Meridian Solar Farm

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Volume 7

Other **Documents**

7.17 **Outline Skills, Supply Chain and** Employment **Plan** (Rev **2**) (**Tracked**)

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Executive Summary

Purpose

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

This document 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 then identifies potential opportunities for activities relating to Skills, Supply Chain and Employment (SSCE) which Meridian Solar Farm Ltd ('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 OSSCEP identifies means for publicising SSCE opportunities and for joint working with key partners going forwards. It also provides a framework for future delivery.

There is a requirement in the **Draft DCO** (Doc Ref. 3.1) for the OSSCEP to be developed into a full SSCE Plan once consents are granted. The SSCE Plan will confirm the objectives and activities to be pursued. There will also be a Requirement in the DCO for the SSCE Plan to be approved by the relevant planning authority (South Holland District Council) before its implementation.

Economic Benefits of the Scheme

The Scheme spans approximately 1,616 hectares (ha) of land, It comprises a solar photovoltaic (PV) electricity generating facility with capacity to generate over 100 megawatts (MW) and power 215,000 homes together with a Battery Energy Storage System (BESS), and connection to the National Grid (the 'Grid Connection Route') to the proposed Weston Marsh National Grid substation. Construction of the Scheme would take place between 2029 and 2033. During this period, construction activities are expected to create total net employment of 207 full time equivalent (FTE) jobs on average per annum (138 direct jobs and 69 indirect jobs). A large variety of roles and skills will be required, including electrical engineers, civil and construction workers, overhead linespersons, ~~and~~ assemblers for PV panels and racking, and expertise in landscape, ecology, heritage and other environmental disciplines. The main equipment requirements of the Scheme are electrical, civils and landscaping related.

Existing Baseline

The characteristics of the workforce and economy were examined in order to set the context for the OSSCEP. The principal economic study area has been defined as a 60-minute drive time from the Scheme, as shown in **ES Figure 14-7: 60 Minute drive time from the Site** (Doc Ref 6.2). The study area had a population of 2,146,488. 62.7% of this population were of working age (aged 15-64), whilst 17.2% were aged between 0 and 14. Data for other geographies was also studied where relevant, depending on the indicator being considered and data availability. The Site is located within the administrative boundary of South Holland District Council in Lincolnshire County.

- In 2021, the economic activity rate in the Study Area (61.5%) was higher than the rates in South Holland (59.8%), Lincolnshire (57.2%), the East Midlands (59.9%), and England (60.9%). In 2021, of the economically active population (population who are of working age and are either employed or actively seeking employment), 2.6% were unemployed; this is similar to the proportion in South Holland (2.5%), but lower than Lincolnshire (2.8%), the East Midlands (3%), and England (3.5%).
- Within the study area, 30% of over-16 residents have attained a level 4 (degree level) qualification or above. This figure is notably higher than for South Holland (20.1%) and Lincolnshire (25.6%), however, it is lower than the England national average (33.9%).
- According to the most recent data, South Holland was in the top 50% most deprived local authorities in England. There were no Lower Super Output Areas (LSOAs) in the district that ranked among the 10% most deprived nationally.
- In 2023, the largest industry in the Study Area by employment was the industry of wholesale, retail trade and repair of motor vehicles (16.4% of working population). In the study area, 4.8% of the working population worked in the construction sector, slightly higher than the proportion in the East Midlands and England (4.3% and 4.7%, respectively), but lower than South Holland (5%).

Economic Policy and Strategy Context

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

- The relevant National Policy Statements (NPSs) (EN-1, EN-3) define solar energy infrastructure as critical national priority projects, key assets for

decarbonisation and energy security. The NPSs also encourage schemes to deliver local economic benefits such as job creation, skills development, and supply chain growth.

- The National Planning Policy Framework (NPPF) promotes sustainable development and supports renewable energy projects that contribute to rural economic resilience.
- The South East Lincolnshire Local Plan and Sub-Regional Strategy prioritise the transition to a low-carbon economy, identifying renewable energy as a key growth sector that can support rural employment and attract investment.
- Lincolnshire County Council's Corporate Plan aligns with the Scheme's aims, highlighting the role of green infrastructure in achieving net zero targets and generating skilled, diverse employment locally.
- A number of Greater Lincolnshire Local Enterprise Partnership (LEP) strategies position clean energy as a driver of inclusive economic growth, supporting investment in solar and development of a workforce skilled in low-carbon technologies.

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

Opportunities

Seven potential opportunities relating 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

To maximise legacy Scheme benefits, the Applicant will require the principal contractor and sub-contractors working on the Scheme to offer apprenticeships, and therefore that apprentices will be part of the employed construction workforce. The Applicant will require contractors to provide opportunities for the creation of apprenticeships during construction, operation and decommissioning as part of its procurement process. The requirement will include early engagement with some of the local apprenticeship training providers which have been identified.

Opportunity 2 – Other Workforce Training

The Applicant will require 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 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

The Applicant will undertake a programme of activities which promote science, technology, engineering, and mathematics (STEM) education and careers (in line with similar measures employed on other schemes promoted by the Applicant's corporate group). This ~~could~~ will 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

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.

Opportunity 5 – Maximising Diversity of the Workforce

The Applicant will investigate measures to maximise the diversity of the workforce. This measure in particular will include consideration of 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

The Applicant will work with local partners to communicate purchasing and contracting opportunities arising from the Scheme to local businesses. This will include holding networking events such as "Meet the Contractor" and "Meet the Developer" 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.

Opportunity 7 – Ethical Procurement Policy

The procurement strategy for the Scheme will include an ethical procurement policy (in line with that of the Applicant's corporate group), allowing the Applicant to safeguard workforce equity and human rights in the supply chain.

Delivery

Potential delivery arrangements for the OSSCEP 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

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 OSSCEP are being achieved.

