



One Earth Solar Farm

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Outline Skills, Supply Chain and Employment Plan

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1. Purpose of the Report

- 1.1.1 This Outline Skills, Supply Chain and Employment Plan (OSSCEP) sets out how One Earth Solar Farm Ltd (the ‘Applicant’) will promote the delivery of economic benefits generated by the Proposed Development to people and businesses in the local area and wider region. A full description of the Proposed Development, as well as details of how it would be constructed, operated, maintained and decommissioned is provided in **ES Volume 1, Chapter 5: Project Description [EN010159/APP/6.5]**. The terminology used in this document is defined in the **Glossary of Terms and Abbreviations [EN010159/APP/7.17]**.
- 1.1.2 The economic benefits that the Proposed Development could generate are:
- > Access to employment, upskilling and re-skilling opportunities for people;
 - > Enhanced business growth and productivity and potential to increase capabilities and specialisms in green construction and manufacturing; and
 - > Engagement in the ethical procurement of the supply chain.
- 1.1.3 The OSSCEP sets out:
- > A summary of the socio-economic baseline analysis and local policy context that has informed the OSSCEP, full details of which are set out in **ES Volume 2, Chapter 17: Socio-Economics [EN010159/APP/6.17]**.
 - > The proposed opportunities, actions and delivery; and
 - > Potential monitoring framework and feedback.
- 1.1.4 This document will form the basis for a final Skills, Supply Chain, Employment Plan (SSCEP) which will be prepared and submitted prior to the commencement of construction activities and will be secured through a requirement included in the Development Consent Order (DCO) for the Proposed Development.
- 1.1.5 This OSSCEP is subject to ongoing discussion and coordination between the Applicant and the host local authorities. As such, this report may be subject to amendments prior to its finalisation and implementation, in agreement with the host local authorities, to reflect initiatives that may be in place at the time of implementation.

2. Baseline

- 2.1.1 The focus and proposed actions set out within this OSSCEP have been shaped in response to initial estimates of the construction workforce required and the Construction Labour Market Areas; a socio-economic and population baseline analysis and a review of the economic policy drivers and priorities for the East Midlands Region and Newark and Sherwood, Bassetlaw and West Lindsey Districts.
- 2.1.2 This section summarises the economic characteristics of the local population and workforce to identify if there are any local and regional disparities which the Scheme may be able to target.
- 2.1.3 These are set out in full in **ES Volume 2, Chapter 17: Socio-Economics [EN010159/APP/6.17]** and summarised below.

2.2 Population

- 2.2.1 The total population of the Local Area¹ (note this is a much larger area than the Site itself) comprised just under 6,000 people in 2021. This comprised of approximately 2% of the combined District population, which amounted to just over 340,000 in 2021. The population of the Local Area grew at a slower rate than the three Districts, the regional or national averages between 2011 and 2021. The population and change between 2011 and 2021 is set out in **Table 2.1**. It is also noted that the population in the Local Area is generally older than the regional or national average which impacts local workforce.

Table 2.1: Population of Different Spatial Levels

Area	2011 Population ^a	2021 Population ^b	Change
Combined LSOAs	5,631 (2% of combined District population)	5,911 (2% of combined District population)	+5.0%
Bassetlaw	112,863 (3% of combined East Midland population)	119,533 (2% of combined East Midland population)	+5.9%
Newark and Sherwood	114,817 (3% of combined East Midland population)	124,452 (3% of combined East Midland population)	+8.4%
West Lindsey	89,250 (2% of combined East Midland population)	96,405 (2% of combined East Midland population)	+8.0%
Combined District Population	316,930 (7% of East Midland population)	340,390 (7% of East Midland population)	+7.4%
East Midlands	4,533,222 (9% of England population)	4,882,232 (9% of England population)	+7.7%
England	53,012,456	56,989,570	+7.5%

¹ As defined in **ES Volume 2, Chapter 17: Socio-Economics Table 17.1 [EN010159/APP/6.17]**

