

Cottam Solar Project

Outline Skills, Supply Chain and Employment Plan Revision A

Prepared by: Island Green Power
January 2024

PINS reference: EN010133
Document reference: EX4/C7.10_A
APFP Regulation 5(2)(q)



Contents

1	INTRODUCTION	3
1.1	PURPOSE OF THE REPORT	3
1.2	THE SCHEME	3
1.3	STRUCTURE OF THIS DOCUMENT	4
2	ECONOMIC BASELINE	5
2.1	OVERVIEW	5
2.2	POPULATION	5
2.3	WORKFORCE	6
3	ECONOMIC EFFECTS	8
3.1	INTRODUCTION	8
3.2	CONSTRUCTION	8
3.3	OPERATION	9
3.4	DECOMMISSIONING	9
3.5	JOB AND SKILL REQUIREMENTS	9
3.6	EQUIPMENT REQUIREMENTS	12
4	ECONOMIC POLICY, LEGISLATION, AND INDUSTRY PRACTICE	14
4.1	INTRODUCTION	14
4.2	NATIONAL POLICY	14
4.3	LOCAL POLICY AND STRATEGY	14
4.4	CONCLUSION	19
5	OPPORTUNITIES FOR ECONOMIC IMPROVEMENT	20
5.1	INTRODUCTION	20
5.2	SKILLS	20
5.3	EMPLOYMENT	21
5.4	SUPPLY CHAIN	22
6	PLAN DELIVERY	23
6.2	ORGANISATIONAL FRAMEWORK	23
6.3	ENGAGEMENT WITH EXTERNAL STAKEHOLDERS	23
6.4	DELIVERY TIMELINES	23
7	MONITORING AND FEEDBACK	25
7.1	MONITORING	25
7.2	MEASURABLE OUTPUTS AND OUTCOMES	25
7.3	SAFEGUARDING	27
7.4	WHISTLEBLOWING	27
8	REFERENCES	28

Issue Sheet

**Report Prepared for: Cottam Solar Project Ltd.
Examination Deadline 4**

Skills, Supply Chain and Employment Plan Revision A

Prepared by:

Name: James Youngs

Title: Project Manager

Approved by:

Name: Eve Browning

Title: Project Development Manager

Date: January 2023

Revision: [02]

Revision	Date	Prepared by:	Approved by:
original	12 January 2023	JY	EB
A	30 January 2024	SF	BR

1 Introduction

1.1 Purpose of the Report

- 1.1.1 This Outline Skills, Supply Chain and Employment Plan (OSSCEP) sets out how Cottam Solar Project (the Scheme) will commit to promoting competition, innovation and skills within the local and regional areas of the Scheme. The OSSCEP describes the potential workers, skills, equipment and services required to deliver the entirety of the Scheme and to engage with relevant stakeholders.
- 1.1.2 This document will form the basis for a final SSCEP which will be prepared and submitted prior to the commencement of construction activities and will be secured through a requirement included in the DCO for the Scheme.
- 1.1.3 The SSCEP will therefore go on to identify potential opportunities relating to Skills, Supply Chain and Employment (SSCE) which the Applicant commits to taking forward post-consent. These activities will help local individuals and businesses access the SSCE benefits associated with the Scheme.
- 1.1.4 Chapter 18: Socio-Economics and Tourism and Recreation of the Environmental Statement **[APP-053]** assesses the potential impacts of the Scheme on the population and socio-economic environment during the construction, operation and maintenance and decommissioning phases of the proposed development. Therefore, details of the likely economic impacts and information on the context and characteristics of the local and regional communities can be understood in Chapter 18 of the ES.
- 1.1.5 This outline report is subject to ongoing discussion and coordination between the Applicant and the host local authorities. As such, this report may be subject to amendments prior to its finalisation and implementation, in agreement with the host local authorities, to reflect initiatives that may be in place at the time of implementation.

1.2 The Scheme

- 1.2.1 The Scheme is a proposed solar farm of over 50MW capacity, connection to Cottam Power Station, and associated development including energy storage. The Scheme will generate and store renewable electricity for export to the National Grid. The Scheme is to be located at four distinct areas, known as Cottam 1, Cottam 2, Cottam 3a and Cottam 3b. The solar array Sites and associated substations and energy storage are to be connected to the National Grid at a substation at Cottam Power Station. The Scheme will connect to the National Grid substation via a new 400kV substation constructed as part of the Scheme to provide the connections to the various solar Sites. The substations, cable connections and energy storage will be required for the duration of the Scheme. The substations and energy storage will be decommissioned and removed at the end of the lifetime of the Scheme but the underground cables are anticipated to be decommissioned in situ to minimise environmental impacts.

1.2.2 The operational life of the Scheme is anticipated to be 40 years. Once the Scheme ceases to operate, the development will be decommissioned.

1.3 Structure of this Document

1.3.1 The document hereafter is set out as follows:

- Section 2 provides the economic baseline, summarising the existing local and local and regional employment and economic characteristics, identifying the scale of local and regional employment markets and sectors, and categorising the existing demographic profile of the working age population in the relevant impact areas. This will aim to highlight areas where significant improvements can be focused.
- Section 3 details the scale and nature of likely economic effects associated with the Scheme, which this document aims to maximise beneficially. These effects will be demonstrated across the construction, operational, and decommissioning stages of the Scheme.
- Section 4 summarises the aims of local and national planning policy to promote economic development, in the context of the relevant legislative requirements and industry standards.
- Section 5 identifies ways for the Scheme to maximise opportunities to promote economic benefits in relation with skills, supply chains, and employment.
- Section 6 gives outline details on the proposed approach to delivery of the SSCEP following the DCO consent, and presents a framework for engagement with key stakeholders and a timeframe for the plan's implementation.
- Section 7 outlines a potential monitoring framework, including target outputs and outcomes, and a draft mechanism for ensuring the implementation and reporting of employment welfare and safeguarding.

