

Gate Burton Energy Park Environmental Statement

Outline Skills, Supply Chain and Employment Plan
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Executive Summary

Purpose

This Outline Skills, Supply Chain and Employment Plan ('OSSCEP') has been prepared to accompany the Application for a Development Consent Order for the Gate Burton Energy Park ('the Scheme'). Its purpose is to maximise and pro-actively expand the economic benefits of the Scheme for the local community.

The OSSCEP sets out the likely economic benefits of the Scheme, and the context and characteristics of the local community and economy in which it is located. It then identifies potential opportunities for activities relating to Skills, Supply Chain and Employment (SSCE) which the Applicant could take forward post-consent. These activities will help local individuals and businesses access the SSCE benefits associated with the Scheme. The OSSCEP identifies means for publicising SSCE opportunities and for joint working with key partners going forward. It also provides a framework for future delivery.

Economic Benefits of the Scheme

The Scheme spans and one site which is connect to the Cottam National Grid Substation. The 24 to 36-month construction period is expected to create 363 net construction jobs per annum during the construction period (up to 400 at peak periods), of which 207 could be taken by residents living within a 60-minute drive time study area. A large variety of roles and skills will be required, including skilled electrical engineers and PV panel assemblers as well as landscape installation workers. The main equipment requirements of the Scheme are electrical, civils and landscaping related.

Local Community Profile

The characteristics of the workforce and economy were examined in order to set the context for the OSSCEP. A study area has been defined based on a 60-minute drive time study area that constitutes the relevant labour market for the Scheme.

The Study Area has an economic activity rate slightly below that of the East Midlands and England, although the unemployment rate is similar across all three scales. Four of West Lindsey's Lower Super Output Areas (LSOAs) and five of Bassetlaw's LSOAs are within the top 10% most deprived in England. A slightly higher proportion of the workforce is employed in the construction sector in the Study Area, compared to regional and national levels. The mining, quarrying and utilities broad industrial group (which includes employment from the generation of energy) is one of the least prominent sectors across the Study Area in terms of employment, although this is comparable to regional and national levels.

Economic Policy and Strategy Context

Planning policies and economic development strategies relevant to the Scheme at national, regional, and local levels have been reviewed.

National Policy, including the National Policy Statement and Draft National Policy Statements for Energy, Renewable Energy Infrastructure and Electricity Networks Infrastructure, state that Applicants should consider job creation, the necessary skills associated with employment opportunities and supply chains in their applications.

The Greater Lincolnshire Local Enterprise Partnership (LEP) aims to strengthen the local low cost, low carbon energy industry, generating jobs, upskilling local people and supporting local supply chains.

The relevant Local Plans (including the Central Lincolnshire Local Plan, West Lindsey District Council Corporate Plan and Bassetlaw Local Plan) identify renewable energy as a target sector to generate economic growth and promote high-quality and diverse job opportunities for the local workforce. The relevant Neighbourhood Plans (including the Tresswell and Cottam Neighbourhood Plan and Rampton and Woodbeck Neighbourhood Plan) for the area stress the need for developments to support improved sustainability and promote and enhance skills and training for local people which supports diversification and increased economic growth.

The provision of an OSSCEP is therefore in accordance with planning policy and supports the achievement of aims which the relevant Local Plans identify relating to SSCE.

Opportunities

Seven potential opportunities or work areas, across each of SSCE, have been identified that the Applicant could take forward.

Skills Opportunities

Opportunity 1 – Apprenticeships

The Applicant will consider a programme to promote apprenticeships during the various phases of the Scheme. The Applicant will engage with key stakeholders, including local apprenticeship providers such as Gainsborough College and the University of Lincoln in the area. Potential local partners of relevance are identified in the OSSCEP.

Opportunity 2 – Other Workforce Training

The Applicant will also consider other interventions to support the training of employees and workers on the Scheme. This will include identifying gaps in the skills required to deliver the Scheme and supporting employees in gaining the relevant vocational qualifications to fill these gaps.

Opportunity 3 – STEM Education and Careers

The Applicant will investigate the potential for a programme of activities which promote science, technology, engineering, and mathematics ('STEM') education and careers. This will be targeted at primary school pupils, secondary school pupils, college students and / or other young people in the area.

Employment Opportunities

Opportunity 4 – Local Recruitment

The Applicant will investigate measures to promote take up of jobs generated by the Scheme by local people. The starting point will be engagement with Local Authorities and Job Centre Plus, in order to tap into existing local employment support networks.

Opportunity 5 – Maximising Diversity of the Workforce

The Applicant will introduce initiatives to maximise the diversity of the workforce. This measure will relate to a variety of demographic or disadvantaged groups. The most appropriate target group(s) could be identified through consultation and research post-consent of the DCO.

Supply Chain Opportunities

Opportunity 6 - Business Networking and Support

The Applicant will work with local partners to communicate opportunities for purchasing and contracts arising from the Scheme to local businesses. This will include building on existing relationships with the Doncaster Chamber of Commerce, East Midlands Chamber of Commerce, Hull and Humber Chamber of Commerce, Lincolnshire Chamber of Commerce, and the Federation of Small Businesses, as well as identifying other potential partners including the Local Authorities.

Opportunity 7 – Procurement Strategy

The procurement strategy for the Scheme will also be shaped to maximise opportunities to local businesses through the publication of contracting opportunities, supplier information days and engagement with local partners (such as the Lincolnshire Chamber of Commerce). Part of this will include working with local partners (such as chambers of commerce) to organise and hold “meet the buyer” events in order that local suppliers can offer goods and services to the Applicant.

Delivery

Potential delivery arrangements for the OSSCEP are set out. These include the identification of key partners, a timeline for development of a full SSCE plan and its implementation post-consent.

The SSCE work programme will be driven forward by a SSCE Function lead and overseen and governed by a steering group which could include senior members of the Applicant’s management team. Engagement with external partners and stakeholders will be consider, as appropriate, allowing the Applicant to benefit from their detailed local knowledge and experience.

Monitoring

It is important that the Applicant’s SSCE activities can be effectively monitored and measured. Potential methods for performance monitoring are set out, including some illustrative outputs and outcomes which would indicate if the objectives and aims of the OSSCEP are being achieved.

A monitoring and reporting plan will be developed as part of the full SSCE plan.

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1. Introduction

1.1 Purpose of this Report

- 1.1.1 Gate Burton Energy Park ('the Scheme') will generate substantial economic benefits including new jobs and expenditure, as established in **Section 12.10** of **Chapter 12: Socio-economics and Land Use** of the Environmental Statement (ES) [EN010131/APP/3.1]. The Applicant aims to maximise and pro-actively expand these benefits for the local community.
- 1.1.2 This Outline Skills, Supply Chain and Employment Plan ('OSSCEP') is an important early step in achieving this goal. It sets out the likely economic benefits of the Scheme, and the context and characteristics of the local community and economy in which it is located. It describes the initial work which has been undertaken by the Applicant to identify the potential workers, skills, equipment, and services required to deliver the Scheme, and to engage with relevant stakeholders. This OSSCEP has taken into consideration relevant comments collected during pre-application consultation.
- 1.1.3 The OSSCEP identifies potential opportunities for activities relating to Skills, Supply Chain and Employment (SSCE) which the Applicant could take forward post-consent. These activities will help local individuals and businesses access the SSCE benefits associated with the Scheme.
- 1.1.4 The OSSCEP identifies means for publicising SSCE opportunities and for joint working with key partners going forward. It also provides a framework for future delivery.
- 1.1.5 The Applicant proposes three main areas of focus to ensure that the potential benefits of the OSSCEP are realised:
- Provide information and communication – ensuring effective communication with all stakeholders. The aim of this activity will be to make sure that businesses and public sector agencies have time to understand and plan for the supply chain and skills opportunities associated with the Scheme;
 - Understand intervention needs – working with local stakeholders to assess whether there is a case for targeted actions to develop supply chain or labour market capability; and
 - Deliver other supportive activities – identify other opportunities where construction and operation could be configured to help maximise potential for local economic benefits.
- 1.1.6 This document is an outline plan that will help develop into a more detailed SSCE plan, which will be secured through a requirement included in the DCO for the Scheme. The SSCE plan will be subject to approval by the relevant planning authorities.

