Hampshire Water Transfer and Water Recycling Project

Outline Skills and Employment Plan

VOLUME NUMBER: 7

PLANNING INSPECTORATE SCHEME NUMBER: WA010002

APPLICATION DOCUMENT REFERENCE: 7.9

APFP REGULATION: 5(2)(q)

~~May~~23 November 2026

Version ~~0~~1

from Southern Water

Document Control		
Title	Outline Skills and Employment Plan	
Version History		
Version	**Date**	**Status/Reason for Issue**
Version 0	21 May 2026	DCO Submission
Version 1	23 November 2026	Deadline 1

Contents

Executive summary **1**
1 Introduction **5**
1.1 Project overview 5
1.2 Purpose of Outline Skills and Employment Plan 7
2 Approach to the Outline Skills and Employment Plan **11**
2.1 Outline Skills and Employment Plan methodology 11
2.2 Study area 13
3 Policy context **15**
3.1 Policies and strategic documents 15
4 Stakeholder identification **30**
4.1 Engagement 30
5 Skills and employment assessment **36**
5.1 Socio-economic baseline 36
5.2 Skills and employment demand review 50
5.3 Major projects 58
5.4 Skills and employment supply review 62
6 The opportunity and gap analysis **70**
6.1 The opportunity for skills and employment 70
6.2 Gap analysis 72
7 Skills and employment strategy **78**
7.1 Introduction 78
7.2 Objectives and outcomes 79
7.3 Monitoring Framework 86
8 Conclusion **97**
8.1 Hampshire local economy 97
8.2 Skills and employment demand 97
8.3 Overarching objectives and actions 97
Glossary **115**
Abbreviations **117**
References **119**

Tables

Table 3-1 List of relevant policy and strategic documents 15
Table 3-2 UK Government level decision making 16
Table 3-3 Local planning authority level strategies 18

Table 3-4 Local partnerships/regional level decision making 27
Table 4-1 Engaged stakeholders 30
Table 5-1 Total population by area and change since 2011 (Census 2021) 37
Table 5-2 Population by age range by area (Census 2021) 38
Table 5-3 Lower Layer Super Output Areas by deprivation decile, where 1 represents Lower Layer Super Output Areas within the 10% most deprived areas and 10 represents Lower Layer Super Output Areas within the 10% least deprived areas 39
Table 5-4 Working age population's rate of employment and unemployment, 2023 41
Table 5-5 Occupation of residents by local area, 2021 43
Table 5-6 Construction employment by local planning authority, 2022 [48] 45
Table 5-7 Disability by area (Census 2021) 46
Table 5-8 Ethnic group (Source: ONS Census 2021) 48
Table 5-9 Estimated number of full-time equivalent operational jobs 55
Table 5-10 Summary of total workforce estimated skill level 56
Table 5-11 Overview of the types of jobs associated with construction and operation 57
Table 5-12 A selection of major projects in Hampshire 60
Table 5-13 Office for National Statistics Business Register and Employment Survey on employment by group within the study area, 2023 64
Table 5-14 Summary of qualification attainment levels by area, 2021 66
Table 6-1 Employment skills gap analysis 75
Table 6-2 Summary of supply chain activity and employment 77
Table 7-1 Priority groups for the Project 81
Table 7-2 Outline Skills and Employment Plan objective Monitoring Framework 88
Table 7-3 Skills and Employment Plan quarterly report 93
Table A-1 Detailed job description and salary 99
Table B-1 Full list of Job Centres in the study area 112
Table B-2 List of organisations supporting disadvantaged groups into employment within the study area 112
Table B-3 List of stakeholders to be engaged with 113
Table B-4 CITB English client-based approach contractor for skills and employment targets for water supply and waste disposal projects 114

Graphics

Graphic E-1 Outline Skills and Employment Plan objectives and actions 3
Graphic 2-1 Map of the Outline Skills and Employment Plan study area 14
Graphic 5-1 Indices of Multiple Deprivation across the study area (2019) 41
Graphic 5-2 Employees by sector, 2022 44
Graphic 5-3 Median weekly earnings by area (£,2023) 45
Graphic 5-4 Prevalence of Black, Black British, Black British, Caribbean or African in the study area (%), 2021 49
Graphic 5-5 Project construction programme by main activity and duration 52
Graphic 5-6 Estimated number of construction jobs by activity type 53
Graphic 5-7 Estimated peak construction workforce 2028-2033 53
Graphic 5-8 Estimated construction and operation jobs by location 55
Graphic 7-1 Outline Skills and Employment Plan objectives and actions 80
Graphic 7-2 Possible Local Skills and Employment Working Group structure 85

Appendices

Appendix A Summary of skill requirements for construction and operation 99
Appendix B Supporting information for Objectives and outcomes 112

Executive summary

1. This document has been updated at Deadline 1 to align delivery structures with those identified through stakeholder engagement. References to other Application documents have not been updated from the original submission. Please refer to the latest version of the Guide to the Application (Document reference 1.3, Volume 1) for the list of current versions of documents.

~~1.~~2. The Outline Skills and Employment Plan (SEP) (Document reference 7.9, Development Consent Order (DCO) Volume 7) summarises what the Hampshire Water Transfer and Water Recycling Project (the 'Project') will aim to provide in terms of employment, training and supply chain opportunities to residents and businesses in Hampshire and the region. The measures contained in this Outline SEP are secured by a requirement in Schedule 2 to the draft DCO (Document reference 3.1, DCO Volume 3). A detailed plan will be produced and submitted for approval in accordance with the corresponding requirement in Schedule 2 to the draft DCO (Document reference 3.1, DCO Volume 3).

~~2.~~3. The Outline SEP highlights opportunities for local people, businesses and education providers associated with the construction of the Project. Local people and businesses are defined as those located in local planning authorities that the Project intersects with as defined in section 2.2 study area. This document details how the Contractor will work towards employment, skills and supply chain objectives and associated target ambitions described in this document. To do this, the Contractor will commit to undertaking 30 actions during construction, which will be implemented if the Project is implemented. These measures are secured by a requirement in Schedule 2 to the draft DCO (Document reference 3.1, DCO Volume 3). These actions will support the Project to achieve this Outline SEP skills and employment objectives. A selection of actions the Contractor will commit to include:

a. Engage local job centres (Appendix B.1) to ensure local pathways to employment to residents from all backgrounds
b. Cover travel expenses for interviewees from priority groups (Table 7-1) (up to 50 people), to reduce financial barriers to participation
c. Identify and support a group of STEM ambassadors from the project team to engage with schools and colleges in the study area
d. Employ a dedicated Supply Chain Manager to liaise with local businesses and representative organisations throughout construction, including developing an exit strategy to support Contractors to plan for work after their contract finishes
e. Zero-hours contracts will not be permitted for any employment associated with the construction of the Project

~~3.~~4. The Outline SEP focuses on actions and is also structured to support the delivery of meaningful skills and employment outcomes for local residents. The Project includes several target ambitions that provide realistic numeric ambitions for the Project's objectives. Target ambitions make it clear to all parties what 'success' looks like in

relation to maximising skills and employment opportunities in the local area for this Project. A selection of target ambitions are:

a. 75+ construction jobs secured by individuals within Outline SEP study area postcodes
b. 50+ construction apprentices enrolled in Outline SEP study area based education providers
c. 150 two-week work experience placements offered within the Outline SEP study area
d. 40% of placements targeted at students from the 20% most deprived Outline SEP study area wards
e. 20 construction careers information, advice and guidance events

~~4.~~5. Assigning values or numbers to the target ambition has been undertaken to add clarity to what success looks like, given the potential associated with the Project but proportionate to the local skills and employment context and commercial viability of the Project to a future contractor. Target ambitions will enable local planning authorities to understand and have confidence in the scale of opportunity the Project will be working towards and the commitment the Contractor is making to maximising local skills and employment opportunities.

~~5.~~6. Having target ambitions also increases certainty for the Contractor and minimises their need to factor in additional cost associated with uncertain skills and employment commitments. A full list of target ambitions can be found in section 7. Target ambitions alongside mandatory actions and objectives will be reviewed by the Contractor and during the development of the detailed SEP and agreed with local planning authorities prior to construction.

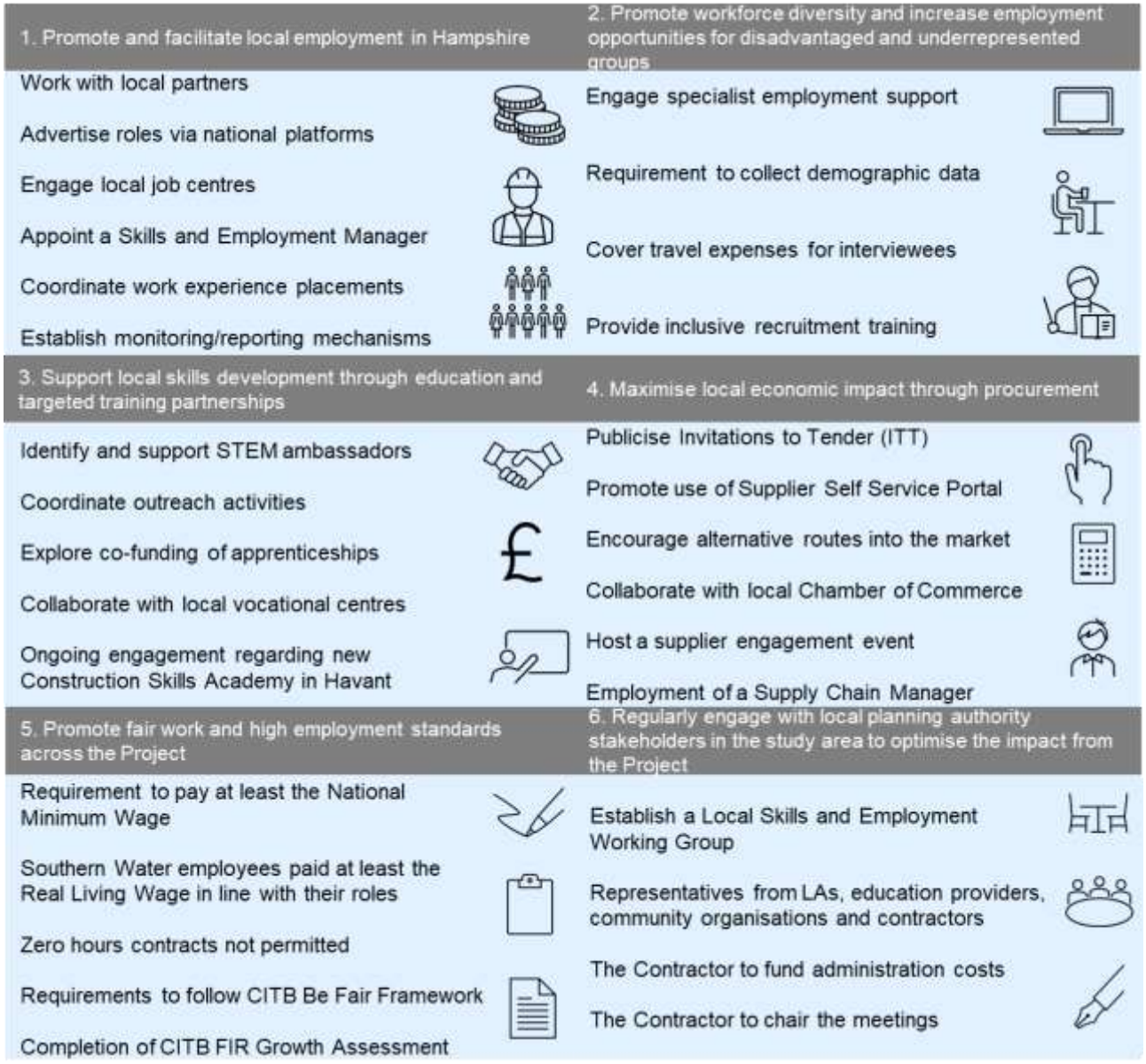
~~6.~~7. To maximise the likelihood of the target ambitions being met, the Outline SEP will contain mandatory actions for the Contractor. The actions have been developed by reviewing the likely employment demand and supply associated with the Project. They also consider the local skills attainment rate for the local planning authority administrative areas that the Project intersects, the sectoral challenges associated with construction and water industries and informed by best practice guidance. The Construction Industry Training Board (CITB) is the Sector Skills Council and Industry Training Board for the construction industry. It supports public sector bodies and organisations with responsibility for procuring construction work, to embed employment and skills interventions into planning and procurement contracts. The CITB has produced an end-to-end guidance known as the Client-Based Approach, designed to aid the creation of employment and skills interventions including apprenticeships, work placements, job creation and upskilling opportunities [1]. This guidance has been used to develop the Outline SEP.

~~7.~~8. Stakeholder engagement for the Outline SEP has included engagement with local planning authorities through the Environmental Impact Assessment (EIA) Working Groups. In addition, wider engagement has been undertaken through public consultations and discussions with Havant Borough Council (HBC) and Havant and South Downs College (HSDC).

~~8.~~9. These 30 action commitments sit under six broad skills, employment and supply chain objectives for the Project, see Graphic E-1. The aim of mandating these

actions is to give confidence that local people and businesses can benefit from the employment, skills and supply chain opportunities associated with the Project. The objectives and actions of the Outline SEP will focus on the construction phase of the Project. The construction phase is expected to generate the most immediate and tangible employment impacts, particularly in terms of local job creation, supply chain engagement and skills development. Section 7.1 sets out the more detailed rationale for focusing on the construction phase.

Graphic E-1 Outline Skills and Employment Plan objectives and actions



~~9.~~10. To monitor progress against the objectives and associated action commitments, a Local Skills and Employment Working Group will be established for the construction phase of the Project. This group will oversee and support the implementation and delivery of the Contractor's commitments related to local recruitment, training and employment throughout the duration of the construction programme. This will involve

tracking progress on the completion of the monitoring form through quarterly Working Group meetings.

~~10.~~11. The Contractor will fund the ongoing administration cost associated with the Working Group. Meetings will be held every quarter starting six months prior to enabling works and run for at least 16 sessions, based on the timescale of the indicative construction programme. Prior to each meeting, the Contractor will be required to complete a quarterly monitoring report and share this in advance of the meeting. During the meeting, the Contractor will report on Key Performance Indicators (KPIs) that have been developed to show progress against the Outline SEP objectives, target ambitions and associated mandatory actions.

1 Introduction

1.1 Project overview

The Applicant

1.1.1 The Project is being progressed by Southern Water Services Limited ('the Applicant'). The Applicant is responsible for supplying water and providing wastewater[1] services to over four million customers in the South East of England, operating across Hampshire, Kent, the Isle of Wight and East and West Sussex.

1.1.2 The Applicant is governed under the Water Industry Act 1991 [2]. In accordance with Section 37A of the Water Industry Act 1991, the Applicant is required to meet statutory duties as a water undertaker to prepare, publish and maintain a Water Resources Management Plan (WRMP). Additional detail can be found in ES Chapter 1 Introduction, Volume I (Document reference 6.1, DCO Volume 6).

Overview of the Project

1.1.3 The Hampshire Water Transfer and Water Recycling Project (hereafter referred to as 'the Project'), is a key component of the Applicant's Water for Life – Hampshire programme [3]. The Project is in southern Hampshire, with parts located in and extending from Havant to Otterbourne. The site location and Project application boundary is shown on ES Figure 1.1 Location of the Proposed Development and Order Limits, Volume III (Document reference 6.3, DCO Volume 6). The need for the Project is set out within the Case for the Project, DCO Volume 5 (Document reference 5.6, DCO Volume 5).

1.1.4 The Project would use advanced treatment techniques to turn treated wastewater[1] from Budds Farm Wastewater Treatment Works (WTW) into purified recycled water[2] at a Water Recycling Plant (WRP). The WRP site would be located nearby Budds Farm WTW, at a site south of Havant. The recycled water would then be transferred via pipelines to Havant Thicket Reservoir. This would supplement the source water[3] proposed to be stored in the reservoir by Portsmouth Water. Pipelines would connect the WRP site to Bedhampton Springs, transferring recycled water to Bedhampton Springs and source water back to the WRP site, before onwards transfer to the Otterbourne Water Supply Works (WSW), approximately 35km to the north-west. Separate pipelines would continue the route from Bedhampton Springs to Havant Thicket Reservoir, which is being delivered by Portsmouth Water. The Portsmouth Water pipelines would transfer recycled water from Bedhampton Springs to Havant Thicket Reservoir and source water from Havant Thicket Reservoir to Bedhampton Springs. At Otterbourne WSW it would be treated to strict drinking water standards ready for supply to homes and

[1] A combination of water from kitchens, bathrooms, sinks and taps (in domestic and non-domestic properties) and rainwater from roads and roofs, that is transported to, and cleaned at, a wastewater treatment works.

[2] Purified water that has been produced by taking treated wastewater and removing remaining impurities using advanced treatment techniques.

[3] Water that is used as a source for drinking water. This water is treated to strict regulatory standards at the Otterbourne WSW before being supplied to customers.

businesses. Reject water[4] created during the water recycling process at the WRP site would be transferred via a pipeline to Budds Farm WTW before utilising existing infrastructure at Budds Farm WTW and released via the existing Eastney Transfer Tunnel (TT), Eastney Pumping Station (PS) and Eastney Long Sea Outfall (LSO). A detailed description of the Project is contained in ES Chapter 3 Description of the Proposed Development, Volume I (Document reference 6.1, DCO Volume 6).

1.1.5 The Project comprises the construction, operation and maintenance of the following components:

1. Water Recycling Plant (WRP) site (Work Number 1) and associated pumping stations.
2. Pipelines between Budds Farm Wastewater Treatment Works and the WRP site (Work Number 2).
3. Pipelines between the WRP site and Bedhampton Springs (Work Number 3), connecting into pipelines being delivered by Portsmouth Water between Bedhampton Springs and Havant Thicket Reservoir.
4. Pipeline between the Water Recycling Plant site and Otterbourne Water Supply Works (Work Number 4).
5. Above Ground Plant (AGP) (Work Number 5) comprising Intermediate Pumping Stations and Break Pressure Tanks located along the Pipeline between the Water Recycling Plant and Otterbourne Water Supply Works.

1.1.6 The Project would also comprise the use of the following infrastructure:

1. Havant Thicket Reservoir (which has been consented separately by Portsmouth Water and is currently under construction) for the storage of recycled water.
2. The existing Eastney Long Sea Outfall, Eastney Pumping Station, and associated Eastney Transfer Tunnel for the release of reject water from the Water Recycling Plant site.
3. Pipelines and other related works (which have been consented separately by Portsmouth Water) for the transfer of recycled water and source water between Bedhampton Springs and Havant Thicket Reservoir

1.1.7 The construction and operation of the Project would include other temporary and permanent works.

1.1.8 The Project would require the demolition, disassembly and/or temporary relocation of a number of small structures.

1.1.9 A detailed description of the Project is contained in Environmental Statement (ES) Chapter 3 Description of the Proposed Development, Volume I (Document reference 6.1, DCO Volume 6).

[4] During the water recycling process, reject water is produced. Reject water is water containing impurities removed from the treated wastewater.

Development Consent Order application

1.1.10 In May 2022, the Secretary of State (SoS) made a Direction under Section 35(1) of the Planning Act 2008 [4] confirming the Project as a project of national significance for which an application for DCO is required. The Direction noted that the Project was for the "*construction of new water transfer and water recycling infrastructure for the purposes of water supply*", and as such qualified under Section 35(2)(a)(i) as a project in the field of water. Therefore, the Applicant must make a DCO application under the PA 2008 to seek consent for the Project. Additional detail can be found in ES Chapter 1 Introduction, Volume I (Document reference 6.1, DCO Volume 6).

Project timeline

1.1.11 It is expected that the Project would be constructed over a period of approximately five years, including commissioning. It is currently anticipated that construction would commence in 2028, however, this is dependent on various elements including the DCO programme and detailed design following grant of DCO consent. Various elements of the Project would involve different construction activities, such as pipeline tunnelling and plant construction, many of which may occur simultaneously.

The Applicant's corporate governance

1.1.12 The Applicant's Responsible Business Policy sets out their commitment to enhancing the health and well-being of the communities they serve [5]. This includes providing high-quality drinking water, safely managing and treating wastewater, protecting and improving the environment, and supporting a sustainable economy. The policy also highlights the Applicant's ongoing focus on environmental, social, and governance (ESG) issues. As part of this commitment, the Applicant recognises its role within the community and actively supports and encourages employees to engage with local organisations and initiatives. Additionally, the Applicant is dedicated to upholding values of honesty, partnership, and fairness in its relationships with stakeholders and suppliers, while encouraging suppliers and Contractors to adopt responsible and inclusive business policies and practices. This Outline SEP is a key document to ensure the Project delivers on its social and economic sustainability goals. It is important that commitments provided in the Outline SEP align with the Applicant's corporate ESG agenda. The Project offers a wide range of workforce opportunities across construction, operations, and maintenance, as well as opportunities to collaborate with local vocational training providers, educational institutions, and charities that support disadvantaged individuals in gaining employment.

1.2 Purpose of Outline Skills and Employment Plan

Overview of the Skills and Employment Plan

1.2.1 The Project has the potential to generate important economic benefits including new jobs and expenditure in the local economy. The Applicant's aim through the Skills and Employment Plan and delivery actions is to promote and where possible

maximise these opportunities and benefits for the local community. Securing the appropriate workers, skills, goods and services is fundamental to the successful delivery of the Project. Opportunities also exist to maximise the social benefits of the considerable investment associated with this major infrastructure project. The Outline SEP is a key document setting out measures that will help support the delivery of, and access to, new jobs and training opportunities for the local population, including for local young people.

1.2.2 The measures contained in this Outline SEP are secured by a requirement in Schedule 2 to the draft DCO (Document reference 3.1, DCO Volume 3). A detailed plan will be produced and submitted for approval by the relevant planning authority in accordance with the corresponding requirement in Schedule 2 to the draft DCO (Document reference 3.1, DCO Volume 3). If the Project is implemented, the actions set out in this document will be required to be completed by the Contractor. The objectives and actions described in the Outline SEP are not expected to materially change post-consent; however, there is the opportunity for the Contractor to review these to reflect current market conditions, in collaboration and agreement with the relevant local planning authorities. Once the detailed SEP is approved, it will be used to guide implementation and will be subject to ongoing monitoring and review to ensure its effectiveness throughout the construction phase of the Project.

1.2.3 The ES reports on the likely significant effects of the Project following the implementation of primary (embedded), secondary (foreseeable) and tertiary (inexorable) mitigation. The socio-economic effects of the Project, including employment, are assessed in ES Chapter 17 Socio-economics, tourism and health, Volume I (Document reference 6.1, DCO Volume 6). This assessment considers the potential direct and indirect effects of the Project for the economy within the study area (as defined in section 2.2). The assessment covers employment impacts through construction, operation and decommissioning of the Project and assesses the potential for employment leakage outside of Hampshire County Council area. The effects from decommissioning of the Project are considered to be no greater than those identified during the construction phase and are therefore assessed to be of the same significance as those assessed for construction. Refer to ES Chapter 3 Description of the Proposed Development, Volume I (Document reference 6.1, DCO Volume 6) section 3.7 for information on decommissioning. It is suggested that lower-skilled jobs are more likely to be sourced from within Hampshire County Council area whereas the more specialised roles could be sourced from a wider geographic area. The Project would also generate indirect and induced employment through purchases within the supply chain and local expenditure by construction workers.

1.2.4 A key objective of the Outline SEP is to support and develop the local workforce in the study area, as defined in section 2.2, by maximising, where possible, the number of jobs and economic benefits from the Project that are secured locally. To achieve this, the Outline SEP details how the Applicant and its strategic partners will provide Outline SEP study area residents and businesses with opportunities to access the benefits associated with the project. Part of this will involve targeting Small and Medium Sized (SME) businesses, creating opportunities to engage in the procurement process, as well as targeted employment support for the priority groups identified in section 7.2. These include residents with protected

characteristics under the Equality Act, those living in areas of deprivation, ex-offenders and universal credit claimants. The Outline SEP also includes a Monitoring Framework to keep track of employment and skills, whether actions and outcomes are being met. This will include mandating reporting against objectives to a Skills and Employment Working Group containing relevant stakeholders. This will encourage accountability and offer the Contractor a network of support to resolve blockages in delivering against target ambitions. This will ensure the Project delivers long-term value to the local economy (refer to section 7.2 for additional detail).

Tertiary measures

1.2.5 The Outline Construction Environmental Management Plan (CEMP) (Document reference 7.1, DCO Volume 7) sets out how the Project will avoid, reduce, and mitigate effects on the environment and surrounding area during construction. The Outline CEMP does not consider mitigation associated with the operational phase of the Project. The likely significant effects from the operation of the Project are assessed in the relevant technical assessment chapters within the ES including a description of relevant primary and tertiary mitigation measures. The measures contained in the Outline CEMP are secured by a requirement in Schedule 2 to the draft DCO (Document reference 3.1, DCO Volume 3). Detailed CEMP(s) will be produced by the Contractor and submitted for approval in accordance with the requirement in Schedule 2 to the draft DCO (Document reference 3.1, DCO Volume 3). The detailed CEMP(s) will be produced by the Contractor and will set out plans and method statements in accordance with the Outline CEMP for certain construction activities.

1.2.6 The measures of particular relevance to the Outline SEP are summarised as follows (additional detail can be found in the Outline CEMP (Document reference 7.1, DCO Volume 7):

1. The Contractor shall develop and implement a Stakeholder and Customer Communications Plan that includes community engagement, before construction work commences, and throughout the construction phase, in liaison with the Applicant or other suitable person on-site.
2. The Contractor shall provide appropriately experienced community relations personnel to implement the Stakeholder and Customer Communications Plan, provide appropriate information and be the first point of contact to resolve community issues.
3. The Contractor shall engage with local schools to raise awareness of the risks associated with construction sites and activity, in liaison with the Southern Water Senior Stakeholder Manager – Major Projects.
4. The Contractor's Stakeholder and Customer Engagement Plan shall include appropriate strategies and tools to tailor engagement to local needs, including effective communicating with diverse and less heard groups. All communication shall be in plain English and translated information shall be provided where reasonable and upon request.
5. The Contractor's Stakeholder and Customer Engagement Plan shall consider the specific needs of protected characteristic groups (as defined in the Equality

Act 2010) [6], and shall include consideration of engagement with impacted residents, especially in relation to the actions set out in the Equality Impact Assessment Action Plan (Document reference 7.13, DCO Volume 7). A range of tools will be used to achieve this that will tailor engagement to local needs.

6. The standard working hours for construction of the Project will be as follows:
   a. Monday to Friday (excluding bank holidays): 7:00am to 7:00pm in summer and 7:00am to 5:30pm in winter
   b. Saturday: 7:00am to 5:00pm

   The identification of training requirements will enable appropriate training to be provided, and suitably qualified and experienced professionals will be engaged for this purpose. Specific training needs will be identified and provided for all personnel involved in work activities that could result in adverse impacts on the environment.

Objectives of the Outline Skills and Employment Plan

1.2.7 Section 4 sets out the high-level objectives of the Outline SEP along with a series of actions that the Contractor can take forward to meet the objectives. The six objectives identified are:

1. Promote and facilitate local employment in Outline SEP study area
2. Promote workforce diversity and increase employment opportunities for disadvantaged and underrepresented groups
3. Support local skills development through education and targeted training partnerships
4. Maximise local economic impact through procurement
5. Promote fair work and high employment standards across the Project
6. Regularly engage with local planning authority stakeholders in the Outline SEP study area to optimise the impact from the Project

1.2.8 The Contractor is yet to be selected. In addition, construction of large infrastructure projects such as the Project are typically delivered through the use of a substantial number of sub-contractors, which reduces the ability to extend long-term training or apprenticeship opportunities.

2 Approach to the Outline Skills and Employment Plan

2.1 Outline Skills and Employment Plan methodology

Adherence to Construction Industry Training board

2.1.1 The Construction Industry Training Board (CITB) serves as the Industry Training Board and a partner in the Sector Skills Council for the construction industry across England, Scotland, and Wales. Within CITB, the Strategic Partnerships Team works directly with clients, developers, and Contractors, offering expertise in the creation and implementation of Employment and Skills Strategies and Employment and Skills Plans (ESPs). CITB has published best practice guidance outlining how to develop an effective Employment and Skills Strategy and ESP [7]. The guide is based on the National Skills Academy for Construction programme, which integrates skills development with major construction projects. This includes tools for assessing potential employment and training outcomes, as well as approaches for planning and delivery. The Outline SEP for this Project has been developed in line with this guidance.

2.1.2 Key focus areas have included apprenticeships, education engagement with schools and colleges, upskilling the existing workforce, and supporting individuals entering employment. The Outline SEP anticipates quarterly outputs for each of these areas. A Monitoring Framework has been prepared as part of the Outline SEP, at Table 7-2, based on the CITBs recommended template. The Contractor will update and refine the Monitoring Framework when producing the detailed SEP. The updated Monitoring Framework will enable the Contractor to track progress throughout delivery. In addition, the CITB guidance emphasises the importance of establishing clear KPIs and targets for Contractors and encourages the inclusion of SMEs and diverse supply chain partners in the strategy's implementation.

Structure of the report

2.1.3 The general approach to preparation of the Outline SEP starts with a review of relevant national and local policy documents, including local plans, growth strategies, and employment related policies within the study area. This is followed by a summary of Project-related stakeholder engagement and consultations that have direct relevance for the Outline SEP, highlighting how these discussions have shaped the resulting actions, outcomes and target ambitions for Skills and Employment associated with the Project.

2.1.4 A socio-economic baseline has been developed to establish the skills and employment context for the area and to inform any future commitments. This baseline was informed by a desk-based study drawing on a combination of baseline and assessment data from section 17.7 and 17.8 in ES Chapter 17 Socio-economics, tourism and health, Volume I (Document reference 6.1, DCO Volume 6) and additional sources listed in paragraph 5.1.13.

2.1.5 The Outline SEP has undertaken a proportionate assessment of skills and employment demand based on workforce figures provided by the Applicant's Head of Construction at the time of writing. The Applicant has been managing and delivering wastewater collection and treatment projects in the South East of England since 1989. These figures have been informed by the Applicant's experience in delivering comparable water infrastructure projects and are benchmarked against similar large scale construction projects. These figures will be subject to review and refinement by the Contractor during the detailed planning and delivery stages and any subsequent changes to target ambitions will still require approval by host local planning authorities as described in section 2.3 of ES Chapter 2 Planning legislation and policy, Volume I (Document reference 6.1, DCO Volume 6). Additional detail on the basis of these estimates can be found in section 5.2 of this Outline SEP.

2.1.6 The skills and employment supply review in section 5.4 summarises employment by industry across the local planning authorities within the study area, using the Office for National Statistics (ONS) Business Register and Employment Survey. It also presents an overview of current qualification levels among residents based on Census data and desktop research into the location of higher and Further Education providers throughout the study area. A gap analysis in section 6.2 identifies potential shortfalls in specific skill areas and occupations that may impact the delivery of the Project. This analysis draws on desktop research incorporating sources such as the Water Industry Labour Report [8] and local planning authority skills strategies [9] alongside issues identified through engagement with HBC.

