FENWICK SOLAR FARM

Fenwick Solar Farm
EN010152

Framework Skills, Supply Chain and Employment Plan

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Prepared for:
Fenwick Solar Project Limited

Prepared by:
AECOM Limited

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Executive Summary

Purpose

ES1 This Framework Skills, Supply Chain and Employment Plan (FSSCEP) has been prepared to accompany the Application for a Development Consent Order (DCO) for the Fenwick Solar Farm (the Scheme). Its purpose is to maximise and pro-actively expand the economic benefits of the Scheme for the local community.

ES2 The FSSCEP sets out the likely economic benefits of the Scheme, and the context and characteristics of the local community and economy in which it is located (**ES Volume II Figure 12-1: Study Area for Socio-Economic Receptors [EN010152/APP/6.2])**. It then identifies potential opportunities for activities relating to Skills, Supply Chain and Employment (SSCE) which the Applicant intends to take forward post-consent. These activities will help local individuals and businesses access the SSCE benefits associated with the Scheme. The FSSCEP identifies means for publicising SSCE opportunities and for joint working with key partners going forwards. It also provides a framework for future delivery.

ES3 There will be a Requirement in the DCO for the FSSCEP to be developed into a full SSCE plan once consents are granted. The SSCE Plan will confirm the objectives and activities to be pursued. The Requirement in the DCO will also provide for the SSCE Plan to be approved by the relevant planning authority (City of Doncaster Council) before its implementation.

Economic Benefits of the Scheme

ES4 The Scheme spans approximately 509 hectares (ha) of land comprising a solar photovoltaic (PV) electricity generating facility with a total capacity exceeding 50 megawatts (MW) together with a Battery Energy Storage System (BESS), export and import connection to the national grid. The 24-month construction phase is expected to create total net employment of 225 full-time equivalent (FTE) jobs per annum (150 direct jobs and 75 indirect jobs). A large variety of roles and skills will be required, including electrical engineers, civil and construction workers, and assemblers for PV panels and racking. The main equipment requirements of the Scheme are electrical, civils and landscaping related.

Local Community Profile

ES5 The characteristics of the workforce and economy were examined in order to set the context for the FSSCEP. The principal economic Study Area has been defined as a 60-minute drive time from the Scheme **(ES Volume II Figure 12-2: Sixty Minute Drive Time from the Site Boundary [EN010152/APP/6.2])**, with data for other geographies included where relevant, depending on the indicator being considered and data availability.

ES6 The Solar PV Site is located within the area administered by City of Doncaster Council, and on the boundary with the North Yorkshire Council administrative area to the north of the Solar PV Site. Therefore, this report considers the existing baseline conditions within both local authorities. It should be noted that until 1 April 2023 Selby District Council was the Local

Authority to the north of the Solar PV Site. While Selby District has now been incorporated into North Yorkshire, many of the most recent statistical sources reflect the pre-existing administrative boundaries.

ES7 In 2022, there were 3,909,638 (62.2%) residents of working age within the Study Area. The residential population of the 60-minute drive time Study Area increased from 5,993,357 in 2011 to 6,288,728 in 2020, representing a 4.9% increase over nine years.

ES8 The most recent data shows economic activity rates in Doncaster (76.9%) were lower than the rates in Selby (87.0%) and England (79.0%) and in line with the rate in Yorkshire and the Humber (76.8%). The claimant count[1] in Doncaster (4.5%) was higher than the rates across Selby (2.1%)2, the Yorkshire and the Humber region (4.4%) and England (4.0%).

ES9 In 2022, the proportion of working age residents in Doncaster with a degree level qualification or higher (32.0%) was notably lower than the rate in Selby (40.9%), the Yorkshire and the Humber region (38.9%) and England (45.1%).

ES10 In 2019, Doncaster was the 41st most deprived local authority of 317 districts in England (where 1 is the most deprived), while Selby District was the 252nd most deprived.

ES11 The proportion of the Doncaster population employed in the Mining, Quarrying and Utilities broad industrial group (1.3%) is slightly above the regional and national average (both 1.1%) but lower than Selby (3.8%). Employment in the Construction industry is 6.6% in Doncaster and 5.8% in Selby, higher than the regional and national averages (both 4.9%).

Economic Policy and Strategy Context

ES12 Planning policies and economic development strategies relevant to the Scheme were identified at the national, regional and local levels.

ES13 The National Policy, including the National Policy Statement and National Policy Statements for Energy, state that Applicants should consider job creation, the necessary skills associated with employment opportunities and supply chains in their applications.

ES14 The Strategic Economic Plan of the South Yorkshire Mayoral Combined Authority (SYMCA), to which City of Doncaster Council belongs, identifies how to achieve clean economic growth and secure, local, affordable, low-carbon consumption.

ES15 The relevant Local Plans for the area identify renewable energy as a target sector and aim to generate economic growth and promote high-quality and diverse job opportunities for the local workforce.

ES16 Local economic strategies have been produced for City of Doncaster Council and Selby (now North Yorkshire Council). Doncaster's Economic Strategy aims to create a thriving Green Sector and transition industries and communities to be circular, low waste and low carbon.

ES17 The provision of an FSSCEP is therefore in accordance with planning and economic policy and supports the achievements of aims relating to SSCE.

[1]The Claimant Count is an administrative measure of the number of people claiming benefit principally for the reason of being unemployed, using individual records from the benefit system.
[2] Data is not available at LSOA level

Opportunities

ES18 Six potential opportunities in relation to skills, supply chain and employment, have been identified that the Applicant could take forward. The objectives and activities set out here will be confirmed when the full SSCE Plan is developed post-consent.

Opportunity 1 – Apprenticeships

ES19 While the Applicant does not anticipate creating apprentices directly, it is likely that the principal contractor and sub-contractors working on the Scheme will offer apprenticeships, and therefore that apprentices will be part of the employed construction workforce. The Applicant will consider requiring contractors to provide opportunities for the creation of apprenticeships during construction and decommissioning as part of its procurement process. The requirement could include early engagement with some of the local apprenticeship training providers which have been identified.

Opportunity *2 – Other Workforce Training*

ES20 Again, the Applicant does not anticipate creating training places directly, but will consider requiring contractors to provide opportunities for the creation of training places during construction and decommissioning. The intent would be to support the achievement of vocational qualifications (e.g. BTEC, City and Guilds, NVQ, HNC/HND) at various levels which are relevant to the delivery of the Scheme. Engagement with potential contractors and local training providers (for example, via a Skills Forum organised by the Applicant or the principal contractor) could highlight gaps in the skills required to deliver the Scheme, and therefore identify specific courses which could be particularly relevant.

Opportunity *3 – STEM Education and Careers*

ES21 The Applicant will investigate the potential for a programme of activities which promote science, technology, engineering, and mathematics (STEM) education and careers. This could be targeted at primary school pupils, secondary school pupils, college students and/or other young people in the area. Initiatives could include project staff volunteering to run interactive workshops or give talks and site visits/tours during the construction and operational phase. Also, the Applicant is exploring the use of a community benefit fund as part of the Scheme, and there may be opportunities to fund projects which have a specific focus on education or skills.

