



# Sheringham Shoal and Dudgeon Offshore Wind Farm Extension Projects

## Outline Skills and Employment Plan

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## Glossary of Acronyms

BEIS	Department for Business, Energy and Industrial Strategy
BTEC	Business and Technology Education Council
CCUS	Carbon Capture, Usage and Storage
CfD	Contract for Difference
CORE	Centres for Offshore Renewable Engineering
CTP	Career Transition Partnership
DCO	Development Consent Order
DEP	Dudgeon Offshore Wind Farm Extension Project
DIY	Do It Yourself
DOW	Dudgeon Offshore Wind Farm
ECC	East Coast College
ECITB	Engineering Construction Industry Training Board
EEEGR	East of England Energy Group
ES	Environmental Statement
FTE	Full-Time Equivalent
GWO	Global Wind Organisation
HDD	Horizontal Directional Drilling
HR	Human Resources
HVAC	High-Voltage Alternating Current
IMCA	International Marine Contractors Association
km	Kilometre
LEP	Local Enterprise Partnership
LMI	Labour Market Intelligence
MOD	Ministry of Defence
MW	Megawatts
NALEP	New Anglia Local Enterprise Partnership
NGO	Non-Governmental Organisation
NCC	Norfolk County Council
OSP	Offshore Substation Platform
OWIC	Offshore Wind Industry Council
O&M	Operations and Maintenance
PID	Public Information Day



SCP	Supply Chain Plan
SEP	Sheringham Offshore Wind Farm Extension Project
SME	Small and Medium-Sized Enterprises
SOV	Service Operation Vessel
SOW	Sheringham Shoal Offshore Wind Farm
STCW	Standards of Training, Certification and Watchkeeping
STEM	Science, Technology, Engineering and Maths
UK	United Kingdom
UEA	University of East Anglia
UTCN	University Technical College Norfolk



## Glossary of Terms

Dudgeon Offshore Wind Farm Extension Project (DEP)	The Dudgeon Offshore Wind Farm Extension onshore and offshore sites including all onshore and offshore infrastructure.
Horizontal directional drilling (HDD) zones	The areas within the onshore cable corridor which would house HDD entry or exit points.
Infield cables	Cables which link the wind turbine generators to the offshore substation platform(s).
Interlink cables	<p>Cables linking two separate project areas. This can be cables linking:</p> <p>DEP South array area and DEP North array area</p> <p>DEP South array area and SEP</p> <p>DEP North array area and SEP</p> <p>1 is relevant if DEP is constructed in isolation or first in a phased development.</p> <p>2 and 3 are relevant where both SEP and DEP are built.</p>
Landfall	The point at the coastline at which the offshore export cables are brought onshore, connecting to the onshore cables at the transition joint bay above mean high water.
Offshore export cables	The cables which would bring electricity from the offshore substation platform(s) to the landfall. 220 – 230kV.
Offshore substation platform (OSP)	A fixed structure located within the wind farm site/s, containing electrical equipment to aggregate the power from the wind turbine generators and convert it into a more suitable form for export to shore.
Onshore cable corridor	The area between the landfall and the onshore substation sites, within which the onshore cable circuits will be installed along with other temporary works for construction.
Onshore export cables	The cables which would bring electricity from the landfall to the onshore substation. 220 – 230kV.
Onshore Substation	Compound containing electrical equipment to enable connection to the National Grid.

<p>Sheringham Shoal Offshore Wind Farm Extension Project (SEP)</p>	<p>The Sheringham Shoal Offshore Wind Farm Extension onshore and offshore sites including all onshore and offshore infrastructure.</p>
<p>The Applicant</p>	<p>Equinor New Energy Limited</p>



## OUTLINE SKILLS AND EMPLOYMENT STRATEGY

### 1 Introduction

- 1 This Outline Skills and Employment Strategy provides the basis for working with local stakeholders on skills and employment to maximise the employment opportunities associated with construction, operation, and maintenance of the Sheringham Shoal Offshore Wind Farm Extension Project (SEP) and Dudgeon Offshore Wind Farm Extension Project (DEP). It also includes details that will be elaborated on in the Supply Chain Plan. The final ‘Skills and Employment Strategy and Plan’ will be implemented, as approved, post award of a Contract for Difference (CfD).
- 2 No phase of the onshore works will commence until a Skills and Employment Strategy and Plan (which accords with this outline strategy) has been submitted to and approved by the relevant planning authority. This commitment is secured as a requirement within the Draft DCO (document reference 3.1). Prior to submission of the Skills and Employment Strategy and Plan, Equinor New Energy Ltd. (the ‘Applicant’) will consult with North Norfolk District Council, Broadland District Council, South Norfolk Council, Gt. Yarmouth Borough Council, Norfolk County Council (NCC) and the New Anglia Local Enterprise Partnership (New Anglia LEP).

### 1.1 Project Background

- 3 The Applicant is a Norwegian-owned international broad energy company whose purpose is to turn natural resources into energy for people and progress for society. In March ’22, the Applicant launched its first Energy Transition Plan 2022 detailing a robust transformation to Net Zero and highlighting the importance of a ‘Just Transition’ informed by human rights commitments and the development and reskilling of the workforce – including activities to build capabilities in host communities (Equinor, 2022a).
- 4 As a leading company in the energy transition, the Applicant’s ambition is to become net zero by 2050. The Applicant has invested over £1 billion in United Kingdom (UK) wind power since 2010; employs 22,000 people across the globe and over 650 people in the UK; has developed the world’s first floating offshore wind farm in Scotland; is part of a partnership constructing the world’s biggest wind farm – Dogger Bank and is investing in hydrogen production and carbon capture, usage and storage (CCUS) in the Northeast.
- 5 The Applicant is a long-term partner in Norfolk and the East of England and has been an active member of the community for over a decade through its Sheringham Shoal and Dudgeon Offshore Wind Farms that it operates, off the Norfolk coast. Together, these wind farms generate enough electricity to power the equivalent of over 710,000 homes.
- 6 As the owners of SEP and DEP, Scira Extension Limited (SEL) and Dudgeon Extension Limited (DEL) are the named undertakers that have the benefit of the DCO. References in this document to obligations on, or commitments by, ‘the Applicant’ are given on behalf of SEL and DEL as the undertakers of SEP and DEP