2.1.7 Section 7 sets out the Outline SEP objectives, outlines actions for the Contractor and includes a Monitoring Framework. The objectives have been developed through an objective-setting workshop, which focused on the Outline SEP priority areas. The workshop was attended by specialists from the socio-economics, employment and skills, labour market, construction and planning teams. Participants included senior economists, skills and training analysts, socio-economic impact assessors, the topic lead for the Socio-economics, Tourism and Health chapter, and construction workforce specialists with extensive experience in planning major infrastructure schemes. The Monitoring Framework aligns with guidance from the CITB [7].

Objective development methodology

2.1.8 A workshop was held to initiate objective setting for the Outline SEP. This workshop was held with specialists from the socio-economics, employment and skills, labour market and construction. To ensure the Project engaged widely, planners were also consulted. Attendees included senior economists, skills and training analysts, socio-economic impact assessors, the ES topic lead for the Socio-economics, tourism and health chapter, and construction workforce specialists with substantial experience in planning major infrastructure schemes. Their combined expertise ensured that the objectives were informed by appropriate technical judgement, best practice guidance, and a robust understanding of local labour market dynamics. The workshop focused on reviewing the skills and employment context, including labour supply and demand

trends within study area, and identifying priority areas for the Outline SEP. Participants considered which elements of skills and employment the Outline SEP should focus on.

2.1.9 It was agreed that the Outline SEP should prioritise construction roles, which are more immediate and numerous, as operational roles, which tend to be longer term, and more specialised, will be limited in number. Commitments should focus on the low skilled, entry level jobs associated with construction but there will be opportunities for apprenticeships and other learning from high skilled roles.

2.1.10 The need for meaningful stakeholder engagement, particularly with local planning authorities was highlighted to ensure the plan aligns with local needs and expectations. The team considered the best approach for engaging with stakeholders and gathering feedback. The Community EIA Working Group sessions provided useful insights (refer to section 4.1), and all attendees were able to comment and be included in the development of the Outline SEP commitments and target ambitions. There was an opportunity for the Outline SEP to test the employment skills supply assessment with targeted engagement with economic development officers in the Outline SEP study area. This was undertaken to help ensure the objectives were reflective of the local economic and skills strengths and needs of the Outline SEP study area. This included two engagement sessions with the HBC economic development officer as well as one session with local training and skills provider HSDC.

2.1.11 To address this, the Outline SEP proposes the establishment of a **Local Skills and Employment Working Group** to oversee and monitor the Contractor's efforts related to local recruitment, training and employment throughout the duration of the construction programme. This approach is set out in Objective 6 of section 7, which outlines the structure and purpose of this Working Group.

2.1.12 The discussion from this workshop has directly informed the objectives and actions that are discussed in section 7, ensuring that the Outline SEP reflects a realistic yet ambitious approach to local employment opportunities. These include a focus on maximising local benefit from construction employment and the establishment of a Local Skills and Employment Working Group to support ongoing engagement and delivery.

2.2 Study area

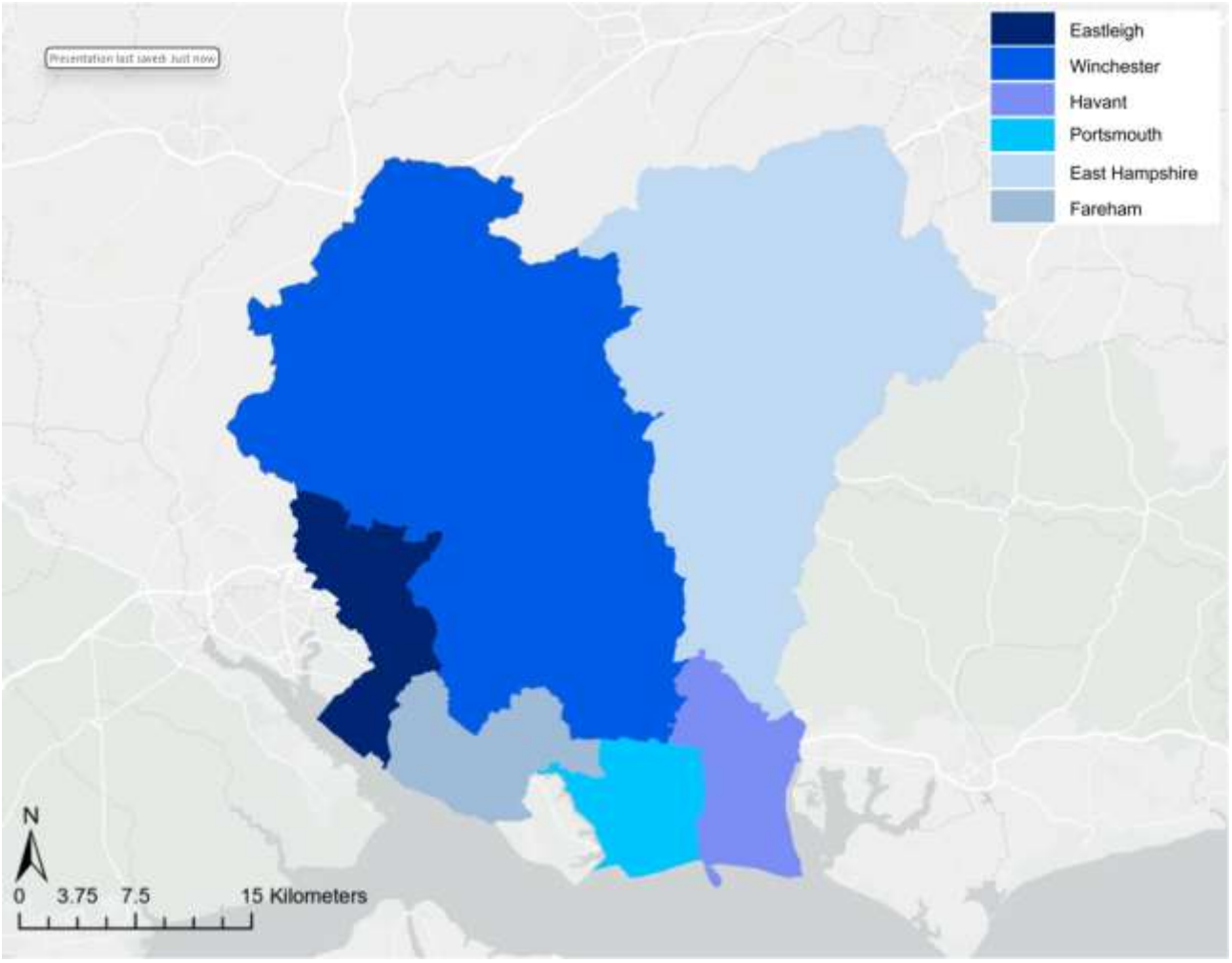
Outline Skills and Employment Plan study area

2.2.1 The study area for the Outline SEP aligns to the study area defined for the assessment of socio-economic impacts outlined in ES Chapter 17 Socio-economics, tourism and health, Volume I (Document reference 6.1, DCO Volume 6). However, the ES Chapter 17 study area also considers the whole of Hampshire and the wider South East region when assessing labour market conditions at local, sub-regional and regional levels. For the purpose of this Outline SEP this broader geography is too extensive to define what is meant by 'local'. Accordingly, the Outline SEP refines the definition of 'local' to the local planning authority areas that the Project intersects, as set out at this beginning of this section.

2.2.2 The Project intersects with six local planning authority areas shown in Graphic 2-1. Baseline data in section 5.1 is therefore provided for each of these areas. This is consistent with the study area defined for the assessment of socio-economic impacts outlined in ES Chapter 17 Socio-economics, tourism and health, Volume I (Document reference 6.1, DCO Volume 6). The following planning authority areas form the study area:

1. Eastleigh Borough Council (EBC)
2. Winchester County Council
3. Havant Borough Council (HBC)
4. Portsmouth County Council
5. East Hampshire District Council (EHDC)
6. Fareham Borough Council (FBC)

Graphic 2-1 Map of the Outline Skills and Employment Plan study area



2.2.3 No part of the Project's Order Limits intersect with the South Downs National Park (SDNP), but parts of the SDNP intersect with the six planning authorities in the Outline SEP study area. There are potential skills and employment benefits for residents in the SDNP, and this will be considered in the inherent assessment of host authorities in the Outline SEP study area.

3 Policy context

3.1 Policies and strategic documents

3.1.1 This section sets out the policy framework for the Project. It identifies the specific policies and strategic documents relevant to economic development, skills and employment, and therefore to the development of objectives and actions for the Outline SEP. National and local policies for each of the local planning authorities listed in section 2.2 have been reviewed.

Overview of policies reviewed

3.1.2 Table 3-1 provides a list of the documents relevant to the Outline SEP, for each level of Government, that have been reviewed. Documents ~~are included~~ relating to the former Solent Local Enterprise Partnership (LEP) ~~which is a business led partnership aimed at driving~~have been included, reflecting its role in supporting economic growth and ~~job creation in~~ employment across the Solent region ~~of the UK~~[10]. The Solent area covers the cities of Portsmouth and Southampton, the Isle of Wight, as well as the local planning authority areas of Havant Borough, Gosport Borough, Fareham Borough, Eastleigh Borough and New Forest District. The Hampshire Chamber of Commerce (HCoC) produces Solent Local Skills Improvement Plans (LSIP), which ~~address~~identifies employer-led skills priorities and challenges across the ~~Solent, identifies sector specific skills needs and quantifies the scale of the opportunity~~region [11]. The policy review also considers the Get Solent Working Plan [12], which sets out a collaborative approach to improving employment across outcomes, tackling economic inactivity and supporting residents into work across the Solent area. The HCoC is a not-for-profit organisation that support business across Hampshire by providing networking opportunities, access to experts and recognition as part of an engaged community [13]. These local partnerships are included in the policy review as they reflect the ~~needs~~skills, employment and workforce priorities of employers and ~~learners in the wider economy~~communities across Hampshire and the wider Solent ~~region.~~economy.

3.1.3 The policies reviewed in this section have been cross checked with ES Chapter 17 Socio-economics, tourism and health, Volume I (Document reference 6.1, DCO Volume 6). The relevant local policies for each document have been adapted to align more closely with the Outline SEP.

Table 3-1 List of relevant policy and strategic documents

Level of Government	Relevant legislation, policies and strategies
UK Government	National Policy Statement for Water Resources Infrastructure (NPSWRI) (2025) [14] National Planning Policy Framework (2024) [15] The Skills England: Driving Growth and Widening Opportunities (2024) [16]
Local planning authority	East Hampshire District Local Plan: Joint Core Strategy (2014) [17] Eastleigh Borough Local Plan 2016-2036 (2022) [18]

Level of Government	Relevant legislation, policies and strategies
	Economic Strategy for Hampshire 2025-2027 [19] Hampshire Skills Strategy 2025 [20] Get Hampshire Working Plan 2025-2027 [21] Havant Borough Core Strategy (2011) [22] Havant Borough Local Plan (Allocations) 2014 [23] Winchester District Local Plan Part 1 Joint Core Strategy (2013) [24] South Downs Local Plan (2019) [25] Fareham Local Plan (2023) [26] Pre-Submission Portsmouth Local Plan 2040 July 2024 and Pre-Submission Portsmouth Local Plan Addendum 2040 November 2025 (Emerging Local Plan) [23] Portsmouth Local Development Scheme [27] Portsmouth Plan (The Portsmouth Core Strategy), 2012 [28]
Local Partnerships/Regional level	Solent LEP • Skills Action Plan and Local Skills Report (2022) [29] Solent Growth Partnership • Get Solent Working Plan [12] HCoC • The Solent Local Skills Improvement Plan (LSIP) (2023) ~~[26]~~ [30] • Hampshire and the Solent Local Skills Improvement Plan (LSIP) 2026 -2029 [31] • Skills for the Future: Hampshire Skills Strategy and Investment Plan 2030 [27] Enterprise M3 LEP • The adopted Strategic Economic Plan for the Enterprise M3 Area 2018 – 2030 [28]

National policy

3.1.4 This section outlines the key national policies and strategic documents relevant to the development of the Outline SEP. A consistent theme across these documents is that investment in water resources infrastructure presents a significant opportunity for both short and long-term employment, as well as for stimulating local economic growth. The documents also reflect the importance of engaging and considering local communities, even in large-scale projects. From a skills perspective, there is national recognition of the need for employers to play a more active role in workforce development and to establish clearer pathways into related careers. Additionally, a widespread skills shortage within the construction sector is acknowledged at the national level.

Table 3-2 UK Government level decision making

National Policy	Summary and relevance to the Outline Skills and Employment Plan
National Policy Statement for Water Resources	The primary policy for determining the application for the DCO for the Project is the NPSWRI. This sets out policies to guide how DCO

National Policy	Summary and relevance to the Outline Skills and Employment Plan
Infrastructure (2025) [14]	applications for water resources infrastructure should be decided and how the effects of such infrastructure are considered. The NPSWRI states that the construction of water resource infrastructure has the potential to create jobs and additional spending in a local economy and that such projects may lead to both short or long-term economic and social impacts, particularly through changes in employment. The relevant paragraphs for the Outline SEP are: • Paragraph 4.13.4 states that *"The construction and operation of water resources infrastructure may have short or longer term economic and social impacts on local communities, businesses or services"*. • Paragraph 4.13.1 also recommends that "Applicants should look to maximise local employment opportunities during construction and operational phases". • Paragraph 4.13.4 suggests that the assessment should cover any socio-economic impacts appropriate to the Project which includes the creation of jobs and training opportunities, the provision of educational and visitor facilities and the impact of the proposed new facility on tourism, local businesses or local services. The guidance has informed the baseline in section 5.1 and the objectives and outcomes developed in section 7.2.
National Planning Policy Framework (~~2025)~~2024) [15]	The Framework sets out the Government's planning policies for England and how these should be applied. It provides a framework within which locally prepared plans can provide for housing and other development in a sustainable manner. The relevant paragraphs for the Outline SEP are: • Paragraph 85 states Planning decisions should help create the conditions in which businesses can invest, expand, and adapt. Significant weight should be placed on the need to support economic growth and productivity, considering both local business needs and wider opportunities for development. • As stated in Paragraph 88, Planning decisions should enable the sustainable growth and expansion of all types of businesses. • Paragraph 200 states that planning policies and decisions should ensure that new development can be integrated effectively with existing businesses and community facilities. One of the objectives outlined in section 7.2 prioritises opportunities for local businesses to supply goods and services during the construction.
The Skills England: Driving Growth and Widening Opportunities (2024) [16]	The report presents a comprehensive plan to reform the skills system in England, with the aim of building a high-skill, high-productivity workforce aligned with employer needs. The goal is to ensure that individuals across the country can access the opportunities necessary to thrive in a changing economy. It sets out strategies and initiatives designed to

National Policy	Summary and relevance to the Outline Skills and Employment Plan
	address persistent skills challenges in the UK, including skills shortages, a misalignment between skill supply and labour market demand, and insufficient incentives for employers to invest in training. A summary of the key findings relevant to the Outline SEP are: • There are insufficient mechanisms for encouraging employers to invest in skills. • For learners, the pathways into skilled careers are not always sufficiently clear, and the current skills system and employer investment in skills are not always equipping learners with the essential literacy, numeracy and digital skills they need to succeed. • Employer investment in training has been in steady decline over the past decade. • Occupations requiring Higher Education (such as building and civil engineers) and interpersonal skills (e.g. youth and community workers) are expected to see the most employment growth by 2035. • Demand for specialised construction roles will increase, such as air source heat pump installation workers and retrofitting of historic buildings. • CITB forecast that the construction sector will need 252k extra workers over the period 2024-28 to meet UK construction output. These findings have informed the skills and employment demand review in section 5.2 and the gap analysis in section 6.2.

Local planning authority documents

3.1.5 This section outlines the key strategies, local plans, and policy objectives of local planning authorities relating to economic development, skills, employment, and training. A consistent challenge identified across the region is the mismatch between the qualifications held by residents and the types of job vacancies available locally. Common priorities include expanding training provision and infrastructure to better meet employer demand and boosting the representation of underrepresented groups in higher-skilled, better-paid roles. These strategies aim to build a more inclusive, responsive, and future-focused local economy.

Table 3-3 Local planning authority level strategies

Local planning authority documents	Summary and relevance to the Outline Skills and Employment Plan
East Hampshire District Local Plan: Joint Core Strategy (2014) [17]	The East Hampshire District Local Plan: Joint Core Strategy sets out the strategic vision and policies for development in the area through to 2028, with a strong focus on employment and training, particularly in Whitehill and Bordon, Alton, and Petersfield. The key challenges outlined which are relevant Outline SEP are:

Local planning authority documents	Summary and relevance to the Outline Skills and Employment Plan
	• High levels of out commuting and the associated impact on availability of higher-level skills locally • Dependency on the public sector and other service sectors, with the threat of potential job losses in the future • Difficulty in retaining skilled and talented young people. Low level of skills and these do not meet the needs of the local economy The relevant policies for the Outline SEP are: • Policy CP5 Employment and Workforce skills: Planning permission will be granted for development that improves workforce skills and employability and secures local skills and training provision These findings have been taken into account in developing the objectives and actions in section 7.2.
Eastleigh Borough Local Plan 2016-2036 (2022) – adopted 2022 [18]	The Eastleigh Borough Local Plan sets out the policies and plans to guide future development to 2036. It reflects the Councils three strategic priorities which are a green borough, a health community and a prosperous place. The relevant policies for the Outline SEP are: • Policy S1 Delivering sustainable development: new development in the Borough should enhance social equality by ensuring equal and easy access to a range of community facilities and services and by promoting the development of employment, education and skills training opportunities. • Policy S4 Employment provision: the Council will encourage the provision of facilities for skills training that support the local economy, and secure training opportunities and new jobs in conjunction with new development. • Policy DM16 Workforce training requirements and new jobs: the provision of workforce training activities will normally be permitted on employment sites where they contribute to improving workforce skills for the Borough. The relevant local policies have been taken into account in developing the objectives and actions in section 7.2. One of the objectives is to explore the feasibility of creating a water recycling visitor centre as an educational hub.

Local planning authority documents	Summary and relevance to the Outline Skills and Employment Plan
Economic Strategy for Hampshire 2025-2027 [19]	Hampshire County Council published an economic strategy for Hampshire in 2023. This document sets out the growth opportunity that Hampshire represents, revisits the Economic Strategy 2023, describes what has changed since, and outlines how Hampshire County Council and partners are responding. Key points relevant to the Outline SEP include: • The Skills Strategy focuses on creating a future-proofed, demand-led employment and skills system that reflects current and future needs, enhancing productivity and driving economic growth. • Developing a skilled workforce that meets the needs of local businesses and industries is a key theme. • Reducing barriers to work to maximise participation in the economy is identified as a priority. • Hampshire's schools, colleges and universities play an important role in supporting local and national skills needs. • Skills delivery can be tailored to Functional Economic Areas to better address local skills gaps and employer demand. Relevant local policies have been taken into account in developing the objectives and actions in section 7.2 and in developing the supply review in section 5.4.
Hampshire Skills Strategy 2025 [20]	The Hampshire Skills Strategy sets out a shared vision for strengthening Hampshire's skills system. It ensures the county's residents, employers and communities are equipped to meet future opportunities and challenges. Developed in partnership with stakeholders across the region, the strategy aligns with the Hampshire County Council Strategic Plan 2025-2028 and supports wider ambitions for economic growth, social inclusion, and health and wellbeing across Hampshire. Part two identifies six strategic priorities to guide future action which have informed the objectives and actions in section 7.2 of the Outline SEP: • 1. Curriculum development: Aligning education and training with local economic needs and growth sectors. • 2. Opportunities to learn: Tackling barriers to participation and ensuring inclusive access to skills provision. • 3. Careers navigation and support: Working with Careers Hubs and others to raise awareness of local career pathways and improving guidance for all ages.

Local planning authority documents	Summary and relevance to the Outline Skills and Employment Plan
	• 4. Future-ready skills: Supporting residents to develop transferable and emerging skills, including digital, green, and core skills. • 5. Education and skills partnerships: Strengthening collaboration between employers and providers to enrich learning and work experiences. • 6. Upskilling: Enabling employers to invest in workforce development and adapt to technological and economic change.
Get Hampshire Working Plan 2025-2027 [21]	The Get Hampshire Working Plan sets out a county-wide response to the UK Government's Get Britain Working White Paper, which aims to stimulate inclusive economic growth through integrated work, health, and skills support. This is the plan for increasing employment, reducing economic inactivity, improving job quality and mitigating multiple barriers to work. Three priorities were identified in the plan which have informed the objectives and actions in section 7.2 of the Outline SEP: • 1. Increase labour market participation of those facing barriers to employment. A particular focus on women; those who are disabled and/or have health conditions; older people; those with low or no skills and those in areas with high numbers of inactivity. • 2. Inspire and support young people to thrive at the start of their careers. A focus on careers support; developing employability skills; work experience opportunities and better understanding the mismatch between expectations and realisations of the world of work. • 3. Increase employer engagement to better match local talent to local sustainable opportunities to make work pay. A focus on collaborative and inclusive recruitment practices, work experience and employer guides to support workforce recruitment and retention.
Havant Borough Core Strategy (2011) – adopted 2011 [22]	The Havant Borough Core Strategy describes the council's long-term vision and objectives for what the borough will be like as a place in 2026. It closely aligns with the Sustainable Community Strategy, Forward Together, produced by the Havant Local Strategic Partnership. The Core Strategy highlights the characteristics of Havant Borough, and the relevant points to the Outline SEP are: • There are high levels of commuting in and out of the borough with lower skilled residents commuting out and higher skilled people commuting in.

Local planning authority documents	Summary and relevance to the Outline Skills and Employment Plan
	• As elsewhere in the UK, the borough has an ageing population with the majority of the population aged 40 years or older. • The indicators of this deprivation show that there are parts of the borough with relatively high levels of violent crime. The relevant Strategic policies to the Outline SEP are: • Policy CS2 Employment: planning permission will be granted to developments that promote local employment and training initiatives particularly with regard to construction skills. • Policy CS3 Skills and Employability: poor skills and qualifications act as barriers to people accessing work. Raising the skills levels of the existing and potential workforce of the borough is a key economic driver for promoting Havant Borough's economy. There are intense pockets of skills deprivation within the borough. Over 40% of the working age population of Leigh Park wards do not have any qualifications. Relevant local policies have been taken into account in developing the objectives and actions in section 7.2 and in developing the supply review in section 5.4.
Havant Borough Local Plan (Allocations) 2014 – adopted 2014 [23]	The Havant Borough Local Plan (Allocations) follows on from the adopted Havant Borough Local Plan (Core Strategy). This document plans for the delivery of the Borough's vision for growth and prosperity up to 2026, which is set out in the Havant Borough Local Plan (Core Strategy). The relevant Strategic policies to the Outline SEP: • Policy HB2 Havant and Bedhampton Employment Allocations • Policy BD11 Brockhampton West The Outlines SEP is aligned with broader economic development strategies ensuring that it supports the long-term vision for job creation in the region.
Havant Borough Draft Building a Better Future Plan – available for consultation between 6 May and 1 July 2025 [32]	The Building a Better Future Plan provides a strategy for how the borough will develop and grow into the middle of the 21st Century. The plan provides an overarching framework and a long term spatial strategy which responds to climate change and provides for new development. The Draft Plan notes that whilst the Borough is home to a number of global manufacturing

Local planning authority documents	Summary and relevance to the Outline Skills and Employment Plan
	brands such as Kenwood, Lewmar and Lockheed Martin, it remains a relatively low-waged economy. This reflects a higher proportion of lower qualified residents which lag behind qualifications and employment skills at a county and a national level. The relevant Strategic policies to the Outline SEP are: • Policy 10 Supporting a Strong and Prosperous Economy sets out how the local economy will be supported through working with developers to secure training to improve the skills and qualifications of the Borough's residents. • Policy 53 Employment and Skills Plans describes the importance of the Councils work with developers to improve educational attainment and skills, raising aspirations and improving jobs prospects. This policy states that development proposals will be permitted where they provide a site specific Skills and Employment Plan to support the Borough's residents access to employment and skills training.
Winchester District Local Plan Part 1 Joint Core Strategy (2013) – adopted 2013 [24]	The Winchester District Local Plan Part 1 - Joint Core Strategy is the key document in the Winchester District Local Development Framework (LDF). It sets out a spatial vision for the district, showing how it will change in the future in physical, economic, social and environmental terms to reflect the vision and outcomes of the Community Strategy. The relevant Strategic policies to the Outline SEP are: • Policy WT1 Development Strategy for Winchester Town states that the spatial planning vision for Winchester Town will be achieved through new development or redevelopment to provide for new business growth to broaden Winchester's economic base through growth in sectors including knowledge, tourism, creative and media industries. • Policy SH3 Strategic Housing Allocations – North Whiteley states that developments should also complement and take advantage of facilities in the nearby town centre and major employment at the Solent Business Parks. • Policy CP8 Economic Growth and Diversification sets out the council's plan for 20ha of new employment land for economic growth and future employment needs.

Local planning authority documents	Summary and relevance to the Outline Skills and Employment Plan
	Relevant local policies have been taken into account in developing the objectives and actions in section 7.2 and in developing the supply review in section 5.4.
Your Place Your Plan Winchester District Local Plan 2020-2040 Proposed submission Local Plan (Regulation 19) [33]	The Local Plan sets out the vision and objectives for future development across the Winchester district outside the South Downs National Park. The relevant Strategic policies to the Outline SEP are: • Policy NE2 Major Commercial, Education and MOD Establishments in the Countryside. This policy sets out that there are a number of large commercial and educational/training establishments set in the wider countryside such as IBM, defence establishments, Sparsholt College and Arqiva. They employ large numbers of people with a range of skills that the council wishes to retain locally. • Strategic Policy E1 states that The Local Plan will support the enhancement of skills in the local area particularly green skills, through the securement of employment and skills plans in relation to large scale developments.
South Downs Local Plan Adopted 2 July 2019 (2014-2033) [21]	This Local Plan is the statutory development plan for the whole National Park, along with the minerals and waste plans and 'made' (adopted) Neighbourhood Development Plans (NDP). The South Downs Local Plan sets out the policies that guide development in the National Park, including in relation to tourism, recreation, employment and the local economy. The relevant Strategic policies to the Outline SEP are: • Policy SD34 Sustaining the Local Economy seeks to encourage rural supply chains within and across the National Park. • Policy SD35 Employment Land states that the Authority will safeguard all existing employment sites and allocations that are fit for purpose from development proposals for non-employment uses. Parts of the Outline SEP study area within the SDNP, although no development is proposed within the SDNP.
Fareham Local Plan 2037 – adopted 2023 [26]	The Fareham Local Plan 2037 sets the strategic planning policies for the Borough, taking account of key factors such as population and economic growth, climate change and environmental character. The plan sets out the local economic conditions within the Borough which are:

Local planning authority documents	Summary and relevance to the Outline Skills and Employment Plan
	• A strong and balanced economy, with around 81% of the population employed and a highly skilled workforce • 61% of residents aged 16–64 is educated to college level or above, surpassing the national average. • The Solent Enterprise Zone at Daedalus, including the Innovation Centre and business parks, provides key employment space and supports future job growth. In addition, the following paragraphs are relevant to the Outline SEP: • Paragraph 6.3 sets out how the Council aims to support existing businesses, attract new investment, and improve infrastructure such as superfast broadband and skills training. • Paragraph 6.40 lays out the Councils aspiration for Solent Airport to become a premier location for aviation, aerospace engineering and advanced manufacturing businesses, creating many skilled employment opportunities for local people. These paragraphs have informed the socio-economic baseline in section 5.1 as well as the gap analysis in section 6.2.
Portsmouth Local Plan 2038 [34]	The Portsmouth Local Plan sets out a 15-year vision for sustainable development, addressing the city's social, economic, and environmental needs while guiding future investment. The paragraphs which are of relevance to the Outline SEP are: • Paragraph 3.1.7 states that despite being a university city, Portsmouth has a lower proportion of residents with degree-level qualifications and a higher share with no qualifications compared to the South East average. • Paragraph 3.1.15 sets out that raising the skill levels of Portsmouth residents, seeking to retain university graduates and increasing the proportion of residents in work will be key to productivity growth in the city. The following strategic objectives outlined in the plan relevant to the Outline SEP are:

Local planning authority documents	Summary and relevance to the Outline Skills and Employment Plan
	• Policy E1 Economic Development and Regeneration states that the Local Plan will seek to support the sustainable economic development and regeneration of Portsmouth with a particular focus on improving local skills and increasing skilled employment opportunities within the city. • Policy C5 Infrastructure and Community Benefits sets out that education infrastructure including early years, schools, skills training and apprenticeships will be necessary. These policies have been used to develop the objectives and actions outlined in section 7.2.
Portsmouth Plan (The Portsmouth Core Strategy), 2012 [28]	The Portsmouth Plan is Portsmouth's Core Strategy. It is the overarching planning policy document, which forms part of a wider set of local planning policy documents known as the Local Development Framework (LDF). The Plan sets out a vision and objectives for the development of Portsmouth up to 2027. The paragraphs which are of relevance to the Outline SEP are: • Paragraph 1.29 states that Portsmouth's unemployment rates are higher than the regional average and most of the higher skilled jobs are taken by people that commute into the city for work. • Paragraph 2.13 outlines objective 3 to develop Portsmouth as a city of innovation and enterprise. This will be achieved through ensuring there is an available pool of skilled labour through raising and diversifying the skills of the local population and attracting graduates and skills from outside. These paragraphs have informed the socio-economic baseline in section 5.2 and development of the objectives and actions outlined in section 7.2.

Local partnership and strategic planning documents

3.1.6 Table 4-4 provides a summary of the key local partnerships within the Solent and Hampshire region, along with their core strategic documents, which are closely interconnected. A central organisation is the Solent Local Enterprise Partnership (LEP), an economic development body established by the UK Government in 2011 to promote local decision-making and drive regional growth. The Solent LEP plays a pivotal role in shaping the area's economic strategy, particularly through its investments in skills development, infrastructure, and innovation. It works collaboratively with local planning authorities, businesses, educational institutions, and other stakeholders to ensure that regional economic priorities are aligned and effectively delivered. The LEP's influence extends across a wide range of

initiatives, from supporting business growth and job creation to addressing skills shortages and improving connectivity, making it a key driver of long-term prosperity in the region.

3.1.7 A common theme across this section is the urgent need to address labour market and skills related constraints that are limiting economic growth in the Solent region. While challenges such as an ageing workforce, skills shortages, particularly in construction, and high not in education, employment or training (NEET) levels persist, the section also highlights regional strengths and active initiatives aimed at building a more resilient, inclusive, and future-ready workforce.

