

Tween Bridge Solar Farm

7.9 Outline Supply Chain, Employment and Skills Plan

**Planning Act 2008
Infrastructure Planning (Applications: Prescribed Forms
and Procedure) Regulations 2009**

APFP Regulation 5(2)(q)

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OUTLINE SUPPLY CHAIN, EMPLOYMENT AND SKILLS PLAN

Table of Contents:

1	Introduction	2
1.1.	Overview	2
1.2.	Report Structure	2
2	Economic Policy	4
2.1.	National Policy	4
2.2.	Local Policy	4
3	Economic Baseline.....	11
Baseline Review	11	
4	Economic Impacts.....	21
4.2.	Construction	21
4.3.	Operation	21
4.4.	Decommissioning.....	21
5	Opportunities, Performance, Monitoring and Delivery.....	23
5.2.	Opportunities	23
5.3.	Performance and Monitoring.....	24
5.4.	Delivery	29
6	References.....	35

List of Tables:

Table 4-1: Indicative Timeline.....	33
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List of Figures:

No table of figures entries found.

1 Introduction

1.1. Overview

- 1.1.1. RWE Renewables UK Solar and Storage Ltd (hereafter, the “Applicant”) has commissioned the preparation of an **Outline Supply Chain, Employment and Skills Plan (Outline SCESP) [Document Reference 7.9 Revision 2]** that forms part of a suite of documents supporting an application under Section 37 of the Planning Act 2008 [Ref. 1-1] to the Secretary of State (SoS) for the Department for Energy Security and Net Zero (DESNZ) for a Development Consent Order (DCO) for the Tween Bridge Solar Farm (hereafter, the “Scheme”).
- 1.1.2. A DCO provides the necessary authorisations and consents for the construction, operation and decommissioning of the Scheme.
- 1.1.3. This Outline SCESP provides a high-level overview of the supply chain, employment, training, and educational opportunities associated with the construction, operation and decommissioning of the Scheme. The plan anticipates future consultation with councils (City of Doncaster, North Lincolnshire (as host authorities) and East Riding of Yorkshire (local authority in close proximity to the site and considered as part of the study area) and relevant stakeholder groups (see Section 4 of this Outline SCESP for further information), and identifies and addresses the policy priorities of the three local authorities under consideration.
- 1.1.4. This Outline SCESP is to be secured via a Requirement in Schedule 2 of the DCO. The final, detailed SCESP will be for the approval of the relevant planning authority post-consent.
- 1.1.5. Information relating to the Applicant, Site Location and Scheme is presented in detail in Chapter 1 [APP-038], Chapter 2 [APP-039], Chapter 3 [APP-040], and Chapter 4 [APP-041] of the Environmental Statement.

1.2. Report Structure

- 1.2.1. The remainder of the report is structured as follows:
 - **Section 2 Economic Policy** – a review of relevant local, regional and national economic policy is provided.

- **Section 3 Economic impacts** – a summary of estimated employment generated as a result of construction, operation and decommissioning phases of the Scheme is provided.
- **Section 4 Opportunities, Performance, Monitoring and Delivery** – outlines the Applicant's intention in respect of opportunities associated with the SCESP, and describes the delivery plan including roles, responsibilities, and timelines.

2 Economic Policy

2.1. National Policy

Overarching National Policy Statement for Energy (NPS EN-1)

- 2.1.1. The Overarching National Policy Statement (NPS) for Energy (EN-1) [Ref 1-2] provides a comprehensive framework for the development of energy infrastructure in the UK. The NPS EN-1 sets out the general policies for the submission and assessment of applications relating to nationally significant energy infrastructure. In considering any scheme, the Secretary of State should weigh up adverse impacts against benefits, such as job creation (Paragraph 4.1.5). NPS EN-1 goes on to address various specific impacts, including socio-economic impacts.
- 2.1.2. NPS EN-1 states that an applicant is strongly encouraged to engage with relevant local authorities during the early stages of project development to gain a better understanding of local issues and opportunities (Paragraph 5.13.3).
- 2.1.3. Paragraph 5.13.12 of NPS EN-1 states that *'the Secretary of State may wish to include a requirement that specifies the approval by the local authority of an employment and skills plan detailing arrangements to promote local employment and skills development opportunities, including apprenticeships, education, engagement with local schools and colleges and training programmes to be enacted.'* This Outline SCESP aligns with NPS EN-1, providing detail on the topics listed within paragraph 5.13.12.

2.2. Local Policy

Greater Lincolnshire County Combined Authority (GLCCA)

- 2.2.1. The GLCAA is a new organisation, established in February 2025, which has taken on responsibilities from Central Government to drive decisions on economic growth, transport and infrastructure projects, and training opportunities and employment. A number of plans and strategies which will inform decision making are being developed, to be published in due course.

Doncaster Local Plan

- 2.2.2. The Doncaster Local Plan 2015–2030 (adopted September 2021) [Ref 1-3] outlines the vision, aims and objectives that enable development in Doncaster up to 2030.

The plan aims to deliver positive sustainable economic, social and environmental development. The vision for Doncaster is for it to be 'a thriving place to learn, work, live and care'. The strategy has four themes to help to achieve this vision:

- Learning – that prepares all children and young people for a life that is fulfilling.
- Working – in ways that create purpose and meaning and allow more people to pursue their ambitions.
- Living – in a place that is vibrant and full of opportunity, where people enjoy spending time.
- Caring – together for the most vulnerable in communities.

2.2.3. The plan notes that a strong, diverse economy is not solely built on providing land in the right place at the right time, there also needs to be other interventions to help deliver that land as well as the jobs and conditions for employees to secure a job. Other measures include marketing, promotion and branding of Doncaster and its available sites; work and skills plans; training plans; master planning; travel plans; and training and recruitment plans.

Doncaster Local Labour Agreements SPD

2.2.4. The implementation of Doncaster Local Labour Agreements [Ref 1-4] will help the City of Doncaster Council to support and promote the employment, upskilling, training and development of local people and business both through the construction and implementation stages of employment proposals. Relevant local planning applications are required to submit an Employment and Training Skills Plan. This approach is a way in which the planning system can help in the upskilling of local people and this is particularly relevant due to Doncaster having significant levels of deprivation, with 36% of the population living in areas rated in the top 20% deprived in England.

2.2.5. The objectives of the Local Labour Agreements are to:

- Encourage the use of local labour within the developer's project team and the wider company.
- Where feasible (economically and practically), procure goods and services from local contractors.

- Encourage sub-contractors and suppliers to support employment from the local community.
- Demonstrate recruitment and training opportunities within the contractor's company.
- Provide opportunities for local residents to access jobs created during the construction phase of the development and subsequent occupation.
- Reduce economic inactivity in the local area.
- Encourage and support the development of skills within the local community.

