



BEACON FEN ENERGY PARK

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Outline Skills, Supply Chain and Employment Plan (OSSCEP)
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This Appendix 15.3 has been prepared by Wardell Armstrong LLP (part of SLR) ('WA') on behalf of Beacon Fen Energy Park Ltd (the 'Applicant') in support of an application for a Development Consent Order (DCO) for Beacon Fen Energy Park (the 'Proposed Development').

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1. Appendix 15.3: Outline Skills, Supply Chain and Employment Plan

1.1 Introduction

1.1.1 This Outline Skills, Supply Chain and Employment Plan (OSSCEP) is written to set out information in relation to the Applicant's recruitment approach and procurement process to maximise local employment, procurement and skills, in relation to the Beacon Fen Energy Park (the "Proposed Development") for the Applicant.

Objectives

1.1.2 The objective of the OSSCEP is to guide the recruitment approach and procurement process to maximise local employment and procurement of the Proposed Development. Beyond the baseline employee skillset, the OSSCEP aims to describe potential upskilling opportunities and training programmes to increase the Proposed Development's beneficial impacts and added social value. In the context of this OSSCEP, added social value refers to an enhancement of positive social impact that the Proposed Development can create for individuals and communities beyond mitigation of adverse impacts and baseline positive social outcomes, which may require some additional funding of third parties such as training providers.

1.1.3 The following objectives would be delivered by the Applicant/the undertaker:

- Prioritising local employment and local procurement;
- Collaboration with neighbouring projects to manage worker demand; and
- Enhancing supply chain opportunities; and
- Potential upskilling of local residents through apprenticeship opportunities and partnerships with local educational institutions.

1.1.4 Objectives creating added social value and typically requiring third-party funding are as follows:

- Reskilling of temporary farm workers to avoid economic displacement, and/or support in finding alternative agricultural work;
- Reskilling of workers during operational phase;
- Promotion of STEM careers; and
- General upskilling of local residents.

Stakeholder Engagement and Partnerships

- 1.1.5 Engagement with different local stakeholders and suppliers is essential for the implementation and operation of the OSSCEP. Therefore, this OSSCEP proposes:
- 1.1.6 To seek to develop training workshops and a programme for the creation of apprenticeships for the creation of direct jobs within the Area of Influence (Aol) as defined in **Chapter 15: Socio-economics (Document Ref : 6.2 ES Vol. 1, 6.2.15)** of the Environmental Statement (ES) and in section 35.1.7 below;
- 1.1.7 To consider opportunities to partner with local suppliers and institutions for the creation of indirect jobs and project procurement requirements
- 1.1.8 The potential partners include: employment centres, training centres, educational institutions, and local suppliers (see section 35.4 and 35.5).
- 1.1.9 In addition, engaging with the different stakeholders will help to create a better understanding of the characteristics, needs and skills of the local workforce and vulnerable groups within the Area of Influence (Aol), as identified within **Chapter 15: Socio-economics (Document Ref : 6.2 ES Vol. 1, 6.2.15)** of the ES. This will result in a plan which responds to its context and needs from the population within the Aol.

Project description

The Site

- 1.1.10 The Proposed Development is located approximately 6.5km northeast of Sleaford and 2.5km north of Heckington, Lincolnshire. Specifically, it consists of above ground solar photovoltaic (PV) and Battery Energy Storage System (BESS) infrastructure connected by a cable route of approximately 13 km length to the National Grid Electricity Transmission (NGET) Bicker Fen Substation. A Bespoke Access Road from the A17 to the Solar Array Area will be constructed to facilitate the construction, operation/maintenance and decommissioning phases of the Proposed Development. The Site consists of three main sections: the Solar Array Area (comprising the solar PV and BESS infrastructure), the Cable Route Corridor which connects the Solar Array Site to the Bicker Fen Substation and the Bespoke Access Corridor (where the Bespoke Access Road will be constructed)

The Area of Influence

- 1.1.11 The Aol for the OSSCEP mirrors the Aol described in **Chapter 15: Socio-economics (Document Ref : 6.2 ES Vol. 1, 6.2.15)** and comprises the Direct Aol and the Indirect Aol. This area is comprised as follows:
- 1.1.12 The Direct Aol is limited mostly to the North Kesteven District, although the southern part of the Cable Route Corridor reaches the Boston Borough, and comprises the communities located within the Site, including a 500m buffer zone, as well as communities that may be affected by land use changes, access to recreation, impact on tourism and any other economic displacement.
- 1.1.13 The Indirect Aol comprises communities potentially affected by labour requirements for the Proposed Development, economic benefits, and supply chain impacts. Employment impacts were limited to a 60-minute travel area

and the bigger settlements that are well-connected to the Proposed Development area (Lincoln, Skegness, Boston, Spalding, Bourne, Grantham and Newark-on-Trent) mark an approximate border of the Indirect Aoi, as presented in Figure 1 below. It is worth noting that the Indirect Aoi does not follow strictly the borders of the county of Lincolnshire, with the north of Lincolnshire being outside of the 60-minute travel area, and Newark-on-Trent sitting outside of Lincolnshire.