Table 3-4 Local partnerships/regional level decision making

Local strategic planning documents	Summary and relevance to the Outline Skills and Employment Plan
Solent LEPs Skills Action Plan and Local Skills Report (2022) [29]	This refresh of the Solent Local Skills Report and Skills Action Plan provides a timely opportunity to review progress on our plans and priorities designed to help the Solent reach its full economic potential. It sets out the opportunities for our residents, workforce and businesses to obtain the skills they need to remain competitive and to grow. The relevant points to the Outline SEP are: • The Solent suffers from a technical skills deficit, trailing behind the rest of the South East in productivity. • Since 2018, Skills Advisory Panels (SAPs) have been bringing together employers, skills providers and key local stakeholders to better understand and resolve skills mismatches at a local level. • The qualification profile for Solent residents indicates a relatively strong skills base up to A-level or equivalent (i.e. National Vocational Qualification-NVQ Level 3). • Apprenticeships offer a particularly popular route into the industry, with almost one in five of all people in employment in the Solent's construction sector having undertaken an apprenticeship. This has been incorporated into the gap analysis in section 6.2 and the objectives and actions developed in section 7.2.
Get Solent Working Plan [35]	The Plan is a regional employment, health and skills strategy covering Southampton, Portsmouth and the Isle of Wight. Developed in response to the Government's Get Britain Working agenda, the plan seeks to increase employment, reduce economic inactivity, address labour and skills shortages, and improve workforce retention. Key priorities and themes relevant to the Outline SEP include: • Supporting access to employment for underrepresented groups. • Addressing skills shortages through apprenticeships and training. • Developing skills for priority growth sectors. • Promoting upskilling, reskilling and career progression. • Strengthening employer and education provider collaboration.

Local strategic planning documents	Summary and relevance to the Outline Skills and Employment Plan
	These have helped inform the objectives and actions in section 7.2
The Solent Local Skills Improvement Plan (LSIP) (2023) [30]	This LSIP has been produced in collaboration with a range of stakeholders and employers from across the Solent. It sets out the key priorities and changes needed to make post-16 technical education and training more responsive to employers' needs and provides a representative and coherent view of the skills required to support local economic growth, boost productivity, improve employability and enable progressions for learners. The priorities included in the plan that are relevant to the Outline SEP are: • Ensure the skills ecosystem can improve the life chances of all communities across the Solent • Reduce complexity and improve complementarity within the skills ecosystem in the Solent • Acknowledge that career pathways are not linear and facilitate greater brokerage within the skills ecosystem • Engagement has identified the need for a sub-regional Skills Hub/brokerage service/online platform which co-ordinates training across the Solent • Discussions with employers indicated that this presents a unique opportunity for learners and employees to 'jump across sectors', especially in cases there is great complementarity between their skills and past experience, with gaps identified in local demand This has informed the gap analysis in section 6.2 and the objectives and actions developed in section 7.2.
Hampshire and the Solent Local Skills Improvement Plan (LSIP) 2026 -2029 [36]	This document sets out the region's priorities for the next three years and identifies the areas where change will have the greatest impact. It outlines how the Hampshire Chamber of Commerce, as the designated Employer Representative Body (ERB) will work with HSCCA and other partners to ensure post-16 education and training is better aligned with future economic needs, and contributes directly to productivity and economic growth. The Plan comes up with four unified priorities for 2026-2029 with associated actions. These have helped inform the objectives and actions in section 7.2 of the Outline SEP: • Priority 1: Improve awareness, navigation and access to the skills ecosystem. • Priority 2: Strengthen employer participation. • Priority 3: Build a responsive and inclusive ecosystem. • Priority 4: Support pathways, progression and workforce transition. Underpinning these reforms is a commitment to inclusion and opportunities as outlined in the Get Britain Working White Paper6, which aims to help people enter, stay in and progress in work, while supporting employers to recruit, retain and develop staff.

Local strategic planning documents	Summary and relevance to the Outline Skills and Employment Plan
Skills for the Future: Hampshire Skills Strategy and Investment Plan 2030 [37]	The skills strategy includes initiatives and key priorities for skills and employment in the County. The priorities included in the plan that are relevant to the Outline SEP are: • Ongoing work includes developing Future Skills Centres like Bordon and South Hampshire College Centre of Excellence in Engineering, Manufacturing and Advanced Skills (CEMAST), running an Employment and Skills Hub to create job opportunities, and supporting over 700 apprenticeships since 2017. • Secured European Social Fund (ESF) investment to support skills projects, which will inform Investment Plans for the future UK Shared Prosperity Fund and Levelling Up opportunities also forms part of the offer. • Looking ahead, the Council aims to create a "*Future-Ready Hampshire*" by aligning skills with employer needs, fostering an inclusive labour market, and strengthening the skills infrastructure to raise aspirations and meet demand. This has informed the gap analysis in section 6.2 and the objectives and actions developed in section 7.2.
The adopted Strategic Economic Plan for the Enterprise M3 Area 2018 – 2030 [38]	The Enterprise M3 area incorporates parts of the Outline SEP study area including East Hampshire and Winchester. The Enterprise M3 LEPs Strategic Economic Plan identifies skills for a high value, high growth economy as a key priority for growth in the Enterprise M3 area. It also sets out the economic objectives for the Enterprise M3 area for the period to 2030. The relevant objectives to the Outline SEP are: • Maximising opportunities within a balanced and inclusive economy, better aligning skills demand and supply • A stronger employer voice in skills planning; more workers with technical skills meeting employer demand; greater employer engagement and increased business resilience as access to skills to respond to technology change increases These objectives have informed the baseline understanding of the local economy in section 5.1 and the development of the objectives and actions in section 7.2.

4 Stakeholder identification

4.1 Engagement

Engaged stakeholders

4.1.1 This section outlines the stakeholder engagement undertaken to inform the development of the Outline SEP.

4.1.2 A range of stakeholders hold responsibilities for different aspects of the Outline SEPs delivery. Table 4-1 presents the stakeholders that have been engaged as part of the EIA Working Group sessions or as a result of separate discussions.

4.1.3 At this outline stage, engagement has focused on existing engagement channels with local planning authorities such as EIA working groups and responses to statutory consultations. This is because local planning authorities have a key role in co-ordinating local economic development in their area. Ad hoc engagement has been undertaken when requested by the local planning authorities. For example, HBC has been engaged through an online meeting, and their input has helped shape the development of the Outline SEP. HSDC, a leading Further and Higher Education College providing learning across three campuses in Hampshire, has been engaged also. A summary of this discussion can be found in this section.

Table 4-1 Engaged stakeholders

Outline Skills and Employment Plan stakeholders	Organisation
Lower tier and unitary local planning authorities	• East Hampshire District Council • Eastleigh Borough Council • Fareham Borough Council • Havant Borough Council • Portsmouth City Council • Winchester City Council
Upper tier local planning authority	• Hampshire County Council
National Park Planning Authority	• South Downs National Park Authority
Skills providers (Further Education /Higher Education)	• Havant South Downs College

4.1.4 In preparation of the detailed SEP, skills providers, including colleges, training centres, and other educational institutions in Outline SEP study area, should be

actively engaged to deliver relevant training programmes post-consent. In preparation of the detailed SEP the Contractor will directly engage with skills and training providers who are part of the Local Skills and Employment working group. Within this group, the Contractor will be expected to collaborate with the local planning authorities' members to ensure effective delivery of skills and employment initiatives. In preparing and delivering the detailed SEP, the Contractor will also engage Hampshire Careers Hub and relevant Youth Hubs operating within the study area, including Havant Link Up Youth Hub where appropriate, alongside Jobcentre Plus. These organisations could be treated as complementary referral and delivery partners: the Careers Hub can support careers information, employer encounters and links with schools and colleges; Youth Hubs can provide locally accessible support and referral routes for young people, including those not in education, employment or training; and Jobcentre Plus can support recruitment and employment pathways for jobseekers and priority groups.

4.1.5 Additional detail on the training centres and community organisations in study area that assist local residents in finding employment are described in section 7.

Environmental Impact Assessment Working Groups

4.1.6 Five EIA Working Groups have been established as forums for ongoing engagement with statutory bodies regarding the Project. These Working Groups when combined cover all of the assessment topics considered by the EIA. A full description of each of the EIA Working Groups, the key stakeholders, and an overview of the topics presented can be found in section 5.4 of ES Chapter 5 EIA approach and methodology, Volume I (Document reference 6.1, DCO Volume 6). This section presents a summary of the topics covered in the EIA Working Groups which are of relevance for the Outline SEP.

4.1.7 One of these groups is called the Community EIA Working Group. This group is used by topic leads for ES Chapter 12 Land use and agriculture, Volume I (Document reference 6.1, DCO Volume 6), ES Chapter 17 Socio-economics, tourism and health, Volume I (Document reference 6.1, DCO Volume 6), and the Outline SEP (Document reference 7.9, DCO Volume 7). At the time of writing, there have been twelve Community EIA Working Group meetings between Summer 2022 and DCO application. Technical officers from the following organisations attended the EIA Working Group meetings:

1. East Hampshire District Council
2. Hampshire County Council
3. Portsmouth City Council
4. Eastleigh Borough Council
5. Havant Borough Council
6. South Downs National Park Authority
7. Fareham Borough Council
8. National Health Service Hampshire, Southampton and Isle of White Clinical Commissioning Group
9. Winchester City Council

4.1.8 The following overarching themes were covered across the EIA Working Group meetings:

1. Introduction and background to the Project
2. Overview of the baseline environment
3. EIA scoping which included setting out the proposed approach to EIA scoping, providing an overview of the EIA Scoping Report and seeking feedback on the EIA Scoping Opinion
4. An overview of the PEI Report, including setting out the baseline and approach to mitigation, as well as providing an overview of the PEI Report findings
5. Updates on the approach to development of the design of the Project
6. Briefings on the materials to be consulted on, including design and environmental assessment related matters, ahead of the Summer 2022, Summer 2024 and Spring 2025 Consultations
7. Approach to mitigation, Commitments Register and associated management plans to be provided with the DCO application
8. Consultation feedback and updates on scheme development, and design principles following the Summer 2024 Consultation and PEI Report
9. Updates on EIA progress and development of mitigation, including management plans and the Commitments Register
10. An overview of the ES, including setting out the baseline and any updates from the PEI Report, as well as providing an overview of the findings of the EIA

4.1.9 During Community Working Group 11, two comments were raised in relation to the Outline SEP. These were:

1. How does the Outline SEP help local businesses to access supply chain opportunities associated with Landscape and Ecology works of the Project. Objective 4 of the Outline SEP seeks to maximise local economic impact through procurement and within the Supply Chain. The Contractor is committed to employing a dedicated Supply Chain Manager to liaise with local businesses and representative organisations throughout construction. They will encourage SMEs to engage in procurement opportunities and host a supplier engagement event in the Outline SEP study area. This is inclusive of all thematic work types associated with the construction, including Landscape and Ecology activities.
1. Whether the Outline SEP includes any requirements on engaging with the Department for Work and Pensions (DWP), noting they could facilitate specific construction sector academies, recognising the need to tackle communities of long-term unemployment. The Outline SEP places a commitment on the Contractor to engage local job centres in the Outline SEP study area, outlined in Appendix B.1, to ensure local pathways to employment to residents from all backgrounds.

4.1.10 Apart from comments made in Community EIA Working Group 11, limited specific comments were received through the EIA Working Groups regarding the Outline SEP. However, the sessions have provided useful context for the project's baseline and supported broader discussions around community feedback gathered during consultations. This background has helped inform the Outline SEPs development, ensuring it reflects local perspectives and project related insights.

Additional engagement

4.1.11 Engagement was undertaken with HBC and HSDC in Spring 2025. The following points were raised by the stakeholders during the meeting:

1. They highlighted the high number of micro-construction companies operating locally, many of which could benefit from targeted support and skills development. This has informed Objective 4 (section 7) which aims to support local enterprises (particularly SMEs) through the procurement process.
2. Any training initiatives developed must align with and comply with the CITBs National Skills Academy Client-Based Approach to ensure quality and consistency [1]. This has been used to inform the KPIs outlined in section 7 and the target number of work placements the Applicant could aim for.
3. There is a resurgence in the local housebuilding market following a period of limited activity, with several significant projects now emerging. However, the sector continues to face notable skills shortages, particularly in key trades needed to meet growing housing demand. This has been considered in Objective 3 in section 7 where particular attention will be given to increasing awareness of careers in construction and infrastructure. Section 5.3 summarises the major projects occurring alongside the Project.
4. The current focus should be on supporting and delivering educational and skills outcomes through existing institutional providers in the locality as outlined in Objective 1 (section 7) which includes an action to work with local Further Education and Higher Education providers. Investment in local educational institutions and training providers will enhance the existing capacity. This approach supports delivery at scale and maximises wider benefits and positive outcomes for the locality.

4.1.12 Given that the Outline SEP study area spans six local planning authorities across the South East of England (Graphic 2-1), it will be essential to take a strategic, joined-up approach to skills planning and delivery. This should include cross-boundary collaboration to maximise impact, avoid duplication, and ensure the development of a workforce that can meet both current and future regional needs.

4.1.13 Havant and South Downs College (HSDC) is a large Further Education provider, serving approximately 4,500 learners aged 16–18 and 2,500 adult learners. The college currently offers T Levels[5] in design and, with the appropriate support, has expressed interest in collaborating with partners to establish a dedicated skills centre. For such an initiative to be viable, HSDC would want to see a cohort of at least 30 learners, ideally 40 (two groups of 20) to justify the investment, recognising that it may initially operate as a loss leader. Crucially, there would need to be a clear and sustained pipeline of learners over a 4-5-year period, as well as access to appropriately skilled professionals to serve as teachers and trainers. This has proven to be a key challenge in the delivery of existing T Level programmes, where securing employer engagement and skilled teaching staff has required significant effort and co-ordination.

[5] T Levels are a nationally recognised qualification for students aged 16-18, designed as a high-quality alternative to A Levels and apprenticeships. They are two-year programs that combine 80% classroom learning with 20% industry experience, including a minimum nine-week placement with an employer.

4.1.14 Additional engagement was held with HBC in Autumn 2025, and the following points were discussed:

1. Havant faces major skills and employment challenges. With 20% of residents lacking qualifications, limited post-16 options, and no local entry-level construction training, access to opportunities is poor, especially in Leigh Park, one of the UK's most deprived areas. Construction bootcamps and skills academies could help bridge the gap, which is deeper than headline data suggests.
2. Havant has one of the highest Not in Employment Education or Training (NEET) rates, competing with Basingstoke. Key groups include care leavers, young offenders, and teenage parents. Tackling NEETs is a strategic priority in the borough's corporate strategy.
3. Most roles will be high-skilled, with limited post-construction employment. Entry-level skills are critical to ensure local residents benefit. The Outline SEP should help level the playing field, and procurement can drive inclusive outcomes.
4. An on-site construction academy is being explored to improve job access and progression.

4.1.15 The feedback from this meeting has informed the objectives and outcomes devised in section 7.2. There is a particular emphasis on promoting entry level construction skills which will more accessible and appealing to residents in Havant, helping to address local barriers to employment and ensure inclusive participation in the construction programme. The consultation with HBC led to a commitment for the Contractor to engage with local partners in relation to the development of a Skills and Employment Construction training academy in Leigh Park, Havant. The authorised development shall not commence until a financial contribution towards the capital cost of a construction skills and training academy at Leigh Park, Havant has been made to the local authority in accordance with a s106 development consent obligation or other agreement entered into for this purpose (the Skills and Training Fund).

Consultation

4.1.16 Feedback received from stakeholders for each consultation is summarised within the Consultation Report (Document reference 5.1, DCO Volume 5), including a response to the feedback. These cover the consultation responses received for the following consultations:

1. Summer 2022 Consultation
2. Summer 2024 Consultation
3. Spring 2025 Consultation
4. Autumn 2025 Consultation

Consultation feedback relevant to the Outline Skills and Employment Plan

4.1.17 The following consultation feedback relevant to the Outline SEP are:

1. Havant Borough Council expressed concern that the site for the WRP is allocated for employment uses in its local plan and benefits from an outline

permission for employment uses. They stated that the number of Full Time Equivalent (FTE) jobs the WRP site would create was markedly low for an employment site.

2. Respondents from EHDC, WCC and FBC acknowledged the benefit of the Project on employment and apprenticeships. EHDC welcomed the opportunity to discuss apprenticeships during construction and operation and potential ways they could help facilitate these.
3. Havant Borough Council emphasised the importance of maximising employment opportunities through the Project, both during construction and operational phases, to ensure the benefits of the planned employment use are not lost to the local area.
4. Havant Borough Council welcomed the suggestion that a Skills and Employment plan will be developed to support the DCO application, which will aim to maximise the delivery of construction jobs and training opportunities in the local area. The Council has an established process for creating, delivering and monitoring ESPs through S106 agreements, using the CITB framework for measuring outputs towards providing training and jobs for local people, and said it would welcome the opportunity to develop this in advance of the DCO application.

4.1.18 The consultation feedback indicates a willingness from local planning authorities in the study area to engage in skills and training opportunities linked to the Project. The Outline SEP outlines the creation of a Local Skills and Employment Working group which local planning authorities in the Outline SEP area will be invited to be a member of. Additional information is provided in section 8.1.

5 Skills and employment assessment

5.1 Socio-economic baseline

5.1.1 This section presents socio-economic, employment and health baseline data for the Outline SEP study area (defined in section 2.2), building on that provided in ES Chapter 17 Socio-economics, tourism and health, Volume I (Document reference 6.1, DCO Volume 6). The socio-economic baseline within the Outline SEP supplements this by offering additional data on resident earnings within the study area, while placing less emphasis on health and tourism related indicators. This approach is intended to provide a more targeted understanding of local workforce characteristics, which is central to informing skills and employment planning.

5.1.2 The following core indicators are covered in this section:

1. Population
2. Age profile
3. Deprivation
4. Employment and unemployment
5. Occupation
6. Businesses and industry
7. Earnings
8. Disability
9. Race
10. County level health profile

5.1.3 The following data sources have been accessed to inform the baseline:

Sources of data	Baseline data
Population and household estimates, England and Wales, by sex and five-year age group: Census 2021 [39]	Census 2021 rounded population and household estimates for local planning authorities in England and Wales (accessed May 2025).
Ministry of Housing, Communities and Local government (MHCLG) Open Data: English Indices of Deprivation 2019 [40]	A set of relative measures of deprivation for small areas (Lower-layer Super Output Areas) across England (accessed May 2025).
Employment in local planning authorities, England and Wales: Census 2021 [41]	Adults living in the local planning authorities of England and Wales who are in and out of work. Covering employment, unemployment and inactivity. Census 2021 data (accessed May 2025).
Occupations of those in employment, by local area, working pattern, employment status and disability status, England and Wales: Census 2021 [42]	Census 2021 occupation data for people aged 16 years and older and in employment, to a detailed level (4-digit Standard Occupational Classification). Tables include occupation by local planning authority district and upper tier local planning authority, full-time or part-time work, disability status, and employees compared with those self-employed (accessed May 2025).

Sources of data	Baseline data
Earnings and hours worked, place of work by local planning authority: Annual Survey of Hours and Earnings (ASHE) Table 7 2023 [43]	Annual estimates of paid hours worked and earnings for UK employees by sex, and full-time and part-time, by work-based region to local and unitary authority level (accessed May 2025).
Disability, England and Wales: Census 2021 [44]	This dataset provides Census 2021 estimates that classify usual residents in England and Wales by long-term health problems or disabilities. The estimates are as at Census Day, 21 March 2021 (accessed June 2025).
Ethnic group, England and Wales: Census 2021 [45]	The ethnic groups of usual residents and household ethnic composition in England and Wales, Census 2021 data (accessed June 2025).
Hampshire Joint Strategic Needs Assessment (JSNA) [46]	Long-term health problem or disability (checked June 2025).
Hampshire JSNA [46]	Life expectancy (checked June 2025).
Hampshire JSNA [46]	Healthy life expectancy (checked June 2025).
Hampshire JSNA [46]	Chronic respiratory diseases (checked June 2025).
Hampshire JSNA [46]	Obesity prevalence, trends and related health indicators (checked June 2025).

Population

5.1.4 Table 5-1 shows the population at the 2021 Census for each local planning authority area within the study area, Hampshire, the South East, and England, and the rate of change since the 2011 Census. Winchester and Eastleigh have experienced higher rates of population growth than the county, regional, and national averages, however other districts have recorded notably lower than average rates of growth, particularly Portsmouth which has seen its population grow by 1.5% compared with the national average of 6.7%.

Table 5-1 Total population by area and change since 2011 (Census 2021)

Administrative area	Total population (2021)	% change since 2011
Havant	124,200	2.9%
Winchester	127,500	9.4%
Fareham	114,500	2.6%
Eastleigh	136,400	8.9%
Portsmouth	208,100	1.5%
Hampshire	1,400,800	6.3%
South East	**9,278,100**	**7.5%**
England	**56,550,138**	**6.7%**

Age profile

5.1.5 Table 5-2 shows the age profile of the population at ward-level and for each local planning authority within the study area, in comparison with Hampshire, the South East, and England. The proportion of residents aged 65 and over is above average in Hampshire, however this varies considerably at local planning authority level with Havant and Fareham having the largest proportions of residents in these age groups. Portsmouth and Winchester both have higher than average proportions of residents aged 15-24, reflecting the student population in each city. Eastleigh has a slightly higher than average proportion of residents who are children aged under 15.

Table 5-2 Population by age range by area (Census 2021)

Administrative area	0-4	5-14	15-24	25-64	65-84	85 and over
Bedhampton	4.5%	10.3%	9.4%	52.7%	19.3%	3.8%
St Faith's	4.9%	10.2%	9.8%	51.4%	20.3%	3.5%
Purbrook	4.4%	10.4%	9.9%	51.7%	20.6%	3.1%
Southwick and Wickham	6.2%	11.8%	9.7%	53.4%	16.2%	2.6%
Drayton and Farlington	4.8%	12.5%	10.2%	49.9%	18.5%	4.1%
Cosham	5.6%	13.5%	11.0%	52.5%	14.9%	2.6%
Paulsgrove	5.7%	14.5%	12.4%	52.4%	13.6%	1.5%
Fareham East	4.6%	10.3%	9.7%	52.7%	19.0%	3.7%
Fareham North	4.6%	10.0%	9.2%	49.5%	21.6%	5.1%
Whiteley and Shedfield	5.4%	12.0%	10.6%	55.4%	14.6%	2.1%
Central Meon Valley	4.9%	12.0%	9.6%	49.9%	20.9%	2.7%
Bishop's Waltham	4.9%	10.7%	8.7%	48.6%	23.6%	3.5%
Upper Meon Valley	4.0%	11.4%	9.7%	50.7%	21.7%	2.6%
Fair Oak and Horton Heath	6.2%	11.7%	10.7%	52.8%	16.4%	2.3%
Bishopstoke West	5.4%	11.7%	8.6%	51.7%	19.3%	3.3%
Colden Common and Twyford	5.2%	14.4%	8.7%	49.5%	19.2%	3.0%
Badger Farm and Oliver's Battery	4.2%	12.9%	9.8%	49.5%	20.3%	3.3%
Havant	4.9%	11.2%	9.7%	49.8%	20.8%	3.5%
Winchester	4.7%	11.8%	13.6%	48.9%	17.7%	3.1%
Fareham	4.5%	11.0%	9.4%	50.6%	20.9%	3.7%
Eastleigh	5.6%	12.4%	9.8%	52.6%	16.9%	2.7%
Portsmouth	5.4%	11.4%	16.6%	51.8%	12.7%	2.0%
Hampshire	5.1%	11.6%	10.1%	51.5%	18.6%	3.1%
South East	5.3%	12.1%	11.2%	51.9%	16.8%	2.7%
England	5.4%	12.0%	11.7%	52.4%	16.0%	2.4%

Deprivation

5.1.6 Much of the study area is in areas of relatively low deprivation where communities have the resources to meet their basic needs. However, there are pockets of high deprivation or underserved communities, particularly among wards in Havant and Portsmouth.

5.1.7 Table 5-4 shows the Lower Layer Super Output Areas (LSOAs) within the Order Limits by decile of deprivation for overall deprivation and for the health and disability and living environment domains. In Havant, the Order Limits intersect with three LSOAs in Purbrook, Bedhampton and St Faiths wards that are within the 10-30% most deprived neighbourhoods nationally. These LSOAs also record high levels of health and disability and living environment deprivation. The LSOAs within the Order Limits in Winchester, Fareham, Eastleigh and Portsmouth generally record low levels of overall deprivation. However, the Winchester 010E ward in the Upper Meon Valley is within the 10% most deprived areas nationally for the living environment domain. Paulsgrove ward in Portsmouth intersects with LSOA Portsmouth 001C which is within the 20-30% most deprived areas nationally.

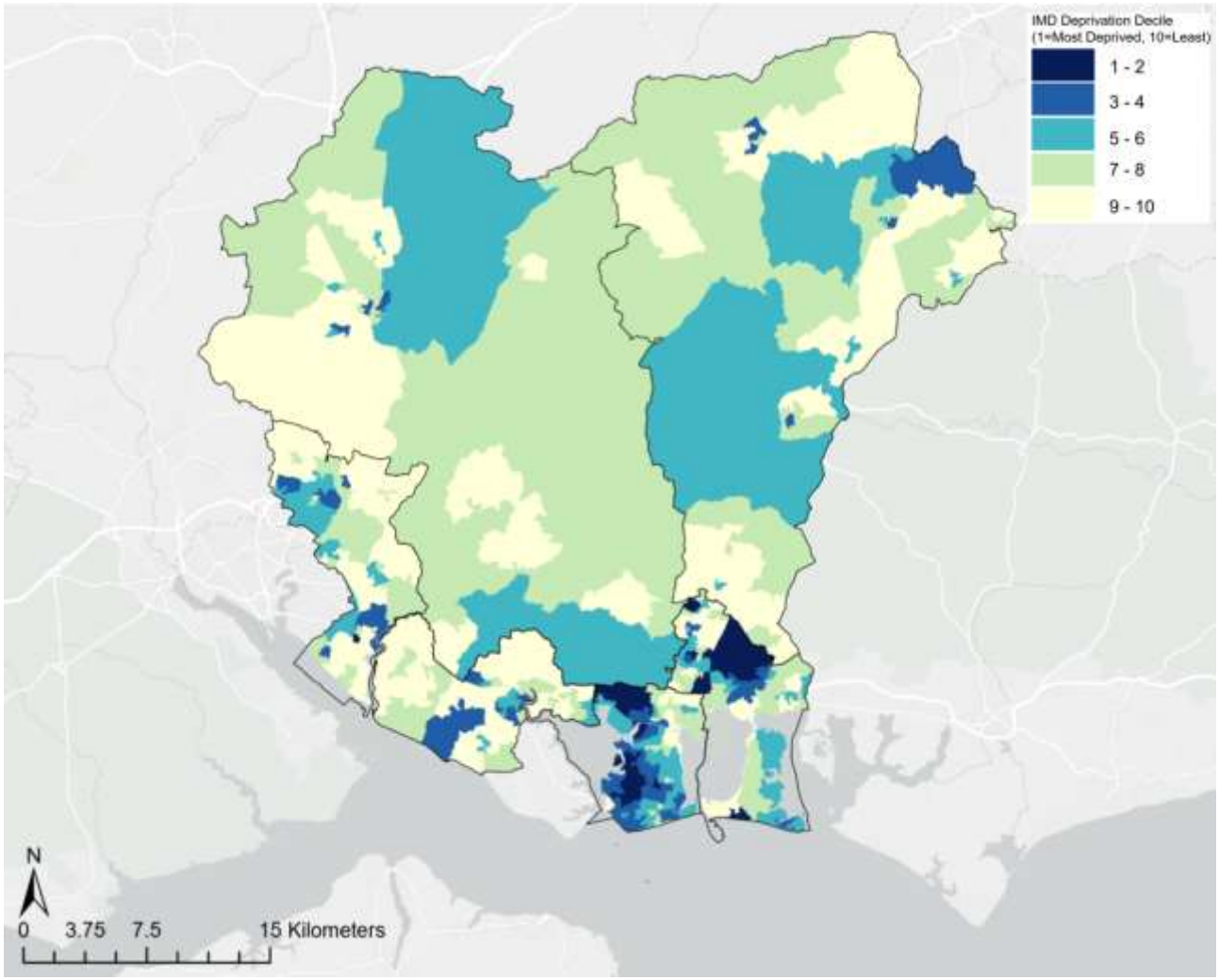
Table 5-3 Lower Layer Super Output Areas by deprivation decile, where 1 represents Lower Layer Super Output Areas within the 10% most deprived areas and 10 represents Lower Layer Super Output Areas within the 10% least deprived areas

Lower Layer Super Output Areas	Overall deprivation decile	Health deprivation and disability decile	Living environment decile
Havant			
Havant 010D	3	4	2
Havant 011C	2	1	7
Havant 014A	3	3	4
Havant 014B	10	9	7
Havant 018C	7	7	5
Havant 018D	4	4	2
Havant 018E	6	6	3
Havant 018F	8	7	5
Winchester			
Winchester 009A	9	10	6
Winchester 010B	9	8	7
Winchester 010C	10	10	8
Winchester 010D	10	10	6
Winchester 010E	8	10	1
Winchester 012A	10	10	8
Winchester 012B	7	8	7

Lower Layer Super Output Areas	Overall deprivation decile	Health deprivation and disability decile	Living environment decile
Winchester 012E	10	10	7
Winchester 012F	10	10	6
Winchester 013A	8	9	4
Winchester 013B	7	9	4
Winchester 013D	6	10	3
Winchester 013E	5	7	4
Winchester 014A	5	9	2
Fareham			
Fareham 004A	10	10	7
Fareham 004E	10	9	4
Eastleigh			
Eastleigh 005D	10	9	6
Eastleigh 008B	10	10	10
Eastleigh 008C	9	8	8
Portsmouth			
Portsmouth 001C	2	3	3
Portsmouth 003A	7	9	4
Portsmouth 003B	9	8	5
Portsmouth 003C	10	8	4
Portsmouth 026B	10	9	5

5.1.8 Graphic 5-1 highlights pockets of deprivation across the study area. Notably, parts of Havant, including three LSOAs in the Purbrook, Bedhampton, and St Faith's wards, fall within the 10–30% most deprived neighbourhoods nationally. In contrast, LSOAs in the study area, particularly those in Winchester, Fareham and Eastleigh generally exhibit low overall levels of deprivation. An exception is the Winchester 010E LSOA in the Upper Meon Valley, which ranks among the 10% most deprived areas nationally in the Living Environment domain. Parts of Portsmouth also experience high levels of deprivation, with several LSOAs in the most deprived 10% of areas. Despite many high-quality Further Education colleges and universities in the area, there are still communities without the access to skills and training support they need to access good work. However, overall, the study area sees relatively lower levels of deprivation.

Graphic 5-1 Indices of Multiple Deprivation across the study area (2019)



Employment and unemployment

5.1.9 Table 5-4 uses data from the Annual Population Survey for working-age employment and unemployment in 2023 [47]. Hampshire records an unemployment rate of 1.8%, which is lower than the regional average of 3.3%, and the national average of 4%. The county also has a considerably higher proportion of residents who are in employment than the national average. Table 5-4 shows that 81.9% of residents in Hampshire are in employment compared to 75.5% in England. At local planning authority level, the highest rates of employment are in Fareham and Eastleigh. Havant records the highest rate of unemployment, at 4.7% followed by Portsmouth at 4.4%, both above regional and national averages.