1. Introduction

1.1. Purpose of this Report

1.1.1. The Scheme will generate economic benefits including new jobs and expenditure, as established in **ES Chapter 14: Socio Economics and Land Use** (Doc Ref. 6.1). The Applicant aims to act pro-actively and maximise these benefits for the local community.

1.1.2. This Outline Skills, Supply Chain and Employment Plan (OSSCEP) 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 related 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 OSSCEP also identifies a framework for future delivery and monitoring.

1.1.3. This 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 **Draft DCO** (Doc Ref. 3.1) for the Scheme. The full SSCE plan will be subject to approval by the relevant planning authority (South Holland District Council).

1.2. The Scheme

1.2.1. As outlined in **ES Chapter 2: The Scheme** (Doc Ref. 6.1), the Scheme would comprise the construction, operation (including maintenance) and decommissioning of a solar PV electricity generating station with associated infrastructure, including co-located BESS, Inter-Array Connections to link the land parcels that form the Solar Development Areas, and an up to 13km overhead line Grid Connection (with one short undergrounded section) which would run north towards a point of connection (PoC) at the proposed Weston Marsh B National Grid Electricity Transmission (NGET) substation, to the north of Weston.

1.2.2. The Solar PV generating station, associated BESS, on-site substations and other associated infrastructure would be located within four land parcels (A, B, C and D) referred to collectively as the Solar Development Area, as shown in **ES Figure 1-1: Scheme Location** (Doc Ref. 6.2). The Scheme spans approximately 1,616 hectares (ha) of land. The Solar Development Area is approximately 1,067ha, comprised predominantly of agricultural land.

1.2.3. The Inter-Arrays would be the areas within which 132kV connection cables (the 'Inter-Array Connections') would link the land parcels of the Solar Development Area. The configuration of the Inter-Array Connections (132kV) would comprise underground cabling between Land Parcels A and B ('the Underground Inter-Array') and an overhead line between Land Parcels C and D ('the Overground Inter-Array').

1.2.4. The Grid Connection Route would be the area between the Solar Development Area and the National Grid Weston Marsh B Substation in which a 400kV overhead line (the 'Grid Connection') would be located. There is one section where the Grid Connection would route underground to avoid conflicts with an existing 132kV overhead line. Cable Sealing End Compounds (CSECs) would join the proposed underground cable at that section with the proposed overhead line.

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 (EIA) are as follows:

- It is currently anticipated that (subject to the necessary consents being granted) construction work will commence in 2029;
- It is currently anticipated that the Scheme will commence commercial operation from 2033;
- The operation life of the Scheme is 40 years, with decommissioning to commence 40 years after final commissioning (currently anticipated to be 2033 – 2073);
- Decommissioning is expected to take 24 months.

1.2.6. The Site is located entirely within South Holland District Council's administrative area, which is in turn within Lincolnshire County Council's administrative area. The surrounding landscape comprises of the town of Spalding, as well as agricultural land and small rural villages, including Weston, Moulton, Moulton Chapel, Cowbit, Shepeau Stow, Whaplode Drove, Holbeach Drove, and Gedney Hill.

1.3. Structure of this Document

1.3.1. The remainder of this document is structured as follows:

- Section 2 summarises the scale and nature of likely economic effects of the Scheme, which the OSSCEP aims to maximise. The key impacts comprise jobs

generated during the construction and decommissioning phase, and spending on goods and services.

- 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.
- 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.
- Section 5 proposes a broad approach to developing and delivering the OSSCEP post-consent, including a potential organisational structure and partnerships. An indicative timeline for SSCE plan development and implementation is also set out.
- 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 Chapter 14: Socio-Economics and Land Use** (Doc Ref 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)[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. 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

Employment

2.2.4. The Applicant has estimated the workers required to deliver the Scheme. Taking the Solar Development Areas, the Inter-Array Areas and the Grid Connection Corridor into account, in total it is estimated that the Scheme would require an average of 184 gross direct FTE jobs on-site per day during the construction phase (assumed to be equivalent to 184 FTE jobs per annum) and a peak

1 Homes and Communities Agency (HCA), (2014); Additionality Guide: A Standard Approach to Assessing the Additional Effect of Projects: 4th Edition.

workforce of 855 FTE staff per day. The average figure of 184 FTE jobs per annum is used as the basis to assess the economic impact of the Scheme.

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 40% of construction staff (74 employees) 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, 60% of staff (110 employees) would be likely to reside 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 solar PV and overhead line 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[1], a displacement factor of 25% is applied. This reduces the gross direct employment figure of 184 to a net direct employment figure of 138. 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 138 workers results in net indirect and induced employment of 69 jobs per annum during the construction phase.

2.2.8. The net additional construction employment, reflecting the above, is summarised in Table 2-1.

Table 2-1: Net Additional Construction Employment Per Annum from the Scheme

	Study Area (60-minute travel area)	Outside Study Area	Total
Gross Direct Employment	74	110	184
Displacement	18	28	46
Net Direct Employment	55	83	138
Indirect and Induced Employment	28	41	69
Total Net Employment	83	124	207

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 **ES Chapter 14: Socio-economics and Land Use** (Doc Ref 6.1) as temporary low beneficial, which results in a **minor beneficial effect**. This is considered **not significant.**

Gross Value Added (GVA)

2.2.10. In the East Midlands, GVA per worker in 2023 in the construction sector was estimated to be £121,000 per head[2]. Applying this figure to the total gross direct construction workers generated by the Scheme, it is estimated that construction would contribute approximately £22.3 million per annum to the national economy, of which £8.9 million per annum would likely be within the study area[3], as shown in Table 2-2.

[2] ONS, (2024), Regional Gross Value Added (balanced) by Industry: local authorities by ITL1 Region. Available at: https://www.ons.gov.uk/economy/grossdomesticproductgdp/datasets/regionalgrossvalueaddedbalancedbyindustrylocalauthoritiesbyitl1region

[3] This has been calculated based on the compound average GVA per worker in the construction sector in the East Midlands, as data is not published at the more granular, LSOA-derived, study area level to the same level of accuracy.