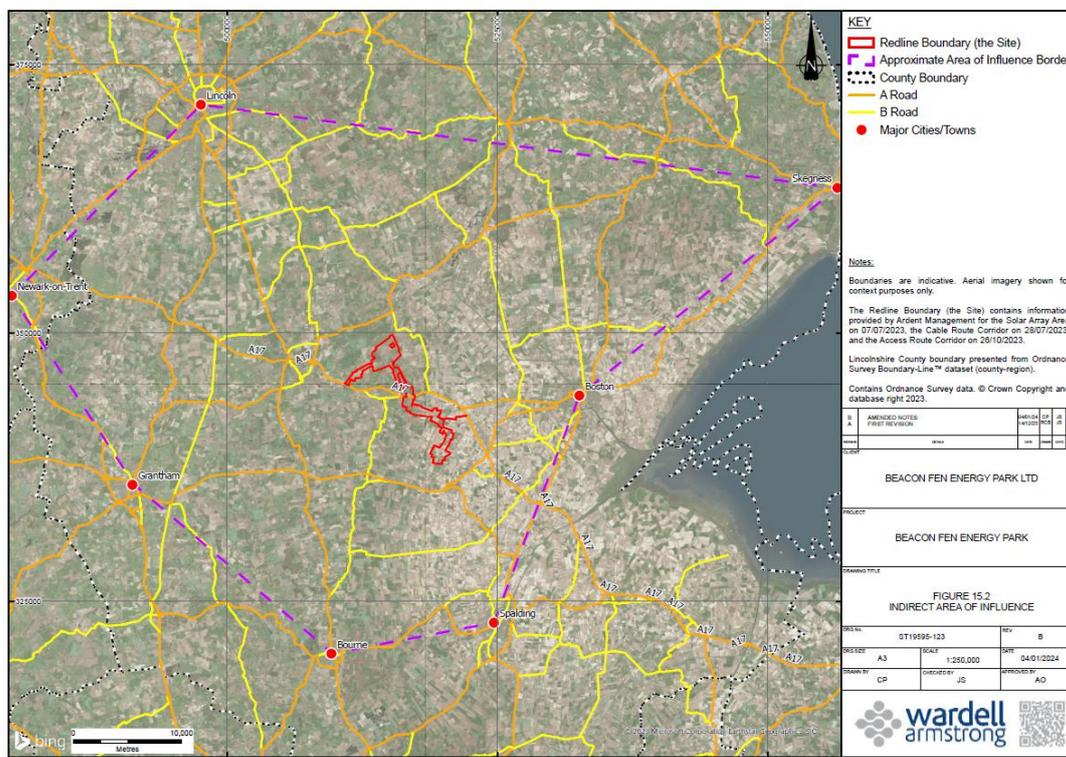


Figure 1: The Indirect Area of Influence.

Other local projects

1.1.14 A full list of projects considered in relation to the Proposed Development can be seen in **Chapter 15: Socio-economics (Document Ref : 6.2 ES Vol. 1, 6.2.15)**. Collaboration with nearby projects, further explored in this OSSCEP, will support the management of local worker demands and aim to facilitate smoother transition from work for construction workers. These projects include:

- Heckington Fen Solar Park;
- Springwell Solar Farm;
- Boston Alternative Energy Facility (BAEF); and
- Temple Oaks Renewable Energy Park.

1.2 Key messages: Policies and guidelines review

1.2.1 The following national planning policy, local development plans and international guidance has informed the preparation of this OSSCEP as regards the priorities of the local economy and how the OSSCEP can be integrated to optimise employment benefits.

National Planning Policy Framework (2024)

- 1.2.2 The National Planning Policy Framework 2024 notes that all strategic policies within the plan-making framework should both establish the pattern, scale, and quality, as well as make sufficient provision for employment. This sets a framework for the development and implementation of local plans and strategic policies.

Overarching National Policy Statement for Energy (EN-1)

- 1.2.3 This National Policy Statement notes that the Applicant should undertake and include as part of the ES, the socioeconomic impacts at local or regional levels of the Proposed Development. This assessment should consider impacts such as the creation of jobs and training opportunities and the contribution to the development of low-carbon industries at the local, regional, and national levels.
- 1.2.4 Mitigation measures and strategies must be proposed and developed to mitigate any adverse socio-economic impacts of the development. The policy 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 document is provided in order to address this policy.

Clean Power 2030 Action Plan: A new era of clean electricity (2024)

- 1.2.5 This action plan focuses on tackling the following challenges: the need for a secure and affordable energy supply, the creation of essential new energy industries supported by skilled workers, the need to reduce greenhouse gas emissions and limit the contribution to the damaging effects of climate change.
- 1.2.6 According to a press release of the UK government, the county of Lincolnshire has been identified as one of the key growth regions for clean energy¹. This will entail dedicated funding to the county to identify and promote skills needed in their area to deliver clean power. This includes funding toward training centres, courses and career advisers, among others, in industries such as welding, electrical engineering, and construction.

Central Lincolnshire Local Plan (2023)

- 1.2.7 The Local Plan includes ‘employment’ as part of its main objectives, noting the necessity to create and improve access to high quality employment, training and learning opportunities for everyone in the area.
- 1.2.8 Furthermore, in section 11 ‘Natural Environment’, it highlights the importance of promoting ‘green infrastructure’ as it has the potential to deliver a wide range of benefits for both people and environment, such as employment and skills improvement.

¹ UK GOV (2025). *Press release: Support for workers to benefit from thousands of clean power jobs*. Available at: <https://www.gov.uk/government/news/support-for-workers-to-benefit-from-thousands-of-clean-power-jobs>

Greater Lincolnshire Local Enterprise Partnership (LEP) Strategic Economic Plan (2014-2030)

- 1.2.9 The Greater Lincolnshire Plan describes the economic strategy of the region, focused on increasing their contribution to the economy of the country by investing on four sectors which have the potential to grow: agri-food, manufacturing and engineering, tourism, and low-carbon economy. For each sector, the Plan establishes key priorities and future actions to achieve its objectives.
- 1.2.10 As stated by the Plan, investing in these sectors has the potential to not only strengthen the economic assets, but also to create entry level, intermediate and highly skilled jobs opportunities.