Table 5-4 Working age population's rate of employment and unemployment, 2023

Administrative area	Employment	Unemployment
Havant	63.2%	4.7%
Winchester	80.5%	N/A*
Fareham	84.9%	N/A*
Eastleigh	83.6%	N/A*

Administrative area	Employment	Unemployment
Portsmouth	79.7%	4.4%
Hampshire	81.9%	1.8%
South East	79.6%	3.3%
England	75.7%	4.0%

Occupation

5.1.10 The occupation of residents in the study area based on ONS census data (2021) is shown in Table 5-5. The figures in green demonstrate higher than average percentages of residents employed within each occupation. Skilled trade occupations are prevalent across the study area, and there are above regional and national average percentages of people employed in this occupation in Havant, Eastleigh, Portsmouth and East Hampshire. Havant and Portsmouth have a high percentage of residents employed in caring and leisure, sales and customer service, plant and machinery and elementary occupations. In Winchester, many residents are employed as managers, directors and senior officials as well as professionals and associate professionals. This is in line with Winchester's strong serviced based economy and transport links to London making it attractive for high skilled commuters. East Hampshire also has a high share of individuals in managerial and professional occupations, possibly linked to the high share of people holding level 4 qualifications, refer to section 5.4 for more detail. East Hampshire is also well connected to major employment hubs including Reading and London.

Table 5-5 Occupation of residents by local area, 2021

Local authority	Managers, directors and senior officials	Professional	Associate professional and technical	Administrative and secretarial	Skilled trades	Caring, leisure and other service	Sales and customer service	Process, plant and machine operatives	Elementary occupations
Havant	12.1	16.3	12.3	9.4	13.5	10.9	8.3	7.1	10.0
Winchester	18.3	26.9	14.6	8.4	8.4	7.2	5.5	3.4	7.4
Fareham	14.3	20.9	16.5	11.1	10.0	8.3	7.1	4.7	7.2
Eastleigh	13.5	21.4	14.3	10.6	10.9	8.9	7.3	5.6	7.5
Portsmouth	10.0	18.5	12.5	9.2	10.9	10.9	8.7	7.5	11.9
East Hampshire	17.1	21.3	14.1	9.3	11.3	9.4	5.7	4.2	7.0
South East	**14.9**	**21.2**	**14.3**	**9.4**	**10.0**	**9.1**	**6.8**	**5.6**	**8.8**
England	**12.9**	**20.3**	**13.3**	**9.3**	**10.2**	**9.3**	**7.5**	**6.9**	**10.5**

Businesses and industry

5.1.11 Graphic 5-2 shows the proportion of employees by sector for each local authority area within the study area, with regional and national comparators. As the chart illustrates, industrial structure varies quite considerably between local planning authority areas.

5.1.12 Winchester and Hampshire as a whole have a slightly higher than average proportion of residents employed in agriculture, forestry and fishing. The mining, quarrying and utilities sector accounts for 4.9% of employment in Havant, above the national average of 1.1%. Havant also has higher than average employment in the manufacturing (8.5%) and construction (7.3%) sectors. Employment in the accommodation and food services sector, which includes many tourism businesses, is above average in Portsmouth (8.7%).

Graphic 5-2 Employees by sector, 2022



5.1.13 Table 5-6 sets out data on the numbers of workers employed in the construction sector in each local planning authority, and the proportion of total employment that is in construction. Havant and Fareham have the highest proportion of their workforces employed in construction, with each having around 3,000 residents employed in the sector. Across Hampshire there are 35,000 employees in the construction sector, while at the regional level there are 213,000 workers employed in construction across the South East.

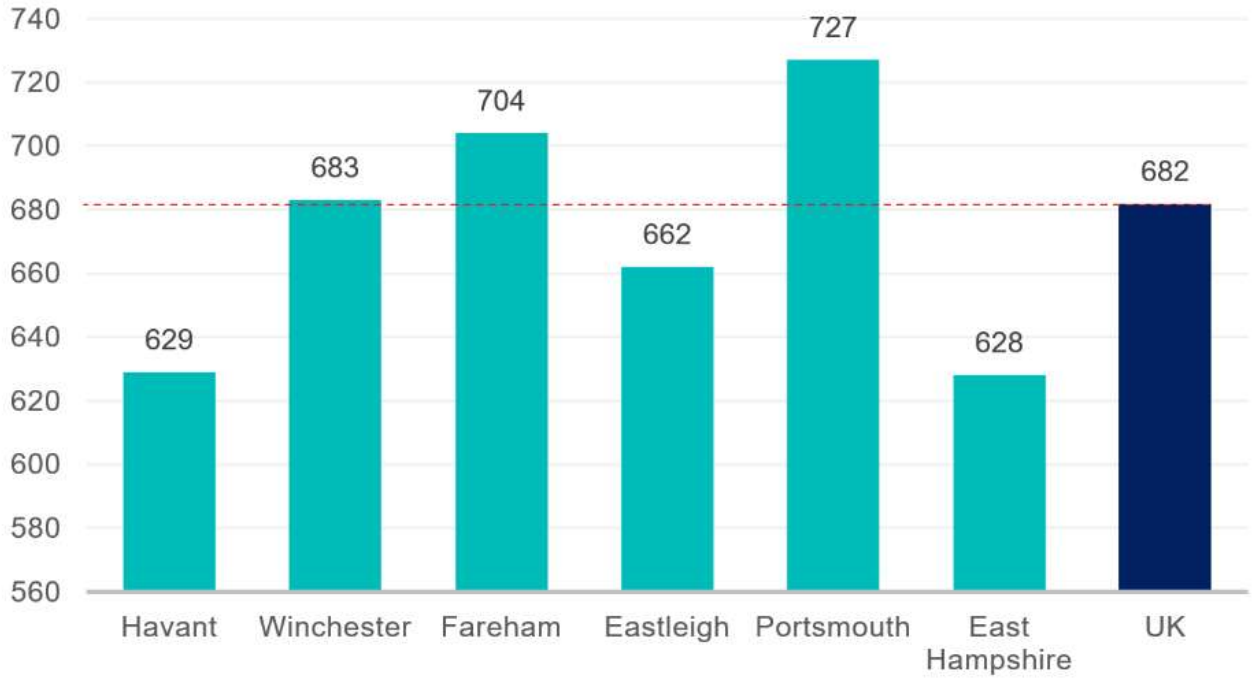
Table 5-6 Construction employment by local planning authority, 2022 [48]

Local planning authority	Numbers employed in construction sector	% of total employment in construction sector
Eastleigh	3,500	5.2%
Fareham	3,000	6.1%
Havant	3,000	7.3%
Portsmouth	3,500	3.3%
Winchester	4,500	5.9%
Hampshire	35,000	5.6%
South East	213,000	5.0%
England	1,300,000	4.8%

Earnings

5.1.14 Graphic 5-3 presents the median weekly earnings for full-time employees in April 2023 across local planning authorities within the study area, alongside the UK average for comparison. Median weekly earnings in Winchester, Fareham, and Portsmouth exceed the national average, while those in East Hampshire and Havant fall significantly below it. This data helps pinpoint areas of economic underperformance and signals where targeted interventions may be needed to raise wage levels and job quality across Hampshire. The Project would also create new jobs which pay well compared to regional and national averages.

Graphic 5-3 Median weekly earnings by area (£,2023)



Disability

5.1.15 Table 5-7 shows the proportion of the population whose daily activities are limited either a little or a lot by a long-term health problem or disability in each ward in the study area, the affected local planning authorities, Hampshire, and England. In England as a whole, the total population with a disability that limits day-to-day activities a little is 7.3%, and those with a disability that limits day-to-day activities a lot is 10%. The proportion of the population in Hampshire with a disability that limits day-to-day activities a little is lower than the national average, at 6.2%. The proportion of the population with a disability that limits day-to-day activities a lot in Hampshire is 10.2%, which is slightly higher than the national average.

5.1.16 Among the wards within the study area, Paulsgrove ward has the highest proportion of the population with a disability that limits day-to-day activities a little, at 9%, or a lot, at 11.8%, which is significantly higher than the regional and national averages. Upper Meon Valley has the lowest proportion of the population with a disability that limits day-to-day activities a little, at 3.7%, and Whiteley and Shedfield have the lowest proportion of the population with a disability that limits day-to-day activities a lot, at 8.1%.

Table 5-7 Disability by area (Census 2021)

	Day-to-day activities limited a little	Day-to-day activities limited a lot	Day-to-day activities not limited
Wards			
Badger Farm and Oliver's Battery	4.2%	8.6%	87.2%
Bedhampton	7.5%	11.6%	80.9%
Bishop's Waltham	5.6%	11.0%	83.3%
Bishopstoke	6.6%	10.7%	82.7%
Central Meon Valley	4.2%	9.0%	86.8%
Colden Common and Twyford	4.6%	9.4%	86.0%
Cosham	7.9%	10.2%	81.9%
Drayton and Farlington	6.6%	9.4%	84.0%
Fair Oak and Horton Heath	4.7%	9.1%	86.2%
Fareham East	6.1%	10.5%	83.3%
Fareham North	7.0%	10.9%	82.1%
Paulsgrove	9.0%	11.8%	79.1%
Purbrook	6.6%	10.9%	82.4%
Southwick and Wickham	6.3%	9.6%	84.1%
St Faith's	6.8%	9.9%	83.3%
Upper Meon Valley	3.7%	8.8%	87.4%
Whiteley and Shedfield	4.8%	8.1%	87.1%

	Day-to-day activities limited a little	Day-to-day activities limited a lot	Day-to-day activities not limited
Local authorities			
HBC	8.3%	11.6%	80.1%
WCC	5.3%	10.0%	84.6%
FBC	6.3%	10.5%	83.2%
EBC	6.1%	10.0%	84.0%
PCC	7.1%	10.5%	82.4%
Regional and national comparators			
Hampshire	6.2%	10.2%	83.6%
England	7.3%	10.0%	82.7%

Race

5.1.17 Table 5-7 shows the percentage of the population by ethnic group in each ward in the study area, the affected local planning authorities, Hampshire, and England. Across Hampshire, the proportion of the population from White ethnic groups account for 92.6% of the population, which is significantly higher than the England-wide average of 81%. The proportion of the population in Hampshire from Asian, Asian British or Asian Welsh ethnic groups in Hampshire (3.8%) is also significantly below the national average (9.6%). Portsmouth is the most ethnically diverse local authority in the study area, with a significantly higher proportion of the population from Asian, Asian British or Asian Welsh ethnic groups (6.9%) compared to the regional average (3.8%). There is also a higher proportion of the population in Portsmouth from Black, Black British, Black Welsh, Caribbean or African ethnic groups (3.4%) compared to the regional average (1.9%). However, this is below the national average of 4.2%.

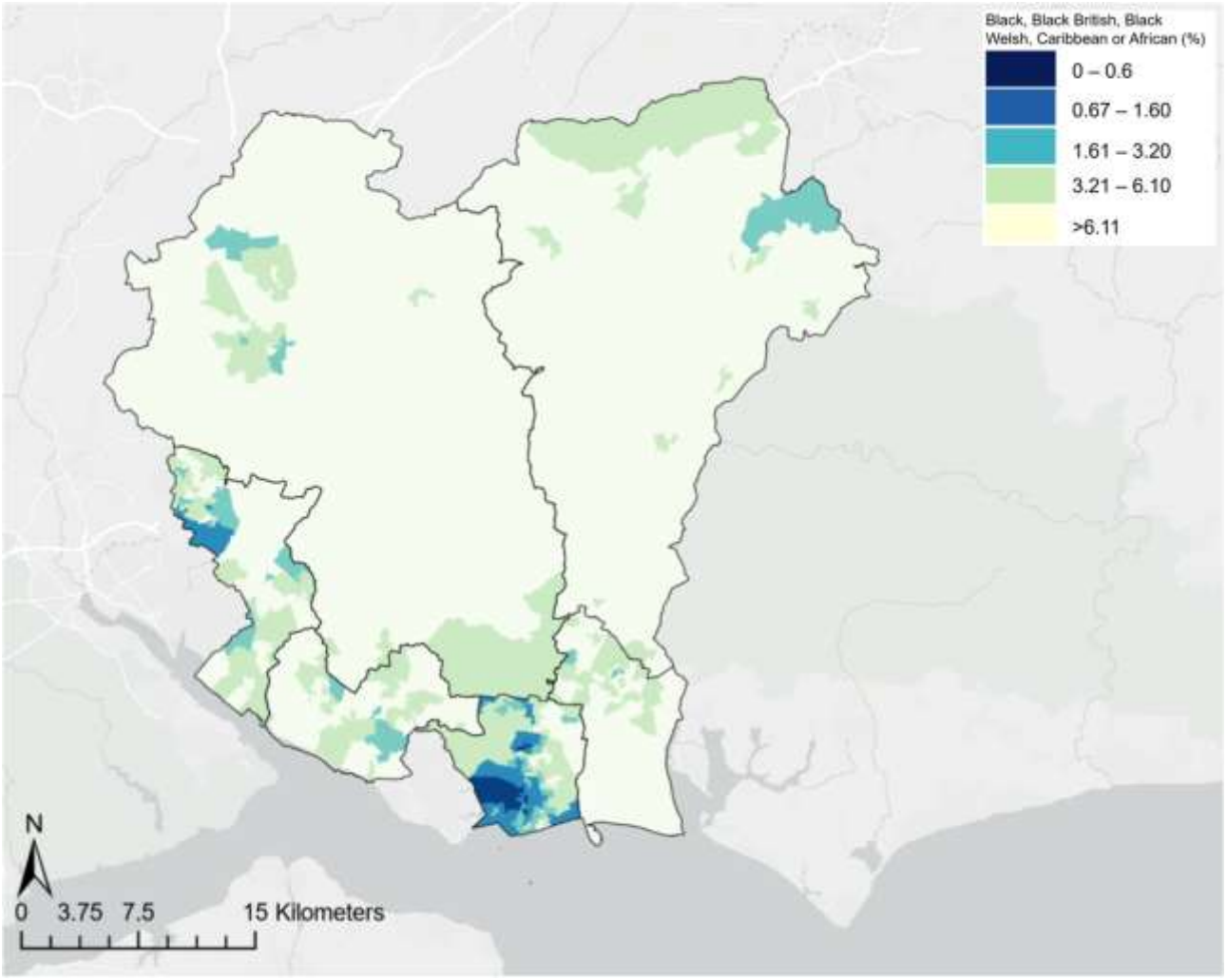
5.1.18 Among the wards within the study area, Cosham has a significantly higher percentage of the population from Asian, Asian British or Asian Welsh ethnic groups (7.2%) compared to the regional average (3.8%). Paulsgrove has a notably higher proportion of the population from Black, Black British, Black Welsh, Caribbean or African ethnic groups (1.9%) compared to the regional average (1%). In the majority of the wards, the percentage of the population from White ethnic groups is higher than the regional average and significantly higher than the national average

5.1.19 Overall, the study area is predominantly white and there is limited ethnic diversity. Identifying these pockets of ethnic diversity will be important for targeting measures to upskill parts of the study area.

Table 5-8 Ethnic group (Source: ONS Census 2021)

	Asian, Asian British or Asian Welsh	Black, Black British, Black Welsh, Caribbean or African	Mixed or Multiple ethnic groups	White	Other ethnic groups
Wards					
Badger Farm and Oliver's Battery	4.0%	0.4%	2.3%	92.2%	1.1%
Bedhampton	2.4%	0.4%	1.4%	95.4%	0.5%
Bishop's Waltham	0.8%	0.2%	0.8%	98.1%	0.2%
Bishopstoke	1.4%	0.2%	1.4%	96.3%	0.6%
Central Meon Valley	0.7%	0.2%	1.2%	97.7%	0.2%
Colden Common and Twyford	2.0%	0.3%	1.9%	95.7%	0.2%
Cosham	7.2%	1.6%	1.9%	88.4%	0.9%
Drayton and Farlington	3.1%	0.6%	1.4%	94.2%	0.7%
Fair Oak and Horton Heath	2.1%	0.4%	1.1%	96.2%	0.2%
Fareham East	3.5%	0.8%	2.0%	93.0%	0.7%
Fareham North	2.3%	0.5%	1.6%	95.1%	0.5%
Paulsgrove	3.6%	1.9%	1.8%	92.2%	0.5%
Purbrook	2.5%	0.6%	1.2%	95.5%	0.3%
Southwick and Wickham	1.6%	0.8%	1.8%	95.6%	0.3%
St Faith's	2.5%	0.8%	1.9%	94.2%	0.7%
Upper Meon Valley	0.8%	0.2%	1.6%	97.1%	0.3%
Whiteley and Shedfield	3.3%	0.5%	1.6%	93.9%	0.7%
Local authorities					
HBC	1.7%	0.6%	1.4%	95.9%	0.4%
WCC	3.1%	0.6%	2.0%	93.6%	0.7%
FBC	1.8%	0.6%	1.5%	95.6%	0.4%
EBC	3.9%	1.0%	2.1%	92.4%	0.7%
PCC	6.9%	3.4%	2.6%	85.2%	1.8%
Regional and national comparators					
Hampshire	3.8%	1.0%	1.9%	92.6%	0.8%
England	9.6%	4.2%	3.0%	81.0%	2.2%

Graphic 5-4 Prevalence of Black, Black British, Black British, Caribbean or African in the study area (%), 2021



County level health profile

5.1.20 Hampshire JSNA data 2021-23 shows that female life expectancy is 84.6 years and male life expectancy is 81.3 years as compared to the national average of 82.3 years and 79.5 years respectively. Females and males born and living in the 10% most deprived areas, can expect to live for 5.6 and 9.6 fewer years respectively than those in the 10% least deprived areas. The JSNA data also shows that female and male healthy life expectancy at birth is 63.8 and 64.3 respectively, indicating an additional 19.6 years in poor health for females and 16.9 years for males.

5.1.21 Hampshire has a higher percentage of overweight and obese adults (64.2%) than the national average of 63.8% but also has a higher percentage of physically active adults (71.5%) than England with 67.3%.

5.1.22 Hampshire County Council (HCC) has a similar prevalence of people with Chronic Obstructive Pulmonary Disorder (COPD) to the national average of 1.9%. Additionally, 16% of patients with chronic respiratory diseases are aged 65+ and 10.67% of patients are under the age of 19. According to the Hampshire JSNA

data (2022/23) on self-reported well-being, 26.3% of people in Hampshire have a high anxiety score, which is higher than England with 23.3%.

5.1.23 The Hampshire JSNA 2021 data shows that 17% of people in Hampshire are disabled under the Equality Act as compared to the national average of 17.3%, with 6.8% of people aged 65 and above disabled under the Equality Act.

5.2 Skills and employment demand review

5.2.1 This section outlines the anticipated employment benefits of the Project during both the construction and operational phases. It also explores opportunities to maximise these benefits for local residents by supporting access to new jobs. Additionally, the section provides an overview of the skills required to fill these roles and considers relevant national and regional trends in skills demand.

Construction activities associated with the principal components of the Project

5.2.2 The construction work for the Project is divided into several key activities as outlined by the Applicant. A description of the construction activities has been taken from ES Chapter 3 Description of the Proposed Development, Volume I (Document reference 6.1, DCO Volume 6). These are summarised as follows:

1. Integration activities: Involves co-ordinating and unifying all separate elements of the Project.
2. Break Pressure Tanks /IPS activities**:** BPTs are required at high points along the Pipeline. Water is pumped from the WRP (Work Number 1) or IPSs to BPTs located at high points, where it then flows onwards using gravity from the tank. This reduces the amount of energy required to transfer water. To accommodate changes in the topography of land, IPSs are proposed at intervals along the pipeline to re-pressurise the pipe. An IPS is needed where pressure has fallen to the point where the pipeline can no longer convey the required flow via gravity. As the BPTs and IPSs would be unmanned, lighting would be required intermittently for access, inspection and planned and emergency maintenance.
3. Pipeline in tunnels and pipeline activities: A number of pipeline installation techniques are expected to be used to construct the pipelines, including trenched open-cut excavation in open and less constrained areas, and trenchless construction methods where required.
4. Pipelines between Budds Farm WTW and the WRP site (Work Number 2): The Pipelines would be located under the Hermitage Stream and would be constructed using trenchless construction methods.
5. Pipelines between the WRP site and Bedhampton Springs (Work Number 3): Two sections of trenchless construction are required to account for the change in direction of the route of the pipelines. The first section of trenchless construction would be from the WRP site to construction compound B1-1 located west of Mill Lane and south of the West Coastway Line railway (see ES Figure 1.1 Location of the Proposed Development and Order Limits, Volume III (Document reference 6.3, DCO Volume 6) for location of construction compounds). From the construction compound B1-2, part of the pipelines

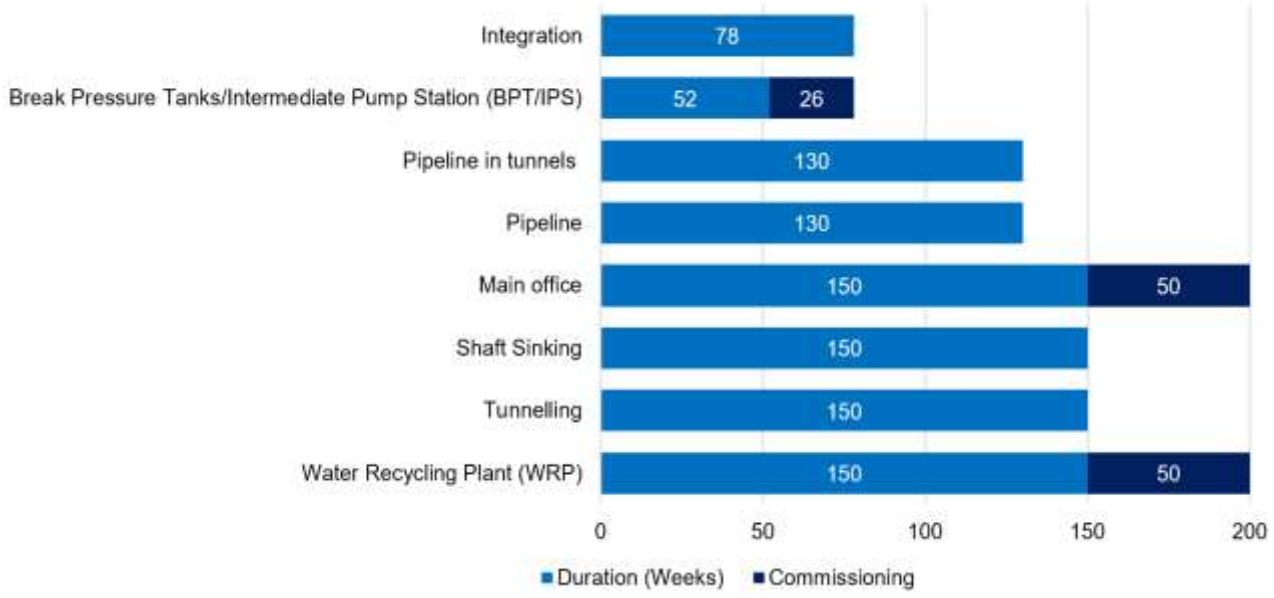
would be constructed above-ground to reduce excavation within the SPZ1 which protects groundwater within Bedhampton Springs. The above-ground section of the pipelines would be constructed to a connection point with the Portsmouth Water pipeline to connect Bedhampton Springs to Bedhampton Springs.

6. Pipeline between the WRP site and Otterbourne WSW (Work Number 4): For most of the Pipeline open-cut trench construction would be utilised, however trenchless construction would be used in some locations, for example at environmentally sensitive locations such as larger rivers or for major infrastructure such as roads or railways.
7. Main office activities: A construction workers hub may be temporarily required during the construction phase to act as a main project hub. It would provide an office building accommodating approximately 60 employees during construction working hours with welfare, parking and security facilities. The purpose of the construction workers hub would be a central point for construction workers to assemble prior to transportation to the temporary construction compounds. The construction workers hub would not be used to store materials, plant or other equipment.
8. The shaft sinking activity: Tunnel shafts would be sunk at each end of the tunnel section comprising a launch shaft from where the Tunnel Boring Machine (TBM) would start and a reception shaft where the TBM would emerge and finish. The construction method for the tunnel shafts would be determined by the Contractor at the detailed design stage following DCO approval.
9. Tunnelling construction activity: Tunnelling is to be utilised in areas where the underground pipeline needs to pass through residential areas and cross sensitive environmental features, where the length is too long for trenchless construction. Tunnelling sections would be constructed utilising a segmental tunnel solution which reduces the number of access points along the routes of the tunnelled sections and would be constructed using a tunnel boring machine (TBM). For some sections of the pipeline there are crossings that are not generally suited to open-cut excavation. Examples of these are roads, railways, waterways, sensitive environmental areas, and other areas where construction could be restricted. Microtunnelling would be used for trenchless construction that utilises microtunnel boring machines (MTBMs). These are usually remote controlled from the surface. Additional information on the tunnelling construction methods can be found in in ES Chapter 3 Description of the Proposed Development, Volume I (Document reference 6.1, DCO Volume 6) section 3.5.
10. WRP site (Work Number 1) activities: The WRP site is located at a former domestic landfill site, and the wider area is typified by light industrial units, as well as commercial and office space using steel framed construction. To construct the WRP site, a level surface would need to be created. This would involve a cut and fill operation. Construction of the WRP site would consist of a main process building, three pumping stations, kiosks for control equipment, administration buildings and parking facilities. Several large holding tanks and chemical storage units would also be constructed above-ground. These would either be pre-cast concrete tanks or glass fused to steel construction.

Construction programme

5.2.3 It is currently anticipated that the Project would be constructed over a period of approximately five years, including commissioning. An indicative construction programme for the Project can be found in ES Chapter 3 Description of the Proposed Development, Volume I (Document reference 6.1, DCO Volume 6). Graphic 5-5 shows the duration of each construction activity. The works to construct the pipeline and commission (excluding the tunnelling works and WRP site) are forecast currently at 130 weeks duration with a start on-site date target of November 2028. The tunnels and shafts forecast duration is approximately 150 weeks and the WRP site forecast duration is approximately 150 weeks + up to 50 weeks in commissioning.

Graphic 5-5 Project construction programme by main activity and duration



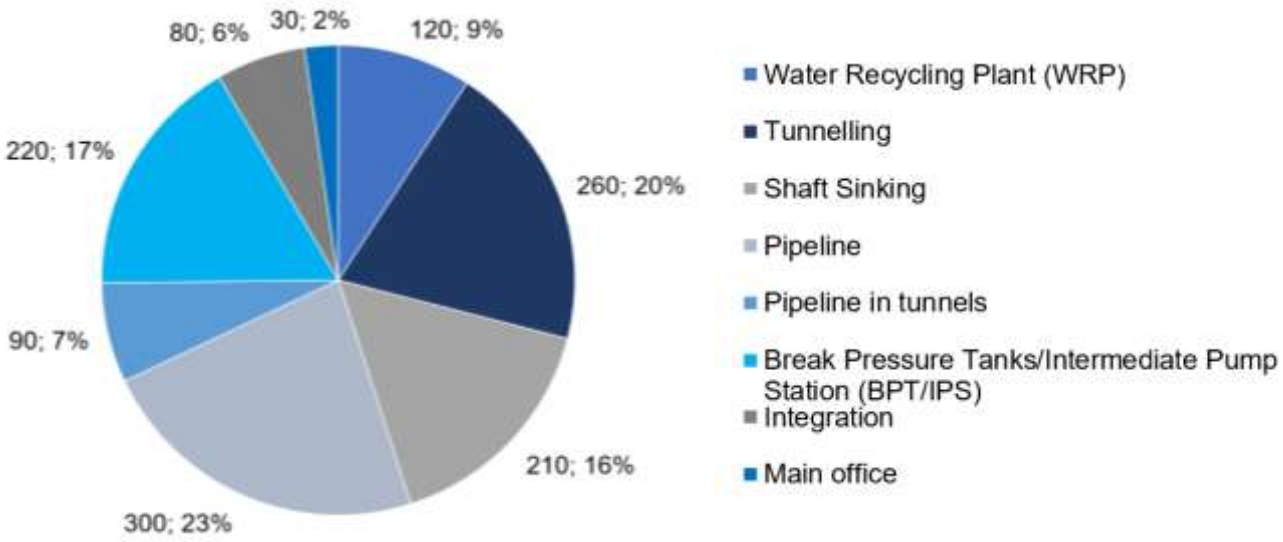
Construction and operation workforce overview

5.2.4 The Project 's construction would span approximately five years and require a wide range of roles, from manual labour to specialised skills in shaft sinking, tunnelling, pipeline installation, and integration. In Graphic 5-6 the initial employment estimates, based on the anticipated 2028 commencement date. This information is based on the Applicant's professional opinion provided in 2025 and is used as a guide to inform the development of the Outline SEP. It is not considered certain or guarantee given the early stage of the Project. During the development of the detailed SEP the Contractor will refine the estimations.

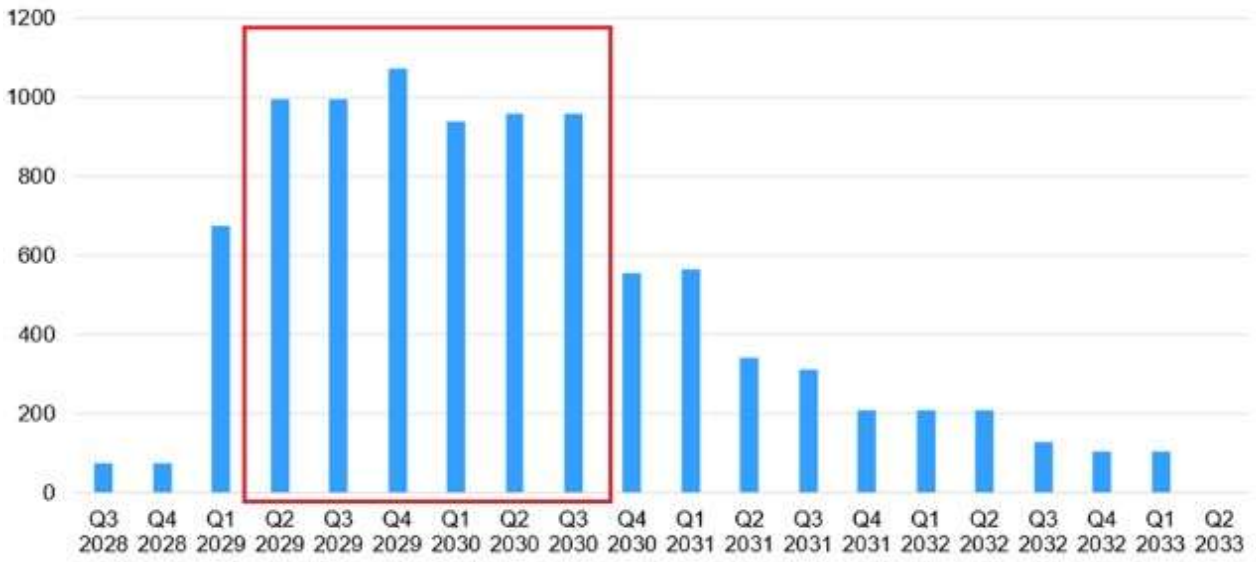
5.2.5 The maximum number of staff across the construction programme is forecast to occur during Q4 of 2029 close to 1,100 workers (Graphic 5-7). The red box outlines the periods for which there is expected to be greatest construction workforce demand. Across the different construction activities, pipeline installation has the largest labour demand, followed by tunnelling, shaft sinking, and BPT/IPS works, with smaller teams assigned to the WRP site, integration works, and office functions. Most jobs will focus on core infrastructure construction. The actual

number of jobs generated by the Project may be greater than those represented in Graphic 5-7.

