

Tillbridge Solar Project
EN010142

Volume 7
Framework Skills, Supply Chain and Employment Plan
Document Reference: EN010142/APP/7.18

Regulation 5(2)(q)
Infrastructure Planning (Applications: Prescribed Forms and
Procedure) Regulations 2009

April 2024
Revision Number: 00

Table of Contents

Executive Summary	1
Purpose	1
Local Community Profile	2
Economic Policy and Strategy Context	2
Opportunities	3
Delivery	4
Monitoring	4
1. Introduction	5
1.1 Purpose of this report	5
1.2 The Scheme	5
1.3 Structure of this Document	6
2. Summary of Economic Benefits	8
2.1 Introduction	8
2.2 Summary of Employment and GVA Benefits	8
2.3 Summary of Jobs and Skills Requirements	11
2.4 Summary of Equipment Requirements	14
3. Local Community Profile	15
3.1 Overview	15
3.2 Population	15
3.3 Workforce	15
4. Economic Policy and Strategy Review	17
4.1 Introduction	17
4.2 Key Messages	18
4.3 Conclusions	26
5. Opportunities	27
5.1 Introduction	27
5.2 Skills	27
5.3 Employment	31
5.4 Supply Chain	33
6. Delivery	36
6.1 Introduction	36
6.2 Organisational Framework	36
6.3 Engagement with External Stakeholders	37
6.4 Timelines	37
7. Monitoring and Feedback	39
7.1 Introduction	39
7.2 Monitoring	39
7.3 Potential Outputs and Outcomes	39
8. References	42
Abbreviations	45

Figures

Figure 6.1 Timeline for Developing and Delivering the SSCE Plan	37
---	----

Tables

Table 2.1 Net additional construction employment per annum from the Scheme	9
Table 2.2 Gross Direct Value Added per annum from the Scheme during the Construction Phase	10
Table 2.3 Total Net Employment during Operation of the Scheme.	10
Table 2.4 Potential Jobs and Skills to be required during Construction, Operation and Decommissioning of the Scheme	12
Table 2.5 Likely Equipment and Materials to be required during Construction, Operation and Decommissioning of the Scheme	14
Table 5.1 Potential Stakeholders for Skills Collaborations.....	27
Table 5.2 Potential Stakeholders for STEM Education and Careers Collaboration ..	30
Table 5.3 Details of Local Job Brokerage Agencies	31
Table 6.1 Timeline for Developing and Delivering the SSCE Plan.....	37
Table 7.1 Potential Measurable Outputs and Outcomes of the SSCE Strategy	40

Executive Summary

Purpose

- ES1. This Framework Skills, Supply Chain and Employment Plan (FSSCEP) has been prepared to accompany the Application for a Development Consent Order (DCO) for the Tillbridge Solar Project (the Scheme). Its purpose is to maximise and pro-actively expand the economic benefits of the Scheme for the local community. The Applicant for the Scheme is a joint venture between Tribus Clean Energy Limited and Recurrent Energy (a subsidiary of Canadian Solar), who are both experienced developers of renewable energy projects.
- ES2. The FSSCEP 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 FSSCEP identifies means for publicising SSCE opportunities and for joint working with key partners going forwards. It also provides a framework for future delivery.
- ES3. Economic Benefits of the SchemeThe Scheme will comprise the construction, operation (including maintenance), and decommissioning of ground-mounted solar photovoltaic (PV) arrays. The Scheme will also include associated development to support the solar PV arrays. The Principal Site comprises the solar PV arrays, electrical substations, grid balancing infrastructure, cabling and areas for landscaping and ecological enhancement.
- ES4. The associated development element of the Scheme includes but is not limited to access provision; a Battery Energy Storage System (BESS), to support the operation of the ground mounted solar PV arrays; the development of on-site substations; underground cabling between the different areas of solar PV arrays; and areas of landscaping and biodiversity enhancement.
- ES5. The Scheme also includes a 400kV underground Cable Route Corridor of approximately 18.5km in length connecting the Principal Site to the National Electricity Transmission System (NETS) at the existing National Grid Cottam Substation. The Scheme will export and import electricity to the NETS. A full description of the Scheme is included in Chapter 3: Scheme Description of the Environmental Statement **[EN010142/APP/6.1]**. An overview of the Scheme and its environmental impacts is provided in the Environmental Statement Non-Technical Summary **[EN010142/APP/6.4]**.
- ES6. The Scheme is located within the administrative areas of West Lindsey District Council, Lincolnshire County Council, Bassetlaw District Council, and Nottinghamshire County Council.

- ES7. The assumed construction period is expected to create an average total net additional employment of 914 jobs per annum during the construction period (up to a peak of 1,395), of which a total of 138 could be taken up 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, civil and landscaping related.

Local Community Profile

- ES8. The characteristics of the workforce and economy were examined to set the context for the FSSCEP. A Study Area has been defined based on a 60-minute drive time Study Area that constitutes the relevant labour market for the Scheme.
- ES9. The Study Area has higher levels of economic activity but a lower level of qualifications than the East Midlands and England. The unemployment rate is similar across the three geographical scales. West Lindsey has four Lower Layer Super Output Areas (LSOAs) (representing 8% of West Lindsey's 52 LSOAs) within the 10% most deprived LSOAs in England. Bassetlaw has five LSOAs (representing 7% of Bassetlaw's 70 LSOAs) within the 10% most deprived LSOAs in England. 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. This is lower than the regional proportion but in line with national level.

Economic Policy and Strategy Context

- ES10. Planning policies and economic development strategies relevant to the Scheme were identified at the national, regional, and local levels.
- ES11. National Policy, including the National Policy Statements (NPS) for Energy (EN-1) (Ref 8) and Renewable Energy Infrastructure (EN-3) (Ref 9) state that Applicants should consider job creation, the necessary skills associated with employment opportunities and supply chains in their applications.
- ES12. 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.
- ES13. The relevant Local Plans (including the Central Lincolnshire Local Plan, Central Lincolnshire Local Plan¹ 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 Corringham Neighbourhood Plan, Glentworth Neighbourhood Plan, Hemswell and

¹ This document was prepared by the Central Lincolnshire Joint Strategic Planning Committee (CLJSPC) which includes West Lindsey District Council.

Harpwell Neighbourhood Plan, Hemswell Cliff Neighbourhood Plan, Sturton by Stow Neighbourhood Plan, Rampton and Woodbeck Neighbourhood plan and Treswell and Cottam 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 FSSCEP is therefore in accordance with planning policy and supports the achievement of aims which the relevant Local Plans identify relating to SSCE.

Opportunities

- ES14. Seven potential opportunities or work areas, across skills, employment, and supply chain, have been identified that the Applicant could take forward.

Skills Opportunities

Opportunity 1 – Apprenticeships

- ES15. The Applicant could consider a programme to promote apprenticeships during the various phases of the Scheme. The FSSCEP identifies potential local partners of relevance.

Opportunity 2 – Other Workforce Training

- ES16. The Applicant could also consider other interventions to support the training of employees and workers on the Scheme. This could 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

- ES17. The Applicant could investigate the potential for a programme of activities which promote Science, Technology, Engineering, and Mathematics (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.

Employment Opportunities

Opportunity 4 – Local Recruitment

- ES18. The Applicant could 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

- ES19. The Applicant could introduce initiatives to maximise the diversity of the workforce. This measure could 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

- ES20. The Applicant could work with local partners to communicate opportunities for purchasing and contracts arising from the Scheme to local businesses. This could include establishing relationships with Lincolnshire Chamber of Commerce and the East Midlands Chamber of Commerce, as well as identifying other potential partners including the Local Authorities.

Opportunity 7 – Ethical Procurement Strategy

- ES21. The procurement strategy for the Scheme could also be shaped to maximise opportunities to local businesses, with an ethical procurement policy, whilst seeking to minimise associated environmental impacts and safeguarding human rights in the supply chain.

Opportunity 8 – Research and Development

- ES22. The Scheme will provide opportunities for research organisations to use the site in order to enable research and innovation in the renewable energy sector.