- 7 Both existing wind farms have established community funds. To date, Sheringham Shoal Community Fund alone has awarded £1 million (Sheringham Shoal, 2022). Each fund allocates £100,000 of funds per year to Norfolk community groups, including schools and non-governmental organisations (NGO's) seeking financial assistance for projects or initiatives that focus on renewable energy, marine environmental and safety, sustainability, or education. The Dudgeon Community Fund is focused on Science, Technology, Engineering and Maths (STEM) initiatives (Dudgeon Offshore Wind, 2022).
- 8 On behalf of its partners, Equinor New Energy Ltd. (Equinor) is maturing the proposed SEP and DEP and is referred to as the Applicant throughout this document.
- 9 The Applicant is seeking a Development Consent Order (DCO) for SEP and DEP which are extensions to the existing Sheringham Shoal Offshore Wind Farm (SOW) and Dudgeon Offshore Wind Farm (DOW), located in the southern North Sea off the North Norfolk Coast, with the closest point to the coast being 15.8km from SEP and 26.5km from DEP.
- 10 SEP and DEP would have maximum export capacity of up to 448 megawatts (MW) and 338MW respectively (up to 786MW in total) and have the combined potential to generate renewable power for around 785,000 UK homes from up to 23 wind turbines at SEP and up to 30 wind turbines at DEP, making an important contribution to the UK's decarbonisation goals.

## 2 Key Components of SEP and DEP

### 2.1 Offshore

- 11 SEP and DEP would comprise the following main offshore components:
- Wind turbines and their associated foundations;
  - Offshore substation platform/s (OSP/s) and associated foundation/s; and
  - Subsea cables and cable protection – offshore export cables, infield cables and interlink cables.
- 12 Electricity would flow from the wind turbines via infield (array) cables to offshore substation platform(s). There will be up to two offshore substations with one in SEP and one in DEP, located to optimise the length of the offshore cables. Interlink cables will link the separate project areas. At the offshore substation/s, the generated power will be transformed to a higher alternating current (AC) voltage. The power will be exported through two export cables, in two separate trenches, to a landfall east of Weybourne on the north Norfolk coast. At the landfall the offshore export cables will meet and be joined up with the onshore export cables in a transition joint bay.

### 2.2 Onshore

- 13 The onshore export cables would then travel approximately 60km inland to a high voltage alternating current (HVAC) onshore substation near to the existing Norwich Main substation. The onshore substation would be constructed to accommodate the connection of both SEP and DEP to the transmission grid.

- 14 The main onshore components of SEP and DEP include:
- Landfall including transition joint bay;
  - Up to two ducts installed under the beach at the landfall by Horizontal Directional Drilling (HDD);
  - Onshore cable corridor, including:
    - Onshore export cables laid within open cut trenches or installed in ducts, and associated infrastructure including joint bays and link boxes;
    - Temporary construction access roads and haul roads;
    - Construction compounds; and
    - Trenchless crossings at sensitive features and habitats (e.g. A roads, main rivers and sites designated for nature conservation).
  - Onshore substation, including:
    - Substation operational access road; and
    - Associated earthworks, surface water attenuation and/or landscaping.
- 15 Further details of the key components of offshore and onshore infrastructure can be found in **Chapter 4 Project Description** of the Environmental Statement (ES) (document reference 6.1.4).

## 2.3 Scenarios

- 16 The various construction and operation scenarios are presented in detail in **Chapter 4 Project Description** of the ES (document reference 6.1.4). A summary of these scenarios is detailed below.

### 2.3.1 Construction Scenarios

- 17 In the event that both SEP and DEP are built, the following principles set out the framework for how SEP and DEP may be constructed:
- SEP and DEP may be constructed at the same time, or at different times;
  - If built at the same time both SEP and DEP could be constructed in four years;
  - If built at different times, either Project could be built first;
  - If built at different times, each Project would require a four-year period of construction;
  - If built at different times, the offset between the start of construction of the first Project, and the start of construction of the second Project may vary from two to four years;
  - Taking the above into account, the maximum construction period over which the construction of both Projects could take place is eight years; and
  - The earliest construction start date is 2025 and the latest is Q4 2028 assuming the DCO is granted in Q4 2023.

### 2.3.2 Operation Scenarios

- 18 Three operation scenarios exist for the Project, these are:
- Only SEP in operation;
  - Only DEP in operation; and
  - The two Projects operating at the same time, with a gap of two to four years between each Project commencing operation.
- 19 The operational lifetime of each Project is expected to be 40 years.

### 2.3.3 Decommissioning Scenarios

- 20 Decommissioning arrangements will be agreed through the submission of a Decommissioning Programme prior to construction, however for the purpose of this document it is assumed that decommissioning of SEP and DEP could be conducted separately, or at the same time.

## 3 The Proposed Developments

- 21 As highlighted in **Chapter 27 Socio-Economics and Tourism** (document reference 6.1.27), the planning, construction and operation of the SEP and DEP extensions will support jobs across the UK and within East Anglia.
- 22 Concurrent construction with an East Anglia port will have maximum job/FTE impact for East Anglia<sup>1</sup>. The concurrent construction of SEP and DEP will amount to between 1810 and 2190 full-time equivalent (FTE) per year in the UK during construction with between 60 and 450 FTE in the East Anglia study area (Norfolk and Suffolk), depending on the construction port.
- 23 Employment will arise across a range of sectors during the initial planning and construction phase, including engineering, construction, and maritime sectors, as well as a broad range of professional, business and others service sectors.
- 24 The long-term operation of the two wind farms will also support additional direct employment, as well as through the supply chains which are developing to support the growth of the offshore wind sector in East Anglia. For the operations period (expected to be 40 years), if SEP and DEP are constructed concurrently, there will be a predicted 60 FTE per year in the East Anglia study region with 55 directly linked to operations and maintenance (O&M). These O&M roles are likely to be based in the current Equinor Great Yarmouth O&M Hub. The rest will be supported elsewhere within SEP and DEP supply chain throughout the East Anglia area.

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<sup>1</sup> Note that the ES also assessed the development of SEP and DEP in isolation and sequentially, but these scenarios produced significantly lower levels of employment per annum and so are not considered here.