Graphic 5-6 Estimated number of construction jobs by activity type



Graphic 5-7 Estimated peak construction workforce 2028-2033



5.2.6 Paragraphs 5.2.7 to 5.2.12 summarise the operational roles associated with the Project. Additional detail can be found in ES Chapter 3 Description of the Proposed Development, Volume I (Document reference 6.1, DCO Volume 6). There are limited long-term operational roles across the Project however the AGP and WRP site would require some operatives for maintenance and operation. Table 5-9 gives estimates for the number operational roles, which have been provided by the Applicant's construction manager.

Pipelines

Maintenance

5.2.7 The pipelines would be remain underground and in situ for the remainder of the design life (approximately 100 years). Maintenance activities such as acoustic or imaging inspections would be undertaken by an underground pipeline inspection professional. If repairs are required, then an underground pipeline technician would be deployed to undertake repairs. The condition of the pipeline would be periodically reviewed by the inspector and component parts would be replaced as when required by a qualified technician/s.

Isolation valves, air valves and washout valves

5.2.8 During operation the isolation valves, air valves and washout valves would be inspected and tested to check the valves are operational by a pipeline inspector. It is expected that valves would have a design life of 2,500 opening and closing cycles. On site personnel will be required every six months to test and replace the valves.

Above Ground Plant

Maintenance

5.2.9 The IPSs would have a design life of approximately 60 years. The BPTs would have a design life of approximately 100 years. Operational inspection roles would be required to carry out these maintenance activities during this period. End-of-life maintenance activities would be in addition to the routine operational monitoring and planned maintenance undertaken throughout the design life.

Intermediate Pumping Stations

5.2.10 During operation and maintenance of the IPSs, attendance by an operative would be required approximately once per week for monitoring and any planned maintenance.

Break Pressure Tanks

5.2.11 During operation of the BPTs, attendance by an operative would be required approximately once per week for monitoring and any planned maintenance.

Water Recycling Plant

5.2.12 The WRP site would be operational 24 hours a day and it is assumed that operatives would be in attendance 24 hours a day with approximately five operatives during the day and three during the night.

Table 5-9 Estimated number of full-time equivalent operational jobs

Job title	Estimated number of operational jobs (full-time equivalent)
Pumping Station Operator	7
Integrated Control Assessment Technician	4.25
Process Technician (Electrical)	4.25
Process Technician (Mechanical)	4.25
Network Inspector	0.25
Valve Technician	0.25
Process Operator	5
Total	**25.25**

Construction and operation workforce location

5.2.13 Graphic 5-8 provides an indicative breakdown of the construction and operation workforce by location. This has been gathered using professional expertise of the Applicant's constructability team in 2025. It shows the distribution of workers across local, regional, national, and international locations, highlighting the proportion of the total workforce in each category.

Graphic 5-8 Estimated construction and operation jobs by location



5.2.14 Graphic 5-8 shows that the workforce for the Project construction is expected to be sourced from within the UK. Approximately 45% of workers are expected to be recruited nationally, with a further 30% coming from the South East region. 24% of the construction workforce is expected to be local to Hampshire, and no workers are anticipated to be sourced from outside the UK. While there would be local

employment opportunities, a significant portion of the labour force would be drawn from wider regional and national pools. This reflects the ongoing recruitment and retention challenges facing the construction industry, increasing the need to source labour from a broader geographic area as well as the specialist nature of the construction activities associated with the Project.

5.2.15 A larger share of the operational roles are expected to come from the local area, which is consistent with the long-term nature of these roles and the need for a stable, locally based workforce to support ongoing operations and maintenance.

Summary of skill requirements for construction and operation

5.2.16 The Applicant has estimated the potential types of jobs and skills likely to be required during the construction and operation phases of the Project. Workers are grouped into three skill level categories based on estimated level of experience and qualification required for the role. Construction jobs are temporary jobs, and operational jobs would be permanent. Table 5-10 gives the definitions of these skill categories and the workforce estimates.

Table 5-10 Summary of total workforce estimated skill level

Labour experience	Definition	Count	% of total estimated workforce
High experience	5+ years of experience with some level of qualification, likely specialised courses (NVQ Level 3+)	Construction: 1049	81%
		Operation: 17	67%
Medium experience	3+ years of experience with minimum qualifications (NVQ Level 2)	Construction: 124	10%
		Operation: 8	33%
Low/no experience	No experience needed (NVQ Level 1 or below)	Construction: 125	10%
		Operation: 0	0%

5.2.17 A wide variety of jobs are needed across both construction and operational activities, with detailed descriptions provided in Appendix A.1.

5.2.18 Table 5-11 summarises the key roles and their associated skill requirements. Many positions, such as electricians, labourers, joiners, and machinery Operators, require National Vocational Qualification (NVQ) Level 2 or 3 qualifications, while others demand more advanced credentials, including civil engineering degrees and professional chartership. The Outline SEP should aim to support and develop this full range of skills.

5.2.19 While the Outline SEP objectives in section 7.2 focus on creating accessible entry points into construction through lower-skilled roles, it is important to acknowledge that the majority of roles required for the Project , approximately 80%, are classified as high-skilled, requiring NVQ Level 3 or above and typically over five years of experience. The Outline SEPs emphasis on lower-skilled roles is a strategic approach to workforce development since it is easier to funnel individuals into entry

level positions and then support their progression into higher-skilled roles over time. Objective 3 (section 7.2) directly addresses this by focusing on upskilling pathways, long-term training investment, and employer engagement to ensure that the demand for a highly skilled workforce can be met within the required timeframes.

Table 5-11 Overview of the types of jobs associated with construction and operation

Phase	Job name	Job description	Skills/Qualifications
Construction	Electrician	Responsibilities include interpreting blueprints, installing and maintaining wiring and control systems, inspecting electrical components, and identifying and repairing electrical problems.	NVQ Level 2 or 3 in relevant trade or apprenticeship. 17th/18th Edition Wiring Regulations (Electricians only).
	Labourer	Physical labour on construction sites. Prepare sites by cleaning them, loading or unloading materials, and removing hazards.	
	Joiner	Specialise in cutting, shaping and fitting wood to create structures and fittings.	
	Tunnel Boring Operator	Work on large pieces of tunnelling equipment (such as a TBM). Regulate the operation of the machine which is used to excavate tunnels through hard rock, wet or dry soil, or sand.	NVQ Level 3 or 4 in Construction Site Supervision. Construction Skills Certification Scheme (CSCS) Card, NEBOSH/IOSH Health and Safety Qualifications.
	Crane Driver	Operate cranes to lift, move and position heavy materials and equipment on construction sites.	
	Plant Operator 360	Operating and managing 360-degree rotating excavators, digging and trenching, lifting and moving materials, adhering to safety standards.	
	Yard Foreman	Responsible for managing the operations of the construction site.	
	Mechanical Engineer	Designing, testing and supervising the installation of mechanical systems within buildings. This includes heating, ventilation, and air conditioning systems, plumbing systems and fire protection systems.	Degree in Construction Management, Civil Engineering. Chartered Status (e.g. CEng, RICS, or IEng). Software Skills — knowledge of CAD, BIM.
	Electrical Engineer	Responsible for designing, testing, installing, and maintaining large-scale electrical systems that transmit and generate power.	
	Surveyor	Collect, analyse, and manage the geographical data critical to planning and executive constructions. They conduct site survey to establish baseline information.	
	Tunnel Engineer	Planning, designing and managing all aspects of the tunnel building project. Plan out the tunnel phases, calculate project specifications and monitor on-site progress.	

Phase	Job name	Job description	Skills/Qualifications
	Project Accountant	Managing the financial health and reporting of a construction project.	Accounting degree + ACCA/CIMA/ACA. Degree in Communications, PR or Marketing.
	Operation Manager	Responsible for overseeing the seamless co-ordination and integration of all site operations, ensuring that various project components, teams, and processes work together efficiently.	
Operation	Pumping Station Operator	Responsible for the day-to-day operation, monitoring, and maintenance of pumping stations that move water or wastewater through a treatment or distribution system.	NVQ Level 2 or 3 or apprenticeship.
	Process Technician	Operate and monitor treatment processes (e.g. filtration, chemical dosing, sludge handling).	
	ICA Technician	Maintaining and optimising the systems that monitor and control water and wastewater treatment processes.	
	Valve Technician	Installation, maintenance, inspection, and repair of valves used in water and wastewater systems.	
	Network Inspector	Maintaining the integrity, safety, and efficiency of the clean water distribution network.	Full UK driving license, New Roads and Street Works Act (NRSWA) certification, Water Hygiene.

5.3 Major projects

5.3.1 While this Project alone would provide substantial training and employment opportunities for people in Hampshire, it is one of many significant infrastructure initiatives either underway or planned within the county. Together, these projects represent a strategic opportunity to strengthen the region's workforce and support long-term employment outcomes. By embedding skills development and career pathways into the delivery of this Project and collaborating with other projects, there is the potential to create lasting benefits for local communities, ensuring that Hampshire residents are well-positioned to access future roles across the infrastructure, construction, and related sectors.

5.3.2 ES Appendix 20.1 List of 'other developments' – longlist and shortlist, Volume II (Document reference 6.2, DCO Volume 6) presents the full longlist and shortlist of other existing development and/or approved development relevant to the cumulative effects assessment (CEA). These are presented in the following categories:

1. The Applicant's additional development plan allocations
2. Development Plan Allocations
3. Emerging Development Plan Allocations

4. Town and Country Planning Act 1990 applications
5. Development Consent Orders
6. Transport and Works Act Orders
7. Marine applications [49]

5.3.3 This section focuses specifically on other major construction projects occurring in Hampshire during the same timeframe as this Project. These concurrent developments present opportunities for collaboration and shared investment in training programmes and workforce development initiatives. This section is not an exhaustive list of capital projects in Hampshire but has been used to inform the development of the Outline SEP actions and objectives and highlight opportunities to collaborate with other skills and employment initiatives associated with major capital projects.

Other projects proposed by the Applicant

5.3.4 The Applicant will be delivering upgrades to existing sites that the Project interfaces with to ensure it continues to meet its statutory supply obligations. These projects are included in ES Appendix 20.1 List of 'other developments' – longlist and shortlist, Volume II (Document reference 6.2, DCO Volume 6) and ES Appendix 20.2 Cumulative effects assessment, Volume II (Document reference 6.2, DCO Volume 6) where relevant.

5.3.5 These projects will require a range of skilled workers, and the simultaneous delivery of multiple water infrastructure schemes could intensify competition for skilled labour, particularly for more specialist construction roles. Without co-ordinated workforce planning, overlapping timelines may place significant strain on the local labour market, potentially impacting recruitment, delivery schedules, and cost efficiency.

5.3.6 To mitigate this, there is an opportunity to align training and education initiatives across projects. Collaboration could support the development of shared apprenticeship programmes, targeted vocational training, and on-site learning hubs. This would help build a resilient regional workforce and ensure that Hampshire residents are equipped to access employment opportunities across the water sector.

Other significant infrastructure projects in Hampshire

5.3.7 Table 5-12 summarises a selection of other major developments either identified in ES Appendix 20.1 List of 'other developments' – longlist and shortlist, Volume II (Document reference 6.2, DCO Volume 6) or through additional desktop research. ES Chapter 20 Cumulative and in-combination effects, Volume I (Document reference 6.1, DCO Volume 6) sets out the criteria used to determine which developments form the shortlist and therefore are taken forward to the CEA. The study area for the CEA is defined as the Zone of Interest (ZoI) and is primarily based on the study areas for each topic as set out within each ES topic chapter (ES Chapters 6 to 19, Volume I (Document reference 6.1, DCO Volume 6).

5.3.8 For ES Chapter 17 Socio-economics, tourism and health, Volume I (Document reference 6.1, DCO Volume 6), the ZoI for the socio-economics assessment is

considered at a local planning authority level, and also at a sub-regional and regional level.

5.3.9 There are some projects that are not listed in ES Appendix 20.1, Volume II (Document reference 6.2, DCO Volume 6) that have been added to the Outline SEP list of major projects as these projects could provide opportunities for collaborative training programmes and regional workforce planning. Many of these projects will require skilled labour across construction, engineering, planning, and public services which could create opportunity for additional collaboration in regard to skills and employment. HCCs plan to open new schools across Hampshire could be leveraged by the Contractor to promote career pathways into infrastructure and construction roles. In addition, upgrades to broadband infrastructure could help facilitate remote learning, online apprenticeships, and digital upskilling.

5.3.10 While these additional projects are not expected to cumulatively impact the Project, they may have an indirect impact on the regional labour market. This presents an opportunity for the Contractor to align with wider infrastructure initiatives. By engaging with these projects, there is potential to deliver shared benefits, such as coordinated training programmes and increased visibility of career pathways in construction.

Table 5-12 A selection of major projects in Hampshire

Major Project	Description	Relevance
Havant Thicket Winter Storage Reservoir Manor Lodge Road, Rowlands Castle, Hampshire Southern Water Portsmouth Water [50]	• Full Planning permission for Development of a reservoir for raw water storage, a pumped storage reservoir, with the minimum required total storage capacity of 8,700 million litres (Ml). • An outline application has been submitted for the construction of a visitor centre/cafe, with storage areas and welfare facilities to the north-west of the reservoir to be used for recreational and education purposes. • An outline application has also been submitted for the creation of a permanent wetland on the northern side of the reservoir and construction of bird watching hide/screen(s); recreational facilities for public amenity. • Once operational, it is expected to boost the local economy by over £2 million annually, including £1.3 million from recreational facilities. • The project will generate up to 53 full-time construction jobs and around 11 permanent roles, with additional spending supporting up to 20 more jobs each year. Portsmouth Water also offers Modern Apprenticeships and supports staff in gaining qualifications up to Degree and MSc level.	• Local contractors and workers trained during this project—particularly in pipeline installation, ecological mitigation and general construction skills—represent a skills base that could be transferred to the Project.

Major Project	Description	Relevance
Waterlooville Development [51]	• Outline application for the development of approximately 2,550 dwellings including a local centre (comprising retail, community building, land for health care, land for elderly care) land for 2 primary schools and a nursery. • The site is owned by and being developed by Taylor Wimpey PLC and Grainger PLC, and is administered by both WCC, and HBC.	• Large housing delivery experience in the area indicates availability of construction trades (groundworks, residential building mechanical and electrical installation). • Shared supply chain potential with Taylor Wimpey/Grainger contractors.
Ten new schools in Hampshire [52]	• Hampshire County Council has proposed a £502 million capital programme for Children's Services over the next three years. • This includes ten new schools (three opening in September 2025), three expansions, and 11 Special Educational Needs and Disabilities (SEND) projects adding 114 places. New schools and expansions account for £390 million of the total. • The additional resulting school places would contribute to a total of 19,260 new school places since 2014.	• Demonstrates strong ongoing demand for construction labour, particularly in education-sector buildings, which may increase competition for skilled workers.
Project Gigabit Network [53]	• Building Digital UK (BDUK) has awarded CityFibre a £104.2 million contract under Project Gigabit to deliver gigabit-capable broadband to approximately 75,500 premises across Hampshire and surrounding areas. • The new network will offer symmetrical speeds of up to 2.5Gbps, with the infrastructure designed to support speeds of up to 10Gbps in the future.	• Expands digital infrastructure delivery capacity locally.
Road Infrastructure Improvements [54]	• A £100 million upgrade to the M27 Junction 10 which will support the development of Welborne Garden Village near Fareham, delivering 6,000 new homes, community amenities, and job opportunities. Hampshire County Council is delivering the scheme, working closely with National Highways, and has appointed VolkerFitzpatrick https://www.volkerfitzpatrick.co.uk/en as the main contractor.	• Highlights significant transport-sector engineering expertise locally, as well as competition for skilled engineers, project

Major Project	Description	Relevance
	• Additionally, the £290 million M3 J9 road scheme in the south of Hampshire has been approved, aiming to reduce maximum journey times by a third, support 2,000 new homes and enhance freight connections between Southampton and Portsmouth ports. The scheme is essential to building 2,000 new homes in Winchester, another milestone for this government's Plan for Change to deliver 1.5 million homes over the next 5 years.	managers, and highway contractors. • Enhances strategic connectivity, potentially improving access for construction materials and labour for the Project.
Portsmouth International Port extension [55]	• Portsmouth International Port terminal extension, received £11.24m in funding to manage the increase in passenger through the port, which looks to exceed over 200 cruise calls across the next three years. • This will increase the port's ability to manage an additional 250,000 passengers a year, above its current two million, relies on creating additional capacity.	• Highlights regional demand but also a strong supply chain in complex, multi-disciplinary builds.
Central Winchester Regeneration [56]	• Plans are underway for a mixed-use, sustainable, and pedestrian-friendly district in the heart of Winchester. • The scheme has received approval for the Development Delivery Plan, along with a £4.5 million capital grant from the Community Infrastructure Levy (CIL).	• Provides local expertise in mixed-use development, placemaking, heritage-sensitive construction, and sustainable urban design.
Victory Quay [57]	• A new waterfront community is being developed at the gateway to Portsmouth, delivering high-quality homes, green spaces, and a mix of commercial, social, and recreational facilities. • The project is a partnership between PCC and Homes England. It will provide 835 new homes and includes improvements to the waterfront promenade and the installation of new flood defences.	• Demonstrates nearby capacity for large-scale construction projects which could lead to spillover of local construction workforce skills.

5.4 Skills and employment supply review

5.4.1 This section explores key aspects of the local supply landscape, including:

1. Local workforce employment by industry
2. Current workforce skill levels
3. Local training and education providers

4. Future workforce trends

5.4.2 The purpose of this supply review is to assess whether the demand generated by the Project can be effectively met. It also provides important context for the Outline SEP by outlining the current skills, employment, and education profile of the local workforce. This informs the type and magnitude measures made in the Outline SEP. The measures contained in this Outline SEP are secured by a requirement in Schedule 2 to the draft DCO (Document reference 3.1, DCO Volume 3). A detailed plan will be produced and submitted for approval in accordance with the corresponding requirement in Schedule 2 to the draft DCO (Document reference 3.1, DCO Volume 3).

Local workforce

5.4.3 The Project intersects with six local planning authority areas across Hampshire (listed in section 2.2). The region benefits from a strong base of professionals in civil engineering, environmental science, water management, and project delivery. A recent Solent Local Skills Improvement Plan produced by the HCoC has revealed that there is a growing talent pool with relevant technical qualifications, particularly in areas related to water infrastructure and sustainable engineering [36]. Table 5-13 presents a detailed breakdown of employment by broad industry group in the study area based on the most recently available data from the 2023 ONS Business Register and Employment Survey on employment by group within the study area's economy [58]. The shaded green cells in Table 5-13 refer to a sector specialism with higher prevalence of businesses in that industry that the UK average.

5.4.4 The construction sector accounts for 7.3% of employment in Havant, exceeding the proportions seen in both the South East (4.9%) and the UK overall (4.8%). Similarly, Fareham, Eastleigh, and East Hampshire also report higher-than-average employment in construction compared to regional and national figures. In addition, Havant shows a greater share of employment in the water supply industry at 1.1%, compared to 0.8% in the South East and 0.7% across the UK. Across the local planning authorities in the study area, the manufacturing sector employs a notably high proportion of people, above the national and regional averages in all areas except Winchester. Employment in public administration and defence is also significant, and the wholesale and retail trade sector remain one of the largest employers in the area.

Table 5-13 Office for National Statistics Business Register and Employment Survey on employment by group within the study area, 2023

Industry	Havant	Winchester	Fareham	Eastleigh	Portsmouth	East Hampshire	South East	UK
Mining and quarrying	0	0	0.1	0.1	0.1	0.1	**0**	**0.1**
Manufacturing	9.8	4.2	10.2	9.2	8.5	11.4	**6.1**	**7.5**
Electricity, gas, steam and air conditioning supply	1	0	0.1	1.2	0.9	0.2	**0.3**	**0.4**
Water supply; sewerage, waste management and remediation activities	1.1	0.6	0.6	0.6	0.6	0.5	**0.8**	**0.7**
Construction	7.3	4.7	5.1	5.4	3.3	5.1	**4.9**	**4.8**
Wholesale and retail trade; repair of motor vehicles and motorcycles	17.1	19.8	14.3	16.9	13.2	15.9	**15**	**13.7**
Transportation and storage	2.4	3.6	6.1	6.2	3.8	2.8	**4.6**	**5**
Accommodation and food service activities	8.5	8.3	6.1	6.2	9.4	9.1	**8.6**	**8**
Information and communication	3	5.2	4.6	3.1	5.7	4	**5.6**	**4.6**
Financial and insurance activities	1.5	4.2	1.8	4.6	1.2	1.1	**2.7**	**3.4**
Real estate activities	1.7	1.6	1.6	1.9	1.9	1.6	**1.7**	**1.9**

Industry	Havant	Winchester	Fareham	Eastleigh	Portsmouth	East Hampshire	South East	UK
Professional, scientific and technical activities	8.5	9.4	7.1	9.2	3.8	9.1	**9**	**9.3**
Administrative and support service activities	6.1	9.4	7.1	6.9	8.5	6.8	**8**	**8.7**
Public administration and defence; compulsory social security	3.7	6.2	9.2	5.4	7.5	2	**3.5**	**4.7**
Education	12.2	7.3	8.2	6.9	10.4	11.4	**9.8**	**8.6**
Human health and social work activities	12.2	12.5	12.2	9.2	17	11.4	**14**	**13.9**
Arts, entertainment and recreation	2.2	2.3	1.8	2.7	3.3	3.4	**3**	**2.6**
Other service activities	1.7	1.6	1.8	1.5	1.7	2.3	**2.2**	**1.9**

Qualifications

5.4.5 Table 5-14 presents the percentage of residents in various local planning authorities with different qualification levels, based on data from the Census 2021. NVQ2 and NVQ3 qualifications generally correspond to the skill levels required for most construction and tunnelling workers. The shaded green cells represent where the percentage of residents in that local planning authority have qualifications above regional and national average.

Table 5-14 Summary of qualification attainment levels by area, 2021

Local authority	No Qual (%)	NVQ1 (%)	NVQ2 (%)	Apprenticeship (%)	NVQ3 (%)	NVQ4+ (%)	Other (%)
Havant	9.74	11.12	17.13	5.53	23.06	31.58	1.85
Winchester	4.87	6.21	11.35	3.48	19.79	53.12	1.17
Fareham	5.06	8.89	15.43	4.83	24.28	40.14	1.37
Eastleigh	5.58	9.20	15.43	5.39	23.33	39.59	1.48
Portsmouth	9.47	9.40	14.09	4.67	22.68	37.50	2.19
East Hampshire	6.19	7.90	14.16	4.17	21.59	44.53	1.45
South East	**8.94**	**9.06**	**13.59**	**4.65**	**19.72**	**42.01**	**2.03**
England	**7.47**	**9.12**	**13.95**	**4.43**	**20.16**	**42.96**	**1.89**

5.4.6 The analysis indicates that many residents in the study area hold level 2 qualifications, which include, GCSE grades 9 to 4 or A to C, intermediate apprenticeships, and various practical skills certifications. For example, 17.13% of residents in Havant have NVQ2 qualifications, exceeding both the regional average of 13.59% and the national average of 13.95%. Similarly, Fareham, Eastleigh, Portsmouth, and East Hampshire also report above-average percentages at this level. At the NVQ3 level, the study area also surpasses averages, with Fareham showing a notable 24.28% of residents holding this qualification. However, there are still areas within the Outline SEP study region with significant proportions of residents lacking any qualifications. Notably, Havant and Portsmouth have higher than average percentages of people with no formal qualifications.

5.4.7 In terms of higher-level education, the proportion of residents with NVQ4+ qualifications is generally low across the study area. For instance, only 31.6% of Havant's population hold NVQ4+ qualifications, compared to 42.0% across the South East region. Similarly, Fareham, Eastleigh, and Portsmouth also fall below the regional average for NVQ4+ attainment.

5.4.8 These findings underscore the importance of the Outline SEP focusing on targeted upskilling and creating clear pathways for progression to higher qualifications, especially in communities with historically lower levels of educational attainment.

Skills and training providers

5.4.9 Information on the supply of skills and training provision relevant to the delivery of the Project was based on literature review, internet research and consultation with stakeholders such as HBC. Further Education colleges offer post-secondary education for people aged 16 and over, covering academic, vocational, and technical qualifications that are not part of an undergraduate degree. Whereas Higher Education colleges offer post-18 courses, such as degrees and higher national diplomas. The Further Education and Higher Education colleges listed are those that are located within the Outline SEP study area and from desk top research have been identified as offering construction related courses (defined in section 2.2). There appears to be a wide variety of institutions that provide construction skills training:

1. Further Education Colleges:
    a. City College Southampton
    b. City of Portsmouth College
    c. Eastleigh College
    d. Solent University
    e. Andover College
    f. Barton Peveril Sixth Form College
    g. Basingstoke College of Technology
    h. Brockenhurst College
    i. Fareham College
    j. Farnborough College of Technology
    k. Havant and South Downs College
    l. Peter Symonds College
    m. Queen Mary's College
    n. Sparsholt College Hampshire
    o. St Vincent College
    p. Totton College
    q. The Bridge Education Centre
    r. Yateley School

5.4.10 Of the Further Education colleges listed, desktop research has identified two colleges, The City of Portsmouth College and HSDC, that have recently expanded their education offer specifically in relation to construction-related training. The City of Portsmouth College is broadening its curriculum to address rising demand in areas like automotive and electric vehicle technologies, as well as to support national priorities such as the Government's housing targets, which have driven increased interest in construction-related training [36]. Similarly, HSDC offers a wide range of Science, Technology, Engineering, and Mathematics (STEM) and construction courses and remains committed to aligning its curriculum with the

evolving needs of employers, particularly within the construction sector. The college has recently launched a new two-year T Level in Design, Surveying, and Planning for Construction, set to run through the 2025–26 academic year. The course will cover key topics such as the structure of the construction industry, supply chain integration, project procurement and management, as well as current and emerging factors shaping the future of the sector.

5.4.11 In addition to the developments at The City of Portsmouth College and HSDC, another key provider showing targeted investment in construction-related education is the South Hampshire College Group (SHCG). The SHCG brings together three Further Education colleges from Eastleigh, Fareham and Southampton focused on delivering high quality technical and professional education and training. The SHCG aims to support students, apprentices and local businesses offering a range of learning opportunities which include 16-19 full-time education, adult and online learning, university level courses, apprenticeships and international placement through the Turing Scheme [59]. The Group has recently added a Level 4 Higher National Certificate (HNC) in Construction course to its programme which has been development with the University of Portsmouth. The course has a duration of two years and covers most standard aspects of building including Construction Information, Construction Science and Materials, Construction Technology and Construction Practice and Management [60].

5.4.12 Higher Education specialist construction course providers:

1. University of Southampton - Courses in Civil Engineering
2. University of Portsmouth - BSc Hons Construction Management, BSc Hons Civil Engineering, MSc courses related to construction and project management
3. Solent University - Undergraduate courses related to the built environment, including Construction Management and Building Surveying
4. HSDC – In addition to its Further Education provision, HSDC provides HNCs and Diplomas (HNDs) in manufacturing, civil, mechanical and electrical Engineering
5. Fareham College – In addition to its Further Education provision, Fareham College offers a range of university-level courses ranging from Level 4 to Level 7
6. Eastleigh College - Provides a range of vocational and a HNC in Construction

5.4.13 Fareham College has emerged as a key player in regional skills development through its strategic partnership with the Hampshire Chamber of Commerce (HCoC) [61]. HCoC has opened its new head office at Fareham College's business centre, aiming to address skills challenges faced by regional employers. The move places the Chamber at the heart of the Skills Accelerator programme's 'skillslabs' initiative, which connects colleges and businesses to improve training in key sectors like marine technology, digital futures, and net zero. The office includes a dedicated coworking space, ChamberSpace, offering flexible work areas and meeting facilities for members. Hampshire Chamber's relocation from Wates House highlights its commitment to strengthening partnerships between education and business to close skills gaps in the region. HCoC has also worked with Further

Education providers and employers to co-design Level 3-5 courses aligned with industry needs, supported by employer placements and enrichment activities [61].

5.4.14 The South Coast Institute of Technology (IoT) is a recent collaboration of Further Education colleges and universities backed by over £13 million in funding from the Department for Education [62]. It brings together the South Hampshire College Group, Southampton University, HSDC and the University of Portsmouth to deliver industry-led courses aiming to fill skills gaps and support the economic growth of the South Coast. The South Coast IoT also works with well-known local employers such as The Royal Navy, Portsmouth International Port and Maritime UK Solent. There are a number of tailor-made college courses in the Maritime, Engineering and Digital sectors and it offers T levels, higher technical qualifications, apprenticeships degrees and professional qualifications. Significant investments have been made to create a state of the art facilities including a new engineering and maritime centre at Solent University, refurbished engineering and digital facilities at Havant and South Downs College and a new digital centre at Southampton City campus.

Future workforce trends

5.4.15 The Future of Jobs Report indicates that by 2030, technological developments such as AI, robotics, and increased digital access will drive the fastest-growing roles, creating demand for workers with advanced technical and digital skills while potentially reducing the supply of labour available for roles susceptible to automation [63]. Ageing and declining working-age populations will strain labour supply in sectors like health and social care, education, sales, and hospitality, where demand for workers is projected to rise.

5.4.16 In the South East, the labour market is expected to shift toward higher-level roles, with 132,000 additional positions for managers, professionals, and associate professionals, while sectors such as construction (+29,000), health and social work (+21,000), professional services (+18,000), and wholesale and retail trades (+15,000) drive overall employment growth [64]. These trends suggest that without targeted upskilling and workforce development, the supply of qualified labour may struggle to meet demand, particularly in high-skill and rapidly growing sectors.

6 The opportunity and gap analysis

6.1 The opportunity for skills and employment

6.1.1 The Outline SEP is grounded in a comprehensive review of the study area. This section examines the key strengths and gaps related to employment and training, identified through an extensive literature review. The insights gained from this analysis have informed and shaped the objectives of the Outline SEP.

Strengths in the study area

6.1.2 This section gives an overview of the key employment trends, skills strengths, and challenges within the study area. It highlights the region's diverse economic base, from advanced manufacturing and maritime industries to digital and creative sectors, while also identifying critical skills gaps, labour market shifts, and barriers to workforce development.

