

Springwell Solar Farm

Outline Employment, Skills and Supply Chain Plan

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Springwell Energyfarm Ltd

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1. Introduction

1.1. The Purpose of the Outline Employment, Skills and Supply Chain Plan

1.1.1. This Outline Employment, Skills and Supply Chain Plan (hereinafter referred to as the Outline Plan) describes how Springwell Energyfarm Ltd (the Applicant) would promote the delivery of economic benefits generated by the development of Springwell Solar Farm (Proposed Development) to people and businesses across Greater Lincolnshire. A full description of the Proposed Development, as well as details of how it would be constructed, operated, maintained and decommissioned is provided in **ES Chapter 3: Project Description [EN010149/APP/6.1]**.

1.1.2. The economic benefits that the Proposed Development could generate are:

- Access to employment, upskilling and re-skilling opportunities for people; and
- Enhanced business growth and productivity and potential to increase capabilities and specialisms in green construction and manufacturing.

1.1.3. The Outline Plan sets out:

- A summary of the socio-economic baseline analysis and local policy context that has informed the Outline Plan, full details of which are set out in **ES Volume 1, Chapter 13: Population [EN010149/APP/6.1]**;
- The underpinning conditions required to successfully promote economic benefits;
- A set of core objectives, which would form the basis for marshalling collective action by the Applicant, its Tier 1 contractors and regional stakeholders with a role in promoting access to employment, workforce development and business prosperity;
- Key stakeholders that the Applicant would seek to collaborate with to successfully promote opportunities and translate these into employment, skills and business benefits;
- A suite of actions, which the Applicant would drive forward, in collaboration with partner stakeholders; and
- How the Applicant would engage with stakeholders to produce a final Employment, Skills and Supply Chain Plan if the Development Consent Order (DCO) is granted and deliver and monitor the activities set out within the Plan.

- 1.1.4. As referenced above, this Outline Plan would be developed into a final Plan in consultation with stakeholders engaged in access to employment, skills and business representation both within North Kesteven and Lincoln Districts and more widely across the Greater Lincolnshire Region. The final Plan would be a more detailed articulation of the content of this Outline Plan and would be secured through the Development Consent Order (DCO).
- 1.1.5. Most of the potential economic benefits from the Proposed Development would arise during the four-year construction phase. Those that would arise through the operational phase would be more limited, but they would still provide opportunities for Greater Lincolnshire's people and businesses. This Outline Plan focuses, in the main, on promoting the potential benefits that would arise during construction. However, the final Plan would incorporate activities relating to both the construction and operational phases.
- 1.2. **The Socio-economic Baseline and Economic Policy Context**
 - 1.2.1. The focus and proposed actions set out within this Outline Plan have been shaped in response to initial estimates of the construction workforce required and the Construction Labour Market Areas; a socio-economic and population baseline analysis and a review of the economic policy drivers and priorities for the Region and North Kesteven and Lincoln Districts. These are set out in full in **ES Volume 1, Chapter 13: Population [EN010149/APP/6.1]** and summarised below.
- 1.3. **Construction Workforce and Labour Market Area**
 - 1.3.1. The number of direct construction jobs anticipated to be created during the construction phase has been estimated by the Applicant, based on professional judgement and experience of the delivery of solar projects throughout the UK.
 - 1.3.2. The total number of construction staff required has not yet been precisely defined. However, it is estimated that during the construction phase, a (gross) peak of approximately 650 workers may be on site at any one time, or an average of 400 over the four-year construction period. The employment supported would be in a range of different positions and skillsets across civil construction sectors, electrical and mechanical skills including specialised solar installation professionals and some non-construction and supporting roles such as security, process and administrative and transportation roles. Employment would also be in a range of tenures depending on the work package/contract and contractor at each phase of construction.

