



OAKLANDS FARM SOLAR PARK

Applicant: Oaklands Farm Solar Ltd

Outline Skills, Supply Chain and Employment Plan

November 2024

Document Ref: EN010122/D6/14.4

Version: Deadline 6

Planning Act 2008

**The Infrastructure Planning
(Applications: Prescribed Forms and
Procedure) Regulations 2009**

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OUTLINE SKILLS, SUPPLY CHAIN AND EMPLOYMENT PLAN

Regulation Reference	-
Planning Inspectorate Reference	EN010122
Document Reference	EN010122/D6/14.4
Author	Oaklands Farm Solar Limited

Version	Date	Status
Rev 00	November 2024	Original version

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1 PURPOSE

- Oaklands Farm Solar Project (the Proposed Development) will generate substantial economic benefits including new jobs and expenditure, as established in Chapter 12: Socio-Economics, Tourism and Recreation of the Environmental Statement (ES) [APP-163].
- This Outline Skills, Supply Chain and Employment Plan (OSSCEP) has been prepared to maximise and pro-actively expand the economic benefits of the Proposed Development for the local community. The OSSCEP sets out the likely economic benefits of the Proposed Development, and the context and characteristics of the local community and economy in which it is located. It then identifies potential opportunities for activities relating to Skills, Supply Chain and Employment (SSCE) which the Applicant would take forward during construction, operation and decommissioning. The aim is to provide local individuals and businesses access to the SSCE benefits associated with the Proposed Development.
- The OSSCEP is an outline plan that will develop into a more detailed Skills, Supply Chain and Employment Plan (SSCEP), which is secured through Requirement 23 (Skills, supply chain and employment) included in the draft Development Consent Order (DCO) for the Proposed Development. Prior to construction of the Proposed Development, the SSCEP will be subject to approval by the local planning authority.
- Chapter 12: Socio-Economics, Tourism and Recreation of the ES [APP-163] identifies no relevant adverse effects of the Proposed Development. Therefore, this OSSCEP does not represent mitigation of any such effects, but rather aims to maximise the benefits for the local community as a result of the Proposed Development.
- The OSSCEMP is structured as follows:
 - Section 2 – Summary of Economic Effects - Sets out the scale and nature of likely economic effects of the Proposed Development, which the OSSCEP aims to maximise. The key impacts comprise jobs generated during the construction, demolition and decommissioning phases, and spending on goods and services.
 - Section 3 – Policy Context – Sets out the aims of local planning policy and economic development strategy with regard to jobs, skills and economic development.
 - Section 4 – Opportunities - Presents potential opportunities for the Proposed Development relating to SSCE. Within each opportunity or area of work, a number of activities are described which could be developed in more detail and pursued post-consent.
 - Section 5 – Delivery - Proposes a broad approach to developing and delivering the OSSCEP post-consent. An indicative timeline for SSCE plan development and implementation is also set out.
 - Section 6 – Monitoring - Sets out a potential monitoring framework, including potential target outputs and outcomes.

2 SUMMARY OF ECONOMIC EFFECTS

2.1 CONTEXT

- 2.1.1 The employment (direct and indirect), construction expenditure and Gross Value Added (GVA) benefits associated with the construction, operation and decommissioning of the Proposed Development are summarised in the sections below. Full details are available in Chapter 12: Socio-Economics, Tourism and Recreation of the ES [APP-163].

2.2 CONSTRUCTION

Direct effects

- 2.2.1 As per Paragraph 12.67 of the Chapter 12 of the ES [APP-163], the baseline assessment indicates that South Derbyshire has a similar working age population to the East Midlands and England, but a higher-than-average rate of economic activity in that working age population, and a lower unemployment rate than the regional and national picture. Job density data suggests people may travel outside the local authority area for work. Direct employment resulting from the Proposed Development could include local contracting opportunities for fencing, civil works, testing and commissioning.