North Lincolnshire Local Development Framework

- 2.2.6. North Lincolnshire Local Development Framework Core Strategy **[Ref 1-5]** was adopted in June 2011 and covers the twenty-year period up to 2026. The Strategy indicates that the ambition is to grow North Lincolnshire into an attractive and thriving place to live and work, while ensuring that all developments are sustainable and complement and enhance the area's high quality natural and built environment without any detrimental impact.
- 2.2.7. Spatial Objective 4: 'Creating Greater Economic Success' aims to create a strong, competitive and diverse economy by encouraging business growth and employment opportunities supported by the delivery of strategic employment sites and improvement of the range and level of skills by developing a higher education sector.

North Lincolnshire Skills and Employability Plan

- 2.2.8. The North Lincolnshire Skills and Employability Plan (2023-2028) **[Ref 1-6]**, developed by North Lincolnshire Council, outlines a strategy to strengthen the region's workforce, driving economic growth, and equipping residents with the skills required for long-term, high-value employment. The plan is structured around three priorities, each designed to support individuals, businesses, and the broader economy. These priorities are supported by a series of key actions to achieve these:

A Place to Build a Great Career

Key Actions:

- Deliver consistent, high-quality careers education and work experience for young people.
- Address barriers to employment for the unemployed and economically inactive.
- Promote lifelong learning and in-work progression, especially for older workers.
- Support the growth of Disability Confident employers.
- Emphasise the development of employability skills alongside technical and higher-level qualifications.
- Align skills initiatives with regeneration efforts in town centres and market towns.

A Place Enabling Businesses to Grow Through Skills and Careers Investment

Key Actions:

- Provide targeted in-work training and support for Level 3+ qualifications.
- Promote T Levels and apprenticeships as high-quality alternatives to A Levels.
- Expand work experience opportunities in key sectors.
- Support postgraduate employment through tailored roles and training.
- Encourage business participation in the Local Skills Improvement Plan.
- Foster workplace wellbeing through sustainable employer partnerships.

A Place with a Proud Culture of Local Skills Aspirations and Collaboration

Key Actions:

- Govern the plan through the Skills Transformation Board.
- Launch a Local Skills Pledge to formalise employer commitment to skills development.

- Monitor the Greater Lincolnshire Devolution Deal for local implications.
- Facilitate collaboration between investors, businesses, and education providers.
- Develop a unified post-16 and adult learning prospectus.
- Position North Lincolnshire as a centre of skills excellence.
- Strengthen ties with universities to drive innovation and productivity.
- Promote equality of opportunity through place-based programmes.

East Riding of Yorkshire Local Plan

- 2.2.9. The current East Riding of Yorkshire Local Plan **[Ref 1-7]** has been updated and was adopted in April 2025. This strategy document covers the period 2020-2039. Objective 11 of the Local Plan encourages growth, modernisation and diversification of the local economy to support existing and emerging economic sectors. Linked to this is objective 14, which requires support to be given to a wide portfolio of energy infrastructure and businesses, and maximisation of the potential for renewable energy and low carbon energy generation, whilst also minimising adverse impacts, including any cumulative landscape and visual effects.
- 2.2.10. Policy EC1: ‘supporting the growth and diversification of the East Riding economy’ aims to strengthen and encourage growth of the East Riding economy. It highlights how employment development will be supported where the proposal is of a scale suitable to the location. Proposals will be encouraged where they:
- Contribute to the modernisation, decarbonisation, development and diversification of the local economy, including remote working and co-working.
 - Develop and strengthen the East Riding’s key employment sectors and clusters including renewable and low carbon energy.
 - Contribute towards reducing social exclusion and provide employment opportunities in deprived areas.
 - Contribute to the improvement in the physical appearance of an existing or vacant employment site or premises.

- Support the vitality and viability of a Town or District Centre.
- Support the delivery of the Freeport initiative and its associated tax sites through comprehensive planning. The tax sites are shown on the Policies Map.

East Riding Economic Strategy

- 2.2.11. The East Riding of Yorkshire Council developed this Economic Strategy [Ref 1-8] to guide economic development from 2023 to 2025. Building on the 2018–2022 strategy, it outlines priorities to boost productivity, support business growth, create higher-level jobs, and raise earning potential through investment in skills, industries, and infrastructure.
- 2.2.12. Priority 2, Lifelong Learning, focuses on equipping residents with the skills needed to thrive in the labour market. It targets those furthest from employment or education and aims to deliver higher-level skills aligned with local economic needs. Strengthening ties between business and education is key to raising aspirations and providing effective careers guidance. The strategy includes priority actions through to 2025, which include:
- Advocate for devolution of the Adult Education Budget to the combined local authority.
 - Work with relevant partners to address skills and labour market challenges in key sectors (e.g., retraining, reskilling).
 - Support the implementation and delivery of the Local Skills Improvement Plan.
 - Complete delivery of the Multiply programme and UKSPF People and Skills investment priority by 2025.
 - Maximise how the apprenticeship levy is utilised in the East Riding Support the delivery of high quality and impartial careers education, information, advice and guidance for people of all ages.
 - Encourage young people into STEM jobs and make them more aware of the career prospects in the green economy.
 - Deliver employability and worklessness programmes to improve access to learning and employment opportunities.

OUTLINE SUPPLY CHAIN, EMPLOYMENT AND SKILLS PLAN

- Broaden range of SEND and high needs provision and enhance engagement with local employers to increase the number of local opportunities.
- Seek innovation funding to enable providers to bridge the vocational and academic divide between apprenticeships and T-levels.