2 Economic Baseline

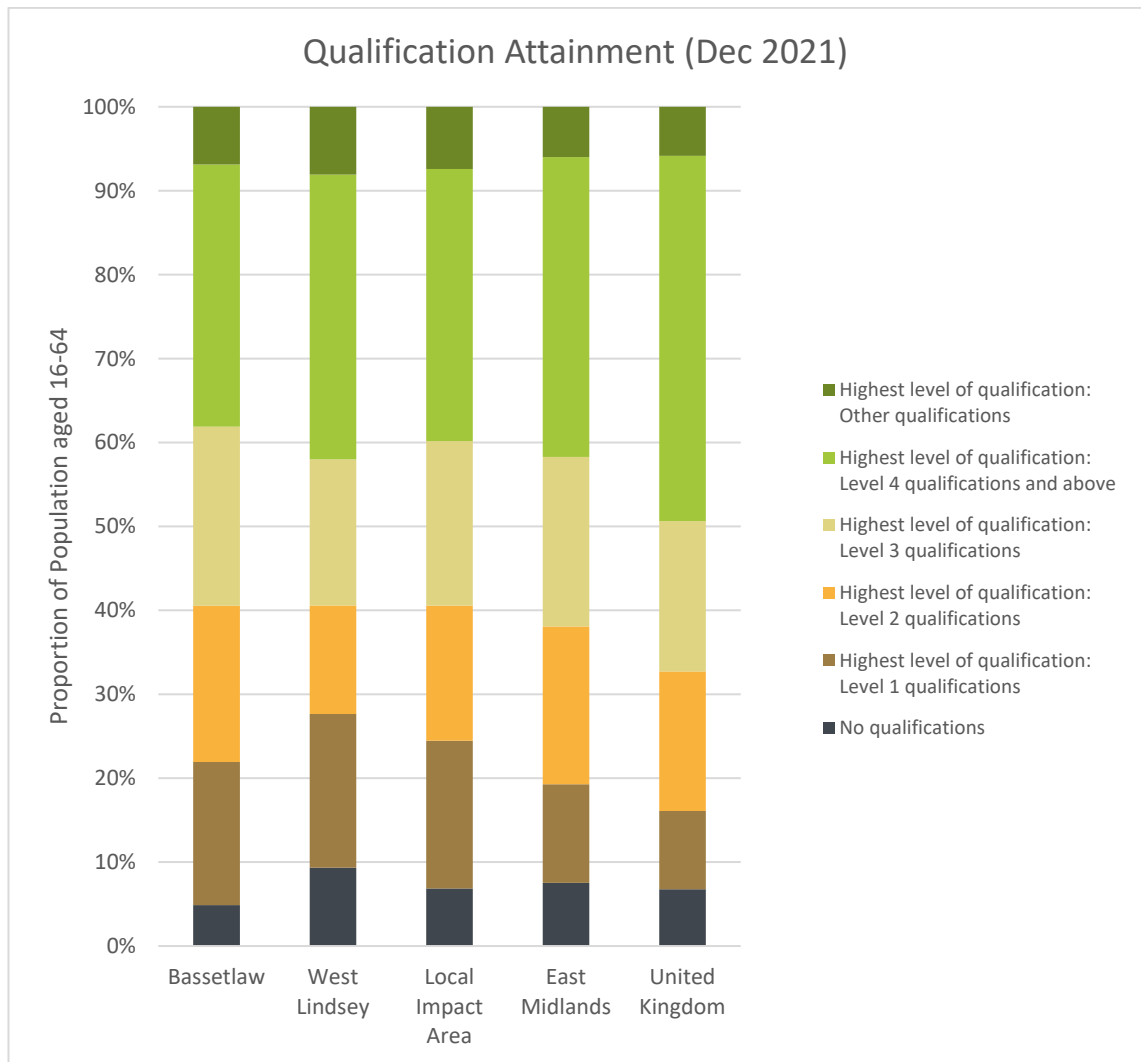
2.1 Overview

- 2.1.1 This section summarises the economic characteristics of the local population and workforce to identify if there are any local and regional disparities which the Scheme may be able to target and help improve the local areas.
- 2.1.2 It should be read in conjunction with ES Chapter 18: Socio-Economics and Tourism and Recreation.

2.2 Population

- 2.2.1 The Local Impact Area, which comprises Bassetlaw and West Lindsey Districts had a combined population of 213,000 in 2021¹. The Local Impact Area demonstrates a significantly older-biased population than the East Midlands region and a shortfall in the proportion of the population in their 20s and 30s².
- 2.2.2 Bassetlaw and West Lindsey districts recorded a greater than average proportion of working age individuals that hold a maximum qualification of NVQ Level 1 or equivalent (17% and 18.3%) compared to East Midlands at 11.8% and the UK as a whole at 9.3%. This can be seen in more detail in **Figure 2.1** below. In addition, the Local Impact Areas recorded a significantly lower rate of individuals achieving NVQ Level 4 and higher qualifications at about 32.5%, compared to 35.7% in the East Midlands, and 43.5% across the UK.

Figure 2.1: Qualification Attainment Rate in ages 16-64 as of December 2021



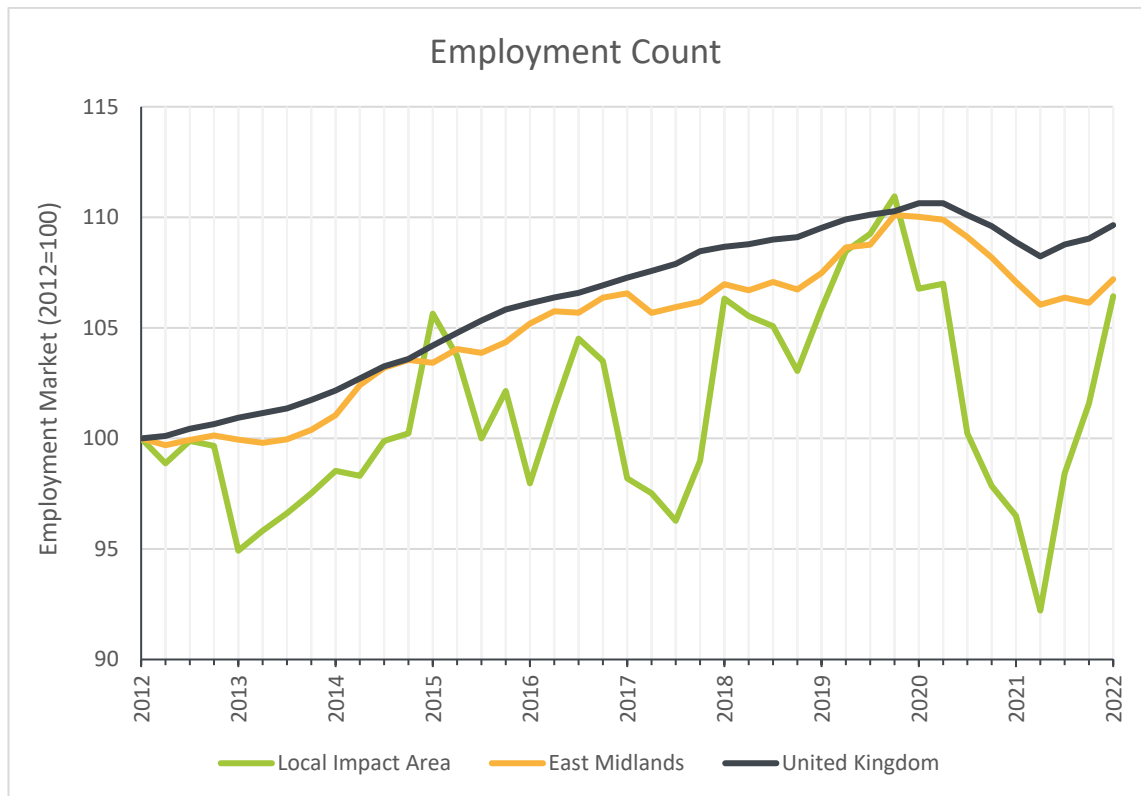
2.2.3 Furthermore, data indicates that both districts are more likely to be deprived (than the national average) of access to employment³. Whilst those in Bassetlaw are more likely (than the national average) to be deprived of access to education and skills, and to suitable incomes⁴. This may be related to the decline of the population in their 20s and 30s as young professionals leave the Local Impact Area in search of work and a higher standard of living.