1. **High concentration of jobs in advanced manufacturing**. Nearly half of the businesses surveyed in Havant for the Property Market Review were in the manufacturing sector, with over a quarter closely linked to the marine industry. The Solent, which includes cities of Portsmouth and Southampton and parts of Hampshire, is internationally recognised for its diverse and productive maritime sector, which contributes 20.5% of the region's GVA, supports over 40,000 local jobs, and sustains more than 3,000 businesses [29].
2. There is a **strong and growing presence of digital and creative industries** across Hampshire, particularly in cities such as Winchester and Southampton, where numerous tech startups and established firms are thriving. Creative industries form a dynamic sector in Portsmouth, comprising artists, photographers, musicians, design agencies, writers and videogame developers. There is a wealth of resources specifically aimed at helping local creatives and creative companies [65].
3. **Strong employment base in sectors such as energy, manufacturing, construction,** education, and hospitality. The construction industry plays a key role, marked by high flexibility, mobility, and a large number of self-employed and micro-businesses. While this reflects sector strength, it also highlights a skills gap, underscoring the need for accessible, flexible training and apprenticeships to better support small Operators and meet growing demand.
4. In Southampton, 4.4% of job postings included **'green skills'**; a grouping defined by Lightcast (5 March 2025) that has been used to estimate green job creation (including conservation, environmental sciences, renewable energy, waste management) [66]. This is a significantly higher proportion than the national average (3.6%).
5. Home to a **diverse range of education and training providers**, including three universities, South Hampshire is a hub for skills development. The SHCG unites three Further Education colleges—Eastleigh, Fareham, and Southampton—offering an extensive portfolio of opportunities such as T Levels, traineeships, apprenticeships, Higher Education, part-time study, and professional qualifications. Through strong partnerships with industry across

the Solent, Hampshire, and wider South Central region, SHCG supports more than 1,000 businesses with training, upskilling, certification, and licensing. Education in Hampshire also plays a significant role nationally, with one in every 46 students in England studying in its schools and colleges. At the Higher Education level, Hampshire is home to both high-quality institutions and Russell Group universities, ensuring excellence in teaching, research, and innovation.

6. **Hampshire County Council's Construct Your Future (CYF**) mentoring project is a key strength for the region, helping new employees in the construction sector develop resilience, make a positive impression, remain in employment, and plan for long-term personal growth [67]. Through its construction projects, HCC has already supported more than 2,000 individuals to gain the qualifications needed to work on-site, strengthening the local workforce and supporting the region's economic growth. Hampshire County Council's 'Skills and Employment Team' also offers a variety of services to enhance skills development for employers and individuals across the county.
7. A **diverse mix of urban and rural areas,** supported by two LEPs (Solent LEP and Enterprise M3), which help co-ordinate economic development and skills provision.

Weaknesses in the study area and across the UK

1. Across the UK employers facing a **shortage of budget allocation for skills training** or professional development. The cost of training and challenges associated with routes to training and navigating the skills ecosystem is a barrier to skills training. The amount employers are spending on training their workers has dropped by almost a fifth in the last decade, according to research from the New Economics Foundation (NEF) [68].
2. **Gaps in soft skills,** particularly written communication, negotiation, customer service, and emotional intelligence, are expected to remain a challenge for the future workforce. A study commissioned by Inspiring Learning found the biggest gap in soft skills was among people aged 18 to 25. Employers noted that 37% of employees under the age of 28 lacked communication skills, 28% lacked resilience and 27% were deficient in problem-solving [69].
3. **Decline in apprenticeship enrolment.** Apprenticeship completions in the Solent fell by 24% to just over 3,500 in the 2021/22 academic year, likely influenced by the Covid-19 pandemic but also indicative of a longer-term decline [70]. Portsmouth lags behind the nation in Level 4 qualifications and apprenticeship uptake. 33.1% of residents have a level 4 qualification compared to 38.1% in Southampton and 39.2% nationally [71]. Targeted support is needed to boost apprenticeships, especially in emerging technologies and growing job sectors.
4. **Declining construction workforce.** This is an issue facing the construction industry as a whole and is in part due to an ageing population and the post-Brexit return of many migrant workers. A report produced by CITB on migration and the construction industry, found that the proportion of migrant workers in the UK construction sector fell from 10.7% in 2018 to 10.3% in 2020, and to 9.8% in 2021 [72]. The decline has also been influenced by the Covid-19 pandemic.

5. The study area **lags in Level 4 qualifications**. The Portsmouth Skills and Labour Market Strategy (2020–2025) identifies Level 3 and 4 qualifications, along with trade apprenticeships, as critical to driving employment, growth, and productivity [9] However, the study area continues to lag in Level 4+ attainment, with below-average rates and an uneven distribution of highly skilled workers across the region.
6. While the region is home to three universities, **pockets of deprivation** remain across the study area. According to the 2019 Index of Deprivation (IoD), Havant ranks 67th nationally and falls within the 20% most deprived local planning authorities. Portsmouth and Southampton also record high levels of education deprivation (79th and 90th respectively), indicating that challenges are rooted in primary and secondary education [70]. By contrast, areas such as Eastleigh (221st) and Fareham (276th) show comparatively low levels of deprivation in skills and educational attainment.

Challenges facing the water industry

6.1.3 This section examines the current challenges facing the water industry workforce identified in the 2025 Water Industry Report (2025) [8]. The main threats to the industry is in relation to skills are summarised as:

1. **Skills shortages in the Water Industry Workforce.** In a Water Industry Labour Report conducted in 2025, 49% of water engineers say the size of the skilled workforce is a problem. The talent crisis is listed as the number one problem facing the industry, with shortages and the overall size of the skilled workforce being listed as a key challenge by nearly half (49%) of the workforce, up from 26% in the 2024 study. This highlights that the skills shortages have intensified over the past 12 months. In addition, 66% of workers say they were planning to leave the industry in the coming years. For those who said they planned to leave the industry in the next three years, the most popular sectors they were considering taking roles in were oil and gas (21%), nuclear (17%) and renewables (15%).
2. **Retirement cliff edge.** The sector is struggling to recruit new talent, with a fifth of the workforce now within 10 years of retirement.
3. **Skills mismatch.** There continues to be a mismatch between the skills being developed by engineers, and those being sought by employers. 31% of engineers say they are boosting their proficiency with technology and AI platforms, but 62% of professionals say employers are seeking hands-on engineering and/or management experience, highlighting and ongoing development mismatch.

6.2 Gap analysis

6.2.1 The aim of the gap analysis is to compare the demand for jobs and skills generated by the Project against the existing supply of local workforce, skills and training provision. This allows an assessment of whether there are particular shortfalls that could potentially be addressed through specific actions. This analysis informs the Outline SEP objectives and activities and also forms a framework which can be taken forward for the future assessment of the Project's skills and jobs requirements.

Sectors facing workforce shortages

6.2.2 The review of local level policies and strategic documents showed that there may be a lack of workers across several sectors:

1. **Engineering**: The UK is facing a major shortfall of engineers. A study carried out by the CITB predicts by 2026, 91,000 engineers, nearly 20% of the current UK Engineering workforce, will have retired or be just about to. Additionally, they predict 29,000 technicians, which is nearly 18% of the current technician workforce will have retired. The research found that there are negative perceptions of engineering among the younger generation with a third (34%) of those under the age of 28 saying they thought the sector was too male-dominated and 32% saying they were put off by the idea of engineering being a maths and science-related job [73].
2. **Construction:** Similarly, the construction sector is facing significant shortages, with the latest Office for National Statistics figures showing that there are over 35,000 job vacancies [74]. Employers report that over half of vacancies can't be filled due to lack of required skills, the highest rate of any sector. The HCoC recently hosted a roundtable event to discuss workforce challenges in the construction sector across the Solent region. The event highlighted several hard to fill roles, including fire safety specialists, health and safety professionals, Level 2 and 3 labourers, groundworkers, roofers and skilled plant operatives. A significant shortage of tutors was also noted, particularly in bricklaying, plumbing and electrical trades, with a preference for candidates with recent on-site experience.

6.2.3 In terms of demand, the five most sought-after construction roles across the Solent in 2023 were:

a. Labourers – 1,480 job postings
b. Mechanical Engineers – 1,210 job postings
c. Engineering Technicians – 1,130 job postings
d. Construction Workers – 770 job postings
e. Construction and Building Trades – 730 job postings

3. **Quantity surveying:** The industry is facing a significant shortage of Quantity Surveyors, causing a strain on project timelines and costs. One of the primary reasons is the declining number of graduates in this field. Another contributing factor is the aging workforce within the profession and a skills gap as the industry evolves with advancements in technology and regulatory frameworks [75].

Gap analysis

6.2.4 The gap analysis presented in Table 6-1 builds on the findings from the previous sections, providing a qualitative RAG (Red, Amber, Green) rating to assess the scale of skills gaps across key construction and operational roles related to the Project . A red rating indicates a significant skills gap, amber reflects a moderate gap, and green suggests little to no gap. The magnitude considers the potential impact of the gap on the ability to deliver the Project. The analysis also identifies

potential approaches to addressing these gaps, with ticks indicating the most suitable solutions, whether through short-term or longer-term training interventions.

Table 6-1 Employment skills gap analysis

Role	Magnitude of skills gap	How skills gap could best be addressed	
		Short-term training (up to six months)	Longer term training (six months to 3+ years)
Electrician/Labourer		✓	
Banksman		✓	
Tunnel Boring Operator			✓
Crane Driver		✓	
Yard Foreman		✓	
Mechanical Engineer			✓
Electrical Engineer			✓
Quantity Surveyor			✓
Tunnel Engineer			✓
Project Accountant			✓
Pumping Station Operator		✓	
Network Inspector		✓	
Document Controller		✓	
Senior Planner			✓

6.2.5 Some of the skills gaps could be addressed by short-term training schemes delivered at a local level. For example, electricians, labourers and pumping station Operators could be addressed by training new workers or retraining the existing construction workforce at Further Education colleges. Many of these courses, likely NVQ2 level can be completed within six months. However, professions such as engineering, accounting, surveying, and planning require long-term training, often delivered through Higher Education institutions. These roles typically demand a university degree followed by additional professional accreditation, such as chartership, which can take up to seven years to complete. Similarly, accountants and surveyors must undertake discipline-specific qualifications, such as the ACA, which involve extended training periods. The Outline SEP actions include pathways for long-term professional development, alongside short-term training to secure the future pipeline of highly skilled workers capable of supporting all aspects of the Project.

6.2.6 The current government is shifting its approach to Level 7 apprenticeships (the highest level available and equivalent to a Master's degree), stopping public funding for most adult learners from January 2026 to refocus investment on younger people [76]. Under the new rules, Level 7 apprenticeship funding will be available only for those aged 16–21 and for care leavers or those with an Education, Health and Care Plan (EHCP) who are under 25 at the start of their apprenticeship. Some of the apprenticeships currently at risk include Digital and Technology Solutions Specialists and Chartered Town Planners. Level 7 apprenticeships provide a tuition-free route to high-level careers, particularly for underserved communities. Cutting this support threatens to reduce opportunities and hamper social mobility. This reduction in support risks limiting opportunities, undermining social mobility, and shrinking the future pipeline of qualified professionals. The Outline SEP actions include pathways for long-term professional development, alongside short-term training to secure the future pipeline of highly skilled workers capable of supporting all aspects of the Project.

Supply chain opportunity assessment

6.2.7 A supply chain consists of the interconnected activities and resources required to move a product or service from its origin to the end user, in this case, the Project. Understanding the structure of the supply chain, along with the roles and skills involved, is essential, as any gaps in capacity may impact the Project's successful delivery. Insights into the potential supply chain supporting this programme have been gathered through a combination of desk top research and understanding of the Project detail, as outlined in Chapter 3 Description of Proposed Development, Volume I (Document reference 6.1, DCO Volume 6). The programme's supply chain could generate wider employment benefits. The procurement of goods and services is expected to have a multiplier effect, potentially increasing job opportunities. For example, temporary accommodation for visiting workers could boost local hospitality services. Similarly, short-term spending on materials, equipment hire, and vehicle rentals could stimulate job growth in related sectors. Table 6-2 illustrates the link between supply chain activity and potential employment impacts.

Table 6-2 Summary of supply chain activity and employment

Project	Main activities	Sub-activities	Potential supply chain needs
WRP (Work Number 1)	• Civil works including building the physical structures, such as tanks, basins and pipelines. • Mechanical and electrical installation including pumps and electrical component.	• Chemical storage units • Plant equipment • Chemical waste disposal • Regular cleaning and servicing • New pumping station • Holding tanks	• Renting specialist equipment • Purchasing chemicals • Specialist planning and design • Buying Electrical components
Pipelines between Budds Farm WTW and the WRP site (Work Number 2)	• Building physical structures such as tanks, basins and pipelines. • Filtration and treatment process.	• New pumping station • Tunnel shaft	• Renting specialist equipment • Specialist planning and design • Purchasing chemicals • Storage facilities
Pipelines between the WRP site and Bedhampton Springs (Work Number 3)	• Excavating trenches and lying down pipelines. • Covering the pipeline with soil and compacting it to restore the surface.	• Earthworks • Tunnelling construction • Trench construction • Leak repairs • Implementing technology to monitor reservoir and pipes capacities	• Electrical components • Lubricants and cleaning agents • Renting specialist equipment • Vehicle rentals • Earthwork inspectors
Pipeline between the WRP site and Otterbourne WSW (Work Number 4)	• Excavating trenches and lying down pipelines. • Covering the pipeline with soil and compacting it to restore the surface.	• Earthworks • Trench construction • Tunnelling construction	• Renting tunnelling equipment • Specialist planning and design • Concrete mixers • Sensors and water quality testing equipment
AGP (Work Number 5)	• BPTs • IPS	• Road access • Surface water drainage • Landscaping and planting • Systems control	• Pumps, valves, pressure control systems • Materials suppliers • Traffic management • Horticultural suppliers

7 Skills and employment strategy

7.1 Introduction

7.1.1 The Project has the potential to generate important economic benefits including new jobs and expenditure in the local economy. The Contractor should aim to expand these benefits for the local community and maximise the economic and social benefits of the considerable investment associated with this major infrastructure project.

7.1.2 The measures contained in this Outline SEP are secured by a requirement in Schedule 2 to the draft DCO (Document reference 3.1, DCO Volume 3). A detailed plan will be produced and submitted for approval in accordance with the corresponding requirement in Schedule 2 to the draft DCO (Document reference 3.1, DCO Volume 3).

Key focus areas

7.1.3 The Project can maximise local employment opportunities by prioritising support for individuals from disadvantaged or deprived backgrounds and focusing on low-skilled, entry-level construction roles. This approach not only supports social mobility but also strengthens community engagement and will deliver meaningful benefits to Hampshire residents by improving access to the labour market. By directing resources where they are most needed, the Project can contribute to a more inclusive and equitable local economy. Additionally, the Project can support SMEs by ensuring procurement processes are accessible and by offering targeted training to help suppliers engage effectively with the Project.

7.1.4 The Applicant already offers various skills and employment opportunities including apprenticeships and graduate schemes [77]. In addition to these initiatives, the Outline SEP introduces a series of new actions for the Contractor employed by the Applicant, to promote skills and employment, maximising economic benefits for the local workforce. The Project would be constructed over approximately five years, so the actions outlined are forward looking and adaptable to meet the employment and training needs of the Project in the future. The Project will aim to establish a reliable employment foundation in study area, consistently addressing the needs of the local community and adapting to the changing needs of the development and external influences. Strong relationships with the stakeholders including local planning authorities and education providers will be key in delivering the objectives of the Outline SEP. Alignment with existing local policies and initiatives will also ensure that efforts are co-ordinated and effective and deliver the greatest benefit to the community.

Construction and operation

7.1.5 The Outline SEP sets out objectives, actions and target ambitions for the Contractor as outlined in section 7.2. These will only cover the construction phase of the Project. There will not be a significant number of operational jobs associated with the Project, 25 FTE compared to around 1300 temporary FTE workers. As a result, this Outline SEP prioritises actions that will deliver significant job and

training opportunities for local people by focussing actions during the construction period.

Approach to collaboration

7.1.6 The Contractor will work closely with local planning authorities across the study area to align the detailed SEP with their current skills strategies which are outlined in section 3.1. Leveraging local expertise such as the HCCs 'Skills and Employment Team' and working with existing initiatives like Havant's Link Up Youth Hub [78] and HSDC which offers adult learning courses. This collaborative approach will ensure the detailed SEP supports and builds on local initiatives and is effectively targeted at local needs, particularly within the construction sector, where demand is most immediate and sustained throughout the project delivery timeline.

7.2 Objectives and outcomes

Overview of the objectives, actions and target ambitions

7.2.1 To ensure that the Project generates meaningful benefit for the local residents in the study area during the construction period, particularly those who face additional barriers in accessing work, six objectives have been identified in the Outline SEP, summarised in Graphic 7-1. These objectives focus on the construction phase of the Project and have supporting mandatory actions or measures which the Contractor will implement and deliver.

7.2.2 The measures contained in this Outline SEP are secured by a requirement in Schedule 2 to the draft DCO (Document reference 3.1, DCO Volume 3). A detailed plan will be produced and submitted for approval in accordance with the corresponding requirement in Schedule 2 to the draft DCO (Document reference 3.1, DCO Volume 3).

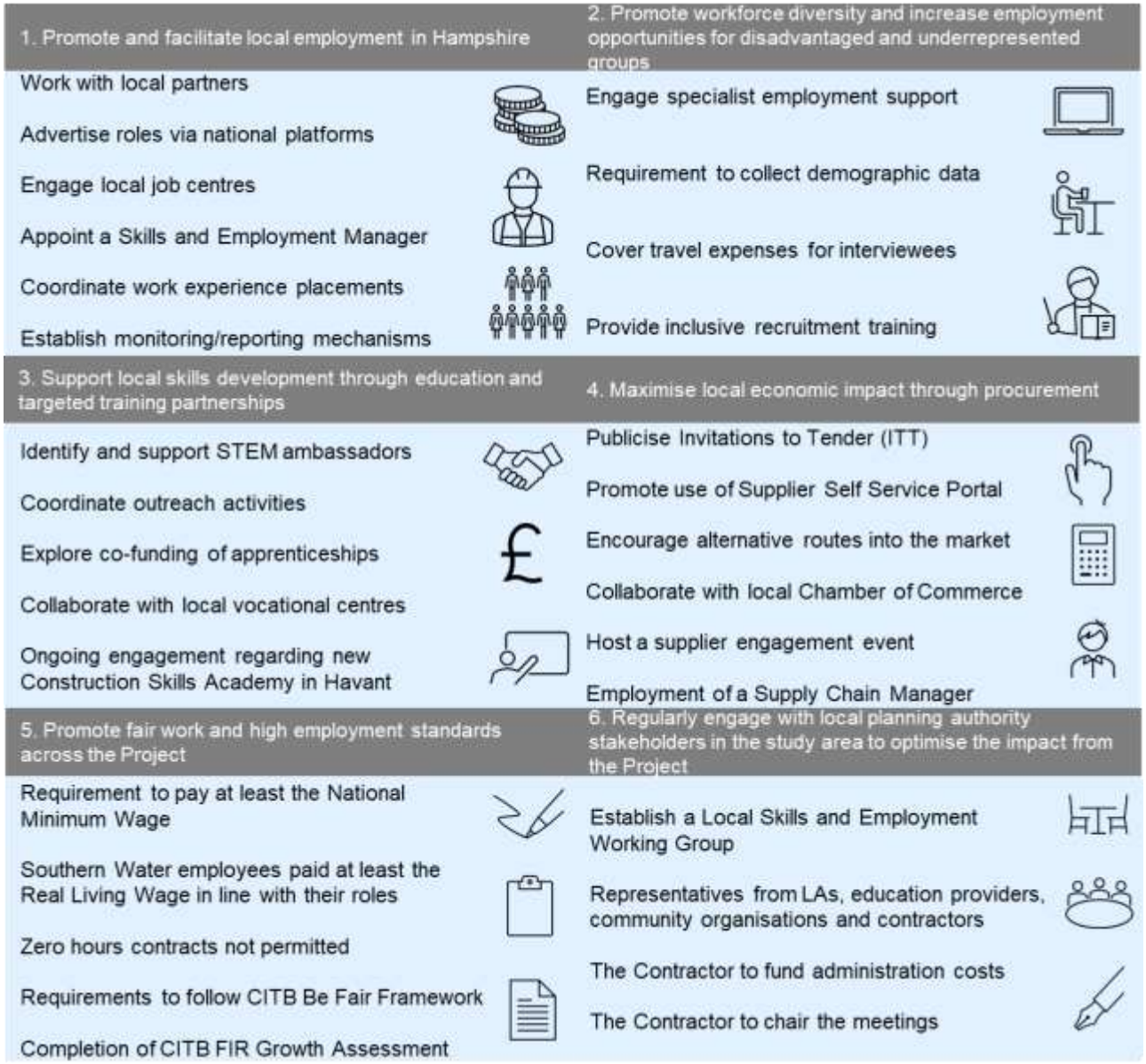
7.2.3 Each objective has an associated target ambition. A target ambition is a non-mandated aspirational value each action and objective will work towards. These target ambitions have been developed using and aligning to, where appropriate:

1. The CITB Client base approach guidance [72] Figure 1 in Appendix B of the CITB guidance sets out specific numbered targets based on the overall value of the Project, which have been used to produce the numbered target ambitions for the KPIs. The benchmarks used are those provided for water supply and waste disposal, located on page 57 of the guidance.
2. ES Chapter 17 Socio-economics, tourism and health, Volume I (Document reference 6.1, DCO Volume 6)
3. The Outline SEPs Skills and employment supply, demand and broader policy analysis
4. The Applicant's professional judgement

7.2.4 Assigning values or numbers to the target ambition has been undertaken to build confidence and common understanding of the scale of opportunity the project will be working towards and the commitment to maximising local skills and employment opportunities. Having target ambitions also increases certainty for the

Contractor and minimises their need to factor in additional cost associated with uncertain skills and employment commitments. The target ambitions are not mandatory targets and will be confirmed and refined by the Contractor during the development of the detailed SEP. The Contractor's performance against target ambitions will be reported on at the Local Skills and Employment working group.

Graphic 7-1 Outline Skills and Employment Plan objectives and actions



Objective 1: Promote and facilitate local employment in Hampshire

7.2.5 The Contractor will commit to enabling local people, particularly those from underserved communities to access employment opportunities associated with the Project. Engagement with HBC has also identified a shortage of workers able to fill low skilled entry level construction roles. Targeting this segment of the labour force will enable the Project to employ a significant portion of its entry level workforce locally.

7.2.6 To achieve this, the Contractor will implement the following actions of this Outline SEP to strengthen local employment pathways:

1a) Work with local partners (such as the Further Education and Higher Education providers listed section 5.4) to support early engagement and maximise awareness of upcoming roles

1b) Advertise all roles widely via national platforms (Indeed, Totaljobs, CV-Library) and local/regional job boards (e.g. HCC, PCC, and Southampton City Council jobs portals)

1c) Engage local job centres (Appendix B.1) to ensure local pathways to employment are accessible to residents from all backgrounds. Engage Hampshire Careers Hub and, where relevant, Youth Hubs, including Havant Link Up Youth Hub, alongside Jobcentre Plus to promote vacancies, apprenticeships, work experience and careers activities.

1d) Appoint an on-site Skills and Employment Manager responsible for community engagement, co-ordination of recruitment efforts, and reporting against local employment objectives

1e) Establish regular monitoring and reporting mechanisms to track progress toward employment targets and identify areas for improvement

Target ambitions

- 30 work placements 100% from Outline SEP study area post codes
- 55 jobs created by NSAfC projects (new entrants) spread across new apprentices, Graduates from Outline SEP postcodes
- 75 construction jobs filled by individuals with Outline SEP postcodes
- 40% of work placements are prioritised for students from the 20% most deprived areas in Outline SEP study area

Objective 2: Promote workforce diversity and increase employment opportunities for disadvantaged and underrepresented groups

7.2.7 The Contractor will implement a range of proactive measures to improve access to employment for underrepresented and disadvantaged groups across the study area. A socio-economic analysis has identified areas of significant disadvantage within the study area, which informs this targeted engagement approach, see Table 7-1. The Contractor will implement the following actions designed to reduce barriers, broaden participation, and strengthen pathways into employment:

Table 7-1 Priority groups for the Project

Priority Groups
Protected characteristics under the Equality Act 2010 **[79]**
Residents in deprived areas in Hampshire (Top 20% Most deprived)
Universal credit claimants and out of work benefit recipients
Ex offenders and individuals with criminal records
Not in Education, Employment or Training
Service personnel (current and former)

2a) Engage specialist employment-support agencies (see Appendix B.2) prior to publishing job adverts to help widen the talent pool and ensure early access for priority groups.

2b) Require Contractors to collect and report demographic data on their employees, including age, ethnicity, gender, and disability, to monitor diversity and inform improvements.

2c) Cover travel expenses for interviewees from priority groups (up to 50 people), to reduce financial barriers to participation.

2d) Provide inclusive recruitment training to hiring teams to ensure fair and equitable assessment processes.

Target ambition:

- The Contractor will aim to offer a minimum of 50 interviews to individuals from priority groups listed in Table 8-1.

Objective 3: Support local skills development through education and targeted training partnerships

7.2.8 The Contractor will work with educational institutions, training providers, and community partners (see Appendix B.3) to strengthen the local skills base through STEM education and vocational training aligned to project needs. Particular attention will be given to increasing awareness of careers in construction and infrastructure and promoting access to lower-skilled roles that are critical to project delivery. These activities will support young people, job seekers, and those looking to retrain in the Outline SEP study area. The Contractor will commit to the following actions:

3a) Identify and support a group of STEM ambassadors from the project team to engage with schools and colleges in the study area

3b) Co-ordinate a programme of outreach activities annually, such as guest lectures, careers events, and workshops with education providers. This includes careers outreach with Hampshire Careers Hub and, where relevant, Youth Hubs to complement activity with schools, colleges and training providers, including those who are not in education, employment or training.

3c) Work with local partners to explore funding or co-funding of relevant apprenticeships in key construction-related disciplines

3d) Establish a Local Skills Working Group with secondary schools and colleges to align curriculum opportunities with project workforce needs

3e) Collaborate with local vocational centres to support delivery of NVQ Level 2 construction-related qualifications

3f) Organise onsite training weeks for individuals

3g) Engage with local partners involved in the development of a construction skills and training academy in Leigh Park, Havant.

3h) The authorised development shall not commence until a financial contribution towards the capital cost of a construction skills and training academy at Leigh

Park, Havant has been made to the local planning authority in accordance with a s106 development consent obligation or other agreement entered into for this purpose.

7.2.9 There are a number of existing stakeholders for potential skills and educational collaboration, presented in Appendix Table B-3.

Target ambitions

1. 20 construction careers information, advice and guidance events
2. 40 NVQ2 and above qualifications gained for the project workforce
3. 50 recognised industry certifications for the project workforce including SMSTS, CSCS and CPCS
4. Train or recruit 5 STEM ambassadors from the Contractor's project team
5. The Contractor will offer a number of training weeks on-site that is proportionate to the scale of the project, in accordance with CITB guidance.

Objective 4: Maximise local economic impact through procurement

7.2.10 The Contractor will implement a targeted procurement strategy that prioritises opportunities for local businesses to supply goods and services during the construction and operation of the Project. By supporting local enterprises (particularly SMEs), the Contractor aims to strengthen the local economy and create long-term value for communities in the study area. The procurement approach will be designed to be accessible, transparent and inclusive, ensuring fair competition while maximising local participation. The Contractor will commit to the following activities:

4a) Publicise Invitations to Tender through channels likely to reach local SMEs and provide clear, accessible guidance on how to register and compete for contracts.

4b) Promote use of HCCs Supplier Self Service portal, including the delivery of training sessions or workshops to help SMEs understand bidding requirements and improve procurement readiness.

4c) Encourage alternative routes into the market (i.e. SMEs acting as sub-contractors to larger firms) or encourage SMEs to tender for larger contracts as part of a consortium.

4d) Form relationships with local partners such as the HCoC and Hampshire, Isle of Wight and Dorset Federation of Small businesses. The Contractor could also engage with local business improvement districts in Hampshire including Winchester BID and Go! Southampton as well as the Solent LEP Network and Enterprise M3 LEP which work closely with businesses and training providers.

4e) Host at least one supplier engagement event in partnership with HCoC or similar networks to raise awareness and encourage SME participation.

4d) Employ a dedicated Supply Chain Manager to liaise with local businesses and representative organisations throughout construction, including developing an exit strategy to support Contractors to plan for work after their contract finishes.

Target ambitions

- Increase participation of SMEs based in the study area in procurement opportunities related to the Project
- Host at least one supplier engagement event in the pre-construction phase
- Deliver training or capacity-building workshops to help local businesses access upcoming contract opportunities

Objective 5: Promote fair work and high employment standards across the Project

7.2.11 The Contractor will ensure all sub-contractors uphold high working standards throughout the Project lifecycle. This will be achieved by committing the following actions:

5a) The Contractors will be required to pay their employees at least the National Minimum Wage, and additional weighting will be applied in the procurement tender evaluation for those committed to paying at least the Real Living Wage.

5b) The Contractor will ensure that all employees working on the Project are paid at least the Real Living Wage, in line with their role and responsibilities. This commitment reflects a minimum pay standard rather than a uniform rate across all positions.

5c) Zero-hours contracts will not be permitted for any employment associated with the construction of the Project.

5d) All Contractors will be required to follow the CITB Be Fair Framework, promoting fairness, inclusion, and respect in the workplace.

5e) The Contractor will complete the CITB Fairness, Inclusion and Respect Growth Assessment and report quarterly on progress in implementing recommendations arising from the assessment.