- 1.3.3. It is anticipated that the Proposed Development would draw its construction workforce from a substantial Construction Labour Market Area (CLMA) of within 50 miles.
- 1.3.4. It is noted that workers are not spread evenly over this area and there is a greater propensity for workers to live closer to work within the CLMA. This is an important consideration for guiding the focus of the Skills, Supply Chain and Employment Plan, so that it effectively advances potential for local employment and skills development. The assessment of the geographical construction workforce draw concludes that an area of approximately 10 miles would be an appropriate primary target area for proactive activities delivered through the Plan, covering an estimated 36% of the construction workforce. The 10-mile area includes North Kesteven and Lincoln District areas and has been determined as the CLMA Focus Area within the socio-economic analysis.
- 1.3.5. Importantly, the Applicant is aware that the Proposed Development is one of 10 solar farms proposed across Greater Lincolnshire together with a wider pipeline of green industry and other major infrastructure projects. These projects will, collectively, impose a significant demand upon available construction labour; a challenge which would need to be addressed at the Regional level.

1.4. Socio-economic Baseline and Population - Jobs, Labour Market and Sectors

- 1.4.1. The Construction Labour Market Area (CLMA) has a residential population of over 340,000 people engaged in construction employment (ONS, 2021), and hosts 236,300 construction (employee) jobs (BRES, 2023).
- 1.4.2. The more local area – the ‘CLMA Focus Area’ (North Kesteven and Lincoln) – has a residential population of nearly 9,000 people engaged in construction employment (ONS, 2021) and hosts 7,700 construction (employee) jobs (BRES, 2023).
- 1.4.3. In both cases this represents a higher than national average concentration of construction employment. Manufacturing sector employment is also substantially concentrated here – with ‘manufacture of general purpose machinery’ representing twice the national average concentration.
- 1.4.4. According to UK Business Counts, there were approximately 7,500 and 280,000 active businesses within the CLMA Focus Area and the CLMA in 2023 respectively, with construction firms accounting for 18% and 15% of all businesses respectively (above the national average of 13%). Construction sector Gross Value Added (GVA) in the CLMA is estimated at over £16bn per year.

1.5. Key Economic Activity, Employment and Labour Market Characteristics

- 1.5.1. Unemployment is slightly lower in the CLMA areas than the national average, but higher than in Lincolnshire.
- 1.5.2. Economic inactivity is dominated by retirement, although the CLMA Focus Area has a higher proportion of students (as a reason for economic inactivity) than national averages.
- 1.5.3. There are currently over 300 unemployed people claiming Jobseekers Allowance in the Focus Area, and a total of over 11,000 in the CLMA. In terms of sought occupation, up to 44% of claimants are seeking occupations that the construction sector may be able to accommodate (e.g. process, elementary and selected skilled trades).

1.6. Skills and Qualifications

- 1.6.1. Approximately 28% of residents above the age of 16 within the CLMA Focus Area and CLMA have higher or further education qualifications (slightly higher than Lincolnshire and lower than national levels). The proportion with no qualifications is around the same in the CLMA and CLMA Focus Area as the national average, but still represents around 31,000 and 1.4m people respectively at each scale.
- 1.6.2. According to education statistics collected by the English government, North Kesteven currently outperforms the national average of apprenticeship starts per 16-24, with this particularly being the case for advanced-level apprenticeships, while North Kesteven also outperforms apprenticeship starts for intermediate-level apprenticeships. In comparison, Lincoln is currently underperforming with regards to apprenticeship starts, as well as apprenticeship achievements.
- 1.6.3. Around 11% of residents are employed in 'skilled trades' occupations in the CLMA Focus Area (around 11,000) and CLMA (around 423,000), and there is a higher than national average concentration of residents with lower skills – around 29,000 and 1.1m residents respectively.

1.7. Socio-economic Deprivation

- 1.7.1. **Figure 13.4** and **Figure 13.5** presented in **ES Volume 2 [EN010149/APP/6.2]** identify areas within the top 10%, 20% and 30% of deprivation indicators as reported by the English Indices of Deprivation (2019) across Lincolnshire for all domains, and specifically for the Education, Skills and Training domain.

1.7.2. This identifies prevailing coastal deprivation, and urban deprivation in Lincoln, Boston and also close to the site within North Kesteven around Sleaford and Ruskington.