2.3 Workforce

2.3.1 The economically active population is defined as the members of the working age individuals (16–64-year-olds) in employment, seeking a job and who can work.

The number of economically active residents in the Local Impact Area who are in employment has fluctuated considerably but has largely trended below the regional and national trends. This trend can be seen in **Figure 2.2** below.

Figure 2.2: Employment Count 2012-2022 related to 2012 baseline



2.3.2 The median annual gross salary for full-time workers (in 2021) for residents within the Local Impact Area was £30,131⁵. Whereas, for workers the same value was only £28,158⁶. There were also disparities between the Local Impact Area, with those working and living in West Lindsey earning significantly more than those in Bassetlaw. In addition, for those living and working in the Local Impact Area their wages were notably lower than the UK median salary.

2.3.3 As such, this difference between resident and workplace median pay indicates that it is likely that employees travel outside the local and regional areas to access higher-paid work, or that lower-paid workers are more likely to travel into the area.

3 Economic Effects

3.1 Introduction

- 3.1.1 This section summarises the economic conditions and employment opportunities that may arise with the Scheme during its construction, operational, and decommissioning stages. It also summarises the type of jobs, skills, equipment, and materials required for the delivery of the Scheme.
- 3.1.2 This section should be read in conjunction with ES Chapter 18: Socio-Economics and Tourism and Recreation.

3.2 Construction

- 3.2.1 Due to the Scheme's nationally strategic scale, it will create a significant number of employment opportunities for direct and indirect sectors of the local and regional economy during construction. These will have a ripple effect on other socio-economic factors such as wages, unemployment, and deprivation as a result of increased access to employment.
- 3.2.2 The construction of the Scheme is proposed to be phased over a 24 month period.
- 3.2.3 The estimated labour requirement for the Scheme over the projected 24-month construction period is equivalent to a gross 467 full time equivalent (FTE) employees per annum, with the estimated on-site construction workforce expected to peak at approximately 794 employees at month 14 of the construction period.
- 3.2.4 As the Scheme would require a large skilled workforce it would provide employment opportunities to the Local Impact Area and benefit young professionals with training opportunities to develop their skills and achieve qualifications. The Scheme will also help to upskill local labourers and to find disadvantaged individuals work. It is estimated that 64.2% of the labour requirement will be sourced from within the Local Impact Area, based on Census 2011 commuting patterns and the requirement for specialist employees to be brought in to the local area.
- 3.2.5 The size of the local economy can be measured using Gross Value Added (GVA), which measures the value of goods and services in a given area.
- 3.2.6 The local economy will be positively impacted during the construction phase through the creation of jobs, such as construction workers, site managers, and delivery drivers. Of which, the workforce significantly contributes to the GVA of the Scheme. In total, the direct GVA of the Scheme's construction is estimated to be approximately £21.0 million per annum.
- 3.2.7 As a result of "leakage" from commuting employees outside the Local Impact Area, approximately 58% of the GVA will be retained within the Local Impact Area. This equates to a £12.2 million per annum increase for the Local Impact Area.
- 3.2.8 The Scheme is expected to stimulate the economy further through indirect and induced employment opportunities being generated by the construction phase. It is estimated that the Scheme will support a further 1.33 employees per FTE

construction employee per annum, through indirect employment, such as in the construction industry supply chain⁷.

3.2.9 Therefore, the Scheme is estimated to have a further Gross Value Added of £29.7 million per annum through supply chains, local manufacturing, and induced benefits through additional spending by workers and their families in the local economy. An estimated £17.9 million of this indirect and induced GVA uplift is anticipated to be retained within the Local Impact Area.

3.2.10 The direct, indirect and induced economic benefits of the Scheme therefore are likely to total £50.7 million of GVA uplift per annum, £30.1 million of which will be retained within the Local Impact Area. Once secondary impacts on the agricultural sector, accommodation and services sector, and tourism and recreation economy have been considered, the net change in GVA to the economy within the Local Impact Area will amount to an uplift of £368 per worker from the 2020 baseline.

3.3 Operation

3.3.1 The ongoing workforce associated with the operation of the Scheme throughout the Scheme's operation is likely to be limited to maintenance crews, landscaping teams, and occasional repair units.

3.3.2 If the development of the Scheme leads to increased energy and engineering sector training locally and regionally, there is potential for the local areas to develop their skills and achieve qualifications.

3.4 Decommissioning

3.4.1 The decommissioning of the Scheme is expected to take 12-24 months at the end of the life of the Scheme.

3.4.2 For the purposes of this assessment, the estimated number of workers required to undertake the decommissioning of the Scheme will be 80% of the workforce required for construction. Therefore, the Scheme would require a skilled labour force that would again provide employment opportunities to the Local Impact Area and benefit young professionals with training opportunities to develop skills and achieve qualifications.

3.4.3 Similarly, to the construction phase, the Scheme is likely to bring about a positive indirect boost to the local economy and employment through additional spending and services required by workers and their families.

3.4.4 An Outline Decommissioning Statement **[REP3-014]** will be submitted as part of the DCO application, however, a detailed decommissioning plan will be produced and submitted to Local Authorities closer to the date the Scheme stops operating.