- 1.1.7 **ES Volume 1, Chapter 12: Socio-economics and Land Use** of the Environmental Statement [EN010131/APP/3.1] identifies no relevant adverse effects of the Scheme. Therefore, this OSSCEP does not represent mitigation of any such effects, but rather a plan to help maximise the positive gain for the local community.

1.2 The Scheme

- 1.2.1 The Scheme is a new solar energy park proposal that would deliver electricity to the national electricity transmission network. Gate Burton Energy Park Limited, as the promoter of the Scheme and the Applicant for the DCO, is proposing to install ground mounted solar photovoltaic (PV) panel arrays to generate electric energy from the sun and a Battery Energy Storage Station (BESS). Both the PV panel arrays and BESS will connect to Cottam National Grid Substation in Nottinghamshire.
- 1.2.2 Electricity will be generated on site through ground mounted solar PV panel arrays, supporting electrical infrastructure and proposed BESS.
- 1.2.3 Supporting electrical infrastructure will include an onsite substation and on-site cabling between the different electrical elements across the Scheme.
- 1.2.4 A security fence will enclose the operational areas of the Solar and Energy Storage Park. The fence will be similar to a deer fence or other mesh security fencing, approximately 2.5m to 3m in height. Pole mounted internal facing closed circuit television (CCTV) systems will be deployed around the perimeter of the operational areas of the Site. It is anticipated that these would be 5m high. CCTV cameras would be aligned to face internally and along the fence.
- 1.2.5 If outdoor transformers are used, they will be surrounded by a secure wire mesh fence. This fence is likely to be 1.8 to 2.5m in height.
- 1.2.6 Lighting sensors for security purposes will be deployed around the electrical infrastructure and potentially at other pieces of critical infrastructure. No areas are proposed to be continuously lit. It is anticipated that the lighting will be controlled via infrared.
- 1.2.7 The Substation will also be fenced. This will be metal palisade fencing, approximately 2.5m in height.
- 1.2.8 Visual, ecological and archaeological mitigation is proposed which includes grassland planting and tree planting; retention of existing woodland, wetlands and other vegetation; and offsetting areas where there will be no development.
- 1.2.9 The proposed BESS will consist of a compound and battery array to allow for the importation, storage and exportation of energy to the National Grid.
- 1.2.10 The Scheme will be connected to the Cottam National Grid Substation, using 400 kilovolt (kV) cables buried underground.
- 1.2.11 The indicative timescales for the construction and operation of the Scheme that have been assumed for the purposes of the Environmental Impact Assessment are as follows:

- It is currently anticipated that (subject to the necessary consents being granted) construction work will commence, at the earliest, in 2025 and will run for a minimum of 24 months. This assumes the Scheme is built in a single phase;
- It is currently anticipated that the earliest the Scheme will commence commercial operation will be from 2028. Depending on the final construction programme and commencement of construction, operation may overlap with the construction. It is possible that, once the grid connection has been constructed and parts of the Scheme have been connected to the National Grid, these areas could begin operation while other parts are still being constructed and connected; and
- The operational life of the Scheme has been assessed to be a minimum of 60 years and decommissioning is therefore estimated to be no earlier than 2088. Some parts of the Scheme may be decommissioned earlier if the landowner requires it. Decommissioning is expected to take between 24 and 48 months and will be undertaken in phases.

1.2.12 The Scheme is located within the administrative areas of: Bassetlaw District Council, West Lindsey District Council, Lincolnshire and Nottinghamshire County Councils.

1.3 Structure of this Document

1.3.1 The remainder of this document is structured as follows:

- Section 2 summarises the scale and nature of likely economic effects of the Scheme, which OSSCEP aims to maximise. The key impacts comprise jobs generated during the construction, operation and decommissioning phase, and spending on goods and services.
- Section 3 summarises the aims of local planning policy and economic development strategy with regard to jobs, skills and economic development.
- Section 4 presents a profile of the local population, workforce and economy, in order to understand how a SSCE plan can best meet local needs and maximise economic benefits of the Scheme for the local community.
- Section 5 presents a long-list of potential opportunities for the Scheme relating to SSCE. Within each opportunity or area of work, a number of activities are described which could be developed in more detail and pursued post-consent.
- Section 6 proposes a broad approach to developing and delivering the OSSCEP post-consent, including a potential organisational structure and

partnerships. An indicative timeline for SSCE plan development and implementation is also set out.

- Section 7 describes elements of a potential monitoring framework, including potential target outputs and outcomes.

2. Summary of Economic Benefits

2.1 Introduction

2.1.1 This section summarises the scale of employment and GVA benefits that may arise from delivery of the Scheme. It also summarises the type of jobs, skills, equipment, and materials required for the delivery of the Scheme.

2.2 Summary of Employment and GVA Benefits

2.2.1 The employment and GVA benefits associated with the construction, operation and decommissioning of the Scheme are summarised in the sections below. Full details are available in **Chapter 12: Socio-economics and Land Use** of the Environmental Statement [EN010131/APP/3.1].

Study Area

2.2.2 The Study Area for assessment of economic impacts has been defined in accordance with Homes England's 'Additionality Guide, A Standard Approach to Assessing the Additional Impacts of Projects, 4th Edition' (the 'HCA Additionality Guide') (Ref. 1).

2.2.3 The potential economic impacts arising from the Scheme (e.g. employment) are considered relative to a 60 minute drive time study area. This represents the principal labour market catchment area for the Scheme, particularly given the absence of a functional economic market area within local policy. A 60-minute drive time study area incorporates the population that may reasonably be expected to travel to, and benefit from economic impacts arising from the Scheme and constitutes the relevant labour market for the Scheme.

Construction (estimated 2025 to 2027-2028)

Employment

2.2.4 The Applicant estimates that the Scheme will require an average of 323 Full-Time Equivalent (FTE) construction jobs on-site per day during this construction period. This is based on activities required and will fluctuate during the period, therefore being both higher and lower than average at times, with a peak of 400 construction workers.

2.2.5 Leakage effects are the benefits to those outside the Study Area, defined as a 60-minute travel area. It is estimated that 57% of construction staff could be sourced from the Study Area based on Travel to Work Data. This will be subject to labour availability and take-up at the time of construction; however, it is considered to be a reasonable assumption on which to base this assessment. As such, 43% of staff would be likely to reside outside of the Study Area. It should be noted that a large proportion of the jobs taken up by people living outside the area will likely be in more specialised solar PV professions, owing to the scarcity of such resources within localised areas compared with less skilled professions.

- 2.2.6 An adjustment of 43% has therefore been applied to the estimated 323 gross direct construction jobs on-site on average during the construction period to estimate the jobs created within the target area. On this basis, it is estimated that the Scheme will create 184 FTE jobs per annum for residents within the Study Area during the construction period see (Table 1). Based on the HCA Additionality Guide, a displacement factor of 25% is also applied. This is to account for construction workers moving between projects when faced with delays or deadlines. Applying this level of displacement to the total gross direct employment figure results in a total net direct employment figure of 242 FTE jobs per annum during the construction period (see Table 1).
- 2.2.7 Based on the HCA Additionality Guide’s ‘ready reckoner’ composite multipliers (the combined effect of indirect and induced multipliers), a medium multiplier effect of 1.5 has been considered appropriate. Applying the 1.5 multiplier to the total net direct employment figure of 242 workers results in net indirect and induced employment of 121 jobs per annum during the construction period. Table 1 presents the temporary annual construction employment generated by the Scheme accounting for leakage, displacement, and multiplier effects. The Scheme will support, on average, 363 total net jobs per annum during the construction period. Of these, 207 jobs per annum will be expected to be taken-up by residents within the Study Area.