1.8. Economic Policy and Priorities

1.8.1. The overarching aim of Greater Lincolnshire's regional and local economic policy is to create a place where people want to live, work and visit and business want to invest. The key priorities that this Outline Plan is able to specifically support at both the Greater Lincolnshire Region and local level are set out below:

- The growth of Lincolnshire's businesses, particularly engineering and manufacturing supply chains, to enhance performance and adaptability to challenging economic circumstances and help to establish Greater Lincolnshire as the destination of choice for engineering;
- Driving up innovation and productivity, particularly innovation in priority regional sector clusters, which include one of its strongest sectors, 'power engineering' and low carbon to raise investment in Greater Lincolnshire;
- Working up opportunities to develop the Green Economy, through university links;
- Supporting the development of North Kesteven as a creative hub by 2030, reflecting strength in the knowledge and the green economy sectors;
- Increasing higher level skilled jobs within the renewable energy sector and supporting upskilling and retraining people for jobs now and in the future, including apprenticeships, to make sure the labour market can accommodate the demand for higher-skills;
- Increasing employment rates;
- Supporting businesses to prioritise workforce development and training;
- Creating and improving access to high quality employment, training and learning opportunities that enables all residents to reach their full potential in the labour market and address barriers in sector-related skills and employment provision. This ranges from employability and basic skills like numeracy and literacy to supporting and improving readiness for work through to higher level skills provision;
- Informing people about the career opportunities available regionally and locally to address misconception of, and subsequent poor workforce retention within, the key sectors; and
- Providing opportunities for young people, in particular, to attain good quality jobs and careers in Greater Lincolnshire and retain them within the Region as a key component of an economy characterised by innovation, growth and prosperity.

1.9. Underpinning Conditions Required to Successfully Promote Economic Benefits for People and Businesses

1.9.1. The Applicant is committed to supporting the creation of the underlying conditions set out below. These are prerequisites for delivering economic benefits for Greater Lincolnshire's people and businesses arising from the Proposed Development. They also underpin the ability of the wider Region's pipeline of green energy and other major infrastructure projects, to gain timely access to the construction and manufacturing workforce and skills they need, as far as possible from within the Region rather than drawing upon wider geographies. The key conditions are:

- A structure and processes for collaboration between green energy developers and other major infrastructure projects. This would enable the definition of collective, contemporary and projected workforce and skills needs, and articulation of these clearly to shape education and skills curricula;
- The presence of a mature education, skills development and business growth support infrastructure with capability to flex and respond to contemporary employer need;
- The willingness and commitment of infrastructure developers to collaborate, regularly and practically, to take forward collective actions to attract the workforce they need;
- The engagement of relevant agencies from across the public, private, charitable/voluntary and community sector. This is necessary to successfully reach into communities with high levels of deprivation and low social mobility, It is also necessary in order to harness their knowledge of the barriers to engaging in the labour market and what works, locally, to address them; and
- A focus on Diversity, Equity and Inclusion, creating opportunities for everyone to access opportunities.

1.10. Objectives

1.10.1. The objectives of the Plan are to:

- Promote opportunities for people who are employed, unemployed and economically active and young people who are Not in Education, Employment or Training (NEET) to access employment and skills development opportunities;
- Create opportunities for businesses to tender for work and join the supply chain of the Proposed Development;
- Clearly define the workforce, skills and supply chain requirements of the Proposed Development and articulate these in a clear and timely way to

regional stakeholders involved in supporting education, access to employment, skills development and business engagement;

- Harness the motivational potential of the Proposed Development to inspire the next generation of talent, particularly, to confidently invest in a career and future in Lincolnshire, benefitting all employers;
- Contribute to a Regional evidence base to support the planning and delivery of education and skills curricula and training capable of delivering the workforce and skills needed across the Region, at the right time, to support the business competitiveness of all energy and construction projects.

