

From: [Dominika Phillips](#)
To: [Hornsea Project Three](#); [KJ Johansson](#); [Kay Sully](#)
Cc: [Andrew Guyton](#); [Stuart Livesey](#)
Subject: Hornsea Project Three (UK) Ltd response to Deadline 4 (Part 11)
Date: 15 January 2019 23:14:59
Attachments: [image001.png](#)
[D4_HOW03_Appendix 38_Regeneris_Report_2014.pdf](#)
[D4_HOW03_Appendix 40_IEMA.pdf](#)
[D4_HOW03_Appendix 41_Regeneris_Report_2015.pdf](#)
[D4_HOW03_Appendix 42_Regeneris_Report_2016.pdf](#)
[D4_HOW03_Appendix 43_skills_empl_Plan.pdf](#)
[D4_HOW03_Appendix 44_O2.2.68_.pdf](#)
[D4_HOW03_Appendix 45_O2.2.65.pdf](#)
[D4_HOW03_Appendix 46_Site_Integrity_Plan_V2.0.pdf](#)
[D4_HOW03_Appendix 47_In_Principle_Monitoring_Plan_V3.0.pdf](#)
[D4_HOW03_Appendix 48_O2.9.3.pdf](#)

Dear Kay, K-J

Please find attached the 11th instalment of documents.

Best regards,
Dr Dominika Chalder PIEMA
Environment and Consent Manager

Environmental Management UK | Wind Power
5 Howick Place | London | SW1P 1WG



Please consider the environment before printing this e-mail

This communication contains information which is confidential and is for the exclusive use of the addressee(s).

If you are not a named addressee, please inform the sender immediately and also delete the communication from your system.

Orsted Power (UK) Limited is registered in England
Registered number: 04984787
Registered Address: 5 Howick Place, London, SW1P 1WG
The Company is a wholly owned subsidiary of Orsted A/S (a company registered in Denmark)
More information on the business of the Orsted group can be found at www.orsted.com
Disclaimer version 1.1

This email has been scanned by the Symantec Email Security.cloud service.
For more information please visit <http://www.symanteccloud.com>

Hornsea Project Three
Offshore Wind Farm



Hornsea Project Three Offshore Wind Farm

Appendix 43 to Deadline 4 submission -
Outline Skills and Employment Plan
Attachment to the Q2.10.1

Date: 15th January 2019


Hornsea 3
Offshore Wind Farm



| Document Control | | | |
|----------------------------|--|--------|--------------------------------------|
| Document Properties | | | |
| Organisation | Ørsted Hornsea Project Three | | |
| Author | Emily Woolfenden | | |
| Checked by | Celestia Godbehere, Emma Toulson, Regeneris | | |
| Approved by | Andrew Guyton | | |
| Title | Appendix 43 to Deadline 4 submission - Outline Skills and Employment Plan - Attachment to the Q2.10.1 | | |
| PINS Document Number | n/a | | |
| Version History | | | |
| Date | Version | Status | Description / Changes |
| 15/01/2019 | A | Final | Submitted at Deadline 4 (15/01/2019) |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

Ørsted

5 Howick Place,

London, SW1P 1WG

© Orsted Power (UK) Ltd, 2019. All rights reserved

Front cover picture: Kite surfer near a UK offshore wind farm © Ørsted Hornsea Project Three (UK) Ltd., 2019.

Table of Contents

| | |
|---|---|
| 1. Introduction..... | 1 |
| Background..... | 1 |
| Hornsea Project Three Offshore Wind Farm..... | 2 |
| Ørsted | 2 |
| Local Enterprise Partnerships | 2 |
| 2. Scope of Outline Skills and Employment Plan..... | 5 |
| Supply Chain Plans..... | 5 |
| 3. Principles of the Approach to the Outline Skills and Employment Plan | 6 |
| 4. Implementing and Monitoring the Success of the Skills and Employment Plan..... | 7 |
| Appendix A Draft DCO requirements..... | 8 |
| Appendix B Ørsted Skills Programme | 9 |

List of Tables

| | |
|---|---|
| Table 3.1: Skills and Employment Commitments..... | 6 |
|---|---|

List of Figures

| | |
|--|---|
| Figure 1.1: Location of Hornsea Three in relation to the New Anglia and Humber Local LEPS..... | 4 |
|--|---|