Table 1 Net additional construction employment per annum from the Scheme

Employment Sector	60 min travel Study Area	Outside Study Area	Total
Gross Direct Employment	184	139	323
Displacement	-46	-35	-81
Net Direct Employment	138	104	242
Indirect & Induced Employment	69	52	121
Total Net Employment ¹	207	156	363

Source: AECOM Calculations 2022. Please note that figures have been rounded to the nearest whole number

- 2.2.8 The impact of construction employment generation on the local economy has been assessed within the Environmental Statement as temporary low beneficial, which results in a medium-term temporary **minor beneficial** effect. This is **not considered significant**.

Gross Value Added (GVA)

- 2.2.9 The average GVA per construction worker across West Lindsey and Bassetlaw is estimated to be £63,529 per worker. Applying this figure to the total construction workers generated by the Scheme, it is estimated the construction phase will contribute £23.1 million to the economy, of which £13.1 million would likely be within the 60-minute travel Study Area; as shown in Table 2.

¹ Sum of Net Direct Employment and Indirect & Induced Employment

Table 2 GVA per annum from the Scheme

	60 min travel Study Area	Outside Study Area	Total
GVA during the construction phase (£)	13,144,871	9,916,306	23,061,176

Source: AECOM Calculations 2022

2.2.10 The impact of GVA generation from the construction phase on the local economy has been assessed in the Environmental Statement as medium-term temporary medium beneficial, which results in a **temporary moderate beneficial** effect. This is considered **significant**.

Operation (estimated 2028-2088)

2.2.11 It is anticipated that there will be a gross number of 14 FTE jobs generated by the Scheme once operational.

2.2.12 Assuming a leakage of 43% outside the Study Area, displacement of 25% and a 1.5 multiplier, it is estimated that the Scheme will result in a net creation of an estimated 14 jobs, of which at least 7 are within the Study Area.

2.2.13 This calculation must also consider 'existing employment'. This refers to outcomes which would have occurred without intervention. It is estimated that there are 1.5 existing jobs in the DCO site related to agricultural activities which would be lost. Therefore, the 'existing employment' has been assessed as up to 2 t jobs lost.

2.2.14 The net employment during operation, reflecting the above assumptions, is summarised in Table 3.

Table 3 Total net employment during operation of the Scheme

	60 min travel Study Area	Outside Study Area	Total
Gross Direct Employment	7	7	14
Displacement	-2	-2	-4
Net Direct Employment	5	5	10
Indirect & Induced Employment	2.5	2.5	5
Existing Employment	-1	-1	-2
Total Net Employment ²	6.5	6.5	13

Source: AECOM Calculations 2022. Note that figures have been rounded to the nearest whole number.

2.2.15 It should be noted that the actual number of jobs generated by the Scheme may be greater than those represented in Table 3 as part-time staff will be created to perform maintenance and engineering works from time to time to ensure the Scheme is operational over its operational life.

² Sum of Net Direct Employment and Indirect & Induced Employment minus Existing Employment.

2.2.16 The impact of operational employment generation on the local economy has been assessed in the Environmental Statement as permanent, very low beneficial. This results in a permanent **negligible** effect, which is not considered significant.

Decommissioning (estimated 2088 to 2089-2090)

2.2.17 It is estimated that the number of workers needed during the decommissioning phase will be the same as during construction, with an average of 323 gross FTE jobs will be generated on-site per day during this decommissioning period.

2.2.18 Table 4 summarises the temporary employment generated by the Scheme during decommissioning, accounting for leakage, displacement, and multiplier effects as identified in the above section describing construction period employment.

Table 4 Net Additional Decommissioning Employment per annum from the Scheme

	60 min travel Study Area	Outside Study Area	Total
Gross Direct Employment	184	139	323
Displacement	-46	-35	-82
Net Direct Employment	138	104	242
Indirect & Induced Employment	69	52	121
Total Net Employment ³	207	156	363

Source: AECOM Calculations 2022. Note that figures have been rounded to the nearest whole number.

2.2.19 The impact of decommissioning employment generation on the local economy has been assessed in the Environmental Statement as temporary medium beneficial, which results in a medium-term temporary minor beneficial effect. This is not considered significant.

2.2.20 It can be expected that if the Scheme is shut down and all infrastructure is removed, the employment required to carry out maintenance activities (14 jobs) will no longer be generated at this point. As the Scheme is assumed to revert back to agricultural land after decommissioning, it is likely that the existing 2 jobs related to agricultural activities would be generated again.

2.2.21 The impact of employment loss in the local economy during the decommissioning phase during the long-term has been assessed as permanent very low adverse. This results in a permanent **negligible** effect, which is not considered significant.

³ Sum of Net Direct Employment and Indirect & Induced Employment minus Existing Employment.

2.3 Summary of Jobs and Skills Requirements

2.3.1 The Applicant has identified the potential types of jobs and skills likely to be required during the construction and operation phases of the Scheme. This information is summarised in Table 5.

Table 5 Potential Jobs and Skills to be required during Construction and Operation of the Scheme

Phase	Job Name	Job Description	Skills
Construction	Civil Workers	Preparation of the Site. Work includes: The removal and storage of topsoil and levelling of the land as required; Preparation and build of any access roads, internal to the site and for access onto and away from the site; The digging of trenches for wiring; and Preparation for and laying foundations for the PV panels, on-site substation and BESS.	Use of machinery, such as dump trucks, diggers and compactors.
	Labourers	Labour to place wiring and ducting in the trenches and to transport materials as required around the Site.	Use of machinery, place wiring and ducting and transport materials
	Building Construction	Labour to build the storage sheds.	Relevant construction qualifications required.
	Racking Structure Assembler	Manage a ramming machine to create the solar structure and assemble the associated structures.	Skilled workers required to control the ramming machines. Less skilled workers required to assemble other components of the structures.
	Panel Assembler	Individuals to manage the process of mounting the solar modules onto the structures.	Knowledge of electromechanics tools required.
	Low Voltage (LV) Electrical Engineers	Connecting the panels with inverters and PV panels.	Skills for LV wiring and installation of equipment required.

Phase	Job Name	Job Description	Skills
	Medium Voltage (MV) Electrical Engineers	Connecting the PV panels with the on-site substation.	Skills for MV wiring and installation of equipment required.
	High Voltage (HV) Electrical Engineers	Connecting the on-site substation and transformers with the transmission network.	Skills for HV wiring and installation of equipment required.
	Security Guards	Protecting the site during the construction process.	Protect the security of the site during construction.
	CCTV Workers	Setting up the security system.	Installation of CCTV system and equipment.
	Fencing Installation Workers	Installation of the perimeter fencing including any gates for access.	Installation of fencing.
	Landscape Installation Workers	Installation of all landscaping such as planting.	Installation of the landscaping works area.
Operations	Electrical Engineers	To monitor and troubleshoot any problems.	LV, MV, and HV electrical specialists required.
	Performance Managers	To monitor and troubleshoot and problems via software remotely from the office.	N Manage performance, change, planning.
	CCTV and Security	To monitor security of the site.	No specific qualifications required.
	Landscape Monitoring and Managers	To deliver watering strategy and monitor and maintain the landscape/ecology areas within the Scheme.	General landscape experience, turfing maintenance, tree maintenance and planting

2.4 Summary of Equipment Requirements

2.4.1 The Applicant has identified the likely equipment and material requirements for each element of the Scheme. This information is summarised in Table 6.

Table 6 Summary of Equipment and Material Requirements

Equipment and Material Requirements	PV Park	BESS	Substation
Transformer	x	x	x
Switchgear (cells)	x	x	x
HV Cable	x	x	x
LV Cable	x	x	x

Equipment and Material Requirements	PV Park	BESS	Substation
Earthing	x	x	x
Civil Materials (e.g., gravel)	x	x	x
Module	x		
Inverter	x	x	
Racks/Structure	x		
CCTV	x	x	x
Fence	x	x	x

3. Local Community Profile

3.1 Overview

- 3.1.1 This section identifies characteristics of the local population, workforce and economy which are relevant to developing an SSCE plan which effectively meets local needs and maximises the benefits of the Scheme.
- 3.1.2 This Local Community Profile uses the Study Area defined in Section 2.2, i.e. a 60 minute travel study area (based on driving).
- 3.1.3 A more detailed overview of the local community profile and baseline conditions can be found in Section 12.7 of **Chapter 12: Socio-economics and Land Use** of the Environmental Statement [EN010131/APP/3.1].