Target ambition

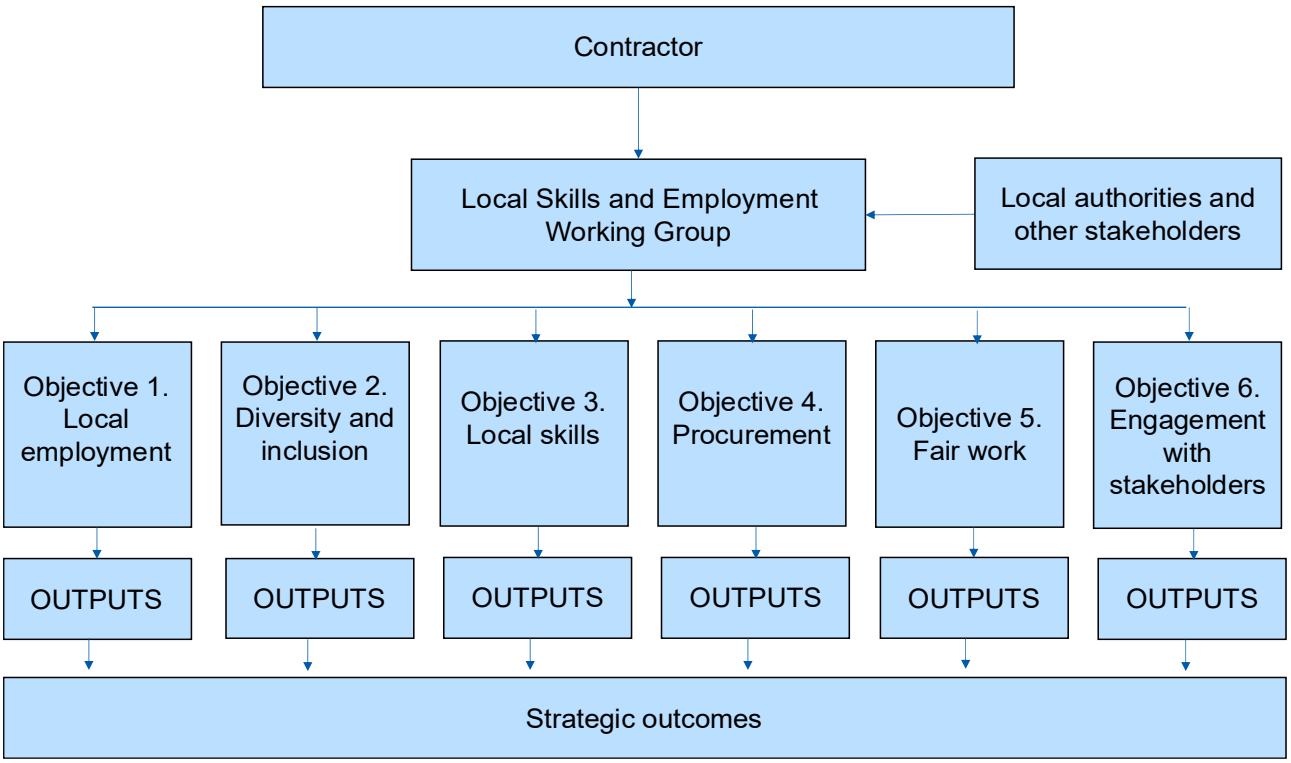
- All directly employed construction workers on the Project to receive at least the Real Living Wage
- 80% of employees report positive experiences when working on the Project
- Embed fairness and inclusion benchmarks in contractor performance monitoring via the FIR Growth Assessment

Objective 6: Regularly engage with local planning authority stakeholders in the study area to optimise the impact from the Project

7.2.12 Given the long-term nature of the Project, the Contractor will regularly engage with local planning authorities to ensure skills and employment activities align with their current training strategies and policies as the Project progresses. Maintaining open communication channels and providing regular updates on the progress of skills and employment targets will also be essential. The Contractor will commit to the following actions:

1. Establish **a Local Skills and Employment Working Group** to oversee and monitor the Contractor's efforts related to local recruitment, training and employment throughout the duration of the construction programme. This will be held every quarter starting six months prior to the enabling works and concluding when the construction works finish. A rotating chair between the Contractor, and Hampshire local planning authorities is expected. An indicative Working Group structure has been developed as an example in Graphic 7-2.

Graphic 7-2 Possible Local Skills and Employment Working Group structure



2. The working group will have at least one representative from the following organisations:
   a. All Hampshire lower-tier local planning authority departments with the remit of skills, employment and education
   b. Major local education and training providers
   c. The Contractor for the construction of the Project
   d. The Applicant
   e. Relevant community organisations or job support services
   f. The Working Group's stakeholder membership should include, where relevant, Hampshire Careers Hub, representatives of Youth Hubs operating in the study area and Jobcentre Plus, so that careers outreach, referral pathways and employment support can be coordinated with the Contractor's construction programme
3. At the Working Group Meetings, Contractors will be required **to submit progress reports to HCC**, detailing performance against targets and actions taken to address any underperformance. The Monitoring Framework, introduced in section 7.3, sets out the employment and skills Key Performance Indicators (KPIs) and the reporting requirements against these. To support this, Contractors will complete the Skills and Employment Plan quarterly report (Table 7-3), which records anticipated and actual outputs against each KPI on a quarterly basis. Section 7.3 provides additional detail on the Monitoring Framework and reporting process.
4. Contractors will share the Skills and Employment monitoring template at these meetings, which can be found in Table 7-3. The monitoring template sets out on a quarterly basis, the anticipated outputs against each of the employment and skills KPIs listed in Table 7-2. Section 7.3 provides additional detail on the monitoring report.
5. The Contractor will **organise the inception meeting**. The Contractor will also chair the first meeting and fund ongoing administration costs associated with the working group for the duration of the construction period. While not expected to be a substantial cost, this support should cover a minimum level of service—such as co-ordinating attendance, setting agendas, taking and circulating notes, and tracking actions. Providing this level of structure and consistency will help build confidence in the Working Group and, by extension, in the delivery of the scheme.

7.3 Monitoring Framework

7.3.1 Effective monitoring, measuring and reporting on the Outline SEP actions and target ambitions is crucial to determine whether the Project is succeeding in its skills and employment objectives. The Contractor will be bound by monitoring commitments secured in a variety of associated management plans related to the Project such as the Outline CEMP (Document reference 7.1, DCO Volume 7) and the Framework Construction Traffic Management Plan (CTMP) (Document reference 7.2, DCO Volume 7) and the Framework Rights of Way Management Plan (Appendix B of the Framework CTMP). The Outline SEP is a delivery and

management plan, containing an additional set of commitments against which the Contractor will be bound to report on performance.

7.3.2 The Outline SEP Monitoring Framework, Table 7-2, sets out a structured approach for tracking progress against the objectives and actions of the Project. It will enable monitoring of the Contractor's performance against objectives. This ensures transparency and accountability in delivering local employment and training commitments. The framework will help assess whether agreed actions to support the local workforce and promote upskilling are being effectively implemented.

7.3.3 The Monitoring Framework incorporates the following key requirements:

1. **SMART objectives** – Performance objectives that are Specific, Measurable, Achievable, Realistic, and Time-bound (SMART) to guide delivery and evaluation of Outline SEP activities
2. **Impact indicators** – A set of KPIs to accurately measure progress and impact against each objective. Table 7-2 outlines example KPIs relevant to the Outline SEP, which can be refined through stakeholder engagement

7.3.4 Table 7-3 presents the Skills and Employment quarterly report template, aligned with CITB guidance, which is intended to support consistent reporting on the progress of the Outline SEP. The Contractor will be required to complete this template on a quarterly basis providing this to the Applicant. This approach is designed to facilitate transparent tracking of performance against Outline SEP objectives throughout the duration of the construction programme. The Contractor will present Table 7-3 at the quarterly Local Skills and Employment Working Group. This will inform attendees on the degree to which the Project is working towards the skills and employment objectives.

7.3.5 Table 7-2 provides an overview of the overall objectives, target ambitions, actions and KPIs and associated with the Project.

Table 7-2 Outline Skills and Employment Plan objective Monitoring Framework

Objective	Target ambition	Action	Key Performance Indicators (KPI)	Associated CITB KPI
Objective 1. Promote and facilitate local employment in Hampshire	75 construction jobs filled by individuals with Hampshire postcodes 50 construction apprentices enrolled in education providers based in the study area 150 two-week for work experience placements throughout the Project 40% of placements are prioritised for students from the 20% most deprived areas in the study area	1a-Work with local partners to support early engagement and maximise awareness of upcoming roles.	1a.i-Number of jobs in the study area created (Apprentices) 1a. ii-Number of in the study area jobs created 1a.iii-Number of jobs in the study area created (Graduates)	KPI 1 – Work Placements KPI 2 – Jobs created by NSAfC projects
		1b-Advertise all roles widely via national platforms and local/regional job boards.	1b.i-Number of roles advertised on national platforms	
		1c-Engage local job centres and organisations supporting disadvantaged groups into employment.	1c.i-Number of job centres in the study area engaged	
		1d-Appoint an on-site Skills and Employment Manager.	1d.i-Appointed onsite Skills and Employment manager (Yes/No)	
		1e-Co-ordinate work experience placements with educational providers based in the study area.	1e.i-Number of Work experience placements (In education) 1e. ii-Number of Work experience placements (Not in Education)	
		1f-Establish regular monitoring and reporting mechanisms.	1f.i-Employment and Skills Working group established (Yes/No)	

Objective	Target ambition	Action	Key Performance Indicators (KPI)	Associated CITB KPI
Objective 2. Promote workforce diversity and increase employment opportunities for disadvantaged and underrepresented groups	The Contractor will aim to offer a minimum of 50 guaranteed interviews to individuals from priority groups listed in Table 4-1. The Contractor will seek to provide interview opportunities for individuals from the priority groups identified in Table 4-1.	2a-Engage specialist employment-support agencies.	2a.i-Number of specialist employment agencies engaged	N/A
		2b-Require Contractors to collect and report on demographic data of employees (in accordance with General Data Protection Regulations)	2b.i-Requirement for contractor to collect and report on demographic data of employees [Yes/No]	
		2c-Cover travel expenses for interviewees from priority groups (up to 50 people), to reduce financial barriers to participation.	2c.i-Number of interviews offered to priority groups	
		2d-Provide inclusive recruitment training to hiring teams to ensure fair and equitable assessment processes.	2d.i-Hours of inclusive recruitment training undertaken	
Objective 3. Support local skills development through education and targeted training partnerships	Train or recruit STEM ambassadors from the project team. Deliver outreach activities with schools and colleges. Support construction apprenticeships focused on tunnelling or pipeline works throughout the Project.	3a-Identify and support a group of STEM ambassadors from the project team to engage with schools and colleges in the study area.	3a.i-Number of ambassadors recruited	KPI 3 – Construction Careers, Information, Advice and Guidance (CCIAG) Events
		3b-Co-ordinate a programme of outreach activities annually, such as guest lectures, careers events, and workshops with education providers.	3b.i-Number of outreach activities in secondary ~~or~~, Further Education colleges and Youth Hubs	

Objective	Target ambition	Action	Key Performance Indicators (KPI)	Associated CITB KPI
		3c-Work with local partners to explore funding or co-funding of relevant apprenticeships in key construction-related disciplines.	3c.i-Amount (£) of match funding for Apprenticeships	
		3d-Establish a Skills Working Group with secondary schools and colleges to align curriculum opportunities with project workforce needs.	3d.i-Number of secondary schools that are members of the Skills and Employment working group 3d. ii-Number of colleges that are members of the Skills and Employment working group	
		3e-Collaborate with local vocational centres to support delivery of NVQ Level 2 construction-related qualifications.	3e.i-Qualifications gained (equiv NVQ2 and above) – subcontractor 3e. ii-Qualifications gained (equiv NVQ2 and above) – main contractor	KPI 5 – Qualifying the Workforce KPI 4 – Training Weeks on-site
		3f-Organise on-site training weeks to individuals	3f.i-Number of on-site training weeks provided	N/A
		3g-engage with local partners involved in the development of a construction skills and training academy in Leigh Park, Havant	3g.i-Number of meetings held in relation to a future construction skills and	

Objective	Target ambition	Action	Key Performance Indicators (KPI)	Associated CITB KPI
			training academy in Leigh Park, Havant	
		3h - The authorised development shall not commence until a financial contribution towards the capital cost of a construction skills and training academy at Leigh Park, Havant has been made to the local authority in accordance with a s106 development consent obligation or other agreement entered into for this purpose	3h.i-Amount in £ contributed towards the capital cost of a construction skills and training academy in Leigh Park, Havant	
Objective 4. Maximise local economic impact through procurement	Increase participation of SMEs based in the study area in procurement opportunities related to the Project. Host at least one supplier engagement event in the pre-construction phase. Deliver training or capacity-building workshops to help local businesses access upcoming contract opportunities.	4a-Publicise Invitations to Tender through channels likely to reach local (Hampshire) SMEs and provide clear, accessible guidance on how to register and compete for contracts.	4a.i-Percentage of contracts awarded to local (Hampshire) suppliers	N/A
		4b-Promote use of HCCs Supplier Self Service portal.	4b.i-Supplier portal training sessions delivered	
		4c-Form relationships with local partners and engage with local business improvement districts in Hampshire.	4c.i-Number of local partners/networks engaged	
		4d-Host at least one supplier engagement event.	4d.i-Number of supplier engagement events hosted	

Objective	Target ambition	Action	Key Performance Indicators (KPI)	Associated CITB KPI
		4e-Ensure that the Contractor employs a dedicated Supply Chain Manager.	4e.i- Appointed Supply Chain Manager for the project [Yes/No]	
Objective 5. Promote fair work and high employment standards across the Project	All directly employed construction workers on the Project to receive at least the Real Living Wage. 80% of employees report positive experiences when working on the Project. Embed fairness and inclusion benchmarks in contractor performance monitoring via the FIR Growth Assessment.	5a-All future Contractors will be required to pay their employees at least the National Minimum Wage.	5a.i-Percentage of contractors paying National Minimum Wage	N/A
		5b-The Contractor will ensure that all its own employees on the Project are paid at least the Real Living Wage.	5b.i-Percentage of SW employees paid at least the Real Living Wage	
		5c-Zero-hours contracts will not be permitted for any employment associated with the construction of the Project.	5c.i-Number of zero-hour contracts associated with the construction of the Project.	
		5d-All Contractors will be required to follow the CITB Be Fair Framework.	5d.i-Number of reported instances of non-compliance with CITB Be Fair Framework	
		5e-The Contractor will complete the CITB Fairness, Inclusion and Respect Growth Assessment and report quarterly on progress in implementing recommendations arising from the assessment.	5e.i-Percentage of contractors that have completed the FIR Assessment	
Objective 6. Regularly engage with local planning authority stakeholders in	N/a	6a-Establish a Local Skills and Employment Working Group.	6a.i-Number of Working Group meetings held	N/A

Objective	Target ambition	Action	Key Performance Indicators (KPI)	Associated CITB KPI
the study area to optimise the impact from the Project		6b-The Contractor will organise the inception meeting.	6b.i-Skills and Employment Working Group inception meeting held [Yes/No]	

7.3.6 Table 7-3 introduces a performance report that the Contractor will be required complete and share with the working group each quarter.

Table 7-3 Skills and Employment Plan quarterly report

Key Performance Indicators		Quarter 1 (Year X)	Quarter 2 (Year X)	Quarter 3 (Year X)	Quarter 4 (Year X)
1a. i	Number of jobs in the study area created (Apprentices)				
1a. ii	Number of jobs in the study area created				
1a.iii	Number of jobs in the study area created (Graduates)				
1b. i	Number of roles advertised on national platforms				
1c. i	Number of job centres in Hampshire engaged				
1d. i	Appointed onsite Skills and Employment manager (Yes/No)				
1e. i	Number of Work experience placements (In education)				
1e. ii	Number of Work experience placements (Not in Education)				

Key Performance Indicators		Quarter 1 (Year X)	Quarter 2 (Year X)	Quarter 3 (Year X)	Quarter 4 (Year X)
1f. i	Local Employment and Skills Working group established (Yes/No)				
2a. i	Number of specialist employment agencies engaged				
2b. i	Requirement for Contractor to collect and report on demographic data on employees [Yes/No]				
2c. i	Number of interviews offered to priority groups				
2d. i	Hours of inclusive recruitment training undertaken				
3a. i	Number of ambassadors recruited				
3b. i	Number of outreach activities in secondary ~~of~~, Further Education colleges and Youth Hubs				
3c. i	Amount (£) of match funding for Apprenticeships				
3d.i	Number of secondary schools that are members of the Skills and Employment working group				
3d. ii	Number of colleges that are members of the Skills and Employment working group				
3e. i	Qualifications gained (equiv NVQ2 and above) – subcontractor				

Key Performance Indicators		Quarter 1 (Year X)	Quarter 2 (Year X)	Quarter 3 (Year X)	Quarter 4 (Year X)
3e. ii	Qualifications gained (equiv NVQ2 and above) – main contractor				
3f. i	Decision to create a water recycling visitor centre [Yes/No]				
4a. i	Percentage of contracts awarded to local suppliers				
4b. i	Supplier portal training sessions delivered				
4c. i	Number of local partners/networks engaged				
4d. i	Number of supplier engagement events hosted				
4e. i	Appointed Supply Chain Manager for the project [Yes/No]				
5a. i	Percentage of contractors paying National Minimum Wage				
5b. i	Percentage of SW employees paid at least the Real Living Wage				
5c. i	Number of zero-hour contracts associated with the construction of the Project .				
5d. i	Number of reported instances of non-compliance with CITB Be Fair Framework				

Key Performance Indicators		Quarter 1 (Year X)	Quarter 2 (Year X)	Quarter 3 (Year X)	Quarter 4 (Year X)
5e. i	Percentage of contractors that have completed the FIR Assessment				
6a. i	Number of Working Group meetings held				
6b. i	Skills and Employment Working Group inception meeting held [Yes/No]				

8 Conclusion

8.1 Hampshire local economy

8.1.1 The socio-economic baseline in section 5.1 shows that while Hampshire overall benefits from strong employment levels, higher life expectancy, and a solid skills base, there are marked inequalities across the study area. Pockets of deprivation in Havant and Portsmouth, alongside below-average earnings in some districts and varying occupational structures, reveal challenges in accessing good-quality work. Although the area is less diverse than the national average, with limited ethnic representation outside Portsmouth, issues around health inequalities, disability, and income gaps remain significant. These disparities underline the importance of the Outline SEP in targeting disadvantaged groups, supporting local skills development, and ensuring the Project delivers fair and inclusive benefits across all communities.

8.2 Skills and employment demand

8.2.1 The Project is expected to generate substantial temporary employment during its approximate five-year construction period, peaking at around 1,100 roles, with most demand in pipeline installation, tunnelling, and shaft sinking. The majority of roles required, around 80%, are high-skilled, demanding NVQ Level 3 or above, though entry-level opportunities will exist, particularly in general labouring. The Outline SEP focuses on construction phase roles, even where these are lower-skilled, because they provide the most accessible entry point into the workforce. By funnelling individuals into these positions and linking them with training and progression pathways, the Outline SEP can help build a pipeline of local talent capable of moving into higher-skilled, longer-term careers.

8.2.2 In the operational phase, the Project is expected to generate around 25 permanent full-time equivalent roles. These are mostly based around maintenance of the pipelines and AGP as well as the operation of the WRP site. The Outline SEP has focused on the construction phase rather than operation since these roles are more numerous, the volume of opportunity is the greatest and there is the strongest potential for long-term career development.

8.3 Overarching objectives and actions

8.3.1 This Outline SEP sets out six clear objectives to ensure the Project delivers meaningful benefits to residents and business located within the study area during construction. These objectives focus on promoting local employment, supporting disadvantaged and underrepresented groups, building skills through education and training, strengthening the local economy via procurement, upholding fair work standards, and maintaining regular engagement with local planning authorities.

8.3.2 To achieve these, the Contractor will implement a wide range of actions, including targeted recruitment, collaboration with local education providers, creation of apprenticeships, inclusive procurement practices, monitoring workforce diversity,

and embedding fair pay and employment standards. A structured Monitoring Framework with SMART objectives, KPIs, and quarterly reporting will ensure accountability and transparency.

8.3.3 To give confidence to local planning authorities that there is a clear commitment to maximising local skills and employment opportunities were possible, target ambitions associated with each objective have been developed. Performance against these target ambitions are expected to be reported on by the Contractor at each Local Skills and Employment working group.

8.3.4 By combining local employment pathways, inclusive recruitment, training partnerships, and close collaboration with local planning authorities and businesses, this Outline SEP aims to maximise the long-term social and economic impact of the Project, leaving a lasting legacy of improved skills, opportunities, and fairness for communities located in the study area.

Appendix A Summary of skill requirements for construction and operation

A.1 Detailed job description and salary tables

A.1.1 Detailed list of job roles and skill level provided by the construction manager for each construction activity. These are estimates and the type of jobs associated with the Project could change. Descriptions of each job title have been accessed through desk-top research. The Main Office activity relates to a construction workers hub which may be temporarily required during the construction phase to act as a main project hub. It would provide an office building accommodating approximately 60 employees during construction working hours with welfare, parking and security facilities.

Table A-1 Detailed job description and salary

Job Title	Description	Skill Level	WRP site	Tunnelling	Shaft Sinking	Pipeline	Pipeline in Tunnels	BPT / IPS	Integration	Main Office
Tunnel Superintendent	Supervise Equipment Maintenance Personnel on the proper procedures for maintenance, repair and refurbishment of all micro-tunnelling and related systems.	High		✓	✓					
Pit Boss	Required to support the Tunnel Construction Manager, Superintendents and Tunnel Works Manager to co-ordinate the safe delivery of all operational activities on site.	High		✓	✓		✓			
Tunnel Boring Machine Operator	Work on large pieces of tunnelling equipment (TBMs).	High		✓						
Lead Miner	Responsible for overseeing tunnelling operations, ensuring	High		✓	✓		✓			

Job Title	Description	Skill Level	WRP site	Tunnelling	Shaft Sinking	Pipeline	Pipeline in Tunnels	BPT / IPS	Integration	Main Office
	work is carried out safely and to a high standard.									
Pit Bottom Banksman	Responsible for directing the safe movement of vehicles, machinery, and materials at the base of the excavation or shaft.	High					✓			
Grout Man	Specialises in the mixing, application, and maintenance of grout.	High					✓			
Erector Operator	Installing and dismantling capital plant steel infrastructure and lifting, moving and positioning loads during engineering construction projects.	High		✓						
Miner Ring Builder	Install the pre-cast concrete segments that form the tunnel lining, as the TBM progresses.	High		✓						
Grouter/Pump Operator	Responsible for operating pumping equipment and managing the injection of grout materials into the ground, tunnels, shafts, pipelines or structural voids.	High		✓						
Beltman	Responsible for the operation, monitoring, and maintenance of conveyor belt systems used to transport excavated material away from the excavation face.	High		✓						
Loco Operator	Responsible for operating rail-based locomotives used to transport materials, equipment,	High		✓						

Job Title	Description	Skill Level	WRP site	Tunnelling	Shaft Sinking	Pipeline	Pipeline in Tunnels	BPT / IPS	Integration	Main Office
	and personnel along temporary rail tracks within construction sites.									
Segment Hoist Operator	Safe lifting, handling, and placement of precast concrete tunnel segments during tunnel construction, usually in co-ordination with a TBM crew.	High		✓						
Foreman Fitter	Supervisor and health and safety professional that works on construction sites. Typically, responsible for ensuring subcontractors and labourers are working safely, maintaining health and safety records and overseeing construction employees.	High		✓						
Foreman Electrician	An Electrical Foreman is responsible for leading a team of electricians and ensuring that all electrical systems are installed, maintained, and repaired according to safety codes and established guidelines.	High		✓						
Tunnel Fitter	Responsible for the installation, maintenance, and repair of mechanical systems and equipment used in tunnelling operations.	High		✓						
Yard Foreman	Responsible for managing a team of workers in a warehouse or construction yard.	High		✓	✓					

Job Title	Description	Skill Level	WRP site	Tunnelling	Shaft Sinking	Pipeline	Pipeline in Tunnels	BPT / IPS	Integration	Main Office
Crane Driver	Operating cranes to lift, move, position, and unload materials and equipment at construction sites.	High		✓						
Segment Prep Man	Responsible for preparing pre-cast concrete tunnel segments for installation during tunnelling operation.	Low		✓						
Grout Plant Operator	Setting up, operating, and maintaining specialised machinery designed to mix and deliver grout—a dense fluid used to fill gaps, reinforce structures, seal joints, and more.	High		✓						
Forklift Driver	Transporting heavy materials using industrial machinery. Loading and unloading warehouse material, optimising loads to ensure operational efficiency and identifying damage to vehicles.	High		✓						
Tallyman	Tracking, recording, and managing the movement of materials, equipment, and supplies on construction sites.	Low		✓	✓		✓			
Tunnel Engineer	Planning, designing and managing all aspects of the tunnel building project. Plan out the tunnel phases, calculate project specifications and monitor on site progress.	High		✓						

Job Title	Description	Skill Level	WRP site	Tunnelling	Shaft Sinking	Pipeline	Pipeline in Tunnels	BPT / IPS	Integration	Main Office
Document Controller	Managing and organising all project-related documents and records.	Medium	✓	✓	✓		✓	✓	✓	✓
Site Manager	Responsible for overseeing, monitoring, and managing the progress of construction projects.	High	✓	✓				✓		
Site Supervisor	Manage all aspects of a building site, oversee the project, manage the workers, and liaise with contractors and suppliers.	High		✓						
Plant Operator 360	Operating and managing 360-degree rotating excavators, digging and trenching, lifting and moving materials, adhering to safety standards.	High	✓	✓	✓	✓	✓	✓		
Plant Operator Dumper	Safely operate plant equipment, including telehandlers, excavators, rollers and dumpers. Transport materials such as soil, gravel and debris around the worksite.	Medium					✓	✓		✓
Plant Operator Doze	Responsible for operating bulldozers.	Medium						✓		
Plant Operator Roller	Operating heavy roller machinery to compact material.	High						✓		
Plant Operator Tractor	Responsible for operating tractors and related machinery.	High						✓		

Job Title	Description	Skill Level	WRP site	Tunnelling	Shaft Sinking	Pipeline	Pipeline in Tunnels	BPT / IPS	Integration	Main Office
Pipe layer	Responsible for installing and connecting pipes for drainage, gas, water and other piping systems.	Medium						✓		
ADT Operator	Safely transporting materials across sites using heavy-duty articulated dump trucks.	High						✓		
Roller Operator	Responsible for operating heavy rolling machinery.	High						✓		
Steel Fixer	Specialises in the preparation, installation, and maintenance of steel reinforcement in construction projects. Position and secure steel bars and mesh used to strengthen concrete structures on construction sites.	High	✓		✓			✓		
Joiner	Specialise in cutting, shaping and fitting wood to create structures and fittings.	High	✓		✓			✓		
Crane Driver	Operate cranes to lift, move and position heavy materials and equipment on construction sites.	Low	✓		✓		✓	✓		
Labourer	Does physical labour on construction sites. Prepare sites by cleaning them, loading or unloading materials, and removing hazards.	Low	✓		✓			✓		
Forklift Plant Op	Specialised professional responsible for operating forklifts, powerful industrial trucks	High	✓				✓	✓		

Job Title	Description	Skill Level	WRP site	Tunnelling	Shaft Sinking	Pipeline	Pipeline in Tunnels	BPT / IPS	Integration	Main Office
	designed for the lifting, moving and stacking of materials.									
Yard Foreman	Responsible for ensuring everything goes smoothly at a construction site. They work closely with manager to determine hiring needs, deadlines for specific tasks as well as safety protocols.	High	✓				✓	✓		
Banksman	Responsible for directing the movement of heavy vehicles and machinery on construction sites.	High	✓	✓	✓		✓	✓		
Mechanical Engineer	Designing, testing and supervising the installation of mechanical systems within buildings. This includes heating, ventilation, and air conditioning systems, plumbing systems and fire protection systems.	High	✓					✓		
Mechanical Fitter	Assembles, installs, maintains and repairs various mechanical components to create functioning equipment.	High	✓						✓	
Mechanic Assistant	Support the lead mechanic in the maintenance, repair and smooth operation of vehicles and machinery.	High	✓					✓	✓	
Electrical Engineer	Responsible for designing, testing, installing, and maintaining large-scale electrical systems that transmit and generate power.	High	✓					✓		

Job Title	Description	Skill Level	WRP site	Tunnelling	Shaft Sinking	Pipeline	Pipeline in Tunnels	BPT / IPS	Integration	Main Office
Electrician	Responsibilities include interpreting blueprints, installing and maintaining wiring and control systems, inspecting electrical components, and identifying and repairing electrical problems.	High	✓					✓	✓	
Welder	Operate welding equipment such as MIG, TIG, and arc welders.	High						✓		
Welders Mate	Support role in welding operation.	Mediu m						✓		
Surveyor	Collect, analyse, and manage the geographical data critical to planning and executive constructions. They conduct site survey to establish baseline information.	High			✓		✓			
Senior Planner	Create programmes of all the work needed on large construction projects and direct activities. Oversee logistics, deploy workers, manage budgets and ensure work is on schedule.	High	✓		✓			✓	✓	✓
SHEQ Manager	Oversees Safety, Health, Environment, and Quality standards.	High		✓	✓	✓			✓	✓
SHEQ Controller	Ensuring that an organization complies with Safety, Health, Environment, and Quality standards.	High					✓			
SHEQ Advisor	Responsible for ensuring the safety, health, environmental, and	High	✓	✓	✓	✓	✓	✓	✓	✓

Job Title	Description	Skill Level	WRP site	Tunnelling	Shaft Sinking	Pipeline	Pipeline in Tunnels	BPT / IPS	Integration	Main Office
	quality standards are upheld throughout the shaft sinking and underground construction process.									
Section Manager	Responsible for the planning, co-ordination, and execution of shaft sinking operations within a construction or mining project.	High								
Section Engineer	Responsible for managing a specific portion of a tunnel construction project.	High					✓			
Chainman	Chainmen assist surveyors and engineers by setting out markers, handling equipment, and ensuring accurate measurement of distances, levels, and positions on-site.	Low					✓			
Quantity Surveyor	To estimate and control the budget of the overall work. Their role involves ensuring that structures meet various legal requirements and standards of quality.	High							✓	
Project Director	Responsible for the overall planning, execution, and delivery of construction projects.	High	✓	✓	✓					✓
Project Manager		High	✓				✓			
MEICA Section Manager	Co-ordinating and managing all MEICA-related activities within their section of the project,	High	✓						✓	✓

Job Title	Description	Skill Level	WRP site	Tunnelling	Shaft Sinking	Pipeline	Pipeline in Tunnels	BPT / IPS	Integration	Main Office
	ensuring that the installation, testing, and commissioning of systems are carried out to the highest standards of quality, safety, and efficiency.									
Construction Manager	Oversees the day-to-day operations of construction site.	High					✓			✓
Admin	Responsible for leading and co-ordinating all aspects of a construction project.	Medium	✓				✓		✓	✓
Supervisor Chainsaw	Oversees teams performing tree felling, vegetation clearance, or timber cutting.	High						✓		
Lifting Supervisor	Manages lifting operations within construction sites and responsible for ensuring safe and efficient operations of lifts and cranes.	High						✓		
Slinger Signaller Compound	Communicate with the Crane Operator using a series of hand signals. These hand signals help the Operator to manoeuvre the crane in a safe and efficient way.	High						✓		
Supervisor Welder	Oversees the welding, mechanical and electrical equipment installation.	High						✓		
Pipe fitter	Installs, assembles, maintains, and repairs piping systems.	Medium						✓		
Planner	Create and manage detailed programmes of work.	High	✓				✓	✓	✓	✓

Job Title	Description	Skill Level	WRP site	Tunnelling	Shaft Sinking	Pipeline	Pipeline in Tunnels	BPT / IPS	Integration	Main Office
MEICA Supervisor	Oversees the installation and commissioning of Mechanical, Electrical, Instrumentation, Control, and Automation (MEICA) systems on construction sites.	High	✓					✓	✓	
MEICA General Foreman	Responsible for supervising and co-ordinating MEICA works on-site.	High	✓							
Commissioning Manager	Responsible for overseeing the testing, inspection, and validation of systems and equipment.	High							✓	
Commissioning Engineers	Ensures that systems, equipment, and infrastructure are installed, tested, and functioning.	High							✓	
Training Team	Responsible for delivering hands-on instruction, mentoring, and safety guidance.	High							✓	
Operator Integration	Responsible for aligning and co-ordinating all operational aspects of a project.	High							✓	
Operator Manager	Responsible for overseeing the day-to-day operations.	High							✓	
Operator Liaison	Acting as contact points for all agency or organisational personnel regarding construction project issues.	High							✓	
Customer Liaison	Involves acting as contact points for all agency or organizational personnel regarding construction project issues	High							✓	

Job Title	Description	Skill Level	WRP site	Tunnelling	Shaft Sinking	Pipeline	Pipeline in Tunnels	BPT / IPS	Integration	Main Office
Systems Commissioning Engineer	Ensures that systems and equipment are installed correctly, function as intended, and comply with regulations.	High							✓	
Systems Engineer	Responsible for designing, integrating, and managing complex systems throughout their life cycles.	High							✓	
Project Accountant	Managing the financial health and reporting of a construction project. Responsible for monitoring project costs, maintaining accurate financial records, ensuring compliance with contract terms, and supporting the project management team with timely financial information.	High								✓
Commercial Lead	Ensure the delivery of robust financial governance and lead on matters related to commercial, performance reporting and contracts management.	High								✓
Design Manager	Responsible for managing the entire design process including drawings, design details, specifications, bills of quantity and design calculations.	High								✓
Designer	Responsible for creating and developing the technical and visual plan.	High								✓

Job Title	Description	Skill Level	WRP site	Tunnelling	Shaft Sinking	Pipeline	Pipeline in Tunnels	BPT / IPS	Integration	Main Office
Communications Manager	Responsible for developing, implementing, and overseeing all communication strategies related to a construction project or company.	High								✓
Commissioning Manager	Responsible for managing and overseeing the commissioning process of large-scale projects. They ensure that systems, facilities, or equipment are installed, tested, and functioning as intended before being handed over to the client.	High								✓
Commissioning Engineers	Responsible for ensuring that all new machinery and equipment are fitted properly and function at optimum capacity.	High								✓
Cleaner	Responsible for maintaining cleanliness, safety, and order on active construction sites.	Medium								✓

Appendix B Supporting information for Objectives and outcomes

B.1 Objective 1: Promote and facilitate local employment

Table B-1 Full list of Job Centres in the study area

Organisation	Address
Havant Job Centre	2 Elmleigh Road, Havant PO9 2AR
Cosham Jobcentre	121 High St, Cosham, Portsmouth PO6 3DR
Portsmouth JobCentre	Old Canal House, 27 Arundel St, Portsmouth PO1 1NB
Portsmouth Centre for Health and Disability Assessment	1st Floor, Wingfield House, 316-334 Commercial Road, Portsmouth, PO1 4TA
Gosport Jobcentre	9 Walpole Rd, Gosport PO12 1RR
Fareham JobCentre Plus	Crown Buildings, Civic Way, Fareham PO16 7HR
Techniche Global ltd.	Lancaster Court, 8 Barnes Wallis Rd, Fareham PO15 5TU
Southampton Jobcentre	St Cross House, 18 Bernard St, Southampton SO14 3PJ
Southampton Centre for Health and Disability	Royal South Hants Hospital, Mary Seacole Wing, Southampton, SO14 0YG
Hythe Jobcentre	15-17 Pylewell Rd, Hythe, Southampton SO45 6ZL
Eastleigh Jobcentre	Capital House, 100 Southampton Rd, Eastleigh SO50 5PB
Winchester Jobcentre	City Gate, 1-8 City Road, Winchester SO23 8GA

B.2 Objective 2: Promote workforce diversity and increase employment opportunities for disadvantaged and underrepresented groups

Table B-2 List of organisations supporting disadvantaged groups into employment within the study area

Organisation	Description
Enable Ability	Portsmouth-based charity supporting disabled and neurodiverse people into work experience and employment.

