



Hornsea Project Four: Additional Application Information

PINS Document Reference: F2.18
APFP Regulation 5(2)(a)

F2.18: Outline Employment and Skills Plan

Prepared Hatch Regeneris, July 2021
Checked Hatch Regeneris, July 2021
Accepted Thomas Watts, Orsted, August 2021
Approved Julian Carolan, Orsted, September 2021

F2.18
Version A

Table of Contents

1	Introduction.....	4
1.2	Purpose of the Outline Employment and Skills Plan	5
2	Principles of the Approach to the Outline Employment and Skills Plan.....	6
2.2	Committing to boosting the local economy	7
2.3	Monitoring the Success of the Employment and Skills Plan	9

List of Tables

Table 1: Public and Private Sector Organisations.....	7
Table 2: Potential Measures for Supply Chain and Skills Activity.....	8

Glossary

Term	Definition
Commitment	A term used interchangeably with mitigation and enhancement measures. The purpose of Commitments is to reduce and/or eliminate Likely Significant Effects (LSEs), in EIA terms. Primary (Design) or Tertiary (Inherent) are both embedded within the assessment at the relevant point in the EIA (e.g. at Scoping, Preliminary Environmental Information Report (PEIR) or ES). Secondary commitments are incorporated to reduce LSE to environmentally acceptable levels following initial assessment i.e. so that residual effects are acceptable.
Development Consent Order (DCO)	An order made under the Planning Act 2008 granting development consent for one or more Nationally Significant Infrastructure Projects (NSIP).
Energy balancing infrastructure (EBI)	The onshore substation includes energy balancing Infrastructure. These provide valuable services to the electrical grid, such as storing energy to meet periods of peak demand and improving overall reliability.
Environmental Impact Assessment (EIA)	A statutory process by which certain planned projects must be assessed before a formal decision to proceed can be made. It involves the collection and consideration of environmental information, which fulfils the assessment requirements of the EIA Directive and EIA Regulations, including the publication of an Environmental Statement (ES).
Environmental Statement (ES)	A document reporting the findings of the EIA and produced in accordance with the EIA Directive as transposed into UK law by the EIA Regulations
Export cable corridor (ECC)	The specific corridor of seabed (seaward of Mean High Water Springs (MHWS)) and land (landward of MHWS) from the Hornsea Project Four array area to the Creyke Beck National Grid substation, within which the export

Term	Definition
	cables will be located.
Hornsea Project Four Offshore Wind Farm	The term covers all elements of the project (i.e. both the offshore and onshore). Hornsea Four infrastructure will include offshore generating stations (wind turbines), electrical export cables to landfall, and connection to the electricity transmission network. Hereafter referred to as Hornsea Four.
Landfall	The generic term applied to the entire landfall area between Mean Low Water Spring (MLWS) tide and the Transition Joint Bay (TJB) inclusive of all construction works, including the offshore and onshore ECC, intertidal working area and landfall compound. Where the offshore cables come ashore east of Fraisthorpe.
Onshore substation (OnSS)	Comprises a compound containing the electrical components for transforming the power supplied from Hornsea Project Four to 400 kV and to adjust the power quality and power factor, as required to meet the UK Grid Code for supply to the National Grid. If a HVDC system is used the OnSS will also house equipment to convert the power from HVDC to HVAC.
Orsted Hornsea Project Four Ltd.	The Applicant for the proposed Hornsea Project Four Offshore Wind Farm Development Consent Order (DCO).
Tier One and Tier Two Suppliers	Suppliers that typically supply readily assembled components or parts to Hornsea Four directly
Local or Local Area	Where reference is made to a local area this refers to the Humber area which includes the local authorities of East Riding of Yorkshire, Hull, North Lincolnshire and North East Lincolnshire.

Acronyms

Acronym	Definition
DCO	Development Consent Order
EBI	Energy Balancing Infrastructure
ECC	Export Cable Corridor
ERYC	East Riding of Yorkshire Council
LEP	Local Enterprise Partnership
MHWS	Mean High Water Springs
MMO	Marine Management Organisation
NSIP	Nationally Significant Infrastructure Project
OnSS	Onshore substation
SCP	Supply Chain Plan