Delivery

- ES23. Potential delivery arrangements for the FSSCEP are set out in **Section 6**. These include an organisational framework with suggested roles and responsibilities, identification of key partners, and a timeline for development of a full SSCE plan and its implementation post-consent.

Monitoring

- ES24. 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 FSSCEP are being achieved.

1. Introduction

1.1 Purpose of this report

- 1.1.1 Tillbridge Solar (the Scheme) will generate economic benefits including new jobs and expenditure, as established in **Section 14.8 of Chapter 14: Socio-Economics and Land Use** of the Environmental Statement (ES) [EN010142/APP/6.1]. The Applicant aims to maximise and pro-actively expand these benefits for the local community.
- 1.1.2 This Framework Skills, Supply Chain and Employment Plan (FSSCEP) 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. The FSSCEP goes on to identify 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 FSSCEP identifies means for publicising SSCE opportunities and for joint working with key partners going forward. It also provides a framework for future delivery.
- 1.1.3 This document is a framework plan that will 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 – West Lindsey District and Bassetlaw District.
- 1.1.4 **Chapter 14: Socio Economics and Land Use** of the ES [EN010142/APP/6.1] identifies no relevant significant adverse effects of the Scheme. Therefore, this FSSCEP 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 Tillbridge Solar Project (the Scheme) will comprise the construction, operation (including maintenance), and decommissioning of ground-mounted solar photovoltaic (PV) arrays. The Scheme will also include associated development to support the solar PV arrays.
- 1.2.2 The Scheme is made up of the Principal Site, the Cable Route Corridor and works to the existing National Grid Cottam Substation. The Principal Site comprises the solar PV arrays, electrical substations, grid balancing infrastructure, cabling and areas for landscaping and ecological enhancement.
- 1.2.3 The associated development element of the Scheme includes but is not limited to access provision; a Battery Energy Storage System (BESS), to support the operation of the ground mounted solar PV arrays; the development of on-site substations; underground cabling between the

different areas of solar PV arrays; and areas of landscaping and biodiversity enhancement.

- 1.2.4 The Scheme also includes a 400kV underground Cable Route Corridor of approximately 18.5km in length connecting the Principal Site to the National Electricity Transmission System (NETS) at the existing National Grid Cottam Substation. The Scheme will export and import electricity to the NETS.

A full description of the Scheme is included in **Chapter 3: Scheme Description** of the ES [EN010142/APP/6.1]. An overview of the Scheme and its environmental impacts is provided in the Environmental Statement Non-Technical Summary [EN010142/APP/6.4].

- 1.2.5 The Applicant for the Scheme is a joint venture between Tribus Clean Energy Limited and Recurrent Energy (a subsidiary of Canadian Solar), who are both experienced developers of renewable energy projects.

- 1.2.6 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:
- a. It is currently anticipated that (subject to the necessary consents being granted), the earliest that construction work will commence is Q3 of 2025 and will last between 24-36 months (with 24 months representing a scenario where the Scheme is built out rapidly, with all sites constructed concurrently).
 - b. It is currently anticipated that the Scheme will commence commercial operation in 2028. 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.
 - c. 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. Decommissioning is expected to take between 12-24 months.
- 1.2.7 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:
- a. **Section 2** summarises the scale and nature of likely economic effects of the Scheme, which the FSSCEP aims to maximise. The key impacts comprise jobs generated during the construction and decommissioning phase, and spending on goods and services;
 - b. **Section 3** summarises the aims of local planning policy and economic development strategy with regard to jobs, skills and economic development;
 - c. **Section 4** presents a profile of the local population, workforce and economy, in order to understand how an SSCE plan can best meet local

needs and maximise economic benefits of the Scheme for the local community;

- d. **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;
- e. **Section 6** proposes a broad approach to developing and delivering the FSSCEP post-consent, including a potential organisational structure and partnerships. An indicative timeline for SSCE plan development and implementation is also set out; and
- f. **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 The employment and Gross Value Added (GVA) benefits associated with the construction, operation and decommissioning of the Scheme are summarised in the sections below. Full details are available in **Chapter 14: Socio-economics and Land Use** of the ES [EN010142/APP/6.1].

2.2 Summary of Employment and GVA Benefits

Study Area

- 2.2.1 The Study Area for the assessment of economic impacts has been defined in accordance with Homes England's 'Additionality Guide, A Standard Approach to Assessing the Additional Impact of Projects, 4th Edition' (the HCA Additionality Guide) (Ref 1).
- 2.2.2 The potential economic impacts arising from the Scheme (e.g. employment) are considered relative to a 60-minute travel Study Area (based on driving times). 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 radius 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)

Employment

- 2.2.3 The Applicant estimates that the Scheme will require an average of 812 gross Full-time Equivalent (FTE) construction jobs on-site during the construction period. The peak number of staff required across the Scheme is estimated at 1,395 FTE jobs.
- 2.2.4 Leakage effects are the benefits to those outside the Study Area, defined as a 60-minute travel area. Based on professional experience and other comparable solar schemes, it is estimated that 15% of construction staff would usually reside within the 60-minute travel Study Area. This will be subject to labour availability and take-up at the time of construction; however, it is a reasonable assumption on which to base this assessment. As such, 85% of the staff would likely reside outside the Study Area. Therefore, an adjustment of 85% has been applied to the estimated gross direct construction jobs on-site. Whilst it is not a specific consideration of the assessment, it is noted that a larger 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.
- 2.2.5 An adjustment of 85% has therefore been applied to the estimated 812 gross direct construction jobs on-site on average during the construction period to estimate the jobs within the target area. It is estimated that the Scheme will

create 122 jobs per annum for residents within the Study Area (see **Table 2.1** below).

2.2.6 Based on the HCA Additionality Guide (Ref 1), a displacement factor of 25% is applied to account for construction workers moving between projects when faced with delays or deadlines.

2.2.7 In addition, based on the HCA Additionality Guide's (Ref 1) 'ready reckoner' composite multipliers (the combined effect of indirect and induced multipliers), a medium multiplier effect of 1.5 has been considered. Applying the 1.5 multiplier to the total net direct employment figure of 609 workers results in net indirect & induced employment of 305 jobs per annum during the construction period, of which 46 jobs per annum will be supported within the Study Area. In total, 914 net additional jobs will be supported per annum as a result of the Scheme. **Table 2.1** summarises the net additional construction employment per annum from the Scheme.

Table 2.1 Net additional construction employment per annum from the Scheme

	60-minute drive time Study Area	Outside Study Area	of Total
Gross Direct Employment	122	690	812
Displacement	30	173	203
Net Direct Employment	92	517	609
Indirect & Induced Employment	46	259	305
Average Net Additional Employment ²	138	776	914

Source: AECOM Calculations 2024. Please note that figures may not sum due to rounding.

2.2.8 The impact of construction employment generation on the local economy has been assessed to be a **minor beneficial** (not significant) effect at the local scale, and a **negligible** (not significant) effect at the regional and national scale.

Gross Value Added

2.2.9 The average GVA per construction worker across the East Midlands was approximately £57,200 in 2019 (the most recent data available) (Ref 2). Applying this figure to employment generated from the construction phase, it is estimated that approximately £52.3m will be generated from the Scheme per year, of which approximately £7.9m will be within the 60-minute drive time Study Area and £44.4m outside of the Study Area, as shown in **Table 2.2**.

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

Table 2.2 Gross Direct Value Added per annum from the Scheme during the Construction Phase

	60-minute Study Area	Outside Study Area	Study Total
GVA	£7.9m	£44.4m	£52.3m

Source: AECOM Calculations 2024. Please note that figures may not sum due to rounding.

- 2.2.10 The impact of GVA generation from the construction phase on the local economy has been assessed in the Environmental Statement as a **minor beneficial** effect (not significant) at the West Lindsey and Bassetlaw scale and **negligible** (not significant) at the regional and national scale.