Southeast Lincolnshire Local Plan (2011-2036)

- 1.2.11 The Local Plan sets out a strategy to achieve specific economic goals by 2036, including attracting new sources of employment. In addition, the Local Plan expects that by 2036 the area will be better connected, ensuring the access to places of employment.
- 1.2.12 The Local Plan operates in accordance with the Greater Lincolnshire LEP Strategic Economic Plan.

International guidance

- 1.2.13 The current OSSCEP is aligned with the aims and objectives of the following international guidance:
- IFC Performance Standard 2: Labor and Working Conditions;
 - United Nations Framework Convention on Climate Change (UNFCCC) and the Conference of the Parties (COP);
 - Renewable Energy and Jobs: Annual Review 2023 by the International Labour Organization (ILO) and the International Renewable Energy Agency (IRENA); and
 - Technical paper on 'Just Transition of the Workforce, and the Creation of Decent Work and Quality Jobs' by the United Nations Framework Convention on Climate Change (UNFCCC).

Conclusion

- 1.2.14 The National Planning Policy Framework notes the provision for employment as a key element for all strategic policies and plans. National Policy Statement EN-1 also seeks skills and employment plans to be secured via requirement for energy infrastructure proposals. This OSSCEP addresses these policies and represents a key mechanism for delivering positive impacts at the local level.
- 1.2.15 The numerous Local Plans include 'employment' as one of their priorities to achieve economic growth and development in the area. In particular, the necessity of improving skills, training, as well as learning opportunities is highlighted. Furthermore, the link between the implementation of green infrastructure or low-carbon economy, and the creation of jobs and new skills

is a strategic overlap of development priorities. This OSSCEP sets out how the Proposed Development will contribute to these priorities by creating jobs and building skills in the local economy.

1.3 Baseline employee skillset

Employment within the Aoi

- 1.3.1 As analysed within **Chapter 15: Socio-economics (Document Ref : 6.2 ES Vol. 1, 6.2.15)** of the ES, in North Kesteven industries which are the biggest employers are: human health and social work activities; public administration and defence; and wholesale and retail trade. In Boston Borough specifically, employment in wholesale and retail trade is most common, followed by manufacturing, and human health and social work activities. It is expected that without local employment enhancement measures, employment opportunities will benefit workers up to around one-hour drive from site, mainly from bigger cities such as Boston, Lincoln, Skegness, Spalding, Bourne, Grantham and Newark-on-Trent. Stakeholder interviews undertaken as part of the ES (See **Chapter 15: Socio-economics (Document Ref : 6.2 ES Vol. 1, 6.2.15)** – Table 15.1) showed that there is a limited number of workers in Sleaford, which is the biggest town close to the Proposed Development, and that without enhancement measures, employment benefits would be directed towards the larger cities listed above.
- 1.3.2 In 2021, 7% of Boston residents (or 2,346 people) and 8.9% of North Kesteven residents (or 5,080 people) were employed in the construction industry. Nationally, 7% of all people in employment worked in the construction industry, which shows that North Kesteven employment in the construction industry is already above the national level. Nonetheless, qualitative data gathered for the ES showed that there would not be a large enough workforce in North Kesteven to satisfy the demands of the Proposed Development.
- 1.3.3 In 2021, 5% of people in employment in Boston Borough (or 2,100 people) worked in crop and animal production, hunting and related activities. In North Kesteven, 3% of people in employment (1,781 people) worked in the same industries mentioned above.
- 1.3.4 Conversations with landowners confirmed approximately six temporary workers are employed during harvest within the Solar Array Area.
- 1.3.5 Within the Solar Array Area, three landowners reported that they mostly work by themselves. One works with the help of two full-time employees and the land for acquisition is only a fraction of the total land, which gives an approximate employment of 1FTE worker (including temporary employees during harvest). The other two landowners also require additional temporary help during harvest, which amounts to 0.3 FTE workers.

1.4 Opportunities

- 1.4.1 This OSSCEP presents opportunities planned to be delivered by or on behalf of the Applicant (i.e. the undertaker), without the need for third party funding (for example, deliberate focus on local hiring), referred to as “in-house activities”, and additional social value activities that act as enhancement

measures for the Proposed Development that typically require some third-party funding (for example, delivery of training programmes).

1.4.2 Opportunities in this section are divided into Employment, Skills and Supply Chain, with type of opportunity delivery (in house, or third-party funded) specified where relevant.

1.4.3 In summary, key in-house activities include:

- Focus on local hiring;
- Advertising of training opportunities;
- Apprenticeship opportunities;
- Partnership and events with local procurement partners;
- Liaison with local job centres;
- Information-sharing on available apprenticeships; and
- Inclusive hiring policy following DE&I principles (including DE&I policy requirement for contractors);
- General upskilling of local residents through apprenticeships and partnerships with local educational institutions.

1.4.4 Key social value activities requiring third-party funding include:

- Specialised training provision with local partners;
- Reskilling of temporary farm workers to avoid economic displacement, and/or support in finding alternative agricultural work;
- Financial support to access apprenticeships;
- Promotion of STEM careers; and
- Reskilling of workers during operational phase.

Employment of the Proposed Development

1.4.5 The Proposed Development will require varying numbers of employees across the three phases: Construction (PP01), Operation/Maintenance (PP02) and Decommissioning (PP03).