3.2 Population

- 3.2.1 The districts of West Lindsey and Bassetlaw have a combined residential population of 213,000 in 2021, which represents a 5.4% increase on the population of 202,113 recorded in 2011 (Ref. 2). This population growth rate is slightly lower than the overall rates recorded for the East Midlands (7.7%) and England (6.6%) during the same period.
- 3.2.2 In 2020, 128,700 (60.4%) of residents within the Study Area were of working age (aged 15 to 64) (Ref. 3). This is a similar rate to the rates recorded for the East Midlands (63.6%) and England as a whole (64.2%).
- 3.2.3 According to the Annual Population Survey (Ref. 4), in 2020 the unemployment rate among working age residents in West Lindsey and Bassetlaw was 5.2%, broadly in line with the recorded rate across the East Midlands (5%) and England (4.9%).
- 3.2.4 Residents of working age residing in West Lindsey and Bassetlaw in 2020 had an economic activity rate of 77.7%. This rate generally aligns with those recorded for the East Midlands (79.5%) and England (79.4%).
- 3.2.5 Based on the 2019 Indices of Multiple Deprivation ('IMD') (Ref. 5), West Lindsey is the 146th most deprived borough out of 317 districts in England (where 1 is the most deprived). Within West Lindsey, four of the Lower Layer Super Output Areas (LSOAs)⁴ are within the top 10% most deprived LSOAs in England. Bassetlaw is the 108th most deprived local authority in England (Ref. 5). Within the local authority, 5 LSOAs are within the top 10% most deprived in England.

3.3 Workforce

- 3.3.1 According to Business Register and Employment Survey (BRES) data, employment (amongst 16- to 64-year-olds) reached 2,041,545 in 2020 in the Study Area (TTWA area).

⁴ Lower Layer Super Output Areas are a geographic hierarchy designed to improve the reporting of small area statistics in England and Wales. Lower Layer Output Areas are built from groups of contiguous Output Areas and have been automatically generated to be as consistent in population size as possible, typically contain from four to six 'Output Areas'.

- 3.3.2 Based on the most recently available data from the Annual Population Survey (2020) (Ref. 4) on employment by group within the Study Area's economy (60-minute Travel to Work area), the highest levels of employment in the Study Area are recorded in the Health, Manufacturing and Retail sectors, representing 14.2%, 12.6% and 9.4% of employment respectively. Please see Table 12-14 in Section 12.6.21 of **Chapter 12: Socio-economics and Land Use** of the Environmental Statement [EN010131/APP/3.1] to find a detailed breakdown of employment by broad industrial group across the Study Area and its comparators.
- 3.3.3 The mining, quarrying and utilities broad industrial group (which includes employment from the generation of energy) is one of the least prominent sectors across the Study Area (1.4%) but this reflects its prominence in the East Midlands (1.4%) and England (1.1%) as a whole too.
- 3.3.4 Also specific to this assessment, the construction industry contributes 5.5% of employment within the Study Area (112,000 construction jobs), similar to the proportions recorded regionally (4.7%) and nationally (4.9%). GVA is a measure of value of goods and services produced in an area of the economy. GVA per head (Ref. 8) is slightly lower in West Lindsey (£15,558) compared to the average for the East Midlands (£21,845) and for England (£28,096). The sectors which contribute the most towards GVA in West Lindsey are the Public Services, Distribution and Real Estate sectors.
- 3.3.5 The Bassetlaw economy performs worse than the regional economy in a number of measures. In Bassetlaw, GVA per head is £18,703, lower than both the East Midlands and England average. The Distribution, Manufacturing and Public Services sectors make up the greatest percentages of GVA to the Bassetlaw economy.
- 3.3.6 This means that the average GVA per head for the Study Area is £17,130.50.

4. Economic Policy and Strategy Review

4.1 Introduction

- 4.1.1 It is important to understand the economic development aims and aspirations of local stakeholders, as these set the context for, and are also key drivers of, the OSSCEP.
- 4.1.2 For this reason, a review has been undertaken of the planning policy and economic development strategies of the administrative bodies local to the Scheme. Documents which are relevant for the Scheme's OSSCEP are listed below, followed by the key relevant policies and messages from these documents.

National Policy

- Overarching National Policy Statement (NPS) for Energy (EN-1) (2011) (Ref. 9)
- Draft Overarching National Policy Statement (NPS) for Energy (EN-1) (2021) (Ref. 10)
- National Planning Policy Framework (NPPF) (2021) (Ref. 15)

Regional and Local Policy and Strategy

- Greater Lincolnshire Local Enterprise Partnership (LEP) Strategic Economic Plan (2016) (Ref. 16)
 - Greater Lincolnshire Local Enterprise Partnership (LEP) Energy Strategy (2019) (Ref. 17)
 - Central Lincolnshire Local Plan 2012-2036 (Ref. 18)
 - West Lindsey District Council Corporate Plan 2019-2023 (Ref. 19)
 - West Lindsey Sustainability, Climate Change and Environmental Strategy (2021) (Ref. 20)
 - Bassetlaw Local Plan (2021) (Ref. 21)
 - Tresswell and Cottam Neighbourhood Plan (2019) (Ref. 22)
 - Rampton and Woodbeck Neighbourhood Plan 2019-2037 (Ref. 23)
- 4.1.3 Other policies relevant to the production of solar photovoltaic energy and considered as part of the OSSCEP include:
- National Policy Statement for Renewable Energy Infrastructure (EN-3) (2011) (Ref. 11)

- Draft National Policy Statement for Renewable Energy Infrastructure (EN-3) (2021) (Ref. 12)
- National Policy Statement for Electricity Networks Infrastructure (EN-5) (2011) (Ref. 13)
- Draft National Policy Statement for Electricity Networks Infrastructure (EN-5) (2021) (Ref. 14)

4.2 Key Messages

National Policy Statement (NPS) for Energy

- 4.2.1 Section 5.12 of the NPS EN-1 states that all relevant socio-economic impacts should be assessed, including the following which are relevant to this OSSCEP:
- The creation of jobs and training opportunities; and
 - The provision of additional local services and improvements to local infrastructure, including the provision of educational and visitor facilities.

Draft National Policy Statement (NPS) for Energy

- 4.2.2 A new draft of NPS EN-1 was out for consultation between the 6th September 2021 and 29th November 2021.
- 4.2.3 Whilst *“The 2021 amendments will have effect only in relation to those applications for development consent accepted for examination after the designation of those amendments,”* it should be noted that, *“any emerging draft NPSs (or those designated but not having effect) are potentially capable of being important and relevant considerations in the decision-making process”* (Ref. 10, page 10).
- 4.2.4 The draft NPS largely replicates the existing NPS-EN1. However, within Section 5.13, which highlights relevant socio-economic impacts, the following statements have been added:
- *“Applicants may wish to provide information on the sustainability of the jobs created, including where they will help to develop the skills needed for the UK’s transition to Net Zero”* (Ref. 10, page 119); and
 - *“Any indirect beneficial impacts for the region hosting the infrastructure, in particular in relation to the use of local support services and supply chains”* should be considered (Ref. 10, page 119).

National Policy Statement for Renewable Energy Infrastructure and National Policy Statement for Electricity Networks Infrastructure

- 4.2.5 The NPPF sets out the Government’s planning policies for England and how these should be applied.