- 25 The Applicant intends to work with the relevant sector and local authority bodies to help secure economic benefits of the offshore wind farms to the Local Area<sup>2</sup>. The main port associated with the operation phase will remain Gt. Yarmouth (the O&M base for the existing SOW and DOW). Equinor is currently considering ports suitable for the construction base for the offshore elements of the project, including the additional East Anglian ports of Lowestoft and Felixstowe. The final selection will be dependent upon consenting, a CfD and commercial negotiations. The construction port(s) will not be confirmed until nearer the start of construction.
- 26 Although the construction port selection has not yet been made, this outline plan has been developed on the assumption that the construction phase port is within the East Anglia area as this area is most likely to see significant socio-economic impacts. The Applicant intends for operations phase work to be aligned with the existing operational wind farm ports and assets currently based in East Anglia.
- 27 The New Anglia LEP, covering most of East Anglia (consisting of Norfolk and Suffolk), places substantial importance on the offshore wind sector within its Strategic Economic Plan. It notes East Anglia is well placed to capitalise on market growth in the renewable sector, with the ports of Lowestoft and Great Yarmouth together forming one of six Centres for Offshore Renewable Engineering (CORE). The New Anglia Local Enterprise Partnership (NALEP) has also published a recovery plan that is targeted at the Energy Sector. The Energy Sector Recovery and Resilience Plan (NALEP, 2021) sets out the opportunities presented by sector deals and the local ambition to become the UK's Clean Growth Region, as well as the challenges that lie ahead, such as ensuring energy security, developing supply chains, addressing skills and labour needs. Meanwhile, the latest Norfolk and Suffolk Economic Strategy (NALEP, 2022) places further emphasis on the importance of inspiring and enabling all people to access employment, upskilling and reskilling.
- 28 The Outline Skills and Employment Plan sets out how the Applicant will work with local stakeholders to promote the achievement of local socio-economic benefits (including creating jobs, developing careers, and enhancing skills) through the delivery of SEP and DEP. This includes focusing upon:
- Encouraging the involvement of local companies in the construction and operation supply chains for the wind farms (this will also be addressed in detail at the UK level in the Supply Chain Plan (SCP) that is a requirement of the CfD process).
  - Promoting opportunities for local residents to access training and employment opportunities associated with the construction and operation of the wind farms.
  - Enabling the transition of workers from, for example, the oil and gas sector or armed forces veterans into renewables/low carbon technologies.

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<sup>2</sup> 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.

#### 4 Policy Context for the Outline Skills and Employment Strategy

- 29 It is important that the Outline Skills and Employment Strategy is informed by the relevant national and regional policies and priorities. Currently a key focus is on maximising the economic, jobs and skills benefits from offshore wind development in the UK and for local communities.
- 30 The government is moving to better integrate all aspects of energy policy, including deployment, supply chains and security of supply. The scale and pace of offshore wind growth in the UK, illustrated by the ambition of 50GW installed capacity by 2030 - on the way to fully decarbonised electricity grid by 2035 (Build Back Greener), as well as measures to cut the process time for offshore wind in half by 2030 (British Energy Security Strategy), will have knock-on effects for both developers and the supply chain (BEIS, 2021; BEIS, 2022). Both these strategies highlight the importance of the supply chain in the deployment of low carbon generation; hence the Applicants focus on collaboration over supply chain skills development, which will be critical to collective success.
- 31 The Offshore Wind Sector Deal (2019) featured skills and employment alongside capacity and offshore wind process commitments (BEIS, 2019). Increasing UK content to 60% of value associated with offshore wind activity by 2030 and the £250m pledged to build a stronger, more productive and competitive UK supply chain, were all ambitions committed to in the Offshore Wind Sector Deal alongside the commitment to support the creation of new jobs and re-skilling of the workforce in the UK.
- 32 The key people and skills linked commitments, made when the Offshore Wind Sector Deal was launched, still have a high profile today, ensuring the growing offshore wind industry provides equal opportunity and results in improved diversity. Targets include increasing the female workforce proportion to at least a third by 2030 and increasing the proportion of black & minority ethnic workers from 5% to at least 9% in that timeframe (OWIC, 2021a).
- 33 Today's workforce is already predicted to be over 31,000 (estimated as being up by 16% from 2020). The latest forecast is that there will be over 97,000 jobs by 2030 and over 61,000 of these will be direct jobs (OWIC, 2021b). Attracting, developing and transitioning talent has never been more important. The Applicant supports the need to invest in training and the transition of workers. It also notes the target set by the Offshore Wind Industry Council for Apprentices to make up 2.5% of the workforce. It pledges to actively collaborate with its supply chain to deliver on this target.
- 34 In 2021, the government introduced a new Supply Chain Plan format for Allocation Round 4 CfD. This made substantial progress towards integrating supply chain policy and decarbonisation objectives. This document, and its subsequent iteration for AR5, has a full section committed to skills and employability and the Applicant will be ambitious in expanding on its early work to address the expectations of the Supply Chain Plan process.
- 35 The key policy documents and contexts researched by the Applicant can be found in [Appendix 4](#).



## 5 Scope of the Applicants Outline Skills and Employment Strategy

- 36 At this early stage, the Applicant aims to give an insight into the approach that will be adopted to secure the workforce of the future, whilst securing local economic benefit associated with SEP and DEP. It will detail (in draft) the purpose, ambitions and commitments that will feature in the supply chain plan, including the principles that will be adhered to. The Strategy will be informed by up to date national and regional labour market intelligence (LMI) and organised as a coherent, whole career span framework. The key pillars of the Applicant’s work will be substantiated with sound examples (from pilots and existing programmes) and will dovetail with Government, regional and local educational/employability initiatives.
- 37 Outline targets will be shared and, as the work progresses, ongoing evaluation against robust KPI’s will help track progress to achieving a diverse, well trained, sustainable workforce at every stage of the SEP and DEP development.
- 38 In addition, the Outline Skills and Employment Strategy will detail the Applicant’s principles and values and share specific example opportunities that will be further explored through examination and pre-CfD.

## 6 Labour Market Intelligence (LMI); the essential starting point

- 39 Labour Market Intelligence comes from a wide range of sources and includes information on employment trends, skills gaps and future labour demands. It can be used to help make better decisions at a regional level – particularly around business development, curriculum planning and careers guidance. It is the Applicant’s belief that impact is greatest when a developer’s own information about growth and innovation-related skills developments and employment needs are also shared. Especially where offshore wind developers enable aggregation of this information at a regional level.
- 40 Where developers, training providers, industry bodies and local authorities/local enterprise partnerships collaborate intensely and focus effort, as is starting to happen in the East of England with the launch of East Wind, the Applicant appreciates that it can have a profound impact on host communities/regional employment outcomes (EWOC, 2022). The Applicant pledges to collaborate with all stakeholders actively and openly in this area of work and both support existing initiatives and be innovative and bold in establishing new opportunities that are informed by LMI.
- 41 The Applicant has contributed to the Offshore Wind Industry Council (OWIC) Skills Report (May ’22) and to the forthcoming Norfolk County Council and Suffolk Growth Partnership Technical Skills Legacy Report – expected in Autumn ’22 (OWIC, 2022b; Suffolk Growth, 2020). These reports, alongside the NALEP Local Skills Report and Annexes and the relatively new Norfolk and Suffolk Economic Strategy, will be considered carefully alongside the Applicant’s own up to date assessments of the SEP and DEP Tactical Workforce Plan and Supply Chain predications, to inform workforce planning (NALEP 2022a, NAELP 2022b, NALEP 2022c). This full and detailed assessment will form part of the Supply Chain Plan detail, expected by the Department for Business, Energy and Industrial Strategy (BEIS), and required to access the appropriate CfD Allocation Round.