Operation (estimated 2027 to 2087)

- 2.2.11 It is anticipated that there will be approximately 10 gross FTE long-term jobs generated by the Scheme once operational.
- 2.2.12 Assuming a leakage of 85% outside the 60-minute drive time Study Area, displacement of 25% and a 1.5 multiplier, it is estimated that the Scheme will result in the net additional creation of an estimated 11 jobs, of which at least 2 are within the 60-minute drive time Study Area.
- 2.2.13 The Principal Site consists of agricultural land in which it is estimated that there are around 10 existing jobs supported by agricultural activities.
- 2.2.14 Accounting for the existing employment, the total net employment of the Scheme would be 0 jobs. The net employment during operation, reflecting the above assumptions, is summarised in **Table 2.3**.

Table 2.3 Total Net Employment during Operation of the Scheme.

	60-minute drive time Study Area	Outside Study Area	of Total
Existing Employment			
Gross Direct Employment	1	9	10
Displacement	0	3	3
Net Direct Employment	1	6	7
Indirect & Induced Employment	1	3	4
Total	2	9	11
New Employment			
Gross Direct Employment	1	9	10
Displacement	0	3	3

	60-minute drive time Study Area	Outside Study Area	of Total
Net Direct Employment	1	6	7
Indirect & Induced Employment	1	3	4
Existing Employment	2	9	11
Total Net Employment (Existing Employment – New Employment)	0	0	0

Source: AECOM Calculations 2024. Please note figures may not sum due to rounding.

- 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 2.3**, as part-time jobs will be created to perform maintenance and engineering works from time to time to ensure the Scheme remains operational over its lifetime.
- 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. At both a local and regional scale, this results in a permanent **negligible** effect (not significant).

Decommissioning (estimated 2087)

- 2.2.17 It is assumed based on the activities taking place that a similar number of jobs required for constructing the Scheme will be needed to carry out the activities required to remove the infrastructure from the Order limits. Therefore, the same assumptions from the calculation of net additional construction jobs have been used for to assess the decommissioning employment impact.
- 2.2.18 The likely temporary impact of decommissioning employment generation is assessed as **minor beneficial** effect (not significant) at the West Lindsey and Bassetlaw scale, and a **negligible** effect (not significant) at the regional and national scale.

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 operational phases of the Scheme. It is assumed that the type of jobs required for the decommissioning phase are similar in nature to the construction phase, and have therefore been grouped together. This information is summarised in **Table 2.4** below.

Table 2.4 Potential Jobs and Skills to be required during Construction, Operation and Decommissioning of the Scheme

Phase	Job Name	Job Description	Skills
Construction and Decommissioning	Civils Workers	Preparation of the Sites. Work includes: <ul style="list-style-type: none"> • 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 solar stations, on-site substations 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 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 structures.	Skilled workers required to control the ramming machines. Less skilled workers required to assemble other components of the structures.
	Panel Assembler	Individuals to undertake the process of mounting the solar panels onto the structures.	Knowledge of electromechanics tools required.
Low Voltage (LV)	Connecting the panels with inverters and solar stations.	Skills for LV wiring and installation of equipment required.	

Phase	Job Name	Job Description	Skills
	Electrical Engineers		
	Medium Voltage (MV) Electrical Engineers	Connecting the solar stations with the on-site substations.	Skills for MV wiring and installation of equipment required.
	High Voltage (HV) Electrical Engineers	Connecting the on-site substations and transformers with the transmission network.	Skills for HV wiring and installation of equipment required.
	Security Guards	Protecting the site during the construction process.	No specific qualifications required.
	CCTV Workers	Setting up the security system.	Installation of CCTV system and equipment experience.
	Fencing Installation Workers	Installation of the perimeter fencing including any gates for access.	Fencing / general building skills.
	Landscape Installation Workers	Landscape planting.	Landscaping experience and general labour.
	Electrical Engineers	To monitor and trouble-shoot any problems.	LV, MV and HV electrical specialists required.
Operations	Performance Managers	To monitor and trouble-shoot any problems via software remotely from the office.	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 materials to be required during the construction, operational and decommissioning phases of the Scheme. This information is summarised in **Table 2.5**.

Table 2.5 Likely Equipment and Materials to be required during Construction, Operation and Decommissioning of the Scheme

PV Park	BESS	Substations
Transformer	Transformer	Transformer
Switchgear (cells)	Switchgear (cells)	Switchgear (cells)
HV cable	HV cable	HV cable
LV cable	LV cable	LV cable
Earthing	Earthing	Earthing
Civil materials (e.g. gravel)	Civil materials (e.g. gravel)	Civil materials (e.g. gravel)
Module	BESS	Fence
Inverter	Inverter	CCTV
Racks/structure	Fence	
Fence	CCTV	
CCTV		

3. Local Community Profile

3.1 Overview

- 3.1.1 This section identifies characteristics for the local population, workforce and economy which are relevant to developing a SSCE plan which effectively meets local needs and maximises the benefits of the Scheme.
- 3.1.2 The local community profile uses the Study Area defined as 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 14.6 of Chapter 14: Socio-economics and Land Use** of the ES [EN010142/APP/6.1].

3.2 Population

- 3.2.1 According to the 2021 Census, (Ref 3), the districts of West Lindsey and Bassetlaw have a combined residential population of 212,960 which is a 5.4% increase on the population of 202,086 recorded in 2011. The population growth rate is slightly lower than the overall rates recorded for the East Midlands (7.7%) and England (6.6%).
- 3.2.2 According to the 2021 Census (Ref 3), 55,131 (58.0%) of the residents in West Lindsey were of working age (Defined by the ONS as men and women aged 16 to 64). In Bassetlaw, 71,286 residents (60.5%) were of working age. These rates are slightly lower than the rates recorded for the East Midlands (62.5%) and England as a whole (63.0%). Higher proportions of the populations of West Lindsey (25.3%) and Bassetlaw (22.2%) are aged 65+, compared to the averages across the East Midlands (19.4%) and England (18.3%).
- 3.2.3 Claimant count data shows the proportion of residents aged 16 to 64 claiming Jobseeker's Allowance and the number of Universal Credit claimants placed in the 'Searching for Work' conditionality group. The most recent date recorded in July 2023 (Ref 4) showed that the claimant count was 2.9% in West Lindsey and 3.1% in Bassetlaw, lower than the rates across the East Midlands (3.8%) and England (3.4%).
- 3.2.4 Indices of Multiple Deprivation (IMD) data (Ref 5) shows West Lindsey is ranked the 146th most deprived out of England's 317 Local Planning Authority areas. In west Lindsey, 8% of Lower Layer Super Output Areas (LSOAs) are within the 10% most deprived LSOAs in England, 13% are within the 20% most deprived LSOAs and 23% are within the 30% most deprived LSOAs.

3.3 Workforce

- 3.3.1 According to Business Register and Employment Survey (BRES) data (Ref 6), employment (amongst 16 – 64 year olds) reached 82,025 in 2021 within West Lindsey and Bassetlaw.

- 3.3.2 The highest levels of employment in the Study Area are Manufacturing and Health comprising of 15.3% and 13.2% of the workforce respectively (Ref 6). Manufacturing is notably higher than the regional and national levels whereas Health is similar.
- 3.3.3 The construction sector contributes 6.1% of employment within the Study Area, more than the proportion recorded regionally (4.9%) and nationally (4.9%). There are around 4,750 construction jobs found within the Study Area (Ref 6).
- 3.3.4 The most recent recorded GVA per head data (income approach) (Ref 7) indicates a lower GVA per head in Lincolnshire (£18,959) and North Nottinghamshire (£18,816) compared to the averages across the East Midlands (£21,845) and England (£27,949).

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 FSSCEP.
- 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 FSSCEP are listed below, followed by the key relevant policies and messages from these documents.

National Policy and Guidance

- a. National Policy Statement (NPS) for Energy (NPS EN-1) (2024) (Ref 8);
- b. NPS for Renewable Energy Infrastructure (EN-3) (2024) (Ref 9);
- c. National Planning Policy Framework (NPPF) (2023) (Ref 10); and
- d. National Planning Practice Guidance (NPPG) (2021) (Ref 11).