3 Economic Baseline

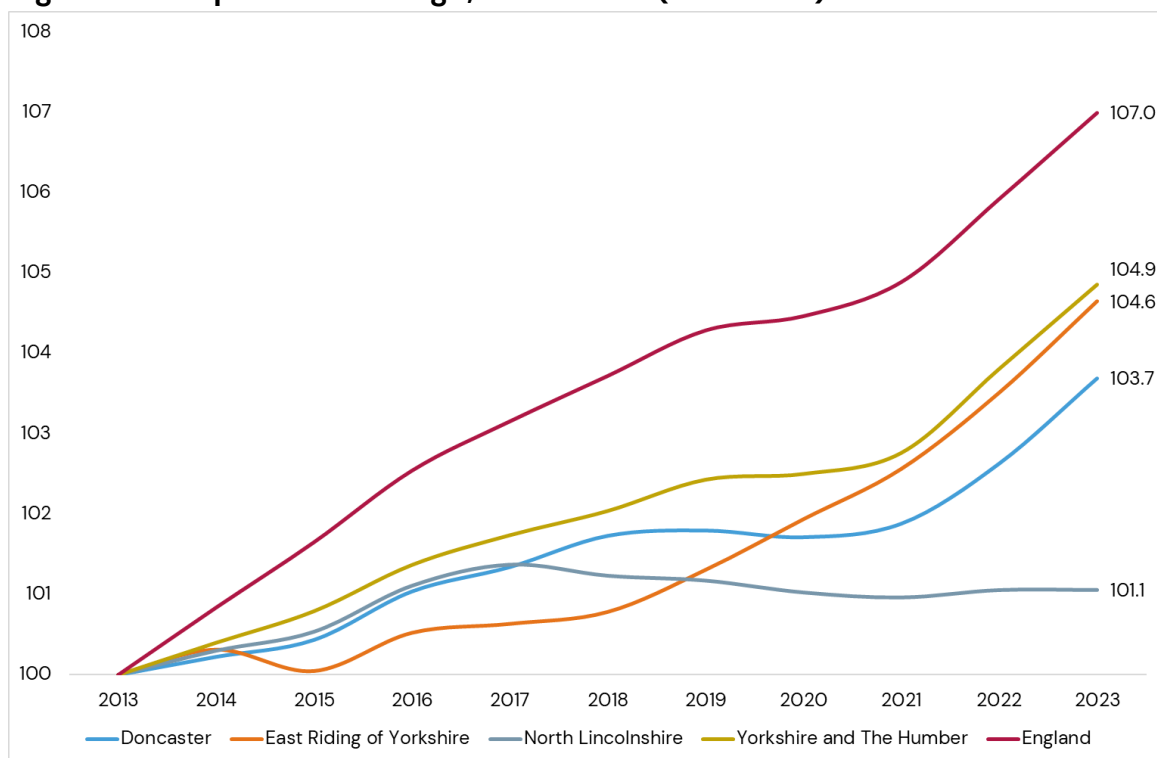
Baseline Review

- 3.1.1. A baseline is presented in this section outlining data on the populations and workforces of Doncaster, North Lincolnshire and East Riding of Yorkshire, whilst **ES Chapter 11 Socio Economics [APP-048]** presents a more detailed baseline covering a broader range of topics.

Population

- 3.1.2. Based on Office for National Statistics (ONS) data up to the year 2023, the population in Doncaster grew from around 302,991 to 314,176 between 2013 and 2023, a rise of 3.7%. Over the same timeframe, North Lincolnshire saw an increase of 1.1% (from 168,309 to 170,087) and East Riding of Yorkshire saw population growth of 4.6% (increase from 334,572 to 350,119). **Figure 3-1** shows the population growth in this timeframe for the districts and comparator areas. The population growth within those three districts was lower than the growth seen in Yorkshire & the Humber (4.9%) and England (7%).

Figure 3-1: Population Change, 2013-2023 (2013=100)



Source: ONS, Population Estimates

3.1.3. Data on population change by age in Doncaster shows that from 2013 to 2023, the fastest growing population group was those aged 65 and over with a growth rate of 13.8% (increase of 7,453 – see **Table 3-1**). This was below the rate of growth seen in the over 65’s in Yorkshire & The Humber (15.2%) and in England (16.1%). The working age population (16-64) increased by 0.9% (1,799) between 2013 and 2023 in Doncaster. This is comparable with an increase of 2.6% (88,488 people) for this age group in Yorkshire & The Humber and a 5.2% (1.8million) increase in England. The young dependent population (0-15) also increased in Doncaster across this period, by 3.4%. Yorkshire & The Humber and England, saw increases of 2.8% and 4.6% respectively, in the same time frame.

Table 3-1: Population Change by Age in Doncaster, 2013-2023

	2013	2023	Absolute Change	% Change
0-15	57,151	59,084	1,933	3.4%
16-64	191,642	193,441	1,799	0.9%
65+	54,198	61,651	7,453	13.8%
Total	302,991	314,176	11,185	3.7%

Source: ONS, Population Estimates

3.1.4. In North Lincolnshire, the only age group which saw growth was those aged 65 and over with a growth rate of 18.6% (increase of 6,036 – see **Table 3-2**). The working age population (16-64) decreased by 3.3% (3,429) between 2013 and 2023 and the young dependent population (0-15) decreased by 2.7%.

Table 3-2: Population Change by Age in North Lincolnshire, 2013-2023

	2013	2023	Absolute Change	% Change
0-15	31,148	30,319	-829	-2.7%
16-64	104,623	101,194	-3,429	-3.3%
65+	32,538	38,574	6,036	18.6%
Total	168,309	170,087	1,778	1.1%

Source: ONS, Population Estimates

3.1.5. In East Riding of Yorkshire, similarly, the only age group which saw growth was those aged 65 and over with an increase of 20.3% (increase of 6,036 – see **Table 3-3**). The working age population (16-64) decreased by 74 people (0.04%) between 2013 and 2023 and the young dependent population (0-15) decreased by 0.5%.

Table 3-3: Population Change by Age in East Riding of Yorkshire, 2013-2023

	2013	2023	Absolute Change	% Change
0-15	55,061	54,808	-253	-0.5%
16-64	201,369	201,295	-74	0.0%
65+	78,142	94,016	15,874	20.3%
Total	334,572	350,119	15,547	4.6%

Source: ONS, Population Estimates

3.1.6. ONS population projections published in June 2025 show that the population of Doncaster is expected to increase by 7.6% between 2022 and 2042 (23,525 additional people) whilst North Lincolnshire is projected to grow by 0.3% (485 additional people) and East Riding of Yorkshire is predicted to rise by 11.3% (39,276 additional people) (see **Table 3-4**). These growth rates compare to 8.6% at the regional scale and 10.8% at the national scale.