- 42 Though the Applicant does not have refined plans at the time of writing, it is highly aware of the key trends and shortages and, because it is the operator of both existing wind farms (SOW and DOW), it is able to implement initiatives ahead of the final strategy – where this makes sense and results in impactful outcomes. For example, it has committed to transfer its Apprenticeship Levy, at cohort-scale, to regional small and medium-sized enterprises (SME’s) that feed the offshore wind supply chain (or intend to). This will enable up-skilling in an identified shortage area; Project Management, with a local college; East Coast College Energy Skills Centre Equinor, 2022b). The Applicant is also enabling a similar opportunity in the Northeast and commits to evaluating the impact of this action and to sharing learning.
- 43 The Applicant will also leverage benefits from its oil and gas heritage, firstly; through drawing on the established supply chain networks including rich marine engineering knowledge and skills developed over 50 years within the North Sea and now applicable to offshore wind, floating offshore wind, Hydrogen and CCUS within and beyond the region; and secondly, through enabling the smooth and effective transition of colleagues within the company.
- 44 It is expected that Diversity, Equality and Inclusion will play an ever-more prominent place in defining a sustainable workforce that is fair and fit for the energy transition. The Applicant is developing a Just Transition Plan – to be released later in 2022.
- 45 Finally, the Applicant is mindful that though talent is spread equally across the country, opportunity is not. The Government’s Levelling-up mission, that challenges this unfairness, is particularly relevant to Norfolk and the East of England. As detailed in the Energy Transition Plan ’22, in **Section 1.1**, The Applicant’s ethos of transitioning also extends to collaborating with the government and regional organisations to unlock jobs and opportunity for all.

## 7 Purpose, Principles and Values Underpinning the Applicants Approach

- 46 The purpose of the Skills and Employment Strategy is to enable a local, diverse, highly skilled workforce to meet the business needs of Equinor and its supply chain in the short, medium and long term, whilst maximising the potential of individuals - enabling them to achieve their own aspirations and to contribute to the energy transition in the UK.
- 47 The Applicant also wishes to contribute to the long-term sustainability of the industry within the region and the UK, the Strategy will thus look beyond SEP and DEP to maximise the opportunities for stakeholders within the North Sea Cluster and beyond.
- 48 To ensure that the opportunities for local benefits are aligned and promoted, the Applicant will engage a wide range of public and private sector bodies and stakeholders (**Appendix 3**) This will include the local county and district council’s, LEP, business/industry representatives and education/training providers. The key principles of the approach are as follows:

- Provide timely, accurate information – ensuring effective communication with relevant stakeholders so that the timing of local economic opportunities associated with the developments become clear. The aim is to make sure that businesses, public sector agencies and training providers have time to plan for the supply chain and skills demands associated with the development.
- Understand and act on labour market intelligence and project's needs – assessing the needs of the project to accurately predict skills and labour needs (what, where and when), understanding the labour market capability and, in collaboration with relevant local stakeholders, assess and deliver targeted intervention.
- Enable wider supportive activities in collaboration with others – such as acting as a regional champion for East Anglia in its capacity on steering groups/boards for relevant regional and national supply chain programmes and events or through collaborating over initiatives that support the region's broader development as an offshore wind and integrated energy hub.
- Express the Applicants core values; open, collaborative, courageous and caring. Recognising that, along with safety, these values are central to the Applicant's ethos.



## 8 A Unifying, Whole Career-Span Framework

49 The Applicant has created an international ‘unifying’ framework for whole career-span development, relevant to all project stages (Consenting, Construction, Operation & Maintenance +). One that recognises the importance of Diversity, Inclusion and Transition into the industry, as seen in **Figure 1**. This framework will form the basis on which we develop, organise and communicate skills and employment interventions in order to shape the future of energy.

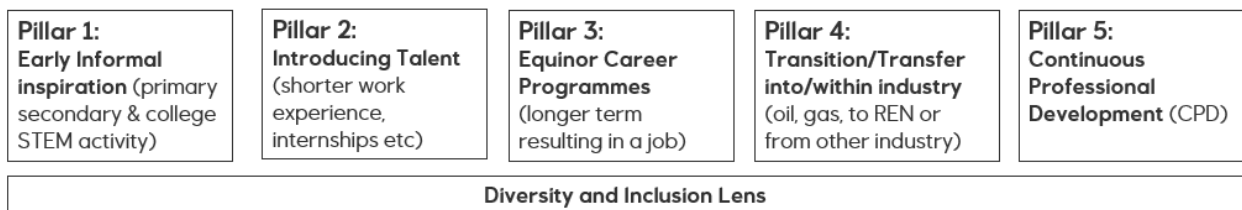


Figure 1: Unifying Skills and Employment Framework

50 Current programmes have been mapped and the Applicant will work closely with its existing and potential supply chain to build on these programmes (e.g. Graduate Programme and International Apprenticeship Programme), whilst introducing new and enhanced opportunities (e.g. The transfer of Apprenticeship Levy to local SME’s), in a way that builds relationships and enhances learning in areas where there are recognised skills gaps or labour shortages, as visualised in **Figure 2**.