1.11. Collaboration

- 1.11.1. The prosperity of the renewable energy sector, local communities and businesses is increasingly dependent upon inter-agency and cross-company collaborations.
- 1.11.2. In relation to collaboration with other developers, the Applicant would welcome an opportunity for an early discussion with the host Authorities, to identify any existing structures that could provide vehicles for this collaboration or to discuss how the Applicant could work alongside other stakeholders to achieve this. The Applicant considers that much could be gained from establishing a structure that would bring together solar energy developers across the Region and commits to playing an active role in such a collaboration.
- 1.11.3. The section below relates, chiefly, to relationships and associated roles that will be required to deliver benefits from the Proposed Development, but it is suggested that the same agencies would have a role to play in achieving the Regional co-ordination required.
- 1.11.4. It is important to note that the Applicant and the Tier 1 Contractors would work in tandem to identify and open up opportunities. However, the Applicant and Tier 1 Contractors would be dependent upon close collaborative working with local stakeholders and organisations across Lincolnshire to translate these opportunities into jobs, skills, and contracts for local people and businesses.
- 1.11.5. The list of core partners that the Applicant and Prime Contractors would seek to work with and examples of their roles in promoting and achieving benefits for people and business, is set out below. The detailed definition of which stakeholders the Applicant would work with and how would be the subject of further discussion with the Host Authorities if the DCO is granted.

1.12. Regional and Local Government

1.12.1. Lincolnshire County Council and North Kesteven (and other) District Councils

- Connect the Applicant and Tier 1 Contractors with networks, business clusters and infrastructure designed to achieve collaboration on addressing regional workforce, skills and supply chain needs;
- secure resource to provide additional or different training to address workforce demand;
- provide intelligence on accessing communities generally and targeting communities that have disproportionate levels of multiple deprivation and low social mobility; and
- support access into Greater Lincolnshire's schools and Adult and Community Learning provision, to support the deployment of contractors engaged on the Proposed Development to inspire young and older people to consider and pursue careers in solar and other green energy sectors.

1.13. Other Public Sector Organisations

- Department for Work and Pensions/Jobcentre Plus Regional Partnership Manager and Sleaford and other local Jobcentres
 - promote employment opportunities to local job seekers and support the development of job readiness support, including sector-focused initiatives e.g. Bootcamps; and
 - provide job entrants on the Proposed Development with access to in-work support if required, to help candidates to sustain work.
- Greater Lincolnshire Colleges – a federation of the nine Greater Lincolnshire Further Education Colleges.
 - Identify candidates from the college learner base as potential candidates for employment or upskilling opportunities;
 - provide insight into skills gaps and deliver training to equip students with the knowledge and skills to gain and sustain work and skills development; and
 - enable the roll out of 'Destination Renewables', designed to raise young peoples' awareness of opportunities within the renewable energy sector and create connections with employers to enable them to pursue careers within the sector (Destination Renewables is described in greater detail below).
- The Lincolnshire Institute of Technology and its education partners (the University of Lincoln, University Campus - North Lincolnshire, University

Centre Grimsby, Boston College, Grantham College and University Centre, Lincoln and Riseholme Colleges)

- provide access to job seekers and existing relevant skills provision;
- engage in technical knowledge transfer and encourage innovation regarding solar and other renewable energy development and storage; and
- explore the development of new, customised solar sector-specific provision in collaboration with other solar and clean energy developers.

1.14. Business Representative Groups

- The Construction Industry Training Board (CITB) and the Civil Engineering Contractors Association (CECA)
 - support alignment of final Plan actions with the CITB National Skills Academy for Construction; and
 - collaborate on organising and delivering market warming events to signpost potential contracting opportunities to businesses and support their readiness to tender.
- The Lincolnshire Chamber of Commerce & Industry (incorporating the previous local Chambers of Boston, Sleaford and Gainsborough) and the Federation of Small Businesses.
 - support the creation of connections with businesses with goods and services that match the supply chain needs of the Proposed Development; and
 - partner in the design and delivery of local business market warming events.

1.14.1. We envisage that all stakeholders would be involved in raising awareness across communities and business of the employment, skills and supply chain requirements of the Proposed Development; particularly skills gaps identified.