Units

Unit	Definition
Km	kilometres

1 Introduction

- 1.1.1.1 Orsted Hornsea Project Four Limited (the 'Applicant') is proposing to develop the Hornsea Project Four Offshore Wind Farm (hereafter 'Hornsea Four'). Hornsea Four will be located approximately 69 km offshore the East Riding of Yorkshire in the Southern North Sea and will be the fourth project to be developed in the former Hornsea Zone. Hornsea Four will include both offshore and onshore infrastructure including an offshore generating station (wind farm), export cables to landfall, and on to an onshore substation (OnSS) with energy balancing infrastructure (EBI), and connection to the electricity transmission network.
- 1.1.1.2 Details of the activities and infrastructure associated with Hornsea Four are fully set out in [Volume A1, Chapter 4: Project Description](#).
- 1.1.1.3 The Applicant intends to work with the relevant sector and local authority bodies to help secure economic benefits of the offshore wind farm to the local area. The Local Area specifically refers to the functional economic area linked to ports that have the potential to service the development during the construction and operation phases. The Applicant is currently considering ports suitable for the construction base for the offshore elements of the project. A wide area across the southern North Sea is being considered including ports such as Hull, Killingholme, Immingham, Hull, Felixstowe and Teesside. Other ports in the area may also be suitable for the construction port and selection will be dependent upon consent, a Contract for Difference (CfD) and commercial negotiations. Although the port selection has not yet been made, this outline plan has been developed on the assumption that the port selection for both construction and operation phases is within the Humber area as the Environmental impact Assessment (EIA) finds this to be the area most likely to see significant socio-economic impacts. It should be noted that in the event that a port in the Humber area is not used for either operations and maintenance or construction, then benefits to the Humber area would be significantly reduced. If a different port selection is made, the potential list of organisations to be engaged should be revisited.
- 1.1.1.4 In April 2021 the Humber area Local Enterprise Partnership (LEP) landscape changed where a newly created Hull & East Riding LEP has been established to the north of the river and the south bank of the river is part of the Greater Lincolnshire LEP. Both LEPs cite low carbon and offshore wind of high priority in their respective regional economic strategies'. Whilst any benefits of Hornsea Four to the Humber area potentially cover two LEP areas it does not materially affect the impact assessment, though further consultation maybe required'
- 1.1.1.5 This document sets out the manner in which the Applicant will work with local stakeholders to achieve this. This includes focusing upon the:
- opportunities for the involvement of local companies in the construction and operation supply chain (this will also be addressed in detail at local, regional and UK level in the Supply Chain Plan (SCP) which is a requirement of the CfD process);
 - ability of local residents to access employment opportunities associated with the construction and operation of the wind farm.

1.2 Purpose of the Outline Employment and Skills Plan

1.2.1.1 This Outline Employment and Skills Plan will form the basis for a final Employment and Skills Plan, which will be prepared and submitted by the Applicant prior to the commencement of construction activities associated with Hornsea Four. It will also be informed by The Applicant's and Ørsted's preparation of the Contracts for Difference SCP, with many of the actions in the SCP contributing to the objectives of the Employment and Skills Plan. This is supported by inclusion of Requirement 25 of the draft Development Consent Order (DCO) which states:

25.—(1) No stage of the connection works may commence until for that stage a employment and skills plan (which accords with the outline employment and skills plan) in relation to the authorised development has been submitted to and approved in writing by the relevant planning authority.

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

1.2.1.2 Hornsea Four will adopt a staged approach to the approval of DCO requirements enabling requirements to be approved in part or in whole prior to the commencement of the relevant stage of works according to whether a staged approach is to be taken to construction of the works in question. This approach will be governed by the inclusion of Requirement 27 within the draft DCO which requires a written scheme setting out the stages of construction to be approved prior to the commencement of the authorised development. The Construction Staging Scheme must be approved by the relevant Planning Authority in respect of the onshore connection works and by the Marine Management Organisation (MMO) in relation to authorised works seaward of Mean High Water Springs (MHWS).

1.2.1.3 The Construction Staging Scheme will detail the stages of construction and the timing of approval of relevant DCO requirements with respect to the relevant construction stages identified within the scheme.

(1) The authorised development may not be commenced until a written scheme setting out the stages of construction of the authorised development has been submitted to and approved by the relevant planning authority, in relation to the connection works, or the MMO, in relation to works seaward of MHWS.

(2) The stages of construction referred to in sub-paragraph (1) shall not permit the authorised development to be constructed in more than one overall phase.

(3) The scheme must be implemented as approved.

1.2.1.4 This Outline Employment and Skills Plan sets out the approach that will be adopted by the Applicant (utilising the parent company Ørsted) to promote the opportunities for local economic benefit associated with Hornsea Four 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 Employment and Skills Plan.