Mapping existing programmes and potential programmes across the international business

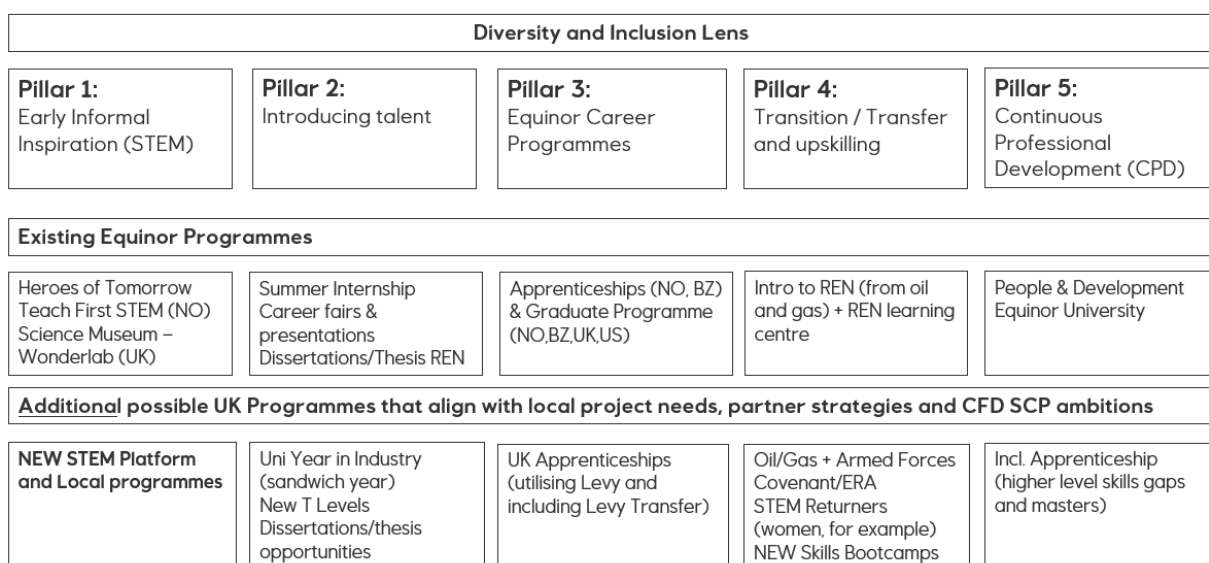


Figure 2: Existing Programmes and Potential Programmes across the International Business

- 51 The aim of this more holistic approach is to strengthen talent attraction, retention, skills development and career progression.
- 52 The Applicant believes that by openly enabling the transition of people (which, when the whole system integration piece is considered, is not simply a move from oil and gas to renewables), is key to building the capability and capacity needed to meet the challenges and opportunities of the energy transition. The Applicant recognises the scale of ambition needed and will actively collaborate in creative, innovative ways with regional and national partners to meet these challenges.
- 53 Key principles/guardrails that are important to the Applicant when developing skills programmes:
- Establish continuity and progression of opportunity/development (thus creating pathways that are attractive to new and diverse talent, whilst also inspiring the existing workforce)
  - Build on existing programmes and partnerships, thus co-creating value and building trust/relationships
  - Emphasising the important role of innovation and creativity
  - Continuous evaluation of impact and outcomes. Sharing learning to ensure continuous improvement and to raise the profile of opportunities.
  - Embed Diversity and Inclusion at every step of the programme development and process. The Applicant believes that it is everyone’s responsibility to ensure the processes and programmes don’t inadvertently reduce the chance of attracting, recruiting, retaining or promoting diverse talent (in its broadest sense; gender, ethnicity, neurodiversity and other protected characteristics).

## 9 Outline Commitments

- 54 The Applicant is committed to developing a diverse, skilled workforce and increasing employment opportunities, while ensuring the renewable energy industry reflects society as a whole and operates ethically and safely. A number of general outline commitment examples are presented in [Table 1](#).
- 55 In addition to the general outline commitments to be explored below, the applicant will take a proactive, collaborative, and open approach to identifying opportunities to maximise regeneration and to enable local skills development, training and jobs. For example, there is a commitment for discussion and collaboration over the emerging Gt. Yarmouth Operations and Maintenance (O&M) Campus and how, as an operator of 2 wind farms that are already furnished by its own hub (comprising O&M base, control rooms, warehousing, port facilities, service operation vessel (SOV) and associated support infrastructure), we can develop further synergies for the benefit of all. (NALEP 2022e).
- 56 Please see [Appendix 1](#) for skills/career related outreach since January ’22 (when a new Stakeholder Manager role was created to support Regional Stakeholder Engagement and [Appendix 2](#) for existing Sheringham Shoal and Dudgeon Community Fund skills-related outcomes and the bursary programme.



**Table 1: General Example Outline Commitments**

	Commitment Area	Description and examples of type of activity	Supply Chain Plan
1	Strategic Coordination/ mobilisation/advocacy/ LMI research input/Presentations	‘East Wind’ collaboration on skills/supply chain East of England Energy Group (EEEGR)/Skills 4 Energy support/collaboration OWIC representation on Investment in Talent group, HR group, Diversity and Inclusion Group, Apprenticeship Group & Skills group, supporting the key commitments made in the Offshore Wind Sector Deal Project/regional review of LMI and skills/labour gaps Internal development over the ‘Unifying Skills and Employment Framework’ and Diversity and Inclusion agenda	4.1
2	<b>Pillar 1</b> - Informal inspiration primary/secondary	Sustainable, high quality STEM programme (e.g. EEEGR partnership outreach, STEM HUB, STEM award; Developing Experts; STEM Ambassadors with international dimension; The Mason Trust - I Can Be A... careers support; Tomorrow Engineers Code etc.) Utilising existing Equinor programmes (e.g. Science Museum collaboration (Wonderlab); establishing a STEM platform with content)	4.1/4.3
3	<b>Pillar 2</b> - Introducing talent	Career events and skills programmes linked to attracting diverse talent from local/ regional educational establishments T level bursaries / work experience Coastal Internships/summer interns Formal partnerships with University of East Anglia (UEA) and University of Suffolk Support of Institute of Technology bids	4.1/4.3
4	<b>Pillar 3</b> - Early Career & Apprenticeships	Apprenticeship levy transfer to local SME linked to current/future supply chain linked to skills gap area (Project Management) with East Coast College (ECC) + International Graduate Training Programme (including rotations) Apprenticeships for new entrant cohorts Signposting and support for skills gap areas linked to local university specialisms e.g. UEA and University of Suffolk training linked to boosting training that will support the talent pipeline for Statutory Environmental Conservation Bodies (SECB’s) (OWIC, 2021b)	4.1/4.2/4.3
5	<b>Pillar 4</b> - Transition and Transfer	Armed Forces Covenant and associated Employer Recognition Schemes (Bronze - Gold Award) New Government Bootcamps (backed by NALEP) (NALEP, 2022d) Transition from Oil/Gas Women returners Mentoring	4.1/4.3

	Commitment Area	Description and examples of type of activity	Supply Chain Plan
6	<b>Pillar 5</b> - Continuous Professional Development	Internal Apprenticeships for targeted upskilling and development Equinor University	4.2/4.3
7	Local Regeneration	Explore collaborations with emerging projects like Gt. Yarmouth Borough Council/NALEP O&M campus Explore collaborations with Justice Service	4.1/4.2/4.3

## 10 Monitoring and Evaluation

57 The Applicant is committed to realising local economic benefits and the process and activities set out in this Outline Skills and Employment Strategy are central to enabling this.