Opportunity *4 – Local Recruitment*

ES22 The Applicant will investigate measures to promote take up of jobs generated by the Scheme by local people, including requiring contractors to promote local employment during construction, operation and decommissioning. To identity the most effective measures and tap into existing local employment support networks, the starting point will be engagement with Local Authorities (including associated Career Hubs) and Jobcentre Plus. There may additionally be community and voluntary sector groups which specialise in local recruitment.

Opportunity *5 – Maximising Diversity of the Workforce*

ES23 The Applicant will investigate measures to maximise the diversity of the workforce. This measure could relate to a variety of demographic or disadvantaged groups. The most appropriate target group(s) would be identified through consultation and research post-consent of the DCO.

Opportunity *6 – Business Support and Procurement Strategy*

ES24 The Applicant will work with local partners to communicate purchasing and contracting opportunities arising from the Scheme to local businesses. This could include holding 'meet the buyer' events and working with local partners, as well as ensuring publication of contracting opportunities to maximise local reach. The Applicant will also be open to collaboration with local businesses and organisations in the fields of research and development.

Delivery

ES25 Potential delivery arrangements for the FSSCEP are set out. These include an organisational framework with suggested roles and responsibilities, identification of key partners, and a timeline for development of a full SSCE plan and its implementation post-consent.

Monitoring

ES26 It is important that the Applicant's SSCE activities can be effectively monitored and measured. Potential methods for performance monitoring are set out, including some illustrative outputs and outcomes which would indicate if the objectives and aims of the FSSCEP are being achieved.

1. Introduction

1.1 Purpose of this Report

1.1.1 Fenwick Solar Farm (the Scheme) will generate economic benefits including new jobs and expenditure, as established in Section 12.7 of **Environmental Statement (ES) Volume I Chapter 12: Socio Economics and Land Use [EN010152/APP/6.1].** The Applicant aims to act pro-actively and maximise these benefits for the local community.

1.1.2 This Framework Skills, Supply Chain and Employment Plan (FSSCEP) is an important early step in achieving this goal. It sets out the likely economic benefits of the Scheme, and the context and characteristics of the local community and economy in which it is located. It identifies potential opportunities for activities relation to Skills, Supply Chain and Employment (SSCE) which the Applicant will explore taking forward post-consent. These activities will help local individuals and businesses access the SSCE benefits associated with the Scheme. The FSSCEP also identifies a framework for future delivery and monitoring.

1.1.3 This Framework document is an outline plan that will be developed into a more detailed SSCE plan post consent, which will be secured through a requirement included in the DCO for the Scheme. The full SSCE plan will be subject to approval by the relevant planning authority (City of Doncaster Council).

1.2 The Scheme

1.2.1 **ES Volume I Chapter 1: Introduction [EN010152/APP/6.1]**, outlines that the Applicant (Fenwick Solar Project Limited) is a wholly owned subsidiary of BOOM Developments Limited.

1.2.2 As outlined in **ES Volume I Chapter 2: The Scheme [EN010152/APP/6.1]**, the Scheme will comprise the construction, operation and maintenance, and decommissioning of a solar photovoltaic (PV) electricity generating facility with a total capacity exceeding 50 megawatts (MW) together with a Battery Energy Storage System (BESS), export and import connection to the national grid. There are two options for the grid connection. These include:

a. A Grid Connection Corridor option which would connect the Scheme to the Existing National Grid Thorpe Marsh Substation in South Yorkshire via underground cables; and

b. A Grid Connection Line Drop option, which would connect the Scheme to overhead power lines within the Solar PV Site.

1.2.3 The Scheme spans approximately 509 hectares (ha) of land. The Solar PV Site area is approximately 407 ha comprised predominantly of agricultural land. The Solar PV Site is approximately centred on National Grid Reference (NGR) SE 604 161 (**ES Volume II Figure 1-1: Scheme Location [EN010152/APP/6.2]**).

1.2.4 The Grid Connection Corridor runs for approximately 6.3 km from Solar PV Site to the Existing National Grid Thorpe Marsh Substation. The land within the Grid Connection Corridor is predominantly agricultural in nature and,

where practicable, cable routing would be to the edge of fields to minimise impacts.

1.2.5 The indicative timescales for the construction and operation of the Scheme that have been assumed for the purposes of the Environmental Impact Assessment is as follows:

a. It is currently anticipated that (subject to the necessary consents being granted) construction work will commence, at the earliest, in 2028 and will run for 24 months;

   i. The Grid Connection Cables would require approximately 12 months;

   ii. The construction of the Solar PV Site would require an estimated 24 months; and

   iii. Construction of the Solar PV Site and Grid Connection Cables is anticipated to start in tandem.

b. It is currently anticipated that the earliest the Scheme will commence commercial operation will be from 2030. Depending on the final construction programme and commencement of construction, operation may overlap with the construction;

c. The design life of the Scheme is 40 years, with decommissioning to commence 40 years after final commissioning (currently anticipated to be 2030 to 2070); and

d. Decommissioning is expected to take between 12 and 24 months and would likely be undertaken sequentially.

1.2.6 The Solar PV Site is located entirely within City of Doncaster Council's administrative area. The surrounding landscape largely comprises agricultural land and small rural villages, including Fenwick, Moss, and Sykehouse, as well as the hamlet of Topham.

1.3 Structure of this Document

1.3.1 The remainder of this document is structured as follows:

a. Section 2 summarises the scale and nature of likely economic effects of the Scheme, which the FSSCEP aims to maximise. The key impacts comprise jobs generated during the construction and decommissioning phase, and spending on goods and services;

b. Section 3 summarises a profile of the local population, workforce and economy, as well as the aims of local planning policy and economic development strategy, in order to understand how a SSCE plan can best meet local needs and maximise the economic benefits of the Scheme for the local area with regards to jobs, skills and economic development;

c. Section 4 presents a long-list of potential opportunities for the Scheme relating to SSCE. Within each opportunity or area of work, several activities are described which could be developed in more detail and pursued post-consent;

d. Section 5 proposes a broad approach to developing and delivering the FSSCEP post-consent, including a potential organisational structure and partnerships. An indicative timeline for SSCE plan development and implementation is also set out; and

e. Section 6 describes elements of a potential monitoring framework, including potential target outputs and outcomes.

2. Summary of Economic Benefits

2.1 Introduction

2.1.1 This section summarises the scale of employment and Gross Value Added (GVA) benefits that may arise from delivery of the Scheme. It also summarises the type of jobs, skills, equipment, and materials required for the delivery of the Scheme.

2.2 Summary of Employment and GVA Benefits

2.2.1 The employment and GVA benefits associated with the construction, operation and decommissioning of the Scheme are summarised in the sections below. Full details are available in **ES Volume I Chapter 12: Socio-economics and Land Use [EN010152/APP/6.1]**.

Study Area

2.2.2 The Study Area for assessment of economic impacts has been defined in accordance with Homes England's 'Additionality Guide, A Standard Approach to Assessing the Additional Impacts of Projects, 4th Edition' (The HCA Additionality Guide) (Ref. 1).

