Annual Skills Implementation Plan

September 2026 – August 2027

1 Executive summary

1.1 Purpose

The Annual Skills Implementation Plan (ASIP) 2026-27 sets out how Sizewell C Ltd, Suffolk County Council, East Suffolk Council and regional partners will work together to undertake measures and actions designed to help ensure that Suffolk, and the wider East of England, have the workforce, skills provision and support systems required to respond to current and future labour demand associated with the Sizewell C project. It covers the period September 2026 to August 2027 and provides the annual delivery framework for implementing the commitments and objectives contained within the Construction Workforce Delivery Strategy (CWDS).

The ASIP translates workforce evidence, regional skills priorities and the Sizewell C Deed of Obligation Schedule 7 commitments into a coordinated programme of workforce planning, skills investment, employment support, education activity, governance and monitoring. It provides the mechanism through which partners identify workforce requirements, target investment, monitor delivery and maximise long-term economic and social benefits for Suffolk and the wider East of England.

This plan should not be viewed in isolation. The content of the plan is informed by, and used to steer, a range of related plans and strategies that are referenced throughout including the CWDS, the Regional Skills Needs Assessments and project specific plans.

This plan should not be considered to be the totality of all actions taken by each individual respective organisation to support the provision of education, skills and employment related to the construction of Sizewell C with some supporting actions covered in other areas of the Deed of Obligation or taken forward through individual internal planning.

1.2 Aims

The ASIP continues to be guided by five overarching aims that shape all activity delivered through the plan:

- **Skills development and enhancement** – ensuring that local residents can access the training, qualifications and support needed to benefit from employment opportunities created by Sizewell C and the wider infrastructure pipeline.
- **Targeted funding and investment** – using the Asset Skills Enhancement Capability (ASEC) Fund, Employment Outreach Fund and Bursary Scheme to increase capacity, capability and participation across the regional skills system.
- **Partnership and collaboration** – strengthening coordination across employers, education providers, infrastructure developers, industry bodies and public sector partners.
- **Monitoring and continuous improvement** – embedding evidence-led decision-making, transparent reporting and robust evaluation throughout delivery.
- **Maximising employment opportunities** – supporting local participation in employment, particularly amongst groups that are underrepresented in the workforce or face barriers to employment.

1.3 Context for 2026-27

The ASIP is being delivered during a period of increasing workforce demand associated with the Main Civils phase of Sizewell C. Early Workforce Information (EWI) indicates sustained demand across construction, civil engineering, plant operations, logistics, professional services, supervision and management occupations, with workforce requirements expected to increase significantly from 2028 onwards. The ASIP therefore focuses not only on meeting current workforce requirements but also on preparing the regional skills system for future workforce growth and the eventual transition towards Mechanical, Electrical and HVAC (MEH) activity.

At the same time, Sizewell C operates within a wider regional labour market influenced by other major infrastructure, energy, transport and housing developments. The ASIP therefore adopts a regional approach to workforce planning and skills development through the Regional Skills Needs Assessment Framework (RSNAF), labour market intelligence and collaboration with regional partners.

1.4 ASIP 2026–2027 priorities

The ASIP focuses on six delivery priorities.

Workforce planning and skills intelligence

Continue to strengthen workforce planning through the use of Early Workforce Information, Skills Needs Assessments, labour market intelligence and employer engagement. These evidence sources will inform investment decisions, provider planning and workforce interventions aligned to both Sizewell C and wider regional demand.

Delivery of skills investments

Support the implementation and monitoring of projects funded through the Asset Skills Enhancement and Capability (ASEC) Fund and Asset Skills Enhancement and Capability Investments (ASECI). This includes continued support for approved projects led by East Coast College and Suffolk New College, alongside the development of future investment opportunities responding to identified workforce needs.

Employment, apprenticeships and progression

Strengthen pathways into employment through the Sizewell C Jobs Service, Employment Outreach Fund, apprenticeship programmes, bursary support and provider collaboration. Particular focus will be placed on supporting progression from outreach activity and training into employment, apprenticeships and higher-skilled occupations.

Education and Inspiration

Continue to support programmes that raise awareness of careers in infrastructure, construction, engineering, energy and related sectors. Young Sizewell C, Power Up! and associated initiatives will contribute to the future talent pipeline through sustained engagement with children and young people across Suffolk and neighbouring areas.

Provider collaboration and skills infrastructure

Work with colleges, universities, independent training providers and employers to ensure that curriculum planning, facilities, equipment, specialist trainer capacity and progression routes remain aligned to identified workforce priorities and future demand.

Governance, monitoring and evaluation

Strengthen governance arrangements through the Employment, Skills and Education Working Group (ESEWG), the Economic Review Group (ERG), the Skills Delivery Group (SDG) and Strategic Skills Forum (SSF), ensuring that workforce evidence, investment decisions and delivery performance are reviewed through a consistent monitoring and evaluation framework aligned with Schedule 7 requirements.

1.5 Delivery mechanisms

Delivery of the ASIP will be supported through a combination of workforce intelligence, funding programmes and delivery partnerships. Key mechanisms include:

- The Asset Skills Enhancement and Capability (ASEC) Fund;
- Asset Skills Enhancement and Capability Investments (ASECI);
- The Sizewell C Employment Outreach Fund;
- The Sizewell C Bursary Scheme;
- The Sizewell C Jobs Service;
- Education and Inspiration programmes;
- The Regional Skills Needs Assessment Framework;
- Skills Delivery Group and Strategic Skills Forum activity; and
- Workforce intelligence provided through Early Workforce Information Expected Outcomes

Through delivery of this ASIP, partners aim to:

- Improve alignment between workforce demand and training provision.
- Increase regional workforce capacity in priority occupations.
- Support local residents into training, employment and apprenticeships.
- Strengthen pathways into technical, supervisory and professional occupations.
- Enhance regional skills infrastructure through targeted investment.
- Support delivery of Sizewell C workforce requirements whilst creating long-term regional legacy benefits.
- Improve understanding of workforce demand and labour market pressures across the East of England.
- Ensure that employment, skills and education commitments are monitored and reported through robust governance arrangements.

This ASIP therefore provides the principal framework through which workforce intelligence, skills investment, employment support and provider collaboration are coordinated during 2026-27, ensuring that Sizewell C workforce requirements and wider regional skills priorities are addressed in a coherent, evidence-led and accountable manner.

1.6 Reflections on 2025–2026 ASIP

The 2025–2026 ASIP represented an important transition from programme development into delivery. Significant progress was made across governance, workforce intelligence, funding and partnership development.

1.6.1 Key achievements

- Establishment of the Regional Skills Needs Assessment Framework, providing a more robust and evidence-led methodology for assessing skills priorities.
- Continued development of Early Workforce Information and workforce forecasting, strengthening the evidence available for workforce planning and investment decisions.
- Progression of ASEC-funded projects into legal agreement and implementation, supporting the expansion of regional training capacity and skills infrastructure.
- Mobilisation of Employment Outreach Fund delivery arrangements.
- Continued growth of the Sizewell C Jobs Service and strengthening of local routes into employment.
- Establishment of stronger provider engagement through the Strategic Skills Forum and Skills Delivery Group.
- Delivery of 120 apprenticeships across 29 training providers, 32 different courses and 13 employers, including 81 Suffolk resident apprentices, alongside preparation for a further September 2026 intake across Sizewell C and the Civils Works Alliance.
- Increased collaboration across infrastructure projects and regional workforce initiatives.

1.6.2 Lessons learned

Several important lessons emerged during the year:

- Workforce forecasts and contractor intelligence are most effective when fully integrated into governance, investment and delivery planning.
- Skills interventions require significant lead-in times, particularly where specialist equipment, facilities or trainer capacity are required.
- Stronger links are needed between workforce intelligence, curriculum planning and provider capacity reviews.
- Regional labour market pressures increasingly extend beyond the influence of any individual project and require greater cross-sector collaboration.
- Monitoring and evaluation arrangements must continue to mature so that future investment decisions are increasingly informed by evidence of impact and outcomes.

These lessons have directly informed the priorities and delivery approach set out within the 2026–2027 ASIP.

1.7 Sizewell C and regional infrastructure context

The 2026–2027 ASIP is being delivered during a period of significant infrastructure activity across the East of England.

Sizewell C has entered a phase where workforce demand is becoming increasingly substantial and diverse. The project continues to generate demand across civil engineering, construction, logistics, management, professional services, site operations and associated support functions. Workforce forecasts indicate that demand will continue to grow during the coming years, with particularly significant increases anticipated from 2028 onwards as construction activity intensifies.

At the same time, workforce demand is also being generated by a wide range of other developments including offshore wind projects, National Grid reinforcement programmes, water infrastructure schemes, Freeport East, transport projects and housing growth. Many of these projects require similar occupations and skillsets, creating increasing competition for labour across the region.

This context reinforces the importance of the ASIP. The plan provides the mechanism through which workforce intelligence, skills investment, employment support and provider collaboration can be aligned to support both Sizewell C delivery and wider regional economic resilience.

The 2026–2027 ASIP therefore represents a critical stage in the delivery of the Construction Workforce Delivery Strategy. It sets out a practical, evidence-led approach to strengthening the regional skills system, supporting local residents and ensuring that Suffolk and the wider East of England can maximise the opportunities created by one of the UK's most significant infrastructure projects.

2 ASIP quarterly implementation plan (Sept 2026 – Aug 2027)

This implementation plan sets out the key activities required to deliver the Annual Skills Implementation Plan (ASIP) 2026-27. It reflects priorities identified through the Construction Workforce Delivery Strategy (CWDS), Early Workforce Information (EWI), Regional Skills Needs Assessment Framework (RSNAF), skills investment programmes and Schedule 7 governance requirements. Progress will be monitored through ESEWG and reported to ERG.

Quarter	Strategic focus	Key activities	Intended outcomes/outputs
Q1 **(Sep-Nov 2026)**	**Mobilisation, workforce intelligence and delivery assurance**	• Launch ASIP 2026-27 and communicate priorities across partners. • Review latest Early Workforce Information (EWI), contractor forecasts and labour market intelligence. • Confirm priority occupations and associated Skills Needs Assessment activity. • Establish integrated monitoring framework covering Schedule 7 requirements, ASEC, ASECI, Outreach, Bursary and Jobs Service delivery. • Commence delivery monitoring of East Coast College and Suffolk New College ASEC projects. • Implement quarterly performance reporting through ESEWG and ERG. • Coordinate provider planning through the Skills Delivery Group and Strategic Skills Forum. • Promote bursary opportunities and progression pathways linked to priority occupations. • Confirm September 2026 apprenticeship starts across Sizewell C, CWA and supply chain. • Establish August 2026 apprenticeship baseline and review delivery against the 1,500 / 540 commitments. • Review renewed supplier workforce forecasts and consolidate available apprenticeship projections.	• Shared understanding of workforce demand and delivery priorities. • Monitoring and reporting framework fully operational. • Funded projects progressing against agreed milestones. • Provider planning aligned with forecast workforce demand. • Baseline performance measures established for annual evaluation. • Confirmed apprenticeship baseline and September intake position. • Initial 12–24-month apprenticeship forecast developed, with known data gaps identified.

Quarter	Strategic focus	Key activities	Intended outcomes/outputs
Q2 **(Dec 2026-Feb 2027)**	**Evidence-led investment and workforce pipeline development**	• Refresh RSNAF evidence and labour market intelligence. • Complete targeted reviews of priority Skills Needs Assessments. • Review apprenticeship starts, progression and employer demand. • Monitor outreach, bursary and Jobs Service outcomes and progression routes. • Identify workforce risks, shortages and emerging training gaps. • Collaborate through the Skills England East of England Infrastructure Skills partnership and the Construction Skills Mission Board (CSMB) Regional Pilot to engage regional infrastructure partners in assessing cumulative labour market pressures. • Review emerging MEH skills intelligence and long lead-time training requirements. • Review apprenticeship starts against forecast, refresh client/CWA/supplier projections and identify any corrective actions or provider capacity requirements.	• Updated evidence base informing investment and delivery decisions. • Clear assessment of regional provider readiness. • Apprenticeship and progression improvement actions identified. • Apprenticeship forecast and performance review completed, including variance from planned trajectory.
Q3 **(Mar-May 2027)**	**Workforce readiness, impact assessment and future planning**	• Evaluate progress against workforce, skills and employment priorities. • Assess impact of ASEC, ASECI, Outreach and Bursary interventions against identified skills needs. • Identify future investment opportunities and funding priorities. • Begin development of ASIP 2027-28 using evidence from delivery performance, EWI and Skills Needs Assessments. • Refresh apprenticeship forecasts alongside updated workforce information and use findings to inform ASIP 2027–28 priorities.	• Investment priorities for 2027-28 identified. • Evidence of progression and employment outcomes available. • Draft priorities for ASIP 2027-28 established.

Quarter	Strategic focus	Key activities	Intended outcomes/outputs
Q4 **(Jun-Aug 2027)**	**Evaluation, continuous improvement and strategic transition**	• Complete annual ASIP evaluation and impact assessment. • Review effectiveness of governance, monitoring and reporting arrangements. • Update workforce forecasts, labour market intelligence and priority Skills Needs Assessments. • Review apprenticeship performance, outreach outcomes, bursary utilisation and Jobs Service impact. • Finalise ASIP 2027-28 and future investment priorities. • Identify actions required to support workforce growth from 2028 onwards and transition towards MEH workforce planning.	• Annual ASIP Evaluation Report completed. • Updated workforce intelligence and skills priorities agreed. • Evidence-based investment recommendations approved as appropriate. • ASIP 2027-28 prepared for governance approval. • Clear action plan for future workforce growth and MEH preparedness established.

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3 CWDS review and forward look

The Construction Workforce Delivery Strategy (CWDS) provides the principal workforce planning framework for Sizewell C. It sets out how the project will establish and sustain the skilled workforce required for construction, while maximising employment, skills and socio-economic benefits for Suffolk and the wider East of England.

The current Stage 1 CWDS covers the Site Operations, Site Services and Enabling Works phase, and the Main Civils Construction phase. These phases remain the primary focus for the 2026–27 ASIP period. The CWDS also recognises the later transition into Mechanical, Electrical and HVAC (MEH), with a dedicated MEH CWDS, being developed by Sizewell C, to provide a more detailed workforce planning framework for that next phase.

The purpose of this section is therefore to review the continuing relevance of the existing CWDS, set out how it informs the 2026–27 ASIP, and identify how ASIP delivery should prepare for the transition from the current civils-led phase into future MEH requirements.

3.1 CWDS priorities relevant to the ASIP year

The CWDS is built around a phased approach to workforce development. For 2026–27, the most relevant priorities continue to relate to:

- Site Operations, Site Services and Enabling Works;
- Main Civils Construction;
- workforce mobilisation and retention;
- apprenticeships and trainee pathways;
- local employment and Jobs Service brokerage;
- education, inspiration and early talent pipelines;
- inclusion, diversity and employment outreach;
- provider capacity and local skills infrastructure;
- preparation for later-stage MEH workforce requirements.

The existing CWDS remains particularly relevant throughout the 2026–27 ASIP period. The current focus is on ensuring that the skills system can support a sustained and growing requirement for construction, civil engineering, plant, logistics, site support, supervisory and professional roles.

The Main Civils Construction phase is especially important. It includes the construction of the main sub-structures and superstructures of the power station, including the nuclear island, conventional island, marine works, ancillary buildings and other facilities required to support the operation of the power station. This phase requires a skilled workforce across construction and civil engineering disciplines, including roles such as steel fixers, lifting operatives, formwork carpenters, plate and pipe welders, plant operatives, groundworkers, civil engineering operatives, supervisors, engineers and construction managers.

The CWDS also highlights the importance of workforce transition. As the Main Civils phase progresses, the project will require a substantial increase in the number of workers engaged in construction and civil engineering roles. This creates an opportunity to attract workers from other projects and sectors, support retraining and upskilling, and create longer-term progression routes within the project and wider regional economy.

3.2 CWDS objectives

The objectives of the CWDS remain highly relevant to the 2026–27 ASIP. They can be summarised as follows.