Regional and Local Policy and Strategy

- a. Central Lincolnshire Adopted Local Plan³ (2023) (Ref 12);
- b. Protecting, Progressing, Prospering: Greater Lincolnshire Local Enterprise Partnership (LEP) Plan for Growth (2021) (Ref 13);
- c. Greater Lincolnshire Energy Strategy (2019) (Ref 14);
- d. Greater Lincolnshire LEP Strategic Economic Plan (2016) (Ref 15);
- e. D2N2 LEP Recovery and Growth Strategy (2021) (Ref 16);
- f. West Lindsey Sustainability, Climate Change and Environmental Strategy (2021) (Ref 17);
- g. West Lindsey Corporate Plan (2023) (Ref 18)
- h. Bassetlaw Adopted Core Strategy and Development Management Policies (2011) (Ref 19)
- i. Bassetlaw Local Plan Publication Version First Addendum (2022) (Ref 20Ref 20);
- j. Bassetlaw Local Plan Publication Version Second Addendum (2022) (Ref 21Ref 20);
- k. Corringham Neighbourhood Plan (2022) (Ref 22);
- l. Glentworth Neighbourhood Plan 2018-2036 (2019) (Ref 23);
- m. Hemswell and Harpswell Neighbourhood Plan 2022-2036 (2022) (Ref 24);

³ This document was prepared by the Central Lincolnshire Joint Strategic Planning Committee (CLJSPC) which includes West Lindsey District Council.

- n. Hemswell Cliff Neighbourhood Plan 2021-2036 (2021) (Ref 25);
- o. Sturton by Stow and Stow Neighbourhood Plan (2022) (Ref 26);
- p. Rampton and Woodbeck Neighbourhood Plan (2021) (Ref 27); and
- q. Treswell and Cottam Neighbourhood Plan (2019) (Ref 28).

4.2 Key Messages

National Policy Statement (NPS) for Energy (EN-1) (November 2023)

- 4.2.1 NPS EN-1 (Ref 8) provides updated guidance for energy infrastructure projects in the UK, following on from NPS EN-1 (2011).
- 4.2.2 Section 2.1.3 indicates that high quality energy infrastructure is crucial for economic growth, boosting productivity and competitiveness at both a local and national scale.
- 4.2.3 Section 5.13.4, which highlights relevant socio-economic impacts of the construction, operation and decommissioning of energy infrastructure provides guidance on the matters which applications should address in respect of these impacts, including:
 - a. The creation of jobs and training opportunities: 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;
 - b. The contribution to the development of low-carbon industries at the local and regional level as well as nationally;
 - c. Any indirect beneficial impacts for the region hosting the infrastructure, in particular in relation to the use of local support services and supply chains;
 - d. The impact of a changing influx of workers during the construction, operation and decommissioning phases of the energy infrastructure; and
 - e. cumulative effects - if development consent were to be granted for a number of projects within a region and these were developed in a similar timeframe, there could be some short-term negative effects, for example a potential shortage of construction workers to meet the needs of other industries and major projects within the region.

NPS for Renewable Energy (EN-3) (November 2023)

- 4.2.4 NPS EN-3 (Ref 9) provides updated guidance for renewable energy infrastructure and should be read in conjunction with NPS EN-1 (Ref 8).
- 4.2.5 Section 2.10.10 states that the government is supportive of solar projects, especially those that are *“co-located with other functions (for example agriculture, onshore wind generation, or storage) to maximise the efficiency of land use”*.

National Planning Policy Framework (NPPF) (December 2023)

- 4.2.6 The National Planning Policy Framework (NPPF) (Ref 9) sets out the Government's planning policies for England and how these should be applied. It provides a framework within which locally prepared plans for housing and other developments can be produced. While the commentary in the NPPF does not provide specific policies for Nationally Significant Infrastructure Projects (NSIPs) like this Scheme (which are instead determined in line with the relevant NPSs outlined above, the policies within the NPPF still provides helpful further context as to considerations to apply in economic assessments. Paragraph 8 defines three overarching objectives to achieve sustainable development through planning, which are interdependent and need to be pursued in mutually supportive ways:
- a. *“An economic objective: to help build a strong, responsive and competitive economy, by ensuring that sufficient land of the right types is available in the right places and at the right time to support growth, innovation and improved productivity; and by identifying and coordinating the provision of infrastructure;*
 - b. *A social objective: to support strong, vibrant and healthy communities, by ensuring that a sufficient number and range of homes can be provided to meet the needs of present and future generations; and by fostering well-designed, beautiful and safe places, with accessible services and open spaces that reflect current and future needs and support communities' health, social and cultural well-being;*
 - c. *An environmental objective: to protect and enhance our natural, built and historic environment; including making effective use of land, improving biodiversity, using natural resources prudently, minimizing waste and pollution, and mitigating and adapting to climate change, including moving to a low carbon economy.”*
- 4.2.7 It sets out guidance in Section 6 in relation to building a strong, competitive economy. It 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”* (paragraph 85). This approach is taken to allow areas to grow their strengths and address challenges of the future.
- 4.2.8 Section 8 in relation to promoting healthy and safe communities states that *“planning policies and decisions should protect and enhance public rights of way and access, including taking opportunities to provide better facilities for users”* (paragraph 104).
- 4.2.9 Section 15 addresses conserving and enhancing the natural environment. It notes that decisions should recognise the *“intrinsic character and beauty of the countryside, and the wider benefits from natural capital and ecosystem services”* (paragraph 180, b). This includes any economic benefits from the natural environment.

National Planning Practice Guidance (2021)

- 4.2.10 The NPPF is supported by additional guidance found in the National Planning Practice Guidance (NPPG) (Ref 11).
- 4.2.11 This guidance emphasises the need for local planning authorities to incorporate the existing and potential future needs of the population into their planning and economic strategy, in terms of economic development, jobs and employment opportunities. The extent to which this has been done by the relevant local authorities surrounding the project is set out below in respect of various local plans.

Central Lincolnshire Adopted Local Plan (2023)

- 4.2.12 The Central Lincolnshire Local Plan (Ref 12) sets out the Central Lincolnshire Joint Strategic Planning Committee's (CLJSPC) objectives for the plan period to 2040. The objectives set out the policies to address challenges relating to climate change and biodiversity of relevance to the Scheme, including:
- a. An aspiration for sustainable growth in homes, jobs, services and facilities;
 - b. Seeking to attract new businesses and jobs; and
 - c. Developing policies to ensure that development is high quality, sustainable and meets the needs of everyone.
- 4.2.13 The Local Plan sets out the priority sectors for employment, including agri-foods, energy, water and healthcare.
- 4.2.14 Policies S28-S34 are all employment related and aim to meet the following objectives which are of relevance to the Scheme:
- a. Make it easier for key growth sectors (including energy) and fastest growing companies to achieve their potential;
 - b. Encourage new inward investment and expansion; and
 - c. Support the growth of local business.

Protecting, Progressing, Prospering: Greater Lincolnshire Local Enterprise Partnership (LEP) (2021)

- 4.2.15 The Greater Lincolnshire LEP Plan for Growth (Ref 13) was adopted by Greater Lincolnshire LEP in 2021 as a strategy to help guide the Greater Lincolnshire area out of the Covid-19 pandemic and to help support all parts of the region to thrive.
- 4.2.16 Page 11 of this Plan highlights 'Energy' as a priority area for growth. The Plan states that Greater Lincolnshire aims to pioneer industrial decarbonisation and become a test bed for technologies in clean energy generation, storage and distribution.

Greater Lincolnshire LEP Energy Strategy (2019)

- 4.2.17 The Energy Strategy for Greater Lincolnshire (Ref 14) was adopted by Greater Lincolnshire LEP in 2019 following consultation with local businesses and the public sector. It sets out Greater Lincolnshire LEP's vision to support the creation of a sustainable system of energy to meet its ambitions for growth and business sector development.
- 4.2.18 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. The role of both renewable energy production and battery storage technologies in meeting this ambition are explicitly identified at page 13 of the Strategy.
- 4.2.19 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.