2.2.3 The potential economic impacts arising from the Scheme (e.g. employment) are considered relative to a 60-minute travel Study Area (based on drive times). This represents the principal labour market catchment area for the Scheme, particularly given the absence of a functional economic market area within local policy. A 60-minute drive time Study Area incorporates the population that may reasonably be expected to travel to the Scheme and which will experience the primary economic impacts arising from the Scheme.

Construction (estimated 2028 to 2030)

Employment

2.2.4 The Applicant estimates that the Scheme would require a peak workforce of 250 full-time equivalent (FTE) staff per day, and an average of 200 gross direct FTE jobs on-site per day during the construction phase, assumed to be equivalent to 200 FTE jobs per annum[3].

2.2.5 Leakage effects are the benefits to those outside the Study Area, defined as a 60-minute travel area in any direction. It is estimated that 45% of construction staff could be sourced from the Study Area. This will be subject to labour availability and take-up at the time of construction; however, it is considered to be a reasonable assumption on which to base this assessment, based on professional experience and benchmarking against other comparable renewable energy projects. As such, 55% of staff would be likely to reside outside of the Study Area. This indicates that although a reasonably high proportion of employment opportunities will be retained in the Study area, a noticeable number of jobs will be taken up by people living outside of the Study Area. It is noted that a larger proportion of the jobs taken-up by people living outside the area will likely be in more specialised

[3] 250 FTE staff per day may represent an overestimate of the maximum number of jobs during peak construction, however should the construction phase be extended and the peak job numbers be reduced, the amount of construction activity and spending overall and therefore the employment benefits of the Scheme would remain unchanged.

solar PV professions owing to the scarcity of such resources within localised areas compared with less skilled professions.

2.2.6 Displacement measures the extent to which the benefits of a development are offset by reductions in output or employment elsewhere. Based on the HCA Additionality Guide, a displacement factor of 25% is applied. This reflects the expectation that construction workers will move between projects when faced with delays or deadlines.

2.2.7 In addition to the direct employment generated by the construction of the Scheme, there will be an increase in local employment arising from indirect and induced effects of the construction activity. Such employment could range from offsite manufacture of goods and equipment to provision of services such as onsite catering, and spending in local shops and on accommodation for workers. Based on HCA Additionality Guide's 'ready reckoner' composite multipliers (the combined effect of indirect and induced multipliers) a medium multiplier effect of 1.5 has been considered appropriate. Applying the 1.5 multiplier to the total net direct employment figure of 150 workers results in net indirect and induced employment of 75 jobs per annum during the construction phase.

2.2.8 The net additional construction employment, reflecting the above, is summarised in Table 1.

Table 1: Net Additional Construction Employment Per Annum from the Scheme

	Study Area (60-minute travel area)	**Outside Study Area**	**Total**
Gross Direct Employment	90	110	200
Displacement	-22	-28	-50
Net Direct Employment	68	82	150
Indirect and Induced Employment	34	41	75
Total Net Employment	102	123	225

Source: AECOM Calculations 2024

2.2.9 As the employment requirements associated with construction are relatively small compared to the labour pool of construction workers in the area, the impact of construction employment generation on the local economy has been assessed within the Environmental Statement as temporary low beneficial, which results in a **minor beneficial effect**. This is **not considered significant.**

Gross Value Added (GVA)

2.2.10 In Yorkshire and the Humber, GVA per worker in the construction sector is estimated to be £63,314 per head. Applying this figure to the total direct construction workers generated by the Scheme, it is estimated that construction would contribute approximately £14.3 million per annum to the

national economy, of which £6.5 million per annum would likely be within the Study Area[4], as shown in Table 2.

Table 2: Gross Direct Value Added Per Annum from the Scheme During the Construction Phase

	Study Area (60-minute travel area)	Outside Study Area	Total
GVA (£m)	5.7	6.9	12.6

Source: AECOM Calculations 2024

2.2.11 The impact of GVA generation from the construction phase on the economy has been assessed in the Environmental Statement as being of **low magnitude**. This results in a temporary **minor beneficial effect** which is **not considered significant**.

Operation (estimated no earlier than 2030)

2.2.12 The Scheme would generate long-term jobs once it is complete and operational. In estimating operational employment generation, it is important to consider not just the gross effects of the Scheme, but also net effects considering a leakage of 55% outside the Study Area, a displacement of 25% and multiplier of 1.5, as identified in the above section on the construction phase.

2.2.13 The Applicant has estimated that to operate and manage the solar farm there would be a gross number of one or two permanent jobs generated by the Scheme. For the purposes of this assessment one job is assumed as a worst-case scenario. It is noted that there would be additional ad hoc staffing for maintenance operations and deliveries, but these would be temporary in nature. The job created would be in the renewable energy sector, assisting in the UK's transition to net zero.

2.2.14 Currently, the Solar PV Site predominantly consists of agricultural land; there is approximately 509 ha of agricultural land located within the Solar PV Site Boundary. Land use is predominantly arable with some grazing. The Applicant has estimated (based on previous experience and benchmarking against other comparable solar schemes) that there is one existing FTE job on the Solar PV Site related to agricultural activities.

2.2.15 As presented in Table 3, it is estimated that there would be no net change in the employment supported by activities on the Solar PV Site as a result of the Scheme.

Table 3: Total Net Employment during Operation of the Scheme

	Study Area (60-minute travel area)	Outside Study Area	Total
Existing Employment			
Gross Direct Employment	0	1	1

[4] This has been calculated based on the compound average GVA per worker in the construction sector in Yorkshire and the Humber, as data is not published at the more granular, LSOA-derived, Study Area level.

	Study Area (60-minute travel area)	Outside Study Area	Total
Displacement	0	0	0
Net Direct Employment	0	1	1
Indirect and Induced Employment	0	1	1
Total	0	2	2
New Employment			
Gross Direct Employment	0	1	1
Displacement	0	1	0
Net Direct Employment	0	1	1
Indirect and Induced Employment	0	1	1
Total	0	2	2
Total Net Employment[5] (Existing Employment – New Employment)	**0**	**0**	**0**

Source: AECOM Calculations 2024. Please note that figures have been rounded to the nearest whole number.

2.2.16 The sensitivity of the local workforce to employment changes has been assessed as low, due to the low claimant count in the area (claimants are those who are unemployed and claiming job seekers allowance or other unemployment related benefits). Given that there would be no net change in the employment supported by activities on the Solar PV Site, there would be no impact. There would therefore be **no effect** on operational employment.

Decommissioning (estimated 2070)

2.2.17 At the end of its operational life, the most likely scenario is that the Scheme would be decommissioned, and all above-ground infrastructure removed. Whilst conditions could be different in 40 years, it is assumed based on the activities taking place that the same number of jobs required for constructing the Scheme would be needed to carry out the activities required to remove the infrastructure from the Solar PV Site. Therefore, an average of 200 gross FTE jobs would be on-site per day during this decommissioning phase. Taking account for leakage, displacement, and multiplier effects, the Scheme would support, on average, 225 total net jobs per annum during the decommissioning phase[6]. Of these, 102 jobs per annum would be expected to be taken up by residents within the economic Study Area (60-minute drive time). The likely temporary impact of decommissioning employment generation is assessed as a **minor beneficial effect**, which is **not considered significant**.