1.14.2. At the time of submission of the DCO application, the Applicant is in the process of engaging with the stakeholders listed above to ensure that the actions proposed within the Outline Plan are relevant to contemporary economic opportunities and challenges and chime with local policy priorities. The Applicant has had discussions with the Department for Work and Pensions and Jobcentre Plus at Regional level, the Federation of Small Businesses and the CITB. A discussion is scheduled with the Institute of Technology and its constituent education partners, which include Boston and Lincoln Colleges and the University of Lincoln. The Applicant is in the process of engaging with the Lincolnshire Chamber of Commerce and Industry and will be carrying out further engagement with

the host local authorities. On the basis of discussions held to date, the Applicant is confident that it will be possible to build effective practical relationships with all stakeholders listed to support the actions set out within this Outline Plan.

1.15. Employment, Skills and Supply Chain Working Group

- 1.15.1. The Applicant would set up a clear structure for working with partners to deliver benefits arising from the Proposed Development and also to act as a focal point for embedding the Proposed Development within relevant structures and networks across the wider region, particularly those that connect into planning for employment and skills across Greater Lincolnshire.
- 1.15.2. To this end, an Employment, Skills and Supply Chain Plan Working Group (hereby referred to as the 'Working Group') would be formed. The initial task for the Group would be to galvanise, at an early stage, the collaborations required to develop the full Plan and endeavour to ensure that the right partners are in place to deliver a suite of actions to benefit people and businesses.
- 1.15.3. The content of the final Plan would be a more detailed articulation of the principles and suggested actions set out in this Outline Plan. The final Plan would be approved by North Kesteven District Council as a requirement of the Development Consent Order. It is understood that the final Plan would require approval prior to commencement of construction.
- 1.15.4. It is envisaged that Lincolnshire County Council and North Kesteven District Council would be at the core of the Working Group. Other stakeholders would include at least some, if not all, of the organisations and networks set out above. Membership of the Group and terms of reference would be agreed with the host Authorities.
- 1.15.5. The Working Group would provide oversight on the delivery of the final Plan. It would also oversee systems for monitoring and recording economic benefits arising from the Proposed Development. It would also engage in evaluating progress and integrating lessons learned into the development and delivery of the final Plan over time, so that delivery properly reflects any changes in contemporary local economic baseline conditions. Importantly, it would support North Kesteven District Council to ensure that the conditions for delivering economic benefits from the Proposed Development, as articulated within the DCO, are appropriately discharged.
- 1.15.6. Upon approval of the final Plan, the Applicant and the Working Group would work in partnership to ensure that opportunities for employment, up-skilling and re-skilling and engaging businesses in the supply chain are defined and promoted at the earliest possible time.

2. Proposed Activities

2.1. Introduction

- 2.1.1. The Plan would support project activity across three core themes. The three core themes are as follows:
- Theme 1- Information and Collaboration;
 - Theme 2- Access to Construction Employment, Up-skilling and Re-skilling; and
 - Theme 3- Opening up the Supply Chain.
- 2.1.2. It is considered that these, collectively, would be required to effectively promote opportunities for local people and businesses arising from the Proposed Development.
- 2.1.3. The following activities focus upon opportunities that would arise as part of the construction phase, given that this is when the greatest number and range of opportunities will be generated.
- 2.1.4. There is not yet a delivery model to guide local access to opportunities in relation to solar developments. However, in order to maximise the potential success of the Proposed Development to deliver a legacy of positive impacts by adopting tried and tested approaches, this Outline Plan reflects all of the core elements of the Construction Industry Training Board's National Skills Academy for Construction (NSAfC). The primary purposes of the NSAfC are to encourage new entrants into the construction industry and drive up construction skills.