Table 3-4: Future Population Change, 2022-2042

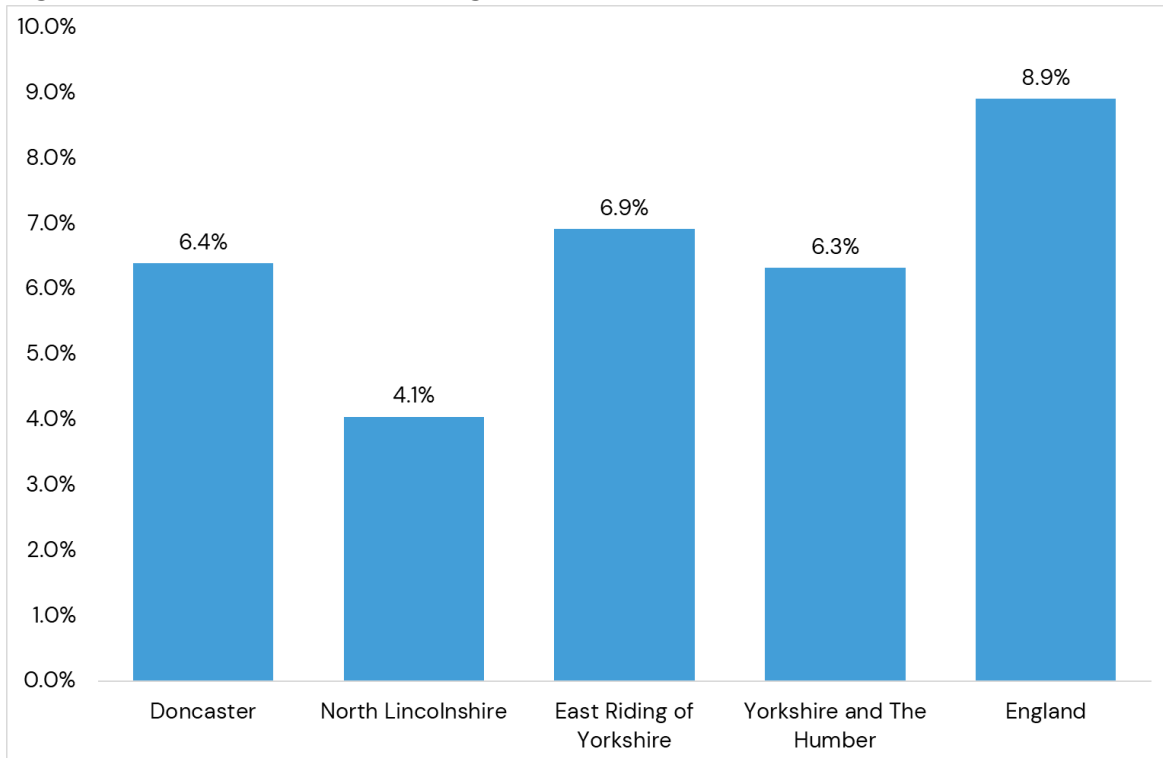
	2022	2042	Absolute Change	% Change
Doncaster	310,964	334,489	23,525	7.6%
North Lincolnshire	170,085	170,570	485	0.3%
East Riding of Yorkshire	346,316	385,592	39,276	11.3%
Yorkshire & The Humber	5,538,213	6,012,258	474,045	8.6%
England	57,112,542	63,261,579	6,149,037	10.8%

Source: ONS, Population Projections

Employment

3.1.7. As of 2023, around 133,000 people worked in Doncaster, around 77,00 people worked in North Lincolnshire, and 139,000 people worked in East Riding of Yorkshire. **Figure 3-2** shows that between 2015 and 2023 Doncaster saw 6.4% growth in jobs, an absolute increase of 8,000 jobs. This was above the growth seen in North Lincolnshire, where between 2015 and 2023 jobs grew by 4.1% (3,000), but below the growth seen in East Riding of Yorkshire (6.9% – 9,000 additional jobs).

Figure 3-2: Employment Change, 2015-23



Source: ONS, Business Register & Employment Survey

3.1.8. **Table 3-5** shows employment shares by broad sector in Doncaster, North Lincolnshire, East Riding of Yorkshire, Yorkshire & The Humber and England as of 2023. The largest sector in terms of employment in Doncaster was the public administration, education and health sector which accounted for 29.2% (39,000 jobs) of employment in 2023. This sector also accounted for the highest proportion of jobs in East Riding of Yorkshire (26.6% – 37,000 jobs), Yorkshire & The Humber (28%) and England (25.9%).

3.1.9. The largest sector in terms of employment in North Lincolnshire was the manufacturing sector which accounted for 23.4% of employment and supported 18,000 jobs as of 2023. All three local authority areas saw a higher proportion of employment supported by construction than regional and national figures. For Doncaster construction supported 6.7% of employment, in North Lincolnshire 6.5% and in East Riding of Yorkshire 5.0%, compared to 4.9% regionally and 4.8% nationally.

Table 3-5: Employment by Sector, 2023

Sector	Doncaster	North Lincolnshire	East Riding of Yorkshire	Yorkshire & The Humber	England
Agriculture, mining, utilities etc.	1.7%	3.6%	6.1%	2.5%	2.3%
Manufacturing	8.2%	23.4%	13.6%	10.6%	7.3%
Construction	6.7%	6.5%	5.0%	4.9%	4.8%
Wholesale & retail	15.7%	14.0%	14.7%	14.6%	13.7%
Transport & storage	12.7%	9.1%	5.7%	5.8%	5.1%
Accommodation & food services	6.0%	5.8%	9.3%	7.6%	7.8%
Information & communication	1.5%	0.6%	2.2%	2.6%	4.7%
Business, financial & professional services	14.8%	11.0%	13.1%	19.7%	23.9%
Public admin, education & health	29.2%	22.1%	26.6%	28.0%	25.9%