Workforce planning and forecasting. The CWDS provides a structured basis for understanding workforce requirements by construction phase. During 2026–27, this will be strengthened through the use of Early Workforce Information, contractor intelligence and Skills Need Assessments to ensure that training and employment interventions are aligned with forecast demand.

Skills development. The CWDS seeks to build a skilled workforce through training, apprenticeships, upskilling and progression pathways. The ASIP translates this into practical activity through ASEC-funded provision, provider engagement, curriculum development, bursary support and targeted interventions linked to priority occupations.

Employment opportunity. The CWDS aims to maximise access to employment for local and regional residents, particularly those facing barriers to work. The 2026–27 ASIP supports this through the Sizewell C Jobs Service, Employment Outreach Fund, bursary arrangements and links between pre-employment activity, training and live vacancies.

Partnership and collaboration. The CWDS relies on close collaboration between Sizewell C, local authorities, colleges, universities, independent training providers, industry bodies, social partners and the supply chain. During 2026–27, the Skills Delivery Group, Strategic Skills Forum and Employment Outreach Group will continue to provide important routes for coordination.

Sustainability and legacy. The CWDS is intended not only to meet immediate construction requirements but also to leave a lasting skills and employment legacy. The ASIP supports this by investing in provider capacity, facilities, equipment, curriculum development and progression pathways that can support Sizewell C and wider regional workforce needs.

3.3 Review of progress and current position

During 2025–26, delivery moved from framework development and fund mobilisation into more active implementation. The ASIP period saw continued strengthening of the evidence base, further development of the Regional Skills Needs Assessment Framework, progress in ASEC project development, mobilisation of Employment Outreach arrangements, operation of the Bursary Scheme, and continued expansion of the Sizewell C Jobs Service.

The 2025–26 ASIP identified the need to embed workforce forecasts into decision-making, scale apprenticeships in line with construction demand, integrate supply chain commitments, strengthen thematic groups and improve KPI-based monitoring. These priorities remain relevant, but the emphasis for 2026–27 should now shift toward delivery assurance and impact.

The current position can be summarised as follows:

- the workforce evidence base is stronger, with Early Workforce Information now providing a clearer role-based view of demand;
- ASEC-funded projects are moving into legal agreement and delivery;
- Employment Outreach providers have been identified and delivery is beginning;
- the Bursary Scheme is operational, with criteria refined in response to early experience;
- the Jobs Service is providing an important route into project and supply chain opportunities;
- the Skills Delivery Group and Strategic Skills Forum provide stronger mechanisms for provider engagement and curriculum alignment;

This means that the CWDS is no longer simply a strategic framework for future planning. It is now operating as an active delivery framework, with the ASIP providing the annual mechanism for translating strategy into funded activity, monitoring and governance.

3.4 Main Civils construction phase focus for 2026–27

The 2026–27 ASIP retains a clear focus on the Main Civils construction phase. This reflects both the existing CWDS and the updated EWI, which shows continuing and growing demand across construction, civils, plant, supervision, professional and support roles.

The Main Civils phase creates a number of practical implications for ASIP delivery.

Training capacity. There is a continued need to ensure sufficient provision in construction, civil engineering, plant, groundworks, formwork, steelfixing, concrete, lifting, logistics and site supervision.

Specialist facilities and equipment. Some priority occupations require facilities, equipment and trainer capability that cannot be developed quickly. ASEC and ASEC Investments should therefore continue to prioritise interventions where there is clear evidence of demand and a need to strengthen regional capacity.

Employer-led delivery. Main civils workforce demand will be shaped heavily by contractor and supply chain mobilisation. Provider planning must therefore remain closely connected to contractor intelligence, CWA requirements and emerging supply chain demand.

Progression pathways. The workforce opportunity is not limited to entry-level jobs. Main civils demand creates routes into supervisory, technical, professional and management roles. The ASIP should support progression from pre-employment and entry-level training into apprenticeships, higher technical qualifications and longer-term careers.

Inclusion and local access. Main civils roles provide some of the most visible and accessible employment opportunities for local residents. Employment Outreach, bursary support and Jobs Service brokerage should be aligned to realistic entry points into the project and its supply chain.

3.5 Apprenticeships and progression

Apprenticeships remain a core component of the CWDS and a key route through which Sizewell C can create a lasting workforce legacy. As at August 2026, 120 apprenticeships have been created across the project, equivalent to 8% of the overall commitment to support 1,500 apprenticeships during construction. Of these, 81 apprentices are Suffolk residents, representing 15% of the commitment to support at least 540 Suffolk resident apprenticeships. Apprenticeships have been delivered across 29 training providers, 32 different courses and 13 employers, demonstrating an increasingly broad delivery base across the project and its supply chain.

A further intake is planned for September 2026. Current information indicates approximately 27 new apprentices within the Sizewell C client organisation and around 30 across the Civils Works Alliance and wider supply chain. Subject to final confirmation and onboarding, this would increase the cumulative total to approximately 180 apprentices. No further confirmed client or CWA apprenticeship starts are currently identified for the remainder of 2026–27, although supplier workforce forecasts are being refreshed and additional supply chain starts may be identified through that process.

The ASIP should support apprenticeship delivery by:

- aligning apprenticeship pathways with contractor and supply chain demand;
- ensuring providers have sufficient capacity to deliver relevant standards;
- supporting progression from outreach, pre-employment and entry-level training into apprenticeships;
- improving visibility of apprenticeship opportunities through the Jobs Service, Young Sizewell C and education partners;
- monitoring apprenticeship starts, completions, retention and progression;
- using apprenticeship data to inform future Skills Need Assessments and provider planning.

Apprenticeships should be understood as part of a wider progression pathway, not a standalone commitment. The CWDS highlights the importance of creating a stable, skilled and locally connected workforce. This requires pathways that allow individuals to enter the project, gain experience, progress into higher-skilled roles and retain transferable skills that support future employment across construction, energy and infrastructure.

Apprenticeship forecasting and monitoring will therefore be a specific priority during 2026–27. Approximately eight renewed supplier workforce forecasts are currently under review. The Sizewell C client forecast assumes approximately 27 apprenticeship starts per annum, while current CWA forecasts indicate the potential for around 80 starts in the following year, subject to confirmation. The current planning trajectory anticipates that cumulative apprenticeship delivery should exceed 300 by Q4 2027/28, equivalent to approximately 20% of the overall 1,500 commitment.

These forecasts remain dependent on timely and consistent workforce information from contractors and supply chain partners. During 2026–27, Sizewell C will strengthen the collection and review of apprenticeship forecasts through supplier workforce planning and contractor accountability arrangements. Where forecast information is incomplete, this will be identified through ESEWG reporting and escalated through the appropriate project governance routes.

3.6 Forward look: transition toward MEH

The 2026–27 ASIP period remains principally focused on the existing Stage 1 CWDS, particularly Main Civils delivery. However, the transition toward MEH is becoming increasingly important.

The existing CWDS recognises that the MEH phase will require a different and more specialised workforce profile, including mechanical, electrical, heating, control and systems engineering roles. It also highlights the need for appropriate lead times, targeted training, apprenticeships and collaboration with industry training bodies, supply chain partners and local educational institutions.

A dedicated MEH Construction Workforce Delivery Strategy is currently in drafting. Once developed, it will provide the more detailed basis for understanding MEH workforce requirements, including occupational demand, critical skills, training infrastructure, provider capacity and supply chain readiness. Until that strategy is sufficiently developed, the 2026–27 ASIP should avoid making detailed MEH commitments beyond those supported by current evidence.

However, the ASIP should recognise that some MEH-related skills have long lead-in times. It should therefore use the 2026–27 period to identify early areas where preparation may be required, particularly where there are likely to be pressures around electrical, mechanical, welding, pipe fitting, HVAC, control systems, instrumentation, supervision and technical training capacity.

The practical task for 2026–27 is therefore to maintain delivery focus on Main Civils while preparing the evidence, partnerships and provider capacity needed for a more detailed MEH response once the MEH CWDS is available.

3.7 CWDS priorities for 2026–27

The following priorities will guide the relationship between the CWDS and ASIP during 2026–27.

1. Continue to use the existing Stage 1 CWDS as the primary workforce planning framework for Site Operations, Site Services, Enabling Works and Main Civils Construction.
2. Maintain a clear focus on Main Civils workforce demand, including construction, civil engineering, plant, groundworks, logistics, formwork, steelfixing, concrete, lifting, supervision and professional roles.
3. Use EWI, contractor intelligence and Skills Need Assessments to ensure that ASIP activity remains aligned to the timing, scale and occupational profile of workforce demand.
4. Strengthen the link between CWDS priorities, ASEC allocation and investment decisions and provider capacity planning.
5. Align Employment Outreach, Bursary and Jobs Service activity with realistic entry routes into project and supply chain employment.
6. Support apprenticeship delivery and progression pathways linked to current civils-led demand and future technical requirements.
7. Work through the Skills Delivery Group and Strategic Skills Forum to align curriculum planning, equipment needs, facilities, specialist trainer capacity and employer engagement.
8. Continue to monitor workforce risks relating to labour supply, regional competition, training capacity, specialist skills and provider readiness.
9. Recognise that the MEH CWDS is in drafting and avoid pre-empting its detailed findings, while using the 2026–27 period to prepare for areas with long training lead times.
10. Review CWDS delivery through ESEWG, ensuring workforce planning evidence continues to inform governance, investment, monitoring and future ASIP priorities.

4 Early Workforce Information

The Early Workforce Information (EWI) provided by Sizewell C offers an updated view of workforce demand associated with the project over the period April 2026 to March 2031. Its purpose is to support informed planning across the employment, skills and education system by providing early visibility of the labour demand expected to arise through the next phases of project delivery.

The 2026 EWI update introduces a five-year planning horizon, comprising a detailed three-year forecast for 2026/27 to 2028/29 and a further two-year directional outlook for 2029/30 and 2030/31. This approach provides a stronger basis for both immediate delivery planning and medium-term workforce preparation. It also creates a clearer bridge between the current civils-led workforce profile and the emerging workforce requirements associated with later construction phases, including Mechanical, Electrical and HVAC activity.

The forecast should be read as a planning tool rather than a fixed workforce profile. Programme assumptions, contractor mobilisation and work package sequencing will continue to evolve. However, the overall direction of travel is clear: Sizewell C already represents a significant source of labour demand in the regional economy, and that demand is expected to increase materially from 2028/29 onwards.

4.1 Headline workforce profile

The EWI indicates the following average workforce profile across the five-year period.

Financial year	Average on-site FTE	Average off-site FTE	Average total FTE	Planning status
2026/27	4,090	2,180	6,260	Detailed forecast
2027/28	3,240	2,130	5,370	Detailed forecast
2028/29	4,600	2,170	6,770	Detailed forecast
2029/30	6,440	2,190	8,630	Directional outlook
2030/31	7,810	2,210	10,020	Directional outlook

Table 1 - *Average Workforce Profile by Financial Year - Note: Figures are rounded to the nearest 10 FTE for presentation. Totals may not sum precisely due to rounding. More detail to be made available within the Early Workforce Information Note 2026/27 to 2030/31.*

The ASIP period falls within the detailed forecast window. The workforce profile shows three broad stages relevant to skills planning.

First, 2026/27 remains a year of substantial workforce demand. The project is already operating with a significant active workforce, with continued demand across civils activity, site operations, enabling works, logistics, supervision and professional functions.

Second, the reduction in average on-site demand in 2027/28 should be understood as a transition in the programme rather than a relaxation of workforce need. It is likely to reflect changes in work package sequencing, the conclusion or tapering of some earlier activities, and the movement into a different pattern of labour demand.

Third, from 2028/29 onwards, the profile strengthens rapidly. This indicates a step change in workforce scale and reinforces the need to use the 2026–27 ASIP period not only to support current recruitment

and training requirements, but also to prepare the regional skills system for a larger and more demanding phase of construction.

4.2 Occupational profile and priority roles

The updated EWI confirms that workforce demand is not simply growing in aggregate; it is also changing in composition over time. The move to a role-based forecast provides a clearer view of the occupations expected to be required, the likely timing of demand and the workforce areas where provider capacity, training pathways and employment support may need to be strengthened.

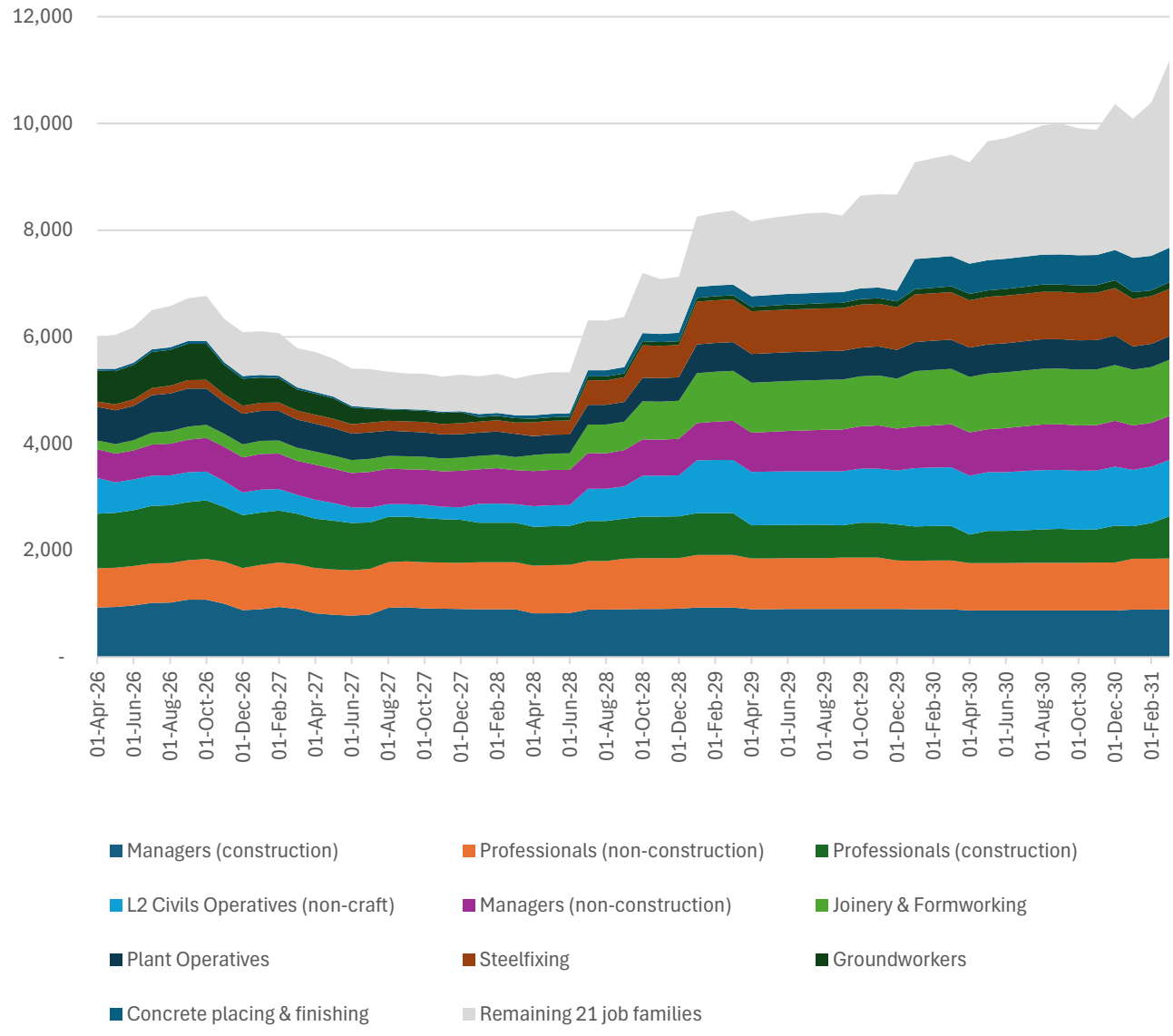


Figure 1 – Monthly Total (on-site and off-site) Workforce Profile by Principal Role Families, April 2026 to March 2031 - Source: Sizewell C Early Workforce Information Briefing Note 2026/27 to 2030/31. The final two years should be read as a directional outlook.