[5] Sum of Net Direct Employment and Indirect & Induced Employment
[6] Decommissioning is expected to take between 12 and 24 months and would likely be undertaken sequentially.

2.2.18 Although jobs generated by the decommissioning phase are temporary, they represent a positive economic effect for a substantial period that can be estimated as the function of the scale and type of activities required to decommission the Solar PV Site.

2.2.19 Table 4 summarises the temporary employment generated by the Scheme during decommissioning, accounting for leakage, displacement, and multiplier effects as identified in the above section describing construction phase employment.

Table 4: Net Additional Decommissioning Employment Per Annum from the Scheme

	Study Area (60-minute travel area)	Outside Study Area	Total
Gross Direct Employment	90	110	200
Displacement	-22	-28	-50
Net Direct Employment	68	82	150
Indirect and Induced Employment	34	41	75
Total Net Employment	102	123	225

Source: AECOM Calculations 2024

2.2.20 It can be expected when the Scheme is decommissioned, the employment required to operate and maintain the solar farm (two FTE net jobs, plus some additional ad hoc staffing for maintenance) will no longer be generated. However, if the land returns to farming once more, it is likely that agricultural employment will be supported (as at present) and therefore the net change in employment can be assumed to be zero. Therefore, there will be **no effect** on employment following decommissioning. This is considered **not significant**.

2.3 Summary of Jobs and Skills Requirements

2.3.1 The Applicant has identified the potential types of jobs and skills likely to be required during the construction and operation phases of the Scheme. This information is summarised in Table 5.

Table 5: Potential Jobs and Skills Required during Construction and Operation of the Scheme

Phase	Job Name	Job Description	Skills
Construction	Construction Management Team	a. Construction Management. b. Health and Safety Management. c. Co-ordination of procurement and deliveries.	Relevant qualifications and experience.

Phase	Job Name	Job Description	Skills
	Site Supervisors	d. Manage smaller areas of construction. e. Co-ordinate trades.	Relevant qualifications and experience.
	Fencing Installation Workers	a. Installation of the perimeter fencing including any gates for access. b. Installation of internal fencing where necessary.	No specific qualifications required; however relevant experience necessary at supervisory level.
	Civil Workers	Preparation of the Solar PV Site. Work includes: a. the removal and storage of topsoil and levelling of the land as required. b. preparation and construction of any internal access roads, and for access onto and away from the Solar PV Site. c. the digging of trenches for wiring; and d. preparation and laying foundations for any site equipment and BESS Area.	Use of machinery, such as dump trucks, diggers, compactors, lifting equipment, tractors and trailers.
	Drainage Personnel	Construction and installation of appropriate drainage equipment as detailed through design	Relevant qualifications and experience.
	Horizonal Directional Drilling (HDD) Operations	To install cables in areas where traditional open cut cannot be used.	Relevant qualifications and experience, particularly for HDD under marine areas, rivers and the railway.
	Labourers	Labour to place wiring and ducting in the trenches and to transport materials as	No specific qualifications required.

Phase	Job Name	Job Description	Skills
		required around the Solar PV Sites.	
	Building Construction	Labour workers under direction to build or renovate buildings. Installation of the substation buildings.	Relevant construction qualifications and experience required.
	Racking Structure Assembler	Manage a ramming machine to create the solar structure and assemble the associated structures.	a. Skilled and experienced workers required to control the ramming machines; and b. Less skilled workers required to assemble other components of the structures.
	Panel Assembler	Individuals to manage the process of mounting the solar modules onto the structures.	Experience of electromechanics tools required
	Low Voltage (LV) Electrical Engineers	Connecting the BESS Container and panels with inverters and solar stations.	Relevant qualifications for LV wiring and installation of equipment required.
	Medium Voltage (MV) Electrical Engineers	Connecting the BESS Area and solar stations with the on-site substations.	Relevant qualifications for MV wiring and installation of equipment required.
	High Voltage (HV) Engineers	Connecting the on-site substations, transformers and BESS Area with the transmission network.	Relevant qualifications for HV wiring and installation of equipment required.
	Security Guards	Protecting the Solar PV Site during the construction process.	Relevant experience.
	CCTV Workers	Setting up the security system.	Relevant experience.
	Landscape Installation Workers	Installation of all landscaping such as planting and maintenance.	Relevant qualifications at managerial level for managers/supervisors; and ground workers with relevant experience (or other

Phase	Job Name	Job Description	Skills
			workers under supervision).
Operation	Electrical Engineers	To monitor and resolve any problems (incl. BESS Area).	LV, MV and HV electrical specialists may be required.
	Solar Park Performance Managers	To monitor and resolve any problem via software remotely from the office or on the Solar PV Site as necessary.	Relevant experience.
	CCTV and Security	To monitor security of the Solar PV Site.	Relevant experience.
	Shepherd	To maintain overview of the grazing where employed directly by the owner.	Relevant experience.
	Landscape, Monitoring and Managing	To monitor and maintain the landscape/ecology areas within the Scheme.	Relevant experience.
Decommissioning	De-Commissioning Management Team	a. Construction and decommissioning Management. b. Health and Safety Management. c. Co-ordination of recycling and waste.	Relevant qualifications and experience.
	Site Supervisors	a. Manage smaller areas of decommissioning. b. Co-ordinate trades.	Relevant qualifications or experience.
	Fencing Workers	a. Removal of the perimeter fencing. b. Installation of internal fencing where necessary for safety through decommissioning. c. Review of site entrances in consultation with the management team and landowners.	No specific qualifications required; however relevant experience necessary at supervisory level.

Phase	Job Name	Job Description	Skills
	Civil Workers	Reinstatement of the Solar PV Site. Work includes: a. The reinstatement of topsoil and levelling of the land as required. b. Removal of internal access roads.	Use of machinery, such as dump trucks, diggers, compactors, lifting equipment, tractors and trailers.
	Drainage personnel	a. Full drainage assessment and reinstatement.	Relevant qualifications and experience.
	Labourers	Labour as required to assist in operations mentioned above.	No specific qualifications required – working under supervision.
	Racking Structure Personnel	Remove the structures for recycling.	Skilled and experienced workers required to use the equipment to lift the piles. Less skilled workers required to collect for recycling.
	Solar Panel Personnel	Individuals to manage the process of removing the solar modules from the structures.	Knowledge of the industry and experience.
	Low Voltage (LV) Electrical Engineers	Disconnecting the BESS Area and panels with inverters and solar stations.	Relevant qualifications for LV wiring.
	Medium Voltage (MV) Electrical Engineers	Disconnecting the BESS and solar stations with the on-site substations.	Relevant qualifications for MV wiring.
	High Voltage (HV) Electrical Engineers	Disconnecting the on-site substations, BESS Area and transformers with the transmission network.	Relevant qualifications for HV wiring.
	Security Guards	Protecting the Solar PV Site during the decommissioning process.	Relevant experience.