1.4.6 The construction phase will involve the construction of the Bespoke Access Road (6-12 months), followed by the Solar Array Area (24-36 months) and the Cable Route (12-24 months).

1.4.7 During the construction phase of the Proposed Development, 556 FTE jobs are expected, though fluctuations during this period are likely. The outflow of jobs in the Direct Aol was estimated to be 70% and 15% outside of the Indirect Aol. The total net employment estimation during the construction phase is 417 FTE jobs. The same number of jobs is expected for the decommissioning phase.

1.4.8 In the operational phase, 12 FTE direct jobs are expected to be created. Levels of leakage and displacement remain the same as the construction phase. The total net employment estimation during the operational phase is 15 FTE jobs (including indirect jobs).

1.4.9 A summary of the potential skills and employment opportunities needed for the Proposed Development are listed below, divided into four main areas (Administrative and Management; Construction and Landscape; Structural and Electrical; and Security and Maintenance).

TABLE 1 POTENTIAL JOBS AND SKILLS REQUIRED

Area	Job required	Skills required	Project Phase
Administrative and Management	Supervisor	Supervise and monitor site operations. Qualification in H&S and quality assurance.	PP01, PP03.
	Logistics and administrative	Experience in planning and monitoring operations and performance.	PP02
	Landscape Manager	Experience in maintenance of landscape.	PP02
Construction and landscape	Landscape Workers	Experience in landscape work and installation.	PP01, PP03
	Construction Workers	Qualification in building construction.	PP01, PP03
	Civil Workers	Experience in the use of special equipment (i.e. dump trucks).	PP01, PP03
	Labourers	Experience in the use of machinery, place wiring and ducting and transport materials.	PP01, PP03
Structural and Electrical	Structure specialist	Qualifications in handling special equipment (i.e. ramming machine) and assembling.	PP01, PP03
	Solar Panel Assembler	Experience in managing tools and electromechanics for the installation of solar panels.	PP01, PP03
	Electrical Engineers	Skilled in installing and monitoring electrical equipment on site.	PP01, PP02, PP03
Security and maintenance	Security	First Aid and H&S Qualification	PP01, PP02 PP03
	CCTV Workers	Installation of CCTV system and equipment.	PP01, PP03

Skills

Training workshops

In-house activities

1.4.10 The Applicant will identify and advertise training opportunities for the local Economically Active Population (EAP) in the Aol.

Added social value requiring third party funding

1.4.11 The Applicant will support the local EAP in accessing training with the aim of improving skills in the Aol.

1.4.12 Farm workers, especially seasonal workers (if they come from the Aol), who are at risk of losing seasonal employment in the Solar Array Area will be offered support in accessing technical training locally to develop transferrable skills.

1.4.13 To retain benefits from job creation as locally as possible, residents closest to the Proposed Development most likely to be impacted (Direct Aol) will be given priority in accessing support for technical training where feasible.

- 1.4.14 To create additional social value locally, the Applicant will seek to engage with local employment centres and employment-related charities to identify those EAPs who are most vulnerable (e.g. members of deprived households) and would benefit the most from such training.
- 1.4.15 The training workshops will be mostly focused, but not exclusively, to develop skills on the areas mentioned above (see Table 1 Potential Jobs and Skills required). Furthermore, they will be developed in collaboration, if applicable and feasible, with the training centres located within the Aol (see Table 3 Training centres in the Aol).
- 1.4.16 The following table notes some of the courses and qualifications that will enhance local skills. However, they are not limited to the ones listed below.

TABLE 2 TRAINING WORKSHOPS

Area	Courses and Qualifications	Training centres (Aol)
Administrative and Management	Conflict management First Aid Health and Safety Risk Assessment Manual Handling	Able Training Support Ltd SHEAR Training and Consultancy Ltd Zakon Training Singleton Training Centre Kendall Training Skyline Training
Construction and Landscape	Use of specific equipment (i.e. manual handling, industrial telescopic forklift). Safe use of ladders Health and Safety	SHEAR Training and Consultancy Ltd Lindum Training Centre
Structural and Electrical	Use of specific equipment (i.e. manual handling) Working at height Manual handling Portable power tool Safe use of ladders Health and Safety	SHEAR Training and Consultancy Ltd Lindum Training Centre
Security and Maintenance	Conflict management First Aid Health and Safety	Able Training Support Ltd Singleton Training Centre Kendall Training Skyline Training

- 1.4.17 For this purpose, the Applicant will seek to engage with key stakeholders including local training centres such as the above to support suitable training opportunities.
- 1.4.18 Lastly, the OSSCEP team designated, as described in section 1.8, is responsible for developing a calendar of any training workshops that will take place.

Apprenticeships and qualifications

In-house activities

1.4.19 Apprenticeships can provide employment opportunities for local workers. When providing employment for the Proposed Development (either directly or through a contractor), the Applicant will consider creating openings for apprenticeships and/or mandate the contractor to provide apprenticeship opportunities as part of the contract.

[Added social value requiring third-party funding](#)

1.4.20 The Applicant will seek to offer financial and administrative support in accessing existing apprenticeships in the AoI. This will further feedback into the economy and provide opportunity for employees to be a part of the growing number of energy developments within the area.

[National Apprenticeship context and training schemes](#)

1.4.21 The apprenticeship levy² is an amount paid at a rate of 0.5% of an employer's annual pay bill. An employer has to pay the apprenticeship levy each month if:

- The employer has “an annual pay bill of more than £3 million”; and
- Is “connected to any companies or charities for Employment Allowance purposes and have a combined annual pay bill of more than £3 million”.