The figure above shows the monthly total workforce profile by principal role family across the five-year EWI period. It provides an important bridge between headline workforce scale and the practical skills response required through the ASIP.

Breadth of demand. The workforce requirement remains broad-based during the near-term forecast period. Demand is not limited to traditional trade roles. The profile includes substantial requirements for construction managers, construction professionals, non-construction professionals, plant operatives, groundworkers, civils operatives and site support roles. This reinforces the need for a skills response that supports entry-level, technical, supervisory, professional and progression pathways.

Near-term priorities. Civils, plant, groundworks, supervision and professional roles remain central to workforce planning during the 2026–27 ASIP period. These roles provide some of the clearest near-term opportunities for local recruitment, pre-employment support, training alignment and Jobs Service brokerage.

Later-stage pressure points. The later period shows a growing concentration of demand in structural civils-related occupations, including L2 Civils Operatives, Joinery and Formworking, Steelfixing, Concrete Placing and Finishing, and Scaffolding and Access. These occupations may present particular workforce planning challenges because they often require specialist facilities, experienced trainers, employer-led delivery and sufficient lead-in time.

The main near-term role families for ASIP planning therefore include:

- Plant Operatives
- Groundworkers
- L2 Civils Operatives
- Construction Managers
- Construction Professionals
- Non-construction Professionals
- Site support, logistics and enabling roles

These roles remain central to local recruitment, training and employment support activity during the 2026–27 ASIP period. They are also likely to provide some of the most accessible entry routes into the project for local and regional residents, provided that pre-employment support, training pathways and employer engagement are aligned to live and forecast demand.

The later years of the forecast also begin to show a clearer signal of emerging Mechanical, Electrical and HVAC-related requirements. While this should be read alongside the dedicated MEH Construction Workforce Delivery Strategy (once produced), it underlines the need to avoid treating civils and MEH workforce planning as separate silos. Provider capacity, curriculum development, specialist facilities and progression pathways will need to evolve in anticipation of this transition.

4.3 Implications for the 2026–27 ASIP

The EWI has several direct implications for the 2026–27 ASIP.

Sustain near-term delivery capacity. The 2026–27 period requires continued focus on training, recruitment and progression routes into civils, plant, groundworks, logistics, site support, supervision and professional roles. This should remain a core focus for colleges, training providers, employment support organisations, the Sizewell C Jobs Service and supply chain partners.

Prepare early for future scale-up. The forecast indicates that the regional employment and skills system must use the current ASIP period to prepare for a materially larger workforce requirement from 2028/29 onwards. Investment decisions during 2026–27 should therefore consider not only current demand, but also the capacity, facilities, trainers and pathways that will be needed for later stages of construction.

Focus on roles where shortages could create delivery risk. Some occupations are significant because of volume, such as plant, civils and groundworks roles. Others are significant because of scarcity, training complexity or limited regional provision, such as steelfixing, formwork, scaffolding, concrete, MEH-related trades and technical supervisory roles.

Strengthen progression. The EWI confirms that Sizewell C demand is not limited to entry-level or trade roles. The project also requires managers, professionals, technicians and supervisory capability. The ASIP should support pathways that allow local people to enter the workforce, progress into higher-skilled roles and build longer-term careers in infrastructure, construction, energy and related sectors. The ASIP supports these progression pathways alongside wider project-led initiatives. Its role is to coordinate and target skills investment, workforce planning and employment support, rather than deliver these outcomes in isolation.

4.4 Use of EWI in skills planning and funding decisions

The EWI will be used as a core evidence source to inform the Skills Need Assessments, ASEC Fund decisions, Employment Outreach activity, bursary targeting, Jobs Service brokerage and wider provider engagement.

During 2026–27, EWI evidence should be used to:

- inform Skills Need Assessments for priority occupations;
- support ASEC investment decisions where additional training capacity, equipment, facilities or specialist trainer capability is required;
- align Employment Outreach activity with realistic entry routes into the project;
- target bursary support where financial or practical barriers prevent individuals from accessing training linked to project and regional demand;
- inform discussions with colleges, independent training providers and employers about curriculum planning and delivery capacity;
- support supply chain engagement around workforce readiness, local recruitment and training pathways;
- strengthen the evidence base used by ESEWG, the Skills Delivery Group and the Strategic Skills Forum.

4.5 Workforce planning priorities for 2026–27

The following priorities will guide the use of EWI during the 2026–27 ASIP period.

1. Maintain a clear focus on near-term civils, plant, groundworks, logistics, site support, supervision and professional roles.
2. Use the 2026–27 period to prepare for the workforce scale-up expected from 2028/29 onwards.
3. Continue Skills Need Assessments for occupations where demand, shortage risk or provider constraints indicate a potential requirement for intervention.
4. Strengthen the link between EWI, the Regional Skills Needs Assessment Framework and ASEC investment decisions.
5. Align Employment Outreach and Jobs Service activity with realistic entry points into the project and its supply chain.
6. Work with providers and employers to identify where additional curriculum development, equipment, facilities or trainer capacity may be required.
7. Read the EWI alongside the MEH Construction Workforce Delivery Strategy to support a coherent transition from civils-led demand into later-stage technical and engineering requirements.
8. Review EWI evidence through ESEWG, the Skills Delivery Group and the Strategic Skills Forum so that workforce intelligence continues to inform delivery, funding and governance decisions.

5 Assessment of regional skills needs

The following section draws upon analysis undertaken through the Regional Skills Needs Assessment Framework (RSNAF). The framework has been revised during 2025–26 to provide a more robust, transparent and evidence-led approach to identifying regional skills priorities, informing investment decisions and evaluating the impact of interventions.

5.1 Regional Skills Needs Assessment Framework

The Regional Skills Needs Assessment Framework provides a structured and transparent methodology for identifying, assessing, prioritising and monitoring workforce and skills challenges across Suffolk and the wider East of England. It has been developed to strengthen consistency in decision-making and improve the relationship between workforce intelligence, skills investment and measurable outcomes.

The framework supports three interconnected objectives:

Stage 1 - Evidence

Understanding workforce demand, labour market pressures, training supply, provider capability and economic priorities through:

- Early Workforce Information (EWI);
- Skills Need Assessments;
- Labour market intelligence;
- Employer and contractor engagement;
- Training provision mapping; and
- Regional infrastructure workforce intelligence.

Stage 2 - Decision

Using evidence to:

- Prioritise workforce interventions;
- Inform ASEC and ASECI investment decisions;
- Support curriculum planning;
- Strengthen provider capacity;
- Inform Employment Outreach and Bursary activity; and
- Support governance and monitoring arrangements.

Stage 3 - Impact

Monitoring whether interventions:

- Increase training capacity;
- Improve participation and progression;
- Address workforce shortages;
- Strengthen the skills infrastructure; and
- Support long-term regional workforce resilience.

5.2 Identifying regional skills needs

The Regional Skills Needs Assessment Framework helps distinguish between project-specific workforce requirements and broader regional skills needs.

Project workforce requirements are often identified through sources such as Construction Workforce Delivery Strategies, contractor forecasts and Early Workforce Information. While these provide an important indication of future demand, they do not automatically constitute a regional skills need.

A regional skills need is confirmed through application of the Regional Skills Needs Assessment Framework, taking account of workforce demand, labour market intelligence, training supply, provider capability and wider economic priorities. This ensures that interventions are focused on areas where workforce demand exceeds available supply and where there is a clear rationale for action.

During 2025–26, Skills Needs Assessments have been undertaken across a range of occupations and sectors that are either critical to the delivery of Sizewell C, identified through workforce forecasting, or recognised as priority sectors within Suffolk's wider economy.

Assessments completed during the year covered:

- Construction Operatives
- Plant Operatives
- Steel Fixers
- Tunnelling Operatives
- Welding
- Pipefitting
- Mechanical and Electrical (MEH) Technicians
- Construction Programme and Project Management
- Marine Infrastructure
- Retrofit and Low Carbon Installers
- HGV Drivers
- Logistics and Warehousing
- Adult Care
- Health
- Catering and Hospitality

The assessments identified a number of occupations where workforce demand is already exceeding available supply, or where future demand associated with infrastructure delivery, demographic pressures or economic growth is likely to create significant workforce challenges. Priority areas identified include:

- **Construction Operatives** where strong demand from infrastructure, housing and net-zero programmes is expected to outstrip available training capacity and workforce supply.
- **Mechanical and Electrical Technicians (MEH)** where projected employment growth, employer recruitment difficulties and increasing demand from the energy, engineering and infrastructure sectors indicate a significant workforce need.
- **Pipefitting and Welding** where major infrastructure and engineering construction projects, including Sizewell C, are expected to place increasing pressure on an already constrained specialist workforce.
- **Retrofit and Low Carbon Installers** where strong forecast growth associated with net-zero objectives, heat pump deployment and low-carbon technologies is creating demand that is growing faster than training capacity.

- **HGV Drivers** where sustained vacancies, an ageing workforce and continuing recruitment challenges indicate a persistent shortage despite an established training market.
- **Adult Care** where demographic change, increasing care needs and ongoing recruitment and retention challenges continue to create significant workforce pressures.
- **Catering and Hospitality** particularly chef and kitchen-based occupations, where persistent recruitment difficulties and structural workforce shortages continue despite an established training offer.

The assessments also identified several occupations where demand is positive and expected to grow, but where evidence suggests that current provision may be broadly aligned with need or where further investigation is required before intervention is justified. These include Plant Operatives, Construction Programme and Project Management, Health, and Logistics and Warehousing. In these areas, the evidence highlighted ongoing recruitment demand and skills pressures, but the evidence suggests that current training provision is broadly aligned with workforce demand, meaning these occupations are not yet considered as high a priority for intervention as those listed above.

The assessments also highlighted emerging workforce requirements linked to future infrastructure activity, including Marine Infrastructure and Tunnelling Operatives. While current labour market evidence remains relatively limited, wider industry forecasts, project pipelines and infrastructure investment plans indicate that demand may increase significantly over coming years. Continued monitoring will therefore be required to ensure the regional skills system can respond proactively as demand matures.

In contrast, the assessment of Steel Fixers identified supply challenges and limited specialist provision but did not find sufficiently strong evidence of current labour market demand to classify the occupation as a priority regional skills gap at this stage. This position will be reviewed as Sizewell C and other infrastructure projects progress into later construction phases.

The Skills Needs Assessment programme has provided a stronger evidence base for investment decisions, curriculum planning and workforce development activity across Suffolk. It will continue to be refreshed throughout the life of the ASIP to ensure that funding, interventions and provider activity remain aligned to both Sizewell C workforce requirements and wider regional economic needs.

5.3 Skills infrastructure

Understanding the existing skills infrastructure is essential for making informed decisions about skills investment, workforce development and training delivery. The Regional Skills Needs Assessment Framework (RSNAF) considers not only workforce demand, but also the capacity, capability and resilience of the education and training system responsible for meeting that demand. This includes further education (FE), higher education (HE), independent training providers, specialist industry provision and cross-county delivery arrangements.

The East of England faces increasing competition for skilled labour as major infrastructure, energy, housing, transport and water projects progress simultaneously. As a result, workforce challenges can no longer be considered solely within local authority boundaries. Planning for future workforce demand requires a regional understanding of provision, capacity and specialisms, alongside a coordinated approach to investment and delivery.

The Regional Skills Co-ordination Function (RSCF), supported by the ESEWG, the Skills Delivery Group and Strategic Skills Forum, will continue to use Skills Need Assessments, workforce forecasting and provider engagement to identify where additional capacity, curriculum development or infrastructure investment may be required to support both Sizewell C and wider regional growth.

5.3.1 The East of England

Suffolk operates within a highly interconnected East of England labour market. Workers frequently travel between Suffolk, Norfolk, Essex, Cambridgeshire and beyond, whilst employers recruit across administrative boundaries. This is particularly evident within construction, engineering, logistics, energy, health and social care occupations.

The East of England continues to be one of the UK's strongest economic regions, generating approximately £214 billion in Gross Value Added (GVA) annually and supporting nationally significant strengths in clean energy, offshore wind, nuclear, life sciences, advanced manufacturing, logistics and agri-food sectors. The region is also at the forefront of the UK's energy transition, with existing and planned investments including Sizewell C, offshore wind developments, National Grid reinforcement projects, Freeport East and other major infrastructure projects.

At the same time, employers continue to report skills shortages across construction, engineering, logistics and technical occupations. The concentration of major infrastructure projects across the region is expected to place increasing pressure on workforce supply and training capacity, reinforcing the importance of coordinated workforce planning and investment. The emerging East of England Infrastructure Skills Partnership has been established to support a more strategic regional approach to workforce forecasting related to infrastructure and resulting skills planning and provider collaboration.

While the region benefits from a strong economic base and an extensive skills network, it continues to face challenges relating to an ageing workforce, rural access to training, participation in technical education and competition for specialist skills. These factors make continued investment in technical, construction, engineering, digital and green skills provision particularly important.

5.3.2 Devolution and future skills infrastructure

The policy landscape for skills will continue to evolve as national and local decisions are taken as to how devolution and local government reform are to be taken forward in the local area.

During 2025, the Government progressed plans for a Norfolk and Suffolk Combined County Authority, with devolved powers intended to support greater local influence over skills, transport, housing and economic development. The proposed arrangements include strategic responsibilities relating to adult skills, economic growth and workforce development but are subject to further local decisions being reached before plans are progressed.

Whilst the future arrangements continue to develop, the Regional Skills Co-ordination Function will continue to monitor developments and seek to ensure that the priorities identified through the Regional Skills Needs Assessment Framework are reflected within any emerging regional structures and investment programmes.

5.3.3 Suffolk's FE and HE institutions

Suffolk benefits from a strong and collaborative network of further and higher education providers that play a critical role in delivering the workforce development priorities set out within this ASIP. Through investment in specialist facilities, curriculum development, apprenticeships, higher technical qualifications and employer partnerships, providers continue to support skills development across construction, engineering, energy, health, digital, logistics and low-carbon sectors.

During 2026–27, providers will play a particularly important role in responding to skills needs identified through the Regional Skills Needs Assessment Framework, including construction operatives, mechanical and electrical technicians, welding, pipefitting, retrofit and low-carbon technologies, HGV driving, adult care and catering and hospitality. The continued alignment of curriculum provision,

training capacity and employer demand will be essential to supporting both Sizewell C workforce requirements and wider regional economic priorities.

The region's provider network will also continue to support the delivery of ASEC-funded projects, apprenticeship growth, higher technical skills development, employment progression pathways and the implementation of recommendations emerging from the Skills Delivery Group and Strategic Skills Forum.

A summary of Suffolk's further and higher education landscape, including key provider specialisms and delivery strengths, is provided in the Regional Skills Need Framework.

5.3.4 Provider engagement

During 2026–27, the Regional Skills Co-ordination Function (RSCF), Skills Delivery Group and Strategic Skills Forum will continue to work closely with education and training providers to ensure that curriculum development, investment activity and workforce planning remain aligned with emerging regional skills priorities and Sizewell C workforce requirements.

Collectively, these programmes of engagement will support the development of additional training capacity, improved employer responsiveness and stronger progression pathways across priority occupations. They will also provide an important mechanism for translating workforce intelligence and Skills Needs Assessment findings into practical delivery activity across Suffolk's education and training system.

East Coast College

The RSCF and delivery partners will continue to work with East Coast College to support the development of specialist construction, civil engineering and infrastructure-related provision through its Lound campus and wider technical skills offer. ASEC-funded investment will help strengthen training capacity in priority occupations identified through the Regional Skills Needs Assessment Framework, whilst supporting employer engagement, progression pathways and workforce development activity aligned to Sizewell C and other major infrastructure and energy projects across the East of England.

Suffolk New College

During 2026–27, the RSCF and delivery partners will continue to engage with Suffolk New College regarding the development of the College on the Coast, Apprenticeship and Trainee Hub, and associated technical skills initiatives in Leiston. Through ASEC-funded activity, the College will support the expansion of training provision in areas including groundworks, civil engineering, technical higher education skills and driver training, helping to strengthen pathways into priority occupations identified through the Regional Skills Needs Assessment Framework and support workforce requirements associated with Sizewell C and the wider infrastructure pipeline.