Greater Lincolnshire LEP Strategic Economic Plan (2016)

- 4.2.20 Greater Lincolnshire LEP Strategic Economic Plan (Ref 15), adopted in 2016 by Greater Lincolnshire LEP, highlights the low carbon economy, particularly renewable energy, as a priority area in which to drive growth.
- 4.2.21 Priorities for the low-carbon, renewables and offshore economy include:
- a. Supporting research and innovation activity in renewable energy technologies;
 - b. Work with University Technical Colleges, Further Education (FE) colleges, universities, private training providers and manufacturing, engineering and energy sector employers to deliver an increase in low-carbon apprenticeships and adult training/employment opportunities; and
 - c. Increase the supply of young people and adults with low-carbon skills and deliver short course training for employers.

D2N2 LEP Recovery and Growth Strategy

- 4.2.22 The D2N2 LEP Recovery and Growth Strategy (Ref 16) published in 2021 by D2N2⁴ LEP builds on and supersedes the Local Industrial Strategy. It recasts the strategy in light of the Covid-19 pandemic and the important policies that emerged during 2020 on EU exit and climate change.

⁴ This LEP consists of the following local authorities: Amber Valley Borough Council, Ashfield District Council, Bassetlaw District Council, Bolsover District Council, Broxtowe Borough Council, Chesterfield Borough Council, Derby City Council, Derbyshire County Council, Derbyshire Dales District Council, Erewash Borough Council, Gedling Borough Council, High Peak Borough Council, Mansfield District Council, Newark & Sherwood District Council, North East Derbyshire District Council, Nottingham City Council, Nottinghamshire County Council, Rushcliffe Borough Council, and South Derbyshire District Council.

- 4.2.23 This Strategy is now the key strategic document for D2N2 LEP up to 2030 and focuses on three key propositions and three priorities for action within each proposition.
- 4.2.24 Proposition 1 focuses on low carbon growth, and within this priority 3, 'decarbonising growth' highlights the need to promote sectors that help innovate for low carbon.
- 4.2.25 Proposition 2 relates to productivity and highlights the need for an ambitious and bold skills system in key growth sectors including within the low carbon and energy industry.

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

- 4.2.26 West Lindsey's Sustainability Strategy (Ref 17) sets out the West Lindsey District Council's goal to reduce the carbon emissions produced by the council to Net Zero and across the district by 2050 at the latest.
- 4.2.27 The key outcomes of the strategy consist of reduced carbon emissions, improved quality of life, a protected natural environment, community and economic benefit.

West Lindsey District Council Corporate Plan 2023-2027

- 4.2.28 The Corporate Plan (Ref 18) sets out the priorities and objectives across the district relating to West Lindsey District Council.
- 4.2.29 The West Lindsey District Council intends to deliver the priorities of the Plan by facilitating the creation of a highly skilled workforce and encouraging 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.
- 4.2.30 The Plan outlines that economic regeneration and growth in West Lindsey should be sustainable and benefit all communities. The West Lindsey District Council aims to diversify the economic base, creating more jobs and skills training to serve businesses in the district. In particular, the creation of jobs that support environmental sustainability is highlighted as a priority.

Bassetlaw Adopted Core Strategy and Development Management Policies (2011)

- 4.2.31 The Bassetlaw Core Strategy (Ref 19) was adopted by the Bassetlaw District Council in December 2011 and sets out a vision of change in Bassetlaw to 2028.
- 4.2.32 Strategic Objective SO6 in the Strategy sets out the need to ensure that all new development addresses the causes and effects of climate change, including through utilising renewable and low carbon energy sources and/or infrastructure.

- 4.2.33 Policy DM1, 'Economic Development in the Countryside' (page 47) states that proposals for economic development will be supported where they can demonstrate alignment with a range of policy goals, including a requirement for the particular location to be necessary for the delivery of the development (i.e. there being no suitable brownfield land available which the development could otherwise be located). The development must also show it is viable long term and the development is appropriately designed with regard for the surrounding character.
- 4.2.34 Policy DM7, 'Securing Economic Development' (page 60) sets out that particular support will be given to economic development proposals that are able to:
- a. Harness the educational and research potential of North Nottinghamshire College;
 - b. Guarantee employment programmes for local residents that provide opportunities for training and development and will contribute to raised workforce skills within the District;
 - c. Deliver, or contribute to, opportunities for the growth of indigenous businesses;
 - d. Bring significant, good quality inward investment opportunities to the District; and/or
 - e. Support and utilise growth opportunities in connection with Robin Hood airport.
- 4.2.35 Policy DM10, 'Renewable and Low Carbon Energy' states that "*the Council will be supportive of proposals that seek to utilise renewable and low carbon energy to minimise CO2 emissions*" (page 67).

Bassetlaw Local Plan Publication Version (2022)

- 4.2.36 Bassetlaw District Council is producing a new Local Plan that will help guide development in Bassetlaw over the plan period from 2020 to 2037.
- 4.2.37 The Local Plan (as noted across the First Addendum and the Second Addendum Publication Versions) (Ref 20, Ref 21) sets out the strategic objectives of the Council, including the following which are relevant to the Scheme:
- a. "*To support a step change in the local economy by promoting competitive, diverse and sustainable economic growth by providing the right conditions, land and premises in the District to accommodate general employment growth, to cater for inward investment, and also at a sub-regional/regional scale to contribute to meeting an identified need in the large-scale logistics sector, thereby helping to reduce out-commuting, creating more better paid and higher skilled jobs and education and training opportunities to meet local employment needs and aspirations*" (page 10);
 - b. "*To promote rural Bassetlaw as a living and working landscape, by protecting and improving opportunities for homes, jobs, services and community infrastructure so that the District's rural settlements continue*

to support their local communities, and so that quality countryside is retained but utilised appropriately” (page 10);

- c. *“To support Bassetlaw’s transition to a net zero carbon District through the efficient use of resources, careful locating and design of new development the use of sustainable construction methods, whilst increasing resilience to impacts from climate change; through tree and woodland planting, reducing exposure to flood risk, promoting energy and water efficiency, use of integrated water management and minimizing waste generation; whilst maximising opportunities to generate and use a vibrant mix of renewable energy, zero carbon and other alternative technologies” (page 11).*
- 4.2.38 Section 6.1 of the Local Plan is dedicated to ‘promoting economic growth’ and sets out the Council’s intention to *“translate that commitment into a positive economic strategy capable of delivering sustainable economic growth”*.
- 4.2.39 The Local Plan takes an approach that supports low carbon growth, promotes productivity (particularly around employment and skills), encourages business growth and innovation and endorses connectivity and inclusion, including integrated infrastructure and place shaping.
- 4.2.40 Policy ST51, noted in the first Addendum, states that development that generates, shares, transmits and/or stores renewable and low carbon energy will be supported where possible.
- 4.2.41 Policy DM7 relates to securing economic development, including those proposals that:
- a. Bring significant, good quality inward investment opportunities to the District; and
 - b. Guarantee employment programmes for local residents that provide opportunities for training and development and will contribute to raised workforce skill levels within the District.

Corringham Neighbourhood Plan (2022)

- 4.2.42 Corringham Neighbourhood Plan (Ref 22) adopted by the West Lindsey District Council in 2022 is underpinned by the following objectives that are of relevance to the Scheme and this FSSCEP:
- a. Objective 4 – to enable local businesses to thrive in the Parish whilst still respecting the environment; and
 - b. Objective 6 – to protect and enhance local community, social and educational facilities and promote access to them through sustainable transport and active travel.