1. Introduction

Background

- 1.1 Ørsted Hornsea Project Three (UK) Limited (the ‘Applicant’) has submitted a Development Consent Order (DCO) application to the Secretary of State (the ‘SoS’) for the Department of Business, Energy and Industrial Strategy (BEIS), under section 37 of the Planning Act 2008 (the ‘2008 Act’) to build a new offshore wind farm (Hornsea Project Three, hereafter referred to as “Hornsea Three”) off the East Coast.
- 1.2 Ørsted intends to work with the New Anglia Local Enterprise Partnership (LEP), Humber LEP and relevant local authorities to increase the potential economic benefits captured within the two economic development areas comprising the New Anglia LEP and Humber LEP, by seeking to maximise:
- The opportunities for the involvement of local companies in the construction and operation supply chain of the wind farm; and
 - The ability of local residents to access employment opportunities associated with the construction and operation of the wind farm.
- 1.3 Ørsted has an established relationship with the Humber LEP and has developed and is in the process of implementing the Skills and Employment Plans for Hornsea Projects One and Two. The Applicant has engaged with Norfolk County Council and New Anglia LEP during the pre and post-application periods and, post securing consent, will seek to build on this relationship through the development and implementation of the final Skills and Employment Plan.
- 1.4 This Outline Skills and Employment Plan (the “Outline Plan”) sets out a vision for ensuring a proactive and transparent approach to communicating skills and employment related information and opportunities relating to Hornsea Three in the two sub-regions and establishes the scope of the final Skills and Employment Plan that will be approved post consent / pre commencement of construction under Requirement 22 of the Draft DCO (dDCO) (REP1-127).
- 1.5 Current uncertainty about the scale and location of economic opportunity likely to arise from Hornsea Project Three, as assessed in Volume 3, Chapter 10: Socioeconomics of the Environmental Statement [APP-082], means that specific actions cannot yet be developed. However, this Outline Plan sets out how Ørsted intends to work with the LEPs, local authorities and wider stakeholders in the two regions within which the project will have the greatest influence to maximise local economic benefit.

Hornsea Project Three Offshore Wind Farm

- 1.6 Hornsea Project Three Offshore Wind Farm (hereafter referred to as “Hornsea Three”) will be located approximately 121 km northeast off the Norfolk coast and 160 km east of the Yorkshire coast (Figure 1.1).
- 1.7 In August 2015, Ørsted acquired the rights to develop the Hornsea Zone from SMart Wind Ltd, including SMart Wind Ltd itself, who were originally awarded the Zone in the Crown Estate Round 3 bid process. The Zone has since been divided into four offshore areas and the remaining areas returned to the Crown Estate. Ørsted has obtained DCOs to develop Hornsea Project One (HOW01) and Hornsea Project Two (HOW02), both of which are currently under construction.

Ørsted

- 1.8 Hornsea Three is being developed by Ørsted. Headquartered in Denmark, Ørsted specialises in developing, constructing and operating offshore wind farms, bioenergy plants, innovative waste-to-energy solutions and provides smart energy products to its customers.
- 1.9 At Ørsted, we believe that the UK’s future productivity needs to be underpinned by a workforce that has the right skills and training. The Applicant is passionate about supporting this goal and has taken actions to support the development of skills across the UK, such as promoting careers in offshore wind in the UK. Appendix B to this document provides some examples of the types of initiatives Ørsted is involved in as part of its UK Skills Programme.

Local Enterprise Partnerships

- 1.10 Hornsea Three has the potential to provide local economic benefits in East Anglia and the Humber regions in particular.
- 1.11 The economic interests of the East Anglia region are promoted by the New Anglia LEP and extends to the following local authorities: - King’s Lynn and West Norfolk, North Norfolk, Broadland, Breckland, Norwich, South Norfolk, Great Yarmouth, Waveney, Forest Heath, St Edmundsbury, Mid Suffolk, Suffolk Coastal, Ipswich and Babergh.
- 1.12 The economic interests of the Humber region are promoted by Humber LEP and extends to the following local authorities: - East Riding of Yorkshire, Kingston upon Hull, North Lincolnshire and North East Lincolnshire.