Construction Technical Excellence College (CTEC)

The RSCF and Skills Delivery Group will work with West Suffolk College in its role as the East of England Construction Technical Excellence College to strengthen regional collaboration, support curriculum innovation and increase training capacity in construction occupations. Particular emphasis will be placed on sharing best practice, strengthening employer engagement and ensuring that provision remains responsive to the workforce requirements of major infrastructure projects across the region.

Clean Energy Technical Excellence College (CETEC)

Suffolk New College and East Coast College will work alongside CETEC partners to support the development of coordinated regional provision in clean energy skills. Engagement will focus on strengthening pathways into offshore wind, nuclear, renewable energy, grid infrastructure and low-carbon technologies, whilst supporting greater collaboration between providers and employers to address emerging workforce demands across the East of England.

5.3.5 Independent training providers

Independent training providers remain a vital component of the regional skills system. They often provide specialist, flexible and industry-responsive training that complements the offer available through colleges and universities. Their ability to deliver short courses, apprenticeships, licence-based training and workforce upskilling programmes enables rapid responses to emerging workforce demand.

Key providers operating within or supporting Suffolk include:

- National Construction College (Bircham Newton), providing specialist construction, plant, lifting and safety training.
- Specialist lifting, access and safety training providers supporting infrastructure and energy projects.
- Apprenticeship and employability providers operating across construction, logistics, engineering and business sectors.
- Independent providers delivering niche technical training where local college capacity may be limited.

Independent providers are expected to play an increasingly important role in supporting construction, engineering, logistics, transport and infrastructure skills during the Sizewell C construction period and beyond.

5.3.6 Cross-county collaboration

Suffolk's skills system does not operate in isolation. Many learners travel across county boundaries to access specialist provision, whilst employers recruit from a wider labour market spanning Norfolk, Essex and Cambridgeshire.

Regional collaboration is becoming increasingly important as major infrastructure projects draw from overlapping labour pools and skills systems. Colleges and universities across the wider region continue to provide complementary provision in construction, engineering, clean energy, digital, logistics, health and environmental technologies.

The ongoing development of the East of England Infrastructure Skills Partnership and the Construction Skills Mission Board (CSMB) -led regional Infrastructure pilot (more information available here) further reinforces the need for stronger provider collaboration, shared workforce intelligence and coordinated planning. Early priorities include the development of a regional workforce forecast, identification of priority skills gaps and mapping of provision across further education and training providers.

The RSCF will continue to maintain an overview of regional provision and workforce demand, supporting collaboration across institutions and helping ensure that ASEC and other skills investments are targeted towards areas of greatest need and potential impact. This will include considering both Suffolk-based provision and wider regional delivery models where these provide the most effective response to identified workforce challenges.

5.4 NSIPs timeline

See Section 13 for a summary timeline of Nationally Significant Infrastructure Projects (NSIPs) and other major developments that may influence regional workforce demand and future Skills Need Assessments.

5.5 Annual labour market analysis: key implications

Detailed labour market analysis is provided in the Regional Skills Need Assessment Framework. The key findings relevant to ASIP delivery are summarised below.

The Suffolk labour market continues to be characterised by sustained recruitment demand, persistent workforce shortages and increasing competition for labour across the East of England. Whilst overall vacancy levels have stabilised, employers continue to report difficulties recruiting and retaining workers across a number of priority sectors.

Analysis undertaken during 2026 identified a number of occupations and sectors experiencing the greatest workforce pressures, including:

- Construction and infrastructure occupations.
- Mechanical and electrical technical occupations.
- Transport, logistics and HGV driving.
- Adult social care and caring occupations.
- Catering and hospitality occupations.
- Engineering, welding and pipefitting occupations.
- Retrofit and low-carbon technologies.

These findings are consistent with the Skills Needs Assessments undertaken during the year and reinforce the prioritisation of these sectors within the ASIP. They also demonstrate the importance of continuing investment in workforce development, apprenticeship pathways, training capacity and employer engagement.

The analysis further highlights the increasing influence of major infrastructure projects on regional labour market conditions. Sizewell C, together with other major energy, transport and infrastructure developments across the East of England, is expected to continue to place pressure on the supply of construction, engineering, technical and logistics skills. This reinforces the need for coordinated workforce planning, provider collaboration and targeted investment to address emerging skills gaps.

In response, the ASIP will continue to focus on:

- Increasing training capacity in priority occupations.
- Supporting delivery of ASEC-funded projects.
- Strengthening apprenticeship and progression pathways.
- Improving alignment between workforce demand and curriculum provision.
- Supporting collaborative workforce planning through regional partnerships and employer engagement.
- Maintaining an evidence-led approach through continued implementation of the Regional Skills Needs Assessment Framework.

This will help ensure that Suffolk's skills system remains responsive to both Sizewell C workforce requirements and wider regional economic needs.

5.6 Regional skills needs deliverables

The following activities will support the continued implementation of the Regional Skills Needs Assessment Framework during 2026–27:

Stage 1 - Evidence

- Maintain and refresh completed Skills Needs Assessments to ensure they reflect the latest labour market intelligence, workforce forecasts, employer demand and training provision.
- Undertake additional Skills Needs Assessments where emerging workforce pressures are identified through Sizewell C workforce intelligence, contractor forecasts, Regional Skills Needs Assessment Framework reviews or regional infrastructure activity.
- Continue to strengthen the evidence base through integration of labour market intelligence, Early Workforce Information, project workforce forecasts and employer engagement.
- Expand consideration of workforce demand arising from other major infrastructure, energy, transport, housing and growth projects across the East of England.
- Contribute to the development of regional workforce intelligence and forecasting activity through engagement with the East of England Infrastructure Skills Partnership and other regional partners.

Stage 2 - Decision

- Use Skills Needs Assessment findings to inform ASEC investment decisions and the prioritisation of future skills funding opportunities.
- Support curriculum planning and provider engagement activity in response to priority skill areas identified through the RSNAF, including construction operatives, mechanical and electrical technicians, welding, pipefitting, retrofit and low-carbon installers, HGV drivers, adult care, and catering and hospitality.
- Work with further education providers, independent training providers, employers and strategic partners to identify opportunities to increase training capacity in priority occupations.
- Use RSNAF findings to inform ASIP priorities, workforce development interventions and regional skills planning activity.

Stage 3 - Impact

- Monitor the impact of ASEC-funded projects and other workforce interventions against identified skills needs and workforce priorities.
- Evaluate the contribution of funded activity towards increasing training capacity, learner participation, qualification achievement, progression and employment outcomes.
- Review whether interventions are contributing to improvements in workforce supply within identified priority occupations and sectors.
- Use monitoring and evaluation findings to refine future Skills Needs Assessments, investment priorities and workforce development activity, ensuring a continuous cycle of improvement.

Together, these activities will ensure that the Regional Skills Needs Assessment Framework continues to provide a robust evidence base for workforce planning, skills investment and provider engagement, whilst supporting both Sizewell C workforce requirements and wider regional economic priorities.

6 Employment and skills funding

A well-structured funding strategy is essential to achieving the workforce development goals of the Sizewell C project and the realising of local benefits for the region. Targeted funding initiatives, such as the Asset Skills Enhancement Capability Fund, the Employment Outreach Fund, and the Sizewell C Bursary Scheme, are designed to address specific skills gaps and support the development of a skilled and prepared local workforce, in addition to direct Sizewell C funding for skills. This section outlines the key funding streams available, their objectives, and how they will be managed and allocated. Progress updates on each of the funds to date is included below.

6.1 Asset Skills Enhancement Capability fund

The aim of the Asset Skills Enhancement and Capability (ASEC) fund is to enhance the supply of skills related to both Sizewell C and regional needs and aspirations by expanding, enhancing and developing local skills provision (such as apprenticeships) within the region's existing education, further education, training provider and higher education sectors. The fund will support revenue projects, such as curriculum development and the retention and development of specialist trainers, as well as working capital projects, such as equipment to deliver courses and re-fit for existing facilities as required to meet the needs of the workforce. The fund will support the development of the skills infrastructure needed to help the 'work ready' individuals, including those supported by the Sizewell C Employment Outreach fund, to become 'job ready'.

The Employment, Skills and Education Working Group (ESEWG) has agreed that the following proportions of the total ASEC fund will be initially allocated for each construction phase. These are the minimum amounts as per the Deed of Obligation (DoO).

Construction phase	DoO allocation range	Agreed allocation	Minimum funds
Site Operations/Support Services	15-20%	15%	£1.17m
Main Civils	35-45%	35%	£2.73m
Mechanical, Electrical, Heating	35-45%	35%	£2.73m
Commissioning and Pre-operational	< 10%	TBC	TBC

The combined minimum amounts do not equal the maximum amount of funding available. The ESEWG will continue to monitor specific construction phase needs and adjust the above proportions as appropriate as more information becomes available. Funding will be allocated in advance of each construction phase, and it is anticipated that funds will not be split evenly across the construction period, rather front-loaded to the earlier years. Both of these arrangements reflect the time needed for the development of the talent pipeline in advance of need and helps ensure that skilled workers are available at the required time.

6.1.1 ASEC delivery progress

The Asset Skills Enhancement and Capability (ASEC) Fund continues to be the primary mechanism through which the Employment, Skills and Education Working Group (ESEWG) invests in training

infrastructure and skills provision to address priority workforce needs identified through the Regional Skills Needs Assessment Framework.

During 2025-26, two major projects progressed to legal agreement and delivery. Together, these projects represent a significant investment in the regional skills system and directly support workforce priorities associated with Sizewell C and wider East of England infrastructure demand.

The projects have been designed to address a number of priority occupational areas identified through Skills Needs Assessments, including construction operatives, groundworkers, civil engineering occupations, plant operations, HGV drivers, higher technical skills, and future engineering and infrastructure workforce requirements.

East Coast College Lound campus

The East Coast College project focuses on strengthening regional capacity in construction, civil engineering and infrastructure-related skills through investment in facilities, equipment and training provision at the Lound Campus.

The project supports the development of pathways into priority occupations including construction operatives, groundworkers, plant operatives, site management and civil engineering roles. Delivery activity during 2026-27 will include construction and infrastructure training programmes, apprenticeship provision, employability support, specialist commercial training and engagement with employers operating within the infrastructure and energy sectors.

The project is intended to increase learner participation, strengthen employer engagement and provide a larger pipeline of locally trained workers capable of supporting both Sizewell C and other major infrastructure developments across the East of England.

Suffolk New College Transforming Built Environment project

The Suffolk New College project supports a broader programme of investment across construction skills, higher technical education and transport-related training.

The project includes:

- Development of a Construction Skills Hub to expand construction and civil engineering training capacity.
- Creation of a Higher Education Centre for the Built Environment to support progression into technical and professional occupations.
- Delivery of the Building Futures Skills Development Programme, supporting T Levels, work experience and employer engagement.
- Expansion of HGV and PCV driver training to address priority workforce shortages identified through Skills Needs Assessments.

Through these activities, the project will increase training capacity across several priority skill areas, strengthen progression pathways from education into employment, and support employer access to a skilled workforce.

6.1.2 ASEC delivery priorities for 2026-27

During 2026-27, ASEC activity will focus on:

- Supporting implementation of approved East Coast College and Suffolk New College projects.
- Monitoring delivery against agreed outcomes and workforce priorities.
- Evaluating the contribution of funded projects to identified regional skills needs.
- Developing additional proposals that address priority occupations identified through the RSNAF, particularly areas where skills shortages and workforce pressures remain significant.
- Continuing collaboration through the Skills Delivery Group to ensure projects complement existing provision, avoid duplication and maximise regional impact.
- Preparing future investment opportunities to support emerging workforce requirements associated with later phases of Sizewell C, including Mechanical, Electrical and HVAC (MEH) occupations.

ASEC investment will continue to be informed by the Regional Skills Needs Assessment Framework, ensuring that funding is targeted towards those occupations and sectors where evidence demonstrates the greatest workforce need and the strongest opportunity for long-term impact.

6.1.2 Timeline for release of funds

ASEC funds will be released once the necessary robust and transparent allocation processes are in place and have been undertaken. The table below describes the indicative timeline for the governance actions and release of funds for any approved projects. The relevant actions will begin in accordance with the timelines rather than a requirement for these actions to be completed within the months identified. These timelines will be subject to regular updates, at least on a quarterly basis at formal ESEWG as the development and delivery of the ASEC fund progresses.

Timing	Action
September 2026	• ESEWG to submit year 2026-2027 Annual Skills Implementation Plan (ASIP) to Economic Review Group for approval, including an updated regional skills need Assessment Framework and Labour Analysis
July 2026	• Legal agreements for first ASEC projects to be signed and initial funding to be released. First elements of project delivery to go live immediately on signing of legal agreements.
September 2026 (ongoing)	• ASEC Expression of Interest open call process continues for projects across Phases 1,2 and 3 of the Sizewell C project.
Autumn 2026 onwards	• Regional Skills Coordination Function to continue to work with applicants to further develop suitable proposals.
Autumn 2026 onwards (ongoing)	• Monitoring of project KPIs to take place by the RSCF as per grant documentation

6.1.3 Initiatives/projects/measures to be funded

The ASEC fund invites proposals that contribute to the enhancement and expansion of local skills provision. We are particularly interested in the following types of projects:

- **Curriculum development:** Initiatives focused on developing and updating educational programmes to align with the skill demands arising from the Sizewell C project and regional needs.
- **Retention of specialist trainers:** Projects aimed at retaining and nurturing specialised trainers to ensure the continuity and quality of skills development programmes.
- **Equipment to deliver courses:** Working capital projects that involve acquiring necessary equipment to effectively deliver skills development courses aligned with project requirements and regional need.
- **Re-fit of facilities:** Projects to refurbish or adapt facilities to meet the specific needs of the workforce, creating a conducive environment for skill enhancement.

The ASEC Fund is designed to support projects that have a significant and lasting impact on the local skills infrastructure. To qualify for funding, projects must demonstrate a clear and direct connection to enhancing the skills base within the region, ensuring that the workforce is well-prepared to meet the specific demands of the Sizewell C project.

Eligible projects are required to address the critical needs of the Sizewell C project; this can include where demand in the wider local economy for those specific skillsets has been clearly increased or exacerbated by the project through labour displacement. All projects must also contribute to addressing broader regional skills challenges. These needs are carefully identified and prioritised through the RSNAF process described in Section 5, ensuring that all funded initiatives are closely aligned with the strategic goals of both the project and the region.

In addition to addressing immediate needs, projects must also contribute to wider, long-term regional skills development. This involves supporting initiatives that are sustainable and capable of delivering benefits beyond the life of the Sizewell C project, as outlined in the regional skills need assessment.

The fund is flexible in its approach, allowing for a variety of project types to be supported. This includes capital projects, such as the acquisition of equipment or the refurbishment of training facilities, as well as revenue projects, such as the development of new curricula or the retention of specialist trainers. Hybrid projects, which combine both capital and revenue elements within a single proposal, are also encouraged, provided they meet the overall objectives of the ASEC Fund.

Preference, where relevant, will be given to education and training providers located in Suffolk, in line with the principle of the fund to ensure that those most impacted by the development of Sizewell C also receive higher levels of benefit.

6.1.4 KPIs and monitoring

Once a project is approved, regular monitoring will be conducted to ensure adherence to the proposed timeline, budget, and objectives. Progress reports will be required at specified intervals to track the project's development.

Upon completion of the project, a comprehensive evaluation will be conducted to assess the overall impact on local skills provision. The evaluation will consider the effectiveness, sustainability, as well as outputs and outcomes of the funded initiatives.

The ASEC Fund presents a valuable opportunity for organisations to contribute to the long-term development of local skills infrastructure, aligning with the dynamic demands of the Sizewell C project and the broader regional context. We encourage innovative proposals that will make a lasting impact on the skills landscape of Suffolk.