National Planning Policy Framework

- 4.2.6 The NPPF sets out the Government's planning policies for England and how these should be applied.
- 4.2.7 Paragraph 81 states that, "*Planning policies and decisions should help create the conditions in which businesses can invest, expand and adapt. Significant weight should be placed on the need to support economic growth and productivity, taking into account both local business needs and wider opportunities for development. The approach taken should allow each area to build on its strengths, counter any weaknesses and address the challenges of the future. This is particularly important where Britain can be a global leader in driving innovation, and in areas with high levels of productivity, which should be able to capitalise on their performance and potential*" (Ref. 15).

Greater Lincolnshire LEP Strategic Economic Plan (2016)

- 4.2.8 Greater Lincolnshire LEP Strategic Economic Plan (Ref. 16) highlights the low carbon economy, particularly renewable energy, as a priority area in which to drive growth.
- 4.2.9 Priorities for the low-carbon, renewables and offshore economy include:
- Supporting research and innovation activity in renewable energy technologies;
 - Work with University Technical Colleges, FE colleges, university, private training providers and manufacturing, engineering and energy sector employers to deliver an increase in low-carbon apprenticeships and adult training/employment opportunities; and
 - Increase the supply of young people and adults with low-carbon skills and deliver short course training for employers.
- 4.2.10 New investment secured through the LEP towards local economic growth will directly accelerate the delivery of 13,000 new jobs, support to 22,000 businesses and an increase in the value of the Greater Lincolnshire economy by £3.2 billion.

Greater Lincolnshire LEP Energy Strategy (2019)

- 4.2.11 The Energy Strategy for Greater Lincolnshire (Ref. 17) was adopted in 2019 following consultation with local businesses and the public sector. It set out Greater Lincolnshire LEP's vision to support the creation of a sustainable supply of energy to meet its ambitions for growth and business sector development.
- 4.2.12 Ambition 1 relates to secure, low cost, low carbon energy across Greater Lincolnshire to support the creation of a sustainable system of energy to meet ambitions for growth and business sector development.
- 4.2.13 Ambition 4 sets out the LEP's ambition for a strengthened local energy industry that generates jobs, upskills local people and supports local supply chains as part of a broader energy ecosystem.

Central Lincolnshire Local Plan 2012 – 2036

- 4.2.14 The objectives of the Central Lincolnshire Local Plan (Ref. 18) of relevance to the Scheme include:
- Employment: To create and improve access to high quality employment and training opportunities for everyone within the Central Lincolnshire area;
 - Local Economy: To encourage and support a competitive, diverse and stable economy; and
 - Climate Change Effects and Energy: To minimise the effects of climate change by developing the area's renewable energy resources, reducing dependency on fossil fuels, minimise energy usage, and to reduce greenhouse gas emissions from the area.
- 4.2.15 Central Lincolnshire District Council is aiming to deliver 11,894 FTE net new jobs over the plan period 2012-2036.
- 4.2.16 Renewable technologies are highlighted as a key industry which the Council aims to have locate in Lincolnshire over the plan period.

West Lindsey District Council Corporate Plan 2019-2023

- 4.2.17 The Corporate Plan (Ref. 19) sets out the priorities and objectives across the district relating to the Council, People and Place.
- 4.2.18 The Council will facilitate the creation of a highly skilled workforce and encourages local employers to support local schools to improve attainment levels and employment prospects for young people and improve access to training and employment for residents.
- 4.2.19 Economic regeneration and growth in West Lindsey should be sustainable and benefit all communities. The Council aims to diversify the economic base, creating more jobs and skills training to serve businesses in the district.

West Lindsey Sustainability, Climate Change and Environmental Strategy (2021)

- 4.2.20 West Lindsey's Sustainability Strategy (Ref. 20) sets out the Council's goal to reduce the carbon emissions produced by the council to net zero and across the district by 2050 at the latest.
- 4.2.21 The key outcomes of the strategy consist of reduced carbon emissions, improved quality of life, a protected natural environment, community and economic benefit.

Bassetlaw Local Plan (2021)

- 4.2.22 The Bassetlaw Local Plan (Ref. 21) aims to contribute to the provision of approximately 9,735 jobs between 2020 and 2037 in these locations outside of the settlement hierarchy.

- 4.2.23 Policy ST11, 'Rural Economic Growth and Economic Growth outside Employment Areas' encourages proposals for the growth of businesses and employment in rural areas outside of established employment allocations, including those that support the diversification of the rural economy.
- 4.2.24 Policy ST51, 'Renewable and Low Carbon Energy Generation' states that development that generates, shares, transmits and/or stores renewable and low carbon energy, including community energy schemes, will be supported wherever possible. It highlights that commitment to the delivery of environmental, social and economic benefits for such proposals is required through community engagement proportionate to the type and scale of the proposal.
- 4.2.25 Bassetlaw's approach aims to promote productivity, particularly around employment and skills, with the aim to reduce the gap in economic activity across the region by 2030, attracting high value employment through low carbon growth.

Treswell and Cottam Neighbourhood Plan (2019)

- 4.2.26 The Treswell and Cottam Neighbourhood Plan (Ref. 22) highlights that support will be given to proposals that support the sustainability of the Plan area and that promote the development and diversification of agriculture and other land based rural businesses.
- 4.2.27 The Plan calls for investment in training and improving the local skill base, encouraging diversification, where possible, through training programs and working with the local education establishments.

Rampton and Woodbeck Neighbourhood Plan 2019-2037

- 4.2.28 The Rampton and Woodbeck Neighbourhood Plan (Ref. 23) sets out that proposals for economic uses which support new business, the expansion of existing businesses or the diversification of existing businesses will be supported where they are of an appropriate scale and nature.
- 4.2.29 The Neighbourhood Plans outline the need for investment in training and improvements in the local skills base to help support the local economy.

4.3 Conclusion

- 4.3.1 Planning policies and economic development strategies relevant to the Scheme exist at the national, regional, and local levels.
- 4.3.2 The Greater Lincolnshire LEP Energy Strategy (Ref. 17) addresses how to achieve clean economic growth and secure low cost, low carbon energy that can contribute to economic objectives.
- 4.3.3 The relevant Local Plans for the area identify renewable energy as a target sector and aim to promote opportunities for the local workforce, attempting to promote high-quality and diverse job opportunities.
- 4.3.4 The relevant Neighbourhood Plans for the area stress the need for developments to support improved sustainability and promote and enhance

skills and training for local people which supports diversification and increased economic growth.

- 4.3.5 The provision of an OSSCEP for the proposed Gate Burton Energy Park Scheme is therefore in accordance with planning policy and supports the achievement of aims which the relevant Local Plans identify relating to SSCE.

5. Opportunities

5.1 Introduction

- 5.1.1 This section sets out potential activities which the Applicant could pursue as part of the programme of work relating to SSCE.
- 5.1.2 The opportunities described here reflect the likely impacts of the Scheme and respond to the local context, as set out in previous chapters. They are an illustrative long-list, and will be modified, refined and agreed through development of a full SSCE plan, which will be secured via a Requirement included in the DCO for the Scheme. The SSCE plan will be subject to approval by the relevant planning authorities.

5.2 Skills

- 5.2.1 As set out in Table 5, a variety of skills and disciplines are required for the successful delivery of the Scheme. Interventions relating to relevant skills training and education could benefit local people while also promoting the supply of an appropriately skilled workforce to deliver the project.
- 5.2.2 The Applicant has identified a number of stakeholders for potential skills and educational collaboration, who were contacted as part of pre-application consultation activities. A programme of engagement would be developed post DCO consent in order to identify priority interventions relating to skills and training for inclusion in the full SSCE plan. A list of potential stakeholders is presented in Table 7.