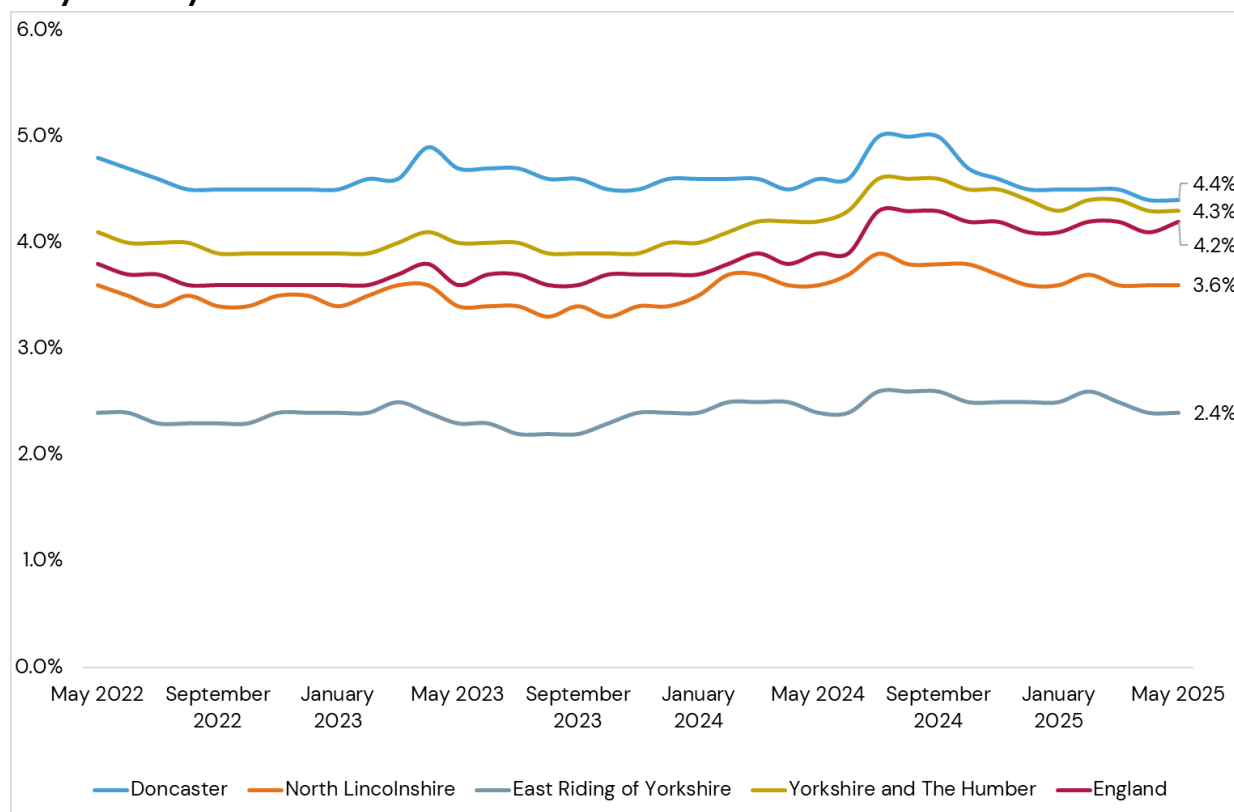
Arts, entertainment, recreation & other services	3.4%	3.9%	3.6%	3.7%	4.6%
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Source: ONS, Business Register & Employment Survey

Claimant Count

- 3.1.10. The claimant count records the number of people claiming Jobseeker's Allowance plus those who claim Universal Credit and are required to seek work and be available for work.
- 3.1.11. **Figure 3-3** shows the claimant count as a proportion of people aged 16-64 in Doncaster, North Lincolnshire, Yorkshire & The Humber and England for the period May 2022-May 2025 for all residents aged 16+.
- 3.1.12. In Doncaster the claimant count decreased from 4.8% in May 2022 to 4.4% in May 2025, in North Lincolnshire it has fluctuated over the time period but in May 2022 and May 2025 the claimant count was at 3.6%, this is also the case in East Riding of Yorkshire where the claimant count was 2.4% in both May 2022 and May 2025. The claimant count in Doncaster was above the regional figure (4.3%) and the national figure (4.3%), whilst the count was lower in both North Lincolnshire and East Riding of Yorkshire.

Figure 3-3: Claimant Count as a Proportion of Working Age (16-64) Population, May 22-May 25

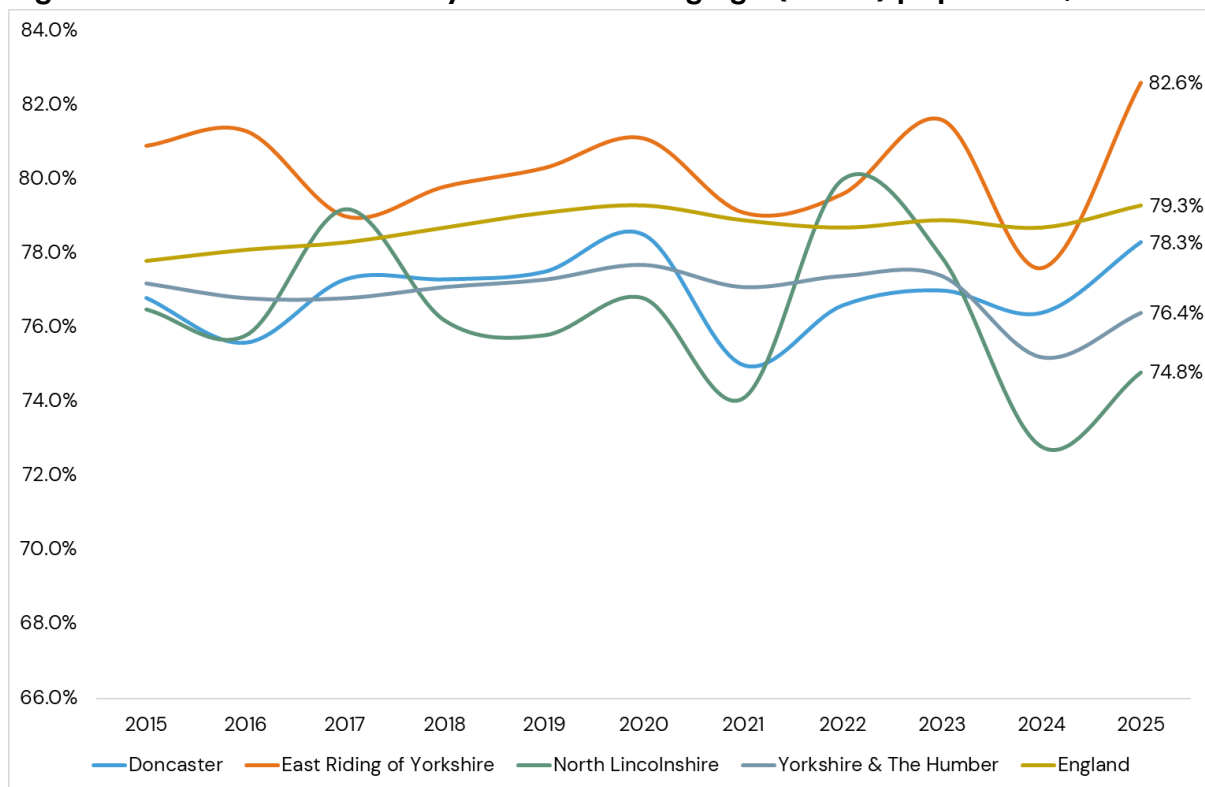


Source: ONS, Claimant Count

Economic Activity

- 3.1.13. The economic activity rate (proportion of the working age population in or seeking work) across all areas has fluctuated over the past 10 years. The proportion of residents who were economically active in Doncaster was 76.8% in 2013, whilst the equivalent figure was 80.9% in East Riding of Yorkshire and 76.5% in North Lincolnshire.
- 3.1.14. Despite fluctuations across the time period, the level of economic activity has increased in Doncaster and as of 2025 was 78.3%. The same is true for East Riding of Yorkshire where economic activity had increased to 82.6%, however, in North Lincolnshire the proportion has decreased to 74.8%. These figures compare to economic activity rate of 76.4% and a national rate of 79.3%. Figure 2.4 presents the data in more detail.