2.3 Construction Workforce and Labour Market Area

- 2.3.1 The economically active population is defined as the members of the working age individuals (16–64-year-olds) in employment, seeking a job, who can work.
- 2.3.2 Labour market statistics are presented in **Table 2.2** below which show the economically active population in the Local Area, at around 56%, which is marginally below the overall average for three Districts as well as the regional and national rates. The same patterns are reflected in economic inactivity rates. The table also shows data on those who are economically active but unemployed. Note this is a different measure of unemployment to the claimant count data shown below as it includes all those looking for work but not necessarily in receipt of unemployment social security benefits, hence the number is typically larger. Overall, this data suggests local unemployment rates were low in 2021 at less than 2%, similar to the three districts, but somewhat lower than regional and national unemployment rates.

Table 2.2: Working Age Population and Economic Activity (2021)

Area	All usual residents aged 16 and over	Economically Active	Economically Active (Unemployed)	Economically Inactive
Combined LSOAs	5,063	2,820 (55.6%)	<100 (1.9%)	2,159 (42.9%)
Bassetlaw	97,370	55,821 (57.3%)	2,044 (2.1%)	40,088 (41.2%)
Newark and Sherwood	101,968	58,015 (56.9%)	2,115 (2.1%)	42,406 (41.6%)
West Lindsey	79,120	43,080 (54.4%)	1,754 (2.2%)	34,961 (44.2%)
Combined Districts	278,458	156,916 (56.2%)	5,913 (2.1%)	117,455 (42.3%)
East Midlands	3,998,047	2,300,518 (57.5%)	96,090 (2.4%)	1,604,166 (40.1%)
England	46,006,957	29,945,252 (57.5%)	1,312, 729 (2.9%)	18,005,455 (39.1%)

- 2.3.3 In terms of skill levels, in 2021 the resident population of the Local Area had a similar proportion with no formal qualifications (an average of 19.4%), compared to the three districts (an average of 19.6%) and the region (19.5%). This compares to 18.1% across England. Conversely, an average of 30.6% held

qualifications at level 4 or above in the Local Area. This compares to an average of 27.9% in the three Districts, 29.1% in the region and 33.9% across England.

2.4 Socio-Economic Deprivation

- 2.4.1 The areas in the vicinity of the Order Limits generally fall within the 5th and 6th decile, indicating that the population experiences a level of deprivation that is approximately in line with the national average. According to the Index, Bassetlaw is the 108th most deprived out of the 316 national districts (3rd decile); Newark and Sherwood is the 148th most deprived (4th decile); and West Lindsey is the 146th (4th decile).

2.5 Employment and Local Economy Impacts

- 2.5.1 Firstly, temporary construction roles will be created over the course of the two year construction period. Temporary construction employees are estimated to peak at 750 over the course of the two year construction period; the average is expected to be 554 full time jobs. These jobs will include a range of trades and require different skill levels. Further indirect jobs will be supported within supply chains.
- 2.5.2 Secondly, once operational the Proposed Development will create new direct long term employment opportunities over the course of its 60 year operational life. These new jobs are expected to comprise land management and maintenance roles (for example regular grass cutting, panel cleans or hedgerow maintenance) as well as technicians, engineers, site/process managers and administration roles, at a range of skill levels. These include specialist, skilled roles, given the high voltage requirements of the infrastructure required for the Proposed Development.
- 2.5.3 Thirdly, the Proposed Development represents a significant investment in the local economy, both at construction and operational stages. As well as direct benefits, there are expected to be further knock-on impacts for local, regional, national – and potentially international supply chains. These wider ‘indirect and included’ effects are typically estimated using economic multipliers. Two types of multiplier effect are typically identified:
- > a supply linkage (or indirect) multiplier. This reflects additional purchases made as a result of the Proposed Development, and the associated purchase along supply chains (for example purchases of fencing, or metal supports for the panels and the associated materials for these); and
 - > an income (or induced) multiplier. This reflects local expenditure as a result of those who derive their incomes, directly and indirectly from the Proposed Development (for example via food and accommodation).