New Anglia Local Enterprise Partnership

- 1.13 New Anglia LEP’s updated Economic Strategy for Norfolk and Suffolk (New Anglia LEP, 2017) sets a vision up to 2036 for the area. The Strategy identifies a range of targets between 2017 and 2036 including delivering 88,000 net new jobs and growing the economy by £17.5 billion in real terms. Energy remains a key sector for New Anglia to drive this economic growth, building on the long-standing presence of oil and gas, nuclear and offshore wind. The coast around Great Yarmouth and Lowestoft is recognised as a growing offshore wind cluster with £50 billion of investment in clean energy planned up to 2020. Great Yarmouth and Lowestoft are one of the six Centres for Offshore Renewable Engineering (COREs) in the UK and have gained status as the East of England Energy Zone.

- 1.14 New Anglia is well-positioned to capitalise on the rapid development of the renewables sector, with a number of significant offshore wind investments having taken place already, as well as steps to promote and develop the sector. Offshore wind farms such as Scroby Sands, East Anglia ONE, Sheringham Shoal and Dudgeon Offshore Wind Farm to name a few, have drawn on ports and supply chain in New Anglia either for construction or operation activities.
- 1.15 The strategic objectives of New Anglia's Strategic Economic Plan are underpinned by the Core Strategies of local authorities. Of particular note is the growth of the energy sector and associated supply chains prioritised by the Borough of Great Yarmouth and Waveney District Council (which includes Lowestoft), including the need to secure investment in associated port and land side infrastructure, sites and premises, and skills and business support initiatives.
- 1.16 Growing the priority sectors will be crucial in achieving these objectives. Advanced manufacturing and engineering, agri-tech, ICT and digital creative, construction, tourism, transport and logistics, the life sciences and biotech, and the financial services and insurance sector have been identified as the nine priority sectors for New Anglia. These sectors present an opportunity for the Norfolk and Suffolk economy each in its own right, as well as in cross-collaboration.

Humber Local Enterprise Partnership

- 1.17 The Humber Local Enterprise Partnership (LEP) covers four local authorities (the City of Hull, East Riding of Yorkshire, North East Lincolnshire and North Lincolnshire). The economic development aims of the Humber LEP focus on creating employment and growing the economy through focusing on key sectors and areas of opportunity (particularly those arising through the renewables sector).
- 1.18 The Humber LEP's strategic plan (Humber LEP, 2012) recognises the potential role that renewable energy will play in the economic development of the area. It notes that taking advantage of major growth opportunities such as renewable energy is critical to realising the true potential of the Humber Estuary. The Humber LEP also notes that transport and logistics, including marine transport linked to offshore renewables, will play a key role in achieving their key economic objectives.
- 1.19 The strategic plan cites opportunities emerging via offshore wind amongst the major economic opportunities currently on offer to the area and highlights a range of objectives to capitalise on and maximise local economic benefits from offshore wind developments. These objectives include:
- Establishing the Estuary as a prime national base for the development and maintenance of the offshore wind industry
 - Ensuring that the infrastructure supporting the ports in terms of road, rail, air and inland water is aligned to port side investment; and
 - Building on local strengths in steel, engineering and manufacturing in growing the supply chains and skills to support the energy sector and the capture local economic benefit.