Figure 3-4: Economic activity rate of working age (16-64) population, 2015-25



Source: ONS, Annual Population Survey

Qualifications

- 1.1.1. **Table 3-6** outlines the highest qualification level held by people aged 16+ in Doncaster, North Lincolnshire, and East Riding of Yorkshire, alongside figures for Yorkshire & the Humber and England. This data is sourced from the 2021 Census and therefore represents the most up to date version available.
- 1.1.2. All three local authority areas have a higher proportion of residents with no qualifications compared to England and have a lower proportion of residents with level 4 qualifications. In Doncaster, 24.6% of residents have no qualifications whilst 22.7% have level 4 qualifications whilst in North Lincolnshire these proportions are 21.8% and 23.9% respectively. Further detail is set out below.

Table 3-6: Qualifications for residents 16+, 2021

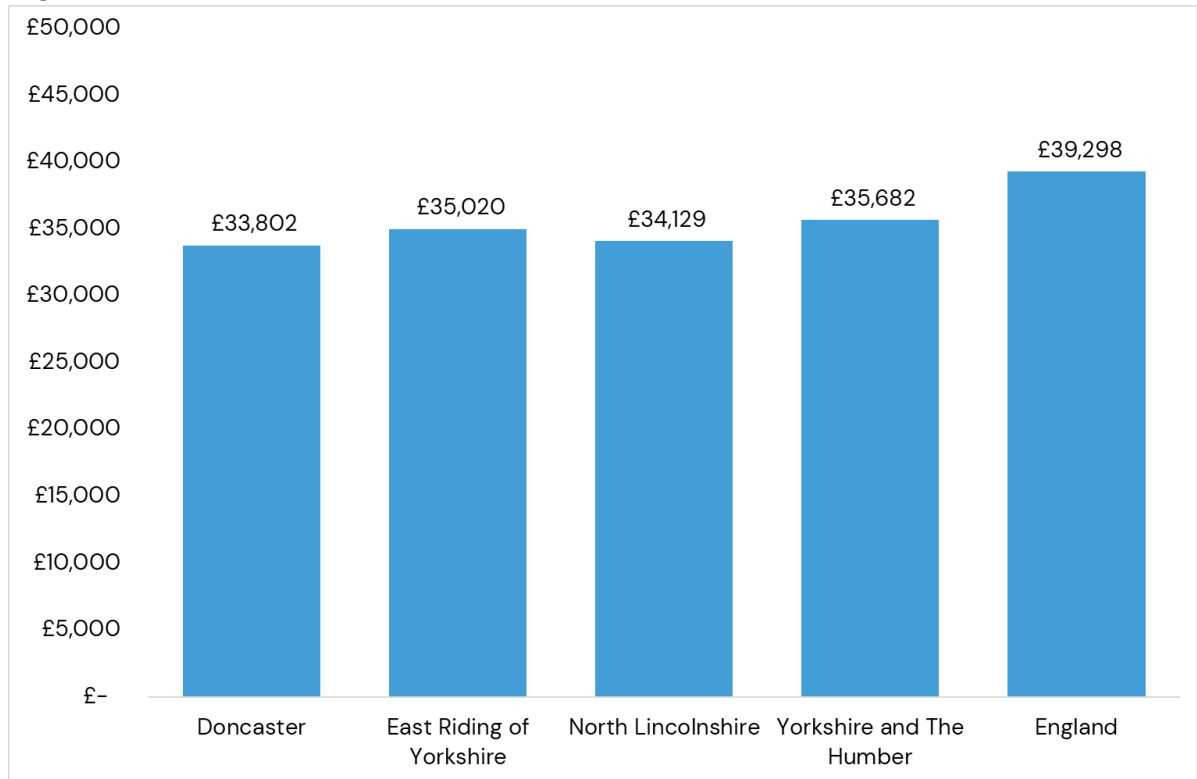
	Doncaster	North Lincolnshire	East Riding of Yorkshire	Yorkshire & the Humber	England
No qualifications	24.6%	21.8%	18.2%	20.6%	18.1%
Level 1/entry level	11.4%	11.7%	10.0%	10.1%	9.7%
Level 2	15.1%	15.1%	14.1%	13.6%	13.3%
Apprenticeship	6.7%	7.1%	7.2%	6.1%	5.3%
Level 3	16.6%	17.2%	17.2%	17.4%	16.9%
Level 4+	22.7%	23.9%	30.5%	29.5%	33.9%
Other	2.9%	3.1%	2.8%	2.6%	2.8%

Source: 2021 Census

Wages

- 3.1.15. The Annual Survey of Hours and Earnings provides data on wages across the country. Looking at mean gross annual pay for 2025 shows that average pay across the three relevant authorities is below the regional and national figures. In 2025 the mean gross annual pay within Doncaster was £33,802, the mean in East Riding was £35,020 and in North Lincolnshire this figure was £34,120. These figures are all below the regional average of £35,682 and the national average of £39,298.

Figure 3-5: Mean Gross Annual Pay, 2025



Source: ASHE

3.1.16. Looking more specifically at the construction sector, the annual mean gross pay for the construction sector within the Yorkshire & The Humber was £47,831 in 2025. This is considerably higher than the average salary across all industries within the region, which highlights the opportunities available within the construction sector to boost an individual’s earnings.

4 Economic Impacts

4.1.1. This section presents the opportunities that exist in relation to each of the development phases. It is acknowledged that this principally relates to the construction and decommissioning stages, as there is no full-time employment generated by the Scheme during the operational phase.

4.2. Construction

4.2.1. Investment in the Scheme is likely to create opportunities for local businesses through the supply chain, during the construction process. It is estimated that there will be an average of 176 on-site jobs generated across the Scheme during the construction period, which is estimated to be up to 4.5 years. Once displacement and leakage has been accounted for, the number of net jobs totals 99.

4.2.2. In terms of solar powered growth in the UK report¹, The Centre for Economics and Business Research (Cebr) give an employment multiplier for large-scale solar PV investments of 2.33 – i.e. for every job supported on-site, 1.33 indirect/induced jobs are supported in the wider economy. Applying this multiplier to the 99 on-site jobs, the Scheme could support 132 temporary jobs in the wider economy during the 4.5-year build phase.

4.2.3. In total, the Scheme could support 231 temporary jobs, both direct jobs on-site and indirect/induced roles in the wider economy, during the 4.5-year construction period.

4.3. Operation

4.3.1. It is expected that during the operational phase, there will be approximately 1 visit per month to the Site by workers. This means that no full-time jobs will be supported specifically by the Scheme.