1.4.22 On a national level, the Green Apprenticeship Advisory Panel (GAAP), identifies apprenticeship roles that support green career pathways. These include:

- Level 4 Data Analyst;
- Level 6 Project Manager; and
- Level 6 Environmental Practitioner.

1.4.23 In addition to this, the Free Courses for Jobs supports adults to study fully funded qualifications in construction, forestry and engineering³. This support also includes training for jobs in Leadership and Management, which according to the Green Jobs Taskforce report 2021, ‘there is a critical shortage of retrofit designers and co-ordinators’.

1.4.24 In addition to the training workshops mentioned above, apprenticeships can also be used as transitional retraining for the approximately 6 temporary seasonal workers in the area who may be economically displaced due to the Proposed Development if practical.

1.4.25 In terms of vulnerable population identified in the AoI, the indicators of deprivation and educational attainment showed that Boston Borough has higher levels of deprivation and lower education levels when compared to North Kesteven and England. This shows that Boston Borough residents could benefit the most from the opportunities offered through this OSSCEP. To achieve that, the Applicant will seek to support highly deprived households from both boroughs in accessing workshop and apprenticeship opportunities where feasible.

²<https://www.gov.uk/guidance/pay-apprenticeship-levy>.

³https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1001919/GAAP_endorsed_apprenticeship_standards.pdf.

Supply Chain opportunities

In-house activities

Background

- 1.4.26 The following measures to address potential supply chain opportunities aim to ensure the procurement of services and products within the supply chain is as localised as possible. These activities will be delivered in-house.

Partnerships and Procurement

- 1.4.27 Local partnerships between the Applicant and the different businesses and institutions located within the AoI are essential for the effective implementation and operation of the OSSCEP. To operationalise this OSSCEP, the Applicant will consider the following:

- Develop partnerships with local businesses within the AoI that will assist with the delivery and operation of the OSSCEP. Local businesses and organisations include construction and materials suppliers, local educational institutions providing green job courses and training, employment and training centres assisting with the recruitment and upskilling process, and local authorities and institutions with existing employment facilitation programmes;
- Hold periodical meetings with local supply partners to update on OSSCEP outcomes, receive feedback, and find new opportunities to enhance the OSSCEP implementation and operation;
- Diversify job contracting and supplying opportunities through digital and physical means to reach local contractors and suppliers in the AoI (i.e. advertising in local newsletters, community boards, community centres, among others);
- Designate a section on the Beacon Fen Energy Park website for business networking and procurement. This will include opportunities for contractors and suppliers, future events, and contact details of the OSSCEP team (designated as described in section 1.8) responsible for this area;
- Ensure local partners and suppliers comply with human rights and labour obligations, promote diversity and inclusion, and are not engaged in any form of human rights violation, modern slavery or labour exploitation.
- Legal contracts with local partners and suppliers must include the obligation to report any incidents or connections that might involve any of the conditions mentioned above, a right from the Applicant to require policies or action plans to address identified inadequate procedures, and the right to terminate the partnership immediately in case of involvement or execution of any of conditions mentioned in 35.5.7.

1.5 Partners and Stakeholders in the AoI

Training; Science, Technology, Engineering, and Mathematics (STEM) education and apprenticeship partners

Apprenticeship partners

1.5.1 To promote local collaboration, the Applicant will liaise with existing apprenticeship programmes in the Aol (in-house activity). There are several identified universities and organisations offering apprenticeships within the Aol including:

- Boston College provides Electrical, Engineering, and Construction Apprenticeships in three different levels, with diverse specialisations per area. Depending on the level, work experience could be included as part of the apprenticeship programme.
- Grantham College provides Construction, Engineering, and Business and Accountancy Apprenticeships with a duration of at least 12 months, combining training with paid work experience. Different levels and specialisations per area are provided by the College.
- Northern Energy Training Services Ltd provides courses approved by the Awarding Body for The Built Environment.
- University of Lincoln provides Level 5-, 6- and 7-Degree Apprenticeships, including programmes for Safety, Health and Environment Technician, and Supply Chain Practitioner. Similarly to other Universities and colleges, different levels and specialisations are provided, per area and the programmes are combined with training and work experience.
- Lincoln College advertises general apprenticeships on the website periodically. Their programmes have a duration of minimum of 12 months and combine work experience with classroom-based learning.

Training and STEM education partners

1.5.2 The Applicant has identified the following universities, colleges, secondary schools and organisations located in the Aol as potential partners for promoting apprenticeships related to the Proposed Development (in-house activity) as well as the promotion of STEM careers (added social value activity).

Universities and Colleges

1.5.3 Aol universities and colleges offering courses in STEM:

- Bourne Community College;
- University of Lincoln (Level 5, to 8);
- Bishop Grosseteste University (Level 5, to 8);
- Lincoln College (and University Centre) (Entry Level to Level 6); and
- Riseholme College (Entry Level to Level 3).

1.5.4 The University of Lincoln also offers the following related post-graduate courses:

- Energy Materials and Battery Science – MSc;

- Chemistry for Net Zero - BSc (Hons)/ MChem;
- Advanced Technology and Applications - MPhil/PhD; and
- Chemical Engineering with Sustainability – MSc.