- 2.5.4 Additional construction employment will be supported at decommissioning stage, although no attempt to quantify those jobs are included in the application documents as this is to occur 60 years in the future and making assumptions of the exact required workforce for such a temporary activity would be difficult to undertake. At that point though the operational jobs would be lost, or potentially relocated to an alternative site(s).

3. Proposed Opportunities and Activities

3.1.1 The Applicant proposes three main areas of focus:

- > Provide information and communication – ensuring effective communication and collaboration with stakeholders within the organisations in **Table 3.1**. The aim of this activity will be to make sure that businesses and public sector agencies have time to understand and plan for the supply chain and skills opportunities associated with the Proposed Development;
- > Understand intervention needs – working with local stakeholders set out in **Table 3.1** to assess whether there is a case for targeted actions to develop supply chain or labour market capability; and
- > Deliver other supportive activities – identify other opportunities where construction and operation could be configured to help maximise the potential for local economic benefits.

3.1.2 The way in which the Applicant proposes to achieve these areas of focus are set out in **Table 3.2**.

3.2 Collaboration

3.2.1 The Applicant acknowledges the importance of collaboration between local communities, authorities and business to ensure the training, job opportunities, up-skilling and economic benefits are realised and retained within the local areas and regions.

3.2.2 In order to begin the collaboration process that will be retained throughout the production and delivery of this OSSCEP, and the detailed plan to follow, the Applicant has held workshops with the host local authorities to begin meaningful engagement. At this stage, appropriate contacts within the Authorities have been shared, and the Applicant is confirming which other organisations and stakeholder groups would be appropriate to collaborate with, and introductions to these groups are being progressed (as set out in more detail below).

3.2.3 In relation to collaboration with other NSIP developers, the Applicant has identified an opportunity through early discussions with the host local authorities for cross-developer collaboration to ensure that training, employment opportunities and up-skilling specific to the renewable energy sector are shared between the projects coming forward at the same time, within the East Midlands Region. The Applicant and the host local authorities consider that much could be gained from establishing a structure that would bring together solar energy developers across the Region and commits to playing an active role in such a collaboration.

3.3 Identified stakeholders and groups

3.3.1 **Table 3.1** includes a list of bodies that will be considered when preparing the list of stakeholders in the detailed plan who the Applicant proposes to collaborate with to achieve the key objectives set out below. The Applicant has already had meetings with the host local authorities where additional stakeholders were identified, and is committed to maintaining this engagement throughout the examination period and beyond. As set out below, a working group is being set up to facilitate these discussions.

3.3.2 If the DCO is granted, the Applicant will develop a list of relevant organisations and commitments for inclusion within the detailed SSCEMP, in collaboration with the host local authorities and key organisations identified.

Table 3.1: Potential Key Public and Private Sector Organisations for Collaboration

Sector	Organisation
Primary Public Sector Partners	Lincolnshire County Council
	Nottinghamshire County Council
	Newark and Sherwood District Council
	Bassetlaw District Council
	West Lindsey District Council
Education and Training Providers	Nottinghamshire College
	Lincoln College
	Lincoln University Technical College
	Lincolnshire Institute of Technology and its education partners (the University of Lincoln, University Campus - North Lincolnshire, University Application Document Centre Grimsby, Boston College, Grantham College and University Centre, Lincoln and Riseholme Colleges)
	2aspire (Lincolnshire County Council)
	Newark Construction College
Business Sector Groups	
	Greater Lincolnshire Combined County Authority
	Construction Industry Training Board (CITB)
	D2N2 Local Enterprise Partnership
	East Midlands Mayoral Combined County Authority

Sector	Organisation
	Department for Work and Pensions (DWP)
	Jobcentre Plus
	The Bridge Skills Hub (Workshop)

3.4 Proposed Activities and Delivery

- 3.4.1 The key activities that the Applicant proposes to undertake to effectively promote opportunities for local people and businesses arising from the Proposed Development within each focus area is set out in **Table 3.2** below.