2.2. Theme 1 Information and Collaboration

- 2.2.1. As set out above, the Applicant is committed to working with Lincolnshire County Council, North Kesteven District Council and a range of other relevant regional and local stakeholders to deliver socio-economic benefits for communities and business. Importantly, the Applicant would work with education and skills providers, individual businesses and business representative agencies to drive up the availability of local talent pools to meet contemporary industry needs, with a particular focus on renewable energy, but also across the construction and manufacturing sectors. The Applicant would:
- Provide regular and timely insights into the workforce and skills requirements of the Proposed Development. Combined with parallel data collected in relation to the other, approximately 30, pipeline NSIPs within the Region, a Regional 'skills prospectus' could be developed, which would inform the planning and delivery of education and skills curricula pertinent to workforce and skills needs across the Region. This would

support sustainable business and workforce planning across all energy and major construction projects. The Working Group would be an important conduit for regularly sharing contemporary data on workforce and skills needs of the Proposed Development during both the construction and operational phases.

- Participate in relevant forums, established to co-ordinate workforce and skills development across Greater Lincolnshire.
- Attend job fairs, careers days in schools and colleges, and other jobs and careers awareness-raising events, promoting the opportunities for jobs and careers in solar and other renewable energy.
- Collaborate with the developers of other NSIPs across Greater Lincolnshire to share and transfer knowledge and insights into effective approaches that deliver economic benefits for people and communities and coordinate activities to support workforce development and transfer.
- Collaborate with the University of Lincoln's Sustainable Energy and Power Research Group and the Lincolnshire Institute of Technology to transfer knowledge and encourage innovation regarding solar and other renewable energy development and storage.
- Provide knowledge, experience and advice to test the feasibility, and enable the roll out, of Destination Renewables in North Kesteven and, potentially, more widely. Destination Renewables is an award-winning alternative to the Welsh Baccalaureate, developed through a collaboration between DP Energy, Pembrokeshire College and EDF Renewables, supported and welcomed by the Welsh Government. It is built upon a strong collaboration of organisations within and beyond the energy sector, working with education providers, to address talent and skills gaps, to support the creation of renewable energy and progress to net zero targets. It provides a comprehensive introduction for young people, aged 16 - 18, to the opportunities that a career in renewable energy can open up for them. This has potential not only to benefit learners and influence decisions on future careers, but also provide a practical mechanism to marshal and embed joint working between significant infrastructure providers and other developers.

2.3. Theme 2: Access to Construction Employment, Up-skilling and Re-skilling

2.3.1. The Applicant would:

- Engage with Tier 1 contractors to define construction roles and volumes required across the different development phases. More detail on the likely roles is set out in **ES Volume 1, Chapter 13: Population [EN010149/APP/6.1]**; This would be shared with employment brokers and education and skills providers. Working Group members would be requested to support recruitment by distributing the information across

elements of their network that engage regularly with the communities that the host authorities and the Applicant agree should be targeted for active skills and employment interventions (see targeting below).

- Establish a practical system of outreach and jobs brokerage. A communications campaign would be delivered to raise awareness on jobs and skills opportunities, using appropriate local networks and communications media. Contractors would be required to connect with employment brokers. The Applicant would very much welcome a close collaboration with the Department for Work and Pensions/Jobcentre Plus in this respect, but it is hoped that this would extend to other organisations as advised by the Working Group and would include local authority employment hubs, voluntary and community sector/charitable organisations that connect with target communities and the employment engagement divisions of relevant schools, colleges and skills providers.
- Create access to a suite of skills and work opportunities. The precise mix of opportunities would be, primarily, led by the workforce needs of the Proposed Development. These could include work experience placements, entry level jobs and joint Apprenticeships across industry partners. Training and upskilling opportunities would be provided and could extend to employability support like interview training and CV support for those wishing to access entry level jobs. In order to avoid duplication and build on what works, existing access to jobs and skills provision would be used where possible. However, the Applicant and contractors would share with regional stakeholders, knowledge and experiences of effective approaches that have been successful in other areas and how local and regional provision could be enhanced to meet business need. The Working Group would play a crucial role in supporting the connection of people to the opportunities.
- Open up access to wider employment and skills opportunities within Applicant organisations, including Apprenticeships and Graduate Entry.