Secondary schools

TABLE 3 SECONDARY SCHOOLS WITHIN THE AOI

Institution	Location	Description
Carre's Grammar School	Sleaford	Boys only/ Advertising apprenticeships.
Newark's Academy	Newark	Mixed-gender school/ Personal Development Curriculum
Lincoln Minster School	Lincoln	Mixed-gender school/Pastoral curriculum.
Barnes Wallis Academy	Tattershall	Mixed-gender school/Member of the David Ross Education Trust.
William Lovell Church of England	Stickney	Mixed-gender school/Senior Leadership Team and investment projects.
Haven High Academy	Boston	Mixed-gender school/Leadership Programs.
Bridge House Independent School	Boston	Mixed-gender school/Extracurricular activities such as Construction, Woodwork, Business and Enterprise.
Tulip Academy	Spalding	Mixed-gender school/Career Education and Working in Partnership Programme.
Bourne Grammar School	Bourne	Mixed-gender school/Personal Development Programme.
Willoughby Academy	Bourne	Mixed-gender school/Specialized in pupils with diverse Special Educational Needs and Disabilities /Vocational and careers partnership with businesses.

Organisations

1.5.5 LiNCHigher, a Uni Connect partnership for Lincolnshire, is an organisation that works with universities and schools in Lincolnshire to widen access to education to the disadvantaged young people in society.

Training centres

1.5.6 The training centres located within the AoI of the Proposed Development are the following:

TABLE 4 TRAINING CENTRES IN THE AOI

Training centre	Location	Services
SHEAR Training and Consultancy Ltd	Spalding	Focused on the industries of manufacturing, port/harbour, warehouse and distribution, plant hire and construction.

Able Training Support Ltd	Grantham	Specialised in safety, care, and educational sectors.
Lindum Training Centre	Lincoln	Specialised in the construction sector.
Zakon Training	Lincoln	Focused on the law, education, and commercial sectors.
Singleton Training Centre	Lincoln	First Aid, Health & Safety, Food Hygiene, Care Sector and Security.
Kendall Training	Lincoln	First Aid and Safeguarding Training.
Skyline Training	Skegness	First Aid and Health and Safety courses tailored to specific industries.

Employment partners

Employment and Recruitment Centres

- 1.5.7 The employment centres located within the AoI of the Proposed Development are the following:

TABLE 5 EMPLOYMENT CENTRES IN THE AOI

Employment centre	Location
Sleaford Job centre	Sleaford
Boston Job centre	Boston
Lincoln Job centre	Lincoln
Skegness Job centre	Skegness
MA Labour	Boston
CDS Labour	Spalding
Ambitions Personnel	Lincoln/Boston
Taylor made services UK Ltd	Boston
Jobs in Lincolnshire	Lincoln
Barker Ross Group	Lincoln
Stafforce	Lincoln
The Salvation Army Employment Service	Lincoln
The Recruitment Co. Lincoln	Lincoln
Red Recruitment 24:7	Lincoln
Clements Young	Lincoln
1 st Call Recruitment	Stockport
Reflect Recruitment Group	Lincoln

Travail Employment Group Grantham	Newark
Recruiting Solutions East Midlands Ltd	Grantham
The Workshop	Skegness

Supply chain and procurement partners

In-house activities

- 1.5.8 The Applicant will work with partners in the Aol to build relationships facilitating the delivery of the supply chain opportunities as part of in-house activities. The partners include, but not limited to: Lincolnshire Chamber of Commerce, East Midlands Chamber of Commerce, the Federation of Small Businesses – Lincolnshire and Federation of Small Businesses East Midlands, as well as local authorities.

1.6 Management of employment

Supporting temporary employees

In-house activities

- 1.6.1 Owing to the nature of the Proposed Development, employment within the construction and decommissioning phases will be short-term, and therefore mostly temporary contracts are likely to be offered to workers. Regarding the ending of these contracts, specific measures will be taken to assist workers at the end of their employment.
- 1.6.2 These measures delivered in-house will include:
- Providing information to workers about neighbouring projects that might require construction workers towards the end of their employment to facilitate a smooth transition of workers from one employment to another, whenever feasible. This coordination could entail a training and skills certification process that is socialised with other developers so that recruitment can be as swift as possible;
 - Providing information about available apprenticeships and training locally should construction workers wish to retrain and upskill and find alternative employment; and
 - The Applicant will seek to liaise with the local council and job centres to identify other local labour demands and tailor training accordingly.

1.7 Diversity and inclusion

In-house activities

- 1.7.1 Diversity and inclusion measures and principles represent a fundamental element of the OSSCEP and will be taken and promoted throughout all phases of the Proposed Development. The International Labour Organization (ILO) sets out various guidelines regarding diversity and inclusion in the workplace such as 'Promoting Diversity and Inclusion Through Workplace Adjustments: A Practical Guide' (2016), and 'Transforming Enterprises through diversity and

inclusion’ (2022). Furthermore, the United Nations Guiding Principles on Business and Human Rights (UNGPR), note in Principle 1 and Principle 6 the importance of businesses supporting the respect of human rights and the elimination of discrimination in respect of employment and occupation.

1.7.2 Based on the previous international guidelines, the following measures are proposed for the implementation and operation of the OSSCEP:

- **Recruitment:** Job vacancies will be designed in a variety of formats, including digital versions compatible with screen readers. The job announcements will also be available in different venues to ensure accessibility, such as publicly available newspapers, websites, government agencies, employment centres, universities, as well as local organizations representing specific groups.
- **Diverse workforce:** Underrepresented and marginalised groups present in the Aol will be taken into consideration in the job description and announcement, avoiding creating barriers for their applications and recruitment processes. To the extent feasible, the Applicant will provide flexibility in job roles, facilitating access for people with different physical and mental abilities.