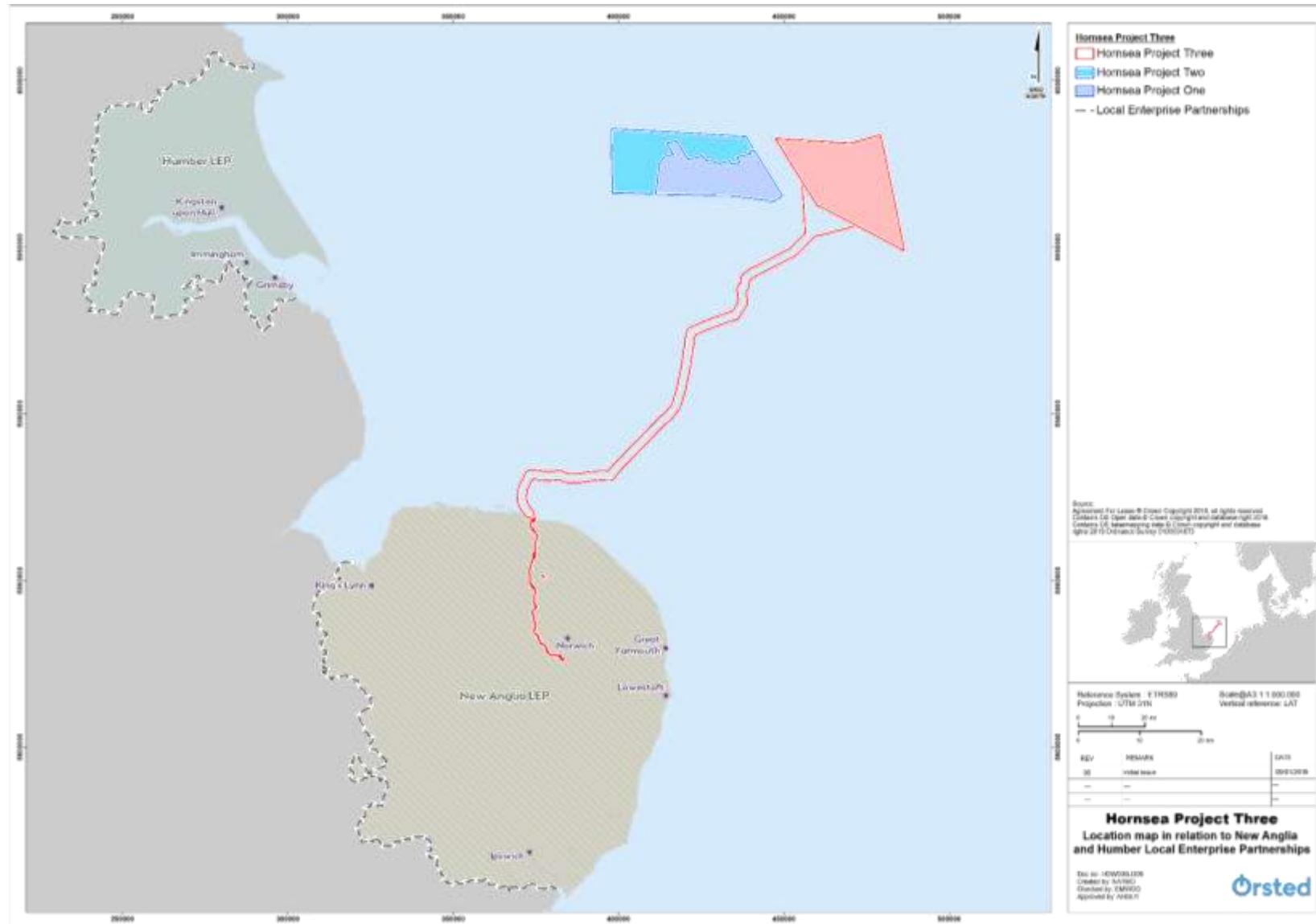


Figure 1.1: Location of Hornsea Three in relation to the New Anglia and Humber LEPs.

2. Scope of Outline Skills and Employment Plan

- 2.1 This Outline Plan sets out the approach that will be adopted by the Applicant to maximise the economic benefit associated with Hornsea Three in the two regions and the principles that must be adhered to, including the types of activities to be undertaken by the Applicant as part of the development and implementation of the final Skills and Employment Plan.
- 2.2 The Outline Plan is designed to meet the requirements as set out in the Hornsea Three Draft Development Consent Order (DCO) (May 2018) as detailed in Appendix A of this document.
- 2.3 The Outline Plan is primarily focused on skills and employment. Should Hornsea Three be awarded a DCO, the Applicant will also be required to prepare a Supply Chain Plan (see *Supply Chain Plans*) in respect of Hornsea Three in order to qualify to participate in a future Contract for Difference (CfD) auction¹. The final Skills and Employment Plan and the Supply Chain Plan are prepared separately; however, the Applicant has structured this Outline Plan to ensure both sets of documents complement each other and share common objectives.
- 2.4 The final Skills and Employment Plans will be developed in consultation with the relevant stakeholders, including the New Anglia and the Humber LEPs and will be submitted to Norfolk County Council and North East Lincolnshire Council to discharge the requirement on behalf of the applicant. Notwithstanding this requirement, Ørsted believes the Skills and Employment Plan will be of immense value to Hornsea Three, the East Anglia and Humber regions.
- 2.5 It is currently anticipated that construction of Hornsea Three could commence in late 2020, with operation and maintenance commencing in 2025 from a base on the East Coast. These dates are indicative only at this stage and will be reviewed and updated in the final Skills and Employment Plan.