Phase	Job Name	Job Description	Skills
	CCTV Workers	Decommissioning the security system.	Relevant experience.
	Landscape Workers	Review and consideration of all landscape areas – carrying out works as required. Work with the civils team to reinstate the land where necessary.	Relevant qualifications at managerial level and ground workers with relevant. experience or other workers under supervision.

Source: Fenwick Solar Project Limited

2.4 Summary of Equipment Requirements

2.4.1 The Applicant has identified the likely equipment and material requirements for each element of the Scheme. This equipment and material will need to be procured to deliver the Scheme and therefore presents opportunities for businesses, including those local to the Scheme. This information is summarised in Table 6.

Table 6: Summary of Equipment and Material Requirements

PV Park	BESS	Substations
Transformer	Transformer	Transformer
Switchgear (cells)	Switchgear (cells)	Switchgear (cells)
HV Cable	HV Cable	HV Cable
LV Cable	LV Cable	LV Cable
Earthing	Earthing	Earthing
Civil Materials (e.g. gravel)	Civil Materials (e.g. gravel)	Civil Materials (e.g. gravel)
Solar PV Module	Battery units	Fence
Inverter	Inverter	CCTV
Racks/Structure	Fence	-
CCTV	CCTV	-
Fence		-

Source: Fenwick Solar Project Limited

3. Local Community Profile and Economic Policy Summary

3.1 Overview

3.1.1 Identifying the characteristics of the local population, workforce and economy are essential to developing an SSCE plan that will effectively meet local needs and maximises the benefits of the Scheme.

3.1.2 Additionally, it is important to understand the economic development aims and aspirations of local stakeholders, as these set the context for, and are also key drivers of, the FSSCEP.

3.1.3 An analysis of the existing baseline conditions and an economic policy review have been undertaken to inform the FSSCEP. More detailed information can be found in:

a. Local community profile: Section 12.5 of ES Volume I Chapter 12: Socio Economics and Land Use [EN010152/APP/6.1]; and

b. Legislation, policy and guidance: ES Volume III Appendix 12-1: Legislation, Policy and Guidance (Socio-Economics and Land Use) [EN010152/APP/6.3].

3.1.4 Key messages are set out below.

3.2 Local Community Profile

3.2.1 The principal economic Study Area has been defined as a 60-minute drive time from the Scheme, with data for other geographies included where relevant, depending on the indicator being considered and data availability

3.2.2 The key findings from the local community profile include:

a. In 2022, there were 3,909,639 (62.2%) residents of working age(Ref. 2) within the Study Area. This is slightly higher than or in line with the percentages in Doncaster (62.0%), Selby (61.6%), Yorkshire and the Humber (62.3%) and England (63.0%);

b. The most recent data shows that the economic activity rate (Ref. 3) (amongst 16- to 64-year-olds) was 76.9% in Doncaster, lower than the rates in Selby (87.0%) and England (79.0%) and in line with the rate in the Yorkshire and the Humber (76.8%);

c. The most recent data recorded in May 2024, showed that the claimant count (Ref. 4) was 4.5% in Doncaster, which is higher than the rates across the Yorkshire and the Humber (4.4%), England (4.0%) and Selby (2.1%);

d. In 2022, 32.0% of working-age residents in Doncaster had a degree-level qualification (Ref. 3) or equivalent which is notably lower than the rate in Selby (40.9%), the Yorkshire and the Humber region (38.9%) and England (45.1%);

e. In 2019, Doncaster was the 41st most deprived (Ref. 5) local authority of 317 districts in England (where 1 is the most deprived), while Selby District was the 252nd most deprived; and

f. The proportion of Doncaster’s population employed in the Mining, Quarrying and Utilities broad industrial group (Ref. 6) (1.3%) is slightly

above the regional and national average (both 1.1%) but lower than Selby (3.8%). Employment in the Construction industry is 6.6% in Doncaster and 5.8% in Selby, higher than the regional and national averages (both 4.9%).

3.3 Economic Policy

3.3.1 It is important to understand the economic development aims and aspirations of local stakeholders, as these set the context for, and are also key drivers of, the FSSCEP.

3.3.2 For this reason, a review has been undertaken of the planning policy and economic development strategies of the administrative bodies local to the Scheme.

a. The National Policy, including the National Policy Statement and National Policy Statements for Energy, state that Applicants should consider job creation, the necessary skills associated with employment opportunities and supply chains in their applications;

b. The Strategic Economic Plan of the South Yorkshire Mayoral Combined Authority (SYMCA), to which City of Doncaster Council belongs, identifies how to achieve clean economic growth and secure, local, affordable, low-carbon consumption;

c. The relevant Local Plans for the area identify renewable energy as a target sector and aim to generate economic growth and promote high-quality and diverse job opportunities for the local workforce; and

d. Local economic strategies have been produced for City of Doncaster Council 7and Selby (now North Yorkshire Council). Doncaster's Economic Strategy (Ref. 7) aims to create a thriving Green Sector and transition industries and communities to be circular, low waste and low carbon.

3.3.3 The provision of an FSSCEP is therefore in accordance with the planning policy and supports the achievements of aims which the relevant Local Plans identify relating to SSCE. Documents which are relevant for the Scheme's FSSCEP are listed below.

National Policy

3.3.4 Relevant national planning policy that has been considered includes:

a. Overarching National Policy Statement (NPS) for Energy (EN-1) (November 2023) (Ref. 8);

b. NPS for Renewable Energy Infrastructure (EN-3) (November 2023) (Ref. 9);

c. NPS for Electricity Networks Infrastructure (EN-5) (November 2023) (Ref. 10);

d. National Planning Policy Framework (NPPF) (December 2023) (Ref. 11); and

e. Build Back Better: Our Plan for Growth (2021) (Ref. 12).

[7] The strategy was developed by Team Doncaster. Team Doncaster is the name and ethos behind Doncaster's Local Strategic Partnership. In 2021 Doncaster's new Borough Strategy 'Doncaster Delivering Together' was agreed by full council.

Regional and Local Policy and Strategy

3.3.5 Relevant regional and local planning policy that has been considered includes:

a. Adopted Doncaster Local Plan 2015-2035 (2021) (Ref. 13);

b. Adopted Selby District Core Strategy (2013) (Ref. 14);

c. Selby District Publication Consultation Local Plan (2022) (Ref. 15);

d. Doncaster Education & Skills Strategy 2030 (Ref. 16);

e. Doncaster Economic Strategy 2030 (Ref. 7); and

f. South Yorkshire Skills Strategy (Ref. 18).

National Guidance

3.3.6 Supporting national guidance that has been considered includes:

a. National Planning Practice Guidance (PPG) (2023) (Ref. 17).

Local and Regional Guidance

3.3.7 Supporting local and regional guidance that has been considered includes:

a. Yorkshire and the Humber Climate Action Plan (2021) (Ref. 19);

b. South Yorkshire Mayoral Combined Authority Strategic Economic Plan 2021-2041 (2021) (Ref. 20) ; and

c. Selby District Economic Development Framework: 2017–2022 and beyond (2017) (Ref. 21).

4. Opportunities

4.1 Overview

4.1.1 This section sets out potential activities which the Applicant will seek to pursue as part of a programme of work relating to SSCE.