Full Time Equivalent (FTE) Jobs

- 2.2.2 It is anticipated that there will be an average of 114 full-time equivalent (FTE) jobs during the 16-month construction period (this will vary depending on the actual length of construction, month of construction and the activities being undertaken at various stages).
- 2.2.3 Table 12.10 of the ES applies both a leakage factor (assuming that not all the construction jobs will be secured by local residents) and a displacement factor (assuming that individuals may leave their current employment in order to secure work in the construction project) to arrive at a net employment benefit, with the last column reporting the net FTE jobs expected during construction of the Proposed Development. **It is estimated that there will be 47.9 FTEs generated in the local economy by the construction of the Proposed Development.**
- 2.2.4 It is not yet known who will be appointed as the Principal Contractor however, it is reasonable to assume that a proportion of the work will be carried out by sub-contractors and labourers who are resident in South Derbyshire. Table 12.4 of the ES indicates that South Derbyshire has higher than average employment in the manufacturing, transportation and construction sectors. It is not possible to quantify the extent to which these sectors could feed into the supply chain for the Proposed Development. Based on the Applicant's experience as a solar developer, it is likely that the majority of components for the Proposed Development would

be imported from specialist manufacturers abroad¹. However, local businesses could share in the financial and employment benefits of the construction and operation of the Proposed Development.

Construction Expenditure

- 2.2.5 The total construction expenditure is estimated to be around £80 million across the 16-month construction period. As discussed above, it is sensible to assume that items of equipment such as solar panels and batteries would be sourced from abroad. Suppliers in the UK and Derbyshire could provide other services such as transport, civil engineering, general construction etc. It is not possible to calculate the proportion of the project expenditure that would stay within the local economy, as this would depend on the availability of services at the time of procurement post- consent. However, it is considered reasonable, on this basis and taking a conservative approach, to assume that about a quarter of construction expenditure would be retained within the UK (with the bulk of expenditure going towards procurement of specialist components not typically produced in the UK, such as solar panels, transformers, Battery Energy Storage System etc.). **The total construction expenditure within the UK is estimated to be around £20 million across the 16-month construction period.** This accords with the Applicant's experience of other UK solar construction projects.

Overall Effect

- 2.2.6 The predicted number of construction jobs and expenditure would have a minor positive effect (not significant in EIA terms) on the local economy and employment in South Derbyshire whereby the extent of effects is considered to be small in scale in the context of the South Derbyshire economy.

Indirect effects

- 2.2.7 It is likely that there will be some local employment generated indirectly as a result of the construction of the Proposed Development. This could include supply chain spin-offs for local businesses; and sub-contracted work relating to the transportation of construction workers and materials. There could also be an increase in use of suppliers further down the supply chain which is an indirect effect. A proportion of this increased income will be re-spent on final products, this is the induced effect.
- 2.2.8 In terms of local skills, it is considered feasible that during the construction process there will be opportunities for 'up-skilling' of local people either directly or indirectly employed in relation to the Proposed Development. Those employed may develop skills that will be of benefit to the local economy in the longer term,

¹ Under the Suppliers Code of Conduction, BayWa r.e. is committed to human rights and humane working conditions. This prohibits child labour, forced or compulsory labour and promotes equal opportunities and non-discrimination. The strategy further promotes labour rights, legal working hours, health and safety at work and employment of security personnel (where appropriate).
[BayWa r.e. Supplier Code of Conduct_EN.pdf](#)

such as project management and/or construction skills which are transferrable to other developments.

- 2.2.9 As per Table 12.11 of Chapter 12 of the ES [APP-163], **there will be 91 additional indirect and induced FTE jobs during construction of the Proposed Development.**
- 2.2.10 Assuming an average construction worker salary of approximately £27,000 per annum² and assuming a 10% local spend rate, it is estimated that **there will be a local indirect expenditure by FTE local construction workers of approximately £129,330 per annum³** (£172,440 over the course of the 16-month construction period). However, construction workers not living locally may choose to reside in local accommodation which will benefit the local economy through spending in local hotels, B&Bs, other accommodation, shops and restaurants.
- 2.2.11 If considering the spend from all construction workers (not just those in the local area) this figure would increase to £307,800 per annum (£410,400 over the course of the 16-month construction period).
- 2.2.12 The effect of the creation of 91 additional indirect and induced FTEs and indirect economic benefits in the region of £129,330 per annum. This is considered to be a minor positive benefit for the local economy, and negligible for the regional economy, as it is of small scale and will likely only affect a small number of people in the context of the South Derbyshire economy.
- 2.2.13 Based on the predicted number of construction jobs, and on the expectation that workers will travel to work from their existing homes (or use local accommodation on a temporary basis) the presence of additional workers in the area during construction is not anticipated to affect population dynamics or the demand for services and facilities and as such no effect is anticipated.