3.5 Job and Skill Requirements

3.5.1 The types of jobs and skills that are likely to be required during the construction and operation phases of the Scheme have been detailed in **Table 3.1** below:

Table 3.1: Summary of Jobs and Skills Requirements

Phase	Job Name	Job Description	Skills
Construction	Civil Engineering Workers	Preparation of the Sites. Work includes: Excavation using an appropriately sized tracked excavator; 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 cabling; and Preparation for and laying foundations for the solar stations, on-site substations and BESS.	Use of machinery, such as dump trucks, diggers and compactors. Use of cranes to lift the components into position.
	Labourers	Labour to place cabling and ducting in the trenches and to transport materials as required around Sites.	No specific qualifications required.
	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 structure.	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.
	Electrical Engineering and Cabling	Connecting the panels with inverters, to on-site	Skills for cabling and installation of equipment required.

		substations and transformers and to the network grid.	
	Cable Construction using trenches	Preparation of the Sites and cable corridor. Work includes: Excavation using an appropriately sized tracked excavator; The removal and storage of topsoil; The trench will be cleared and bottomed out; Sand bedding will be installed at the bottom; Cable installation will follow behind excavation.	Skill of using an excavator to remove layers of topsoil to produce trenches.
	Cable Construction using horizontal directional drilling (trenchless cabling technique)	Preparation of the Sites and cable corridor. Work includes: Launch and reception pits will be excavated using a suitable excavator; Work will then commence on the initial drill; The bore will then be drilled to a size to accept the duct; The pipe will then be installed.	Relevant qualifications and accreditations required to operate horizontal directional drilling that includes NVQ Directional Drilling Level 1 & 2.
	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.

	Delivery drivers	Drivers to deliver equipment and supplies to the Sites.	Appropriate driving license required.
Operations	Electrical Engineers	To monitor and trouble-shoot any problems.	Low Voltage (LV), Medium Voltage (MV), and High Voltage (HV) electrical specialists required.
	Performance Managers	To monitor and trouble-shoot any problems via software remotely from the office.	Skills and qualifications in software engineering.
	CCTV and Security	To monitor security of the site.	Protect the security of the site.
	Landscape Monitoring and Managers	To deliver watering strategy and monitor and maintain the landscape/ecology areas within the Scheme.	Knowledge and skills in ecology and landscaping.

3.6 Equipment Requirements

3.6.1 The equipment required for the key components of the Scheme have been included in **Table 3.2** below:

Table 3.2: Equipment Requirements

PV Park	BESS	Substations
Inverters, transformers and switchgear to be incorporated in a conversion unit or to be standalone equipment.	Inverters, transformers and switchgear to be incorporated in a conversion unit or to be standalone equipment.	Inverters, transformers and switchgear to be incorporated in a conversion unit or to be standalone equipment.
Electrical Cables (LV, MV)	Electrical Cables (LV, MV)	Electrical Cables (MV, HV)
Earthing	Earthing	Earthing
Civil Materials (e.g. concrete)	Civil Materials (e.g. concrete)	Civil Materials (e.g. concrete)
Modules and mounting structure	BESS	Relay Rooms
CCTV	CCTV	CCTV
Perimeter Fence	Perimeter and Palisade Fence	Perimeter and Palisade Fence
	HVAC or liquid cooling system	Fibre Chambers

	Ground tank for water storage or open water bodies	Welfare facilities and control building or container
--	--	--

4 Economic Policy, Legislation, and Industry Practice

4.1 Introduction

4.1.1 A review has been undertaken of the planning policy, national frameworks and economic development strategies of the administrative bodies relevant to the Scheme. Documents which are relevant to the Scheme's SSCEP are listed below, followed by the key relevant policies and industry commitments the Scheme would comply with.

4.2 National Policy

[National Policy Statement \(NPS\) for Energy \(EN-1\) - 2011⁸](#)

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 SSCEP:

- The creation of jobs and training opportunities.
- The provision of additional local services and improvements to local infrastructure, including the provision of educational and visitor facilities.

[National Policy Statement \(NPS\) for Energy \(EN-1\) - 2023⁹](#)

4.2.2 The transitional provisions in the recently designated (17 January 2024) NPS EN-1 state that the 2011 NPSs will be the applicable national policy statements for any DCO application that is accepted for examination before the designation of the updated NPSs. However, the policies set out in the emerging draft NPSs (or those designated but not having effect) are potentially capable of being important and relevant considerations in the decision-making process.

4.2.3 The recently designated NPS largely replicates the existing NPS EN-1, however, it adds the following statement (Section 5.13) that, "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".

[National Planning Policy Framework \(NPPF\) \(2023\)¹⁰](#)

4.2.4 Paragraph 85 states that, "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."

4.3 Local Policy and strategy

[Bassetlaw Local Plan 2020-2038: Publication Version \(July 2022\)¹¹](#)

4.3.1 Bassetlaw District Council supports a step change in the local economy by promoting competitive, diverse and sustainable economic growth. This aims to reduce out-commuting, create more better paid and highly skilled jobs, and provide

education and training opportunities to meet local employment needs and aspirations.

4.3.2 Bassetlaw District Council will support proposals for renewable energy schemes, provided it complies with the criteria outlined in Policy ST51.

4.3.3 Green energy is identified as a prominent regional growth sector.

4.3.4 The district aims to support the transition to a net zero carbon district through promoting energy, and maximising opportunities to generate and use a vibrant mix of renewable energy, zero carbon and other alternative technologies.

4.3.5 Calculations indicate that up to 9,852 jobs could be generated overall in the plan period (2020-2028).

[Bassetlaw District Local Development Framework: Core Strategy & Development Management Policies DPD \(December 2011\)](#)¹²

4.3.6 The plan states that Bassetlaw District has greenfield availability in attractive market locations that could drive growth. This could help ensure opportunities for the use of renewable and low carbon energy sources are realised as the technologies are encouraged by the plan. This would also contribute to addressing climate change which Bassetlaw identifies itself as having an important role to play in the matter.

4.3.7 Bassetlaw District Council will support proposals for renewable and low carbon energy to minimise CO2 emissions, provided they do not conflict with other relevant policies of the Local Plan.

[Bassetlaw Council Plan 2019-2023](#)¹³

4.3.8 The plan prioritises raising skill levels and delivering more jobs and economic growth within the district, by establishing a Skills Board and encouraging local businesses to take on more apprenticeships.

4.3.9 Bassetlaw will develop a long-term strategy to become carbon neutral in their operations and will work with owners of the two-coal fired power station sites to maximise their potential and create positive local opportunities.