Supply Chain Plans

- 2.6 The aim of the Supply Chain Plan and assessment process (prepared under the CfD mechanism) is to encourage the development of open and competitive supply chains in the UK and to promote further innovation and development of skills, which will in turn drive down the cost of low carbon electricity generation over the long term. The Supply Chain Plan will include commitments made by Ørsted in respect of Hornsea Three across the following areas:
- Competition;
 - Innovation; and
 - Skills.
- 2.7 The Supply Chain Plan must be approved by the Secretary of State for BEIS and if Hornsea Three is taken forward, Ørsted will be required to demonstrate progress in terms of implementing the Supply Chain Plan.

¹A Contract for Difference (CfD) is private contract between a low carbon electricity generator and the Low Carbon Contracts Company (LCCC). A generator is paid the difference between the 'strike price' – a price for electricity reflecting the cost of investing in a particular low carbon technology – and the 'reference price' – a measure of the average market price for electricity in the GB market. The purpose being to incentivise investments in new low-carbon electricity generation.

3. Principles of the Approach to the Outline Skills and Employment Plan

- 3.1 This Outline Plan proposes pro-active and frequent sharing of knowledge for local employment opportunities during both the construction and operation and maintenance phases of Hornsea Three.
- 3.2 It is the Applicant’s intent that the Skills and Employment Plan will help:
- Develop and strengthen the Applicant’s existing relationships with the local authorities, LEPs and other key stakeholders;
 - Facilitate the structured sharing of information relating to skills and employment opportunities;
 - Support existing regional initiatives; and
 - Identify collaborative future initiatives such as events and communications opportunities.
- 3.3 The principles set out below are designed to provide a practical framework for collaboration between parties that is flexible enough to ensure it can be of lasting value throughout both the construction and operation and maintenance phases of the offshore wind farm.
- 3.4 Ørsted proposes a three-staged approach to deliver the Skills and Employment Plan:
- Communicate demands;
 - Identify needs and intervention; and
 - Promote opportunities.
- 3.5 Ørsted will seek to work with the two LEPs across the following areas in line with the dDCO requirements for Hornsea Three:

Table 3.1: Skills and Employment Commitments.

| Action | Approach |
|--|---|
| Information sharing | The Applicant will ensure that they communicate effectively with appropriate stakeholders (including local authorities and public-sector agencies with relevant economic development responsibilities, as well as business groups) as local economic opportunities associated with Hornsea Three become clearer. |
| Assessment of intervention needs | Once the nature and scale of local economic opportunities associated with Hornsea Three are understood, the Applicant will work with the New Anglia and Humber LEPs and other relevant stakeholders to assess whether there is a case for targeted actions, including to support the development of the local supply chain or labour market capability. |
| Delivery of other supportive activities | The Applicant will seek to identify further opportunities to consider how we construct and operate the development to help maximise the potential for local economic benefits. |

- 3.6 The specific actions to be undertaken by the Applicant at agreed milestones and intervals during the project will be informed by discussions with the New Anglia and Humber LEPs, local authorities and other interested parties and will be detailed in the final Skills and Employment Plan.

4. Implementing and Monitoring the Success of the Skills and Employment Plan

- 4.1 The Applicant is committed to realising the potential local economic benefits associated with Hornsea Three and adhering to the principles set out in this Outline Plan will be integral to this.
- 4.2 The Applicant intends to hold meetings with the relevant skills / employment representatives from the two economic development regions (East Anglia and the Humber); including the LEPs, the local authorities and an appointed contact from the Hornsea Three Project to ensure that the final Skills and Employment Plan is implemented as agreed.
- 4.3 These meetings will provide an opportunity to share information, monitor progress against agreed actions and for parties to consider whether further action is required. Wherever possible, a schedule of activities will be prepared to inform the discussion and the sessions will be minuted and shared with all parties as a record.
- 4.4 As with any large-scale construction project, there will inevitably be changes of personnel during both the construction and operation and maintenance phases. It is proposed that any personnel changes would be communicated proactively between the parties in advance on any such changes to ensure the communications channels are maintained.

Appendix A Draft DCO requirements

Local skills and employment

22 – (1) A skills and employment plan shall be prepared in relation to the authorised development and submitted to the relevant planning authority for approval.

(2) The skills and employment plan shall be prepared in consultation with New Anglia Local Enterprise Partnership and the Humber Local Enterprise Partnership, or such other body as may be approved by the relevant planning authority.

(3) The skills and employment plan shall identify opportunities for individuals and businesses based in the regions of East Anglia and the Humber to access employment opportunities associated with the construction, operation and maintenance of the authorised development.