2.3.2. The Applicant and North Kesteven District Council could agree targeting parameters for proactive recruitment drives and skills delivery. This may include the following priorities, commencing with the primary target group:

- Residents within the CLMA Focus Area; particularly neighbourhoods within areas that exhibit the highest levels of deprivation (especially the Education, Skills and Training domain). This would include areas within North Kesteven around Sleaford and Ruskington.
- Residents from across Lincolnshire within areas that exhibit high levels of deprivation and low social mobility, including areas with the top 10%, 20% and 30% of deprivation indicators, which highlight prevailing coastal deprivation and urban deprivation in Lincoln, Boston and also close to the site within North Kesteven, around Sleaford and Ruskington.
- Residents from across Lincolnshire.

2.3.3. As stated above, the Applicant would welcome opportunities to collaborate with other businesses, particularly the solar energy developments within adjacent geographies, on the above recruitment and skills development actions.

2.4. Theme 3: Opening Up the Supply Chain

2.4.1. Projects involving the installation of solar photovoltaic infrastructure require a high level of specialism in terms of expertise and equipment across the supply chain. However, the wide range of materials and services required across the construction programme as a whole create opportunities not only for solar specialists, but also more generic suppliers. The Applicant would:

- Define and promote supply chain opportunities: On appointment, contractors would define supply chain needs across the different work phases. The Applicant and its contractors would engage with business representative agencies to share insights into the requirements of suppliers.
- Offer an online platform for businesses to view opportunities and register interest in tendering for work on the Proposed Development. The Applicant and the Host Authorities would agree an area within which the Applicant and Tier 1 contractors would actively promote work opportunities for businesses in order to deliver local benefit. This would include businesses that have either a base or a substantive workforce in this defined geographical area.
- Participate in market warming events. The Applicant and the main contractors would participate in awareness raising, market warming events to provide businesses with information on supply chain opportunities and the key capacity and capability requirements they would need to meet. It is hoped that these would be designed and delivered in collaboration with organisations that connect with, and represent, businesses including the Lincolnshire Chamber of Commerce, the Construction Industry Training Board and, potentially, the Civil Engineering Contractors Association. It may be possible or preferable for these events to be collaborations across wider industry groups; notably the solar farms.

2.5. Ethical Procurement

2.5.1. Delivering the project and doing business in an ethical way is one of the most important values to the Applicant. The Applicant is committed to working to ensure sustainable, ethical practice across supply chains, and will not tolerate any fraud, corruption or abuse of human rights.

2.5.2. The Applicant will fully comply with the Modern Slavery Act 2015.

- 2.5.3. The Applicant recognises that Modern Slavery and human trafficking are growing global concerns, and is working to ensure that their own operations, and those of the supply chains, are appropriately evaluating the risks of Modern Slavery and human trafficking.
- 2.5.4. To ensure all those in the supply chain and contractors abide by the Applicant's values, a rigorous approach would be taken to ensure compliance and supply contracts would include a clause for termination in the event of non-compliance with these requirements.
- 2.5.5. Solar developments can carry an increased risk of Modern Slavery Risk due to the complexities in the supply chain relating primarily to solar panels. To mitigate these risks, suppliers of solar panels are subject to an elevated compliance screening and certification process. Systematic audits of cell and module factories are also undertaken to ensure working conditions meet expected standards.

3. Monitoring

3.1. Performance measurement systems and processes

- 3.1.1. The Applicant would ensure that a robust performance monitoring and reporting framework and system is established for the suite of activities proposed in the final Employment, Skills and Supply Chain Plan. These would be developed in consultation with the Working Group and agreed by the host authorities. This would ensure that the delivery of actions and outcomes reflect DCO Obligations. This would include recording results against standard infrastructure-related performance indicators set out within the NSAfC framework; the location of Greater Lincolnshire businesses engaged in the supply chain; and the post codes of people gaining access to employment and skills through proactive approaches to encourage local employment.
- 3.1.2. All systems and processes will comply with General Data Protection Regulations.



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