[Central Lincolnshire Local Plan \(April 2023\)](#)¹⁵

4.3.10 The Local Plan sets a range of objectives that includes:

- Developing the area's renewable and low carbon energy;
- Creating and improving access to high quality training and learning opportunities to all within Central Lincolnshire;
- Help shift towards higher skilled jobs with a higher paid economic base; and
- Encouraging and supporting a competitive, diverse and stable economy.

4.3.11 Proposals for renewable energy schemes will be supported where the effects are or will be made acceptable.

[D2N2 Strategic Economic Plan¹⁶](#)

- 4.3.12 The Strategic Economic Plan sets seven targets to be achieved as part of their vision for 2030. This includes:
- Being in the top quarter of productive local economies in Europe;
 - Maintaining a high and stable employment rate with a workforce of one million people; and
 - Eliminating the gap in workforce qualifications between the UK and D2N2 (Derby, Derbyshire, Nottingham and Nottinghamshire).
- 4.3.13 The plan details eight key actions to drive growth which includes:
- Developing knowledge and innovation strengths;
 - Inspiring the careers and skill choices of the current and future workforce;
 - Helping people into work; and
 - Helping to raise the workforce skill levels needed to drive the economy's future needs.
- 4.3.14 With the aim to be driven by innovation, action will be co-ordinated to ensure that investment in technologies and processes drive up the demand for skills, connectivity and market access as well as productivity. With the expectation of transforming the region into a high value economy.
- 4.3.15 As such, it aims to raise real wages and narrow inequality by a rise in median weekly earnings of at least 40%.
- 4.3.16 The plan promotes clean growth in energy and low carbon technologies.

[D2N2 Recovery and Growth Strategy 2020-2030¹⁷](#)

- 4.3.17 The Recovery and Growth Strategy prioritises improvement across three guiding principles including low carbon growth, enhanced productivity, and connectivity and inclusion.
- 4.3.18 Part of the strategy includes leading the most ambitious carbon economy turnaround in the country, by creating a greener and more resilient economy. The aim for the region is to become pioneers and global leaders in clean growth.
- 4.3.19 It follows that their ambition is to add a further £9 billion of green growth to their gross value added by 2030 to reduce high proportions of low skilled and low earning jobs, and long-term unemployment.
- 4.3.20 This strategy makes it clear that the regions recovery will be green, and will include a shift to renewables. It also states that investments in skills, innovation and infrastructure will be needed to sustain the change.

[D2N2 Draft Local Industrial Strategy¹⁸](#)

- 4.3.21 At the heart of the strategy's vision, it aims to pursue clean and green growth, to create a green revolution that creates the jobs of the future.
- 4.3.22 The vision is underpinned by three guiding principles of upskilling for productivity, clean growth and connectivity and inclusion.
- 4.3.23 The industrial strategy aims to address the regional productivity lag, and become one of the most productive regions in Europe, that focuses on addressing the high proportion of low-skilled and low earning jobs in the region by upskilling more of the population. It aims to do this by leading a skills revolution linked to innovation, digitalisation and automation.
- 4.3.24 In addition, the strategy details the need to reduce the region's reliance on carbon intensive industries and instead, drive economic growth by developing clean and green industries. It suggests an opportunity to utilise the closure of the carbon-emitting power stations to spearhead new zero-carbon energy systems.
- [Greater Lincolnshire Enterprise Partnership Strategic Economic Plan¹⁹](#)
- 4.3.25 The Strategic Economic Plan outlines five priorities and drivers for success. This includes driving the growth of the area's strongest sectors which offer the most competitive advantages. The low carbon economy and renewable energy is listed as one of the strongest sectors for growth.
- 4.3.26 The local enterprise partnership will promote tailored activity in skills and innovation to ensure Greater Lincolnshire's businesses and communities are not left behind.
- [Greater Lincolnshire Local Industrial Strategy \(LIS\)²⁰](#)
- 4.3.27 The ambition of the report is that Greater Lincolnshire will pioneer industrial decarbonisation, creating a template for other areas in the process. They also aim to be a test bed for technologies in clean energy generation, storage and distribution.
- 4.3.28 The LIS focuses on critical innovation across Greater Lincolnshire's sectors. In addition, the LIS focuses on levelling up and responding to hyper-local challenges in skills, business growth and infrastructure.
- [Protecting Progressing Prospering: Greater Lincolnshire's Economic Plan for Growth²¹](#)
- 4.3.29 The plan reiterates the ambitions of Greater Lincolnshire as set out in the LIS to pioneer industrial decarbonisation and to be a template for other areas.
- 4.3.30 The Economic Plan identifies the challenges Greater Lincolnshire faces such as rising unemployment and a slow labour market recovery. As such, it outlines the need to build back better which includes joining the industrial green revolution and to build a low carbon economy.
- 4.3.31 The priorities of the plan include growing employment in the emerging low carbon sector, enhancing prosperity through clean growth investment, and exploiting advancements in innovative technologies in low carbon and clean energy. The plan

advises that the unique profile of Greater Lincolnshire has the potential to be a market leader in rural energy decarbonisation.

- 4.3.32 Greater Lincolnshire's Economic Plan for Growth seeks that all residents reach their potential in the local labour market and participate in a flourishing and inclusive economy. As such, it has been identified there is a clear need to offer retraining and skill schemes to help people return to the labour market and to support young people into work.

[Local Skills Report: Greater Lincolnshire LEP Employment and Skills Advisory Panel²²](#)

- 4.3.33 The Local Skills Report shares a similar goal as to the Economic Plan above for residents to reach their potential and participate in a flourishing and inclusive economy.

- 4.3.34 The report aims to inspire young people and adults to stay and work in the area. It also intends to provide training and support for people who are already working, or seeking jobs, to gain the skills needed to take up future job vacancies.

[Sturton by Stow and Stow Neighbourhood Plan 2019-2036²³](#)

- 4.3.35 The neighbourhood plan promotes development of appropriate local employment opportunities and infrastructure in order to improve skills, knowledge and the local economy. It also supports employment opportunities of green enterprises.

- 4.3.36 Sturton by Stow and Stow aims to address climate by encouraging the adoption of individual and community scale renewable energy schemes. The plan also promotes and supports the installation of other green initiatives such as electric car charging points, and requires all new buildings to have renewable energy features.

[Corringham Neighbourhood Plan 2021 to 2036 \(Referendum Version October 2021\)²⁴](#)

- 4.3.37 The plan is underpinned by a number of objectives to ensure the parish remains a small, attractive rural place to live, work in or to visit. To ensure compliance, each objective corresponds to a policy set out in the plan.