Table 3.2: Proposed Activities

Focus Area	Activities
Provide information and communication – ensuring effective communication and collaboration with stakeholders within the organisations in Table 3.1 . The aim of this activity will be to make sure that businesses and public sector agencies have time to understand and plan for the supply chain and skills opportunities associated with the Proposed Development	Participating in forums established to co-ordinate workforce and skills development across the Regions. These forums will be confirmed with the host local authorities through ongoing discussions.
	Collaboration with the developers of other NSIPs across the Regions to share and transfer knowledge and insights into effective approaches that deliver economic benefits for people and communities and coordinate activities to support workforce development and transfer of skills.
	Attend job fairs, careers days in schools and colleges, and other jobs and careers awareness-raising events, promoting the opportunities for jobs and careers in solar and other renewable energy. In discussion with the host local authorities, this is one of the best ways to engage with people seeking work.

Focus Area	Activities
	Provide information on the expected employment opportunities to local job seekers in an accessible format. This could include posting on the project's web portal, advertising in local news publication and working with local Job Centres. In discussion with the host local authorities, posting job opportunities on social media could also be successful depending on the type/scale of opportunities.
	Collaborate with the University of Lincoln's Sustainable Energy and Power Research Group and the Lincolnshire Institute of Technology to transfer knowledge and encourage innovation regarding solar and other renewable energy development and storage
	The Applicant will identify and collaborate with local partners including the Local Authorities to inform small businesses about contract and purchasing opportunities resulting from the Scheme.
Understand intervention needs – working with local stakeholders set out in Table 3.1 to assess whether there is a case for targeted actions to develop supply chain or labour market capability	Highlight gaps in provision by working with stakeholders to highlight any identified needs which are not being addressed by current skills development programmes in the local area. This will help to ensure that education and skills providers are able to tailor their provision to the requirements of industry. This has been discussed at high level with the host local authorities who have highlighted the possibility of a gap in apprenticeship programmes to facilitate the workforce required to construct, operate and decommission renewable energy projects. The Applicant will continue discussions with the host local authorities and engage with the local education providers.
	The Applicant will seek opportunities to work with existing further and higher education providers in and around the local area and wider Region to explore apprenticeships and other academic support during the construction or operational phase of the Proposed Development.

Focus Area	Activities
	The Applicant will look at practicable opportunities to support STEM education aimed at primary children, secondary school students, college students, and/or other young people in the area to ensure there is an availability of skilled and qualified people to meet the demands of the future in delivering large infrastructure projects. From initial discussions with the host local authorities, there are existing initiatives and programmes in place the Applicant can collaborate with, for example 'aspirational assemblies' programme where the Applicant would go to local schools and hold an assembly to raise awareness of the Proposed Development and training, skills and employment opportunities
	Up-skilling people by supporting the achievement of vocational qualifications (BTEC, NVQ etc) at various levels which are relevant to the construction and operational phase of the Proposed Development. This can be secured by providing employment opportunities with inbuilt training, or by supporting the delivery of programmes (such as specialised apprenticeships) to ensure that the qualifications required are available. Manufacturing and construction as a sector have the greatest percentage of the workforce in the local area (as set out in ES Volume 2, Chapter 17: Socio-Economics [EN10159/APP/6.17], so there are skills that can be taken advantage of within the local area, but up-skilling and additional training to specialise in renewable energy projects will be important.
Deliver other supportive activities – identify other opportunities where construction and operation could be configured to help maximise the potential for local economic benefits.	Promote opportunities widely: ensure that opportunities associated with the Proposed Development and the renewables sector generally are promoted widely, including to groups that are disadvantaged in the labour market. This will be achieved through attendance at local job fairs and events, and by asking the host local authorities to help advertise to hard-to-reach groups.
	Holding site visits with different schools and colleges during the construction of the development making the Proposed Development an educational resource for the local area. The Applicant can provide access and a technical tour with the groups to raise awareness and educate on the opportunities for employment.