Glentworth Neighbourhood Plan 2018-2036 (2019)

- 4.2.43 The Glentworth Neighbourhood Plan (Ref 23) adopted by the West Lindsey District Council in 2019 has the following objectives that are of relevance to this FSSCEP:

- a. Objective 1: Ensure the unique and diverse character of the area is identified and reflected in any new development, with respect to materials, style and type of the existing built boundary and conservation area of the settlement.
- b. Objective 4: To protect and improve the community and recreational facilities present in the area to ensure the strong sense of community is maintained.
- c. Objective 5: To support the provision of new community facilities and services in the area, reflecting local aspirations.

Hemswell and Harpswell Neighbourhood Plan 2022-2036 (2019)

4.2.44 The Hemswell and Harpswell Neighbourhood Plan was adopted by the West Lindsey District Council in 2019 (Ref 24) and includes the following policies that are relevant to the FSSCEP:

- a. Community Objective 3: To ensure that any new development, replacement buildings or extensions to existing buildings are carefully sited and designed to minimise their visual impact on the landscape; and
- b. Community Objective 7: Support the retention of the existing local services and facilities, whilst promoting the creation of new and appropriate facilities to support the residents within the two parishes.

Hemswell Cliff Neighbourhood Plan (2023)

4.2.45 The Hemswell Cliff Neighbourhood Plan (Ref 25) was adopted by the West Lindsey District Council in 2023 and includes the following policies of relevance to this FSSCEP:

- a. Objective 7: To promote and provide for development - residential, retail and industrial – to encourage the creation of new employment opportunities and services for residents; and
- b. Objective 11: To improve resiliency to flooding and climate change, ensuring the safety for people and properties.

Sturton by Stow and Stow Neighbourhood Plan (2022)

4.2.46 The Sturton by Stow and Stow Neighbourhood Plan (Ref 26) adopted by the West Lindsey District Council in 2022 sets out the key objectives for the plan period, which include:

- a. achieving sufficient capacity in all utilities (including electricity and energy) to meet current and future demand; and
- b. to promote the development of appropriate local employment opportunities and infrastructure in order to improve skills, knowledge and the local economy.

4.2.47 The Neighbourhood Plan states that proposals to boost economic development will be supported, in particular those that enhance

diversification of the economy and encourage measures that help the local community reduce their carbon footprint.

Rampton and Woodbeck Neighbourhood Plan (2021)

- 4.2.48 The Rampton and Woodbeck Neighbourhood Plan (Ref 27) adopted by the Bassetlaw District Council in 2021 sets out at Policy 8 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.
- 4.2.49 The Neighbourhood Plan outlines the need for investment in training and improvements in the local skills base to help support the local economy.

Treswell and Cottam Neighbourhood Plan (2019)

- 4.2.50 The Treswell and Cottam Neighbourhood Plan (Ref 28) adopted by the Bassetlaw District Council in 2019 highlights that support will be given to business proposals that support the sustainability of the Plan area and that promote the development and diversification of agriculture and other land-based rural businesses.
- 4.2.51 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.

4.3 Conclusions

- 4.3.1 Planning policies and economic development strategies relevant to the Scheme exist at national, regional and local levels.
- 4.3.2 The relevant Local Plans for the area identify renewable energy as a target sector and aim to promote opportunities for the local workforce. Diversification of the rural economy is a particular focus.
- 4.3.3 The provision of an FSSCEP for the 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 2.4**, 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. 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 5.1** below.

Table 5.1 Potential Stakeholders for Skills Collaborations

Stakeholder	Stakeholder Type
Bassetlaw District Council	Facilitator
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	Primary Schools
Local Secondary Schools	Secondary Schools
Local Colleges	Colleges
Nottinghamshire County Council	Facilitator
Ridgeway College	Training Institution
Riseholme College	Training Institution
University of Lincoln	Training Institution

Stakeholder	Stakeholder Type
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, Further Education (FE) colleges, universities 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 of the Greater Lincolnshire 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 system.

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;
 - North Nottinghamshire College;
 - Ridgeway College;
 - Riseholme College; and
 - 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.
- 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, and the relevant Neighbourhood Plans (including the Corringham Neighbourhood Plan, Glentworth Neighbourhood Plan, Hemswell and Harpswell Neighbourhood Plan, Hemswell Cliff Neighbourhood Plan, Sturton by Stow Neighbourhood Plan, Rampton and Woodbeck Neighbourhood plan and Treswell and Cottam 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 FSSCEP.

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 relatively poor take-up of STEM subjects within schools and colleges, and the UK's workforce of engineers is aging⁵. 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 The UK Government's Industrial Strategy (2017) stressed the need to address skills shortages in STEM subjects and disciplines.

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 a STEM initiative, making the solar farm an educational resource for the local area.

5.2.20 **Table 5.2** below sets out local education facilities and potential stakeholders for STEM education and careers collaboration.

Table 5.2 Potential Stakeholders for STEM Education and Careers Collaboration

Stakeholder	Stakeholder Type
Aegir S. Community School	Education – Special Educational Needs (SEN) School
Benjamin Adlard Primary School	Education – Primary School
Castle Wood Academy	Education – Primary School
Charles Baines Community Primary School	Education – Primary School
Corringham C of E Primary School	Education – Primary School
Good Apple Independent School	Education - School
Hemswell Cliff Primary School	Education – Primary School
Hillcrest Early Years Academy	Education – Primary School
Huntcliff School	Education – Secondary School
Ingham Primary School	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
Mercer’s Wood Academy	Education – Primary School
Morton Trentside Primary School	Education – Primary School
Normanby Primary School	Education – Primary School
North Nottinghamshire College	Education - College

Stakeholder	Stakeholder Type
Parish Church C of E Primary School	Education – Primary School
Queen Elizabeth’s High School, Gainsborough	Education – Secondary School
The Gainsborough Academy	Education – Secondary School
The Gainsborough Parish C of E Primary School	Education – Primary School
University of Lincoln	Education - University
Waddingham Primary School	Education – Primary School
Warren Wood - A Specialist Academy	Education – SEN School
Whites Wood Academy	Education – Primary School
Willoughton Primary School	Education – Primary School

5.2.21 The provision of STEM initiatives and facilities which could be used for educational purposes aligns with requirements set out in the NPS for Energy (EN-1) (Ref 8) and the NPS for Renewable Energy Infrastructure (EN-3) (Ref 9), 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 the 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 5.3** 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 5.3 Details of Local Job Brokerage Agencies

Organisation	Address	Contact Details
Lincoln Jobcentre	City Hall, Orchard Street, Lincoln, LN1 1YZ	

Organisation	Address	Contact Details
Lincoln Witham Wharf Jobcentre	Unit 1 Witham Wharf, Brayford Warf East, Lincoln, LN5 7AT	080016901906 ⁶
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

- 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); and

⁶ Specific contact details for individual Jobcentres are not available.

- b. 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:
- a. Ensuring that jobs are communicated to target groups, including identifying and working with specialist job brokerage agencies; and
 - b. 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 establishing 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 Chambers 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 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: Ethical 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 previously 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 In order to ensure an ethical procurement process, 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 A qualifying supplier to which the below ethical procurement policy applies constitutes a commercial organisation which meets the statutory threshold set under section 54(2) of the Modern Slavery Act 2015 (Ref 29).
- 5.4.11 The Applicant proposes the following ethical procurement policy:
- a. Any qualifying supplier must participate in a modern slavery supplier due diligence exercise as part of the tender exercise;
 - b. Any qualifying supplier (Ref 29 must publish annually a slavery and human trafficking statement that meets the statutory requirements of section 54 of the Modern Slavery Act 2015;
 - c. The slavery and human trafficking statement must be informed by a risk assessment;
 - d. Any qualifying supplier must have a modern slavery policy;
 - e. Any qualifying supplier must provide relevant employees with modern slavery training;
 - f. Any contract to be entered into with a qualifying supplier must include the following warranties:
 - i. 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;
 - ii. The supplier pays and treats its workers in compliance with applicable employment laws and minimum wage requirements; and
 - iii. The supplier will take reasonable steps to prevent slavery and human trafficking in connection with its business and supply chain anywhere in the world;
 - g. Any contract to be entered into with a qualifying supplier must include:
 - i. An obligation on the part of the qualifying 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 or supply chain anywhere in the world;

- ii. A right of audit;
- iii. 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
- iv. A right of immediate termination in the event of any instances of slavery, forced labour, labour exploitation and human trafficking connected to the supplier.