- 4.3.38 The plan supports proposals for sustainable development that minimise CO2 emissions. In addition, Objective 4 aims to encourage employment by promoting local business growth, whilst still respecting the environment.

[Glentworth Neighbourhood Plan 2018 – 2036 Approved Plan September 2019²⁵](#)

- 4.3.39 The vision of the Glentworth Neighbourhood Plan up until 2036 is for the parish to be an enjoyable place to live with a thriving and safe community. It also aims to protect and improve its existing services.

[Hemswell & Harpswell Neighbourhood Plan²⁶](#)

- 4.3.40 The ambition of the plan and its policies focus on creating a sustainable future for both parishes. The plans community objectives support the retention of existing local services and facilities and promotes the creation of new and appropriate facilities to support the residents.

[Rampton & Woodbeck Neighbourhood Plan 2019 -2037²⁷](#)

- 4.3.41 The community vision of the plan is for the area to have a safe and vibrant community, and for new development to meet the needs of current and future residents. The plan supports proposals for small-scale economic uses that promote new business, the expansion of existing businesses, or the diversification of existing businesses.

[Treswell and Cottam Neighbourhood Plan Referendum Version²⁸](#)

- 4.3.42 The aim of the plan is for the area to be a thriving rural community in which people enjoy living, working and visiting. An important aspect of the plan is for the community to be more sustainable.
- 4.3.43 One objective of the plan is for new development to benefit the community. In addition, the plan includes a policy that supports local employment opportunities.

[Final Brattleby's Neighbourhood Development Plan 2016 – 2036²⁹](#)

- 4.3.44 The overarching vision of Brattleby Neighbourhood Plan is to preserve the character of the parish for current and future generations to live, work and visit the area. The plan sets out four community objectives that are based on the vision and they provide the context for the neighbourhoods plan's policies.

4.4 Conclusion

- 4.4.1 Local planning policies of both Bassetlaw and West Lindsey Councils support renewable energy developments. In addition, both promote greater access to training and learning opportunities so local people can gain access to higher skilled jobs.
- 4.4.2 The strategies and reports from the Local Enterprise Partnerships of D2N2 and Greater Lincolnshire that contain the two district councils have been considered above.
- 4.4.3 Both LEP strategies identified that investment would be needed to develop the skills of its residents to ensure they have the credentials to take up future job vacancies and can continue to help drive the economy. In addition, inspiring and providing support to young people was a theme discussed in both LEPs and their reports.
- 4.4.4 The LEPs also highlighted that they would be pioneers and leaders in clean growth and decarbonisation. Furthermore, the regions specifically identify that renewables will play a large part in their future growth and economy.

5 Opportunities for Economic Improvement

5.1 Introduction

5.1.1 This section outlines possible activities that the Applicant will engage in as part of the work programme of the SSCEP.

5.1.2 As stated in earlier chapters, the opportunities outlined here respond to the local context and reflect the likely implications of the Scheme. They will be modified, refined and agreed through the development of a full SSCEP, which will be secured via Requirement 20 included in the DCO for the Scheme. The full SSCEP will be subject to approval by Bassetlaw and West Lindsey District Councils.

5.2 Skills

5.2.1 For the Scheme to be successfully implemented, a variety of skills and disciplines are needed, as shown in **Table 3.1**. Education and training initiatives aimed at developing essential skills will benefit the local population while also increasing the supply of workers with the necessary qualifications to complete the project.

Apprenticeships

5.2.2 Apprenticeships are an invaluable tool to address skill shortages in an area or particular sector by upskilling and developing people's careers. This can help to meet labour and skill requirements for employers whilst providing training and paid employment for individuals. Therefore, by increasing people's skills and knowledge base this can also improve their pathways into employment and their future earning potential.

5.2.3 It has been identified that the Scheme will seek opportunities to work with existing further and higher education providers in and around the Local Impact Area to offer apprenticeships and other academic support during the construction or operational phase of the Scheme. The nearest to the Scheme, Riseholme College, specialises in land-based subjects and already has some engineering and technician apprenticeships available.

5.2.4 In developing the complete SSCEP, the Applicant will consider a programme to promote apprenticeships during the various phases of the Scheme.

Workforce Training

5.2.5 The Applicant will also consider other partnerships to support the training of employees and workers on the Scheme.

5.2.6 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. For example, attendance of relevant courses will be encouraged in order to fill any skill gaps required to deliver the Scheme.

5.2.7 This would upskill individuals, enhance career prospects and employment opportunities. As a result, this should also increase their income and standard of living.

STEM Education and Career Advice

5.2.8 It has been identified that there is currently a poor take-up of STEM subjects within schools and colleges³⁰. This suggests there may be a future scarcity of workers with technical and professional skills required to deliver the Scheme, and other large infrastructure projects in the future.

5.2.9 The Applicant will look at practicable opportunities to support STEM education aimed at primary children, secondary school students, college students, and/or other young people in the area. This will help to ensure there is an availability of skilled and qualified people to meet the demands of the future in delivering large infrastructure projects through the promotion of education leading to STEM-based careers.

5.2.10 The main objective will be to educate and motivate young people about STEM jobs more broadly. However, some of these target people could gain the technical and professional skills needed to eventually join the workforce of the Scheme, given its timetable.

5.2.11 Engagement with local schools, colleges and local authorities, would be the initial step in order to determine the demand and create the proper initiatives.

5.2.12 Site visits during the construction period may be a useful tool to educate and inspire students. As such, the Applicant will consider how best to provide a physical space or meeting point within the Scheme to deliver STEM initiatives to local groups and schools. People using this space could then gather and learn about the solar farm and renewable energy, making the Scheme an educational resource for the local area.

5.3 Employment

5.3.1 The expected employment benefits of the Scheme are shown in Section 3. This section will discuss opportunities to maximise these employment benefits for local people and disadvantaged groups.

Local Recruitment

5.3.2 The Applicant will contact Local Authorities, Job Centre Plus and other local initiatives to establish available local networks of potential employees for the Scheme.

5.3.3 The Applicant would also seek to utilise local recruitment companies that can target employment opportunities for the Scheme by placing advertisements in local papers and shops or services.

5.3.4 Once construction commences it may be helpful to display vacancies around the Sites. Alternatively, a named Skills and Employment Manager for the Scheme would be made responsible for filling vacancies by reaching out to local contacts.