1.8 Roles and responsibilities

1.8.1 The Applicant will designate a responsible OSSCEP manager and team specifically for the implementation and functioning of this OSSCEP. The OSSCEP Team would be composed of an OSSCEP manager responsible for developing and supervising the implementation of the plan, as well as OSSCEP leaders responsible for implementing specific actions of the plan (see Table 6). In this sense, the OSSCEP Team would be directly responsible for both developing a work programme and further actions, as well as supervising its correct application.

1.8.2 The OSSCEP work programme will contain the activities of the plan, person responsible for its performance, as well as the internal staff involved in its execution. The programme would also include the engagement of external stakeholders such as employment and training centres and educational institutions, with the delivery and implementation of the OSSCEP activities (see example template below).

TABLE 6 ACTION PLAN TEMPLATE

	Partnerships and procurement	Recruitment	DE&I and External Engagement	Training and Apprenticeships
Engage with:	Local suppliers	Employment Centres	Employment Centres Educational Institutions	Training Centres Educational institutions
Actions:	Organise periodical ‘supplier events’	Advertise job opportunities related to the Proposed Development.	Ensure and monitor accessibility of vulnerable groups to job opportunities.	Promote apprenticeships with educational institutions. <i>Help develop or support access</i>

	Establish partnerships with the different local institutions and suppliers.	Organise and conduct interviews. Ensure and monitor accessibility of vulnerable groups.	Follow DE&I guidelines and measures. Establish partnerships with the different local institutions	<i>to existing training courses in cooperation with the training centres.*</i> <i>Organise workshops and events with apprentices and students to promote STEM awareness.*</i>
Responsible for implementing:	OSSCEP leader	OSSCEP leader	OSSCEP leader	OSSCEP leader
Responsible for monitoring:	OSSCEP manager Applicant	OSSCEP manager Applicant	OSSCEP manager Applicant	OSSCEP manager Applicant
Frequency:	Every two-months	Every six-months	Every six-months	Every two-months

*Actions in *grey and italics* will require third-party funding and are considered additional social value activities

1.8.3 Each activity delivered must be monitored and analysed to measure the outcomes, identify possible adjustments, and improve the efficient implementation of the OSSCEP (see Table 8 Monitoring Key Performance Indicators).

The following figure shows a potential organogram with the roles and responsibilities for the OSSCEP development and implementation.