4.1.2 The opportunities described here reflect the likely impacts of the Scheme and respond to the local context set out in sections 2 and 3. They are an illustrative long-list, and will be modified, refined and agreed through development of a full SSCE plan, which will be secured via a Requirement included in the DCO for the Scheme. The SSCE plan will be subject to approval by the relevant planning authority.

4.2 Opportunity 1: Apprenticeships

4.2.1 As set out in Table 5, a variety of skills and disciplines are required for successful delivery of the Scheme. Apprenticeships can help fulfil labour and skills requirements for employers in a cost-effective way, while also providing paid employment, training, and potential pathways into employment for apprentices.

4.2.2 While the Applicant does not anticipate creating apprenticeships directly, it is likely that the principal contractor and sub-contractors working on the Scheme will offer apprenticeships, and therefore that apprentices will be part of the employed construction workforce.

4.2.3 The Applicant will consider requiring contractors to provide opportunities for the creation of apprenticeships during construction and decommissioning. Any such contractual requirement will be confirmed in the full SSCE plan. The requirement could include early engagement with local apprenticeship training providers, some of whom are listed below (Ref. 22):

a. Doncaster is home to a number of colleges8:

b. Doncaster College;

c. Teaching Hospital;

d. New College; and

e. University Technical College.

f. Universities in SYMCA include:

g. University Campus Doncaster;

h. University of Sheffield;

i. University of Barnsley; and

j. University Centre Rotherham.

4.2.4 Additionally, Start in Doncaster (Ref. 23), South Yorkshire Skills (Ref. 24) and the South Yorkshire Apprenticeship Hub (Ref. 25) could be useful partners in this context.

4.2.5 The need for interventions to support skills development and training of local people is highlighted in Doncaster’s Education & Skills 2030 Strategy and

[8] The list included the National College for Advanced Transport and Infrastructure. However, the college closed in 2023 due to low student numbers

South Yorkshire Skills Strategy (Ref. 25) which sets out the ambition to align education with business needs and ensure employers can access talent through taking on apprentices.

4.3 Opportunity 2: Other Workforce Training

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

4.3.2 Again, the Applicant does not anticipate creating training places directly, but it is likely that the principal contractor and sub-contractors would provide training to employees and workers as appropriate to their role on the Scheme. Contractors may have experience of workforce training on similar schemes, and their own established training programmes which they will utilise for the Scheme.

4.3.3 The Applicant will consider requiring contractors to provide opportunities for the creation of training places during construction and decommissioning. Any such contractual requirement will be confirmed in the full SSCE plan.

4.3.4 The intent would be to support the achievement of vocational qualifications (e.g. BTEC, City and Guilds, NVQ, HNC) at various levels which are relevant to the delivery of the Scheme.

4.3.5 Engagement with potential contractors and local training providers, for example via a Skills Forum organised by the Applicant or the principal contractor, could highlight gaps in the skills required to deliver the Scheme, and therefore identify specific courses which could be particularly relevant. It may also be constructive to engage with the promoters of other infrastructure projects coming forward in the vicinity to co-ordinate any activities around workforce planning and skills development.

4.3.6 The need for interventions to support skills development and training of local people is highlighted in the Doncaster's Education & Skills 2030 Strategy and SYMCA skills strategy (Ref. 26). Both Doncaster and SYMCA will need to work with employers, job centres and learning providers to ensure appropriate measures and training are provided for residents to benefit from opportunities in growth and emerging sectors such as clean energy.

4.4 Opportunity 3: Education and Careers

4.4.1 The Scheme will be a significant renewable energy project in terms of its scale and its profile, both locally and nationally. It presents an opportunity to advance the knowledge base around operational solar generating stations.

4.4.2 There is currently poor take-up nationally of STEM subjects within colleges and higher education (Ref. 27), and the UK's workforce of engineers is aging (Ref. 28). This implies a potential shortage of technical and professional skills required to deliver the Scheme and other large infrastructure projects.

4.4.3 Doncaster's Education & Skills 2030 Strategy and South Yorkshire Skills Strategy (Ref. 26) sets out the importance of equipping residents with the skills, ambition and attributes that allow them to thrive in life and work and ensure future resilience. This includes improving the quality, diversity and availability of vocational and technical education that gives parity of esteem with academic routes.

4.4.4 The Applicant will investigate the potential for a programme of activities which promote STEM education and careers. This could be targeted at primary school pupils, secondary school pupils, college students and/or other young people in the area. The primary and secondary schools which are closest to the Solar PV Site, and which could be prioritised for engagement as part of this programme are set out in Table 7 below. Colleges in Doncaster are set out in Section 4.2.

Table 7: Potential Priority Primary and Secondary Schools for STEM Education and Careers Collaboration[9]

Stakeholder	Stakeholder Type
Askern Moss Road Infant Academy	Education – Primary School
Spa Academy Askern	Education – Primary School
Askern Littlemore Infant Academy	Education – Primary School
Norton Junior School	Education – Primary School
Norton Infant School	Education – Primary School
Pollington-Balne Church of England Primary School	Education – Primary School
Campsmount Academy	Education – Secondary School

Source: AECOM 2024, https://www.gov.uk/school-performance-tables.

4.4.5 Given the Scheme's timescale and phases, some of these target individuals could ultimately become part of the Scheme's workforce. However, the key aim would be to inform and inspire young people about STEM careers more generally.

4.4.6 Initiatives could include project staff (both from the Applicant and from contractors) volunteering to run interactive workshops or give talks. The first step would be engagement with local schools and relevant facilitators (e.g. the Local Authorities) to establish the need and design appropriate initiatives.

4.4.7 Site visits during the construction phase could be an effective way to educate and inspire students. The Applicant will also consider the organisation of site visits during the operational phase, to deliver STEM initiatives, with provision of infrastructure/facilities such as meeting points, viewing platforms and/or noticeboards, that could be used by local groups and school children, making the solar farm an educational resource for the local area.

4.5 Opportunity 4: Local Recruitment

4.5.1 The expected employment benefits of the Scheme are shown in Section 2.2.

4.5.2 The Applicant will investigate measures to promote take up of jobs generated by the Scheme by local people. The Applicant will consider requiring contractors to promote local employment during construction, operation and decommissioning. Any such contractual requirement will be confirmed in the full SSCE plan. While supporting the principle of local staffing in order to generate benefits for the local community, the Applicant also recognises the need to hire staff with the required skills to deliver the

[9] Schools have been sourced from: https://www.gov.uk/school-performance-tables. Schools identified fall within 3 miles of the Solar PV Site.

Scheme, especially given the technical complexity of some elements of the Scheme.

4.5.3 To identify the most effective means to promote the take-up of jobs by local people and to tap into existing local employment support networks, the starting point will be engagement with Local Authorities (including associated Career Hubs) and Jobcentre Plus. The local Job Centre Plus offices (within 25 km of the Solar PV Site) and Career Hubs are identified in Table 8 below.

4.5.4 There may additionally be community and voluntary sector groups which specialise in local recruitment, and placing job adverts with local private sector recruitment companies will also support this initiative.