58 Establishing quantified metrics to measure impact, chart progress and evaluate outcomes is imperative to being able to continuously improve and learn. The Applicant will establish appropriate evaluation methods and milestones early in the process of creating the Final Skills and Employment Strategy and Plan.

59 The detail of the monitoring plan will develop as the Applicant finalises commitments. It will also take account of the requirements and expectation of the BEIS Supply Chain Plan Questionnaire.

60 This information will be used as the basis of a periodic analysis of the overall estimated local economic impacts supported by the construction and operation of SEP and DEP. This will inform future developments in the region in respect of best practice and lessons learnt creating opportunities for further local economic benefit.

## 11 Stakeholders

61 The Applicant has an excellent working relationship with local education, skills and employment stakeholders as a consequence of its investment in the region through the operational SOW and DOW. It will continue to work with these stakeholders through the established fora such as:

- The Offshore Wind Industry Council Investment in Talent Group (and the Apprenticeship; Education; Diversity and Inclusion Subgroups).
- The new Regional East of England Offshore Wind Cluster – ‘East Wind’,
- Engaging with the various regional economic and business groups (such as the LEP Employment & Skills Board) or directly with individual organisations where this is required.

62 **Appendix 3** 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 projects progress.



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## APPENDICES

### APPENDIX 1: SCHOOLS & COMMUNITY DELIVERY SESSIONS

Schools and Community delivery sessions			
Date	Name	Phase / contact type	Topic
Bi-weekly	EEEEGR Skills 4 Energy Colleagues	Mentoring	Every other week – 2-way mentoring and collaboration
14 January 2022	Gresham Village Primary School	Primary	1 hr presentation and Q&A with Equinor engineer guest visit
28 January 2022	Edenham Primary School	Primary	1 hr presentation and Q&A with Guest visit by Equinor Colleague and EEEGR Colleague
22 February 2022	Sheringham and Woodfields special School	Special school	2 hrs face to face session developing questions to deliver to Sheringham Drop in on 10.3.22, in Partnership with EEEGR
25 February 2022	Gresham Village Primary School	Primary	2.5 hrs face to face, practical developing questions to send to Drop-in Session, in partnership with EEEGR
07 March 2022	Public Info Day (PID) Aylsham School visit	Secondary	Students attended PID, learnt about project, careers etc.
10 March 2022	UEA Select Careers Event	UNI	High profile UEA Uni organised career event 'Select' (interviews) - Interviewed 6 undergrads
10 March 2022	PID - Sheringham Woodfield visit	Special school	Students produced posters and questions which they shared with the different experts at the PID
10 March 2022	PID - Reepham High School visit	Secondary	Students attended PID, learnt about project, careers etc.
03 May 2022	Sheringham History Society	Community	Community Group with Skills/Careers dimension
13 May 2022	Community Group support/advice	Charity	The Boys Network (disadvantaged young people).
07 June 2022	Volunteer	D&I chat	To explore how to support SME and EEEGR with D&I.
14 June 2022	Kelling Primary School with EEEGR	Primary	Deliver session in partnership with EEEGR, skills for Energy



<b>Schools and Community delivery sessions</b>			
<b>Date</b>	<b>Name</b>	<b>Phase / contact type</b>	<b>Topic</b>
23 June 2022	EEEGR Young Energisers Programme	Secondary	Sponsor International Women in Engineering Day Programme. Female Equinor engineer guest
28 June 2022	East Norfolk 6 <sup>th</sup> Form	Secondary	Employers Business Breakfast focused on T levels
29-30 June 2022	Royal Norfolk Show Jubilee event sponsorship	Community	Royal Salute enabling participation of over 1000 children over 2 days
4 July 2022	Sheringham High, Alderman Peel High, Hellesdon High	Secondary	Lego League competition final (sponsored by Dudgeon Community Fund)
7 July 2022	East Coast College	Business	Apprenticeship Levy Transfer launch workshop
Over above period	Career chats 7 Males and 4 females	Career Chat	Informal discussions to support Career development
January '22 to end July '22	113 Adults/undergraduates and 250 children/students		



## APPENDIX 2: CASE STUDY OF SHERINGHAM SHOAL AND DUDGEON COMMUNITY FUND (SKILLS FOCUS)

Case Study: Investment in Skills and Education through the Existing Sheringham Shoal and Dudgeon Offshore Wind Farms	
<p><b>2013</b> - Bursary Scheme created for young people from lower income families in Norfolk to study engineering at one of four Norfolk colleges with support of funding from Sheringham Shoal Fund. College of West Anglia in Kings Lynn East Coast College in Gt. Yarmouth City College in Norwich University Technical College Norfolk (from 2019)</p>	<p>£10,000 per year for 20 students (£500 each) to study BTEC Diploma/L3 Engineering Apprenticeships. Since 2017: Level 3 Mechanical Engineering (10) Level 3 Apprenticeship in in Engineering Technician (2) Level 3 Operations and Maintenance Engineering (2) From 2022: the following new T levels have been added: T level Electrotechnical Engineering L3 T level Maintenance Engineering Technologies Mechatronic L3 T level Maintenance Engineering Technologies, Mechanical L3 Additional – Qualification not specifically noted (since 2017) = 38. From 2022, 'T' levels (L3) in Electrotechnical Engineering and Maintenance Engineering Technologies have been added.</p>
<p><b>2018</b> - First grants associated with the Dudgeon STEM Programme were awarded.</p>	<p>include: 6 STEM Design School projects Key Stage 3 pupils (11–14-year-olds) and their parents/carers at Neatherd High School in Dereham. 6 interactive Renewable Energy Days to 6 schools in Great Yarmouth and Breckland (Year 9-11 students) delivered by the Mason Trust Greenpower working with 10 secondary schools in Great Yarmouth, North Norfolk and Breckland. Pupils designed, built, and raced a single seat electric car, competing in the inter-school challenge at Scottow Enterprise Park. Programme of robotics development delivered by Sheringham High School towards an international robotics competition in Tallinn, Estonia. A STEM Coordination Hub in the Great Yarmouth, North Norfolk and Breckland districts of Norfolk.</p>
<p><b>2019</b> - Grant funding continued for the projects being delivered by Neatherd High School, Sheringham High School and the STEM Coordination Hub.</p>	<p>5 grants awarded in June 2019 for: Pop-up Sciences Centres provided by Cambridge Science Centre in two secondary schools in each of the Great Yarmouth, North Norfolk and Breckland districts of Norfolk. Initiative to highlight careers and their role models within the STEM sector (by Cromer Academy Trust), aiming to inspire students to consider the career opportunities offered by this sector in Norfolk. 3 practical workshops delivered by East Norfolk Sixth Form College across school years 7 -11 in chemistry, programming/coding and electronic engineering to high schools in Great Yarmouth. Series of four STEM workshops to year 9 and 10 students in 10 schools in the Great Yarmouth, North Norfolk and Breckland districts of Norfolk – delivered by the science education charity Teacher Scientist Network.</p>