2 Principles of the Approach to the Outline Employment and Skills Plan

2.1.1.1 To ensure that the opportunities for local benefits are promoted, it is important to engage a wide range of public and private sector bodies such as local councils, LEP representatives, business and industry representatives and education and training providers. These local stakeholders have a variety of needs as well as being able to assist in a number of different ways and as such it is important to plan the potential working relationships to ensure that any future activities can be developed in good time. The three key principles of the approach are as follows:

- **Provide information and communication** – ensuring effective communication with relevant stakeholders (including local authorities and public sector agencies with relevant economic development responsibilities, as well as public/private sector groups such as the Humber Offshore Wind Cluster, business groups and education and training providers as the timing of local economic opportunities associated with the development become clear. The aim of this activity will be to make sure that businesses and public sector agencies have time to plan for the supply chain and skills demands associated with the development;
- **Understand intervention needs** – working with relevant local stakeholders to assess whether there is a case for targeted public sector intervention to support the development of the supply chain or labour market capability; and
- **Wider supportive activities** – this may include various actions, such as for example Ørsted acting as a regional champion for the Humber in its capacity on steering groups/boards for relevant national supply chain development programmes such as the Offshore Wind Growth Partnership, Fit For Offshore Wind, etc.

2.1.1.2 Examples of specific activities that could be delivered under these themes are described in more detail in [Table 2](#).

2.1.1.3 Ørsted already has an excellent working relationship with local stakeholders as a consequence of its previous investment in the region across a number of offshore wind farm, most recently Hornsea 1 and 2 (see [Appendix A](#)). It will continue to work with these stakeholders through the established fora (such as the Humber Offshore Wind Cluster), utilising various regional groupings to disseminate information (such as the LEP Employment & Skills Board) or directly with individual organisations where this is required. [Table 1](#) provides an indicative list of organisations that have a role in this area. This should be seen as a guide to be revisited as the project progresses.

Table 1: Public and Private Sector Organisations.

Primary Public Sector Partners	Relevant LEP areas
	All Local Authorities within the Humber
Education and Training Providers	Higher Education Institutions (eg. University of Hull, University of Lincoln)
	Further Education Colleges (eg. The Grimsby Institute, North Lindsey College, East Riding College, Hull College)
	Private Training Providers (eg. Mearsk, HFR Solutions, HOTA, HETA)
	Humber Energy Campus Group
	Humber Training Group
Industry and Business Groups	Hull and Humber Chamber of Commerce
	Marketing Humber
	Humber Offshore Wind Cluster
	Team Humber Marine Alliance
	Grimsby Renewables Partnership
	Zero Carbon Humber
	Humber Zero
	Humber Decarbonisation Network

2.1.1.4 It is also important to ensure that potential disruptions are planned for such as changes to personnel, both within the Hornsea Four Team as well as stakeholders. Where possible, alternative communication channels/personnel should be identified early on so that any potential disruptions to communication can be mitigated.

2.2 Committing to boosting the local economy

2.2.1.1 Although it is not possible to be specific about measures due to the early stage of the process, [Table 2](#) presents examples of measures that could be drawn up as the plan develops.

Table 2: Potential Measures for Supply Chain and Skills Activity.

	Supply Chain Development	Skills Activity
<i>Information and Communication</i>	<p>Communication with business groups: maintain open lines of communications with the business groups and fora identified in Table 1 in order to provide updates on the development, support early engagement through supply chain events and provide updates through other communication tools such as newsletters.</p> <p>Encourage engagement: use supply chain events to bring together upper tier suppliers³ from the industry with local companies, including encouraging upper tier suppliers to work with local suppliers in order to highlight forthcoming opportunities. . Supply Chain Development events will be used close to project execution when the requirements of Ørsted and their upper supply chain tier is more clearly defined.</p> <p>General awareness raising: continue to work with stakeholders to provide updates to local businesses on the progress of the project.</p>	<p>Communicate demands effectively to education and training providers: maintain communication with relevant local education and training providers as construction and operation plans emerge and an understanding of the likely Ørsted and supply chain employment opportunities associated with Hornsea Four emerges. This is to ensure a timely response to specific training needs from providers.</p> <p>Communicate strategic messages about general skills demands to the relevant LEPs: provide market insight and intelligence to the LEP about industry trends, technology developments and associated pressure on skills to inform strategy development</p> <p>Promote job opportunities locally: provide information on the expected employment opportunities to local job seekers in an accessible format. This could include posting on the project’s web portal, advertising in local news publication and working with local Job Centres.</p> <p>Communicate with businesses to identify skills needs: identify the skills needs associated with the various supply chain opportunities and communicate these to businesses.</p>
<i>Identify Intervention Needs</i>	<p>Identify supply chain development needs: work alongside the stakeholders (including public bodies, industry and business representatives and others), working on insights from local companies, business intermediaries and major component and service suppliers to identify any particular sector development needs locally so that firms will be better placed to access opportunities.</p> <p>Highlight gaps in provision: work with</p>	<p>Identify skills development needs: Work alongside relevant LEPs, Local Authorities and relevant public sector agencies, as well as businesses in the supply chain, to ensure that relevant stakeholders are well informed about the labour requirements associated with Hornsea Four and any particular gaps in the skills base of the local population that might need to be addressed to help ensure that local people have a good chance of accessing opportunities that arise in the area.</p>