Table 2-2: 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)	8.9	13.4	22.3

2.2.11. The impact of GVA generation from the construction phase on the local economy has been assessed in **ES Chapter 14: Socio-Economics and Land Use** (Doc Ref 6.1) as being of low magnitude. This results in a temporary **minor beneficial effect** which is **not significant**.

Operation

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 60% 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 10 permanent jobs generated by the Scheme. The jobs created would be in the renewable energy sector, assisting in the UK's transition to net zero.

2.2.14. Currently, the Site predominantly consists of agricultural land (mainly arable with some grazing). Any loss of agricultural sector employment is likely to be minimal, given how the farmland is managed within the Solar Development Areas. There are no workers who are reliant on the farmland for full time employment. Within the Inter-Array Corridors and the Grid Connection Route, any disruption to farming activities would be temporary and short term only.

2.2.15. As presented in Table 2-3, it is estimated that there would be a net gain of 11 FTE jobs supported by activities on the Site as a result of the Scheme.

Table 2-3: Total Net Employment during Operation of the Scheme

	Study Area (60-minute travel area)	Outside Study Area	Total
New Employment			
Gross Direct Employment	4	6	10
Displacement	1	2	3
Net Direct Employment	3	4	7
Indirect and Induced Employment	2	2	4
Total	5	6	11
Total Net Employment[4] (Existing Employment – New Employment)	5	6	11

2.2.16. The sensitivity of the local workforce to employment changes has been assessed as low, as the unemployment rate in study area is slightly lower than in the surrounding geographies. The impact of the employment gain of 11 jobs supported by operational activities on the Site on the local economy has been assessed within **ES Chapter 14: Socio-Economics and Land Use** (Doc Ref 6.1) as very low beneficial, which results in a **negligible effect**. This is **not considered significant.**

Decommissioning

2.2.17. At the end of its operational life, the Scheme would be decommissioned as per the requirement of the **Draft DCO** (Doc Ref. 3.1), and all above-ground infrastructure removed. It is assumed based on the activities taking place that the

[4] Sum of Net Direct Employment and Indirect & Induced Employment

same number of jobs required for constructing the Scheme would be needed to carry out the activities required to remove the infrastructure from the Site. Therefore, an average of 184 gross FTE jobs would be on-site per day during this decommissioning phase. Taking account of leakage, displacement, and multiplier effects, the Scheme would support, on average, 207 total net jobs per annum during the decommissioning phase. Of these, 83 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**.

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 Site.

2.2.19. Table 2-4 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 period employment.

Table 2-4: Net Additional Decommissioning Employment Per Annum from the Scheme

	Study Area (60-minute travel area)	Outside Study Area	Total
Gross Direct Employment	74	110	184
Displacement	18	28	46
Net Direct Employment	55	83	138
Indirect and Induced Employment	28	41	69
Total Net Employment	83	124	207

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 operational phases of the Scheme. It is assumed that the type of jobs required for the decommissioning phase are similar in nature to the construction phase, and therefore jobs for these two phases have been grouped together. This information is summarised in Table 2-5~~Table 2-5~~.

Table 2-5: Potential Jobs and Skills Required during Construction & Decommissioning and Operation of the Scheme

Phase	Job Name	Job Description	Skills
Pre-construction	Engineers and designers	Undertake site investigations, design development and permitting.	Relevant professional qualifications and experience.
	Green infrastructure / BNG contractors, ecologists, archaeologists and heritage experts, and / or other environmental specialists.	Undertake site surveys, inform design development to ensure environmental requirements are successfully implemented on site, and complete any pre-construction mitigation works.	Relevant professional qualifications and experience.
Construction & Decommissioning	Construction and Decommissioning Management Team	Construction and decommissioning Management. Health and Safety Management. Co-ordination of procurement and deliveries.	Relevant qualifications and experience.
	Site Supervisors	Manage smaller areas of construction and decommissioning Co-ordinate trades.	Relevant qualifications and experience.
	Fencing Installation Workers	Installation and removal of the perimeter fencing including any gates for access. Installation of internal fencing where necessary.	No specific qualifications required, however relevant experience necessary at supervisory level.

Phase	Job Name	Job Description	Skills
	Civil Workers	Preparation of the Site. Work includes: • The removal and storage of topsoil and levelling of the land as required. • Preparation and construction of any internal access roads, and roads for access onto and away from the Site; • Digging of trenches for wiring; and • Preparation and laying foundations for any Site structures Reinstatement of the Site. Work includes: • The reinstatement of topsoil and levelling of the land as required. • Removal of internal access roads.	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.

Phase	Job Name	Job Description	Skills
		Full drainage assessment at reinstatement.	
	Trenchless Crossing Operations (e.g. Horizontal Directional Drilling (HDD))	To install cables in areas where traditional open cut cannot be used.	Relevant qualifications and experience.
	Labourers	Labour as required to assist in operations mentioned above.	No specific qualifications required.
	Overhead Linespersons	Installation and removal of overhead power lines and cables where necessary.	Relevant construction qualifications and experience required.
	Building Construction	Labour workers under direction to construct buildings. Installation of the substation buildings.	Relevant construction qualifications and experience required.
	Racking Structure Personnel	Manage a ramming machine to create the solar structure and assemble the associated structures and then to remove the structures.	Skilled and experienced workers required to control the ramming machines; and Less skilled workers required to assemble other components of the structures.
	Panel Personnel	Individuals to manage the process of mounting and removing the solar modules onto/from the structures.	Experience of electromechanics tools required.