Workforce Diversity

- 5.3.5 The Applicant will introduce initiatives to maximise the diversity of the workforce. The following groups which would be the target of this measure include:
- workers of a certain gender, ethnicity or age (e.g. 16-24 year olds or older workers);
 - disadvantaged or under-represented groups, for example, long-term unemployed, ex-offenders or disabled people.
- 5.3.6 Through consultation post-consent, particular target groups would be identified using specialist local job brokerage agencies.
- 5.3.7 Regular reporting on the demographic profile of the workforce will be recorded and documented using a voluntary survey to collect data on the age, ethnicity, gender and disability of the workforce.

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.

Networking

- 5.4.2 The Applicant will identify and collaborate with local partners including the Local Authorities to inform small businesses about contract and purchasing opportunities resulting from the Scheme. It is the intention of the Applicant to communicate with members and individuals interested in the energy sector in the region.
- 5.4.3 In order to boost the local presence within the Scheme and make use of the local supply chains the Applicant will reach out to potential suppliers and organise 'meet the buyer' events.

Procurement

- 5.4.4 The approach to procurement for the Scheme will take into account the objective of maximising benefits to local firms, while balancing this goal to ensure the Scheme is delivered in a competitive manner.
- 5.4.5 The Applicant will seek to engage with potential contractors early in the process. Contracting opportunities will be publicised in order to maximise local reach, including (but not limited to) using social media, local newspapers and in respected industry publications. The Applicant also aims to work with local partners, to help identify and engage with local business that want to become part of the supply chain.

International Supplies

- 5.4.6 Any procurement of supplies internationally will comply with both national and international law, and all policy and safety measures will be adhered to in the transportation of supplies. Risk assessments will be produced when required and will be strictly followed by all in that particular supply chain.

6 Plan Delivery

6.1.1 This section describes how the SSCEP is to be delivered, including potential roles, responsibilities and timelines.

6.2 Organisational Framework

6.2.1 The potential organisational framework for developing and delivering the SSCEP work programme post DCO consent will include the following:

- The SSCE Lead Project Manager, who would drive the programme of works and be overseen by the project committee, likely to comprise members of the Applicant and members of the appointed EPC contractor to build out the Scheme.
- The work programme would then be broken down into a number of target areas of economic improvement which will align with the opportunities described in Section 5. Each economic strategy for improvement, such as providing more apprenticeships, or increasing awareness and uptake of STEM subjects would have a named lead and internal or external partner. They would help support its delivery and share specific local knowledge and experience that will be critical to its success. Additional resources such as professional support, capital funding or physical facilities may be relevant.
- If each action is successful, the outputs and, ultimately, the outcomes specified in the SSCE strategy, will be achieved. The outputs and outcomes will be monitored, and reporting will be undertaken. Lessons learned will be used to inform future SSCE work programmes.

6.3 Engagement with External Stakeholders

6.3.1 It will be vital to work with external stakeholders in order for the SSCEP to succeed.

6.3.2 It may be possible to consult with local residents and community groups on issues relating to the SSCEP, building on the community engagement during preparation of the DCO application.

6.4 Delivery Timelines

6.4.1 **Table 6.1** sets out a timeline for developing and delivering the SSCEP.

Table 6.1: Timescales for Developing and Delivering the SSCEP

Key Milestone	Actions
2023 – after DCO application submission	Continue engaging with local stakeholders.
2024 – Likely date for decision, assuming consent is granted	Develop the SSCEP into the final document, confirming the objectives and activities to be followed. Seek approval of the final SSCEP from the Local Authorities, in accordance with Requirement 20 of the DCO.

	<p>Send out invitations for contractors to tender for work (if relevant).</p> <p>Engage with local businesses and market opportunities to them.</p>
<p>2024 – earliest start point for construction</p>	<p>Continued engagement with local businesses to promote recruitment and to establish programmes with young people.</p> <p>Develop strategies with contractors to deliver and monitor SSCEP requirements in contracts.</p> <p>SSCEP activities and outputs to be delivered during construction and operation.</p> <p>Activities and outputs to be monitored and reported on consistently to determine their successful completion.</p> <p>Any amendments or additional programmes to be added to the SSCEP must be agreed with the Local Authorities.</p>

7 Monitoring and Feedback

7.1 Monitoring

7.1.1 Effective monitoring, measurement, and reporting of the SSCEP's goals and actions is crucial to determine whether the strategy is succeeding in its objectives.

7.1.2 A monitoring and reporting plan will be developed as part of the full SSCEP and will be submitted to the Local Authorities for approval.

7.1.3 Monitoring the objectives and actions of the SSCEP will be achieved by following the methods below:

- Consider how best to practically collect data, prior to defining measurable targets;
- Developing specific, measurable, attainable, realistic, and timely (SMART) performance indicators;
- Ensuring mechanisms that are used to monitor the performance of the objectives are relevant to the stated objectives in the final SSCEP; and
- Ensuring performance indicators are flexible to account for changing circumstances.

7.2 Measurable Outputs and Outcomes

7.2.1 **Table 7.1** below sets out some potential measurable outputs and outcomes of the Scheme's SSCEP.

7.2.2 Outputs are the tangible results of pursuing the specific opportunities of the Scheme.

7.2.3 Outcomes are the longer-term results of implementing the SSCEP.

7.2.4 Outcomes should be measured and recorded periodically throughout the Scheme's lifespan. This information could be collected internally or externally by asking questions in a survey style manner, which may include the following:

- What objectives or goals have been achieved?
- Have the specific outcomes been realised?
- What would have happened normally?
- Was it value for money?
- Should anything have been done differently?
- What lessons can be taken into other projects?

Table 7.1: Potential Measurable Outputs and Outcomes of the SSCEP

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. Increase in energy sector-based training. Increase in skilled young professionals (upskilling). Increase in personal incomes.
	Opportunity 2: Other Training	Number of relevant vocational qualifications achieved.	Reduction in proportion of population with no qualifications. Increase in sector based training. Increase in skilled workforce (upskilling). Increase in proportion of population with higher qualifications.
	Opportunity 3: STEM Educations and Careers	Number of schools engaged. Number of events delivered. Number of pupils participating in events. Increased awareness of STEM careers.	Take up of STEM subjects in further education. Increase in proportion of population with higher qualifications. Increase in skilled young professionals (upskilling).
Employment	Opportunity 4: Local Recruitment	Proportion of workforce employed from the local area.	Increase in energy sector employment in the local area. Increased local economic benefits.