Case Study: Investment in Skills and Education through the Existing Sheringham Shoal and Dudgeon Offshore Wind Farms	
	Delivery of a project using model wind turbine kits to explore the science behind sustainable energy generation. Delivered by V3 Power – an organisation which promotes DIY sustainable energy technologies through education.
<b>2021</b> - Dudgeon Community Fund grant	The full grant of £100,000 was donated to Every Child Online programme launched by Norfolk County Council and the Norfolk Community Foundation to ensure devices were made available to those who needed them most.
<b>2022</b> - New grants agreed to: Dereham Neatherd High School, East Coast College, East Norfolk Sixth Form College, East of England Energy Group, Great Yarmouth Charter Academy, Northgate High School and Sheringham High School.	At time of writing grant contracts are being formalised for all activities including: an in-school engineering hub; engineering and medical imaging project; a British Science Week programme, a robotics competition and a carbon literacy project:

### APPENDIX 3: WORKING WITH STAKEHOLDERS

Public and Private Sector Organisations relevant to the Skills and Employability Strategy.	
Government	BEIS, DfE and Key MP's in the Region
Primary Public Sector Partners	Relevant LEP areas: NALEP
	'Hosting' Local Authority: Norfolk County Council
	'Hosting District Councils: North Norfolk District Council, Broadland District Council, South Norfolk Council and Great Yarmouth Borough Council)
Education and Training Providers	Higher Education Institutions (e.g. University of East Anglia and Productivity East, University of Suffolk, NAAME's Talent Sharing Platform) (Naame, 2022)
	Further Education Colleges (e.g., East Coast College and the Energy Skills Centre; University Technical College Norfolk (UTCN), City College Norwich, Easton College, College of West Anglia, East Norfolk 6th Form, West Suffolk College).
	Paying special attention to emerging partnerships like the proposed Great Yarmouth University Learning Centre and the proposed new NALEP funded Operations and Maintenance Campus (NALEP, 2022e).
	Private Training Providers (e.g. CWind Training, Petans, etc.)
	Industry Training Associations (e.g. GWO, ECITB, IMCA, STCW, OPITO)
Industry and Business Groups	RenewableUK
	EEEEGR Skills for Energy
	Peel Ports and Associated British Ports
	East of England Offshore Wind Cluster 'East Wind'
	Chambers of Commerce (Norfolk and Suffolk)
	Department for Work and Pensions
	CTP (MOD Career Transition Partnership)



## APPENDIX 4: SKILLS & EMPLOYMENT RELATED POLICY AND STRATEGY DOCUMENTS

Skills & employment related commitments by Government/ Industry / Region	
Document	Commitment/ambition in strategy
Offshore Wind Sector Deal (2019) (BEIS, 2019)	Provide forward visibility of future CfD rounds with support of up to £557 million – pg. 15
	Increasing UK Content to 60% of value associated with offshore wind farm activity by 2030 – pg. 17
	£250 million industry investment in building a stronger UK supply chain to support productivity and increase competitiveness – pg. 30
	Increasing exports fivefold to £2.6 billion by 2030 – pg. 30
OWIC Investment in Talent (part of Sector Deal) (OWIC, 2021a)	Increasing the representation of women in the offshore wind workforce to at least a third by 2030. And increasing the proportion of black, Asian and minority workers from 5% to 9% in 2030 (with an ambition of 12%).
	To reach a target of 2.5% of the employed workforce as Apprentices.
	Working with government to coordinate local efforts to prepare for the introduction of T levels and equivalent higher-level technical levels, including informing and signposting opportunities, supporting the work of local communication activity and working with key partners to encourage high quality work placements.
	The sector continues to work with education institutions for post 16 year-olds to support development of Institutes of Technology to develop a sector-wide standardised curriculum.
British Energy Security Strategy 2022 (BEIS, 2022).	Up to 50GW of offshore wind by 2030, including up to 5GW floating wind – pg. 16
	Over 50% of renewable generation capacity will be wind by 2030 – pg. 16
	63 Cut process time for offshore wind by over half by: - pg. 17
	Reducing consent time from up to 4 years down to 1 year
	Strengthening the Renewable National Policy Statements to reflect the importance of energy security and net zero
Making environmental considerations at a more strategic level, allowing us to speed up the process while improving the marine environment	
Introducing strategic compensation environmental measures, including for projects already in the system, to offset environmental effects and reduce delays to projects	
Reviewing the way in which the Habitats Regulations Assessments are carried out for all projects making applications from late 2023 to maintain valued protection for wildlife, whilst reducing reams of paperwork.	
Implementing a new Offshore Wind Environmental Improvement Package including an industry-funded Marine Recovery Fund and nature-based design standards to accelerate deployment whilst enhancing the marine environment.	
Working with the Offshore Wind Acceleration Task Force; a group of industry experts brought together to work with Government, Ofgem and National Grid on further cutting the timeline.	
Establishing a fast-track consenting route for priority cases where quality standards are met, by amending Planning Act 2008 so that the relevant Secretary of State can set shorter examination timescales.	
Ensure the UK remains a world leader in offshore wind by: - pg. 17	