Table 7 Potential Stakeholders for Skills Collaboration

Stakeholder	Stakeholder Type
Gainsborough College	Training Institution
Greater Lincolnshire LEP	Facilitator
Lincoln Art College	Training Institution
Lincoln College	Training Institution
Lincoln University Technical College	Training Institution
Lincolnshire County Council	Facilitator
Local Primary Schools	Schools
Local Secondary Schools	Schools
Nottinghamshire County Council	Facilitator
Ridgeway College	Training Institution
Riseholme College	Training Institution
University of Lincoln	Training Institution
West Lindsey District Council	Facilitator

- 5.2.3 Engagement with training institutions such as these aligns with the Greater Lincolnshire LEP Strategic Economic Plan, in which priorities for the low-carbon, renewables and offshore economy include working with university technical colleges, FE colleges, university and private training providers to deliver an increase in low-carbon apprenticeships and adult training/employment opportunities.
- 5.2.4 Improving the provision, quality and uptake of apprenticeships in the sector would contribute to the wider aim of increasing the supply of young people and adults with low-carbon skills, as noted in the Greater Lincolnshire LEP Strategic Economic Plan. Furthermore, this aligns with Ambition 4 in the Greater Lincolnshire LEP Energy Strategy, which highlights the ambition for a strengthened local energy industry that generates jobs, upskills local people and supports local supply chains as part of a broader energy ecosystem.

Opportunity 1: Apprenticeships

- 5.2.5 Apprenticeships can help fulfil labour and skills requirements for employers in a cost-effective way, while also providing paid employment, training, and potential pathways into employment for apprentices.
- 5.2.6 Apprenticeship providers in the area include:
- Gainsborough College
 - Lincoln Art College
 - Lincoln College
 - Lincoln University Technical College
 - Ridgeway College
 - Riseholme College
 - University of Lincoln
- 5.2.7 In developing the full SSCE plan, the Applicant will consider a programme to promote apprenticeships during the various phases of the Scheme. Initial engagement has been undertaken with Boston College.
- 5.2.8 Improving provision, quality and uptake of apprenticeships in the energy sector aligns with the ambitions of a number of the relevant Local and Neighbourhood Plans, including the Greater Lincolnshire LEP Energy Strategy, the Greater Lincolnshire LEP Strategic Economic Plan, the Tresswell and Cottam Neighbourhood Plan and the Rampton and Woodbeck Neighbourhood Plan. These plans call for investment in training and improvements in the local skill base, through collaboration with local education establishments, as highlighted in this OSSCEP.

Opportunity 2: Other Workforce Training

- 5.2.9 The Applicant will also consider other interventions to support the training of employees and workers on the Scheme.

- 5.2.10 The intent would be to support the achievement of vocational qualifications (e.g. BTEC, City and Guilds, NVQ, HNC) at various levels which are relevant to the delivery of the Scheme.
- 5.2.11 Engagement with potential Tier 1 contractors and local training providers (for example, via a Skills Forum organised and operated by the Applicant) could highlight gaps in the skills required to deliver the Scheme, and therefore identify specific courses which could be particularly relevant.
- 5.2.12 The need for interventions to support skills development and training of local people is highlighted in the Greater Lincolnshire LEP Strategic Economic Plan, which sets out increasing the supply of young people and adults with low-carbon skills and the delivery of short course training as a priority, as well as Ambition 4 of the Greater Lincolnshire LEP Energy Strategy, which sets out the ambition for a strengthened local energy industry that generates jobs and upskills local people.

Opportunity 3: STEM Education and Careers

- 5.2.13 The Scheme will be a significant renewable energy project, both locally and nationally. It presents an opportunity in terms of advancing the knowledge base around operational solar generating stations.
- 5.2.14 The Applicant proposes to enable research and innovation in the renewables sector, by facilitating access to the operational Scheme for appropriate research organisations on request.
- 5.2.15 There is currently poor take-up of STEM subjects within schools and colleges, and the UK's workforce of engineers is ageing⁵. This implies a potential shortage of the technical and professional skills required to deliver large infrastructure projects in the future.
- 5.2.16 The Applicant will investigate the potential for a programme of activities which promote STEM education and careers. This could be targeted at primary school pupils, secondary school pupils, college students and/or other young people in the area.
- 5.2.17 Given the Scheme's timescale and phases, some of these target individuals could ultimately become part of the Scheme's workforce. However, the key aim should be to inform and inspire young people about STEM careers more generally.
- 5.2.18 Initiatives could include project staff volunteering to run interactive workshops or give talks. The first step would be engagement with local schools and relevant facilitators (e.g., the Local Authorities) to establish the need and design appropriate initiatives.
- 5.2.19 Site visits during the construction period could be an effective way to educate and inspire students. The Applicant will also consider the organisation of site visits during the operational phase, to deliver STEM initiative, with provision of infrastructure/facilities such as a meeting point, viewing platforms and/or

⁵ The UK Government's Industrial Strategy (2017) stressed the need to address skills shortages in STEM subjects and disciplines.

noticeboards, that could be used by local groups and school children, making the solar farm an educational resource for the local area.

Table 8 Potential Stakeholders for STEM Education and Careers Collaboration

Stakeholder	Stakeholder Type
Aegir S. Community School	Education - Secondary School
Benjamin Adlard Primary School	Education - Primary School
Charles Baines Community Primary School	Education - Primary School
Corringham C of E Primary School	Education - Primary School
De Aston School	Education - Secondary School
Frances Olive Anderson Primary School	Education - Primary School
Gainsborough College	Education - College
Gainsborough Nursery School	Education - Early years
Handel House Preparatory School	Education - Primary School
Hillcrest Early Years Academy	Education - Primary School
Lincoln and West Lindsey Youth Workers	Youth – Community Benefits
Lincoln Art College	Education - College
Lincoln Castle Academy	Education - Secondary School
Lincoln College	Education - College
Lincoln University Technical College	Education - College
Lincolnshire Community Foundation	Community Group - Community Benefits
Lincolnshire Rural Support Network (LRSN)	Community Group - Community Benefits
Lincolnshire Youth Council	Youth - Youth Council
Morton Trentside Primary School	Education- Primary School
Nottinghamshire Community Foundation	Community Group – Community Benefits
Queen Elizabeth High School	Education - Secondary School
Ridgeway College	Education - College
Riseholme College	Education - College
St George’s Church of England Community Primary School	Education – Primary School
Sturton by Stow Primary School	Education – Primary School
The Gainsborough Academy	Education – Secondary School
The Gainsborough Parish Church C.E. Primary School	Education – Secondary School
The Marton Academy	Education – Academy
The Priority Witham Academy	Education – Secondary School
University of Lincoln	Education – University
Warren Wood – A Specialist Academy	Education – Primary School

Stakeholder	Stakeholder Type
William Farr School	Education – Secondary School
Youth and Community Development – Lincoln and West Lindsey	Youth

5.2.20 The provision of STEM initiatives and facilities (such as a viewing deck) which could be used for educational purposes aligns with requirements set out in the NPS for Energy (EN-1), in addition to local plans such as the West Lindsey District Council Corporate Plan which encourages local employers to support local schools and improve access to training and education opportunities.

5.3 Employment

5.3.1 The expected employment benefits of the Scheme are shown in Section 2.2. This section will discuss opportunities to maximise these employment benefits for local people and disadvantaged groups.

Opportunity 4: Local Recruitment

5.3.2 The Applicant will investigate measures to promote take up of jobs generated by the Scheme by local people.

5.3.3 The starting point will be engagement with Local Authorities and Job Centre Plus, in order to tap into existing local employment support networks. The local Job Centre Plus Offices are identified in Table 9 below.

5.3.4 There may be community and voluntary sector groups which specialise in local recruitment, and placing job adverts with local private sector recruitment companies will also support this initiative.

Table 9 Details of Local Job Brokerage Agencies

Organisation	Address	Contact Details
Lincoln Jobcentre	City Hall, Orchard Street, Lincoln, LN1 1YZ	080016901906
Lincoln Witham Wharf Jobcentre	Unit 1 Witham Wharf, Brayford Warf East, Lincoln, LN5 7AT	
Retford Jobcentre	23A Grove Street, Retford, DN22 6JR	
Gainsborough Jobcentre	Marshalls Yard, Beaumont Street, Gainsborough, DN21 2NA	
Jobs in Lincolnshire	Room 5, Corporate Web Team, City Hall, Orchard Street, Lincoln, LN1 1XX	01522552868

⁶ Specific contact details for individual Jobcentres are not available.