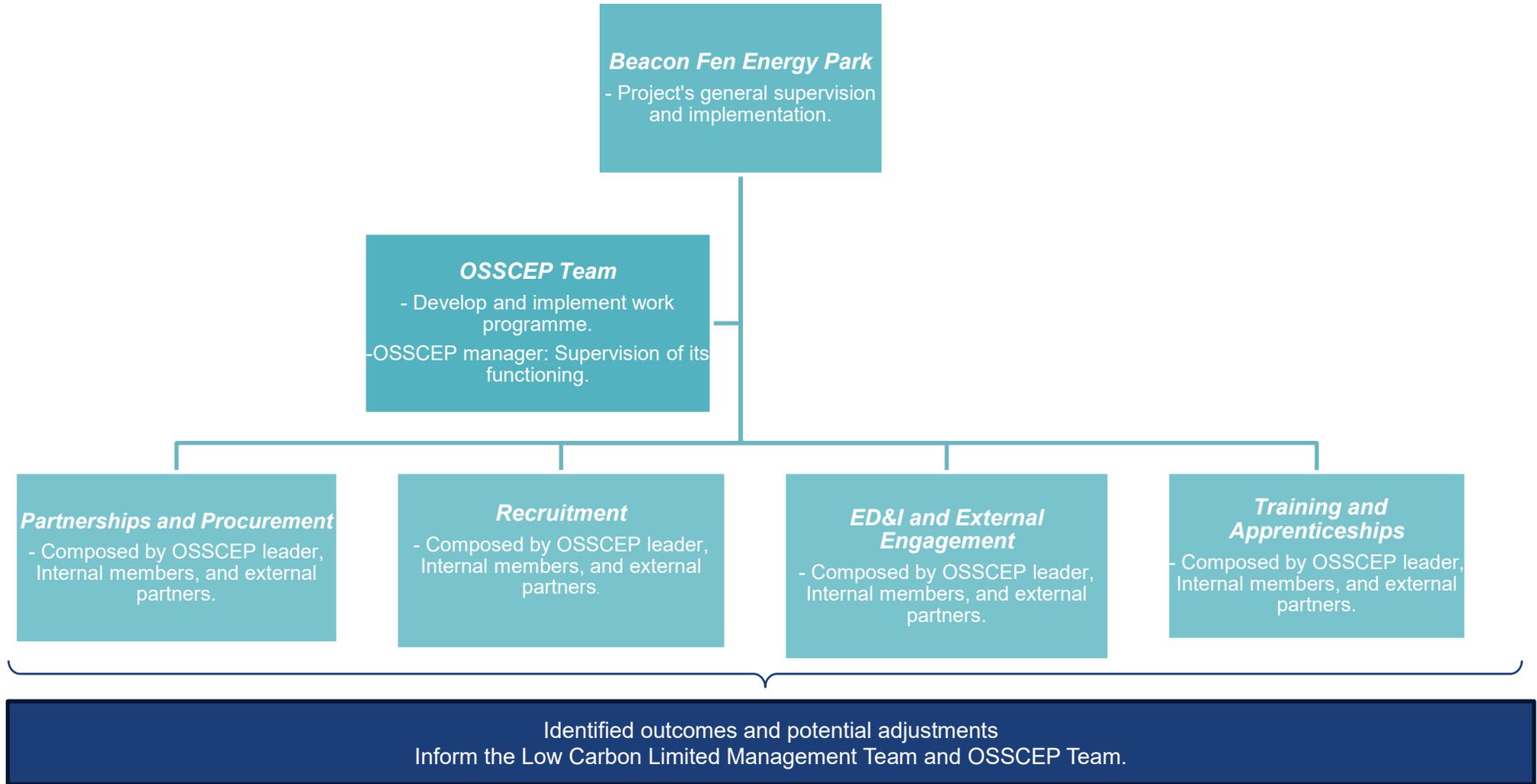


Figure 2 – OSSCEP Organogram

1.9 Timelines

1.9.1 The following table sets out a potential timeline for developing and implementing the OSSCEP.

TABLE 7 OSSCEP TIMELINES		
Project milestone	Type of delivery	Actions
1. Post DCO application determination	In-house	Set out organogram and designate members of the OSSCEP Team Set out precise SSCEP timelines Work with local job centres to hire locally as much as possible. Complete recruitment of employees for the construction phase Ensure financial budget for developing activities Establish partnerships with at least one local partner per local institution Start planning and implement supplier-focussed events/meetings
	Additional social value	Develop calendar for the training workshops Consider upskilling/training opportunities to local vulnerable households and seasonal farm workers.
2. Construction phase	In-house	Advertise job opportunities for operational phase Promote apprenticeships with educational institutions either directly with the Applicant or through mandating the Applicant's contractors to offer apprenticeships Collaborate with neighbouring projects to enable a smooth transition of workers from one project to another
	Additional social value	Develop training and re-skilling workshops
3. Operational phase	In-house	Advertise job opportunities for decommissioning phase
	Additional social value	Develop training workshops

1.10 Monitoring and feedback

1.10.1 The activities and actions implemented by the OSSCEP will be monitored to identify not only the outcomes but also the potential adjustments for improving.

For this purpose, a monitoring and reporting plan will be developed as part of the detailed SSCEP to be submitted for approval pursuant to the DCO.

1.10.2 The monitoring and reporting plan includes monitoring key performance indicators which can determine future actions regarding a specific area, as well as the frequency it will be revised. These indicators are flexible and can be updated regularly after receiving feedback from the actions and activities implemented. The development and implementation of the monitoring plan will allow the Applicant to determine if the measures implemented are contributing to the SSCEP's purpose or if any adjustments are needed.

1.10.3 For this purpose, the following table sets out the example monitoring key performance indicators regarding the different areas of the OSSCEP, final indicators and monitoring frequency to be tailored for the final SSCEP .

TABLE 8 MONITORING KEY PERFORMANCE INDICATORS

Opportunity	Indicator	Outcomes	Monitoring frequency
1. Recruitment	Proportion of workforce employed from the AoI	Increased job opportunities for the local population and employment levels in the local area.	Every-six months
2. E&DI and external engagement	Proportion of workforce applications from target groups Proportion of workforce employed from target groups	Feedback and opportunities to increase accessibility to job applications.	Every-six months
	Number of employees comfortable and happy with the working culture and facilities.	Increased employment levels for underrepresented groups in the AoI. Feedback and opportunities to adjust and promote Diversity and Inclusion Plan.	Yearly
3. Partnerships and procurement	Number of supplier events delivered	Increase in turnover of local businesses.	Every-six months
	Number of partnerships per type of institution (employment, training and educational institution).		Yearly
4. Training and Apprenticeships	Number of training courses developed for the OSSCEP. Number of apprenticeships funded/taken up.	Feedback and opportunities to adjust partnerships and trainings delivered.	Every-two months.

	Reduction of population in the AoI without qualifications.	
Number of pupils with an increased awareness of STEM careers.	Increased awareness of STEM Careers, its implications, and benefits in the AoI.	Yearly

1.11 Summary

- 1.11.1 Through the implementation of the above in-house activities, the OSSCEP will help to enhance positive impacts of the ES such as generation of local employment and creation of Gross Value Added, by facilitating local procurement and employment of the local workforce and EAP within the AoI.
- 1.11.2 The OSSCEP will not only support the creation of direct employment through the different phases of the Proposed Development, but it will also help develop indirect employment through the procurement of the local supply chain. In-house activities related to skills enhancement will include apprenticeships, either delivered directly with the Applicant or through mandating the Applicant’s contractors to offer apprenticeships within work required for the Proposed Development.
- 1.11.3 Job opportunities throughout the different phases of the Proposed Development are mainly related to four areas: Administrative and Management; Construction and Landscape; Structural and Electrical; and Security and Maintenance.
- 1.11.4 In this sense, any training workshops developed as part of added social value activities, delivered with the support of third-party funding, will focus on expanding the skills of the local workforce in these areas.
- 1.11.5 Engagement with local stakeholders is essential for the correct implementation and operation of the OSSCEP. Local partners such as educational institutions, employment centres, training centres, and local suppliers, play a key role in delivering the different actions of the OSSCEP.
- 1.11.6 The OSSCEP is divided in four main areas of operation: Recruitment; Equality, Diversity and Inclusion and external engagement; Partnerships and procurement; Training and apprenticeships.
- 1.11.7 The OSSCEP Manager and Team is responsible for implementing and monitoring the performance of the Outline Skills, Supply Chain and Employment Plan. As part of their resources, the OSSCEP proposes a timeline for the main activities, an organogram and action plan template, as well as key performance indicators.
- 1.11.8 The OSSCEP must be periodically reviewed and updated with the feedback obtained from the monitoring of the key performance indicators, as well as the different stakeholder engagement events.