Organisation	Description
Mencap	Supports people with learning disabilities into work. Facilities work experience placements for learners.
CLEAR (City Life Education and Action for Refugees)	Employability support to refugees and migrants.
Princes Trust	Helps disadvantaged young people (16–30), including those NEET, into training and employment.
Catch22	Works with vulnerable young people across Portsmouth and Southampton.
Pact (Prison Advice and Care Trust)	Supports prison leavers and families into stable lives, including employment.
RFEA (The Force Employment Charity)	Supports veterans and ex-service personnel into civilian work.

B.3 Objective 3: Support local skills development through education and targeted training partnerships

Table B-3 List of stakeholders to be engaged with

Stakeholder	Stakeholder type	Location
Hampshire Employment and Skills Hub	Facilitator/hub	Hampshire
Havant Link Up Youth Hub	Facilitator/hub	Havant
NXT Skills Hub	Facilitator/hub	Fareham
Solent Business and Skills Solution	Facilitator/hub	Portsmouth and Southampton
Xyz Training Group	Training Provider	Havant
Construction Plant Training	Training Provider	Hampshire
City and Guilds Training	Training Provider	Portsmouth
Itchen College (adult learners)	Training Provider	Southampton
Fareport Training	Training Provider	Hampshire
ATS Group (construction courses)	Training Provider	Hampshire
Trinity Winchester	Training Provider	Winchester
Pitman Training	Training Provider	Southampton

Stakeholder	Stakeholder type	Location
2 Start Ltd (logistics)	Training Provider	Hampshire
Yuzu Training	Training Provider	Southampton
PETA Training and Consultancy	Training Provider	Portsmouth
The Learning Place	Training Provider	Portsmouth
Maritime Skills Academy Ltd	Training Provider	Portsmouth
Welcome to Excellence	Training Provider	Eastleigh
VTCT Skills	Training Provider	Eastleigh
S and T Training	Training Provider	Eastleigh
Portsmouth University	Education Provider	Portsmouth
University Technical Collete (UTC) Portsmouth	Education Provider	Portsmouth
City of Portsmouth College	Education Provider	Portsmouth
Fareham College	Education Provider	Fareham
City College Southampton	Education Provider	Southampton
Eastleigh College	Education Provider	Eastleigh
Peter Symonds College	Education Provider	Winchester
University of Winchester	Education Provider	Winchester
HSDC	Education Provider	Havant
The Bridge Education Centre	Education Provider	Eastleigh
Eastleigh Community Education Centre	Education Provider	Eastleigh
Goldhill Education	Education Provider	Eastleigh

B.4 CITB English client-based approach contractor guidance

Table B-4 CITB English client-based approach contractor for skills and employment targets for water supply and waste disposal projects

11.0 Water supply and waste disposal		band 1	band 2	band 3	band 4	band 5	band 6	band 7	band 8	band 9	band 10	band 11	band 12	band 13
		£1-3.5m	£3.6 - 6m	£6.1 - 10m	£10.1 - £15m	£15.1 £20m	£20.1 - 30m	£30.1 - 40m	£40.1 - 50m	£50.1 - 60m	£60.1 - £70m	£70.1 - 80m	£80.1 - 90m	£90.1 - £100m
1	Work Placement - persons	1	2	2	3	3	4	5	5	6	6	6	6	6
2	Jobs created by NSAfC projects	0	2	2	5	5	5	7	7	8	9	9	9	11
3	Construction Careers Information, Advice & Guidance (CCIAG) Events	0	1	1	1	2	2	2	3	3	3	3	3	4
4	Training Weeks on site	44	94	157	246	345	492	690	887	1084	1281	1478	1675	1872
5	Qualifying the Workforce - project workforce	3	5	6	8	9	11	12	14	14	16	16	18	18
5(a) 5(b)	• Qualifications gained (equiv. NVQ2 and above)	0	1	2	3	3	4	5	6	6	7	7	8	8
5(c) 5(d)	• Industry certification gained	3	4	4	5	6	7	7	8	8	9	9	10	10
6	Training Plans	2	2	2	2	2	2	2	2	3	3	3	3	3
7	Case Studies	Project Specific – to be agreed pre-approval												

Glossary

Term	Definition
Applicant	Southern Water Services Limited
Claimant Count	The Claimant Count measures the number of people claiming unemployment related benefits, usually Job Seekers Allowance, Universal Credit (UC) and National Insurance Credits.
Contractor	The Applicant or a person appointed by the Applicant or by anyone else having the benefit of part or all of the Development Consent Order to carry out any construction element of the Project or to operate the Project.
Development Consent Order (DCO)	A statutory order which provides consent for a project and means that a range of other consents, such as planning permission and listed building consent, will not be required. A DCO can also include powers authorising the compulsory acquisition and temporary possession of land and rights over land which is the subject of an application. A draft DCO (Document reference 3.1, DCO Volume 3) is submitted by the applicant as part of its application.
Environmental Impact Assessment (EIA)	EIA is a process for identifying the likely significant environmental effects (beneficial and adverse) of a Proposed Development to inform the decision-making process by the Secretary of State when determining an application for a Development Consent Order.
Environmental Statement (ES) (DCO Volume 6)	A document reporting the findings of the Environmental Impact Assessment which describes the likely significant effects arising from the Proposed Development on the environment and measures proposed to mitigate likely significant effects.
Further Education	Study after secondary education that's not part of Higher Education (that is, not taken as part of an undergraduate or graduate degree). Courses range from basic English and maths to Higher National Diplomas (HNDs). FE also includes 3 types of technical and applied qualifications for 16 to 19-year-olds
Higher Education	Any form of education that results in a level 4+ qualification and is typically the next step after sixth form studies and A levels. Higher Education qualifications can be gained in both universities and Further Education colleges.
National Minimum Wage	The legally mandated minimum hourly rate of pay for workers in the UK.
Real Living Wage	An independently calculated rate based on the cost of living and is paid voluntarily by employers.
The Solent	The Solent area covers the cities of Portsmouth and Southampton, the Isle of Wight, as well as the local planning authority areas of Havant Borough, Gosport Borough, Fareham Borough, Eastleigh Borough and New Forest District.
Environmental Impact Assessment (EIA) Scoping Opinion	A report issued by the Planning Inspectorate on behalf of the Secretary of State, under the EIA Regulations, providing the opinion on the scope and level of detail of the information to be provided in the Applicant's Environmental Statement. The EIA

Term	Definition
(Environment Statement Appendix 5.2 EIA Scoping Opinion, Volume II (Document reference 6.2, DCO Volume 6))	Scoping Opinion for the Proposed Development was adopted by the Secretary of State on 31 August 2023.
Environmental Impact Assessment (EIA) Scoping Report (Environment Statement Appendix 5.1 EIA Scoping Report, Volume II (Document reference 6.2, DCO Volume 6))	A request by the Applicant made to the Planning Inspectorate for an EIA Scoping Opinion on behalf of the Secretary of State. The EIA Scoping Report sets out the proposed scope and level of detail to be provided in the Environmental Statement. The EIA Scoping Report for the Proposed Development was submitted to the Secretary of State on 25 July 2023.
Shaft Sinking	Excavating a vertical or near-vertical tunnel from the ground surface to create access points for pipeline installation
National Vocational Qualification (NVQ)	NVQs are work-based qualifications designed to demonstrate an individual's practical skills and competency in a specific job role.

Abbreviations

Abbreviation	Meaning
AGP	Above Ground Plant
ASHE	Annual Survey of Hours and Earnings
BPT	Break Pressure Tank
CEMP	Construction Environmental Management Plan
CITB	Construction Industry Training Board
DCO	Development Consent Order
DWP	Department for Work and Pensions
EBC	Eastleigh Borough Council
EHDC	East Hampshire District Council
EIA	Environmental Impact Assessment
EqIA	Equality Impact Assessment
ES	Environmental Statement
ESF	European Social Fund
FBC	Fareham Borough Council
FTE	Full Time Equivalent
HBC	Havant Borough Council
HCoC	Hampshire Chamber of Commerce
HSDC	Havant and South Downs College
IPS	Intermediate Pumping Station
JSNA	Joint Strategic Needs Assessment
KPI	Key Performance Indicator
LEP	Local Enterprise Partnership
LSIP	Local Skills Improvement Plan
LSO	Long Sea Outfall
LSOA	Lower Layer Super Output Area
MHCLG	Ministry of Housing, Communities and Local Government
NEET	Not in Education, Employment or Training
NPSWRI	National Policy Statement for Water Resources Infrastructure
ONS	Office for National Statistics
PA 2008	Planning Act 2008
PEI	Preliminary Environmental Information
PRoW	Public Rights of Way
PS	Pumping Station
SEP	Skills and Employment Plan
SME	Small and Medium Sized Enterprise
SoS	Secretary of State
STEM	Science, Technology, Engineering and Mathematics

Abbreviation	Meaning
TBM	Tunnel Boring Machine
TT	Transfer Tunnel
WRMP	Water Resources Management Plan
WRP	Water Recycling Plant
WSW	Water Supply Works
WTW	Wastewater Treatment Works

References

[1] Construction Industry Training Board, "Client Based Approach," July 2017. [Online]. Available: https://www.citb.co.uk/media/s5bduaph/english-client-based-approach-client-guidance.pdf#:~:text=The%20approach%20includes%20employer-led%20benchmarks%20for%20employment%2C%20skills,well%20as%20larger%20contractors%20and%20their%20supply%20chains. [Accessed July 2025].

[2] UK Government, "legislation.gov.uk," 1991. [Online]. Available: https://www.legislation.gov.uk/ukpga/1991/56/contents. [Accessed September 2025].

[3] Southern Water Services Limited, "Ofwat - Southern Water: Hampshire Water Transfer and Water Recycling Project," Feburary 2024. [Online]. Available: https://www.ofwat.gov.uk/wp-content/uploads/2024/02/HWTWRP-case-study.pdf. [Accessed June 2025].

[4] UK Government, "Planning Act 2008," 2008. [Online]. Available: https://www.legislation.gov.uk/ukpga/2008/29/contents. [Accessed September 2025].

[5] Southern Water, "Our Responsible Business," April 2022. [Online]. Available: https://www.southernwater.co.uk/media/2utec4iz/5887_corporate_responsibility_policy_stratregcom-final-updated.pdf. [Accessed June 2025].

[6] UK Parliament, UK Equality Act 2010, 2021.

[7] Construction Industry Training Board, "Client Based Approach," July 2017. [Online]. Available: https://www.citb.co.uk/media/s5bduaph/english-client-based-approach-client-guidance.pdf. [Accessed June 2025].

[8] Murray Mcintosh, "The Water Industry Labour Report," May 2025. [Online]. Available: https://uploads.prod01.london.platform-os.com/instances/915/assets/2025%20The%20Water%20Industry%20Labour%20Report.pdf?updated=1747902485. [Accessed June 2025].

[9] Portsmouth City Council, "Skills and labour market strategy 2020-2025," November 2020. [Online]. Available: https://www.portsmouth.gov.uk/wp-content/uploads/2021/06/Skills-and-labour-market-strategy-accessible.pdf. [Accessed July 2025].

[10] The Solent Cluster, "Solent LEP," 2025. [Online]. Available: https://www.thesolentcluster.com/members/solent-lep/. [Accessed July 2025].

[11] Hampshire Chamber of Commerce, "Local Skills Improvement Plan," Hampshire Chamber of Commerce, [Online]. Available: https://www.hampshirechamber.co.uk/chamber-of-solutions/local-skills-improvement-plan/. [Accessed July 2025].

[12] S. G. Partnership, "Get Solent Working Plan," [Online]. [Accessed 26 October 2026].

[13] Hampshire Chamber of Commerce, "Membership, Benefits and Offers," [Online]. Available: https://www.hampshirechamber.co.uk/. [Accessed July 2025].

[14] Department for Environment, Food and Rural Affairs, "National Policy Statement for water resources infrastructure," July 2025. [Online]. Available: https://assets.publishing.service.gov.uk/media/6874ca77c831dea2b152cfe9/E03400114_National_Policy_Statement_for_Water_Resources_Web_Accessible.pdf. [Accessed May 2025].

[15] Ministry of Housing, Communities and Local Government, "National Planning Policy Framework," December 2024. [Online]. Available: https://assets.publishing.service.gov.uk/media/67aafe8f3b41f783cca46251/NPPF_December_2024.pdf. [Accessed June 2025].

[16] Department for Education, "Skills England: Driving growth and widening opportunities," September 2024. [Online]. Available:

https://assets.publishing.service.gov.uk/media/66ffd4fce84ae1fd8592ee37/Skills_England_Report.pdf. [Accessed April 2025].

[17] East Hampshire District Council, "East Hampshire District Local Plan: Joint Core Strategy Adopted June 2014," June 2024. [Online]. Available: https://www.easthants.gov.uk/media/5462/download?inline. [Accessed May 2025].

[18] Eastleigh Borough Council, "Eastleigh Borough Local Plan (2016-2036)," April 2022. [Online]. Available: https://www.eastleigh.gov.uk/media/11806/to-be-published-final-local-plan-april-2022-v4.pdf. [Accessed May 2025].

[19] H. C. Council, "Economic Strategy for Hampshire Committing to Prosperity 2025-2027," [Online]. Available: https://documents.hants.gov.uk/hampshire-prosperity-partnership/Economic-Strategy-For-Hampshire-2025-27-FINAL.pdf. [Accessed 22 October 2026].

[20] H. C. Council, "Hampshire Skills Strategy 2025," 2025. [Online]. Available: https://democracy.hants.gov.uk/documents/s141292/Appendix%20-%20Skills%20Strategy.pdf. [Accessed 23 October 2026].

[21] "Get Hampshire Working Plan 2025-27," Hampshire County Council, 2025. [Online]. Available: https://democracy.hants.gov.uk/documents/s137896/Get%20Hampshire%20Working%20Plan%20-%20Appendix%20A-2025-09-18%20EMH2050%20Decision%20Day.pdf. [Accessed 22 October 2026].

[22] Havant Borough Council, "Havant Borough Core Strategy," March 2011. [Online]. Available: https://www.havant.gov.uk/media/7437/download?inline=. [Accessed June 2025].

[23] Havant Borough Council, "Havant Borough Local Plan (Allocations) Adopted Version," July 2014. [Online]. Available: https://www.havant.gov.uk/media/7687/download?inline=. [Accessed April 2025].

[24] Winchester City Council, "Local Plan Part 1: Joint Core Strategy Adopted 2013," March 2013. [Online]. Available: https://www.winchester.gov.uk/planning-policy/winchester-district-local-plan-2011-2036-adopted/local-plan-part-1-joint-core-strategy-adopted-march-2013-local-plan-review-2006/local-plan-part-1-joint-core-strategy-adopted-2013. [Accessed June 2025].

[25] South Downs National Park Authority, "South Downs Local Plan," July 2019. [Online]. Available: https://www.southdowns.gov.uk/wp-content/uploads/2019/07/SD_LocalPlan_2019_17Wb.pdf. [Accessed June 2025].

[26] Fareham Borough Council, "Fareham Local Plan 2037," April 2023. [Online]. Available: https://www.fareham.gov.uk/pdf/planning/local_plan/1.FLP2037.pdf. [Accessed May 2025].

[27] Portsmouth City Council, "Local development scheme," April 2025. [Online]. Available: https://www.portsmouth.gov.uk/services/development-and-planning/planning-policy/local-development-scheme/. [Accessed June 2025].

[28] Porstmouth City Council, "The Portsmouth Plan," 24 January 2012. [Online]. Available: https://www.portsmouth.gov.uk/wp-content/uploads/2020/05/The-Portsmouth-Plan.pdf. [Accessed June 2025].

[29] Solent Local Enterprise Partnership, "Solent Skills Action Plan and Local Skills Report," January 2022. [Online]. Available: https://solentpartners.com/wp-content/uploads/2023/10/solent-lep-skills-action-plan-local-skills-report-2022-final-final.pdf. [Accessed March 2025].

[30] Hampshire Chamber of Commerce, "Solent Local Skills Improvement Plan," August 2023. [Online]. Available: https://www.hampshirechamber.co.uk/wp-content/uploads/Solent-Local-Skills-Improvement-Plan.pdf. [Accessed May 2025].

[31] H. C. o. Commerce, "Hampshire and the Solent Local Skills Improvement Plan 2026-2029," July 2026. [Online]. Available: https://www.hampshirechamber.co.uk/wp-content/uploads/Hampshire-and-the-Solent-Report-Aug26.pdf. [Accessed 22 October 2026].

[32] Havant Borough Council, "Building a Better Future Draft Building a Better Future Plan available for consultation between May 6 2025 and 1 July 2025," havant, 2025.

[33] Winchester City Council, "Your Place Your Plan Winchester District Local Plan 2020-2040 Proposed Submission Local Plan (Regulation 19)," Winchester, 2024.

[34] Portsmouth City Council, "Portsmouth Local Plan 2038," September 2021. [Online]. Available: https://www.portsmouth.gov.uk/wp-content/uploads/2021/09/207.9-Local-plan-2021-document-FULL-ACCESSIBLE.pdf. [Accessed May 2025].

[35] S. G. Partnership, "Get Solent Working Plan," 2025. [Online]. Available:https://solentgrowthpartnership.co.uk/gsw/get-solent-working/[Accessed November 2026].

[36] Hampshire Chamber of Commerce, "Solent Local Skills Improvement Plan 2025 Progress Report," June 2025. [Online]. Available: https://www.hampshirechamber.co.uk/wp-content/uploads/Solent-LSIP-2025-Progress-Report-update-17-June-25.pdf. [Accessed June 2025].

[37] P. Walker and J. Robinson, "Skills for the Future Hampshire Skills Strategy and Investment Plan 2030," 2020 April. [Online]. Available: https://hampshire.moderngov.co.uk/documents/s41218/Hampshire%20Skills%20Strategy.pdf. [Accessed June 2025].

[38] Enterprise M3, Enterprise M3 Delivery Plan 2020/21, 2019.

[39] Office for National Statistics, "Population and household estimates, England and Wales: Census 2021," 28 June 2022. [Online]. Available: https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationandhouseholdestimatesenglandandwalescensus2021. [Accessed June 2025].

[40] MHCLG, "MHCLG Open Data: English Indices of Deprivation 2019," 2019. [Online]. Available: https://opendatacommunities.org/data/societal-wellbeing/imd2019/indices. [Accessed May 2025].

[41] Office for National Statistics, "Office for National Statistics," 13 March 2023. [Online]. Available: https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/datasets/employmentinlocalauthoritiesenglandandwales. [Accessed May 2025].

[42] Office for National Statistics , "Occupations of those in employment, by local area, working pattern, employment status and disability status, England and Wales, Census 2021," 13 May 2023. [Online]. Available: https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/datasets/occupationsofthoseinemploymentbylocalareaworkingpatternemploymentstatusanddisabilitystatusenglandandwalescensus2021. [Accessed June 2025].

[43] Office for National Statistics, "Earnings and hours worked, place of work by local authority: ASHE Table 7," 29 October 2024. [Online]. Available: https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/placeofworkbylocalauthorityashetable7. [Accessed June 2025].

[44] Office for National Statistics, "Disability," 28 March 2023. [Online]. Available: https://www.ons.gov.uk/datasets/TS038/editions/2021/versions/3. [Accessed June 2025].

[45] Office for National Statistics, "Ethnic group, England and Wales: Census 2021," 29 November 2022. [Online]. Available: https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/ethnicity/bulletins/ethnicgroupenglandandwales/census2021. [Accessed June 2025].

[46] Hampshire County Council, "Joint Strategic Needs Assessment," 2021-23. [Online]. Available: https://www.hants.gov.uk/socialcareandhealth/publichealth/jsna. [Accessed July 2025].

[47] Office for National Statistics, "Employment, unemployment and economic inactivity in East Hampshire," May 2024. [Online]. Available: https://www.ons.gov.uk/visualisations/labourmarketlocal/E07000085/. [Accessed June 2025].

[48] Office for National Statistics, "Business Register and Employment Survey," 2022. [Online]. Available: https://www.ons.gov.uk/surveys/informationforbusinesses/businesssurveys/businessregisterandemploymentsurvey. [Accessed June 2025].

[49] Gov.uk, "Marine and Costal Access Act 2009," 2009. [Online]. Available: https://www.legislation.gov.uk/ukpga/2009/23/contents. [Accessed January 2026].

[50] ICE Group, "Havant Thicket Reservoir," 2024. [Online]. Available: https://www.ice.org.uk/what-is-civil-engineering/infrastructure-projects/havant-thicket-reservoir. [Accessed May 2025].

[51] Winchester City Council, "West of Waterlooville," May 2023. [Online]. Available: https://www.winchester.gov.uk/planning/major-development-projects/west-of-waterlooville. [Accessed June 2025].

[52] Hampshire County Council, "More than 3,000 new school places on horizon for Hampshire over next three years," January 2025. [Online]. Available: https://www.hants.gov.uk/News/20250122CScapitalprogramme. [Accessed May 2025].

[53] Building Digital UK, "Project Gigabit network build contract - Hampshire," 1 July 2023. [Online]. Available: https://www.gov.uk/guidance/project-gigabit-network-build-contract-hampshire. [Accessed July 2025].

[54] Hampshire County Council, "Green light for M27 Junction 10 improvement scheme as Hampshire County Council confirms full go-ahead," October 2024. [Online]. Available: https://www.hants.gov.uk/News/20241022M27J10GreenLight. [Accessed June 2025].

[55] Portsmouth City Council, "New terminal welcomes 75,000 passengers in first six months," 20 March 2024. [Online]. Available: https://www.portsmouth.gov.uk/new-terminal-welcomes-75000-passengers-in-first-six-months/. [Accessed June 2025].

[56] Winchester City Council, "Central Winchester Regeneration takes a major step forward," 14 March 2025. [Online]. Available: https://www.winchester.gov.uk/news/2025/mar/central-winchester-regeneration-takes-a-major-step-forward. [Accessed June 2025].

[57] VIVID, "A new waterfront community," [Online]. Available: https://www.vividhomes.co.uk/about-us/more-homes/developments/victory-quay. [Accessed June 2025].

[58] Office for National Statistics, "Business Register and Employment Survey," 31 October 2022. [Online]. Available: https://www.ons.gov.uk/surveys/informationforbusinesses/businesssurveys/businessregisterandemploymentsurvey. [Accessed June 2025].

[59] HSDC, "Design, Planning & Surveying for Construction – T-Level," 2025. [Online]. Available: https://www.hsdc.ac.uk/courses/south-downs-campus/t-level/design-planning-surveying-for-construction-t-level/. [Accessed 2025 July].

[60] South Hampshire College Group, "Level 4 HNC in Construction," 2025. [Online]. Available: https://www.bing.com/search?q=a+Level+4+HNC+in+Construction+havant+college+group&cvid=f92311cf93994ade9182599c5928ece3&gs_lcrp=EgRIZGdlKgYIABBFGDkyBggAEEUYOTIGCAEQRRhAMgYIAhBFGEAyCAgDEOkHGPxV0gEINDQ2NmowajSoAgiwAgE&FORM=ANAB01&PC=U531. [Accessed June 2025].

[61] F. College, "Fareham College Welcomes Hampshire Chamber of Commerce," [Online]. Available: https://fareham.ac.uk/news/fareham-college-welcomes-hampshire-chamber-of-commerce/. [Accessed June 2025].

[62] S. C. I. o. Technology, "Building Talent Together," 2023. [Online]. Available: https://southcoastiot.ac.uk/. [Accessed June 2025].

[63] World Economic Forum, "Future of Jobs Report 2025," June 2025. [Online]. Available: https://reports.weforum.org/docs/WEF_Future_of_Jobs_Report_2025.pdf. [Accessed August 2025].

[64] UKCES, "South East LMI Summary," 2017. [Online]. Available: https://assets.publishing.service.gov.uk/media/5a818d38e5274a2e87dbe3ca/LMI_Summary_-_South_East__Final_.pdf. [Accessed August 2025].

[65] Portsmouth City Council, "Creative industries," [Online]. Available: https://www.portsmouth.gov.uk/services/business/business-sectors/creative-industries/. [Accessed August 2025].

[66] S. dataobservatory, “Economic Assessment,” 2025. [Online]. Available: https://data.southampton.gov.uk/economy/economic-assessment/. [Accessed August 2025].

[67] Hampshire County Council, “Construction Skills Training,” [Online]. Available: https://www.hants.gov.uk/educationandlearning/participation-lifelong-learning/employmenthub/construction-training. [Accessed August 2025].

[68] N. E. Foundation, “Employers spending a fifth less on employee training than a decade ago,” 19 Mach 2024. [Online]. Available: https://neweconomics.org/2024/03/employers-spending-a-fifth-less-on-employee-training-than-a-decade-ago. [Accessed August 2025].

[69] P. today, “Employers face a ‘soft skills crisis’,” 11 September 2024. [Online]. Available: https://www.personneltoday.com/hr/employers-face-a-soft-skills-crisis/. [Accessed August 2025].

[70] Solent Partners, “The Solent Economic Profile,” 27 March 2024. [Online]. Available: https://www.portsmouth.gov.uk/wp-content/uploads/2024/09/06.-The-Solent-Economic-Profile-2024.pdf. [Accessed August 2025].

[71] Portsmouth City Council, “Skills and labour market strategy 2020-2025,” November 2020. [Online]. Available: https://www.portsmouth.gov.uk/wp-content/uploads/2021/06/Skills-and-labour-market-strategy-accessible.pdf. [Accessed September 2025].

[72] CITB, “Migration and Construction 2023,” June 2023. [Online]. Available: https://www.citb.co.uk/media/nwefbu4r/final-english-migration-report-june-2023.pdf. [Accessed June 2025].

[73] Society of Operations Engineers, “UK Faces Shortfall of 1 Million Engineers by 2030,” October 2023. [Online]. Available: https://www.soe.org.uk/resources/uk-faces-shortfall-of-1-million-engineers-by-2030.html. [Accessed June 2025].

[74] HM Treasury, “Government unleashes next generation of construction workers to build 1.5m homes,” 23 March 2025. [Online]. Available: https://www.gov.uk/government/news/government-unleashes-next-generation-of-construction-workers-to-build-15m-homes. [Accessed June 2025].

[75] Optimal Surveying Solutions, “Optimal Surveying Tackles: The Growing Shortage of Quantity Surveyors in the UK Construction Industry,” 1 December 2023. [Online]. Available: https://optimalsurveying.co.uk/2023/12/01/optimal-surveying-tackles-the-growing-shortage-of-quantity-surveyors-in-the-uk-construction-industry/. [Accessed June 2025].

[76] Department for Education, “DfE Update further education: 28 May 2025,” 28 May 2025. [Online]. Available: https://www.gov.uk/government/publications/dfe-update-28-may-2025/dfe-update-further-education-28-may-2025. [Accessed August 2025].

[77] S. Water, “Apprenticeship jobs & opportunities,” [Online]. Available: https://www.southernwater.co.uk/about-us/careers/apprentice-opportunities/. [Accessed July 2025].

[78] Link Up Youth Hub, “Welcome to the Link Up Youth Hub!,” 2022. [Online]. Available: https://linkupyouthhub.co.uk/. [Accessed June 2025].

[79] UK Government, “Equality Act 2010,” 2010, [Online]. Available: https://www.legislation.gov.uk/ukpga/2010/15/contents. [Accessed July 2025].

[80] S. G. Partnership, “Get Solent Working Plan,” June 2025. [Online]. Available: https://solentgrowthpartnership.co.uk/wp-content/uploads/2025/06/Solent-Growth-Partnership-Get-Solent-Working-Plan-June-2025-v1.0-june-25-aa-accessible.pdf. [Accessed 22 October 2026].


WATER
for LIFE
from
Southern
Water.