4.4. Decommissioning

¹ Solar powered growth in the UK – the macroeconomic benefits for the UK of investment in solar PV: Cebr (report for the Solar Trade Association), September 2014.

- 4.4.1. Economic benefits will arise through the provision of temporary jobs during the decommissioning phase of the Scheme. It is estimated that the number of workers on-site for the decommissioning phase will equate to 50% of the number for the construction phase. This means that on average, 88 jobs will be supported by the decommissioning phase which is expected to last for around 2 years. After taking displacement and leakage into account, there will be around 50 net decommissioning jobs.
- 4.4.2. Applying the same multiplier as previously used to the 50 on-site jobs the scheme could support 66 temporary jobs in the wider economy during the 2-year decommissioning phase.
- 4.4.3. In total, the Scheme could support 115 temporary jobs, both direct jobs on-site and indirect/induced roles in the wider economy, during the 2-year decommissioning period.

5 Opportunities, Performance, Monitoring and Delivery

5.1.1. This section sets the intention for enhancement of project impacts in respect of employment and skills through taking forward opportunities within each of the relevant local authorities. A summary of key opportunities and intentions to monitor performance are presented, followed by principles for delivery success.

5.2. Opportunities

5.2.1. Key opportunities relevant to the Scheme, informed by a review of economic policy in each of the local authorities as well as the NPS (EN-1 and EN-3) are as follows:

- **Local workforce:** The Applicant will look to maximise opportunities for local people and use local labour where possible. This will be supported through engagement with appropriate departments and organisations associated with each local authority. For example, Advance Doncaster could facilitate recruitment and matchmaking from the local labour market. Each development phase will require a varied workforce profile, including a range of skills and experience, presenting opportunities for local residents from varying backgrounds.
- **Apprenticeships and Work Placements:** A number of apprenticeships and work placements are likely to be supported by the construction of the Scheme. These could be advertised via attendance of various careers fairs.
- **Upskilling:** The construction of the Scheme would provide a platform for individuals working in the construction sector to upskill and further their qualification, as well as complete various training courses, leading to a higher qualification level across the workforce.
- **Local supply chain:** Where practically feasible, available and cost competitive, the Applicant will procure goods and services from local contractors, sub-contractors and suppliers to support local employment and the economy. It is noted that there is a strong solar supply chain within the local area which could support the Scheme
- **Partner organisations:** The Applicant will seek to generate partnerships with key local organisations, including but not limited to education institutions and

local recruitment partners. One such partnership has been generated with Advance Doncaster who have been consulted with during the production of this plan. Further engagement will take place before construction to ensure that appropriate action is taken at the right time for the best chance of success.

5.3. Performance and Monitoring

5.3.1. Effective measurement, monitoring and reporting of relevant opportunities are important to ensure that the Applicant is successful in delivery of the plan throughout the various development phases. Key considerations include:

- Consideration of the most appropriate data with which to measure achievement of each target.
- Consideration of the most appropriate and practical way to collect such data.
- Development of specific, measurable, attainable, realistic and timely (SMART) performance targets.
- Ensuring targets are sufficiently flexible to account for changing circumstances.
- Consideration of the appropriate frequency of review, monitoring and evaluation.

5.3.2. A detailed performance and monitoring plan will be prepared and agreed as part of a final, detailed SCESP prior to construction. Engagement with City of Doncaster, North Lincolnshire and East Riding of Yorkshire local authorities is welcomed in order to inform the opportunities relevant to each administrative area, including quantified targets and their measurement, monitoring and reporting.

5.3.3. Table 5-1 sets out an indicative construction phase performance and monitoring plan. This plan includes targets which the Applicant will work towards during the construction phase, however, whilst all reasonable endeavours will be undertaken to ensure that as many targets as possible can be achieved, it is acknowledged that, for reasons beyond the control of the Applicant, it may not be possible to achieve all of the targets identified.

- 5.3.4. The targets set out within table 5-1 are also applicable to the decommissioning phase, which is assumed to mirror the construction phase in terms of opportunities for the local area. The timeframes for each target would be adjusted to reflect the shorter, 2-year duration of the decommissioning phase.
- 5.3.5. Regular reporting and evaluation of commitments, including frequent reporting meetings with relevant organisations as set out in Table 5-2, will be carried out to ensure accountability. It is essential that all responsible parties retain evidence of actions taken in association with their role. It is acknowledged that factors contributing to the achievement of the plan are wide ranging, some of which are outside the control of the Applicant or any stakeholder. Nevertheless, the onus will be on evidence indicating reasonable efforts were made.

OUTLINE SUPPLY CHAIN, EMPLOYMENT AND SKILLS PLAN

Table 5-1: Indicative Construction Phase Performance and Monitoring Plan

Opportunity	Target	Timeframe	Monitoring Measure
Local Workforce	Aim to have a minimum proportion of FTE jobs taken by residents from host authorities (Doncaster and North Lincolnshire).	Over the duration of the 4.5-year build programme	<ul style="list-style-type: none"> • Notification of on Site vacancy • Evidence of employment offer • Evidence of duration of employment • Ongoing review of progress against target during regular monitoring meetings
Apprenticeships and Work placements	Aim to have a minimum proportion of construction workforce on an apprenticeship programme	Over the duration of the 4.5-year build programme	<ul style="list-style-type: none"> • Notification of on Site vacancy • Evidence of employment offer • Evidence of duration of employment • Ongoing review of progress against target during regular monitoring meetings
	Aim to have a minimum number of work placement opportunities.	Over the duration of the 4.5-year build programme	<ul style="list-style-type: none"> • Written confirmation from the learning provider or employer of an individual's participation including sufficient duration • Evidence of completed learner evaluation form

OUTLINE SUPPLY CHAIN, EMPLOYMENT AND SKILLS PLAN

			<ul style="list-style-type: none"> • Ongoing review of progress against target during regular monitoring meetings
	Attendance at minimum number of careers events per annum	Over the duration of the 4.5-year build programme	<ul style="list-style-type: none"> • Documentation outlining details of event, activities, and number in attendance • Evidence of completed attendee feedback forms • Ongoing review of progress against target during regular monitoring meetings
Upskilling	Qualifications achieved: main contractor – Aim to have a minimum proportion of employees having achieved qualifications	Over the duration of the 4.5-year build programme	<ul style="list-style-type: none"> • Log evidencing employee completion of qualifications, including qualification level and criteria for achievement • Qualification certificates • Ongoing review of progress against target during regular monitoring meetings
	Aim to have a minimum proportion of employees having completed one training week (one week equivalent to five working days)	Over the duration of the 4.5-year build programme	<ul style="list-style-type: none"> • Course details and duration • Course registration documents • Completion certificates

OUTLINE SUPPLY CHAIN, EMPLOYMENT AND SKILLS PLAN

			<ul style="list-style-type: none"> • Ongoing review of progress against target during regular monitoring meetings
Local Supply Chain	Aim to have a minimum proportion of supply chain spend retained within the host authorities (Doncaster and North Lincolnshire).	Over the duration of the 4.5-year build programme	<ul style="list-style-type: none"> • Evidence of expenditure at businesses within the host authorities (Doncaster and North Lincolnshire). • Ongoing review of progress against target during regular monitoring meetings
Partner Organisations	Aim to generate and maintain key partnerships with relevant local bodies.	Over the duration of the 4.5-year build programme	<ul style="list-style-type: none"> • Evidence of engagement with relevant stakeholders. • Hosting of, and attendance at regular monitoring meetings.