	Opportunity 5: Maximising Diversity of the Workforce	Proportion of workforce employed from target groups. Number of employees who are happy with working environment/culture.	Increase employment levels for target groups.
Supply Chain	Opportunity 6: Business Networking and Support	Number of supplier events delivered.	Increase in turnover of local businesses. Increase in personal incomes. Increase in standards of living.
	Opportunity 7: Procurement Strategy	Number/value of contracts secured by local businesses.	Increase in turnover of local businesses. Increase in personal incomes. Increase in standards of living.

7.3 Safeguarding

7.3.1 As a member of Solar Energy UK, IGP are a signatory of the UK Industry Supply Chain Statement, which states :

“We, members of the UK solar energy industry, condemn and oppose any abuse of human rights, including forced labour, anywhere in the global supply chain. We support applying the highest possible levels of transparency and sustainability throughout the value chain, and commit to the development of an industry-led traceability protocol to help to ensure our supply chain is free of human rights abuses.”

7.3.2 As a result, the project team is committed to ensuring the safeguarding against exploitation and forced labour in relation to direct and indirect employment associated with the development, including throughout its global supply chain.

7.4 Whistleblowing

7.4.1 The Applicant is committed to achieving the highest possible standards of service in all of its practices. To help achieve these standards it encourages freedom of speech.

7.4.2 As such, the Scheme will comply with the Public Interest Disclosure Act 1998 which protects workers making disclosures about certain matters of concern, when those disclosures are made in accordance with the Act’s provisions and in the public interest.

7.4.3 A full policy that sets out how the Scheme will support and encourage its employees to come forward and voice their concerns will be addressed in the final SSCEP that will be submitted to the two Local Authorities for approval.

8 References

- Ref 1. ONS (2022). Population and household estimates, England and Wales: Census 2021. Available at: <https://www.ons.gov.uk>
- Ref 2. ONS (2022). Census 2021: P03 – Usual resident population by sex and five-year age group, local authorities in England and Wales. Available at: <https://www.ons.gov.uk>
- Ref 3. MHCLG (2019). IoD2019 Interactive Dashboard – Local Authority Focus. Available at GOV.UK
- Ref 4. MHCLG (2019). IoD2019 Interactive Dashboard – Local Authority Focus. Available at GOV.UK
- Ref 5. ONS (2021). Annual Survey of Hours and Earnings – Resident Analysis. Available at NomisWeb.
- Ref 6. ONS (2021). Annual Survey of Hours and Earnings – Workplace Analysis. Available at NomisWeb.
- Ref 7. Cebr (2014). Solar powered growth in the UK: The macroeconomic benefits for the UK of investment in solar PV. London: Cebr (for the Solar Trade Association).
- Ref 8. Department of Energy and Climate Change (2011). Overarching National Policy Statement for Energy (EN-1). London: The Stationery Office.
- Ref 9. Department for Energy Security & Net Zero (2023). Overarching National Policy Statement for Energy (EN-1). London: The Stationery Office.
- Ref 10. Department for Levelling Up, Housing & Communities (2023). National Planning Policy Framework. London: The Stationery Office.
- Ref 11. Bassetlaw District Council (2022). Bassetlaw Local Plan 2020-2038: Publication Version. Worksop: Bassetlaw District Council.
- Ref 12. Bassetlaw District Council (2011). Bassetlaw District Local Development Framework: Core Strategy & Development Management Policies DPD. Worksop: Bassetlaw District Council.
- Ref 13. Bassetlaw District Council (2021). Bassetlaw Council Plan 2019-2023: Investing in Bassetlaw. Available at: Bassetlaw.gov.uk
- Ref 14. ~~North Kesteven District Council, Lincoln City Council, West Lindsey District Council (2017). Central Lincolnshire Local Plan. Sleaford: North Kesteven District Council.~~
- Ref 15. North Kesteven District Council, Lincoln City Council, West Lindsey District Council (2023). Central Lincolnshire Local Plan. Sleaford: North Kesteven District Council.
- Ref 16. Derby, Derbyshire, Nottingham, and Nottingham Local Enterprise Partnership (2022). D2N2 Strategic Economic Plan: Vision 2030 Strategy. Available at: d2n2lep.org
- Ref 17. Derby, Derbyshire, Nottingham, and Nottingham Local Enterprise Partnership (2022). D2N2 Recovery and Growth Strategy 2020-2030. Available at: d2n2lep.org

- Ref 18. Derby, Derbyshire, Nottingham, and Nottingham Local Enterprise Partnership (2022). D2N2 Draft Local Industrial Strategy. Available at: d2n2lep.org
- Ref 19. Greater Lincolnshire Local Enterprise Partnership (2016). Greater Lincolnshire Enterprise Partnership Strategic Economic Plan. Available at: greaterlincolnshirelep.co.uk
- Ref 20. Greater Lincolnshire Local Enterprise Partnership (2021). Greater Lincolnshire Local Industrial Strategy. Available at: greaterlincolnshirelep.co.uk
- Ref 21. Greater Lincolnshire Local Enterprise Partnership (2021). Protecting Progressing Prospering: Greater Lincolnshire's Economic Plan for Growth. Available at: greaterlincolnshirelep.co.uk
- Ref 22. Greater Lincolnshire Local Enterprise Partnership (2022). Local Skills Report: Greater Lincolnshire LEP Employment and Skills Advisory Panel. Available at: greaterlincolnshirelep.co.uk
- Reg 23. West Lindsey District Council (2022). Sturton by Stow and Stow Neighbourhood Plan. Available at: west-lindsey.gov.uk
- Reg 24. Corringham Parish Council (2021). Corringham Neighbourhood Plan 2021 to 2036 (Referendum Version October 2021). Gainsborough: West Lindsey District Council.
- Reg 25. Glentworth Parish Council (2019). Glentworth Neighbourhood Plan 2018 – 2036 Approved Plan September 2019. Gainsborough: West Lindsey District Council.
- Reg 26. Hemswell Parish Council and Harpswell Parish Council (2022). Hemswell & Harpswell Neighbourhood Plan [for examination]. Gainsborough: West Lindsey District Council.
- Reg 27. Rampton & Woodbeck Parish Council (2022). Rampton & Woodbeck Neighbourhood Plan 2019 – 2037. Worksop: Bassetlaw District Council.
- Reg 28. Treswell and Cottam Parish Council (2022). Treswell and Cottam Neighbourhood Plan Referendum Version. Worksop: Bassetlaw District Council.
- Reg 29. West Lindsey District Council (2022). Final Brattleby's Neighbourhood Development Plan 2016 – 2036. Available at: west-lindsey.gov.uk
- Reg 30. UK Parliament (2017). Industrial Strategy: science and STEM skills (thirteenth report of session 2016-2017). Available at: publications.parliament.uk