Opportunity 8: Research and Development

5.4.12 The Scheme represents a significant renewable energy development, in terms of local, regional and national prominence. This presents an opportunity to advance the knowledge base around solar generating stations. Because of this, the Applicant proposes to enable research and innovation in the renewable energy sector, by facilitating access to the Scheme when operational, for appropriate research organisations, on request.

6. Delivery

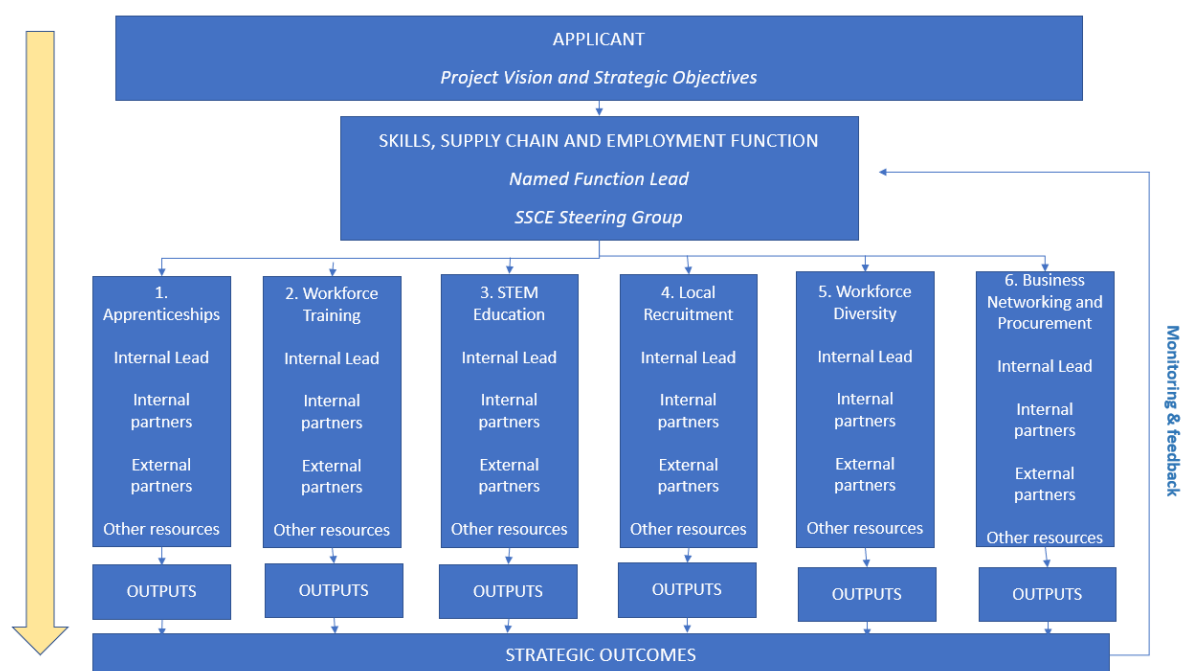
6.1 Introduction

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

6.2 Organisational Framework

- 6.2.1 **Figure 6.1** overleaf 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 the Applicant's management.
- 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 6.1 Timeline for Developing and Delivering the SSCE Plan



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 will make contact with a number of different stakeholders, including the training providers, local Chambers of Commerce and Local Authorities mentioned above.
- 6.3.3 In addition, there may be potential to engage with local residents and community groups on issues relating to SSCE, building on the consultation undertaken during the Scheme development and preparation of the DCO.

6.4 Timelines

- 6.4.1 **Table 6.1** sets out a timeline for developing and delivering the SSCE plan.

Table 6.1 Timeline for Developing and Delivering the SSCE Plan

Key Milestone	SSCE Plan
2024 – after DCO application submission	<ul style="list-style-type: none"> Continue to engage with local stakeholders to strengthen links and to identify preferred SSCE workstreams, using FSSCEP as a basis for discussion.
2025 – assuming consents granted	<ul style="list-style-type: none"> Develop FSSCEP 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.

Key Milestone	SSCE Plan
	<ul style="list-style-type: none">• Include SSCE requirements in the Invitation To Tender 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 deliver of SSCE activities, e.g. recruitment of apprenticeships and establishment of training and schools programme.• Work with contractor(s) to plan how many SSCE 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, which will include a periodic review with the Local Authorities. Due to the different opportunities presented during construction and operation, the timing for these periodic reviews will be:

- a. Construction – Quarterly; and
- b. Operation – 6 monthly in the first year from the date of final commissioning, after which by agreement between the Applicant and the Local Authorities.

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

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

7.3 Potential Outputs and Outcomes

7.3.1 **Table 7.1** sets out some illustrative outputs or indicators which are relevant to the opportunities that the Scheme's SSCE plan will seek to achieve for the local area. Outputs are the tangible results of pursuing the specific opportunities of the Scheme.

7.3.2 **Table 7.1** 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. As per review timing set out at 7.2.2, the full SSCE plan will review industry best practice, relevant at the time of preparation, to tailor the outcomes for the Scheme, such as '5% club' for apprentices or 'disability confident employer' status.

- 7.3.3 The SSCE plan will be agreed in collaboration with the relevant local authorities, utilising the Skills Coordination function of the authorities. The Plan will be submitted and approved in advance of development commencing in accordance with Requirement 20 of the DCO.
- 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:
- a. What has been achieved?
 - b. Have the specific outcomes been realised?
 - c. What would have happened anyway?
 - d. Has it provided good value for money?
 - e. What lessons can be taken into other projects?
 - f. How will the lessons be communicated to the wider public (as the SSCE plan is a positive story)?
- 7.3.5 Reasonable endeavours will be made by the Applicant while delivering the actions in the full SSCE plan to maximise outputs and outcomes from the Scheme. The potential measurable outputs and outcomes of the SSCE are detailed in **Table 7.1**.

Table 7.1 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; and • Increased awareness of STEM careers. 	<ul style="list-style-type: none"> • GCSE attainment in participating schools; and • Take-up of STEM subjects in further education.

Opportunity Area	Opportunity	Potential Outputs	Potential Outcomes
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; and • Number of employees who are happy with working environment/culture. 	Increased employment levels for target groups.
	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.

8. References

- Ref 1 Homes and Communities Agency (HCA) (2014) Additionality Guide: A Standard Approach to Assessing the Additional Effect of Projects: 4th Edition. Available at:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/378177/additionality_guide_2014_full.pdf. (Accessed: 14 February 2024)
- Ref 2 Office for National Statistics (ONS) (2021) Region by Industry Labour Productivity. Available at:
<https://www.ons.gov.uk/economy/economicoutputandproductivity/productivitymeasures/datasets/industrybyregionlabourproductivity> (Accessed: 14 February 2024)
- Ref 3 ONS (2022) Census 2021. Available at: <https://census.gov.uk/census-2021-results>. (Accessed: 14 February 2024)
- Ref 4 ONS (2023) Claimant Count (July 2023). Available at:
<https://www.ons.gov.uk/employmentandlabourmarket/peoplenotinwork/outofworkbenefits/timeseries/bcjd/unem> (Accessed: 14 February 2024)
- Ref 5 Ministry of Housing, Communities & Local Government (MHCLG) (2019) Indices of Multiple Deprivation. MHCLG. Available at:
<https://www.gov.uk/government/statistics/english-indices-of-deprivation-2019>. (Accessed: 14 February 2024)
- Ref 6 ONS (2020) Business Register and Employment Survey 2019. Available at:
<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/businessregisterandemploymentsurveybresp/revisionalresults/previousReleases>. (Accessed: 14 February 2024)
- Ref 7 ONS (2017) Gross Value Added (Income Approach) 2016. Available at:
<https://www.ons.gov.uk/economy/grossvalueaddedgva/datasets/regionalgrossvalueaddedincomeapproach>. (Accessed: 14 February 2024)
- Ref 8 Department for Energy Security and Net Zero (November 2023) Overarching NPS for Energy (EN-1). Available at:
<https://www.gov.uk/government/publications/overarching-national-policy-statement-for-energy-en-1> (Accessed: 14 February 2024)
- Ref 9 Department for Energy Security and Net Zero (November 2023) NPS for Renewable Energy Infrastructure (EN-3). Available at:
<https://www.gov.uk/government/publications/national-policy-statement-for-renewable-energy-infrastructure-en-3> (Accessed: 14 February 2024)
- Ref 10 Department for Levelling Up, Housing and Communities (DLHC) (2023) National Planning Policy Framework (NPPF). Available at:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1005759/NPPF_July_2021.pdf.(Accessed: 14 February 2024)
- Ref 11 DLHC and MHCLG (2021) National Planning Practice Guidance (NPPG). Available at:
<https://assets.publishing.service.gov.uk/government/uploads/system/uploads>