The effectiveness of the ASEC projects will be measured by a variety of project specific outputs and longer-term outcomes. However, all ASEC projects should allow for an increase in the number of courses delivered and participants completing courses which meet regional skills needs. In turn, this will facilitate an increase in the skill level of local residents, as well as allow residents to obtain work opportunities on Sizewell C or other NSIPs.

6.1.5 Related thematic groups

The ASEC process will be overseen by the ESEWG, with input from key thematic groups to ensure the skills system is equipped to respond effectively. Two formal thematic groups will provide vital information to inform ESEWG's decision-making:

- **Strategic Skills Forum (formerly FE and HE Forum):** Chaired by Fiona McMillan, this forum, which first convened in March 2024, brings together education leaders to discuss and agree on strategic priorities that feed into the ESEWG and other thematic groups as needed.
- **Skills Delivery Group (formerly known as the AP group):** This group focuses on identifying and addressing skill gaps and training needs for the Sizewell C project, working collaboratively with educational institutions, training providers, and industry partners to develop tailored programmes that ensure a skilled workforce for the project.

6.2 Asset Skills Enhancement Capability Investments

The Asset Skills Enhancement Capability (ASEC) Investments are a critical component of the strategy to ensure that the Sizewell C project and wider region has access to a highly skilled workforce. These investments, valued at a minimum of £5 million and complementing the £7.8 million ASEC Fund, will be delivered by Sizewell C and its Tier 1 contractors. They focus on enhancing the local skills infrastructure to meet the immediate and long-term needs of the project and the region.

6.2.1 Key areas of investment

The ASEC Investments will be operationalised through the Annual Skills Implementation Plan (ASIP) by focusing on the following areas:

- **Provision of equipment:** Sizewell C and its Tier 1 contractors and Alliances will support investment in machinery, tools, and other essential equipment needed for the specialised training programmes that align with the project's phases. This ensures that trainees are equipped with the practical skills required for their roles.
- **Expertise and training:** A key focus of these investments will be the engagement and retention of industry experts and specialist trainers, including those sourced from the Sizewell C supply chain. By drawing on the expertise within the supply chain, the project can ensure that training is closely aligned with the specific requirements of Sizewell C and the region's aspirations. These trainers will be instrumental in delivering high-quality, project-specific training that prepares the workforce for the complex demands of the construction phases.
- **Facility upgrades:** Investments and support will also be directed towards upgrading and refurbishing training facilities, creating state-of-the-art environments that support effective learning and skills development. These enhancements will ensure that training programmes are delivered in settings that reflect the latest industry standards and technologies.

6.2.2 Brokering relationships and match funding

To maximise the impact of ASEC Investments, the Regional Skills Coordination Function, through the ASIP, will play a key coordinating role in facilitating collaboration between Sizewell C contractors, supply chain partners, colleges, universities and training providers. By strengthening these

partnerships, the ASIP aims to leverage match funding opportunities, enabling joint initiatives where contributions from educational institutions and other stakeholders can complement ASEC Investments. In particular, the ASEC Investments are able to enhance and support the delivery of projects funded through the ASEC fund to maximise the impact of these initiatives.

This approach also involves integrating trainers from the Sizewell C supply chain into local education and training programmes. By doing so, the project can ensure that the training delivered is both relevant and of the highest quality, while also enhancing the skills and capabilities of the regional workforce.

Investments are likely to be generated through project wish lists as part of the ASEC Fund allocation process or via Supply Chain intervention.

ESEWG will be responsible for determining the value of investments and therefore the percentage of any allocation from the ASEC Investment Fund. ASEC funded projects will play a key role in reporting the value of investments by the Supply Chain through regular monitoring and evaluation frameworks.

Although no specific proportions of the stated ASEC Investments amount (£5 million) have been attributed to each construction phase, it is expected that the ratio will broadly follow the allocation proportions of the ASEC fund. Future ASIPs will describe the value of ASEC Investments provided based on the estimated cost of use.

6.2.3 ASEC Investment pipeline, allocation and approval

The Asset Skills Enhancement and Capability Investments (ASECI) comprise a minimum investment commitment of £5 million, delivered by Sizewell C Ltd and/or its Tier 1 contractors through the provision of equipment, expertise, facilities, specialist training support and other in-kind contributions that enhance regional skills provision. Investments may be linked to Asset Skills Enhancement and Capability (ASEC) Fund projects or may be delivered independently where they support identified workforce needs and regional skills priorities.

At the time of publication, individual ASECI commitments for 2026-27 are still being developed through ongoing engagement with training providers, colleges, delivery partners and the Sizewell C supply chain. As a result, detailed investment schedules are not yet confirmed and will be agreed through the established ASECI governance process.

The Employment, Skills and Education Working Group (ESEWG) has agreed that the indicative minimum value of ASECI support should broadly align with workforce demand across construction phases. Current indicative allocations are:

Construction Phase	Indicative minimum ASECI value
Site Operations/Support Services	£1.5m (30%)
Main Civils	£3.5m (70%)
Mechanical, Electrical, Heating	TBC
Commissioning and Pre-operational	TBC

Investments are expected to be targeted towards:

- Further education colleges and higher education providers;
- Independent training providers;
- ASEC-funded projects;
- Specialist skills facilities and training infrastructure;
- Curriculum development and specialist training provision;
- Workforce development initiatives aligned to Construction Workforce Delivery Strategy priorities and Regional Skills Needs Assessments.

ASECI support may include:

- Specialist plant, tools, machinery and training equipment;
- Supply chain expertise and specialist trainers;
- Access to project facilities and technical resources;
- Facility upgrades and enhancements;
- Other in-kind support which strengthens regional skills capacity and workforce readiness.

6.2.4 Investment identification, approval and monitoring

ASECI opportunities may originate through either:

1. A project or provider identifying a requirement for support through an ASEC Fund application, project development process or infrastructure wish list; or
2. Sizewell C Ltd or members of the supply chain proactively identifying an opportunity to support regional skills development through equipment, expertise, facilities or other in-kind contributions.

The Regional Skills Co-ordination Function (RSCF) will support project development, broker relationships between applicants and supply chain partners, and ensure that proposed investments align with:

- The Annual Skills Implementation Plan;
- Construction Workforce Delivery Strategy priorities;
- Regional Skills Needs Assessments;
- Wider regional economic and workforce needs.

Where investments are linked to ASEC-funded projects, anticipated ASECI support will be identified during application development and reflected within project approval documentation. Proposed investments will be reported to ESEWG as part of regular project monitoring and governance arrangements.

Sizewell C Ltd will maintain an itemised register of ASECI commitments, recording:

- Estimated value of investment;
- Recipient organisation or beneficiary;
- Type of investment provided;
- Timing of delivery;
- Relevant construction phase;
- Expected workforce and skills outcomes.

This information will be reviewed by ESEWG and reported through the ASIP monitoring framework on a quarterly basis. Investments delivered by Tier 1 contractors and supply chain partners will be reported to Sizewell C Ltd at least quarterly and consolidated into programme-level monitoring

Where ASECI commitments remain unconfirmed at the start of the reporting year, the investment pipeline will be reviewed through ESEWG and updated through quarterly reporting, enabling the value, recipient, timing and expected outcomes of future investments to be transparently identified and monitored.

6.2.5 Monitoring and evaluation

The Employment, Skills, and Education Working Group (ESEWG) will oversee the implementation of ASEC Investments, ensuring they are aligned with the workforce needs of the project. Regular monitoring and evaluation will track the effectiveness of these investments, including the success of match funding initiatives and the overall impact on the region's skills landscape.

6.3 Employment Outreach fund

The Sizewell C Employment Outreach fund will support initiatives to increase the pool of 'work ready' individuals within the region's talent pool or deliver social value by bridging the gap to the labour market and increasing the supply of people to access 'job ready' programmes. The fund will focus on delivering local priorities and supporting hard-to-reach groups and communities primarily in geographical areas within Suffolk experiencing relative deprivation (as defined by the English Indices of Deprivation 2025) and increasing diversity in the Sizewell C construction workforce.

The following proportions of the total Sizewell C Employment Outreach fund are to be initially allocated for each construction phase. These are the minimum amounts as per the Deed of Obligation (DoO). Funding will be allocated in advance of each construction phase, and it is anticipated that funds will not be split evenly across the construction period but front-loaded to the earlier years. Both of these arrangements will enable additional time to allow for the development of the talent pipeline in advance of need and help ensure that skilled workers are available at the required time.

Construction phase	DoO allocation range	Agreed allocation	Funds allocated
Site Operations/Support Services	15-20%	15%	£240,000
Main Civils	35-45%	35%	£560,000
Mechanical, Electrical, Heating	35-45%	35%	£560,000
Commissioning and Pre-operational	< 10%	TBC	TBC

For 2026–2027, the amounts allocated to the Site Operations/Support Services and Main Civils construction phases (a combined total of £800,000) will continue to be available for investment through the Employment Outreach Fund. To date, allocations of £187,000 have been made to the Suffolk New College Partnership and £129,479 to The Salvation Army, supporting the delivery of targeted employment and progression pathways. The remaining funding will be available for future allocation, with the expectation that projects will be delivered over multiple years and receive phased payments linked to agreed milestones and delivery outcomes

6.3.1 Timeline for release of funds

Employment outreach funds will be released once the necessary robust and transparent allocation processes are in place and have been undertaken. Below describes the anticipated timeline for initial release of funds. These timelines will be subject to regular updates, at least on a quarterly basis at formal ESEWG as the development and delivery of the Outreach fund progresses.

Timing	Action
From July 2026	• Grant agreements issued for approved providers
From July 2026	• Delivery of Employment Outreach commences
From October 2026	• Quarterly monitoring and reporting commences
From April 2027	• Year One delivery review commences • Year Two delivery priorities determined • Contract amendments and/or additional call to sector for delivery options

6.3.2 Initiatives/projects/measures to be funded

Employment outreach programmes may include:

- Training programmes enhancing existing skills and infrastructure.
- Community outreach initiatives to bridge the gap to the labour market.
- Collaborative projects with third-sector organisations to support workforce development.

Participants for the programme will be at least one of the following:

- unemployed or economically inactive at the time of starting the programme
- from hard-to-reach groups, such as those experiencing homelessness, refugees, asylum seekers, disabled people and those from rural areas.
- from geographical areas within Suffolk experiencing relative deprivation, as defined by the English Indices of Deprivation 2025.

6.3.3 KPIs and monitoring

The effectiveness of employment outreach initiatives will be measured against agreed outputs and longer-term outcomes. All initiatives will be expected to ensure that participants are initially being referred for pre-employment support with Sizewell C Jobs Service. Ultimately, it is expected that participants are progressing onto positive destinations, most importantly employment on site at Sizewell C or other NSIPs in the region. Examples of outputs and outcomes that could be utilised are included in Section 11.

6.3.4 Reflections on progress and related thematic group

The ESEWG will be responsible for determining the approach to the Sizewell C Employment Outreach fund. However, it is important that in order to inform the approach throughout the project lifetime, relevant stakeholders are consulted and given the opportunity to contribute information to aid and

inform future decision making. To accomplish this, the Employment Outreach Thematic Group was established in November 2024.

The purpose of the group is to widen the skills and talent pipeline through an inclusive approach, removing barriers to employment for underrepresented groups and those that require such support, ensuring local communities benefit from employment opportunities and fostering economic growth in the region. The Employment Outreach Thematic Group will meet up to four times a year from July 2026.

6.4 Bursary scheme

This is a bursary scheme aimed at supporting the removal of barriers to accessing training, support and employment pathways into Sizewell C and/or other local opportunities requiring similar skills for local people that either have not reached the required entry level requirements or that need some support to successfully complete their course, particularly in areas of relative deprivation.

The following proportions of the Sizewell C Bursary Scheme are to be initially made available for each year, with funds currently anticipated to be split evenly across the first 10 years of the construction period:

Construction years	Bursary scheme	Amount available per year
Years 1-10	£1,000 and under	£60,000
	Above £1,000	£15,000
Years 11 and 12	All bursaries	£0

6.4.1 Criteria for allocation of grant

To be eligible for a bursary of any size, applicants must meet the following criteria, which have been reviewed and updated following bursary fund monitoring and reporting information received up to July 2026:

Applicants to the Bursary funds must be:

- Studying, or due to study, at an approved education provider or independent training provider
- Enrolled on an approved course:
    - A course being supported by the ASEC fund

    OR

    - A course linked to a regional need identified in the Annual Skills Implementation Plan

    OR

    - Accessing an employment outreach programme funded by the SZC Employment Outreach fund

    OR

    - Accessing short-term internships where travel costs are not provided
- A self-employed individual undertaking a short-term upskilling course as a self-employed learner at an Independent Training Provider
- Must be a resident of the UK for the previous 3 years and have permission to live and study in the UK (unless a refugee or an asylum seeker)
- Must be a resident of Suffolk or be attending learning or training in Suffolk but live in an adjoining postcode area in Norfolk, Essex or Cambridgeshire.

- Gross total household income must be less than £35,000 per year.

The bursary can be used to help fund, for example:

- Travel to and from education institutions, training provider, or work experience
- Subsistence costs whilst attending education or training
- Accommodation and subsistence for work experience
- Childcare expenses necessary to access the education or training
- Income support whilst attending education or training
- Specialist equipment required for the course
- Study materials that students would otherwise need to purchase
- IT and accessibility equipment
- Job role equipment eg. PPE, uniform
- Cost of non-government funded short upskilling courses essential to take next step or gain employment (e.g. CSCS card) including for self-employed individuals

Note: the bursary is intended to fill funding gaps and cannot duplicate funding provided by other government schemes, such as the Disabled Students Allowance. The eligibility criteria set out above is subject to change based on ongoing reviews of the fund's effectiveness by ESEWG.

6.4.2 Delegation of responsibility

The three colleges within Suffolk will be delegated responsibility for the majority of the bursaries of £1,000 and under. These are:

- East Coast College
- Suffolk New College
- West Suffolk College

6.4.3 Reflections on progress

The Bursary Scheme has now completed its first year of delivery and continues to play an important role in removing barriers to participation in skills development, training and employment pathways linked to Sizewell C and wider regional workforce priorities.

The FE college-administered bursaries have been available since September 2025. Demand has varied across institutions, reflecting differences in learner cohorts, curriculum offer and local demand. The eligibility criteria has been reviewed in order to maximise usage of the fund.

The bursary route for learners studying with Independent Training Providers was introduced in December 2025. Interest in the scheme has been generated from a range of applicants; however, a proportion of enquiries have not progressed due to eligibility requirements not being met. This has provided valuable insight into levels of demand beyond the FE sector and highlighted opportunities to improve awareness and understanding of the scheme requirements.

The enhanced bursary provision for applications above £1,000 will be implemented during 2026 following the appointment of Employment Outreach Fund delivery partners. These organisations will support the assessment process and form part of the decision-making panel responsible for reviewing higher-value bursary applications. This approach is intended to strengthen alignment between bursary support, employment outreach activity and progression into training and employment opportunities.

A review of the scheme will continue to be undertaken to assess demand, application trends, utilisation rates and participation across different learner groups. Findings will inform revision of the

bursary criteria to ensure that available funding is targeted towards areas where it can deliver the greatest contribution to workforce development, social inclusion and progression into employment.

The bursary criteria set out in Section 6.4.1 represent the arrangements in place at the time of publication and supersede the original scheme criteria. The revised approach is intended to improve accessibility, strengthen alignment with identified workforce and regional skills priorities, and maximise participation in training, education and employment pathways that support both Sizewell C workforce requirements and wider regional economic needs.

6.4.4 KPIs and monitoring

The effectiveness of the Bursary Scheme will be measured by the number of participants completing their course. In the longer term, the Scheme should be increasing the number of local residents working at Sizewell C and other NSIPs through ensuring that participants have been able to overcome barriers to achieve the required qualifications.

To support the monitoring and assessment of the effectiveness of the Bursary Fund, the following delivery metrics will be collected and returned on a quarterly basis by each of the FE colleges. In addition, SCC will collect data for bursary awards of over £1,000 and awards made through referrals from independent training providers.