Focus Area	Activities
	Providing an outreach/community engagement programme allowing local schools/learning disability and mental health groups to volunteer, engage and learn from the Proposed Development. This could include volunteer placements or work shadowing roles with the construction staff (such as planting or ecological enhancements like building beetle banks and bird boxes) and maintenance staff (such as vegetation maintenance, or panel cleaning activities) and partnerships with local schools for representatives from the Applicant to attend 'Aspirational Assemblies' which is an initiative the host authorities expressed an interest for us to join in some capacity.

3.5 Working Group

- 3.5.1 The Applicant will set up a Working Group to enable collaboration with the organisations identified in **Table 3.1** to deliver benefits arising from the Proposed Development and also to act as a focal point for embedding the Proposed Development within relevant structures and networks across the wider region, particularly those that connect into planning for employment and skills across the Regions.
- 3.5.2 The initial task for the Working Group would be to galvanise, at an early stage, the collaborations required to develop the full Plan and endeavour to ensure that the right partners are in place to deliver a suite of actions to benefit people and businesses.
- 3.5.3 The content of the final Plan would be a more detailed articulation of the principles and suggested actions set out in this OSSCEP. The final Plan would be approved by the host local authorities as a requirement of the Development Consent Order and would require approval prior to commencement of construction.
- 3.5.4 It is envisaged that the host local authorities would be at the core of the Working Group, and this has been agreed with them during initial discussions. Other stakeholders would include at least some, if not all, of the organisations and networks set out above in **Table 3.1**, but this would be agreed with the host local authorities before implementation.
- 3.5.5 The Working Group would provide oversight on the delivery of the final Plan. It would also oversee systems for monitoring and recording economic benefits arising from the Proposed Development. It would also engage in evaluating progress and integrating lessons learned into the development and delivery of the final Plan over time, so that delivery properly reflects any changes in contemporary local economic baseline conditions. Importantly, it would support

the host local authorities to ensure that the conditions for delivering economic benefits from the Proposed Development, as articulated within the DCO, are appropriately discharged.

- 3.5.6 Upon approval of the final Plan, the Applicant and the Working Group would work in partnership to ensure that opportunities for employment, upskilling and re-skilling and engaging businesses in the supply chain are defined and promoted at the earliest possible time.

4. Timeline

- 4.1.1 The activities set out in this Plan will commence after the DCO has been granted.
- 4.1.2 In order for the Plan to be successful, it will need to be implemented as early as practicable prior to the commencement of construction. This is to ensure that local organisations are aware of upcoming opportunities and will be able to prepare appropriately.
- 4.1.3 The proposed activities referred to in **Section 3** of this OSSCEP would be undertaken in advance of the procurement and appointment of construction contractors.
- 4.1.4 **Table 4.1** sets out a timeline for developing and delivering the full SSCEP.

Table 4.1: Timescales for Developing and Delivering the full Skills, Supply Chain and Employment Plan

Key Milestone	Actions
2025 – after DCO Submission	Continue engaging with host local authorities and seek introductions to local education and training providers, and business sector groups (as identified in Table 3.1 and any additional groups identified through post submission engagement). Working Group to be formed.
2025 – 2026	Continue engagement and collaboration with the identified groups and other developers through the Working Group.
2027 – after decision, assuming consent is granted	Develop the full Skills, Supply Chain and Employment Plan into the final document in collaboration with the Working Group, confirming the objectives and activities to be followed. Seek approval of the final Skills, Supply Chain and Employment Plan from the Local Authorities, in accordance with Requirement 16 of the DCO. Send out invitations for contractors to tender for work (if relevant). Engage with local businesses and market opportunities to them.
2027 – earliest start point for construction	Continued engagement with local businesses to promote recruitment and to establish programmes with young people, especially apprenticeships specific to the renewable energy sector where training gaps might have been identified. Develop strategies with contractors to deliver and monitor requirements in contracts. Activities and outputs to be delivered during construction.