Phase	Job Name	Job Description	Skills
	Low Voltage (LV) Electrical Engineers	Connecting and disconnecting the panels with inverters and solar stations.	Relevant qualifications for LV wiring and installation of equipment required.
	Medium Voltage (MV) Electrical Engineers	Connecting and disconnecting the solar stations with the on-site substations.	Relevant qualifications for MV wiring and installation of equipment required.
	High Voltage (HV) Engineers	Connecting and disconnecting the on-site substations and transformers with the transmission network. Installation of overhead lines.	Relevant qualifications for HV wiring and installation of equipment required.
	Security Guards	Protecting the Site during the construction and decommission process.	Relevant experience.
	CCTV Workers	Setting up and decommissioning the security system.	Relevant experience.
	Landscape Workers	Installation of all landscaping such as planting and maintenance. Work with the civils team to reinstate the land during decommissioning where necessary.	Relevant qualifications at managerial level for managers / supervisors; and ground workers with relevant experience (or other workers under supervision).
	Green infrastructure / Biodiversity Net Gain (BNG) contractors, ecologists, archaeologists	Undertake monitoring and oversee construction to ensure that ecological, heritage and environmental	Relevant professional qualifications and experience.

Phase	Job Name	Job Description	Skills
	and heritage experts, and / or other environmental specialists.	requirements are successfully implemented on site.	
Operation	Electrical Engineers	To monitor and resolve any problems.	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 site as necessary.	Relevant experience.
	CCTV and Security	To monitor security of the site.	Relevant experience.
	Overhead Linespersons	Maintenance of overhead power lines and cables where necessary.	Relevant qualifications and experience required.
	Shepherd	To maintain overview of the grazing, if used for land management.	Relevant experience.
	Landscape, Monitoring and Managing	To monitor and maintain the landscape/ecology areas within the Scheme.	Relevant experience.
	Archaeological monitoring	To provide advice and expertise if required, if additional ground disturbance arises.	Relevant experience.

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 2-6.

Table 2-6: Summary of Equipment and Material Requirements

Scheme Component	Equipment and materials
Solar PV modules and mounting structures	Solar PV panels, racking and mounting systems
Solar Stations	Containers housing inverters, transformers and other associated equipment
BESS	BESS units
	Electrical equipment – inverters and switchgear, control rooms and storage, and control and metering equipment.
	BESS fire suppression system
	Control, welfare and storage buildings
	Parking, including emergency vehicle rendezvous points
	Fencing
On-site substations	Transformer
	Switchgear (cells)
	Control and metering equipment
	HV Cable
	LV Cable
	Earthing
	Civil Materials (e.g. gravel)
	Fencing
	CCTV

Scheme Component	Equipment and materials
Overhead Line	Steel Structures
	Insulators, fittings
	Fittings
	Conductors
	Fibre Optic Earthwire Conductor (OPGW)
	Earthing
	Civil Materials (e.g. reinforced concrete)
Cable Sealing End Compounds / Underground Cable	Steel Structures
	Steelwork - Post Insulators (PI), Earth Switch (ES) and Cable Sealing Ends (CSE)
	Insulators, fittings
	Conductors
	HV Cables
	LV Cables
	Buried Fibre Optic Earthwire Conductor
	Earthing
	Civil Materials (e.g. reinforced concrete, roadway, stone/rock chipping)
	Fencing, gates

3. Existing Baseline 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 maximise 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 OSSCEP.

3.1.3. An analysis of the existing baseline conditions and an economic policy review have been undertaken to inform the OSSCEP. Findings are set out below. More detailed information can be found in:

- Existing baseline conditions: Section 14.6 of **ES Chapter 14: Socio Economics and Land Use** (Doc Ref 6.1).
- Legislation, policy and guidance: **ES Appendix 14-1: Socio Economics and Land Use – Legislation, Policy and Guidance** (Doc Ref 6.3).

3.2. Existing Baseline

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. The key findings from the existing baseline condition analysis include:

- According to Census 2021 statistics[5], 62.7% of the population of the Study Area was of working age. This was a slightly higher proportion than South Holland District (60.3%), and Lincolnshire (60.9%), though slightly lower than the East Midlands region (63.6%) and the England national average (64.2%).
- In 2021, 61.5% of the population within the study area were economically active[5]. This is slightly more than in South Holland (59.8%), Lincolnshire (57.2%), the East Midlands (59.9%), and the England national average (60.9%).

5 Office for National Statistics, (2022); Census 2021. Available at: Nomis - Official Census and Labour Market Statistics - Nomis - Official Census and Labour Market Statistics (nomisweb.co.uk)

- Of the economically active population in the study area, 2.5% were unemployed in 2021[5], in line with the proportion in South Holland District (2.5%), but lower than Lincolnshire (2.8%), East Midlands (3.0%), and the England national average (3.5%).
- Within the Study Area, 30% of over-16 residents have attained a level 4 (degree level) qualification or above[5]. This figure is notably higher than for South Holland (20.1%) and Lincolnshire (25.6%), however, it is lower than the England national average (33.9%).
- Based on the 2019 Indices of Multiple Deprivation (IMD)[6], which is measured at local authority level, South Holland is in the top 50% most deprived local authorities in England, ranked 144th out of 317 (where 1 is most deprived). None of the Lower Super Output Areas (LSOAs) in South Holland are ranked amongst the 10% most deprived LSOAs nationally.
- In 2023, based on the Business Register and Employment Survey[7], the largest industry in the Study Area by employment was wholesale and retail trade and repair of motor vehicles (16.4% of working population). In the Study Area, 4.8% of the working population worked in the construction sector.

3.3. Relevant Policy and Guidance

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 OSSCEP.

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.