- Bursary Award Number
- Type of support requested
- Value (£)
- Course alignment
- Beneficiary location (partial postcode)

7 Education and Inspiration

Sizewell C is committed to inspiring the next generation of workers and creating clearer pathways from education into future employment, apprenticeship and technical training opportunities. Education and inspiration activity therefore forms an important part of the longer-term workforce pipeline, complementing the project's employment, apprenticeship and skills interventions.

Latest Sizewell C monitoring indicates that activity has included engagement with 44 different schools, 272 education and inspiration events and approximately 25,940 student encounters. Young Sizewell C has also continued to grow, with 3,534 registered members. These figures demonstrate significant reach, but the focus during 2026–27 will increasingly move from measuring engagement activity alone towards understanding progression into work experience, training, apprenticeships and employment.

7.1 Key programmes

Power Up! (Ages 4–15)

Power Up! continues to provide early exposure to STEM through hands-on activities, assemblies, and workshops, supported by a dedicated website. Contractor-led sessions, digital skill badges, and creative literacy initiatives such as the *Literacy Leiston Project* complement this offer. The *Wild East Project* extends engagement into primary schools, embedding STEM in creative and environmental contexts. In 2025–26, Power Up! reached over 3,000 young learners, with further growth expected as outreach expands into additional Suffolk and Norfolk schools.

Young Sizewell C (Ages 16–21)

Young Sizewell C offers older learners direct links to career pathways, with activities including assemblies, interactive workshops, and work experience placements for 16–18-year-olds.

As of March 2026, the platform exceeded 3,000 active registrants and has been fed by the Young Sizewell C website that records over 2,000 views per month. Programmes in 2026–27 include:

- **ISCRE Beyond Boundaries Project** – targeting young people at risk of becoming NEET.
- **Inspire Project** – employability sessions and workshops for those furthest from education.
- **Technical Skills Programme** with the Civils Works Alliance, focusing on steel fixing, carpentry, and welding.
- Contractor-supported **digital technical badges**, recognising achievements in practical skills.
- **Video introductions** of an array of career options on the project.

Together, these programmes provide a structured pipeline from early inspiration to practical experience, ensuring alignment with project demand and local skills needs

7.2 Target groups

Education and Inspiration activity is designed to reach a wide range of learners, including those who might otherwise be excluded. Key target groups include:

- Young carers, care-experienced children, and electively home-educated learners.
- Neurodivergent young people, supported through tailored pathways.
- “First in Family” learners aspiring to access apprenticeships or technical training.

Targeted outreach will focus on geographical areas with high need, including North Suffolk and Norfolk borders, Great Yarmouth, Felixstowe, and the Eye–Bury corridor.

7.3 Generating NEET information

As in 2025–26, Sizewell C will continue to work with Suffolk County Council, local colleges, and careers services to gather intelligence on young people at risk of becoming NEET (Not in Education, Employment or Training). This enables interventions to be better targeted, ensuring that programmes such as **Beyond Boundaries**, **Inspire** and ECITB's '**Work Ready**' pre-employment reach the individuals who can benefit most.

7.4 Impact and outcomes

Education and inspiration activity will be monitored during 2026–27 through both reach and progression measures. Current baseline indicators include:

- **44 different schools engaged;**
- **272 education and inspiration events delivered;**
- **approximately 25,940 student encounters; and**
- **3,534 Young Sizewell C registrants.**

During 2026–27, Sizewell C will develop more consistent forward planning and performance measures for education and inspiration activity. Supplier forecasts will increasingly be used to understand expected employee volunteering and 'hours donated', which will support planning of future school and community engagement activity.

Alongside activity measures, future reporting will seek to strengthen understanding of progression into work experience, technical training, apprenticeships and employment so that the contribution of education and inspiration activity to the future workforce pipeline can be better evidenced.

7.5 Engagement activity reports

From 2026–27, engagement reporting will adopt a standard template to capture, for example:

- Number of events delivered.
- Hours of activity.
- Participant demographics.
- Alignment with key skills pathways.

This will support more consistent monitoring and enable the ASIP to demonstrate impact across the full range of education and inspiration activities.

7.6 Challenges and improvements

Key challenges identified for 2026–27 include:

- Ensuring consistent reach across geographically isolated areas, requiring mobile or outreach provision corresponding to increasing headcount and therefore geographic spread of volunteer employees.
- Funding and resourcing for summer or holiday technical camps to sustain engagement outside term time.
- The need for specialist teacher STEM resources to embed learning across the county.
- Expanding provision for supported internships with partners such as East Coast College.

The ASEC Fund and Bursary Scheme provide an opportunity to address some of these challenges by leveraging funding for curriculum development, equipment, and outreach pilots.

8 Sizewell C Jobs Service

The Sizewell C Jobs Service is a dedicated platform that connects local residents with the wide range of employment opportunities generated by the project and its supply chain. Building on strong foundations established during 2024–25, the service has continued to expand its reach and impact.

As of March 2026, there are 5614 people actively registered on the Jobs Service Board, including 3,742 from Suffolk, Norfolk and Essex, of which 2,298 are Suffolk residents. A further 1,872 registrants are based elsewhere in the UK, reflecting the national interest the project is generating.

During 2026 to date, 656 roles have been advertised on the Board by c.57 different employers, with 76 per cent of all new postings now coming from the wider supply chain rather than Sizewell C Co itself, demonstrating the growing breadth of opportunity linked to the project.

8.1 Key objectives

The Jobs Service has three overarching objectives while broadening scope to reflect the next stage of delivery:

- **Maximising local employment:** Ensure a significant proportion of the Sizewell C workforce is sourced from Suffolk and the East of England. The Jobs Service enables the project and its contract partners to focus on filling roles with local people and to create a large, sustainable talent pool to support both Sizewell C and the wider regional economy.
- **Promoting diversity and inclusion:** Increase engagement with underrepresented groups and raise the visibility of opportunities within local communities. Dedicated outreach programmes and pre-employment support will widen access to roles across the project, helping to remove barriers and support inclusive workforce growth.
- **Supporting regional economic growth:** Provide local residents and businesses with direct access to project opportunities, helping East Anglian firms benefit from supplying talent and services, and strengthening job security through long-term career pathways. The service also helps ensure contractor candidate requirements are met, supporting supply chain resilience and investment in training.

8.2 Services offered

The Jobs Service offers a comprehensive suite of support to individuals and employers, including:

- **Job matching and online portal** – connecting job seekers to live vacancies aligned to their skills, experience, and career aspirations.
- **Career advice and training pathways** – providing CV support, interview preparation, and signposting to pre-employment and skills programmes.
- **Outreach and engagement** – targeted campaigns with schools, community groups, and local partners to increase awareness and visibility of opportunities.
- **Employer support** – helping contractors access the local talent pool and identify candidates that meet role-specific requirements through a Construction Resource Alliance comprised of expert recruitment suppliers

The service also provides added value by supporting other local employers across Suffolk, Norfolk, and Essex, connecting them to the growing candidate pool.

8.3 Partnership and collaboration

The effectiveness of the Jobs Service depends on collaboration. Key partners include:

- Department for Work and Pensions (DWP) and local Job Centres
- Suffolk, Norfolk, and Essex councils
- Local colleges, training providers, and universities
- Local businesses and supply chain partners
- Charities, community organisations, and support groups

These partnerships extend reach into harder-to-reach groups, ensure alignment with regional priorities, and provide additional support to candidates as they progress into employment.

8.4 Impact and outcomes

The Jobs Service is designed to deliver tangible outcomes for individuals, communities, and the wider economy:

- **Expanding reach:** Active registrations have grown to 5,769 people – over double since January 2025– demonstrating rapid take-up and awareness across the region.
- **Local engagement:** More than 3,000 registrants (65% per cent) are from Suffolk, Norfolk, and Essex, ensuring that opportunities remain strongly regionally focused.
- **Employer participation:** 57 companies, including Sizewell C and its contractors, are now advertising vacancies, signalling strong supply-chain engagement and confidence in the platform.
- **Job creation:** 1,210 new roles were advertised between April 2025 and March 20262025 to date, with the majority (76 per cent) being non-client roles, indicating significant multiplier effects through the regional economy.
- **Pathways to sustainable careers:** Many roles provide multi-year employment, supporting progression into long-term careers in construction, energy, and related sectors.
- **Local recruitment and skills matching:** The Jobs Service continues to bridge the gap between job seekers and employers, supporting the delivery of Sizewell C's pledge to create at least 500 jobs for residents of Lowestoft and a further 500 from Ipswich at peak construction.
- **Inclusive workforce growth:** Through community partnerships and pre-employment support, the service is expanding access for under-represented groups and those furthest from the labour market, helping realise the target of 500 opportunities for unemployed or economically inactive individuals.
- **Boost to local companies:** By linking East of England firms with a larger pool of skilled candidates, the service helps build resilience, stimulate investment in training, and secure a lasting regional economic legacy.

Monitoring and reporting through established KPIs (local residents employed, workforce diversity, satisfaction of job seekers and employers) continues, ensuring transparency and accountability as delivery scales up.

9 Governance

The governance of the Annual Skills Implementation Plan (ASIP) provides the framework through which commitments in the Sizewell C Development Consent Order (DCO) and Deed of Obligation (particularly Schedule 7) are overseen, coordinated and delivered. It ensures that the Regional Skills Co-ordination Function (RSCF), local authorities, Sizewell C Co., education and training providers, employers and wider stakeholders work collectively to maximise benefits from the project while addressing regional skills needs. The governance arrangements continue to be shaped by the requirements of Schedule 7 of the Deed of Obligation, which sets out the roles of the Economic Review Group (ERG), Employment, Skills and Education Working Group (ESEWG) and the Regional Skills Co-ordination Function in overseeing delivery of workforce, skills, employment and supply chain commitments.

Whilst the overall governance model remains consistent with previous ASIPs, governance arrangements have continued to evolve during 2025–26 to reflect the increasing maturity of delivery activity, the expansion of funded programmes, the growing role of workforce intelligence and the need to ensure effective oversight of the Asset Skills Enhancement and Capability Fund, Employment Outreach Fund, Bursary Scheme and associated investments secured through Schedule 7.

9.1 Governance structures

The ASIP is governed through a tiered structure that balances strategic oversight with operational delivery.

9.1.1 Economic Review Group (ERG)

The Economic Review Group (ERG) comprises representatives from Sizewell C, Suffolk County Council and East Suffolk Council. It provides the strategic oversight required to ensure that employment, skills, education and supply chain activity remains aligned with both the requirements of Schedule 7 and wider regional priorities. The ERG holds responsibility for approving the Annual Skills Implementation Plan (ASIP) and reviews the effectiveness of associated interventions, programmes and investments. In undertaking this role, the ERG considers labour market intelligence, workforce data and delivery performance information to ensure that resources remain aligned with project demand and regional need. The ERG also provides strategic oversight of the Employment, Skills and Education Working Group (ESEWG) and Supply Chain Working Group and acts as the escalation point if and when matters cannot be resolved at Working Group level.

9.1.2 Employment, Skills and Education Working Group (ESEWG)

The Employment, Skills and Education Working Group (ESEWG) provides primary oversight of ASIP development, implementation and performance monitoring. Membership currently comprises representatives from Sizewell C, Suffolk County Council (Chair), East Suffolk Council and the Regional Skills Co-ordination Function. The group reviews workforce forecasts, labour market intelligence and skills demand arising from the Construction Workforce Delivery Strategies (CWDSs), using this evidence to inform investment decisions and delivery priorities. ESEWG is responsible for agreeing the ASIP, associated priorities, delivery programmes and performance measures before submission to the ERG for approval. The group also oversees the deployment and monitoring of the Employment Outreach Fund, Asset Skills Enhancement and Capability Fund, Asset Skills Enhancement and Capability Investments, and the Sizewell C Bursary Scheme. Delivery performance is reviewed against agreed KPIs, including apprenticeship delivery, employment outcomes, skills investments and outreach activity.

As delivery activity matures, ESEWG is placing greater emphasis on the monitoring and reporting requirements set out within Schedule 7 of the Deed of Obligation. A review is currently underway to identify the workforce, employment, skills, education and other data required from Sizewell C and delivery partners, alongside the reporting frequencies specified within Schedule 7. The intention is to establish a more structured monitoring framework that aligns ESEWG agendas, reporting cycles and governance processes with Deed of Obligation requirements, ensuring decision-making is supported by timely, consistent and evidence-based information.

9.2 Roles and responsibilities

The successful delivery of the Annual Skills Implementation Plan (ASIP) requires coordinated action by Sizewell C Ltd, local authorities, delivery partners, education providers, employers and governance bodies. Responsibilities are summarised below.

Organisation	Primary responsibilities
Sizewell C Ltd (SZC)	• Provide workforce intelligence, contractor forecasts and apprenticeship data • Deliver obligations within the Deed of Obligation and Construction Workforce Delivery Strategy • Support apprenticeship, employment outreach and education programmes • Coordinate contractor reporting • Contribute to governance and monitoring activities
Suffolk County Council (SCC)	• Lead delivery of the Regional Skills Co-ordination Function (RSCF) • Chair ESEWG • Coordinate ASIP development • Oversee monitoring, reporting and evaluation • Manage funding programmes and governance processes
East Suffolk Council (ESC)	• Support strategic oversight of socio-economic commitments • Contribute to ASIP development and review • Participate in governance arrangements • Support monitoring of local benefits and community outcomes
Regional Skills Co-ordination Function (RSCF)	• Coordinate skills planning activity • Maintain the Regional Skills Needs Assessment Framework • Produce workforce intelligence and labour market analysis • Support provider engagement • Monitor delivery and performance • Prepare ASIP reports and evaluations
Employment, Skills and Education Working Group (ESEWG)	• Provide operational oversight of ASIP delivery • Review workforce evidence • Monitor performance against KPIs • Oversee ASEC, Employment Outreach and Bursary funding • Agree priorities and recommendations for ERG approval

Organisation	Primary responsibilities
Economic Review Group (ERG)	• Provide strategic oversight • Approve the Annual Skills Implementation Plan • Review performance and delivery progress • Ensure alignment with Deed of Obligation requirements and wider economic objectives
Education providers	• Deliver training, apprenticeships, curriculum development and workforce programmes • Respond to identified skills needs • Provide monitoring data • Support progression pathways into employment
Independent Training Providers	• Deliver specialist and flexible training provision • Support apprenticeships, upskilling and workforce development activity in priority occupations • Contribute labour market intelligence and employer engagement
Employment outreach providers	• Deliver outreach, employability and progression programmes • Support under-represented groups • Report learner and employment outcomes • Work with the Jobs Service to support progression into employment
Sizewell C Jobs Service	• Promote opportunities; support recruitment and brokerage activity • Provide employment support • Monitor registrations, referrals and employment outcomes • Support delivery of local employment commitments
Supply chain and contractors	• Forecast workforce demand • Recruit and train workers • Deliver apprenticeships • Engage with local providers • Provide workforce and apprenticeship monitoring information • Support achievement of local employment and skills commitments

9.3 Thematic groups

The thematic groups provide the opportunity for key stakeholders to contribute specialist insight and practical delivery expertise to support ESEWG decision-making. These groups continue to evolve in response to emerging workforce requirements, labour market intelligence and delivery priorities identified through the ASIP.

9.3.1 Employment Outreach Group

The Employment Outreach Group provides a collaborative forum that aligns Sizewell C's employment outreach commitments with existing employability, community and voluntary sector activity across Suffolk. Its focus is to support disadvantaged and under-represented groups to access work-ready and job-ready pathways linked to Sizewell C and wider economic opportunities.

The group brings together partners to share intelligence, identify barriers to employment, and develop practical solutions to improve participation and progression into work. Particular attention is given to groups such as unemployed people, those who are economically inactive, NEET young people, people with SEND, returners to the labour market and individuals with a criminal conviction.

Operating as an advisory rather than decision-making forum, the group provides insights and recommendations to inform the ASIP, ESEWG and wider governance arrangements. Membership includes Suffolk County Council, Sizewell C, local authorities, employment support organisations, voluntary and community sector partners, and other relevant stakeholders.