Skills & employment related commitments by Government/ Industry / Region	
Document	Commitment/ambition in strategy
	<p>Offering clear investable signals through annual auctions, with the next round a year earlier in March 2023, helping to keep costs down through competition. Consulting on changes to the 2024 CfD auction, Allocation Round 6, that incentivise renewables to locate and operate in a way that minimises overall system costs. Aiming to bring forward up to 5GW of floating offshore wind by 2030, which opens up some of the windiest spots. This is backed by investing up to £160 million in ports and supply chains and £31 million in Research &amp; Development (R&amp;D) funding.</p>
	<p>Onshore wind: - pg. 18 Include onshore wind in the latest CfD round and future rounds Consult on developing local partnerships with a limited number of supportive communities who wish to host new onshore wind infrastructure in return for benefits.</p>
	<p>Solar: - pg. 19 Consult on amending planning rules to strengthen policy in favour of development on non-protected land. Support solar that is co-located with other functions to maximise land use efficiency. Include solar in latest CfD round and future rounds.</p>
Net Zero Strategy: Build Back Greener October 2021 (BEIS, 2021)	Power the UK entirely by clean electricity by 2035, subject to security of supply. – pg. 19
	£380m overall funding for offshore wind sector (for the 40GW and 1GW floating goal), investing in supply chains, infrastructure, and early-coordination of offshore transmission networks. – pg. 94
	Advancing offshore wind: - pg. 30 £160m into modern ports and manufacturing infrastructure Review into Offshore Transmission Network Green Finance and Innovation: - pg. 33 £68m across two competition streams for Longer Duration Energy Storage Demonstration Issued £10bn Sovereign Green Bond to raise money for projects such as offshore wind. Launched the Green Jobs Taskforce.
	Increase government investment in R&D to £22bn (2.4% of GDP by 2027). – pg. 206
	Use the UK Infrastructure Bank (UKI) to crowd in private finance, support more than £40bn of investment and pull through low carbon technologies and sectors to maturity and scale. – pg. 216
	Continue to issue green gilts, following success of Sovereign Green Bond, which aims to raise at least £15bn this financial year. – pg. 216
	Publish sector and supply chain development plans for key low carbon sectors and work with business to encourage investment in green skills and industries in the UK. – pg. 216
	Publish a UK Critical Minerals strategy, setting out our approach to securing technology-critical minerals and metals. – pg. 216
	Support the development of a skilled, competitive supply chain for key green industries in the UK. – pg. 216
	Reform the skills system so that training providers, employers and learners are incentivised and equipped to play their part in delivering the transition to net zero. – pg. 216



Skills & employment related commitments by Government/ Industry / Region	
Document	Commitment/ambition in strategy
	<p>Deliver a Lifetime Skills Guarantee and grow key post-16 training programmes (such as apprenticeships, Skills Bootcamps and T levels). – pg. 216</p> <p>Introduce a sustainability and climate change strategy for education and children’s services. – pg. 216</p>
Build Back Better – our plan for Growth March 2021 (HM Treasury, 2021)	<p>Skills: - pg. 13</p> <p>Support productivity growth through high-quality skills and training: transforming Further Education through additional investment and reforming technical education to align the post16 technical education system with employer demand.</p> <p>Introduce the Lifetime Skills Guarantee to enable lifelong learning through free fully funded Level 3 courses, rolling out employer-led skills bootcamps, and introducing the Lifelong Loan Entitlement.</p> <p>Continue to focus on the quality of apprenticeships and take steps to improve the apprenticeship system for employers, through enabling the transfer of unspent levy funds and allowing employers to front load apprenticeship training.</p> <p>Invest in net zero to create new opportunities for economic growth and jobs across the country, including supporting up to 60,000 jobs in the offshore wind sector. – pg. 14</p> <p>Regenerate struggling towns in all parts of the UK via the UK Shared Prosperity Fund and the UK-wide Levelling Up Fund. – pg. 14</p> <p>Plan for jobs: Introducing the £2 billion Kickstart scheme, which will provide young people at risk of long-term unemployment with fully subsidised jobs to give them experience and skills. Introducing the £2.9 billion Restart programme, which will provide regular, personalised support for those on Universal Credit who have been searching for work for over a year</p>
HM Government - Levelling up in the UK White Paper (2022) (DLUHC, 2022)	<p>Talent is spread equally across our country, opportunity is not. Levelling up is the governments mission to challenge, and change, that unfairness.</p> <p>Transform places and boost local growth: strong innovation and a climate conducive to private sector investment, better skills, improved transport systems, greater access to culture, stronger pride in place, deeper trust, greater safety and more resilient institutions. - pg. 3</p> <p>Levelling up require: – pg. 3</p> <p>Boosting productivity, pay, jobs and living standards by growing private sector, especially in those places where they are lagging.</p> <p>spread opportunities and improve public services, especially in those places where they are weakest;</p> <p>restore a sense of community, local pride and belonging, especially in those places where they have been lost;</p> <p>empower local leaders and communities, especially in those places lacking local agency.</p> <p>By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas. – pg. 7</p>



Skills & employment related commitments by Government/ Industry / Region	
Document	Commitment/ambition in strategy
	<p>The UK Government will create a new regime to oversee its levelling up missions, establishing a statutory duty to publish an annual report analysing progress and a new external Levelling Up Advisory Council. – pg.8</p> <p>A series of new Research and Development (R&amp;D) investments will strengthen our science base across the country. The increase in public R&amp;D investment to £20bn by 2024-25 and the target for total UK R&amp;D investment to reach 2.4% of GDP by 2027 must see every region of the UK experience an uplift in investment – pg.9</p> <p>Local Skills Improvement Plans, together with supporting funding, will be set up across England to set out the key changes needed in a place to make technical skills training more responsive to skills needs. Nine new Institutes of Technology with strong employer links will be established in England, helping to boost higher technical skills in STEM subjects. – pg.12</p>
Norfolk & Suffolk Economic Strategy (NALEP, 2022a)	Support businesses to capitalise on the opportunities and become net zero, pursuing a circular economy. – pg. 12
	Create a skilled workforce fit for the future to support a zero-carbon economy. pg. 12
New Anglia Local Enterprise Partnership – Skills Advisory Panel’s Local Skills Report (NALEP, 2022c)	The Skills Deal Programme has £2m of funding (national and local funds) to stimulate the development of innovative employer-led training in the region. – pg. 26
	The Town’s Fund includes around £120m of funding for towns and cities in East Anglia to transform their area’s prospects, focusing on transport, broadband connectivity, skills and culture. – pg. 27
	Skills Capital Projects, e.g. - pg. 32 £7m invested in STEM Innovation Campus project with West Suffolk College. Acquisition and refurbishment of premises to enable growth of apprenticeships. Aims to train 266 people by 2022-23. £6.1m invested in the “Digi-Tech Factory” at City College Norwich to build facilities to support the full range of digital industries. Aims to train 477 people by 2023-24.
	Develop a higher-level version of the Skills Support for the Workforce programme with an accompanying campaign to raise the profile around targeted training leading to greater productivity and business resilience.
	Series of campaigns raising awareness of training and mentorship, including Adult Learning and apprenticeships for all ages. Highlighting transferable skills will be important here and at this time.
	Highlighting a suite of activity programmes across Norfolk and Suffolk that aim to give young people confidence and resilience, targeting disadvantaged young people in particular.
	Carry out research into why there is still a basic skills issue in the region and develop a promotion campaign to break down the barriers with English, Maths and Digital skills development.