Table 8: Details of Local Job Brokerage Agencies

Organisation	Address	Contact Details
Doncaster Crossgate House Jobcentre Plus	Crossgate House,12 Wood Street, Doncaster, South Yorkshire, United Kingdom, DN1 3LL	0800 169 0190
Advance Employment Hub	Floor 4 Civic Building, Waterdale, Doncaster, DN1 3BU	Details available online at: https://advancedoncaster.co.uk/contact
South Yorkshire Mayoral Combined Authority Careers Hub	11 Broad Street West Sheffield South Yorkshire S1 2BQ	Details available online at: https://www.southyorkshire-ca.gov.uk/Explore_Careers-Hub

Source: AECOM 2024

4.5.5 The creation of jobs for local people aligns well with the objectives set out in Doncaster's Education & Skills 2030 Strategy and SYMCA skills strategy. In particular, both documents note the need to create job opportunities in emerging sectors such as clean energy and support the green and carbon reduction economy.

4.6 Opportunity 5: Maximising Diversity of the Workforce

4.6.1 The Applicant will investigate initiatives to maximise the diversity of the project workforce.

4.6.2 The most relevant target groups for this measure would be identified through consultation and research post-consent.

4.6.3 Measures could include:

a. Ensuring that jobs are communicated to target groups, including identifying and working with specialised job brokerage agencies; and

b. Working with job support and training providers who operate programmes aimed at getting people into work (for example, young

people who are Not in Education, Employment or Training (NEET) may require pre-employment, basic skills training and work placements).

4.6.4 Any measures adopted will comply with employment law.

4.6.5 It will be important to report on the demographic profile of applicants for new jobs and the workforce. This would likely involve regular reporting, for example on age, ethnicity, gender, and disability, with data to be collected through a voluntary survey.

4.7 Opportunity 6: Business support and procurement strategy

4.7.1 The procurement strategy for the Scheme will also reflect the aim of maximising benefits to local businesses, balanced against ensuring competitive delivery of the Scheme.

4.7.2 There may be opportunities to work with local partners in this regard – for example, Doncaster Chamber (Ref. 29) has run Supply Chain Expos, where local businesses that want to become part of the supply chain can be effectively identified and engaged. Additionally, Business Doncaster (Ref. 30) may also be able to help the Applicant arrange ‘meet the buyer’ events to reach out to potential suppliers to boost the local content within the Scheme

4.7.3 As well as early engagement with potential contractors via suppler information days, contracting opportunities will be publicised so as to maximise local reach (for example, using social media and industry publications).

4.7.4 Initiatives in this area align with the need to consider indirect beneficial impacts for the region hosting the infrastructure, as set out in the Draft NPS for Energy (EN-1) (November 2023). SYMCA Energy Strategy (Ref. 31) also sets out the aim to strength the local energy industry by supporting local supply chains, local job creation and up-skilling.

4.7.5 The Applicant will also be open to collaboration with local businesses and organisations in the fields of research and development, sharing experience and expertise and in order to promote and advancing the clean energy sector.

5. Delivery

5.1 Introduction

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

5.2 Organisational Framework

5.2.1 shows a potential organisational framework for developing and delivering the SSCE work programme post DCO consent.

5.2.2 The programme would be driven forward by a SSCE Function Lead, overseen and governed by a steering group which would include senior members of the Applicant management team.

5.2.3 The SSCE work programme would then break down into a number of activities or workstreams (some or all of which could align with the opportunities described in Section 4). Each activity would have a named lead (which could be the SSCE Function Lead), and internal partners (from within the Applicant's project team) to support delivery.

5.2.4 External partners and stakeholders (for example, the City of Doncaster council, education and training providers, job brokerage agencies, Chambers of Commerce) could be engaged as appropriate, as their detailed local knowledge and experience will be critical to success. Additional resources such as professional support, capital funding or physical facilities may be relevant.

5.2.5 If successful, each activity will result in achievement of the outputs and, ultimately, the outcomes identified within the SSCE plan. A monitoring system will measure outputs and outcomes, and reporting will be undertaken. Lessons learned will be fed back in order to shape and improve SSCE work programme over time.

5.2.6 The indicative organisational framework will be developed as part of the full SSCE plan, including confirmation of which roles and responsibilities will sit with the Applicant and which will sit with the principal contractor.