9.3.2 Skills Delivery Group

The Skills Delivery Group was renamed (previously known as the FE/HE Assistant Principals Group) to better reflect both the wider membership of the group and its role in coordinating skills delivery across the skills system. The group provides a delivery-focused forum that currently brings together Suffolk colleges, universities, Sizewell C and the Construction Workforce Alliance (CWA) to coordinate skills provision and workforce development activity aligned with project and regional needs. While reflecting current delivery priorities, the structure retains flexibility to incorporate additional partners in future as requirements evolve.

The group supports implementation of ASIP priorities by coordinating curriculum development, training provision, skills interventions and collaborative delivery activity across the region. It provides practical oversight and advice on skills delivery requirements arising from Construction Workforce Delivery Strategies, workforce forecasting, labour market intelligence and regional skills priorities. The Skills Delivery Group also plays an important role in supporting the development and prioritisation of Asset Skills Enhancement and Capability (ASEC) Fund projects and investments, helping to ensure that projects address identified workforce demand and contribute to long-term regional legacy outcomes. Recent experience from the ASEC Fund has demonstrated the value of creating opportunities for providers and delivery partners to collaborate and shape projects before applications are submitted.

As the principal skills-focused thematic group, it supports both ESEWG and the Strategic Skills Forum by translating strategic priorities into coordinated delivery activity and measurable outcomes. The group also identifies emerging skills gaps, provision requirements and opportunities for collaborative investment, ensuring that training capacity, facilities and provision remain aligned with current and future workforce needs.

9.3.3 Strategic Skills Forum

The Strategic Skills Forum, formerly known as the FE Principals and HE Pro-Vice Chancellor Forum, provides strategic leadership and sector-level discussion relating to skills development and post-16 education across Suffolk. The forum supports alignment between ASIP priorities, institutional strategies and long-term workforce requirements, ensuring that strategic decisions are informed by both project demand and wider regional economic priorities. It also provides a route for consideration of significant skills infrastructure opportunities, major investment proposals and longer-term workforce development ambitions.

9.3.4 Apprenticeship Group

Apprenticeship delivery remains a core Schedule 7 commitment within the Deed of Obligation, including support towards the target of at least 540 Suffolk resident apprenticeships during the construction period. Apprenticeship performance is to be monitored through ESEWG and reported through the ASIP monitoring framework alongside workforce and training data. Sizewell C and its supply chain continue to develop apprenticeship pathways across areas such as civils, tunnelling,

welding and carpentry, with contractor forecasting increasingly supporting provider planning and capacity building.

The requirement for a standalone Apprenticeship Group continues to be kept under review to ensure governance remains proportionate and avoids duplication with existing structures. At present, apprenticeship oversight is largely delivered through ESEWG and the Skills Delivery Group, with future governance arrangements being considered as delivery requirements evolve.

9.3.5 Education and Inspiration Group

Education and Inspiration activity remains a key component of Schedule 7 delivery and is monitored through ESEWG and the ASIP reporting framework. Delivery continues through a range of established programmes and partnerships, including initiatives designed to improve awareness of careers, progression pathways and skills opportunities associated with Sizewell C and the wider economy. Recent developments have included enhancements to the Young Sizewell C programme and improvements to the visibility and coordination of education and inspiration activity.

Existing arrangements continue to provide effective delivery mechanisms for education engagement, careers inspiration and progression support. However, the need for a standalone Education and Inspiration Group will continue to be reviewed against future delivery requirements, stakeholder capacity and the effectiveness of existing governance structures.

9.4 Challenges and reflections

Governance arrangements continue to mature as delivery activity moves from programme design and fund establishment into implementation, monitoring and evaluation. During 2025–26, significant progress has been made in strengthening thematic group structures, launching major funding programmes and improving the use of evidence to inform decision-making. However, the growing scale and complexity of delivery presents a number of challenges which will require continued focus during 2026–27.

Reflections include:

Governance and coordination

The relaunch of the Employment Outreach Group and Skills Delivery Group has improved the focus and effectiveness of thematic governance. However, maintaining alignment across ESEWG, the thematic groups, funding programmes and emerging regional and national partnerships remains critical to ensuring coordinated delivery and avoiding fragmented activity.

Delivery pace and implementation

As the Employment Outreach Fund, ASEC Fund and Bursary Scheme move into active delivery, emphasis must shift from programme mobilisation to demonstrating measurable outcomes and impact. The pace of project mobilisation, legal processes and implementation will continue to require active monitoring through governance arrangements.

Workforce intelligence and evidence

Significant progress has been made in developing Skills Need Assessments and strengthening labour market intelligence, including assessments for construction operatives, plant operatives, catering and hospitality, with additional work underway for HGV drivers and steel-fixing occupations. Continued

development of the Regional Skills Need Framework and workforce intelligence capability will be essential to support investment decisions and future workforce planning.

Funding effectiveness and utilisation

As programmes mature, governance arrangements must increasingly focus on the effectiveness of investment alongside expenditure. This includes ensuring that funded activity delivers measurable outcomes, achieving appropriate utilisation of available funds and reviewing programme design where barriers to participation or uptake are identified. Lessons learned from the Bursary Scheme, Employment Outreach Fund and ASEC Fund will inform future delivery and investment decisions.

Regional and national alignment

The development of initiatives such as the East of England Skills Partnership and wider engagement with Skills England presents opportunities to improve coordination across major infrastructure projects and establish a stronger shared understanding of workforce demand. At the same time, the increasing complexity of the national skills landscape requires governance structures to remain proactive in ensuring local and regional priorities continue to be represented and reflected in decision-making.

Organisational change and capacity

Local Government Reform, devolution proposals and evolving national skills arrangements have the potential to affect governance structures and delivery responsibilities during the coming years. Continued collaboration, strong relationships between partners and effective use of limited resources will remain essential to maintaining delivery momentum and programme effectiveness.

Performance and accountability

As programmes transition into delivery, governance arrangements must place greater emphasis on monitoring outcomes, capturing lessons learned and demonstrating value for money. Improved project monitoring, provider reporting and quarterly review processes will support stronger assurance and continuous improvement across all areas of ASIP delivery.

9.5 Governance deliverables

Embed the revised thematic group structure

Implement the governance arrangements agreed through the Skills Group Review, establishing the Skills Delivery Group as the primary skills-focused thematic group and ensuring the Employment Outreach Group operates as the principal forum for outreach-related delivery and performance monitoring. Review the effectiveness of the revised structure through ESEWG and identify any future requirements for additional thematic groups where a clear delivery need emerges.

Improve fund governance and investment oversight

Further strengthen governance arrangements for the Asset Skills Enhancement and Capability (ASEC) Fund, Employment Outreach Fund and Bursary Scheme by ensuring investment decisions are supported by clear evidence, performance measures and agreed delivery outcomes. Increase visibility of project performance and project impact through routine reporting to ESEWG and ERG.

Strengthen workforce intelligence and regional skills evidence

Continue development of the Regional Skills Need Framework, Skills Need Assessments and associated labour market intelligence to provide a robust evidence base for investment decisions, curriculum planning, workforce development and future ASIP priorities.

Integrate Construction Workforce Delivery Strategy intelligence into governance

Strengthen the use of Construction Workforce Delivery Strategies, Early Workforce Information, workforce forecasts and contractor intelligence within governance processes to support proactive planning of training provision, skills infrastructure and workforce interventions ahead of emerging demand. This will include regular review of workforce forecasts through ESEWG and the Skills Delivery Group, incorporation of emerging workforce requirements into Skills Need Assessments and the Regional Skills Needs Assessment Framework, identification of priority occupations for investment and intervention, and the use of contractor intelligence to inform curriculum planning, provider capacity reviews and future ASEC investment priorities.

Strengthen Schedule 7 monitoring and reporting

Undertake a comprehensive review of the monitoring and reporting requirements contained within Schedule 7 of the Deed of Obligation, establishing a clear reporting framework for ESEWG and associated governance groups. This will identify reporting requirements, responsibilities, reporting frequencies and governance routes, enabling these requirements to be embedded within ESEWG agendas, annual planning, performance management processes and assurance reporting. The aim is to ensure full visibility of Schedule 7 delivery and provide a consistent evidence base for governance and decision-making.

Establish a delivery assurance and evaluation framework

Move beyond activity monitoring to a stronger focus on outcomes, impact and value for money. Develop a consistent approach to monitoring funded projects, capturing lessons learned, measuring delivery effectiveness and informing future investment decisions through annual evaluation and continuous improvement processes.

Coordinate regional provider and employer collaboration

Use the Skills Delivery Group and Strategic Skills Forum to strengthen coordination between colleges, universities, employers and major infrastructure projects, ensuring training provision, curriculum development and skills investments remain aligned to both Project requirements and wider regional workforce priorities.

Strengthen strategic oversight of emerging regional workforce demand

Strengthen engagement with the developing East of England Skills Partnership, led by Skills England, and any related activity such as the CSMB regional pilot to support greater collaboration across major infrastructure and growth projects in the region. This will enable a shared understanding of workforce demand, identification of priority and cross-sector skills shortages, improved labour market intelligence, and a more coordinated approach to skills investment, workforce planning and provision development. The ASIP governance framework will seek to use these regional insights to inform local decision-making, while ensuring that Suffolk's specific workforce needs and regional priorities continue to be reflected within investment and delivery activity.

Formalise the relationship between the Strategic Skills Forum and Skills Delivery Group

Confirm the Strategic Skills Forum as the strategic leadership body for post-16 skills and workforce development, with the Skills Delivery Group acting as its operational delivery mechanism. Align reporting, priorities and forward work programmes to ensure a clear line of sight from strategic direction through to delivery and outcomes.

10 Monitoring and evaluation

10.1 Purpose

Monitoring and evaluation provide assurance that the ASIP is delivering tangible outcomes for both the Sizewell C project and the wider regional skills system. The Regional Skills Need Framework strengthens the distinction between project-specific skills needs and regional skills needs, ensuring investment decisions are evidence-led and that long-term legacy benefits are captured.

10.2 Monitoring framework

The monitoring framework is structured around three levels of accountability that are deliberately designed to be interconnected. Together, they create a joined-up framework that links day-to-day delivery with broader system change, ensuring the ASIP is both responsive in the annual cycle and strategically aligned for the future. It allows stakeholders to see clearly how interventions funded today are aiming to contribute to Suffolk's long-term economic resilience and growth, while also holding the programme accountable for the legacy it aims to deliver.

- **Project delivery:** Tracking outcomes linked directly to Sizewell C's commitments under the Deed of Obligation.
- **ASIP delivery:** Measuring ASIP deliverables and funded interventions that contribute to the broader Suffolk and East of England skills ecosystem.
- **Socio-economic impact:** Assessing how interventions contribute to wider outcomes such as improved local employment, enhanced skills levels and alignment, permanent wage growth, improved social mobility, ensuring the programme delivers a lasting legacy beyond individual projects.

10.3 Key Performance Indicators

The monitoring framework for the ASIP will be aligned to the Employment, Skills and Education Monitoring requirements contained within Schedule 7 of the Sizewell C Deed of Obligation, supplemented by additional indicators agreed through the Annual Skills Implementation Plan and Regional Skills Needs Assessment Framework.

10.3.1 Deed of Obligation monitoring requirements

Monitoring information reported to the Employment, Skills and Education Working Group (ESEWG) will include:

- Number of Sizewell C construction workers
- Estimated proportion of Home-Based (HB) and Non-Home-Based (NHB) workers
- Number of apprenticeships, including Suffolk-based and home-based apprenticeships
- Number of HB workers previously unemployed.
- Number of successful Sizewell C Employment Outreach Placements.
- Number of Suffolk residents supported into employment through the Sizewell C Jobs Service.
- Number of individuals supported into employment beyond the Project through the Sizewell C Jobs Service.
- Number of workers engaged in apprenticeships and other earn-and-learn programmes.

- Value, recipient, type and distribution of Asset Skills Enhancement and Capability Investments (ASECI), including quarterly reporting of confirmed and pipeline investments.
- Delivery of Education and Inspiration activities.
- Labour market intelligence and analysis relating to workforce demand, skills requirements and labour market impacts.

10.3.2 Additional ASIP performance indicators

In addition to the requirements of the Deed of Obligation, the following indicators will be used to assess the wider effectiveness and impact of ASIP delivery.

Project delivery KPIs

- Proportion of the Sizewell C workforce drawn from Suffolk and the wider East of England.
- Number of apprenticeships started, completed and retained in employment across Sizewell C construction phases.
- Cumulative apprenticeships created against the overall 1,500 commitment.
- Number and proportion of apprentices who are Suffolk residents, monitored against the minimum commitment of 540.
- Forecast apprenticeship starts for the forthcoming 12–24 months, based on Sizewell C, CWA and supplier workforce forecasts.
- Variance between forecast and actual apprenticeship delivery, with material variances reviewed through ESEWG and relevant contractor accountability arrangements.

Regional skills need and capacity KPIs

- Number of Skills Needs Assessments completed and maintained.
- Number of interventions aligned to identified regional skills priorities.
- New or enhanced provision supported through ASEC funding, including curriculum development, specialist equipment and staff development.
- Growth in training capacity and specialist facilities within priority sectors identified through the Regional Skills Needs Assessment Framework.
- Evidence of alignment between workforce demand and funded interventions.

Participation and inclusion KPIs

- Number of learners supported through ASIP-supported training, outreach and skills investment activity in priority sectors.
- Participation of women, young people and priority target groups within ASIP-supported training, employability and employment programmes.
- Number and proportion of participants progressing into employment, apprenticeships or further learning through ASIP-supported programmes.

Socio-economic impact KPIs

- Number of Suffolk residents supported into employment within infrastructure and growth sectors through ASIP-supported programmes.
- Number of learners achieving qualifications in identified priority occupations.
- Sustained employment outcomes achieved through ASIP-supported programmes.
- Number and proportion of participants from disadvantaged, coastal, rural and previously economically inactive groups engaged through ASIP-supported activity.

- Number of new or enhanced training facilities, programmes, equipment investments and workforce development initiatives supported through ASEC and ASECI investment.

***Note**: Where data is not available through existing monitoring arrangements, ESEWG will review reporting requirements and agree proportionate data collection approaches. Reporting against these indicators will be refined over time as delivery programmes mature and additional evidence becomes available.*

10.4 Data collection and analysis

Robust data collection and analysis are fundamental to evidencing the impact of the ASIP. A consistent and transparent approach is required not only to demonstrate compliance with Sizewell C's obligations, but also to measure the effectiveness of ASIP-funded interventions and capture the longer-term socio-economic outcomes that will define the programme's legacy. The data collection framework set out below ensures that evidence is gathered systematically across all three levels of monitoring, Project Delivery, ASIP Delivery, and Socio-economic Impact, creating a clear line of sight from day-to-day activity through to lasting regional benefits.

10.4.1 Project delivery:

- **Contractor workforce data:** Regular returns from Sizewell C contractors and alliance partners, covering local hire levels, diversity metrics, apprenticeship delivery, and job retention.
- **Apprenticeship forecasting:** Sizewell C will maintain and progressively strengthen apprenticeship forecasting using client, CWA and supplier workforce forecasts. Updated supplier forecasts will be reviewed as they are received, with apprenticeship starts, occupational requirements and anticipated timing consolidated into programme-level reporting.
- **Early Workforce Information (EWI):** Integration of workforce forecasts and role-based modelling, enabling proactive alignment of training provision with upcoming demand.
- **DCO workforce survey:** Bi-annual surveys of personnel on-site to capture information on employment, accommodation, and wider community impacts.

10.4.2 ASIP delivery:

- **ASEC and Employment Outreach fund monitoring:** Standardised reporting templates for each funded project, capturing enrolment, completion, and destination data, as well as bespoke KPIs agreed at approval stage.
- **Provider reports:** Regular returns from FE, HE, and private training providers on participation, progression, and curriculum enhancements supported through ASIP interventions.
- **Surveys of participants:** Structured surveys of individuals engaged in ASIP-supported programmes, apprenticeships, and bursaries to track learner experience, progression, and employment outcomes.