5.4. Delivery

- 5.4.1. An Organisational Framework including multiple roles and responsibilities will be required to facilitate successful delivery of the final SCESP(s). At this time, the expectation is for such roles to include:
- Supply Chain, Employment and Skills (SCES) Programme Lead: assumed to be an employee within the Principal Contractor.
 - Opportunity Leads (if deemed necessary): assumed to be employee/s within the Principal Contractor.
 - Project Committee: inclusive of Applicant representatives and Principal Contractor representatives (e.g. SCES Programme Lead).
 - Local Facilitators: appropriate department/personnel from local authorities.
- 5.4.2. The potential organisational framework for development and delivering the SCESP is expected to include a number of key roles, as detailed in Table 5-2.
- 5.4.3. If duties of each named role are properly actioned, responsibilities are upheld and accountability is acknowledged, the SCESP has the greatest chance of success in its delivery.

OUTLINE SUPPLY CHAIN, EMPLOYMENT AND SKILLS PLAN

Table 5-2: Indicative OSCESP Organisational Framework

Role	Role Duties	Organisation Responsible
SCES Project Lead	<ul style="list-style-type: none"> • Primary responsibility for progress against agreed Performance and Monitoring Plan • Central point of contact for all stakeholders • Organisation of review meetings relating to the progress against the agreed Performance and Monitoring Plan with all relevant stakeholders • Collation of appropriate data and evidence • Attendance at review meetings • Reporting into Project Committee 	<ul style="list-style-type: none"> • Principal Contractor
Opportunity Leads	<ul style="list-style-type: none"> • One named lead for each of the opportunities detailed in Section 5 of this SCESP (Local Workforce, Apprenticeships) 	<ul style="list-style-type: none"> • Principal Contractor

OUTLINE SUPPLY CHAIN, EMPLOYMENT AND SKILLS PLAN

Role	Role Duties	Organisation Responsible
	<p>& Work Placements, Upskilling, Local Supply Chain, and Partner Organisations)².</p> <ul style="list-style-type: none"> • Collation of appropriate data and evidence • Support day to day SCESP delivery and share specific local knowledge with wider team • Drafting and consulting an engagement plan inclusive of all relevant external stakeholders, as agreed with Local Facilitator (see below) • Reporting into the SCESP Project Lead 	
Project Committee	<ul style="list-style-type: none"> • Review of regular reporting via SCESP Project Lead on progress against Performance and Monitoring Plan 	<ul style="list-style-type: none"> • Inclusive of Applicant representative and Principal Contractor

² Exact number of individual named personnel to take responsibility for the 5no. opportunities is to be determined by SCESP and Project Committee at the appropriate time.

OUTLINE SUPPLY CHAIN, EMPLOYMENT AND SKILLS PLAN

Role	Role Duties	Organisation Responsible
Local Facilitator	<ul style="list-style-type: none"> • Ongoing liaison with SCESCP Project Leads, and Opportunity Leads, as necessary, during construction and decommissioning phases • Attendance at review meetings relating to the progress against the agreed Performance and Monitoring Plan • Review and feedback of submitted data and evidence • Identification of appropriate external stakeholders • Facilitating liaison between SCESP Project Lead, Opportunity Leads and other relevant stakeholders 	<ul style="list-style-type: none"> • Advance Doncaster

OUTLINE SUPPLY CHAIN, EMPLOYMENT AND SKILLS PLAN

- 5.4.4. In addition, regular and meaningful engagement with a range of stakeholders is recommended for successful delivery of the plan. Stakeholders are expected to include education providers, job centre plus, Advance Doncaster, and Invest in North Lincolnshire. Engagement with the relevant local authorities will help to identify all appropriate stakeholders.
- 5.4.5. An indicative timeline for the Scheme and key action of relevance to the SCESP is set out in **Table 5-3**.

Table 5-3: Indicative Timeline

Indicative Dates	Action
Pre-commencement	<p>Approval of a final, detailed SCESP.</p> <p>Applicant to initiate tender process with contractors and work with relevant local authorities to progress commitments made.</p>
Construction begins	<p>Applicant to outline expectations of SCESP, and roles to be assigned to appropriate personnel, as depicted in Organisational Framework.</p> <p>Progression of SCESP against Performance and Monitoring Plan.</p> <p>Continued engagement with stakeholders as work begins on Site.</p> <p>Regular review and monitoring, coordinated by named roles within Organisational Framework – including regular meetings with relevant parties.</p>
Decommissioning phase (exact timeframe undefined at this stage)	<p>Roles to be assigned to appropriate personnel, as depicted in Organisational Framework.</p> <p>Progression of SCESP against Performance and Monitoring Plan.</p> <p>Continued engagement with stakeholders as work begins on Site.</p>

OUTLINE SUPPLY CHAIN, EMPLOYMENT AND SKILLS PLAN

	Regular review and monitoring, coordinated by named roles within Organisational Framework – including regular meetings with relevant parties.
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6 References

- Ref 1-1: HMSO (2008) The Planning Act 2008.
- Ref 1-2: Department for Energy Security and Net Zero (2025) Overarching National Policy Statement for Energy (EN-1).
- Ref 1-3: Doncaster Local Plan (2015–2035): Doncaster Council, September 2021.
- Ref 1-4: Local Labour Agreement SPD: City of Doncaster Council, August 2023.
- Ref 1-5: North Lincolnshire Local Development Framework Core Strategy: North Lincolnshire Council, June 2011.
- Ref 1-6: North Lincolnshire Skills and Employability Plan: North Lincolnshire Council.
- Ref 1-7: East Riding Local Plan Update (2020–2039): East Riding of Yorkshire Council, April 2025.
- Ref 1-8: East Riding Economic Strategy (2023–2025): East Riding of Yorkshire Council.