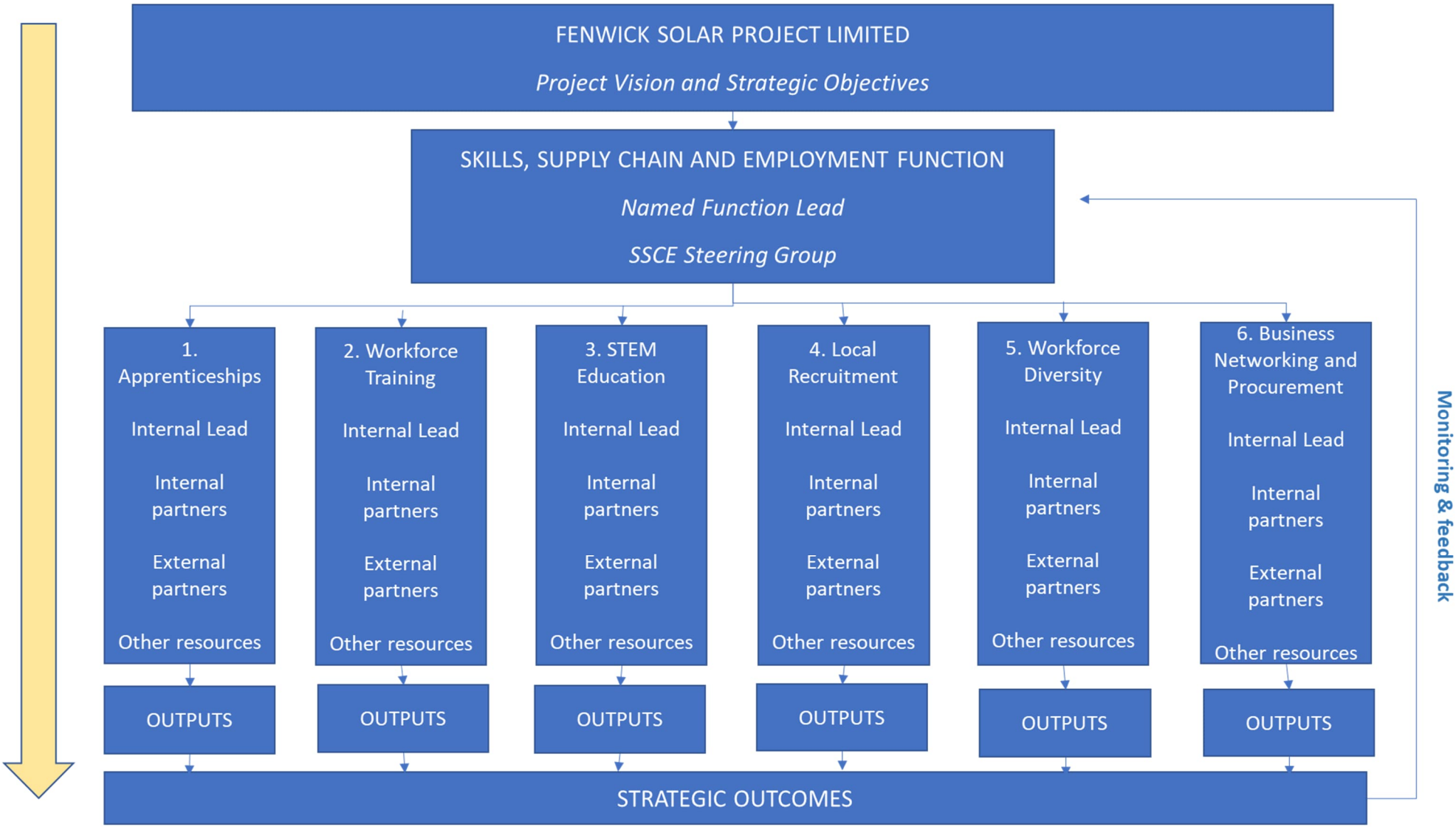

Plate 1: Indicative Organisational Framework for Delivery

5.3 Internal Joint Working

5.3.1 Development and delivery of the SSCE work programme will require joint working between various parts of the Applicant project team and its contractors. Areas of joint working will include commercial strategy, community engagement, personnel, and project/programme management.

5.3.2 There could be value in incorporating the SSCE work programme into a wider community benefits or social value programme associated with the Scheme. This would allow all the benefits of the Scheme to be managed and measured in a coherent, effective and consistent way.

5.4 Engagement with External Stakeholders

5.4.1 Working with external stakeholders will be fundamental to the success of the SSCE programme.

5.4.2 As noted within this report, potentially relevant external stakeholders include:

a. Local Authorities;

b. South Yorkshire Mayoral Combined Authority Local Enterprise Partnership;

c. Skills and training providers;

d. Schools, colleges and universities; and

e. Job Centre Plus and other employment brokerage agencies.

5.4.3 There may in addition be potential to engage with local residents and community groups on issues relating to SSCE, building on the consultation undertaken and during Scheme development and preparation of the DCO.

5.5 Timelines

5.5.1 Table 9 sets out a timeline for developing and delivering the SSCE plan.

Table 9: Timeline for Developing and Delivering the SSCE Plan

Key Milestone	Address
2024 – after DCO application	a. Engage with the City of Doncaster Council and other stakeholders to identify preferred SSCE workstreams, using FSSCEP as a basis for discussion.
2025/2026 – assuming consents granted	a. Develop FSSCEP into a full SSCE plan, confirming objectives and activities to be pursued. Discharge requirement in the DCO for the SSCE plan to be approved by the relevant planning authorities. b. Include SSCE requirements in the Invitation to Tender (ITT) for contractors, if/as relevant. c. Early SSCE activities in progress, e.g. networking and market information events to publicise opportunities to local businesses.
2028 – earliest start point for construction	a. Continue delivery of early SSCE activities, e.g. establishment of training and schools programme.

Key Milestone	Address
	b. Work with contractor(s) to plan how any SSCE requirements in contracts will be delivered and monitored during the construction phase. c. Once construction has started, the SSCE activities and outputs should be in delivery.

5.5.2 Once the full SSCE plan is finalised, the document will be reviewed regularly, so it can be refined and adjusted as the Scheme moves towards its construction and operational phase, and during construction and operation.

6. Monitoring and Feedback

6.1 Introduction

6.1.1 This section sets out the methods through which the SSCE plan can be monitored, measured, and reported.

6.2 Monitoring

6.2.1 It is important that the objectives and activities of the SSCE plan are effectively monitored, measured and reported. This enables an understanding of whether the plan is achieving its goals and contributing to the over-arching vision and provides feedback accordingly.

6.2.2 A monitoring and reporting plan will be developed as part of the full SSCE plan.

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

a. Developing specific, measurable, attainable, realistic, and time-bound (SMART) performance indicators;

b. Aiming for quality over quantity of performance indicators;

c. Ensuring performance monitoring mechanisms are consistent with the stated objectives of the FSSCEP;

d. Ensuring performance indicators are flexible and updateable; and

e. Scoping out the practicality of how data will be collected before defining measurable targets.

6.3 Potential Outputs and Outcomes

6.3.1 Table 10 sets out some illustrative outputs or indicators which could be relevant to the Scheme's SSCE plan. Outputs are the tangible results of pursuing the specific opportunities of the Scheme.

6.3.2 Table 10 also sets out illustrative outcomes, which are the longer-term results of implementing the SSCE plan. They include changes to the local community, environment and workforce that the activities and initiatives aim to achieve.

6.3.3 Outcomes are generally measured and documented through evaluations undertaken at various intervals during the life of the Scheme.

6.3.4 The evaluation should be tailored to the agreed outcomes and outputs and could be conducted either internally or externally. The key questions the evaluation should seek to answer include the following:

a. What has been achieved?

b. Have the specific outcomes been realised?

c. What would have happened anyway?

d. Was it value for money?

e. What lessons can be taken into other projects?

f. How will the lessons be communicated to the wider public (as the SSCE plan is a positive story)?

Table 10: Potential Measurable Outputs and Outcomes of the SSCE Strategy

Opportunity	Potential Outputs	Potential Outcomes
Opportunity 1: Apprenticeships	Number of apprenticeships funded/taken-up	Reduction in proportion of population with no qualifications
Opportunity 2: Other Training	Number of relevant vocational qualifications achieved	Reduction in proportion of population with no qualifications
Opportunity 3: STEM Education and Careers	a. Number of schools engaged b. Number of events delivered c. Number of pupils participating d. Increased awareness of STEM careers	a. GCSE attainment in participating schools b. Take up of STEM subjects in Further Education
Opportunity 4: Local Recruitment	Number/proportion of workers employed from the local area	Increase in employment levels in the local area
Opportunity 5: Maximising Diversity of the Workforce	a. Proportion of workforce employed from target groups b. Proportion of employees who are happy with working environment/culture	a. Increase employment levels for target groups
Opportunity 6: Business Support and Procurement Strategy	a. Number of supplier events delivered b. Number/proportion of business contracts secured by local businesses	a. Increase in turnover of local businesses

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Abbreviations

Abbreviation/Term	Definition
BRES	Business Register and Employment Survey
BTEC	Business and Technology Education Council
DCO	Development Consent Order
FSSCEP	Framework Skills, Supply Chain and Employment Plan
FTE	Full Time Equivalent
GVA	Gross Value Added
Ha	Hectares
HV	High Voltage
IMD	Index of Multiple Deprivation
km	Kilometres
kV	Kilovolt
LEP	Local Enterprise Partnership
LSOA	Lower Level Super Output Area
LV	Low Voltage
MV	Medium Voltage
NEET	Not in Employment, Education or Training
NPPF	National Planning Policy Statement
NPS	National Policy Statement
NVQ	National Vocation Qualification
ONS	Office for National Statistics
PV	Photovoltaic
SSCE	Skills, Supply Chain and Employment

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