3.3.3. Relevant national planning policy that has been considered includes:

- Overarching National Policy Statement (NPS) for Energy (NPS EN-1) (2025)[8];

[6] MHCLG, (2019); Indices of Multiple Deprivation. Available at: https://www.gov.uk/government/statistics/english-indices-of-deprivation-2019

[7] ONS, (2024); Business Register and Employment Survey 2023. Available at: Nomis - Official Census and Labour Market Statistics - Nomis - Official Census and Labour Market Statistics (nomisweb.co.uk)

[8] Department for Energy Security and Net Zero, (2025); Overarching National Policy Statement for energy (EN-1). Available at https://assets.publishing.service.gov.uk/media/695d1015f41883f4e50ed9ab/overarching-national-policy-statement-for-energy-en-1-web-accessible.pdf [Accessed 19 January 2026]

- National Policy Statement for Renewable Energy Infrastructure (EN-3) (2025)[9];
- National Policy Statement for Electricity Networks (NPS EN-5) (2025)[10]; and
- National Planning Policy Framework (NPPF) (2025)[11].

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

- South East Lincolnshire Local Plan 2011 – 2036 (2019)[12];
- South-East Lincolnshire Sub-Regional Strategy 2024/5-2028/29 (2024)[13];
- Lincolnshire County Corporate Plan (2023)[14];
- Greater Lincolnshire LEP Local Skills Report (2022)[15];
- Protecting, Progressing, Prospering: Greater Lincolnshire LEP Plan for Growth (2021)[16];
- Greater Lincolnshire LEP Energy Strategy (2019)[17];
- Greater Lincolnshire LEP Strategic Economic Plan (2016)[18].

3.3.5. Key findings are as follows:

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[9] Department for Energy Security and Net Zero, (2025); National Policy Statement for renewable Energy Infrastructure. Available at: https://assets.publishing.service.gov.uk/media/695d1368b5c46330350ed9a2/national-policy-statement-for-renewable-energy-infrastructure-en-3-web-accessible.pdf [Accessed 19 January 2026]

[10] Department for Energy Security and Net Zero (2025); NPS for Electricity Networks. Available at: https://assets.publishing.service.gov.uk/media/695d12e1b5c46330350ed9a1/national-policy-statement-for-electricity-networks-infrastructure-en-5-web-accessible.pdf [Accessed 19 January 2026]

[11] Ministry of Housing, Communities, and Local Government, (2025); National Planning Policy Framework. Available at: National Planning Policy Framework - GOV.UK [Accessed 3 October 2025]

[12] South East Lincolnshire Joint Strategic Planning Committee (2019) *South East Lincolnshire Local Plan 2011–2036*. Available at: Local-Plan-text-March-2019.pdf [Accessed 3 October 2025]

[13] South East Lincolnshire Joint Strategic Planning Committee (2024) *South-East Lincolnshire Sub-Regional Strategy 2024/5–2028/29*. Available at: Sub-Regional_Strategy_Oct23.pdf [Accessed 3 October 2025]

[14] Lincolnshire County Council (2023) *Lincolnshire County Corporate Plan*. Available at: Corporate plan 2023 update [Accessed 3 October 2025]

[15] Greater Lincolnshire Local Enterprise Partnership (2022) *Local Skills Report*. Available at: Greater_Lincolnshire_Local_Skills_Report_January_2022.pdf [Accessed 3 October 2025]

[16] Greater Lincolnshire Local Enterprise Partnership (2021) *Protecting, Progressing, Prospering: Plan for Growth*. Available at: 2875_GL_LEP_Revival_Plan_ART_-_No_logos_page.pdf [Accessed 3 October 2025]

[17] Greater Lincolnshire Local Enterprise Partnership (2019) *Energy Strategy*. Available at: GLLEP_Energy_Strategy_Document_-_July_2019.pdf [Accessed 3 October 2025]

[18] Greater Lincolnshire Local Enterprise Partnership (2016) *Strategic Economic Plan*. Available at: Strategic_Economic_Plan_2016_Refresh.pdf [Accessed 3 October 2025]

- National energy policy (EN-1, EN-3, and EN-5) provides strong support for renewable infrastructure, highlighting the importance of solar power in achieving the 'Clean Power 2030 Mission' as well as the importance of electricity networks in supporting this. NPS EN-1 also encourages schemes to deliver local economic benefits such as jobs, skills, and supply chain development.
- The NPPF promotes sustainable development, supporting renewable energy projects that balance environmental impacts with economic benefits, especially in rural areas.
- The South East Lincolnshire Local Plan (2019) and Sub-Regional Strategy (2024/5–2028/9) both prioritise the transition to a low-carbon economy, identifying renewable energy as a growth sector with potential to support rural employment and attract investment.
- Lincolnshire County Council's Corporate Plan (2023) aligns with the Scheme's aims by emphasising net zero goals and the importance of green infrastructure projects in generating skilled and diverse local employment opportunities.
- The Greater Lincolnshire LEP's collection of strategies, including the Energy Strategy (2019), Plan for Growth (2021), Strategic Economic Plan (2016), and Local Skills Report (2022), highlight clean energy as a key driver for inclusive growth. These policy plans support the expansion of the low-carbon economy through investment in solar energy and skills development.

3.3.6. The provision of an OSSCEP 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 OSSCEP are listed below.

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 previous chapters. They are an illustrative long-list, and will be modified, refined and agreed through development of a full SSCE plan, which is secured via a Requirement included in the **Draft DCO** (Doc Ref. 3.1) for the Scheme. The SSCE plan will be subject to approval by the relevant planning authority (South Holland District Council).

4.2. Opportunity 1: Apprenticeships

4.2.1. As set out in Table 2-5~~Table 2-5~~, 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. To maximise legacy Scheme benefits, the Applicant will require the principal contractor and sub-contractors working on the Scheme to offer apprenticeships, and therefore that apprentices will be part of the employed construction workforce.