2.3 OPERATION

- 2.3.1 Operational employment and associated spending were scoped out of the ES, due to the low numbers of staff onsite during operation (there will be one permanent plant manager, and two permanent technicians employed on Site, with one or two technicians visiting the Site on a monthly basis to carry out maintenance activities. Much of the site monitoring will be done remotely from a central control hub).
- 2.3.2 As per Table 12.1 of Chapter 12 of the ES, this was agreed with the Planning Inspectorate in a Formal Scoping Opinion, dated September 2021.

² https://www.glassdoor.co.uk/Salaries/construction-worker-salary-SRCH_KOO,19.htm This is a conservative estimate based on general construction work

³ Net direct FTEs (47.9) x £27,000 x 0.1

3 POLICY CONTEXT

3.1.1 It is important to understand the economic development aims and aspirations of local stakeholders, as these set the context for, and are also key drivers of, the OSSCEP. A review has been undertaken of the planning policy and economic development strategies of the administrative bodies local to the Proposed Development. Documents which are relevant for the Proposed Development's OSSCEP are listed below, followed by the key relevant policies and messages from these documents.

3.1.2 National Policy:

- National Policy Statement (NPS) for Energy (EN-1) (2024);
- National Policy Statement (NPS) for Energy (EN-3) (2024); and
- National Planning Policy Framework (NPPF) (2023).

3.1.3 Local and Regional Policy:

- South Derbyshire Economic Development and Growth Strategy;
- South Derbyshire Local Plan; and
- Derbyshire Economic Strategy Statement.

3.2 NATIONAL POLICY STATEMENT FOR ENERGY (EN-1) AND EN-3

3.2.1 The construction, operation and decommissioning of energy infrastructure may have socio-economic impacts at local and regional levels. NPS EN-1 at paragraph 5.13.1 states that the construction, operation and decommissioning of energy infrastructure may have socio-economic impacts at local and regional levels. As set out in paragraph 5.13.3, applicants are encouraged to engage with relevant local authorities during the early stages of project development so that the applicant can gain a better understanding of local or regional issues and opportunities.

3.2.2 Relevant socio-economic impacts should be considered, including: the creation of jobs and training opportunities; contribution to the development of low-carbon industries at local and regional levels; improvements to local infrastructure (e.g., provision of educational facilities); and any indirect beneficial impacts for the region hosting infrastructure, in relation to use of local support services and supply chain.

3.3 NPPF (2023)

3.3.1 The NPPF sets out the Government's planning policies for England and how these should be applied. Paragraph 85 states that, "Planning policies and 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, taking into account both local business needs and wider opportunities for development. The approach taken should allow each area to build on its strengths, counter any weaknesses and address the challenges of the future. This is particularly important where Britain can be a global leader in driving innovation, and in areas with high levels of productivity, which should be able to capitalise on their performance and potential.”

3.4 SOUTH DERBYSHIRE ECONOMIC DEVELOPMENT AND GROWTH STRATEGY (2023 – 27)

3.4.1 Emphasis on economic growth and development is also evident in relevant local economic development plans. The South Derbyshire Economic Development and Growth Strategy 2023 – 27 aims:

“to promote greater sustainable economic development and growth in South Derbyshire, in order that it becomes a more prosperous place to live, with better jobs and prospects for its residents and businesses.”

3.4.2 The Strategy is structured to reflect the D2N2 Economic Recovery Strategy - the replacement for the Local Industrial Strategy - with the following key themes:

- Business support and productivity;
- Low carbon / clean growth; and
- Connectivity and inclusion.

3.4.3 South Derbyshire has one of the highest concentrations of employment in manufacturing in the UK (three times the national average) and, in contrast to many other areas in the country, has maintained a strong manufacturing sector. The District is also home to nationally important infrastructure enablers, in the form of sand and gravel quarries that play a key role in facilitating construction and infrastructure projects.