- [/attachment_data/file/1005759/NPPF_July_2021.pdf](#). (Accessed: 14 February 2024)
- Ref 12 Central Lincolnshire Joint Strategic Committee (2023) Adopted Central Lincolnshire Local Plan. Available at: <https://www.n-kesteven.gov.uk/sites/default/files/2023-04/Local%20Plan%20for%20adoption%20Approved%20by%20Committee.pdfhttps://www.n-kesteven.gov.uk/central-lincolnshire/> (Accessed: 14 February 2024)
- Ref 13 Greater Lincolnshire Local Enterprise Partnership (LEP) (2021). Protecting, Progressing, Prospering: Greater Lincolnshire Plan for Growth 2021. Available at: <https://www.greaterlincolnshirelep.co.uk/documents/economic-plan-for-growth-2021/> (Accessed: 14 February 2024)
- Ref 14 Greater Lincolnshire LEP (2019). Greater Lincolnshire Energy Strategy. Available at: https://www.greaterlincolnshirelep.co.uk/assets/documents/GLLEP_Energy_Strategy_Document_-_July_2019.pdf (Accessed 14: February 2024)
- Ref 15 Greater Lincolnshire LEP (2016). Greater Lincolnshire LEP Strategic Economic Plan. Available at: https://www.greaterlincolnshirelep.co.uk/assets/documents/Strategic_Economic_Plan_2016_Refresh.pdf (Accessed: 14 February 2024)
- Ref 16 Derby, Derbyshire, Nottingham and Nottinghamshire (D2N2) LEP (2021) Recovery and Growth Strategy. Available at: <https://d2n2lep.org/strategy/> (Accessed: 14 February 2024)
- Ref 17 West Lindsey District Council (2021). West Lindsey Sustainability, Climate Change and Environmental Strategy. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1005759/NPPF_July_2021.pdf. (Accessed: 14 February 2024)
- Ref 18 West Lindsey District Council (2023) West Lindsey Corporate Plan 2023-2027. Available at: <https://www.west-lindsey.gov.uk/council-democracy/how-council-works/key-plans-policies-strategies/our-corporate-plan> (Accessed: 14 February 2024)
- Ref 19 Bassetlaw District Council (2011). Bassetlaw Adopted Core Strategy and Development Management Policies. Available at: <https://www.bassetlaw.gov.uk/planning-and-building/planning-services/planning-policy/core-strategy-and-development-policies/core-strategy-adopted-development-plan/> (Accessed: 14 February 2024)
- Ref 20 Bassetlaw District Council (2022). Publication Draft Bassetlaw Local Plan First Addendum (January 2022). Available at: <https://www.bassetlaw.gov.uk/planning-and-building/the-draft-bassetlaw-local-plan/bassetlaw-local-plan-2020-2037-publication-version-addendum-january-2022/> (Accessed: 14 February 2024)
- Ref 21 Bassetlaw District Council (2022). Publication Draft Bassetlaw Local Plan Second Addendum (May 2022). Available at: <https://www.bassetlaw.gov.uk/planning-and-building/the-draft-bassetlaw-local-plan/bassetlaw-local-plan-2020-2038-publication-version-second->

- [addendum-may-2022/bassetlaw-local-plan-2020-2038-publication-version-second-addendum-may-2022/](#) (Accessed: 14 February 2024)
- Ref 22 Corringham Neighbourhood Forum (2022). Adopted Corringham Neighbourhood Plan. Available at: <https://www.west-lindsey.gov.uk/sites/default/files/2022-02/Corringham%20NP%20Referendum%20Version.pdf>. (Accessed: 14 February 2024)
- Ref 23 Glentworth Parish Council. Glentworth Neighbourhood Plan 2018-2036 (2019). Available at: <https://www.west-lindsey.gov.uk/sites/default/files/2022-02/Glentworth%20Neighbourhood%20Plan%20%28Approved%20Plan%29%20Rev%201.1%20%28for%20publication%29.pdf> (Accessed: 14 February 2024)
- Ref 24 Hemswell and Harpswell Neighbourhood Plan 2022-2036 (2023). Available at: <https://www.west-lindsey.gov.uk/sites/default/files/2023-01/Hemswell%20%26%20Harpswell%20NP%20V8.1%20Jan23.pdf> (Accessed: 14 February 2024)
- Ref 25 Hemswell Cliff Parish Council (2021). Hemswell Cliff Neighbourhood Plan. Available at: <https://www.west-lindsey.gov.uk/sites/default/files/2023-11/Hemswell%20Cliff%20Neighbourhood%20Plan%20%28Referendum%20Version%29.pdf>. (Accessed: 14 February 2024)
- Ref 26 Sturton by Stow and Stow Neighbourhood Plan (2022). Adopted Sturton by Stow Neighbourhood Plan. Available at: <https://www.west-lindsey.gov.uk/sites/default/files/2022-04/Sturton%20by%20Stow%20and%20Stow%20Neighbourhood%20Plan%20Final%20Approved%20Version.pdf>. (Accessed: 14 February 2024)
- Ref 27 Rampton and Woodbeck Neighbourhood Forum (2021). Adopted Rampton and Woodbeck Neighbourhood Plan. Available at: <https://www.bassetlaw.gov.uk/media/6194/rampton-woodbeck-02-neighbourhood-plan-final.pdf>. (Accessed: 14 February 2024)
- Ref 28 Treswell and Cottam Neighbourhood Plan Group (2019). Adopted Treswell and Cottam Neighbourhood Plan. Available at: <https://www.bassetlaw.gov.uk/media/6194/rampton-woodbeck-02-neighbourhood-plan-final.pdf> (Accessed: 14 February 2024)
- Ref 29 UK Government (2015). Modern Slavery Act. Available at: <https://www.legislation.gov.uk/ukpga/2015/30/contents/enacted> (Accessed: 13 February 2024) (Accessed: 14 February 2024)

Abbreviations

Abbreviation/Term	Definition
FSSCEP	Framework Skills, Supply Chain and Employment Plan
SSCE	Skills, Supply Chain and Employment
PV	Photovoltaic
BESS	Battery Energy Storage System
NPS	National Policy Statement
LEP	Local Enterprise Partnership
STEM	Science, Technology, Engineering, and Mathematics
DCO	Development Consent Order
GVA	Gross Value Added
HCA	Homes and Communities Agency
FTE	Full Time Equivalent
LV	Low Voltage
MV	Medium Voltage
HV	High Voltage
ONS	Office for National Statistics
IMD	Indices of Multiple Deprivation
BRES	Business Register and Employment Survey
NPPF	National Planning Policy Framework
NPPG	National Planning Practice Guidance
FE	Further Education
SEN	Special Educational Needs
LRSN	Lincolnshire Rural Support Network
NEET	Not in Education, Employment or Training
SMART	Specific, Measurable, Attainable, Realistic, and Timely