10.4.3 Socio-economic impact (legacy outcomes):

- **Labour market data:** Analysis of datasets from Lightcast, ONS, CITB/ECITB and other sources to measure employment, wage growth, qualification levels, and demand trends across Suffolk and the wider East of England.
- **Social mobility and inclusion indicators:** Data collection on NEET levels, participation from deprived areas, and access for under-represented groups, tracked against ASIP interventions.
- **Case studies and qualitative evidence:** Collection of narrative evidence from providers, employers, and participants to demonstrate how ASIP investments contribute to long-term system change and legacy outcomes.

10.5 Review process

- **Quarterly reviews**: Conducted at the Employment, Skills, and Education Working Group (ESEWG), these reviews assess progress against the KPIs, identify any challenges or areas for improvement, and recommend adjustments as necessary.
- **Reporting on funded projects**: Both the ASEC Fund and Employment Outreach Fund have specific reporting requirements. Projects funded through these mechanisms must submit quarterly reports detailing progress against their objectives, use of funds, and outcomes achieved. These reports are critical for assessing the impact of the funding and ensuring alignment with the ASIP's goals.
- **Stakeholder involvement**: Key stakeholders, including local councils, educational institutions, and industry partners, will be involved in the review process to provide insights and feedback.
- **Actionable insights**: The findings from each review will be used to inform future planning, ensuring that the ASIP remains responsive to the needs of the Sizewell C project and the local community.

10.6 Transparency and continuous improvement

Transparency remains a core principle of the ASIP. Clear and consistent reporting ensures that progress is visible to project partners, accountable to governance structures, and accessible to the wider community. Reporting will follow the three-tier monitoring framework so that stakeholders can trace outcomes from specific interventions through to long-term legacy benefits.

- Quarterly reports will be provided to the Employment, Skills and Education Working Group (ESEWG) and the Economic Review Group (ERG). These will summarise progress against KPIs, highlight risks or delivery challenges, and present evidence from core sources such as the DCO Workforce Survey, Early Workforce Information, and ASIP-funded project returns. Thematic groups will feed into this cycle, ensuring that sector-specific insights are captured and acted upon.
- Public-facing reporting will be explored, in addition to the published minutes and papers of ESEWG and ERG, where possible to ensure that residents, providers, and employers can see the outcomes being achieved.

Appendices

11 Deliverables for 2026–2027

This section consolidates the actions, outputs and commitments contained throughout the Annual Skills Implementation Plan (ASIP) 2026-27. It provides a single reference point for delivery partners and governance groups, ensuring a clear line of sight between workforce intelligence, skills investment, employment support, education activity and the commitments contained within the Construction Workforce Delivery Strategy (CWDS) and Schedule 7 obligations.

Progress against these deliverables will be monitored through the Employment, Skills and Education Working Group (ESEWG), supported by the Skills Delivery Group (SDG), Strategic Skills Forum (SSF), Employment Outreach Group and other thematic groups as required. Progress will be reported to the Economic Review Group (ERG) through quarterly and annual reporting arrangements.

11.1 Workforce intelligence and regional skills needs deliverables

Early Workforce Information and workforce planning

- Review and assess Sizewell C Early Workforce Information (EWI) and workforce forecasts.
- Monitor workforce demand associated with Main Civils activity and future Mechanical, Electrical and HVAC (MEH) requirements.
- Identify emerging workforce risks, opportunities and occupational demand pressures.
- Ensure workforce evidence informs curriculum planning, investment decisions and workforce interventions.

Regional Skills Needs Assessment Framework (RSNAF)

- Maintain and update the Regional Skills Evidence Repository.
- Complete and maintain Skills Need Records for priority occupations and sectors.
- Undertake Skills Intelligence Actions where evidence gaps exist.
- Update labour market intelligence and workforce demand analysis.
- Review and validate regional skills priorities.

Regional collaboration

- Continue engagement with other NSIPs and major infrastructure programmes.
- Undertake joint workforce planning activity where opportunities arise.
- Identify collaborative skills and workforce development opportunities across the East of England.

11.2 Skills infrastructure and provider capacity deliverables

Skills infrastructure

- Assess regional training capacity against forecast workforce demand.
- Support curriculum development aligned to priority skills needs.
- Coordinate provider responses to emerging workforce demand.

Provider collaboration

- Facilitate Skills Delivery Group and Strategic Skills Forum activity.
- Support collaboration between colleges, universities, independent training providers and employers.
- Support the strengthening of progression pathways from education into employment and apprenticeships.
- Promote best practice and alignment across regional providers.

Construction skills facilities

- Support delivery of approved skills infrastructure projects.
- Monitor utilisation and performance of ASEC-supported facilities.
- Identify future investment requirements for Main Civils and MEH workforce demands.

11.3 Skills funds and investment deliverables

Asset Skills Enhancement Capability (ASEC) fund

- Monitor delivery of approved ASEC projects.
- Support East Coast College delivery of the Eastern Civil Engineering Campus project.
- Support Suffolk New College delivery of approved ASEC investment activity.
- Monitor outputs, outcomes and grant compliance requirements.
- Assess future investment opportunities against identified workforce priorities.

Asset Skills Enhancement Capability Investments (ASECI)

- Facilitate ASECI opportunities between Sizewell C, contractors and training providers.
- Monitor pledged investment activity and delivery.
- Capture and report the value and impact of ASECI contributions.
- Support investment in equipment, specialist trainers and facilities aligned to workforce need.

Employment Outreach fund

- Monitor delivery of approved Employment Outreach programmes.
- Review outcomes and progression into training and employment.
- Support organisations delivering activity for priority and under-represented groups.
- Maintain oversight of fund performance and impact.

Bursary scheme

- Administer and monitor bursary allocations.
- Review participation and progression outcomes.
- Ensure bursary support remains aligned with identified skills priorities.
- Monitor access and participation amongst target groups.

11.4 Employment, apprenticeships and workforce development deliverables

Apprenticeships

- Maintain quarterly reporting of cumulative apprenticeship starts against the overall commitment of 1,500 apprenticeships and at least 540 Suffolk resident apprenticeships.
- Use 120 apprenticeships, including 81 Suffolk resident apprentices, as the baseline position at August 2026.
- Monitor delivery of the planned September 2026 intake, currently expected to comprise approximately 27 Sizewell C client apprentices and c.30 CWA/supply chain apprentices, subject to confirmation and onboarding.
- Refresh the apprenticeship forecast as updated client, CWA and supplier workforce forecasts become available.
- Establish a clearer 12–24-month forward view of anticipated apprenticeship starts, occupational pathways and delivery requirements.
- Identify and escalate gaps in contractor or supply chain apprenticeship forecasting where these prevent effective workforce and provider planning.
- Use forecast information to inform provider engagement, curriculum planning and future apprenticeship capacity requirements.

Employment and progression pathways

- Strengthen progression routes from outreach activity into employment.
- Promote transitions from education and training into apprenticeships and jobs.
- Support workforce entry and progression across priority occupations.
- Review barriers to employment and progression.

Sizewell C Jobs Service

- Monitor Jobs Service registrations, vacancies and outcomes.
- Promote opportunities to local residents.
- Review performance against local employment commitments.
- Support collaboration between employers, providers and employment support organisations.
- Monitor progression into employment generated through Jobs Service activity.

11.5 Education and Inspiration deliverables

Education and Inspiration programmes

- Support delivery of Power Up!, Young Sizewell C and associated programmes.
- Promote careers in construction, engineering, infrastructure, energy and related sectors.
- Increase engagement with schools, colleges and communities.
- Monitor participation and engagement activities.

Young people and future talent pipeline

- Support programmes targeting priority learner groups.
- Improve understanding of young people at risk of becoming NEET.
- Strengthen pathways from education into technical training, apprenticeships and employment.
- Review performance and impact of education and inspiration initiatives.

11.6 Governance, monitoring and Schedule 7 deliverables

Governance

- Maintain effective operation of ESEWG, ERG, SDG and SSF governance arrangements.
- Review thematic group structure and effectiveness.
- Ensure delivery priorities remain aligned with workforce evidence.
- Support partnership engagement and stakeholder collaboration.

Monitoring and evaluation

- Implement the ASIP monitoring and evaluation framework.
- Collect performance information across all ASIP workstreams.
- Produce quarterly and annual performance reports.
- Capture outputs, outcomes and legacy impacts.

Schedule 7 compliance and reporting

- Support implementation of Schedule 7 employment, skills and education commitments.
- Monitor Sizewell C performance against agreed obligations.
- Ensure reporting requirements are met through established governance arrangements.
- Maintain evidence to support compliance and performance review.

11.7 Annual outputs

During the 2026-27 ASIP period the following strategic outputs will be produced:

- Updated Early Workforce Information review.
- Skills Need Assessments.
- Quarterly ASIP performance reports.
- ASEC and ASECI monitoring reports.
- Employment Outreach Fund monitoring reports.
- Bursary Scheme performance reports.
- Apprenticeship monitoring reports.
- Jobs Service performance reports.
- Education and Inspiration activity reports.
- Draft Annual Skills Implementation Plan 2027-28.
- Schedule 7 performance and governance reports.

12 Additional detail on employment and skills funds

12.1 East Coast College Lound campus Key Performance Indicators (KPIs)

Number of enrolments			
Dec 25 to March 26 current	**March to May 26**	**May to Dec 26**	**Academic Year 2027**
Bootcamp			
Plant Operative	16	6	0
Construction Operative	0	10	0
Traffic Marshall	16	6	0
CILM/ site management	1	0	0
Commercial Training			
Plant Operative	0	12	45
Rail sector	0	0	24
Construction Operative	0	0	40
groundworker/civils operative	0	0	20
CILM/ site management	0	16	60
Apprenticeships			
Groundworker/civils operative	0	6	12
Formwork	0	0	6
Adult Skills Fund/ Devolved Funding			
Rail Operative	28	0	24
Construction Operative	0	12	0
Groundworker/civils operative	0	0	24
Employability (nocn, gateway)	34	24	60
ECC student masterclasses		24	48
	95	116	363

Note: The KPIs shown are based on the courses and curriculum provision currently planned. Additional programmes may be developed during the lifetime of the project in response to identified regional and project workforce needs. Where this occurs, additional KPIs and learner targets may be incorporated into the monitoring framework through the project's agreed governance arrangements.

Suffolk New College Transforming Built Environment project

The Suffolk New College Transforming Built Environment project will enable the generation of new skills by improving the infrastructure at the Suffolk New College Ipswich and Rural campuses, offering a range of construction-based skills in areas of identified need.

12.2 Suffolk New College Key Performance Indicators (KPIs)

12.2.1 ASEC workstream 1: Construction Skills Hub

KPIs to be achieved within ASEC workstream 1 (by the end of project timeline) to measure new learning provisions created by the new Construction Skills Hub.

KPI	Learner type	Target outcomes	Remarks
1	Apprenticeships	70	Apprenticeships enabled by the new facility.
2	Full Time Learners (16-18)	150	Other full-time 16-18 learners receiving training in the new facilities
3	Adult Learners	80	Learners attending Short Courses, Bootcamps, SWAPs etc benefitting from the new facilities
4	Employers consulted in the development of the facility	5	

12.2.2 ASEC workstream 2: HE Centre for the Built Environment

KPIs to be achieved within ASEC workstream 2 (by the end of project timeline) to measure the growth of SNCs HE learner offers encouraged by the new HE Centre for the Built Environment, aiming to serve up to 200 HE Learners in Construction and Engineering.

KPI	Course	Target learners	Remarks
1	Civil Engineering degree apprenticeship	25	5-year programme
2	Geospatial Surveying Degree apprenticeship	20	Across 3 years of a 5-year programme
3	HNC Quantity Surveying level 4	25	
4	HNC in Construction Management level 4	20	
5	HNC in Engineering level 4	20	

12.2.3 ASEC workstream 3: Building Futures skills development programme

KPIs to be achieved within ASEC workstream 3 (by the end of project timeline) to evidence annual outcomes of Digital and Construction T-Level learners and other learning outcomes supported and enabled by the Building Future Skills Development Programme.

KPI	Learners	Target Outcomes	Remarks
1	Digital / Construction T-Level Learners	60	
2	Work Experience opportunities enabled by the project	150	
3	Learners benefitting from careers activities brokered by the project	850	
4	Employers engaged in project activity	20	

12.2.4 ASEC workstream 4: HGV/ Bus (PCV) driver training

KPIs to be achieved within ASEC workstream 4 (with a final reporting date of March 2028 at the latest) to evidence fully supported and subsidised unemployed or low-income learners completing the driver training and wider employability and sector awareness programme.

KPI	Learners	Target outcomes	Remarks
1	Drivers successfully trained and benefitting from a wider employability, support and sector awareness programme	30	
2	Employers consulted in project development	20	

The fund remains open to applications and eligible applicants are able to discuss and submit expressions of interest for their proposals. Projects under development include those targeting the delivery of skills for the Hospitality and Catering sector along with further projects to address construction skills needs.

Projects are being developed on a collaborative basis, utilising the established Skills Delivery Group (formerly the AP Group) to discuss and refine projects to reduce overlapping delivery and achieve best value from the available funding.

The current focus of ASEC continues to be on projects to be developed to deliver skills for Phase 1 and 2 of the delivery of the Sizewell C project. However, expressions of interest are also invited for MEH phase projects, the skills for which have a longer lead in time than Phase 1 and Phase 2 skills. These applications may be reviewed by ESEWG with a view to funding becoming available once the Workforce Delivery Strategy for MEH is in place.

12.3 Summary of potential outputs per fund

Below are some of the expected outputs from each fund, however, it is not expected that every individually funded project will produce every type of output.

Each output will be measured, as well as detailing the impact specifically in Suffolk.

Outputs	ASEC	Employment Outreach	Bursary
Number of skills assessments carried out by training partners	x		
Number on construction access and pre-employment programmes, traineeships, work experience programmes • 14–16-year-olds/deprived areas/hard-to-reach groups/diverse groups	x		
Number of people upskilled or retrained through Sizewell C training interventions delivered by education or training providers	x		
Number of inspiration activities delivered	x	x	
Uplift in number of learners/participants on a current course enabled	x	x	
Number of new additional courses/services delivered	x	x	
Number of course/programme/bursary applications • Deprived areas / Hard-to-reach groups / Diverse groups	x	x	x
Number of course/programme enrolments • Deprived areas / Hard-to-reach groups / Diverse groups	x	x	
Number of course/programme completions • Deprived areas / Hard-to-reach groups / Diverse groups	x	x	x
Number of courses delivered linked to regional skills need	x		
Number of/Increase in apprenticeships starts/completions	x		

Outputs	ASEC	Employment Outreach	Bursary
Number of instructors recruited/trained/retained	x		
Number of jobs created (e.g. new tutors for new courses)	x		
Satisfaction level of participants	x	x	
Number of participants progressing onto other training or education programmes	x	x	x
Employer engagement in curriculum/programme development	x	x	
Employer engagement in course/programme delivery	x	x	
Employer partnerships	x	x	
Number reached through targeted awareness raising events and presentations		x	
Number of participants registering with the Sizewell C Jobs Service		x	x
Number of participants put forward for pre-employment support or job role by the Sizewell C Jobs Service		x	
Course attendance rate			x
Number of sectors/developments/employers benefitting	x		

12.4 Summary of potential outcomes per fund

Below are some of the expected longer-term outcomes that each fund is expected to contribute to. It is not expected that every individually funded project will contribute to every type of outcome.

Outcomes	ASEC	Employment Outreach	Bursary
Employer satisfaction with entry skill level/upskilling of new employees/apprentices	x		
Number of local residents working at Sizewell C • Deprived areas/hard-to-reach groups/diverse groups	x	x	x
Number of local residents completing apprenticeships • Sizewell C • Other NSIPs	x		
Continuation of employment post-apprenticeship completion	x		
Increased skill level (county average)	x	x	x
Increased wage level (county average)	x	x	x
Number progressing to positive destinations • Training/education • Sizewell C employment • Other NSIP employment • Other employment	x	x	x
Number of successful Sizewell C employment outreach placements		x	
Number of participants put forward for pre-employment support or job role by the Sizewell C Jobs Service • Deprived areas / Hard-to-reach groups / Diverse groups		x	x

13 NSIPs Timeline