- 5.3.5 The Applicant will consider locating relevant recruitment personnel and resources on-site once construction starts. For example, there could be a named Skills and Employment Manager at the site responsible for local outreach, and vacancies could be displayed at the site.
- 5.3.6 Given the technical complexity of some elements of the Scheme, local employment is not always possible. However, the Applicant will continue to work with contractors who have policies in place to encourage local employment where suitable.
- 5.3.7 The creation of jobs for local people aligns well with the objectives set out in local plans such as the Greater Lincolnshire LEP Strategic Economic Plan, Central Lincolnshire Local Plan, West Lindsey District Council Corporate Plan and the Bassetlaw Local Plan. In particular, the need to create job opportunities in low carbon and sustainable sectors, such as renewable energy, is highlighted in the West Lindsey District Council Corporate Plan and Central Lincolnshire Local Plan.

Opportunity 5: Maximising Diversity of the Workforce

- 5.3.8 All contractors are required to comply with standards which include diversity and inclusion. Metrics on workforce diversity, gender split of workforce, skill level of workforce (skilled/unskilled) are required by the Applicant for all contractors.
- 5.3.9 A Sustainable Sourcing Policy and Equality Policy will be followed by the Applicant.
- 5.3.10 The Applicant could introduce initiatives to maximise the diversity of the workforce. Groups which could be the target of this measure could include:
- Workers of a certain gender, ethnicity or age (e.g. 16-24 year olds or 50-64 year olds);
 - Disadvantaged or under-represented groups, for example, long-term unemployed, ex-offenders or disabled people.
- 5.3.11 The most relevant target groups for this measure would be identified through consultation and research post-consent.
- 5.3.12 Measures could include:
- Ensuring that jobs are communicated to target groups, including identifying and working with specialist job brokerage agencies; and
 - Working with job support and training providers who operate programmes aimed at getting people into work (for example, young people who are Not in Education, Employment or Training (NEET) may require pre-employment, basic skills training and work placements).
- 5.3.13 Any measures adopted will comply with employment law.

- 5.3.14 It will be important to report on the demographic profile of applicants for new jobs and the workforce. This would likely involve regular reporting, for example on age, ethnicity, gender, and disability, with data to be collected through a voluntary survey.

5.4 Supply Chain

- 5.4.1 The Applicant will take measures to maximise benefits to local businesses from spending on goods and services during each phase of the Scheme.

Opportunity 6: Business Networking and Support

- 5.4.2 The Applicant will work with local partners to communicate opportunities for purchasing and contracts arising from the Scheme to local businesses.
- 5.4.3 This will include building on existing relationships with the Doncaster Chamber of Commerce, East Midlands Chamber of Commerce, Hull and Humber Chamber of Commerce, Lincolnshire Chamber of Commerce, the Federation of Small Businesses – Lincolnshire and the Federation of Small Business – Nottinghamshire, as well as identifying other potential partners including the Local Authorities.
- 5.4.4 The Lincolnshire, Nottinghamshire or East Midlands Chamber of Commerce may also be able to help the Applicant arrange ‘meet the buyer’ events to reach out to potential suppliers to boost the local content within the Scheme.
- 5.4.5 Initiatives in this area align with the need to consider indirect beneficial impacts for the region hosting the infrastructure, as set out in the Draft NPS for Energy (EN-1). The Greater Lincolnshire LEP Energy Strategy also sets out the aim to strengthen the local energy industry, generating jobs, upskilling local people and supporting local supply chains.

Opportunity 7: Procurement Strategy

- 5.4.6 The procurement strategy for the Scheme will also reflect the aim of maximising benefits to local businesses, balanced against ensuring competitive delivery of the Scheme.
- 5.4.7 As well as early engagement with potential contractors via supplier information days, contracting opportunities will be publicised so as to maximise local reach (for example, using social media and industry publications).
- 5.4.8 There may be opportunities to work with local partners in this regard- for example, Lincolnshire Chamber of Commerce has run Supply Chain events related to the HS2 project so that local businesses that want to become part of the supply chain can be effectively identified and engaged. Its website provides contacts and resources for local businesses who wish to make the most of opportunities arising out of the development. Similar events could be run in partnership with Applicant relating to the Scheme.
- 5.4.9 The Applicant wishes to ensure the construction, operation and decommissioning of the Scheme is undertaken pursuant to an ethical procurement policy and that this is a legal obligation on anyone who has the

powers under the DCO. That would be achieved by securing this Plan by a requirement of the DCO.

5.4.10 The Applicant proposes the following ethical procurement policy:

- Any potential supplier must participate in a modern slavery supplier due diligence exercise as part of the tender exercise;
- Any potential supplier, whether or not they meet the statutory thresholds under section 54(1) of the Modern Slavery Act 2015, must publish annually a modern slavery and human trafficking statement;
- The modern slavery and human trafficking statement must be informed by a risk assessment;
- Any potential supplier must have a modern slavery policy;
- Any potential supplier must provide relevant employees with modern slavery training that has been produced by a certified provider of such training;
- Any contract to be entered into with a potential supplier must include the following warranties:
 - The supplier has not been and is not engaged in any form of slavery, forced labour, labour exploitation or human trafficking anywhere in the world;
 - The supplier pays and treats its workers in compliance with applicable employment laws and minimum wage requirements; and
 - The supplier will take reasonable steps to prevent slavery and human trafficking in connection with its business anywhere in the world;
- Any contract to be entered into with a potential supplier must include:
 - An obligation on the part of the potential supplier to report any circumstances that give reasonable cause to suspect possible slavery, forced labour, labour exploitation or human trafficking in connection with its business anywhere in the world;
 - a right of audit;
 - a right to require an action plan to be initiated by the supplier in the event that the Applicant considers the controls implemented by the supplier to be inadequate; and
 - a right of immediate termination in the event of any instances of slavery, forced labour, labour exploitation and human trafficking connected to the supplier.

6. Delivery

6.1 Introduction

6.1.1 This section described how the SSCE plan could be delivered, including potential roles, responsibilities and timelines.

6.2 Organisational Framework

6.2.1 Figure 1 shows a potential organisational framework for developing and delivering the SSCE work programme post DCO consent.

6.2.2 The programme could be driven forward by a SSCE Function Lead, overseen and governed by a steering group which could include senior members of Low Carbon Limited's management team.

6.2.3 The SSCE work programme would then break down into a number of activities or workstreams (some or all of which could align with the opportunities described in Section 5). Each activity would have a named lead (which could be the SSCE Function Lead), and internal partners (from within the Applicant's project team) to support delivery.

6.2.4 External partners and stakeholders (for example Local Authorities, education and training providers, job brokerage agencies, Chambers of Commerce) could be engaged as appropriate, to allow the Applicant to benefit from their detailed local knowledge and experience. Additional resources, such as professional support, capital funding or physical facilities may be relevant.

6.2.5 If successful, each activity is expected to result in achievement of the outputs and, ultimately, the outcomes identified within the SSCE plan. A monitoring system could measure outputs and outcomes, and reporting undertaken. Lessons learned are expected to be fed back in order to shape and improve SSCE work programme over time.