Key Milestone	Actions
	Activities and outputs to be monitored and reported on consistently to determine their successful completion.
2029 – earliest date for operational phase	Continued engagement with local businesses, stakeholders and education providers to ensure operational roles are offered locally and the training, and upskilling programmes are operating effectively. Activities and outputs to be delivered during operation. Activities and outputs to be monitored and reported on consistently to determine their successful completion

5. Ethical Procurement

- 5.1.1 The Applicant wishes to ensure the construction, operation and decommissioning of the Proposed Development is undertaken pursuant to an ethical procurement policy and that this is a legal obligation on anyone who has the powers under the DCO. That would be achieved by securing this Plan by a requirement of the DCO.
- 5.1.2 The Applicant proposes the following ethical procurement policy:
- > Any potential supplier must participate in a modern slavery supplier due diligence exercise as part of the tender exercise;
 - > Any potential supplier, whether or not they meet the statutory thresholds under section 54(1) of the Modern Slavery Act 2015, must publish annually a modern slavery and human trafficking statement. This statement must also be uploaded to the Home Office Register for such statements;
 - > The modern slavery and human trafficking statement must be informed by a risk assessment;
 - > Any potential supplier must have a modern slavery policy;
 - > Any potential supplier must provide relevant employees with modern slavery training that has been produced by a certified provider of such training;
 - > Any contract to be entered into with a potential supplier must include the following warranties:
 - The supplier has not been and is not engaged in any form of slavery, forced labour, labour exploitation or human trafficking anywhere in the world;
 - the supplier pays and treats its workers in compliance with applicable employment laws and minimum wage requirements; and
 - the supplier will take reasonable steps to prevent slavery and human trafficking in connection with its business anywhere in the world;
 - > Any contract to be entered into with a potential supplier must include:
 - An obligation on the part of the potential supplier to report any circumstances that give reasonable cause to suspect possible slavery, forced labour, labour exploitation or human trafficking in connection with its business anywhere in the world;
 - A right of audit;
 - A right to require an action plan to be initiated by the supplier in the event that the Applicant considers the controls implemented by the supplier to be inadequate; and

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

6. Monitoring

- 6.1.1 This section sets out the methods through which the OSSCEP will be monitored and measured.
- 6.1.2 The Applicant is committed to robust performance monitoring and reporting and a monitoring and reporting plan will be developed as part of the full Plan and will be submitted to the Local Authorities for approval. Monitoring the objectives and actions of the SSCEP will be achieved by following the methods below:
- > Consider how best to practically collect data, prior to defining measurable targets;
 - > Developing specific, measurable, attainable, realistic, and timely (SMART) performance indicators;
 - > Ensuring mechanisms that are used to monitor the performance of the objectives are relevant to the stated objectives in the final SSCEP; and
 - > Ensuring performance indicators are flexible to account for changing circumstances.
 - > The Applicant will register with the Considerate Constructors Scheme, or other similarly aimed schemes to provide positive contributions to the community and environment.
- 6.1.3 Monitoring the scale and type of local economic benefits that the Proposed Development realises would provide intelligence about the success of particular measures proposed, as well as improving the wider evidence base about the local economic benefits associated with similar scale ground mounted solar photovoltaic generating stations.
- 6.1.4 The monitoring and reporting plan would be developed in consultation with the Working Group and agreed by the host local authorities. This would ensure that the delivery of actions and outcomes reflect DCO Obligations. This would include recording results against standard infrastructure-related performance indicators set out within the National Skills Academy for Construction (NSAfC) framework; the location of the East Midlands region businesses engaged in the supply chain; and the post codes of people gaining access to employment and skills through proactive approaches to encourage local employment.
- 6.1.5 All systems and processes will comply with General Data Protection Regulations.
- 6.1.6 The Applicant is committed to the requirements of the ethical procurement policy in **Section 6** of this plan being delivered. It will require that any supplier will upload its modern slavery and human trafficking statement annually to the Home Office Register which is maintained by the government and will mean that such statements are subject to monitoring by the relevant planning authorities. A list of

suppliers would be made available prior to commencement of development to the local planning authority, to enable this monitoring, and would be updated as necessary.



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