4.2.3. The Applicant will require 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 will include early engagement with local apprenticeship training providers, such as Business Lincolnshire[19], which provides apprenticeship opportunities within the Greater Lincolnshire area. Other local apprenticeship providers may include:

- The following colleges, located within South Holland District:
  - University Academy Holbeach

[19] Business Lincolnshire. Available at: Business Lincolnshire Home Page | Business Lincolnshire | Business Lincolnshire [Accessed 3 October 2025]

- University Academy Long Sutton
- Boston College Spalding Campus

- The University of Lincoln and the Bishop Grosseteste, located within the Greater Lincolnshire Combined County Authority.

4.2.4. Supporting key sectors to fill vacancies and maximise opportunities for young people is a priority within the Greater Lincolnshire LEP Local Skills Report, which identifies decarbonisation as a key sector to support.

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. It is likely that the principal contractor and sub-contractors would provide training to employees and workers as appropriate to their role on the project. 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 require 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. Supporting key sectors to fill vacancies and maximise opportunities for young people has been prioritised within the Greater Lincolnshire LEP Local Skills Report and the South East Lincolnshire Sub-Regional Strategy. These documents set out that councils should work with employers, job centres, and learning providers to ensure adequate initiatives and training are provided for local residents, allowing them to benefit from opportunities, such as the key sector of decarbonisation.

4.4. Opportunity 3: Education and Careers

4.4.1. The nature of the Scheme as a large renewable energy project presents an opportunity to expand the knowledge base around solar power, and operational solar generating stations specifically.

4.4.2. Over the last 10 years, the proportion of college students studying at least one STEM subject has decreased[20]. Combined with an ageing national engineering workforce[21], there is potential for a future shortage of technical skills required to deliver infrastructure projects similar to the Scheme.

4.4.3. The Greater Lincolnshire LEP Skills Report[15] outlines the importance of allowing residents to reach their potential in the local labour market through inspiring young people and adults to stay and work in the area and supporting people to gain the skills required to take up future local job vacancies.

4.4.4. The Applicant will undertake a programme of activities which promote STEM education and careers (in line with similar measures employed on other schemes promoted by the Applicant's corporate group). This ~~could~~ will 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 Site, and which ~~could~~ will be prioritised for engagement as part of this programme, are set out in Table 4-1 below. Colleges in South Holland District are set out in Section 4.2.

Table 4-1: Potential Primary and Secondary Schools for STEM Education and Careers Collaboration

Institution Name	Institution Type
Weston Hills CofE Primary School	Education – Primary School
The Cowbit St Mary's CofE Primary	Education – Primary School
Moulton Chapel School	Education – Primary School
Spalding Parish CofE Day School	Education – Primary School
Whaplode CofE Primary School	Education – Primary School
The John Harrox Primary School	Education – Primary School
St Pauls Community Primary School	Education – Primary School
Weston St Mary CofE Primary School	Education – Primary School
Ayscoughee Hall School	Education – Primary School
Spalding High School	Education – Secondary School

[20] The British Academy, (2024); Subject choice trends in post-16 education in England

[21] Engineering Construction Industry Training Board, (2024); 2024 Workforce Census

Institution Name	Institution Type
Spalding Academy	Education – Secondary School
Spalding Grammar School	Education – Secondary School

4.4.5. Given the Scheme's timescale and phases, some of the individuals targeted by an education and careers programme 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 period could be an effective way to educate and inspire students. The Applicant may 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 set out 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 project, 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 Site) and Career Hubs are identified in Table 4-2: Details of Nearby Job Brokerage Agencies.

Table 4-2: Details of Nearby Job Brokerage Agencies

Organisation	Address	Contact Details
Spalding Jobcentre Plus	Council Offices, Spalding PE11 2XD	+448001690190
Wisbech Jobcentre Plus	Albion House, Albion Place, Wisbech PE13 1AN	+448001690190
Peterborough Jobcentre Plus	45 Bridge St, Peterborough PE1 1HF	+448001690190
Greater Lincolnshire LEP Careers Hub	Lincolnshire County Council, Council Offices, Newland, Lincoln, LN1 1YL	+441522550540 Further details available at: Careers Support Programmes | Greater Lincolnshire LEP

4.5.4. The creation of jobs for local people in growth sectors helps to address the high outflow of skilled residents in South Lincolnshire identified in the Greater Lincolnshire Skills Report and can support the priority to inspire young people and adults to 'stay local'.

4.6. Opportunity 5: Maximising Diversity of the Workforce

4.6.1. The Applicant will investigate initiatives to ensure that the project workforce is inclusive of a diverse range of groups. The most relevant of these target groups for this measure would be identified through consultation and research post-consent, but may include:

- Groups of a certain gender, ethnicity or age (e.g. 16-24 year olds or 50- 64 year olds); and
- Disadvantaged or under-represented groups, for example, long-term unemployed, ex-offenders or disabled people.

4.6.2. Measures could include:

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

- 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).

4.6.3. Any measures adopted will comply with employment law.

4.6.4. For successful implementation of this measure, 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, employment history 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. The Applicant could find opportunities to work with local partners through collaboration with local organisations such as South Holland Business Association[22] and Business Lincolnshire[23] who may help the Applicant meet with potential suppliers whilst supporting the local content within the Scheme. Lincolnshire Chamber of Commerce[24] and Invest in North Lincolnshire[25] also host a number of networking events such as “Meet the Contractor” and “Meet the Developer” where businesses from across Lincolnshire could be identified and engaged with.

4.7.3. As well as early engagement with potential contractors via supplier information events, contracting opportunities could be publicised via social media, industry publications and other means so as to maximise local reach.

4.7.4. Initiatives such as those suggested above align with the need to consider indirect beneficial impacts for the region hosting the infrastructure, as set out in the NPS for Energy (EN-1). The Greater Lincolnshire LEP Energy Strategy also sets out

[22] South Holland Business Association. Available at: Home | SHBA [Accessed 3 October 2025]

[23] Business Lincolnshire. Available at: Business Lincolnshire | Free Support, Funding & Advice for Local Businesses

[24] Lincolnshire Chamber of Commerce. Available at: Lincolnshire Chamber of Commerce - The Ultimate Business Network [Accessed 3 October 2025]

[25] Invest in North Lincolnshire. Available at: Invest in North Lincolnshire

the ambition for the growth of the Lincolnshire energy industry to be closely supported by local manufacturing and logistics supply chains.