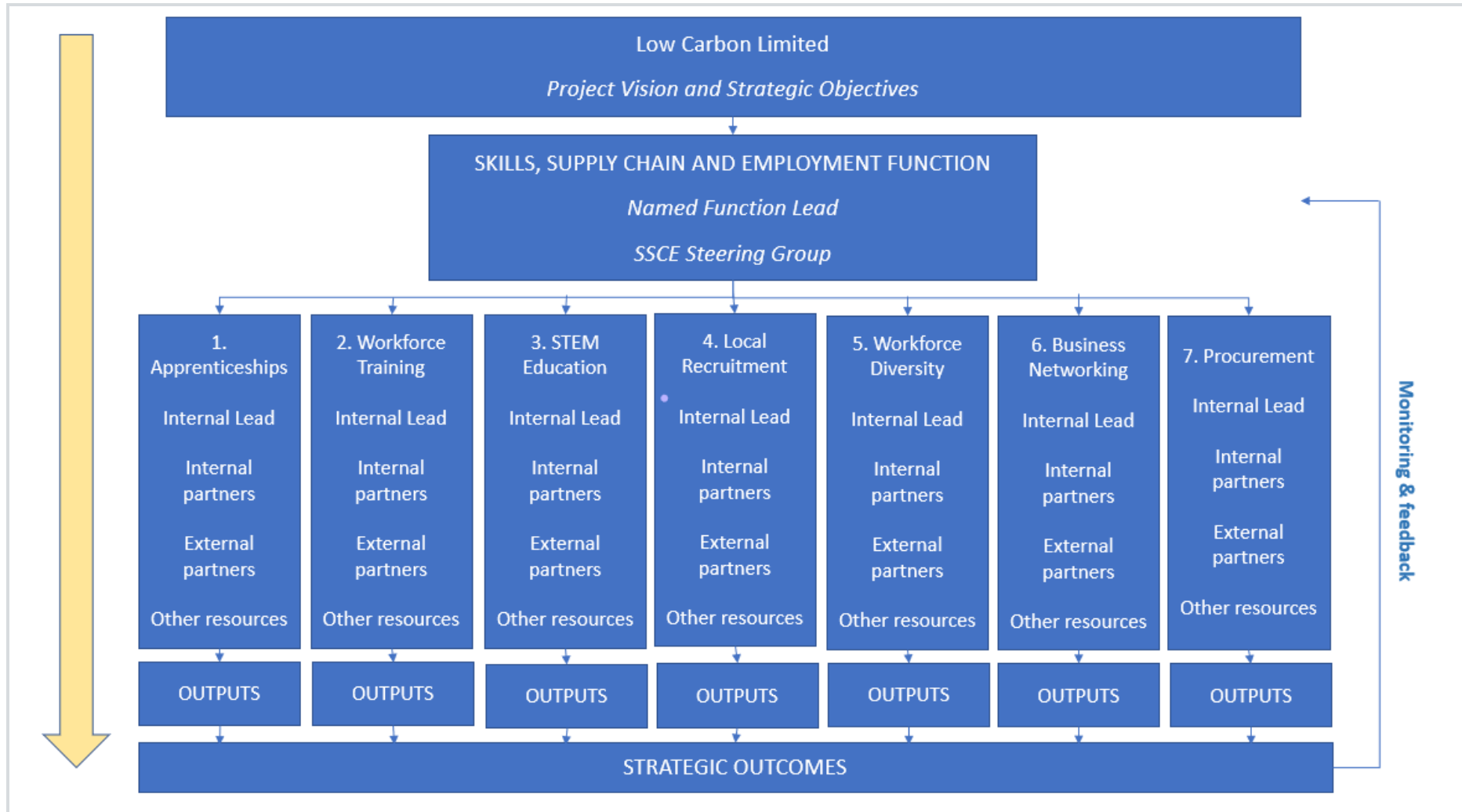


Figure 1 Indicative Organisational Framework for Delivery

6.3 Engagement with External Stakeholders

- 6.3.1 Working with external stakeholders will be fundamental to the success of the SSCE programme.
- 6.3.2 The Applicant has already made contact with a number of them, including training providers, local Chambers of Commerce, and Local Authorities.
- 6.3.3 There may in addition be potential to engage with local residents and community groups on issues relating to SSCE, building on the consultation undertaken and during scheme development and preparation of the DCO.

6.4 Timelines

- 6.4.1 Table 10 sets out a timeline for developing and delivering the SSCE plan.

Table 10 Timeline for Developing and Delivering the SSCE Plan

Key Milestone	Address
2023 – after DCO application submission	Continue to engage with local stakeholders to strengthen links and to identify preferred SSCE workstreams, using OSSCEP as a basis for discussion.
2024 – assuming consents granted	<ul style="list-style-type: none"> • Develop OSSCEP into a full SSCE plan, confirming the objectives and activities to be pursued. Discharge requirement in the DCO for the SSCE plan to be approved by the relevant planning authorities. • Include SSCE requirements in the ITT for contractors, if/as relevant. Early SSCE activities in progress, e.g., networking and market information events to publicise opportunities to local businesses.
2025 – earliest start point for construction	<ul style="list-style-type: none"> • Continue delivery of early SSCE activities, e.g., recruitment of apprenticeships and establishment of training and schools programme. Work with contractor(s) to plan how many SSEC activities and outputs should be fully in delivery.

- 6.4.2 It is suggested that once the full SSCE plan is finalised, the document is regularly reviewed, so it can be refined and adjusted as the Scheme moves towards its construction and operational phase.

7. Monitoring and Feedback

7.1 Introduction

7.1.1 This section sets out the methods through which the SSCE plan can be monitored and measured.

7.2 Monitoring

7.2.1 It is important that the objectives and activities of the SSCE plan are effectively monitored, measured and reported. This enables an understanding of whether the plan is achieving its goals and contributing to the over-arching vision, and provides feedback accordingly.

7.2.2 A monitoring and reporting plan will be developed as part of the full SSCE plan.

7.2.3 Effective performance monitoring will be achieved by following the methods below:

- Developing specific, measurable, attainable, realistic, and timely (SMART) performance indicators;
- Aiming for quality over quantity of performance indicators;
- Ensuring performance monitoring mechanisms are consistent with the stated objectives of the OSSCEP;
- Ensuring performance indicators are flexible and can be updated; and
- Scoping out the practicality of how data will be collected before defining measurable targets.

7.3 Potential Outputs and Outcomes

7.3.1 Table 11 sets out some illustrative outputs or indicators which could be relevant to the Scheme's SSCE plan. Outputs are the tangible results of pursuing the specific opportunities of the Scheme.

7.3.2 Table 11 also sets out illustrative outcomes, which are the longer-term results of implementing the SSCE plan. They include changes to the local community, environment and workforce that the activities and initiatives aim to achieve.

7.3.3 Outcomes are generally measured and documented through evaluations undertaken at various intervals during the life of the Scheme.

7.3.4 The evaluation should be tailored to the agreed outcomes and outputs and could be conducted either internally or externally. The key questions the evaluation should seek to ask include the following:

- What has been achieved?
- Have the specific outcomes been realised?

- What would have happened anyway?
- Has it provided good value for money?
- What lessons can be taken into other projects?
- How will the lessons be communicated to the wider public (as the SSCE plan is a positive story)?

7.3.5 The information gathered as a result of the evaluations will be used to improve and maximise the outcomes through the Scheme lifetime, and to address the practical implementation of the SSCE Plan where objectives are not achieved.

Table 11 Potential Measurable Outputs and Outcomes of the SSCE Strategy

Opportunity Area	Opportunity	Potential Outputs	Potential Outcomes
Skills	Opportunity 1: Apprenticeships	Number of apprenticeships funded/ taken-up	Reduction in proportion of population with no qualifications
	Opportunity 2: Other Training	Number of relevant vocational qualifications achieved	Reduction in proportion of population with no qualifications
	Opportunity 3: STEM Education and Careers	<ul style="list-style-type: none"> Number of schools engaged Number of events delivered Number of pupils participating in events Increased awareness of STEM careers	<ul style="list-style-type: none"> GCSE attainment in participating schools Take up of STEM subjects in FE
Employment	Opportunity 4: Local Recruitment	Proportion of workforce employed from the local area	Increased employment levels in local area
	Opportunity 5: Maximising Diversity of the Workforce	<ul style="list-style-type: none"> Proportion of workforce employed from target groups Number of employees who are happy with working environment/ culture 	Increased employment levels for target groups
Supply Chain	Opportunity 6: Business and Networking Support	Number of supplier events delivered	Increase in turnover of local businesses
	Opportunity 7: Procurement Strategy	Number/value of contracts secured by local businesses	Increase in turnover of local businesses

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