³ These are typically tier one or two suppliers that supply readily assembled components to Hornsea Four directly

	Supply Chain Development	Skills Activity
	stakeholders to highlight any identified needs which are not being addressed by current business support provision in the Humber area. This will help to ensure that stakeholders and business support providers are able to tailor their provision to the requirements of industry.	Highlight gaps in provision: work with stakeholders (including public bodies, industry and business representatives and education and training providers) to highlight any identified needs which are not being addressed by current skills development programmes in the local area. This will help to ensure that education and skills providers are able to tailor their provision to the requirements of industry.
<i>Other Supportive Activities</i>	Champion the Humber: Ørsted will act as a regional champion for the Humber in its capacity on steering groups/boards for relevant national supply chain development programmes such as the Offshore Wind Growth Partnership, Fit For Offshore Wind, etc	Promote opportunities widely: ensure that, where possible, opportunities associated with Hornsea Four and the offshore wind sector generally are promoted through the relevant channels, including to young people and groups that are disadvantaged in the labour market.

2.3 Monitoring the Success of the Employment and Skills Plan

- 2.3.1.1 The Applicant is committed to realising local economic benefits and the activities set out in this plan are central to this. Providing insight in respect of the scale and type of local economic benefits that Hornsea Four secures could provide intelligence about the success of particular measures employed in the Employment and Skills Plan, as well as improving the wider evidence base associated with the local economic benefits associated with offshore wind developments. The detail of the monitoring plan is currently being developed and this will also take account of the monitoring approach in the CfD SCP. The monitoring plan will outline the broad types of data which the Applicant will gather as part of the monitoring of the Employment and Skills Plan, including the possibility of monitoring employment, apprenticeships and other training at the local level.
- 2.3.1.2 This information could be used as the basis of a periodic analysis of the overall estimated local economic impacts supported by the construction and operation of Hornsea Four. This could inform future developments in the region in respect of best practice and lessons learnt creating opportunities for local economic benefit.

Appendix A – Case Study

Ørsted has played a central role in the growth of the Humber as a centre for the offshore wind industry. The Humber region is now home to the UK's most established offshore wind cluster. The industry's close proximity to market coupled with manufacturing and installation in Hull; innovation at Aura in the East Riding; operations and maintenance in Grimsby; and helicopter transport from Humberside Airport in North Lincolnshire; skills and training with many different providers in the Humber have demonstrated that by working together they have created a national success story. As new areas of the North Sea-bed are unlocked for offshore wind development the potential for further growth of the Humber Offshore Wind Cluster is enormous.

Ørsted's involvement in the region started Westermost Rough and since then have added another 3 windfarms with the most recent being Hornsea One, the world's largest offshore wind farm with 174 turbines and 1,218MW installed capacity. Ørsted's anchor investments established construction and operations base at the port of Grimsby and has helped to enhance the supply chain capabilities of the region and serve to attract other companies. This, alongside investments in other offshore wind farms by other developers, has been key in providing the confidence for the private and public sector to invest in other supporting infrastructure serving the sector such as sites and premises, collaborative R&D programmes and training facilities.

Ørsted has played a central role in helping to secure local supply chain, employment and skills benefits for local companies and residents through for example:

- Its strategic role bringing together partners in the region around skills, supply chain, infrastructure and innovation to develop the Humber Offshore Wind Cluster to maximise the benefits from future expansion of the sector.
- Promoting job opportunities to local residents where now Ørsted have around 400 people from their East Coast Hub in Grimsby, with around 85% living within a 1 hour drive of the facility.
- It's partnership with the Grimsby Institute to deliver the training requirements of the renewable sector, including specifically providing Ørsted's offshore wind turbine technician apprenticeships.
- Support for the new cutting-edge safety training facility at MODAL with Thrive in Immingham.
- Collaborating with the Humberside Offshore Training Association (HOTA) to deliver a range of training including Davit Crane Familiarisation Training programme for personnel working on the installation of Hornsea One and specialist Helicopter Emergency Escape training.
- Working with the local partners such as the University of Hull in developing R&D for the offshore wind sector.
- A long-term Community Benefit Fund donating £465,000 per year to community projects and STEM initiatives. As well as supporting the new Grimsby Youth Zone, Horizon with a donation of £1m.