(4) The skills and employment plan shall be implemented as approved.

Link: https://infrastructure.planninginspectorate.gov.uk/wp-content/ipc/uploads/projects/EN010080/EN010080-000497-HOW03_3.1_Draft%20Development%20Consent%20Order%20including%20Draft%20Deemed%20Marine%20Licences.pdf

Appendix B Ørsted Skills Programme

B.1 It is widely recognised that the UK will have a shortage of skilled people to meet the UK's future employment needs. Ørsted adopts a holistic, cross-project approach to delivering its Skills Programme across the UK. Ørsted is collaborating with a number of UK education and skills providers to bridge the gap (between skills availability and demand) and maximise local opportunities in our coastal communities.

B.2 Across the UK as part of our Skills Programme, Ørsted are delivering a broad range of activities and partnerships, which will help secure our future workforce, using the offshore wind industry to provide inspiration for career pathways in Science, Technology, Engineering and Maths (STEM). Examples of existing skills initiatives include:

Apprenticeships

B.3 Ørsted has partnered with the Grimsby Institute and Furness College to deliver a 3-year wind turbine apprenticeship scheme, comprising of one year of classroom-based learning, following by two years working on site with Ørsted employees. The apprentices will undertake a BTEC Level 3 in Engineering and MOET L3 (turbine technology), and as they successfully qualify, they will become full-time employees at Ørsted. The Apprenticeship Programme is now in its second year, with a further two apprentices joining those at the Grimsby Institute and four new apprentices based at Furness College, in Barrow.

Community Benefit Funds

B.4 Ørsted has established Community Benefit Funds (CBFs) for several of its offshore wind farm projects. These funds can make a valuable contribution to the local area, by supporting projects such as community building improvements and recreation facilities, to conservation and wildlife projects. Across our CBFs, we have ring-fenced £175,000 per year for skill related initiatives, with a focus on STEM.

B.5 For our East Coast Community Skills Fund, successful projects include:

- **Grimsby Institute** received £41,675 to build on existing investment and expertise and create an annual programme of events designed to excite, inform and spark curiosity to over 2000 students; and
- **Alderman Peel High School**, was awarded a grant of £13,325 develop a sustainable STEM development and outreach project over a two-year period where STEM teachers will work with employers to embed real life project activities into the National Curriculum. It will involve Year 7 and Year 8 students, local employers, teachers and relevant external mentors.

B.6 The Fund has also been used to help local students who are unable to access traditional funding streams for support. For example, £20,000 from the Fund was split between the following four colleges within the funding area; East Riding College, Boston College, College of West Anglia and the Grimsby Institute.

University Technical Colleges

- B.7 University Technical Colleges (UTCs) are a new approach to education that put industry at the heart of the curriculum. Ørsted is currently supporting both the Engineering UTC Northern Lincolnshire in Scunthorpe and the Ron Dearing UTC in Hull. This includes sponsoring facilities such as libraries and engineering workshops as well as providing data and developing student projects.

Universities

- B.8 Ørsted supports collaboration with university students through Bachelor and Masters student projects in the UK, by providing an opportunity for students to work closely with Ørsted staff, helping them to tackle real and current challenges faced by the industry. Ørsted believes that collaboration with university students in engineering and other technical faculties is essential to help develop and support the next generation of skilled employees.

Aura

- B.9 Ørsted is one of the leading industry partners in Aura – a collaborative innovation and skills initiative led by the University of Hull. Working with a group of key industry partners, academia, national, local and regional government, Aura aims to create a world leading offshore wind research, talent and innovation hub that will help meet the needs of this rapidly growing industry.

Teach First

- B.10 Ørsted has partnered with education charity Teach First, to address educational inequalities in the North. As part of this three-year partnership, we support Teach First on a number of challenging targets to improve the teacher attraction and retention, and pupil progression in Grimsby, Hull and Merseyside. This includes members of staff volunteering to coach teachers or pupils and offering work placement or site visits to insure individuals. Since establishing our partnership in 2017, the partnership has evolved, and we are now focusing our efforts by directing our funding towards specific teaching posts in our coastal regions.

Achievement for All

- B.11 Achievement for All is a leading not-for-profit organisation that works in partnership with schools including those focused on early years and colleges, improving outcomes for all children and young people vulnerable to underachievement regardless of background, challenge or need. In 2018, Ørsted entered into a two-year partnership with the charity to support ten schools in the Barrow-in-Furness area.