3.4.4 A number of key sectors have been identified in South Derbyshire based on their current importance and future potential. Low carbon and clean growth is identified as a significant developing sector with the potential to grow further over the next five years. The Strategy recognises the urgency of climate change. The growth in jobs and prosperity over the coming years needs to be linked to an enhanced natural environment to support clean growth.

3.4.5 The low carbon sector is one of the fastest growing in the UK, employing several hundred thousand people directly and indirectly across the supply chain. South Derbyshire is well placed to take advantage of the opportunities to develop technologies associated with the low carbon sector.

3.5 SOUTH DERBYSHIRE LOCAL PLAN

3.5.1 Chapter 7 of the South Derbyshire Local Development Plan 2011 – 2028 focuses on sustainable development and ensuring future growth contributes towards the

delivery of sustainable growth within the district. In particular, Policy SD6, Sustainable Energy and Power

- 3.5.2 Generation, recognises the need to support the development of renewable energy and low carbon energy infrastructure development.

3.6 DERBYSHIRE ECONOMIC STRATEGY STATEMENT

- 3.6.1 At a county level, Derbyshire's Economic Strategy Statement states that it will support the Government's energy policy by facilitating the transition to a low carbon economy across all aspects of development, which aligns with the EU Thematic Objective of supporting the shift towards a low carbon economy across all sectors. It further states that much of Derbyshire's land comprises former industrial sites and will require investment to unlock development areas to generate economic opportunities, including energy infrastructure.

4 OPPORTUNITIES

- 4.1.1 This section sets out potential activities which the Applicant may pursue as part of programme of work relating to SSCE.
- 4.1.2 The opportunities set out in the OSSCEP reflect the likely impacts of the Proposed Development and respond to the local context, as set out in previous chapters. They are an illustrative long-list, and will be modified, refined and agreed through development of a full SSCEP plan, secured by Requirement 23 (skills, supply chain and employment) included in the Draft DCO for the Proposed Development. The SSCEP will be subject to approval by SDDC as the relevant planning authorities, prior to construction of the Proposed Development.

4.2 SKILLS

- 4.2.1 A variety of skills and disciplines are required for the successful delivery of the Proposed Development. Interventions relating to relevant skills training and education could benefit local people while also promoting the supply of an appropriately skilled workforce to deliver the Proposed Development.
- 4.2.2 The Applicant will identify relevant stakeholders for potential skills and educational collaboration and will establish contact with those parties. This programme of engagement will be continued and expanded post-consent in order to identify priority interventions relating to skills and training for inclusion in the full SSCE plan, secured by Requirement 23 of the Draft DCO.
- 4.2.3 The South Derbyshire Economic Development and Growth Strategy 2023 – 27 states that currently 33% of South Derbyshire's residents hold a degree (or higher) and just 4.7% have no qualifications. There continues to be a skills gap at degree level with fewer South Derbyshire residents with higher level qualifications compared to the Derbyshire and England averages.
- 4.2.4 The availability of a skilled workforce in the District is a key enabler for future economic development, whilst higher skilled residents have greater access to employment opportunities. The D2N2 Local Enterprise Partnership Local Skills Report (2021) highlights the key focus regionally to improve the flexibility and responsiveness of the skills ecosystem – the identified challenges including preparing for future skills needs, including low carbon growth and skills.

Opportunity 1 - Apprenticeships

- 4.2.5 An apprenticeship is a work-based learning programme, which enables people to earn whilst they learn new skills, knowledge and behaviours. An apprenticeship can also help fulfil labour and skills requirements for employers in a cost-effective way, while also providing paid employment, training, and potential pathways into employment for apprentices.
- 4.2.6 Through the delivery of other renewable energy projects, the Applicant has maintained a strong focus on training and skills development in the UK and continues to reach out directly to organisations that can support this. The Applicant

has established relationships with skills agencies, such as Energy Skills Partnership (ESP), to identify skills gaps and training requirements. ESP provides strategic direction in supporting colleges in developing their capability, capacity and curriculum by establishing appropriate Training Networks.

- 4.2.7 The output will be the number of apprenticeships funded / taken up. The outcome would be to reduce the proportion of the population with no qualifications.