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 advance the clean energy sector.

4.8. Opportunity 7: Ethical Procurement Policy

4.8.1. In order to ensure that the workforce is treated equitably, the Applicant wishes to ensure the construction, operation and decommissioning of the Scheme is undertaken pursuant to an ethical procurement policy and that this is a legal obligation on anyone who has powers under the DCO. That would be achieved by securing this Plan by a requirement of the **Draft DCO** (Doc Ref. 3.1).

4.8.2. A qualifying supplier to which the below ethical procurement policy applies constitutes a commercial organisation which meets the statutory threshold set under section 54(2) of the Modern Slavery Act 2015[26].

4.8.3. The Applicant proposes the following ethical procurement policy:

- Any qualifying supplier must participate in a modern slavery supplier due diligence exercise as part of the tender exercise;
- Any qualifying supplier must publish annually a slavery and human trafficking statement that meets the statutory requirements of section 54 of the Modern Slavery Act 2015;
- The slavery and human trafficking statement must be informed by a risk assessment;
- Any qualifying supplier must have a modern slavery policy;
- Any qualifying supplier must provide relevant employees with modern slavery training;
- Any contract to be entered into with a qualifying supplier must include the following warranties:

[26] UK Government (2015). Modern Slavery Act. Available at: https://www.legislation.gov.uk/ukpga/2015/30/contents/enacted [Accessed 3 October 2025]

  - 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 and supply chain anywhere in the world;
- Any contract to be entered into with a qualifying supplier must include:
  - An obligation on the part of the qualifying 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 or supply chain 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.

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. Plate 5-1 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 Applicant's management team.

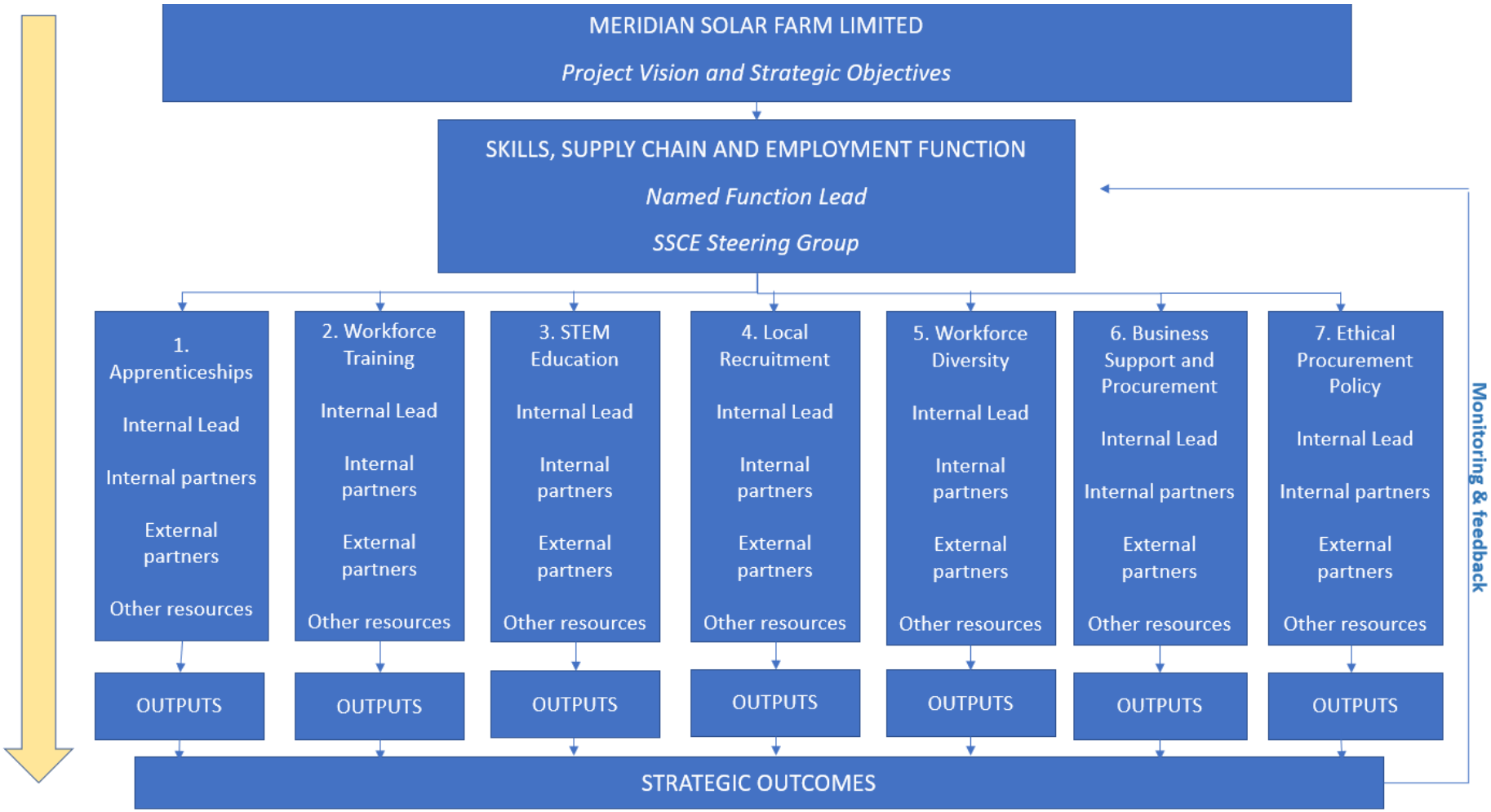
5.2.3. The SSCE work programme would then break down into a number of activities or workstreams (some or all of which could align with the opportunities described in Section 4). Each activity would have a named lead (which could be the SSCE Function Lead), and internal partners (from within the Applicant's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

5.2.4. External partners and stakeholders (for example, Local Authorities, 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 5-1: 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's 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. Post-consent, working with external stakeholders will be fundamental to the development of a successful SSCE programme.

