel may serve for a period of more than three years.
 - g. A member of the panel may not participate in the determination of an application in which that Panel member has a conflict of interest.

3.3 In the case of the Essex Community Foundation:

- a. That the Essex Community Fund Panel for determining Grant applications shall comprise:
 - (a) One Essex Community Foundation Trustee;
 - (b) One representative from National Highways;
 - (c) One representative from each of Thurrock Council, Essex County Council, London Borough of Havering and Brentwood Borough Council;
 - (d) Four representatives from the local community comprising two members representing Thurrock, one member representing Havering and one member representing Brentwood.
- b. The Essex Community Foundation Trustee shall act as the chair of the Panel and have the casting vote if the voting on any particular issue is tied;
- c. The members of the Essex Community Fund Panel representing National Highways, the representatives from each of Thurrock Council, Essex County Council, London Borough of Havering and Brentwood Borough Council and the Essex Community Foundation Trustee shall appoint (by each having a vote if agreement cannot be reached) the four representatives from the local community and shall invite applications for those positions from residents in the relevant Affected Wards;
- d. A meeting of the Essex Community Fund Panel shall not be quorate unless five of its members are present at it, the five to include the chair-person and in respect of decisions relating to the distribution of funds for a purpose within a particular Borough it shall not be quorate unless the representative of that Borough is present.
- e. The Essex Community Fund Panel shall develop and approve annually (following a vote) detailed eligibility criteria for making Grants based upon the themes mentioned in paragraph 3.4a of this Part 3 and subject to the criteria in paragraphs 3.4b to 3.4h of this Part 3.
- f. No member of the Essex Community Fund Panel may serve for a period of more than three years.
- g. A member of the Panel may not participate in the determination of an application in which that Panel member has a conflict of interest.

Criteria

- 3.4 National Highways shall use its reasonable endeavours to ensure that the Administration Agreements entered into pursuant to paragraph 2.1 shall vest such powers as may be necessary in the Panels so as to enable the Panels to take into account that the degree and severity of impact varies across the geography of the

Affected Wards and that when the criteria for the application of the respective Community Funds to provide the Grants are developed, they are able to reflect this and give priority to those schemes, measures and projects which:

- a. Relate to one or more of the following four themes:
 - (a) Mental health and wellbeing
 - (b) Local skills and employment
 - (c) Connecting communities; and
 - (d) Environment.
- b. Do not obviate or duplicate mitigation or compensation measures secured by the Development Consent Order or within this agreement;
- c. Are in areas where they can be readily accessed by people resident within the Affected Wards;
- d. Do not fund services or projects that are the statutory duty of an organisation to provide as part of their usual operation;
- e. Are not inconsistent with local plans including neighbourhood plans of relevant Affected Wards;
- f. Are considered by the Essex Community Panel or the Kent Community Panel (as the case may be) to be deliverable within a period of 24 months from receipt of the relevant Grant
- g. Can demonstrate overall value for money in terms of cost and effectiveness; and
- h. Are provided by a registered charity, voluntary organisation, parish council, community group, social enterprise or public body.

3.5 The amount of a Grant awarded pursuant to an application for funds from the Community Fund shall not exceed £10,000 save that the amount of a Grant can exceed £10,000 and be up to £25,000 if approved by the representative from National Highways.

4 Monitoring

4.1 National Highways shall publish on the Website an Annual Report for each year within the Community Fund Period and for the year thereafter, based on results and relevant data provided by the Essex Community Foundation and the Kent Community Foundation with reference to their respective responsibilities under this Part 3.

4.2 The Annual Report will set out details of Grants made, for what purpose and to which bodies.

5 Ward Boundary Changes

- 5.1 If the boundaries of the Affected Wards change after the date of this agreement then other wards may be added to or discarded from the definition of Affected Wards by agreement in writing between National Highways and the Essex Community Foundation as regards wards in Essex and between National Highways and the Kent Community Foundation as regards wards in Kent and following any such agreement the definition of Affected Wards shall be construed as amended accordingly.