Opportunity 2 - Other Training

- 4.2.8 The intent would be to support the achievement of vocational qualifications (e.g. BTEC, City and Guilds, NVQ, HNC) at various levels which are relevant to the delivery of the Proposed Development. Engagement with potential Tier 1 contractors and local training providers could highlight gaps in the skills required to deliver the Scheme, and therefore identify specific courses which could be particularly relevant.

- 4.2.9 The output could be the number of relevant vocational qualifications achieved. The outcome would be to reduce the proportion of the population with no qualifications.

Opportunity 3 - STEM Education and Careers

- 4.2.10 There is currently poor take-up of STEM subjects within schools and colleges, and the UK's workforce of engineers is aging. This implies a potential shortage of the technical and professional skills required to deliver the Proposed Development and other large infrastructure projects in the future. The Applicant will investigate the potential for a programme of activities which promote STEM education and careers. This could be targeted at primary school pupils, secondary school pupils, college students and / or other young people in the area.

- 4.2.11 Through the delivery of other renewable energy projects, the Applicant's focus has been on targeting young people to encourage them into the industry. An example includes the commitment of £150k to an initiative by University of the Highlands and Islands (UHI) which promotes STEM school curriculum in the Highlands and Islands. The funding is jointly provided with three other developers who are developing projects in the local area.

- 4.2.12 Another example is the Applicant's sponsorship of CECA Scotland to support them with delivery of civil engineering training for young people in Scottish academies. The Applicant has also recently taken an engineering intern into one of its projects and is looking for other opportunities to engage with university level students.

- 4.2.13 The output could be the number of schools engaged, number of events delivered and / or increased awareness of STEM careers. The outcome would be an increase in take up of STEM subjects in further education and / or related qualifications in participating schools.

Opportunity 4 - Educational Resources on-site

- 4.2.14 Site visits during the construction and operation periods could be an effective way to educate and inspire students. The Applicant has committed to providing an interpretation board which includes information on the Proposed Development, including its operations and carbon saving. Through the Outline Landscape and Ecological Management Plan (OLEMP), it is proposed this educational board will be located on the Cross Britain Way / National Forest Way which crosses through the Proposed Development.
- 4.2.15 The output could be the number of schools / pupils engaged. The outcome would be an increase in knowledge of solar / renewable energy and that could lead to an increased take up of STEM subjects in further education.

4.3 EMPLOYMENT

Opportunity 5 - Local Recruitment

- 4.3.1 The Applicant will investigate measures to promote take-up of jobs generated by the Proposed Development by local people. The starting point will be engagement with Local Authorities and East Midlands Chamber of Commerce, in order to establish relationships with existing local employment support networks. The Applicant is aware that the East Midlands Chamber of Commerce has a recruitment service which can help match job opportunities and work experience with local employers in Derbyshire and Nottinghamshire.
- 4.3.2 It is not yet known who will be appointed as the Principal Contractor however, it is reasonable to assume that a proportion of the work will be carried out by sub-contractors and labourers who are resident in South Derbyshire. Chapter 12 of the ES indicates that South Derbyshire has higher than average employment in the manufacturing, transportation and construction sectors. It is not possible to quantify the extent to which these sectors could feed into the supply chain for the Proposed Development. Based on the Applicant's experience as a solar developer, it is likely that the majority of the specialist components for the Proposed Development would be imported from specialist manufacturers abroad. However, local businesses could share in the financial and employment benefits of the construction of the Proposed Development and provision of resources such as fencing, planting etc.
- 4.3.3 Even if not all jobs were secured locally, it may be possible that employees from outside South Derbyshire may choose to live in the region during their period of employment and may also bring their families. This may in turn increase both population and spending levels within South Derbyshire, as discussed under 'Indirect and Induced Employment and Economic Benefits' in Chapter 12 of the ES. Another scenario is that due to the relatively short construction period (16 months) construction workers would be transported in minibuses from accommodation up to 1 hour away. This will generate indirect benefits for local / regional accommodation and transport providers.

4.3.4 It is likely that there will be some local employment generated indirectly as a result of the construction of the Proposed Development. This could include supply chain spinoffs for local businesses; and sub-contracted work relating to the transportation of construction workers and materials. There could also be an increase in use of suppliers further down the supply chain which is an indirect effect. A proportion of this increased income will be re-spent on final products, this is the induced effect. If construction workers do not live locally, they may choose to reside in local accommodation which will benefit the local economy through spending in local hotels, B&Bs, other accommodation, shops and restaurants.