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

- Local Authorities;
- Greater Lincolnshire Local Enterprise Partnership (the strategic functions of which have now been transferred to the Greater Lincolnshire Country Combined Authority);
- Skills and training providers;
- Schools, colleges and universities;
- Job Centre Plus and other employment brokerage agencies.

5.4.3. The Applicant has already engaged with many such relevant stakeholders, making direct contact when statutory consultation launched and in the case of the Local Authorities holding a series of meetings and briefings with officers and members.

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

5.5. Timelines

5.5.1. Table 5-1 sets out a timeline for developing and delivering the SSCE plan.

Table 5-1: SSCE Delivery Timeline

Key Milestone	Address
Pre-commencement period	• Engage with Local Authorities and other stakeholders to identify preferred SSCE workstreams, using OSSCEP as a basis for discussion. • Develop OSSCEP into a full SSCE plan, confirming objectives and activities to be pursued. Discharge requirement of the DCO for the SSCE plan to be approved by the relevant planning authority. • Include SSCE requirements in the Invitation to Tender (ITT) for contractors, if/as relevant. • Early SSCE activities in progress, e.g., networking and market information events to publicise opportunities to local businesses.
First year of construction	• Continue delivery of early SSCE activities, e.g., establishment of training and schools programme. • Work with contractor(s) to plan how any SSCE requirements in contracts will be delivered and monitored during the construction period. • 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 and through its construction, operational and decommissioning phases.

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. Effective monitoring of the objectives and activities of the SSCE plan is important to enable an understanding of whether the plan is achieving its goals and contributing to the over-arching vision, and to provide 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:

- Developing specific, measurable, attainable, realistic, and time-bound (SMART) performance indicators;
- Aiming for quality over quantity of performance indicators;
- Ensuring performance monitoring mechanisms are consistent with the stated objectives of the SSCE Plan;
- Ensuring performance indicators are flexible and updateable; and
- Scoping out the practicality of how data will be collected before defining measurable targets.

6.3. Potential Outputs and Outcomes

6.3.1. Table 6-1 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 6-1 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:

- What has been achieved?
- Have the specific outcomes been realised?
- What would have happened anyway?
- Was it value for money?
- What lessons can be taken into other projects?
- How will the lessons be communicated to the wider public (as the SSCE plan is a positive story)?

Table 6-1: 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	• Number of schools engaged • Number of events delivered • Number of pupils participating • Increased awareness of STEM careers	• GCSE attainment in participating schools • 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	• Proportion of workforce employed from target groups • Proportion of employees who are	Increase employment levels for target groups

Opportunity	Potential Outputs	Potential Outcomes
	happy with working environment/culture	
Opportunity 6: Business Support and Procurement Strategy	• Number of supplier events delivered • Number/proportion of business contracts secured by local businesses	Increase in turnover of local businesses
Opportunity 7: Ethical Procurement Policy	• Proportion of businesses demonstrating compliance with policy	Absence of workforce disputes Avoidance of breaches to Modern Slavery Act 2015

Glossary

Term	Definition
Business and Technology Education Council (BTEC)	A qualification from the Business and Technology Education Council. BTECs are specialist work-related qualifications which combine practical learning with subject and theory content. They are available from entry level through to professional qualifications at level 7 (equivalent to postgraduate study).
Demographic	Relating to the structure of populations
Development Consent Order (DCO)	Where the Secretary of State (SoS) proposes to grant consent for a NSIP, this will be through a DCO which is normally made as a statutory instrument – a form of secondary legislation. The DCO not only provides planning consent for the Scheme but may also incorporate other consents and include authorisation for the compulsory acquisition of land.
Gross Value Added (GVA)	A measure of the total value of goods and services produced in an economy. It is the difference between the total value of output and the intermediate costs that went into producing it.
Higher National Certificate (HNC)	A level 4 vocational qualification that takes one year to complete full-time, or two years part-time. A practical-based courses to prepare for either work after completion or studies at degree level.
Higher National Diploma (HND)	A level 5 vocational qualification provided by higher and further education colleges. It takes two years to complete full-time, or three to four years if studying part-time. A practical-based course, ideal for those wanting to enter the workforce or study towards a bachelor's degree.
Index of Multiple Deprivation (IMD)	The IMD is the official measure of relative deprivation for small areas (neighbourhoods) in England. The IMD are calculated based on the following factors: income deprivation, employment,

Term	Definition
	health and disability, education, skills and training, barriers to housing and services, crime and living environment.
Local Enterprise Partnership (LEP)	A partnership between local authorities and businesses that seek to foster enterprise and innovation in their local area.
Lower Level Super Output Areas (LSOA)	LSOAs are a geographic hierarchy designed to improve the reporting of small area statistics in England and Wales.

Abbreviations

Abbreviation	Term
BESS	Battery Energy Storage System
BNV	Biodiversity Net Gain
BRES	Business Register and Employment Survey
BTEC	Business and Technology Education Council
CA	Combined Authority
DCO	Development Consent Order
OSSCEP	Outline Skills, Supply Chain and Employment Plan
FTE	Full Time Equivalent
GCC	Grid Connection Corridor
GVA	Gross Value Added
Ha	Hectares
HDD	Horizonal Directional Drilling
HNC	Higher National Certificate
HND	Higher National Diploma
HV	High Voltage
IMD	Index of Multiple Deprivation

Abbreviation	Term
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
STEM	Science, Technology, Engineering and Mathematics