4.3.5 The output could be a proportion of the workforce employed from the local area. The outcome would be an increase in employment levels in the local area.

Opportunity 6 - Maximising Diversity of the Workforce

4.3.6 The Applicant would introduce initiatives to maximise the diversity of the workforce. Groups which could be targeted include:

- Workers of certain gender, ethnicity or age groups;
- Disadvantaged or under-represented groups, for example, long-term unemployed, ex-offenders or disabled people.

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

4.3.8 Measures could include:

- Ensuring that jobs are communicated to target groups, including identifying and working with specialist job brokerage agencies; and
- Working with job support and training providers who operate programmes aimed at getting people into work (for example, young people who are Not in Education, Employment or Training may require pre-employment, basic skills training and work placements).

4.3.9 Any measures adopted will comply with employment law.

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

4.3.11 The Applicant is aware that the East Midlands Chamber of Commerce has a recruitment service which works alongside organisations such as Better Working Futures which supports unemployed people to start working. The Applicant is also aware of local initiatives, such as the Derby Employment Hub which aims to support local unemployed residents, especially those facing personal or economic barrier, to find a job. This initiative is in partnership with South Derbyshire District Council; however, it was a time limited project, due to be discontinued prior to consent of the Proposed Development. The Applicant will engage with such local

initiatives which will be detailed in the final SSCEP, prior to commencement of construction of the Proposed Development.

- 4.3.12 The potential output could be a proportion of the workforce employed from target groups and number of employees who are content with their working environment / culture. The potential outcome would be an increase in employment levels in target groups.

4.4 SUPPLY CHAIN

Opportunity 7 – Business Networking and Support

- 4.4.1 Within the confines of the procurement strategy, local sourcing of equipment and contractors will be pursued where possible, however it is noted that this procurement is subject to tendering and may be constrained by the specialist nature of some of the equipment. Local contractors will be encouraged to tender for construction, operation and maintenance work, wherever possible, to ensure maximum benefit to local communities. Local trade organisations, such as the East Midlands Chamber of Commerce, will be asked to provide information to local contractors to ensure they are aware of the opportunities and qualifications required to tender.
- 4.4.2 The Chamber of Commerce can also help the Applicant arrange 'meet the buyer' events to reach out to potential suppliers to boost the local content within the Proposed Development. The Applicant is aware of members of the East Midlands Chamber of Commerce who provide electrical contracting services from a simple consumer unit replacement to the installation of CCTV systems, plus a wide range of renewable energy installations.
- 4.4.3 Through other projects the Applicant has delivered, a Supply Chain Manager has been appointed to focus on engaging with the supply chain, and mapping the potential expansion of local suppliers with the capability and experience required by different phases and parts of renewable energy projects.
- 4.4.4 The potential output could be the number of events delivered / number of local people engaged in 'meet the buyers' events. The potential outcome would be an increase in turnover for businesses in the local area.

Opportunity 8 – Procurement Strategy

- 4.4.5 The procurement strategy for the Proposed Development will also reflect the aim of maximising benefits to local businesses, balanced against ensuring competitive delivery of the Proposed Development. BayWa r.e.'s Corporate Environmental, Social, and Governance (ESG) policies and guidelines describe our approach and the standards we commit to as a global company⁴. We have established these binding ESG principles and guidelines to outline how we work with our internal and external stakeholders. These apply across all our subsidiaries within the BayWa

⁴ <https://www.baywa-re.com/en/corporate-responsibility/esg-policies-and-guidelines>

r.e. Group. Additionally, we remain fully compliant with all applicable laws and regulations in the countries in which we operate.

- 4.4.6 The output could be the number / value of contracts secured by local businesses. The outcome would be an increase in turnover for businesses in the local area.

5 DELIVERY

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

Roles and responsibilities

- 5.1.2 The programme would be driven forward by a SSCE Lead, overseen by a steering group which would include senior members of the Oaklands Farm Solar Limited management team.
- 5.1.3 The SSCE work programme would then break down into a number of activities or workstreams (some or all of which could align with the opportunities described in Section 4). Each activity would have a named lead (which could be the SSCE Lead), and internal partners (from within the Oaklands Farm Solar Ltd project team) to support delivery. External partners and stakeholders (for example, Local Authorities, education and training providers, job brokerage agencies, Chambers of Commerce) could be engaged as appropriate, as their detailed local knowledge and experience will be critical to success. Additional resources such as professional support, capital funding or physical facilities may be relevant.
- 5.1.4 If successful, each activity will result in achievement of the outputs and, ultimately, the outcomes identified within the SSCE plan. A monitoring system will measure outputs and outcomes, and reporting will be undertaken. Lessons learned will be fed back in order to shape and improve SSCE work programme over time.
- 5.1.5 Development and delivery of the SSCE work programme will require joint working between various parts of the Oaklands Farm Solar Limited project team. Important internal partners will include the Principal Contractor, commercial team, the community engagement team, HR/personnel, and project/programme management.
- 5.1.6 There could be value in incorporating the SSCE work programme into a wider community benefits or social value programme associated with the Proposed Development. This would allow all the benefits of the Proposed Development to be managed and measured in a coherent, effective and consistent way. Other benefits of the Proposed Development are described in the Planning Statement [APP-181] and relate to access, biodiversity, heritage, soils and water quality.
- 5.1.7 Working with external stakeholders will be fundamental to the success of the SSCE programme. There may in addition be potential to engage with local residents and community groups on issues relating to SSCE, building on the consultation undertaken during the preparation of the DCO.

Timescales

- 5.1.8 Assuming planning consent is granted in summer 2025, the OSSCEP will be developed into a detailed SSCEP, confirming objectives and activities to be pursued. The detailed SSCEP will be approved by the local planning authorities in accordance with the discharge of Requirement 23 of the dDCO.

- 5.1.9 Where relevant, the SSCE requirements will be included in the Invitation to Tender ("ITT") for contractors. Contractors will be engaged as to how any SSEC requirements will be delivered and monitored during the construction period.
- 5.1.10 Once construction commences (currently scheduled for summer 2026), the delivery of early SSCE activities will continue (e.g., recruitment of apprentices, establishing training and school programmes etc).
- 5.1.11 It is suggested that once the SSCEP is discharged, the document is reviewed every six months, so it can be refined and adjusted as the Proposed Development moves towards construction and operational phases.

6 MONITORING AND FEEDBACK

Monitoring

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

- A monitoring and reporting plan will be developed as part of the full SSCEP.
- Effective performance monitoring will be achieved by following the methods below:
- Developing specific, measurable, attainable, realistic, and timely performance indicators;
- Aiming for quality over quantity of performance indicators;
- Ensuring performance monitoring mechanisms are consistent with the stated objectives of the OSSCEP;
- Ensuring performance indicators are flexible and updateable; and
- Scoping out the practicality of how data will be collected before defining measurable targets.

Potential Outputs and Outcomes

6.1.2 Outputs are the tangible results of pursuing the specific opportunities of the Proposed Development.

6.1.3 Outcomes are the longer-term results of implementing the SSCE plan. They include changes to the local community, environment and workforce that the activities and initiatives aim to achieve. Outcomes will be measured and documented through evaluations undertaken at various intervals during the life of the Proposed Development.

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

- What has been achieved?
- Have the specific outcomes been realised?
- What would have happened anyway?
- Was it value for money?
- What lessons can be taken into other projects?

- How will the lessons be communicated to the wider public (as the SSCEP is a positive story)

6.1.5 The proposed outputs and outcomes for each 'opportunity' is identified in Section 4. These will be detailed in full in the final SSCE Strategy.

7 SUMMARY

- 7.1.1 The Applicant is committed to maximising the Proposed Development's expenditure and economic impact in South Derbyshire and the region.
- 7.1.2 The ambition is to maximise expenditure within the local area across the development, manufacturing and fabrication, installation and operations of the Proposed Development.
- 7.1.3 The Applicant will seek to achieve this through engaging directly with the supply chain and by working closely with supporting organisations. Through other active projects, the Applicant is actively involved with a number of initiatives designed to support the skilling and training of new employees required by renewable energy developers and suppliers over the next decade. The Applicant is excited about the opportunities the Proposed Development can deliver.